

# RESEARCH REPORT

Mental Health & Wellness - Legal Support Staff



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## ABOUT THIS REPORT

### *About Us*

The Support Staff Community Inc was formed to represent administrative and support professionals within the legal profession. The Community provides support staff professionals within the legal profession a platform for networking and socialising with colleagues, and access to mentors, educational seminars and resources. Membership to the Community is free, and gives legal support staff access to our events and resources. Our Association is run by a management committee of approximately 15 members.

### *Purpose of Report*

Our committee members are passionate about the mental health of legal support staff professionals within our community. Flowing from a lack of statistics in this area, the committee launched a survey in August 2020 to take the pulse of mental health within the legal support profession, separate from those that have been undertaken for practicing lawyers and barristers.

This report summarises the results of the survey, and provides practical recommendations and action that law firms, legal organisations and our Committee can undertake to tackle mental health issues for legal support staff.

We are not medical professionals, nor are we business advisors. This report and the recommendations herein have been prepared as a result of data collected directly from legal support staff. The recommendations have been provided from our experience as legal support staff with different legal backgrounds and experience.





### *Method of Data Collection*

The questions within the mental health and wellness survey were created by the management committee of The Support Staff Community. The survey was available for completion on the Community's website for one (1) month, with details of the survey circulated on LinkedIn and by email to members of the Community's mailing list.

Noting the sensitivity of the subject matter and to ensure that questions were answered as honestly as possible, survey answers were submitted anonymously via online submission. No specific information that could be used to identify the survey participants was requested. The survey was open to support staff only.

For transparency, the survey questions have been outlined at pages 3 to 5 herein.

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## SURVEY QUESTIONS

The survey questions were drafted to take the pulse of mental health within the legal support staff community. The questions are set out below.

### *About You & Your Employment*

On what basis are you employed? Full time, part time, casual or other.

What kind of workplace do you work within? Commerical Firm, Boutique / Specialist Firm, Sole Practitioner, Barrister's Chambers or Other

During your career as a legal support staff professional, have you:

- Been diagnosed with a mental health illness?
- Taken days off work because you are mentally unwell, stressed or experiencing burnout?
- Spoken about your mental health with a supervisor, HR or an Employee Assistance Program (EAP)?
- None of the above.

Does your firm have any of the following support resources:

- A person within the firm who has undertaken mental first aid training.
- An external EAP.
- Health benefits which provide for assistance, financial or otherwise, for employees to seek out the assistance of a professional such as a GP or psychologist.
- Other resources (eg. pamphlets and information readily available, other wellbeing initiatives).
- None of the above.

Please mark on the following scale how much you agree with the following statements (for which participants were provided with the options: strongly disagree, disagree, neutral, agree or strongly agree):

- My workplace values the mental health of it's employees.
- My workplace allows flexible working arrangements (such as flexible hours, working from home, job share or other arrangements) for LAWYERS.
- My workplace allows flexible working arrangements (such as flexible hours, working from home, job share or other arrangements) for SUPPORT STAFF.
- I would be comfortable asking my supervisor for flexible working arrangements.

### *Mental Health & Wellness (recent)*

Within the last twelve months, how often have you (for which participants were provided with the options: never, sometimes, often and always):

- Felt nervous or stressed at work?
- Felt overwhelmed by the volume of your workload?
- Felt overwhelmed by the nature of your work?
- Felt that you are not succeeding in your role?
- Had trouble concentrating due to stress or poor mood?

### *Mental Health & Wellness (historical)*

During your career, how often have you (for which participants were provided with the options: never, sometimes, often and always):

- Felt nervous or stressed at work?
- Felt overwhelmed by the volume of your workload?

- 
- Felt overwhelmed by the nature of your work?
  - Felt that you are not succeeding in your role?
  - Had trouble concentrating due to stress or poor mood?

### *Seeking Support*

Please mark on the following scale how much you agree with the following statements (for which participants were provided with the options: strongly disagree, disagree, neutral, agree or strongly agree):

- I would be comfortable speaking to my direct supervisor if I had concerns about my mental health.
- I would be comfortable speaking to HR if I had concerns about my mental health.
- I would be comfortable speaking to an EAP representative if I had concerns about my mental health.
- If there was someone within my workplace who had undertaken mental health first aid training, I would be comfortable speaking to them if I had concerns about my mental health.
- I would be concerned about sharing my mental health concerns with colleagues and supervisors for fear of being judged.
- I would be concerned about sharing my mental health concerns with colleagues and supervisors if I was applying for a promotion or seeking a payrise.

### *Influencing Factors*

Has COVID-19 had an effect on your mental health at work?

- Yes - it has had a significant effect on my mental health.
- Yes - it has had some effect on my mental health.
- No - it has not had any effect on my mental health.

If COVID-19 has had an effect on your mental health, what effects has it had?

- I am struggling without regular contact with my colleagues.
- I do not have the resources/space to work from home comfortably.
- I am stressed and worried about COVID-19 generally in terms of the health and safety of myself, my friends and family.
- I do not feel supported by my workplace at this time (eg. if you are forced to work from the office despite health concerns).
- Working from home has had a positive effect on my mental health as it has given me work/life balance that I did not have before.
- COVID-19 has not had an effect on my mental health.

Have you experienced any of the following behaviours in your current role:

- Bullying or harrassment (not of a sexual nature)
- Sexual harrassment
- Discrimination
- Other inappropriate behaviour
- None of the above

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Have you experienced any of the following behaviours in previous employment:

- Bullying or harrassment (not of a sexual nature)
- Sexual harrassment
- Discrimination
- Other inappropriate behaviour
- None of the above

If you have experienced any of the above behaviours, do you believe that these have had an impact upon your mental health?

- Yes
- No
- Not Applicable

Do you have any other comments or information that you think may be relevant to our research and the report we will be releasing?

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# RESULTS OF SURVEY

## *Demographics*

In total, 27 legal support staff participated in the survey.

Of these 27, 24 work full-time and 3 work part-time. 17 of the participants work in a commercial firm, 6 work in a boutique / specialist firm, 2 work with a sole practitioner and 2 work in other employment.

## *Firm Resources*

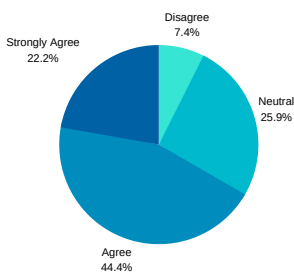
Of the 27 participants, 8 people had access to a person within their own firm who had undertaken mental health first aid training (30%), 18 had access to an external Employee Assistance Program (67%), 16 had access to other resources such as brochures and other wellness initiatives (59%), and only 2 people had access to health benefits which provide assistance, financial assistance or otherwise, for access to a professional such as a GP or psychologist (7%). 6 participants in the survey did not have access to any mental health resources through their employment (22%).

## *Mental Health & Wellness*

Of the 27 participants, 11 people had been diagnosed with a mental illness (41%), 18 had taken days off of work due to being mentally unwell, stressed or burnt out (67%), and 14 had spoken about their mental health with a supervisor, HR or an EAP (52%). Only 3 participants did not select one of these options (11%).

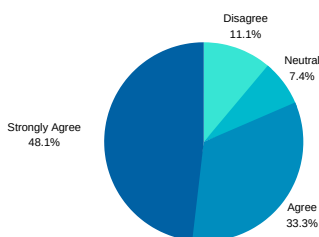
## *Firm Culture & Procedures*

Of the 27 participants, the following responses were received to the statement "My workplace values the mental health of it's employees":



- Strongly disagree - 0 participants
- Disagree - 2 participants
- Neutral - 7 participants
- Agree - 12 participants
- Strongly agree - 6 participants

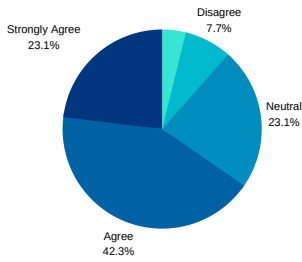
Of the 27 participants, the following responses were received to the statement "My workplace allows flexible working for lawyers":



- Strongly disagree - 0 participants
- Disagree - 3 participants
- Neutral - 2 participants
- Agree - 9 participants
- Strongly agree - 13 participants

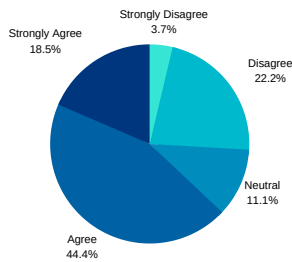


Of the 27 participants, the following responses were received to the statement "My workplace allows flexible working for support staff":



- Strongly disagree - 1 participants
- Disagree - 2 participants
- Neutral - 6 participants
- Agree - 11 participants
- Strongly agree - 6 participants

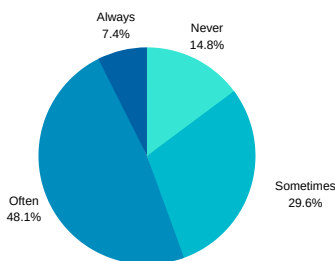
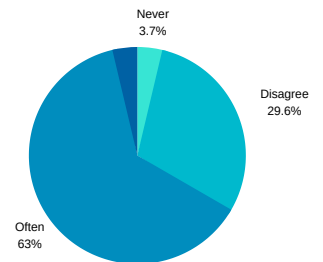
Of the 27 participants, the following responses were received to the statement "I would be comfortable asking for flexible working arrangements":



- Strongly disagree - 1 participants
- Disagree - 6 participants
- Neutral - 3 participants
- Agree - 12 participants
- Strongly agree - 5 participants

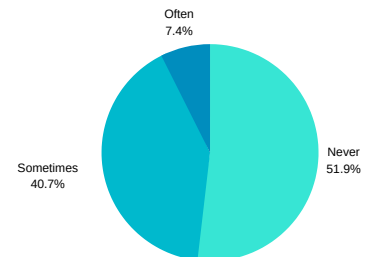
### *Mental Health (Recent - Last Twelve Months)*

To the question "how often have you felt nervous or stressed at work", 1 participant answered never, 8 participants answered sometimes, 17 participants answered often and 1 participant answered always.

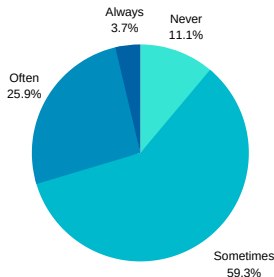
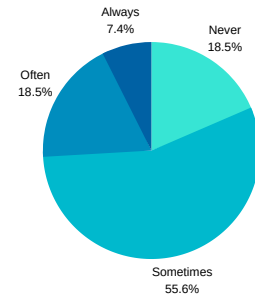


To the question "how often have you felt overwhelmed by the volume of your workload", 4 participants answered never, 8 participants answered sometimes, 13 participants answered often and 2 participants answered always.

To the question "how often have you felt overwhelmed by the nature of your work", 14 participants answered never, 11 participants answered sometimes, 2 participants answered often and no participants answered always.



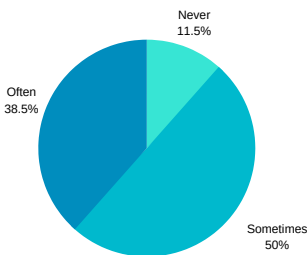
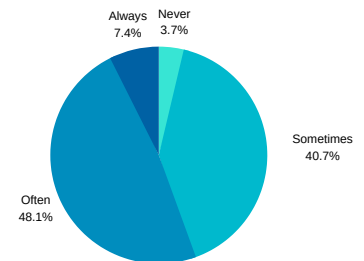
To the question "how often have you felt you are not succeeding in your role", 5 participants answered never, 15 participants answered sometimes, 5 participants answered often and 2 participants answered always.



To the question "how often have you had trouble concentrating due to stress or poor mood?", 3 participants answered never, 16 participants answered sometimes, 7 participants answered often and 1 participant answered always.

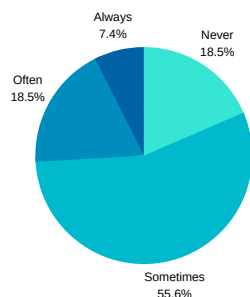
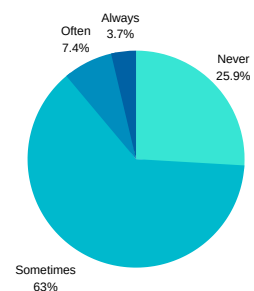
### *Mental Health (Historical / Career as a Whole)*

To the question "how often have you felt nervous or stressed at work", 1 participant answered never, 11 participants answered sometimes, 13 participants answered often and 2 participants answered always.



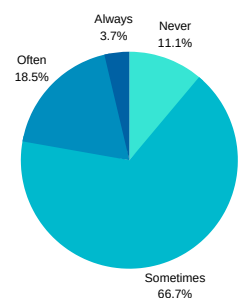
To the question "how often have you felt overwhelmed by the volume of your workload", 3 participants answered never, 13 participants answered sometimes, 10 participants answered often and no participants answered always.

To the question "how often have you felt overwhelmed by the nature of your work", 7 participants answered never, 17 participants answered sometimes, 2 participants answered often and 1 participant answered always.



To the question "how often have you felt you are not succeeding in your role", 5 participants answered never, 15 participants answered sometimes, 5 participants answered often and 2 participants answered always.

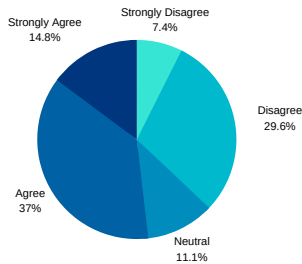
To the question "how often have you had trouble concentrating due to stress or poor mood", 3 participants answered never, 18 participants answered sometimes, 5 participants answered often and 1 participant answered always.



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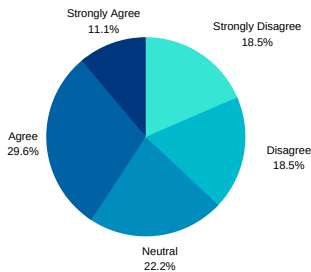
## Seeking Support

Of the 27 participants, the following responses were received to the statement "I would be comfortable speaking to my direct supervisor if I had concerns about my mental health":



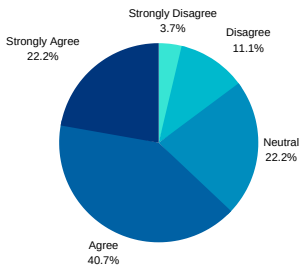
- Strongly disagree - 2 participants
- Disagree - 8 participants
- Neutral - 3 participants
- Agree - 10 participants
- Strongly agree - 4 participants

Of the 27 participants, the following responses were received to the statement "I would be comfortable speaking to HR if I had concerns about my mental health":



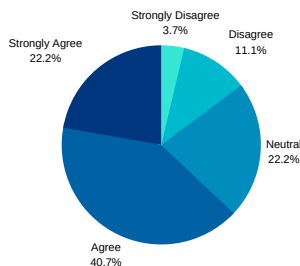
- Strongly disagree - 5 participants
- Disagree - 5 participants
- Neutral - 6 participants
- Agree - 8 participants
- Strongly agree - 3 participants

Of the 27 participants, the following responses were received to the statement "I would be comfortable speaking to an external EAP representative if I had concerns about my mental health":



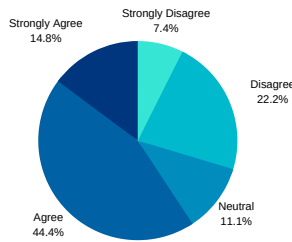
- Strongly disagree - 1 participant
- Disagree - 3 participants
- Neutral - 6 participants
- Agree - 11 participants
- Strongly agree - 6 participants

Of the 27 participants, the following responses were received to the statement "If there was someone within my workplace who had undertaken mental first aid training, I would be comfortable speaking to them if I had concerns about my mental health":



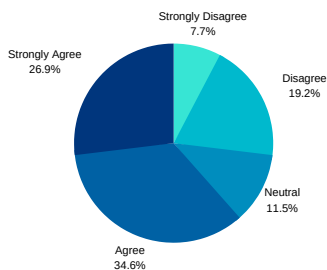
- Strongly disagree - 1 participant
- Disagree - 7 participants
- Neutral - 8 participants
- Agree - 9 participants
- Strongly agree - 2 participants

Of the 27 participants, the following responses were received to the statement "I would be concerned about sharing my mental health concerns with colleagues and supervisors for fear of being judged":



- Strongly disagree - 2 participants
- Disagree - 6 participants
- Neutral - 3 participants
- Agree - 12 participants
- Strongly agree - 4 participants

Of the 27 participants, the following responses were received to the statement "I would be concerned about sharing my mental health concerns with colleagues and supervisors if I was applying for a promotion or seeking a payrise":



- Strongly disagree - 2 participants
- Disagree - 5 participants
- Neutral - 3 participants
- Agree - 9 participants
- Strongly agree - 7 participants

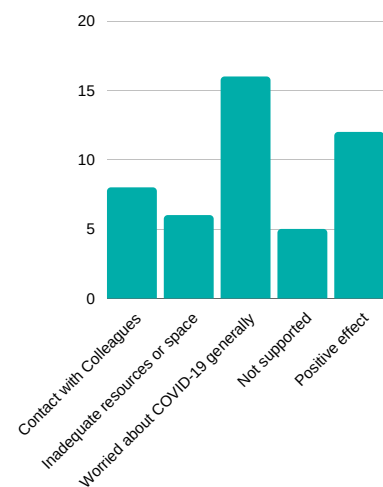
## *Influencing Factors*

### COVID-19

Of the 27 participants, 8 reported that COVID-19 has had a significant effect on their mental health (11%), 15 reported that COVID-19 has had some effect on their mental health (56%) and 4 reported that COVID-19 has not had any effect on their mental health (15%).

8 participants reported that they were struggling without regular contact with their colleagues (31%), 6 participants reported that they did not have adequate resources or space to work from home (23%), 16 participants reported that they were worried about COVID-19 generally in terms of the health and safety of themselves, their friends and family (62%). 5 participants reported that they did not feel supported by their workplace (19%) and 12 participants reported that working from home has had a positive effect on their mental health as it has given them work/life balance that they did not have previously (46%).

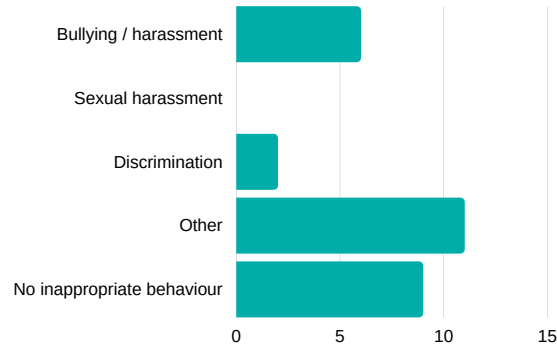
6 participants reported one or more negative effects as well as the positive effect of having more work/life balance as a result of working from home.



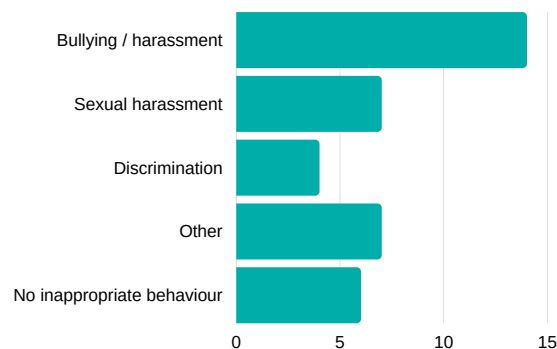
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## OTHER INFLUENCING FACTORS

Of the 27 participants, 6 reported having experienced bullying or harassment (not of a sexual nature) in their **current role** (22%), no participants reported sexual harassment, 2 participants reported discrimination (7%), 11 participants reported other inappropriate behaviour (41%) and 9 participants reported having not experienced any of these behaviours in their current role (33%).



Of the 27 participants, 14 reported having experienced bullying or harassment (not of a sexual nature) in **previous employment** (52%), 7 participants reported sexual harassment (26%), 4 participants reported discrimination (15%), 7 participants reported other inappropriate behaviour (26%) and 6 participants reported having not experienced any of these behaviours in previous employment (22%).



Of the 21 participants who answered that they had experienced the above behaviours, 15 reported that these behaviours had an impact upon their mental health (71%) and 6 reported that the behaviours they experienced did not have an impact upon their mental health (29%).

### *Other Comments*

Of the 27 participants who completed the survey, only two offered further comments.

One participant requested that a copy of the report could be provided to participants to share with their People & Culture department, Managers and Partners.

One participant commented on how some people struggle to keep issues at home separate from their work, putting their issues onto or taking them out upon others. They suggested that if one of those people were to talk about their issues with someone, they should reciprocate by listening to them also. They commented that "you're never the only one going through something, others are too".

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## OBSERVATIONS

### *Mental Health & Wellness Within the Legal Support Profession*

It was clear from the data that a large portion of legal support staff have been impacted to some degree by poor mental health and wellness. 41% of participants in the survey have been diagnosed with a mental illness, 67% have had to take time off of work due to being mentally unwell, stressed or burnt out and 52% had spoken about their mental health with a supervisor, HR or EAP representative. Only three participants did not select any of these options.

Concerningly, one third of participants reported feeling nervous or stressed at work within the last twelve months either often or always. A further eight participants answered "sometimes", however we believe this is a reasonable response within any workplace. Only one person reported that they had never felt nervous or stressed within the last 12 months.

Perhaps a contributing factor to these trends, 55% of participants reported feeling overwhelmed by their workload either often or always within the last 12 months.

Pleasingly, 52% of participants reported never feeling overwhelmed by the nature of their work within the 12 months with a further 40% reporting to feeling overwhelmed by the nature of their work sometimes. We appreciate this could be largely dependent upon the area of law in which the legal support professional works, with some areas of law more likely to be exposed to sensitive content and material than others.

We would like to draw your attention to the number of participants who have taken time off work due to being mentally unwell, stressed or burnt out (67%) and who reported having trouble concentrating due to stress or poor mood either sometimes, often or always (89%). These figures demonstrate the cost to workplaces (financial and otherwise) when they neglect the mental health and wellness of their support staff.





### *Seeking Support - Workplace Culture & Procedures*

Unfortunately, 22% of participants reported having no access to mental health resources within their firm. This was predominantly the case with participants who work in boutique/specialist firms and with sole practitioners, although one participant who works in a commercial firm also reported having no access to mental health resources.

Employee Assistance Programs seem to be the preferred resource offered by firms, followed by brochures and other wellness initiatives. Workplaces were least likely to have an person within the firm who had been trained in mental health first aid.

Overall, there seemed to be a significant preference of participants to speak about mental health concerns with an external EAP representative, with 17 positive responses and only 4 negative responses. For the remainder of the options, there were significant numbers on each side:

- When it came to speaking to their direct supervisor we received 10 negative responses and 15 positive responses;
- A trained mental health first aid officer within the organisation received 7 negative responses and 11 positive responses;
- HR received received 10 negative responses and 11 positive responses.

These figures demonstrate the varied approach and thought patterns for each participant, and stress the importance of having numerous options available for staff to seek support.

Concerningly, a significant portion of participants in the survey reported that they either agreed or strongly agreed with the statement "I would be concerned about sharing my mental health concerns and supervisors for fear of being judged" (59%). Whilst the figures of participants who

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did agree or strongly agree with this statement did not jump significantly if the participant were to be seeking a promotion or pay increase (60%), a number of participants who had previously answered "agree" changed their answer to "strongly agree" for this question.

These answers demonstrate that there is certainly a significant degree of stigma associated with mental health issues within legal organisations, in the mind of support staff.

### *Influencing Factors*

It is no surprise that COVID-19 has had at least some effect upon the mental health of 85% of the participants. Whilst many participants reported feeling worried about COVID-19 generally (a factor that cannot be alleviated by workplaces), the figures for those who are struggling without contact with their colleagues (31%), who do not have adequate resources or space to work from home (23%) and who do not feel supported by their workplace (19%) are significant.

A large portion of participants had experienced inappropriate behaviours both in their current role and in previous employment. In their current role, two thirds of participants reported experiencing some kind of inappropriate behaviour. In previous employment, that figure rose to over three quarters. Worryingly, over half of the participants had experienced bullying or harassment and over a quarter had experienced sexual harassment in previous employment.

Importantly, 71% of the participants who had experienced inappropriate behaviours reported that these behaviours have had an impact upon their mental health.

### *Work/Life Balance and Flexible Working*

When it came to work/life balance and flexible working, pleasingly, 63% of participants agreed or strongly agreed that their workplace allows flexible working arrangements for support staff - only 11% disagreed and 22% were neutral. This is in comparison with 81% participants who agreed or strongly agreed that their workplace allows flexible working for lawyers. For the statement "I would be comfortable asking my supervisor for flexible working arrangements 63% agreed or strongly agreed, 26% disagreed and 11% were neutral. It is likely that COVID-19 has had some effect on these statistics, as many support staff have now had exposure to working from home.





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# RECOMMENDATIONS

## LAW FIRMS & LEGAL ORGANISATIONS

### *Access to mental health resources and support*

It is essential for legal support staff to have access to mental health resources and support. In this regard, we provide our recommendations as follows:

#### RECOMMENDATION ONE

We recommend that all law firms and legal organisations provide support staff with access to one or more of the following resources **at an absolute minimum**:

1. An external Employee Assistance Program;
2. A person within the firm who has undertaken mental health first aid training; and
3. Pamphlets, brochures or other wellness initiatives.

#### RECOMMENDATION TWO

Noting the varying responses as to which people within and outside of an organisation a support staff professional would feel comfortable speaking to about their mental health, we recommend that all law firms and legal organisations implement an "open door policy" for discussions about mental health with members of staff at all levels including their direct supervisors, HR and also with a trained mental health first aid officer.

#### RECOMMENDATION THREE

If law firms and legal organisations do arrange mental health first aid training for members of staff, we recommend that they ensure that one or more of those members of staff are not within a leadership or HR position, as some support staff may be unwilling to open up to people in these positions.

#### RECOMMENDATION FOUR

We recommend that the provision of health benefits which provide for the assistance, financial or otherwise, for support staff employees to seek out the assistance of a professional such as a GP or psychologist be implemented. The cost of these benefits should be weighed against the costs of any potential loss of productivity and absences from the office as a result of mental health issues. Overall, the provision of these benefits would likely be financially beneficial to the organisation.

### *De-stigmatising mental illness and other struggles*

In order to promote mental health and wellness, and to encourage support staff to talk about any issues they may be facing, it is essential for law firms and legal organisations to let support staff know that it is "okay not to be okay". In this regard, we provide our recommendations as follows:

#### RECOMMENDATION FIVE

We recommend that leaders within a law firm or legal organisation be open and transparent about their own experiences with mental illness and related struggles.

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## **RECOMMENDATION SIX**

We recommend that presentations and training sessions on the topic of mental health and wellness be arranged for support staff regularly throughout the year at least on an annual basis.

We otherwise reiterate recommendation 2 under the heading "Access to mental health resources and support", noting that an "open-door policy" when it comes to mental health will encourage those suffering to speak openly about any issues they are having.

### *Tackling Influencing Factors*

There are many influencing factors upon a support staff professional's mental health and wellness in the workplace that are within the control of the law firm or legal organisation. In this regard, we provide our recommendations as follows:

#### *Workload*

## **RECOMMENDATION EIGHT**

We recommend that supervisors be encouraged by management and HR to communicate with their direct reports to ascertain capacity, and work actively with them as well as with any other people that they report to, in order to ensure that the support staff professional does not have an unreasonable workload. Weekly "check-ins" should be encouraged.

## **RECOMMENDATION NINE**

We recommend that support staff be encouraged by their managers and by HR to work together and seek assistance from others within the organisation when required.

## **RECOMMENDATION TEN**

If a support staff professional reports struggling with a heavy workload on a regular basis, we recommend that law firms and legal organisations consider hiring additional support staff professionals or reallocating PA-fee earner pairings to ease their load.

#### *Exposure to Sensitive Content & Material*

## **RECOMMENDATION ELEVEN**

For those areas of law where support staff may be subject to more sensitive content or materials, we recommend that each support staff professional be provided by the law firm or legal organisation with compulsory training and information in relation to the topic of vicarious trauma, its effects and support resources available for those who have been subject to such content or material.

## **RECOMMENDATION TWELVE**

For those areas of law where support staff may be subject to more sensitive content or materials, we recommend that law firms and legal organisations provide their support staff with at least two counselling sessions per year to be used when the support staff professional has been exposed to

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sensitive content or material.

### COVID-19

#### **RECOMMENDATION THIRTEEN**

We recommend that law firms and legal organisations ensure that their support staff have the appropriate resources to be able to effectively work from home, including by providing IT equipment and support.

#### **RECOMMENDATION FOURTEEN**

We recommend that law firms and legal organisations continue to facilitate regular contact between employees when they are working from home due to COVID-19, including by:

1. Scheduling regular virtual catch ups at least once per week. If the law firm or legal organisation has over approximately 15 employees, it may also help to arrange smaller group catch-ups to ensure that each person has the opportunity to contribute to the discussion.
2. Where possible, and in accordance with the government's regulations at the time, arrange in-person catch-ups outside of the office.
3. Continuing to arrange the usual social events that would ordinarily occur (Melbourne Cup, Friday drinks etc) virtually rather than cancelling the events completely.

#### **RECOMMENDATION FIFTEEN**

We recommend that law firms and legal organisations communicate with their support staff about any potential return to working in the office and any concerns they have, and assess whether it is appropriate for that employee to return to the office. If support staff are uncomfortable returning to work from the office, the law firm or legal organisation should consider allowing the employee to continue working from home. If support staff meet any of the below criteria, we recommend that the law firm or legal organisation allow the employee to continue working from home:

- a. If the employee has child caring obligations;
- b. If the employee is immune compromised; or
- c. If the employee has any family or people living with them who are immune compromised.

### Inappropriate Behaviour

#### **RECOMMENDATION SIXTEEN**

We recommend that strict policies and procedures are implemented by law firms and legal organisations to deal with occurrences of any inappropriate behaviour including those referred to in this report, such policies and procedures are outside the scope of this report.

### Work/Life Balance

#### **RECOMMENDATION SEVENTEEN**

We recommend that support staff professionals are encouraged by managers and HR to adhere to ordinary working hours, with supervisors advised to avoid out of hour requests and contact.

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**RECOMMENDATION EIGHTEEN**

We recommend that contact with a support staff professional in relation to work matters be limited to work device only and must not be via their personal mobile device (except in circumstances where the support staff professional is working from home and this is the only device they have been provided, in which case, such contact must be during regular work hours only).

**RECOMMENDATION NINETEEN**

We recommend that law firms and legal organisations have a system in place in order for support staff to request flexible working arrangements including working from home, adjusted working hours, working part-time or in job share arrangements. Applications made by support staff professionals must be considered in the same manner as those made by lawyers.

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## **OUR COMMITMENT TO THE MENTAL HEALTH & WELLNESS OF SUPPORT STAFF**

Following the results of the survey and completion of this report, the management committee of The Support Staff Community commits to the following action:

### **COMMITMENT ONE**

We commit to having at least one (1) of our committee members attend mental health first aid training and becoming a qualified mental health first aid officer for our community members and the wider support staff community, within the next six (6) months.

### **COMMITMENT TWO**

We commit to hosting at least one (1) mental health or wellness event, encouraging discussion of mental health and wellness within the community, per year.

### **COMMITMENT THREE**

We commit to providing support staff with a dedicated safe space to submit questions, seek help and obtain advice from our committee members via our Community website, within the next three (3) months.

### **COMMITMENT FOUR**

We commit to continuing the growth of The Support Staff Community and providing a platform for legal support staff to discuss any issues that they may be having at work or otherwise.

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## ACKNOWLEDGMENTS

Thank you for your time reviewing this report.

Thank you also to all of the support staff who participated in the mental health and wellness survey, providing us with the essential data required to prepare this report.



Remember - it's okay to not be okay. Let's work together for a happier and healthier working life.