

Figure 1: Study Flow

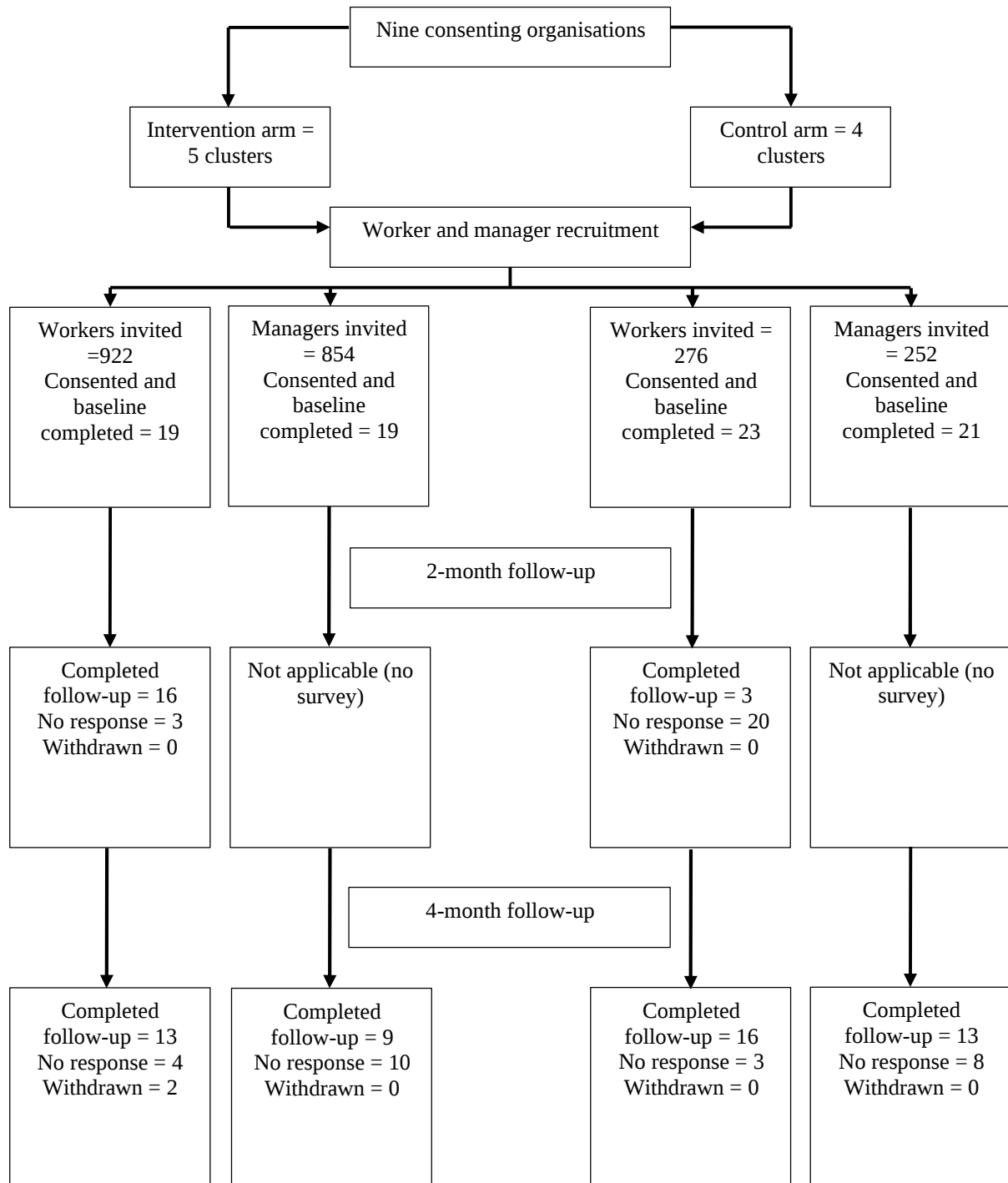


Table 1: Organisation characteristics

Group	Organisation	Size* (workers)	Sector	No. of workers on long-term sick leave in past 12 months prior to study start
Intervention	1	7440	Local government	650
	2	750	Education	39
	3	2888	Retail	202
	4	200	Finance	48
	5	304	Charity	29
Control	6	440	Laundry	14
	7	518	Education	19
	8	240	Gambling	56
	9	139	Housing	10

*small ≤ 49 employees, medium ≤249, or large ≥250

Table 2: Baseline characteristics of recruited workers on sick leave and managers
recruited by trial group

		Intervention (n=19)	Control (n=23)
Age	Mean (SD)	48.26 (8.91)	46.04 (11.99)
Gender	Male	3 (15.8%)	8 (34.8%)
	Female	16 (84.2%)	15 (65.2%)
Ethnicity	White	18 (94.7%)	22 (95.7%)
	BAME	1 (5.3%)	1 (4.3%)
Education	GCSEs /A levels	9 (47.4%)	8 (34.8%)
	Undergraduate degree	2 (10.5%)	6 (26.1%)
	Postgraduate or equivalent	3 (15.8%)	6 (26.1%)
	Other	5 (26.3%) ²	3 (13.0%) ³
Tenure (years)	Mean (SD)	8.37 (6.16)	10.39 (8.64)
Main household earner	Yes	10 (52.6%)	16 (69.6%)
Working hours prior to sick leave	Mean (95% CI; SD)	32.23 (8.21)	29.75 (12.05)
Sick leave reason	Common mental health problems	7 (31.8%)	7 (30.4)
	Physical health (e.g., heart condition)	6 (31.6%)	10 (43.5%)
	Musculoskeletal problems	6 (31.6%)	6 (26.1%)
Score of ≥ 5 on PhQ9	Common mental health problems	7/7 (100%)	5/7 (71.4%)
	Physical health	6/6 (100%)	5/10 (50.0%)
	Musculoskeletal problems	5/6 (83.3%)	1/6 (16.7%)
Score of ≥ 5 on GAD7	Common mental health problems	5/7 (71.4%)	3/7 (42.9%)
	Physical health	4/6 (66.6%)	3/10 (30.0%)
	Musculoskeletal problems	3/6 (50.0%)	2/6 (33.3%)
Return to Work Self-Efficacy	Mean (SD)	3.56 (1.28)	4.14 (1.7)
Managers			
		Intervention (n=19)	Control (n=21)
Age	Mean (SD)	50.58 (6.19)	46.0 (6.47)
Gender	Male	2 (10.5%)	13 (61.9%)
	Female	17 (89.5%)	8 (38.1%)
Ethnicity	White	16 (84.2%)	20 (95.2%)
	BAME	3 (15.8%)	1 (4.8%)
Highest level of education	GCSEs /equivalent	0	11 (52.4%)

	Undergraduate	5 (26.3%)	3 (14.3%)
	Postgraduate	8 (42.1%)	4 (19.1%)
	Other	6 (31.6%)	3(14.3%)
Tenure (Years)	Mean (SD)	14.11 (7.52)	9.95 (8.26)

