

Covering Workplace Mental Health

2025 Fellowship program



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What we'll cover today

Workplace mental health

New survey results

Panel discussion and Q/A

Mental health

- Global mental health crisis exacerbated by pandemic
- Mental illnesses are prevalent, treatable
- Stigma, attitudes toward help-seeking
- Early intervention improves outcomes
- Can be difficult to access quality care
- Employers play critical role in advancing mental health

What is workplace mental health?

All the ways organizations impact mental health and well-being: work environment, culture, job demands, leadership, organizational practices, and benefits and support.



Work and mental health

- People spend $\frac{1}{3}$ of their life at work (90,000 hours).
- Work is [can be] good for us: source of income, purpose and meaning, structure, connection.^{1, 2}
- Work is social determinant on health.³
- If you thrive at work, more likely to feel physically and mentally healthy overall.⁴



EMPLOYER ROLES

- Healthcare purchasing, benefit design and promotion.
- Work experience, communication and management practices, ways of working, business practices.

WORKPLACE MENTAL HEALTH IMPACT

- Decreased healthcare and disability costs
- Increased productivity and employee engagement
- Improved work performance
- Collaboration, creativity and innovation
- BETTER BUSINESS OUTCOMES

Those investing in mental health see payoffs in employee health and retention.

Workers who feel supported around their mental health do better at work.

We compared those who agreed versus disagreed with the statement:

“Overall, my company supports my mental health.” Those who agreed were:

- **2x** more likely to report no burnout or depression, and **3x** more likely to report no anxiety.
- **3x** more likely to trust their company and its leadership.
- **2.5x** more likely to be satisfied with their job.
- **2.5x** more likely to look forward to going to work each day.
- **2x** more likely to intend to stay at their company for two years or longer.

Mental health is driving productivity, attrition, and attraction.

- **82% say a company supporting mental health is “moderately” to “extremely important” when job searching.** This sentiment remains strong at 57% when including only “very” and “extremely important.”
- **Nearly half (48%) have left jobs for mental health reasons.** 67% of departures were voluntary.
- On average, workers worked at 73% of their full capability, considering their mental health.



Work can (and does) play a positive role on workers' well-being.

The positive impact of work outweighed the negative.

- **63% said work positively impacts their mental health.** 39% said it negatively did.
- We asked respondents to rate the quality of a variety of workplace factors.
 - The top-rated factors were coworkers (74% rated as positive) and work itself (73%).
 - The lowest-rated factors were mental health benefits (62%), work-life balance (64%), and growth opportunities (64%).

Work-life balance is most helpful to mental health, but the least available.

- **Workers rated good work-life balance and flexibility as what would be most helpful to their mental health** more so than mental health benefits and self-care resources.
- **Less than half (49%) feel like they can disconnect after-hours or during vacation.** 25% work outside of their scheduled hours “most of the time” or “every day”.

We asked what supports were most helpful to their mental well-being at work.

(% very or extremely helpful)

- 69%** Good work-life balance and flexibility
- 64%** Safety and openness to talk about mental health
- 59%** Mental health benefits
- 59%** Self-care resources

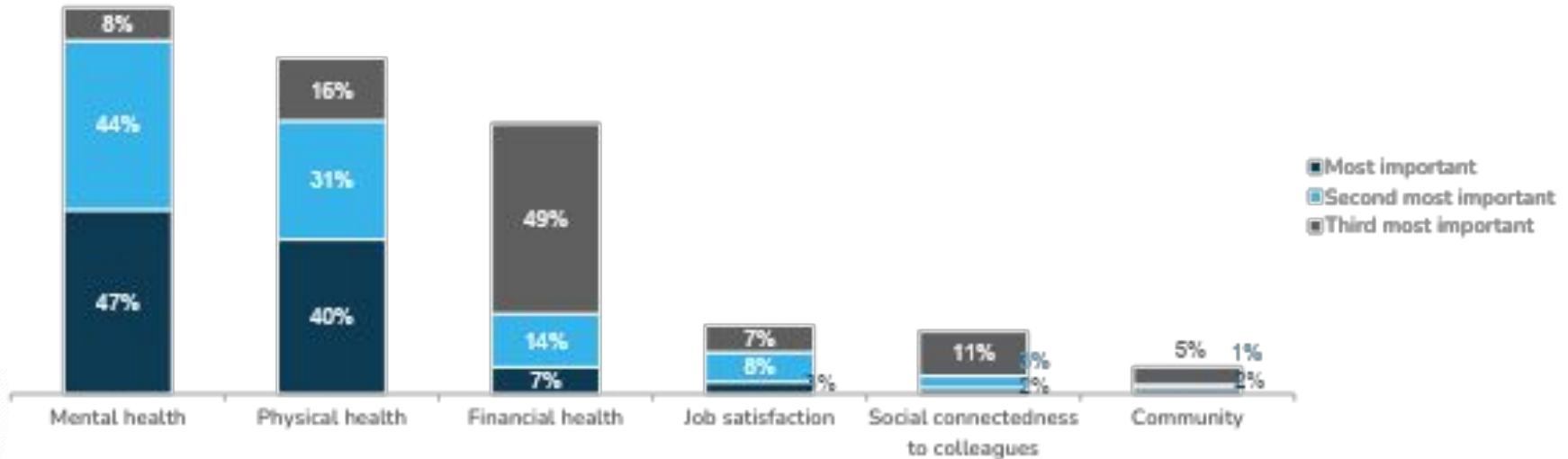


Discussion and Q/A

Employers' Most Important Well-being Dimensions, 2025

According to employers, mental health and physical health are the most important dimensions of well-being in 2025.

N=131



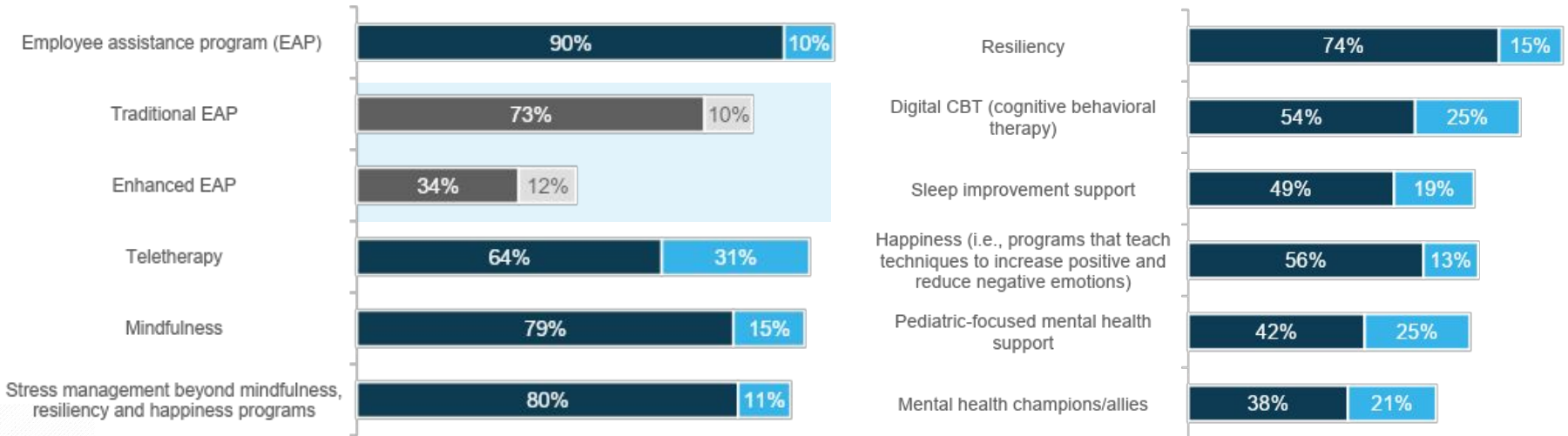
Q: What are the three most important dimensions of well-being to your organization for 2025?

Employers' Mental Health Initiatives, 2025

EAPs are the basis of employers' mental health approaches. While most offer a traditional EAP, some employers are looking to newer EAPs to support employees' mental health.

N=127

■ Offer in all/most countries ■ Offer in some countries



Note: Some employers offer traditional EAPs in some locations and EAP replacement services in others.

Note: Offer in all/most countries includes employers with only operations in the U.S.

Q: Please indicate which mental health programs your organization has in place in 2025 as part of a standalone program or integrated program (e.g., EAP).

Appendix

Key mental health facts

Global mental health crisis

Impacts the lives of millions of people and their families.

Global economy loses \$1 trillion each year due to depression and anxiety alone.¹

Access to quality care

57% of individuals who sought MH/SUD care were unable to access care.²

Nearly 70% of adolescents seeking MH/SUD care did not get it, compared to 20% for physical health.²

Barriers include cost, long wait times, fragmented system, delay to care.³

Mental health impacts work

Energy, mood, motivation, concentration and focus impact work performance.⁴

Productivity, medical costs, absenteeism, disability, turnover, retention.⁵

Key workplace mental health facts

Work impacts mental health

84% said workplace conditions contributed to at least one mental health challenge.¹

3 in 4 employees in U.S. experience burnout at least sometimes; 1 in 4 "very often" or "always."²

How work is managed matters

Less than half of employees know what's expected of them at work³; 1 in 3 have resources to do their job.⁴

Number of hours worked matters, but how people experience workload matters more. Drivers include being treated unfairly, receiving unclear communication from managers, lack of manager support, and unreasonable time pressure.⁵

Work engagement

Employee engagement recently hit 10-year low.⁶

Engaged employees with flexibility work more hours per week than average employee, and report higher wellbeing.⁷

BONUS STAT Half of millennials and Gen Z, (43 years and under) saying they would accept a lower salary if their employer provided support for their wellbeing.⁸

Employer strategies

Awareness

Increase understanding about mental health

Signs to look for and how to respond and connect people to support

Benefit purchasing

Health and mental health - use purchasing leverage to improve access to quality mental health care

Across benefit programs - leave and time away, family and caregiving, financial well-being, work/life.

Work culture

Values, work environment, communication, leadership approach, organizational practices, expectations and norms, ways of working.

Work strategies

“organisation-level initiatives such as improvements in scheduling change, management practices, staff resources or tailored job design.” (Oxford)¹

- Clear roles and responsibilities
- Clear goals and expectations
- Immediate, actionable feedback
- Prioritization, resource planning and allocation
- Open communication
- Flexibility and control
- Psychological safety to speak up, make mistakes, give feedback.

86% say their employer can make work experience better through more autonomy and flexibility to get work done.²

Burnout drivers:

being treated unfairly, receiving unclear communication from managers, lack of manager support, and unreasonable time pressure.³

“

Sometimes I don't have the spare parts or the tools needed to do the work because I don't have the money, and the company doesn't buy them.”

Jonathan, MAINTENANCE
MANAGER, MEXICO

“

I get confused when there is more than one person above me directing me and saying different things. I sometimes feel like I don't know what to do and lose motivation.”

Nishikawa, ACCOUNTANT, JAPAN

“

Our manager helps a lot and gives us positive energy every day. He teaches us how to do things better.”

— Tahoona, INDUSTRIAL ENGINEER, UAE

“

Recently, my mother passed away; [my organization] supported me in every way in minutes. That's why I'm satisfied; they treat [a] human as a human being.”

Koba, SECURITY GUARD

GEORGIA (COUNTRY)

Resources

MENTAL HEALTH

[National Institute of Mental Health \(US\)](#)

[American Psychiatric Association](#): information about specific mental illnesses, APA is charged with development of DSM

CDC [Mental Health Data Channel](#) new resource for national and state-level mental health data (US)

World Health Organization [mental health atlas \(2020\)](#)

Mental Health America: [data on access to care](#)

WORKPLACE MENTAL HEALTH

World Health Organization: [mental health at work](#)

US Surgeon General: [workplace mental health](#)

[Gallup organization's state of workplace](#) - engagement, leadership, well-being.

EMPLOYERS

Business Group on Health: [Award Winners](#)

Mental Health America: [Bell Seal recipients](#)

[Leaders Go First](#) Mind Share Partners

HERO [employer case examples](#)

“ We can build workplace that are engines of well-being, showing workers that they matter, that their work matters, and that they have the workplace resources and support necessary to flourish.”

Vivek Murthy, MD, MBA, US Surgeon General

Framework for workplace mental health & well-being



PSYCHOSOCIAL RISKS AT WORK

Risk factor categories for poor mental health

Work content/task design. Lack of variety/short work cycles, fragmented/meaningless work, under-use of skills, high uncertainty, continuous exposure to people.

Workload and work pace. Work overload or under-load, machine pacing, high levels of time pressure, continual subjection to deadlines.

Work schedule. Shift-working, night shifts, inflexible work schedules, unpredictable hours, long or unsociable hours.

Control. Low participation in decision-making, lack of control over workload, pacing, etc.

Environment and equipment. Inadequate equipment availability, suitability or maintenance; poor environmental conditions such as lack of space, poor lighting, excessive noise.

Role in organization. Role ambiguity, role conflict, and responsibility for other people.

Organizational culture and function. Poor communication, low levels of support for problem-solving and personal development, lack of definition of, or agreement on, organizational objectives, organizational change; high competition for scarce resources, over-complex bureaucracies.

Interpersonal relationships at work. Social/physical isolation, poor relationships w/ superiors, interpersonal conflict, harmful work behaviours, lack of (perceived, actual) social support; bullying, harassment, mobbing; microaggressions.

Career development. Career stagnation/uncertainty, under-promotion or over-promotion, poor pay, job insecurity, low social value of work.

Home-work interface. Conflicting demands of work and home, including for persons with caregiving responsibilities, low support at home, dual career problems; living at the same site where the work is done, living away from family during work assignments.

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