Mind the Workplace

2024

Healthy Workplaces Lead with Trust and Support

ACKNOWLEDGMENTS

Mental Health America (MHA) was founded in 1909 and is the leading national nonprofit dedicated to promoting mental health, well-being, and illness prevention. Our work is informed, designed, and led by the lived experience of those most affected. Operating nationally and in communities across the country, MHA advocates for closing the mental health equity gap while increasing nationwide awareness and understanding through public education, direct services, tools, and research.

MHA's workplace wellness initiatives include researching the annual state of employee mental health and well-being in the U.S., awarding best-in-class employers with the Bell Seal for Workplace Mental Health national recognition program, and developing evidence-based best practices that advance employee mental health and well-being. For more information, visit MHA's Workplace Wellness Resource Center.

Mental Health America

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MESSAGE FROM SCHROEDER STRIBLING PRESIDENT & CEO

Dear Colleagues,

Mental Health America is proud to release our 7th annual *Mind the Workplace* report.

Most of us spend a majority of our daily lives at work—whether in person or virtually— and well-being in the workplace is a vital contributor to our overall mental health.

While the height of the COVID-19 pandemic may be behind us, the past several years laid bare a series of unique challenges for employers and employees alike. For example: How do we create a sense of belonging among workers who are distanced from each other? How do we ensure that employees who are experiencing unprecedented levels of stress and anxiety have access to the help and resources they need?

At Mental Health America, we are committed to supporting employers as they seek to develop a mentally healthy culture and workplace wellness mindset.

This report captures feedback directly from employees themselves. We hope that hearing directly from workers will inform business leaders on the importance of reducing stress, promoting psychological safety, and creating open and supportive organizational cultures.

We encourage you to review these valuable insights, which are based on responses from nearly 4,000 employees representing 21 different industries, and to incorporate relevant lessons into your own wellness programs.

We appreciate your efforts to advance whole-person health for all by supporting mentally healthy workplaces.

Schroeder Stribling
President and CEO
Mental Health America

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EXECUTIVE SUMMARY

Since 2015, Mental Health America (MHA) has collected and analyzed nearly 75,000 work health surveys to publish seven research reports. What we have learned from employees' direct experiences in the workplace informs our best practices that guide hundreds of employers in their workplace wellness efforts.

In this Mind the Workplace 2024 Report, MHA explores how business leaders can integrate a workplace wellness mindset into their organization's infrastructure and culture. When employers implement healthy workplace practices, employees report more positive experiences of belonging, psychological safety, and empowerment in their workplace. These factors contribute to an employee's ability to successfully manage their work stress and maintain their mental health and well-being.

MHA's 2024 Work Health Survey, available on the MHA Screening Program website from April 15 to July 9, 2024, collected responses from 3,915 employees across 21 industries in the U.S. who shared their experiences of trust, appreciation, psychological safety, and support at work and its impact on their well-being. MHA also collected optional demographic data to understand how a multi-generational workforce and different work environments impact employees' well-being and support needs. The methodology, including how respondents' scores determined a workplace's health and how the generations are defined, can be found in Appendix A.

The 2024 findings reinforce nearly a decade of our research that, regardless of industry, workplace cultures built on trust and support lead the way in achieving positive employee health outcomes for all employees. We encourage you to review this year's findings with an eye on how to identify the needs of your specific worker population and how this essential feedback could inform worker well-being priorities and initiatives in your organization moving forward.

KEY FINDINGS

Impact of Work Stress on Well-being

- **Most employees report that work stress impacts their sleep and relationships, but the degree varies greatly depending on their workplace's overall health.** Seventy-six percent of employees agreed that work stress affects their sleep. However, 90% of employees in unhealthy workplaces agreed with this statement, compared to 44% in healthy workplaces.
- **Employees of all generations report similarly high rates of work stress negatively impacting their sleep and relationships**, with about three in four employees reporting an impact on sleep and three in five reporting an impact on relationships.
- **However, Generation Z employees and Millennials report poorer overall work health scores than other generations.** Seventy-one percent of Generation Z employees and 59% of Millennials had unhealthy work health scores compared to 52% of Generation X employees and 42% of Baby Boomers.
- **Part-time employees and those working mainly on their feet in a set work location also report poorer overall work health scores.** Sixty-nine percent of employees who worked on their feet in a set work location had unhealthy work health scores, compared to 47% of those who worked at a desk remotely.

Trust and Autonomy

- **Employers who value productivity over micromanagement understand the importance of transparent communication.** Of employees who agreed that their employer values productivity over micromanagement, 94% strongly agreed that they encourage transparent communication at all levels.
- **People-management training and flexible work options promote autonomy and support employees' work-life balance.** In workplaces that provided training for people managers and flexible work options, 74% of employees could structure their schedules or workload to meet their needs.
- **Only two in five employees agreed that their employer makes changes based on their feedback.** However, of those who agreed, 91% strongly agreed the employer invests in developing fair and supportive people managers, and 85% strongly agreed they encourage transparent communication at all levels.

Value and Appreciation

- **Employees energized by their work feel a greater sense of belonging in their workplace.** Of employees who agreed that their work is energizing and fulfilling, 90% strongly agreed that they felt they belonged in their workplace.
- **Employees understand their value at work but often go unrecognized for their efforts.** Seventy-eight percent of employees reported knowing how their efforts contribute to their organization's success, but only 59% felt appreciated by their employer.
- **Providing training for managers can improve employees' feelings of value and appreciation.** The percentage of employees who felt appreciated for their contributions correlated with employers developing fair and supportive people managers ($r=0.633$).

Psychological Safety and Belonging

- **Employees with higher rates of psychological safety feel more confident advocating for their or others' needs in the workplace.** Of employees who felt confident expressing their opinions with their team, 87% strongly agreed that they felt confident advocating for their and others' needs.
- **Generation Z employees feel less psychologically safe in the workplace than other generations.** Sixty-three percent of Generation Z employees reported not feeling confident expressing their opinions, and 60% don't feel they can be themselves at work.

Equity and Support

- **Transparent communication and supportive people management are strongly associated with trust, appreciation, and psychological safety.** However, less than half of employees agreed that their employer encourages clear and transparent communication (47%) and invests in developing fair and supportive people managers (45%).
- **Employers who understand their workforce's needs can provide the most appropriate and effective benefits.** Of employees who agreed that their employer ensures benefits meet their needs, 81% strongly agreed that their employer makes changes based on employees' feedback.
- **The least commonly offered programs by employers are those with the greatest potential impact on employee well-being**, like people management training and mentorship. Employers who develop fair and supportive people managers strongly correlated with overall work health scores (r=0.778).
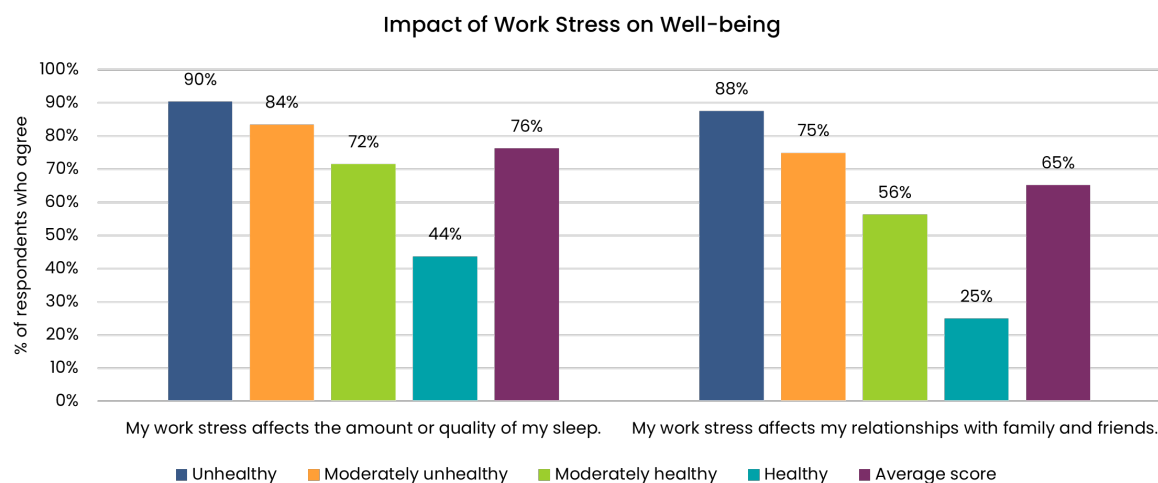
IMPACT OF WORK STRESS ON WELL-BEING

Work-related stress can impact an employee's well-being and lead to larger mental health concerns, such as burnout and depression, when unmanageable stress from work negatively impacts their daily routine and relationships. Survey respondents were asked to evaluate the impact of work stress on their well-being according to the following measures:

- My work stress affects the amount or quality of my sleep.
- My work stress affects my relationships with family and friends.

Seventy-six percent of employees agreed that work stress affected the amount or quality of their sleep, with nearly one in three employees strongly agreeing with this statement. This is an increase from 66% in 2019. Furthermore, 90% of employees in unhealthy workplaces reported affected sleep, compared to 44% in healthy workplaces. Work-related stress affecting employees' sleep moderately correlated with overall work health scores (r=0.420).

Based on 2022 and 2023 Mind the Workplace research, reports of work stress affecting personal relationships are in decline. Sixty-five percent of employees agreed that work stress affected their relationships with family and friends, decreasing from 73% in 2023 and 80% in 2022. However, nearly 9 in 10 employees in unhealthy workplaces agreed with this statement, compared to one in four employees in healthy workplaces. Work-related stress affecting employees' relationships moderately correlated with overall work health scores (r=0.475).

Impact of Work Stress on Well-being

Bar chart — Y-axis: % of respondents who agree (0% to 100%).

"My work stress affects the amount or quality of my sleep." — Unhealthy: 90%, Moderately unhealthy: 84%, Moderately healthy: 72%, Healthy: 44%, Average score: 76%.

"My work stress affects my relationships with family and friends." — Unhealthy: 88%, Moderately unhealthy: 75%, Moderately healthy: 56%, Healthy: 25%, Average score: 65%.

Legend: ■ Unhealthy ■ Moderately unhealthy ■ Moderately healthy ■ Healthy ■ Average score

My Work Stress Affects My Relationships With Family and Friends

The negative impact of work stress on sleep and relationships was one of the few consistent measures across generations and by function and work location, with about three in four employees reporting an impact on sleep and three in five reporting an impact on relationships.

However, slight variations emerged based on age and job function:

- The Silent Generation, representing fewer than 1% of respondents, reported the lowest rates at 63% for negative impacts on sleep and 38% for relationships.
- Employees who mainly worked on their feet reported the highest rates at 81% for negative impacts on sleep and 71% for relationships.
- Employees who mainly worked at a desk reported lower rates at 73% for negative impacts on sleep and 61% for relationships.

Impact of Work Stress by Generation
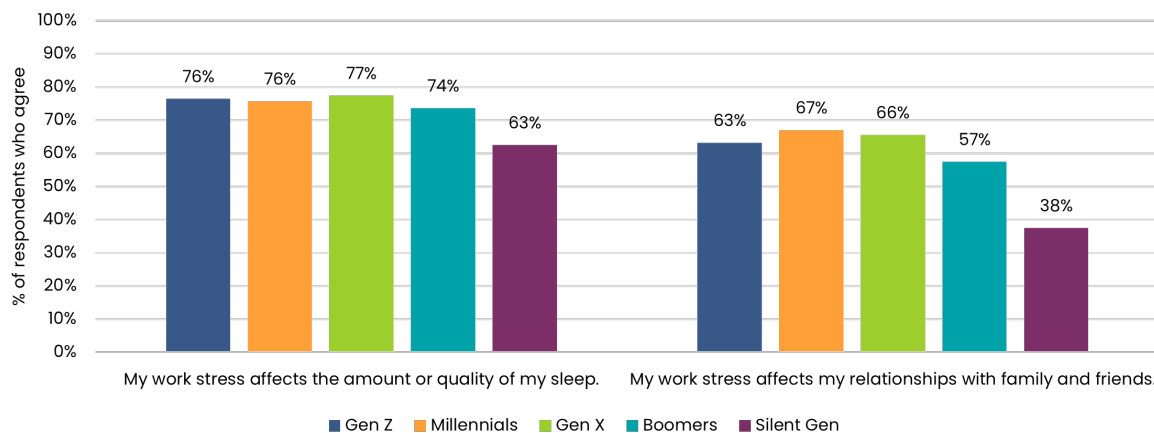
Impact of Work Stress by Function and Location

My work stress affects the amount or quality of my sleep.
- I work in an office or a set work location: 75%
- I work remotely from home or another location: 75%
- My work location varies: 78%
- I mainly work at a computer or desk: 73%
- I mainly work on my feet: 81%

My work stress affects my relationships with family and friends.
- I work in an office or a set work location: 63%
- I work remotely from home or another location: 64%
- My work location varies: 68%
- I mainly work at a computer or desk: 61%
- I mainly work on my feet: 71%

Legend:
- ■ I work in an office or a set work location.
- ■ I work remotely from home or another location.
- ■ My work location varies.
- ■ I mainly work at a computer or desk.
- ■ I mainly work on my feet.

Overall work health scores differed across generations. Seventy-one percent of Generation Z employees and 59% of Millennials had unhealthy work health scores compared to 52% of Generation X employees and 42% of Baby Boomers. Similar trends were present for nearly all other measures, with younger generations reporting unhealthier scores and experiences.

Generation Z employees also differed from other generations by employment status, function, work location, and industry, which may have contributed to lower scores, including:

- 29% were part-time employees, compared to about 7% of employees in other generations;
- 67% mainly worked on their feet, compared to 38% of Millennials and 26% of Generation X employees;
- 84% worked in a set work location, compared to 66% of Millennials and 63% of Generation X employees; and
- 26% of all respondents worked in the retail and food and beverage industries.

Work Health Scores by Generation

Unhealthy — Healthy

	Gen Z	Millennials	Gen X	Boomers	Silent Gen
Unhealthy	71%	59%	52%	42%	13%
Healthy	29%	41%	48%	58%	88%
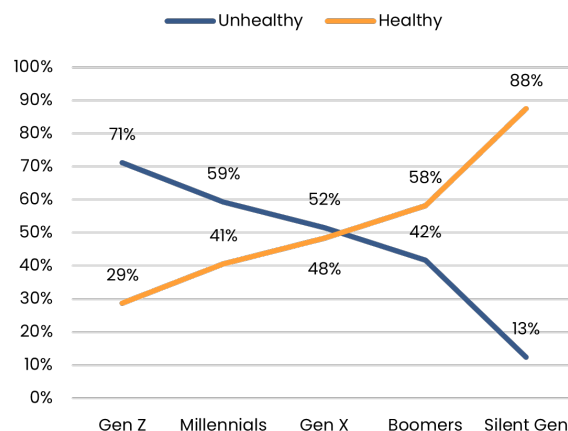
Work health scores also differed by function and work location. Sixty-nine percent of employees who worked on their feet in a set work location had unhealthy work health scores, compared to 48% of employees who worked at a desk in a set work location. Employees who worked at a desk with remote or flexible work options had slightly higher work health scores at 53% and 55%, respectively.

Work Health Scores by Function and Location

— Unhealthy   — Healthy

	I work on my feet in an office or set work location.	I work on my feet in varied work locations.	I work at a desk in an office or set work location.	I work at a desk remotely from home or another location.	I work at a desk in varied work locations.
Unhealthy	69%	63%	48%	47%	45%
Healthy	31%	37%	52%	53%	55%
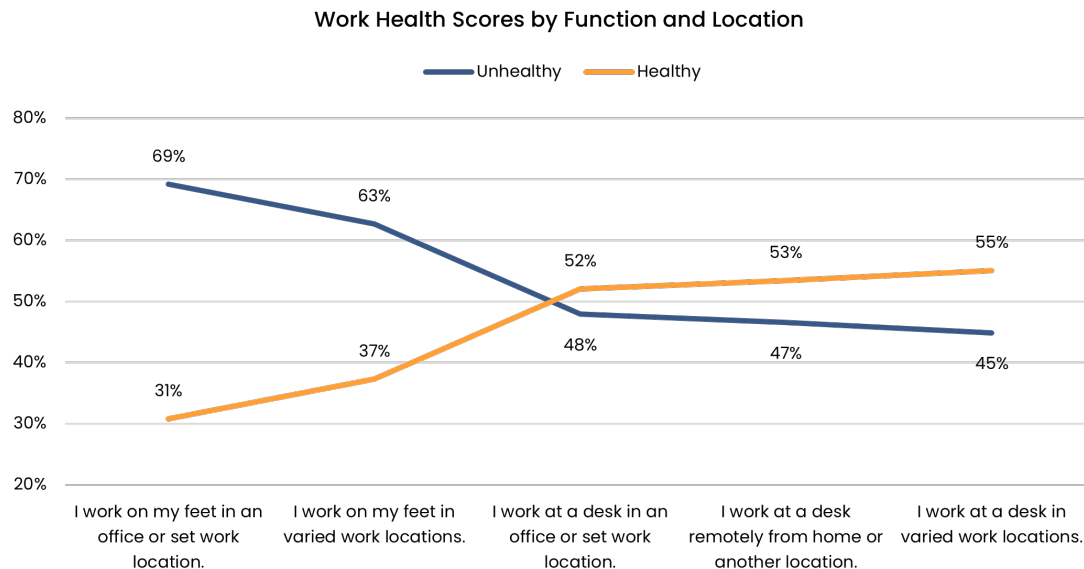
Other trends emerged based on function and location, including:

- Sixty-nine percent of employees who worked on their feet were part-time employees.
- The retail and food and beverage industries had the highest percentages of employees who mainly worked on their feet, at 82% and 81%, respectively.
- The industries with the highest rates of employees who worked in a set location included automotive, at 92%; hospitality, at 87%; retail, at 87%; education, at 81%; and food and beverage, at 81%.

TRUST AND AUTONOMY

Trust is the foundation of a healthy and effective workplace and underpins the basis and importance of employee autonomy. Employees with autonomy have more control over how and when they work based on their preferences and needs and feel a part of their organization's decision-making processes. Research shows that employees with managers who support their autonomy report higher satisfaction at work and better mental health.[1] Survey respondents were asked about their experiences with trust and autonomy through the following measures:

- My employer values workers' productivity over micromanagement.
- I can structure my schedule or workload to meet my needs.
- I feel confident advocating for my or others' needs at my organization.
- My employer makes changes based on workers' feedback.

Across all respondents, 54% of employees agreed that their employer values productivity over micromanagement. Of those who agreed, 94% strongly agreed that their employer encourages transparent communication at all levels.

In addition, 60% of employees agreed that they can structure their schedule or workload to meet their needs. In workplaces that provide people management training and remote or flexible work options, 74% of employees could structure their schedules or workloads to meet their needs.

One in two employees felt confident advocating for their or others' needs, with 96% of employees in healthy workplaces and 8% in unhealthy workplaces agreeing with this statement. Employees who felt confident advocating for their or others' needs strongly correlated with overall work health scores (r=0.762).

Employers who made employee feedback-informed changes also strongly correlated with overall work health scores (r=0.726). Of employees who agreed that their employer makes changes based on feedback, 91% strongly agreed they invest in developing fair and supportive people managers, and 85% strongly agreed that they encourage transparent communication at all levels.

Unfortunately, only 2 in 5 employees agreed that their employer makes changes based on their feedback. One respondent shared their experience:

> *My workplace is very supportive, but leaders often struggle to receive critical feedback, which can impact employee psychological safety.*

Trust and Autonomy

% of respondents who agree

Statement	Unhealthy	Moderately unhealthy	Moderately healthy	Healthy	Average score
My employer values workers' productivity over micromanagement.	12%	39%	78%	94%	54%
I can structure my schedule or workload to meet my needs.	21%	50%	78%	93%	60%
I feel confident advocating for my or others' needs at my organization.	8%	34%	79%	96%	52%
My employer makes changes based on workers' feedback.	6%	22%	64%	91%	41%

Legend: ■ Unhealthy ■ Moderately unhealthy ■ Moderately healthy ■ Healthy ■ Average score

Sixty-one percent of Generation Z employees and 50% of Millennials did not feel confident advocating for their needs compared to 45% of Generation X employees and 40% of Baby Boomers.

I feel confident advocating for my or others' needs at my organization.

Legend: — Agree — Disagree

Generation	Agree	Disagree
Gen Z	39%	61%
Millennials	50%	50%
Gen X	55%	45%
Boomers	60%	40%
Silent Gen	63%	38%
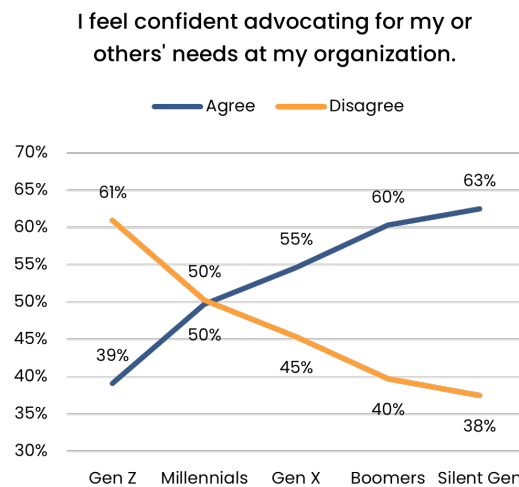
In addition, 58% of employees who mainly work on their feet in a set location did not feel confident advocating for their needs, compared to 44% of those who work at a desk in an office and 41% of those who work remotely from home or another location.

I feel confident advocating for my or others' needs at my organization.
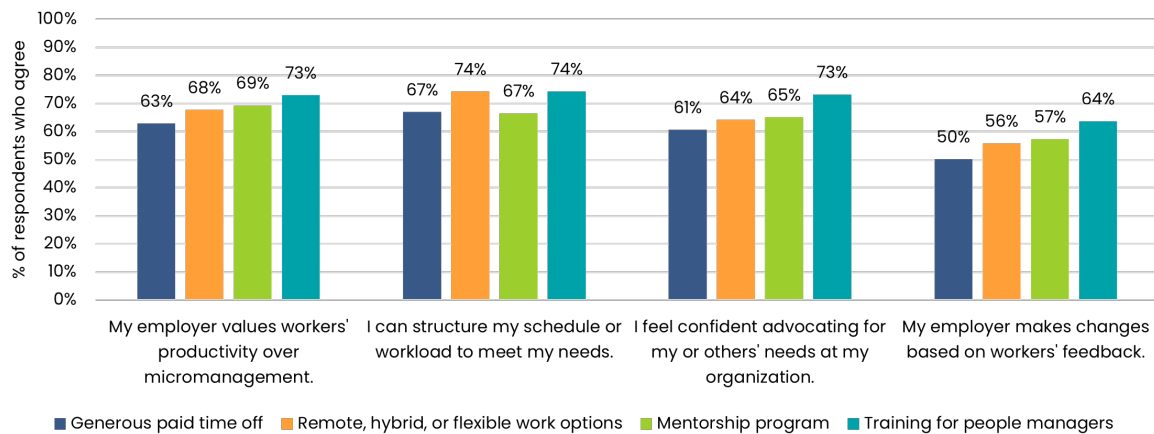
Legend: —— Agree —— Disagree

Agree line:
- I work on my feet in an office or set work location: 42%
- I work on my feet in varied work locations: 49%
- I work at a desk in an office or set work location: 56%
- I work at a desk remotely from home or another location: 59%
- I work at a desk in varied work locations: 61%

Disagree line:
- I work on my feet in an office or set work location: 58%
- I work on my feet in varied work locations: 51%
- I work at a desk in an office or set work location: 44%
- I work at a desk remotely from home or another location: 41%
- I work at a desk in varied work locations: 39%

People management training and mentorship programs are two potentially effective employer interventions to build trust among managers and their direct reports, hold all managers accountable for fair and consistent treatment of employees, and empower employees to advocate for their needs. In addition, remote or flexible work options and generous paid time off can help support employees' work-life balance and ability to structure their schedule and workload to meet their needs.

Employer Interventions

% of respondents who agree

My employer values workers' productivity over micromanagement.
- Generous paid time off: 63%
- Remote, hybrid, or flexible work options: 68%
- Mentorship program: 69%
- Training for people managers: 73%

I can structure my schedule or workload to meet my needs.
- Generous paid time off: 67%
- Remote, hybrid, or flexible work options: 74%
- Mentorship program: 67%
- Training for people managers: 74%

I feel confident advocating for my or others' needs at my organization.
- Generous paid time off: 61%
- Remote, hybrid, or flexible work options: 64%
- Mentorship program: 65%
- Training for people managers: 73%

My employer makes changes based on workers' feedback.
- Generous paid time off: 50%
- Remote, hybrid, or flexible work options: 56%
- Mentorship program: 57%
- Training for people managers: 64%

Legend: ■ Generous paid time off ■ Remote, hybrid, or flexible work options ■ Mentorship program ■ Training for people managers

VALUE AND APPRECIATION

Research confirms that employers who provide positive recognition improve employee engagement and performance and increase organizational stability.[2] Survey respondents were asked about their experiences with value and appreciation through the following measures:

- My work is energizing and fulfilling.
- I know how my efforts contribute to my organization's success.
- My employer appreciates me for my contributions.

One in two employees found their work energizing and fulfilling, which moderately correlated with a sense of belonging (r=0.618). Of employees who agreed that their work is energizing and fulfilling, 90% reported feeling a sense of belonging in their workplace.

Seventy-eight percent of employees reported knowing how their efforts contribute to their organization's success, but only 59% felt appreciated by their employer. Employers who appreciate their employees' contributions strongly correlated with overall work health scores (r=0.792). In addition, 97% of employees in healthy workplaces agreed that their employer appreciates them for their contributions, compared to 9% of employees in unhealthy workplaces.
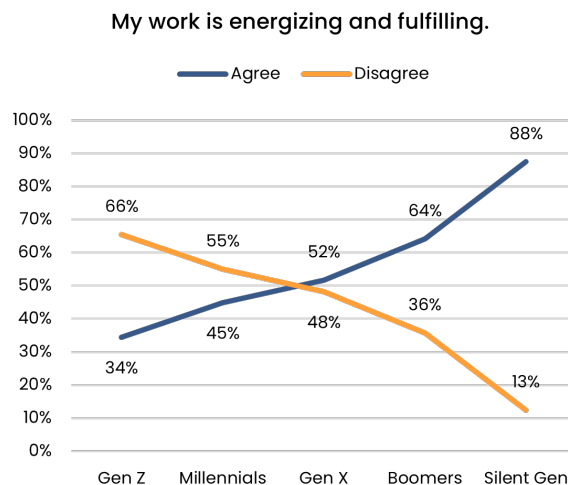
For employees who agreed that their employer appreciates their contributions, 95% strongly agreed that their employer invests in developing fair and supportive people managers; 92% felt a sense of belonging in their workplace; and 84% strongly agreed that their employer makes changes based on their feedback. One respondent described her experiences with poor management and a lack of appreciation:

> " Direct supervisors are unsupportive, make daily work uncomfortable, give too much criticism without praise, and micromanage too much. Their leadership style is very different from their predecessors, who put the person first, were transparent, and led by example. "

Value and Appreciation
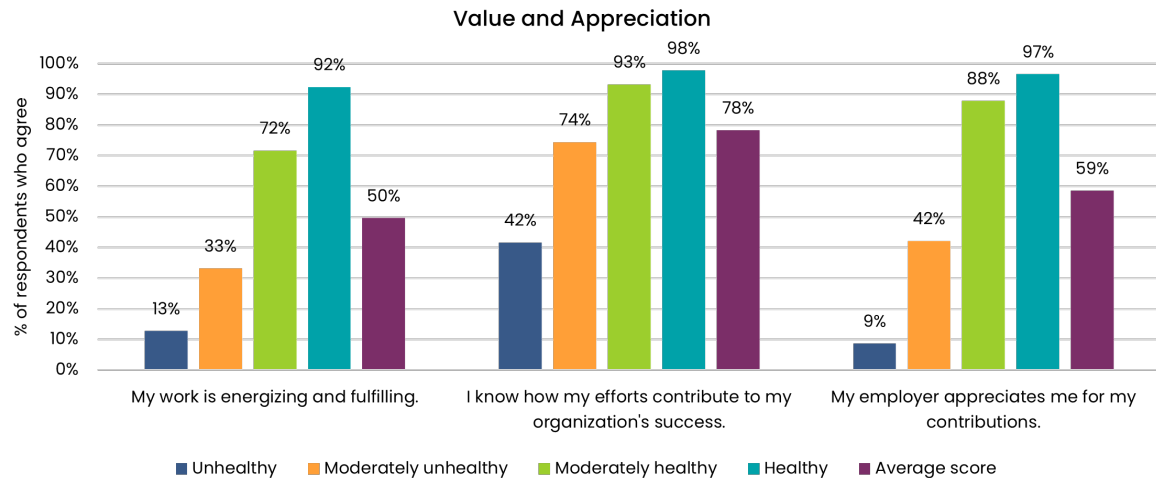
Two in three Generation Z employees and 55% of Millennials disagreed that their work was energizing and fulfilling compared to the majority of other generations who agreed with this statement. Industries with higher Millennial representation included agriculture, at 63%; automotive, at 53%; software or technology, at 52%; and food and beverage, at 50%.

My work is energizing and fulfilling.

People management training, merit-based salary increases, professional growth opportunities, and recognition programs are a series of potentially effective employer interventions to promote fair and consistent recognition of employees' contributions at all organizational levels.

Employees who felt appreciated moderately correlated with employers developing fair and supportive people managers (r=0.633). In workplaces providing people management training, 87% of employees agreed that they know how their efforts contribute to their organization's success, and 77% agreed their employer appreciates them.

For employers who provide merit-based salary increases, 86% of employees agreed that they know how their efforts contribute to their organization's success, and 73% agreed that their employer appreciates them for their contributions. Similarly, in workplaces with professional growth opportunities, 85% knew how their efforts contributed to their organization's success, and 73% felt appreciated by their employer.

Although not a small percentage, at 70%, fewer employees agreed that recognition programs made them feel appreciated compared to the other interventions. This could indicate that recognition from direct managers and merit-based salary increases may have a more meaningful impact on employees' sense of value and appreciation than formal recognition programs.

Employer Interventions

| Category	Employee recognition program	Merit-based salary increases	Professional growth opportunities	Training for people managers
My work is energizing and fulfilling.	59%	61%	64%	65%
I know how my efforts contribute to my organization's success.	83%	86%	85%	87%
My employer appreciates me for my contributions.	70%	73%	73%	77%

Y-axis: % of respondents who agree
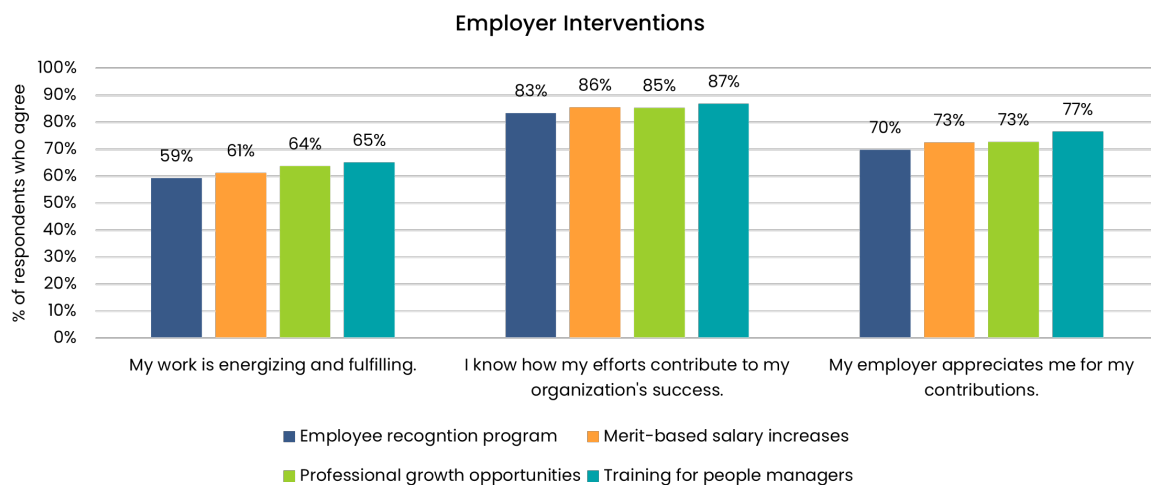
PSYCHOLOGICAL SAFETY AND BELONGING

According to research, employees who experience feelings of belonging are associated with a positive workplace culture and increased employee engagement.[3] Survey respondents were asked about their experiences with psychological safety and belonging through the following measures:
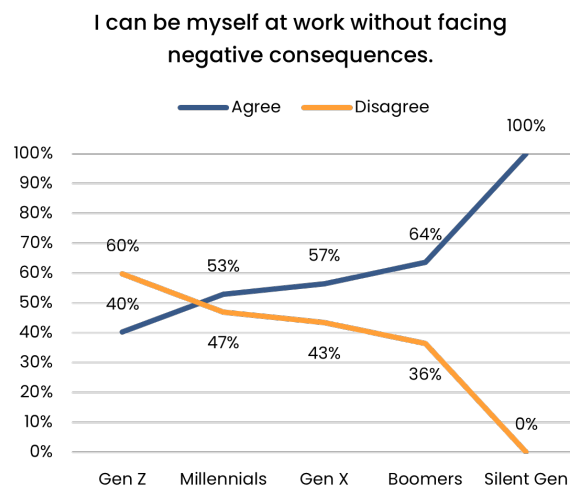
- I feel like I belong in my workplace.
- I can be myself at work without facing negative consequences.
- I feel confident expressing my opinions with my team.
- I trust my team will support my work activities.

Employees who felt a sense of belonging in their workplace strongly correlated with overall work health scores (r=0.783). Fifty-seven percent of employees agreed they felt a sense of belonging in their workplace. In addition, 97% of employees in healthy workplaces agreed with this statement, compared to 9% of employees in unhealthy workplaces.

Employees who could be themselves at work without negative consequences (r=0.597) and felt confident expressing their opinions with their team (r=0.627) moderately correlated with confidence in advocating for their or others' needs. Of employees who felt confident expressing their opinions with their team, 87% strongly agreed that they felt confident advocating for their and others' needs, indicating the importance of trust and relationship-building among direct managers and peers.

Psychological Safety and Belonging
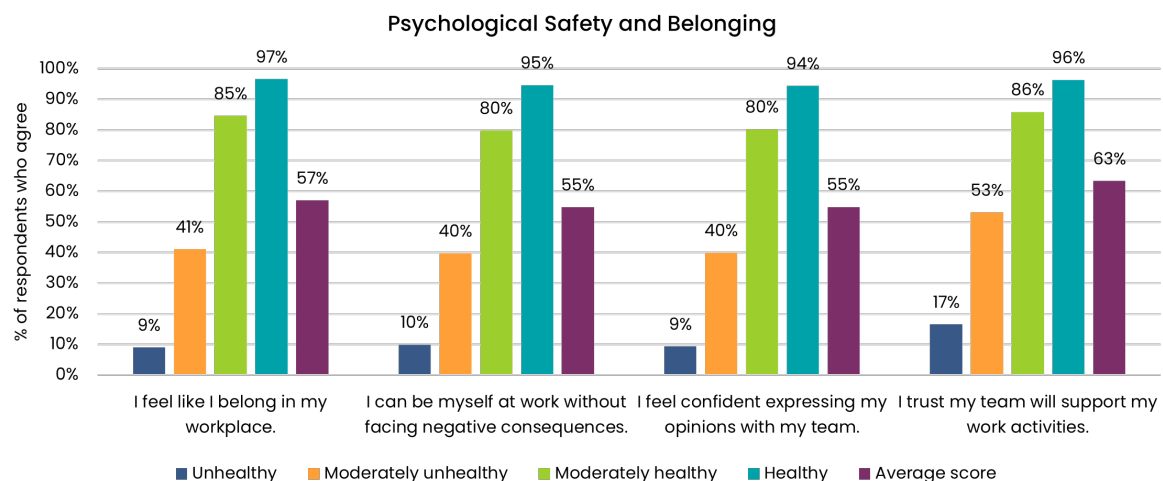
Compared to other generations, 63% of Generation Z employees reported not feeling confident expressing their opinions, and 60% disagreed that they could be themselves at work. A lack of psychological safety in the workplace can result in poorer workplace relationships[4] and increase an employee's intent to leave an organization.[5]

I feel confident expressing my opinions with my team.

Agree —— Disagree ——

	Gen Z	Millennials	Gen X	Boomers	Silent Gen
Agree	37%	48%	58%	63%	88%
Disagree	63%	52%	42%	37%	13%

I can be myself at work without facing negative consequences.

Agree —— Disagree ——

	Gen Z	Millennials	Gen X	Boomers	Silent Gen
Agree	40%	53%	57%	64%	100%
Disagree	60%	47%	43%	36%	0%
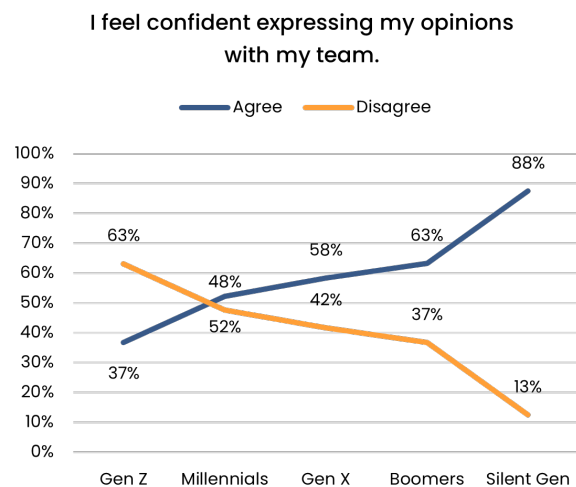
People management training, mentorship programs, and employee resource groups are three potentially effective employer interventions to promote a culture of psychological safety and belonging.

For employees who felt a sense of belonging, 95% strongly agreed that their employer invests in developing fair and supportive people managers. Furthermore, 80% of employees trusted their team would support their work activities, and 72% felt a sense of belonging in workplaces that provided people management training. One respondent shared their positive experience with their manager:

> " *My manager meets with me every other week and is extremely supportive and helpful. He gives suggestions for things that I struggle with and wants to see me do well.* "

In workplaces with mentorship programs, 75% of employees trusted their team to support them, and 69% felt confident expressing their opinions with their team. In addition, 74% of employees trusted their team to support them, and 64% could be themselves at work in workplaces with employee resource groups.

Employer Interventions

Statement	Employee resource group(s)	Mentorship program	Training for people managers
I feel like I belong in my workplace.	63%	67%	72%
I can be myself at work without facing negative consequences.	64%	64%	70%
I feel confident expressing my opinions with my team.	64%	69%	72%
I trust my team will support my work activities.	74%	75%	80%

% of respondents who agree
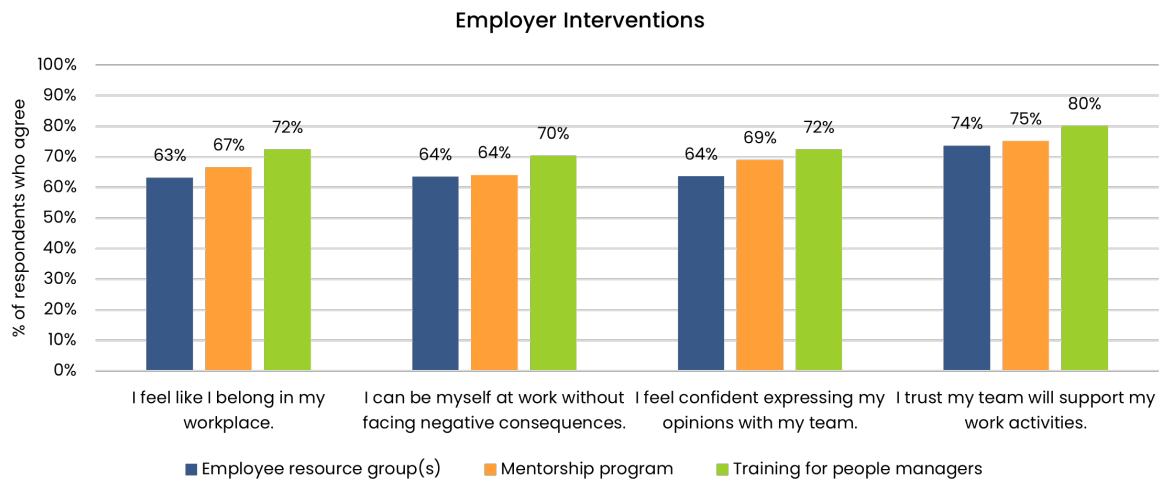
EQUITY AND SUPPORT

Research shows that business leaders who adopt an engaging leadership style and understand their employees' needs drive engagement and productivity.[6] Survey respondents were asked about their experiences with equity and support through the following measures:

- My employer pays its workers what they deserve.
- My employer ensures its benefits meet its workers' needs.
- My employer encourages clear and transparent communication at all levels.
- My employer invests in developing fair and supportive people managers.

Only forty-four percent of employees agreed their employer pays its workers what they deserve, with 83% of employees in healthy workplaces and 17% in unhealthy workplaces agreeing with this statement.

Fifty-four percent of employees agreed that their employer ensures its benefits meet their needs, with 95% in healthy workplaces and 16% in unhealthy workplaces agreeing with this statement. Of employees who agreed, 81% strongly agreed that their employer makes changes based on employees' feedback. Employers who met their workforce's needs moderately correlated with making employee feedback-informed changes in the workplace (r=0.546). One respondent shared their experience:

> *In general, our workplace is open to constructive criticism and new ideas and supports workers who have circumstances that require special consideration (e.g., family members with health concerns).*

Transparent communications and supportive people management were strongly associated with measures for trust, appreciation, and psychological safety. Unfortunately, only 47% of employees agreed that their employer encourages clear and transparent communication, with 92% of employees in healthy workplaces and 8% in unhealthy workplaces agreeing with this statement. One respondent shared their experience that underscores the importance of a unified communications plan at all levels:

> *The broader organization I work for has many initiatives to support employees and their well-being. Still, the individual units do not always implement these strategies successfully, and there is wide variation among units regarding culture.*

In addition, only 45% of employees agreed that their employer invests in developing people managers, with 91% of employees in healthy workplaces and 4% in unhealthy workplaces agreeing with this statement. Employers who develop fair and supportive people managers strongly correlated with overall work health scores (r=0.778).

Equity and Support

Legend: Unhealthy | Moderately unhealthy | Moderately healthy | Healthy | Average score

Data:
- My employer pays its workers what they deserve: 17%, 33%, 56%, 83%, 44%
- My employer ensures its benefits meet its workers' needs: 16%, 40%, 74%, 95%, 54%
- My employer encourages clear and transparent communication at all levels: 8%, 31%, 69%, 92%, 47%
- My employer invests in developing fair and supportive people managers: 4%, 25%, 70%, 91%, 45%
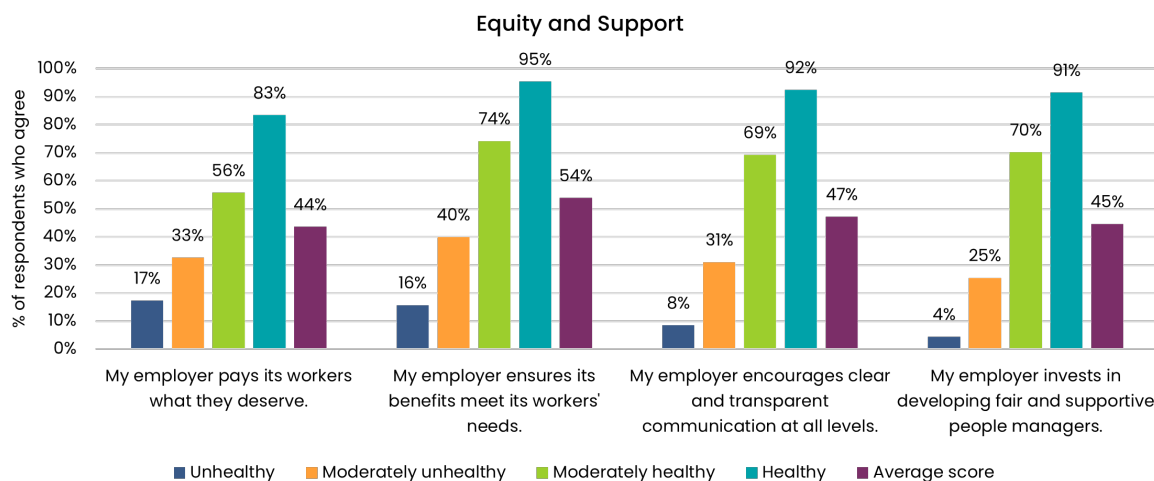
Sixty-one percent of Generation Z employees disagreed that their employer ensures benefits meet their needs, compared to 49% of Millennials, 46% of Generation X employees, and 34% of Baby Boomers.

My employer ensures its benefits meet its workers' needs.

Legend: Agree | Disagree

Data:
- Gen Z: Agree 39%, Disagree 61%
- Millennials: Agree 51%, Disagree 49%
- Gen X: Agree 54%, Disagree 46%
- Boomers: Agree 66%, Disagree 34%
- Silent Gen: Agree 88%, Disagree 13%
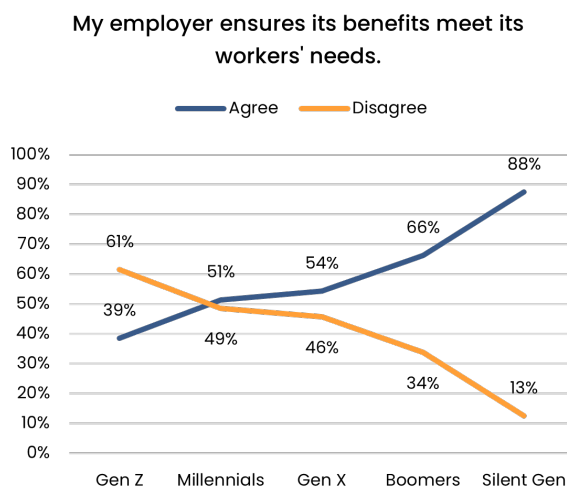
In addition, 62% of employees who mainly work on their feet in a set location and 54% of employees in varied locations disagreed that their employer's benefits met their needs, compared to 40% of those who work at a desk in an office and 33% of those who work remotely from home.
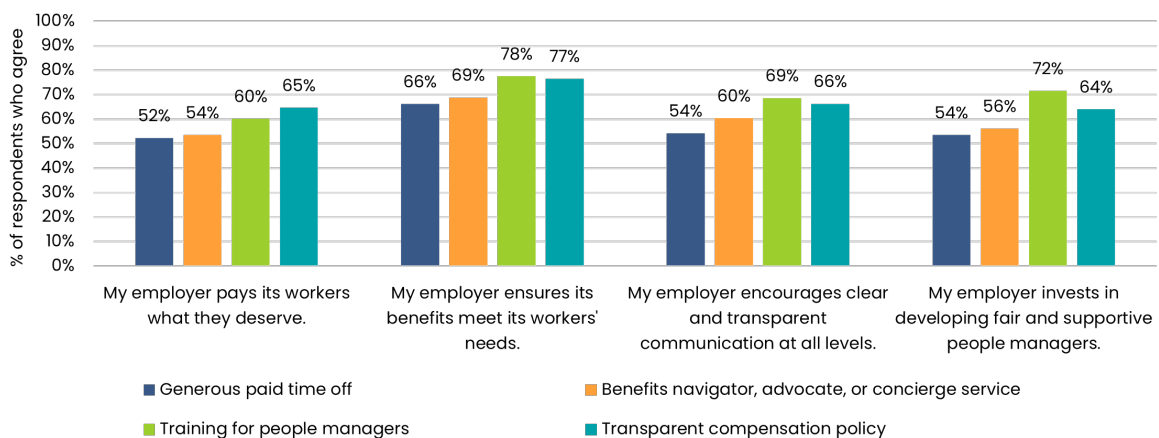
My employer ensures its benefits meet its workers' needs.

— Agree   — Disagree

	I work on my feet in an office or set work location.	I work on my feet in varied work locations.	I work at a desk in an office or set work location.	I work at a desk in varied work locations.	I work at a desk remotely from home or another location.
Agree	38%	46%	60%	62%	67%
Disagree	62%	54%	40%	38%	33%
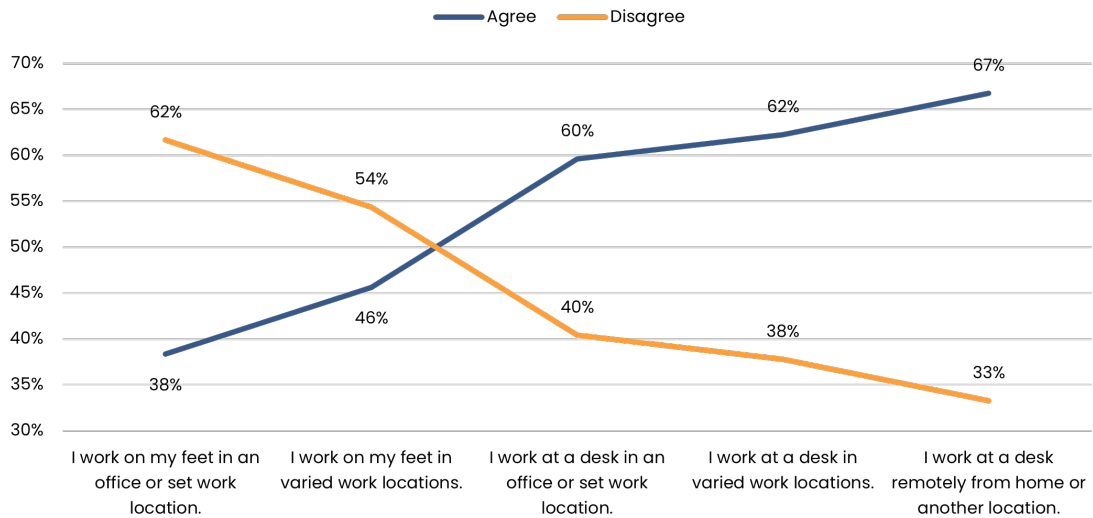
People management training, a transparent compensation policy, benefits navigation support, and generous paid time off are potentially effective employer interventions to promote equity and provide support.

Seventy-eight percent of employees agreed that their employer is meeting their needs, and 69% agreed that their employer encourages transparent communication in workplaces that offer people management training. Similarly, 77% agreed that their employer is meeting their needs, and 66% agreed that their employer encourages clear communication in workplaces with transparent compensation policies.

Employer Interventions

% of respondents who agree

	My employer pays its workers what they deserve.	My employer ensures its benefits meet its workers' needs.	My employer encourages clear and transparent communication at all levels.	My employer invests in developing fair and supportive people managers.
Generous paid time off	52%	66%	54%	54%
Benefits navigator, advocate, or concierge service	54%	69%	60%	56%
Training for people managers	60%	78%	69%	72%
Transparent compensation policy	65%	77%	66%	64%

■ Generous paid time off   ■ Benefits navigator, advocate, or concierge service
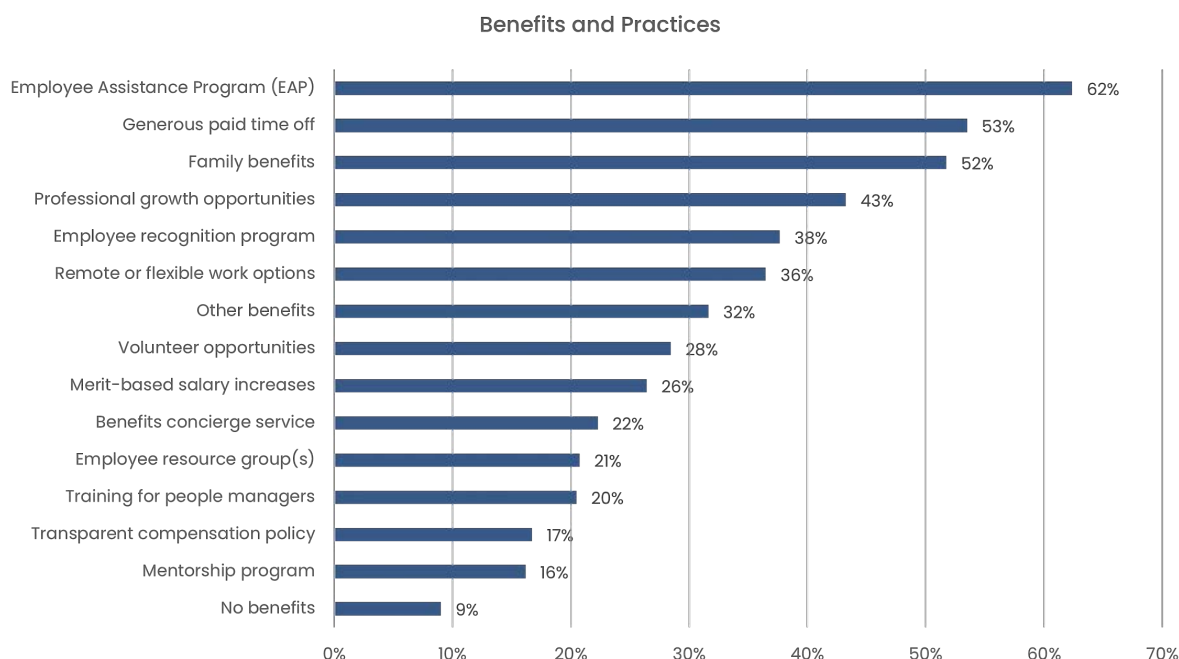■ Training for people managers   ■ Transparent compensation policy

BENEFITS IN HEALTHY AND UNHEALTHY WORKPLACES

Respondents were asked to indicate which benefits, policies, and programs their employer offers to determine which employer interventions have the greatest potential impact on employee well-being. Employees reported that the most commonly offered benefits were an employee assistance program (EAP) at 62%, generous paid time off at 53%, and family benefits at 52% at comparable rates in the healthiest and unhealthiest workplaces. One respondent shared their experience:

> *My workplace has made a huge effort in the past two years to add valuable benefits for all employees, including free childcare, a robust EAP, and floating holidays. They've also increased pay by 13% across the board.*

The least commonly offered policies and programs, including mentorship programs at 16%, a transparent compensation policy at 17%, and people management training at 20%, also had the greatest potential impact on employee well-being. A compensation policy and management training were offered at higher rates in healthy workplaces at 24%, compared to the unhealthiest workplaces, at 6% and 5%, respectively. In addition, the healthiest workplaces offered merit-based salary increases, at 19%, and professional growth opportunities, at 18%, compared to the unhealthiest workplaces, at 6% and 7%, respectively.

Benefits and Practices

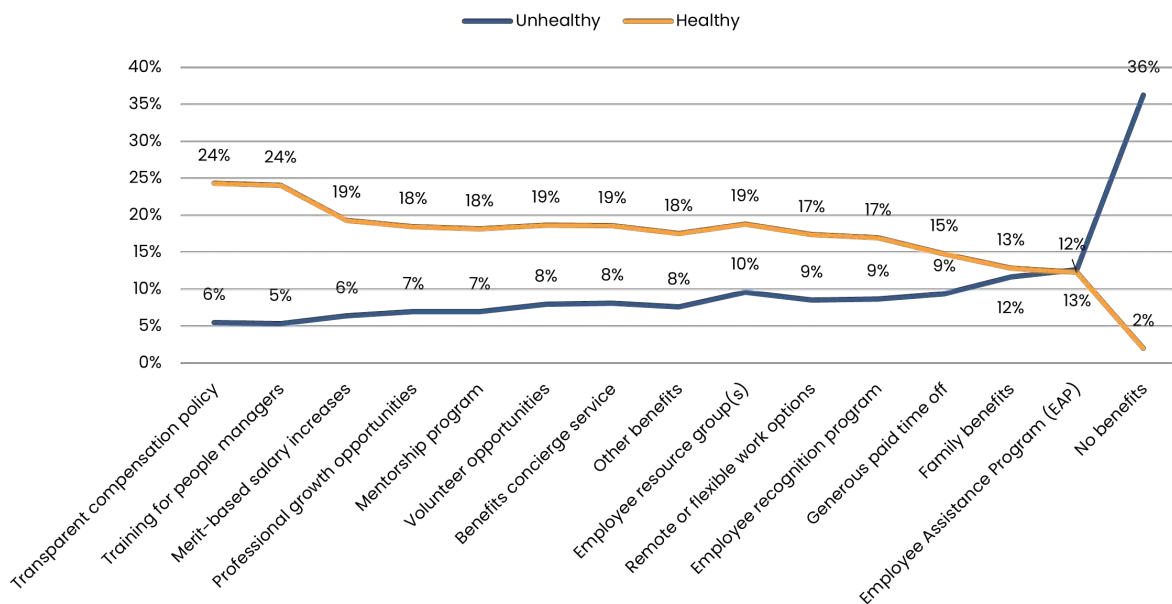| Benefit/Practice	Percentage
Employee Assistance Program (EAP)	62%
Generous paid time off	53%
Family benefits	52%
Professional growth opportunities	43%
Employee recognition program	38%
Remote or flexible work options	36%
Other benefits	32%
Volunteer opportunities	28%
Merit-based salary increases	26%
Benefits concierge service	22%
Employee resource group(s)	21%
Training for people managers	20%
Transparent compensation policy	17%
Mentorship program	16%
No benefits	9%

Fewer than 2% of the healthiest workplaces did not offer any benefits, compared to 36% of the unhealthiest workplaces. Compared to other generations, 27% of Generation Z employees had no access to benefits, including an EAP, PTO, and remote or flexible work options. One in four part-time and temporary employees and one in five employees who worked on their feet also had no access to benefits. One part-time employee described their experience:

> *Part-time employees (I work 29 hours a week) do not receive holiday pay, sick time, vacation time, or PTO and are expected to make up time missed due to holidays, vacation, and sick time if their work cannot be completed in the hours left.*

Benefits in Healthy and Unhealthy Workplaces

— Unhealthy   — Healthy

	Unhealthy	Healthy
Transparent compensation policy	6%	24%
Training for people managers	5%	24%
Merit-based salary increases	6%	19%
Professional growth opportunities	7%	18%
Mentorship program	7%	18%
Volunteer opportunities	8%	19%
Benefits concierge service	8%	19%
Other benefits	8%	18%
Employee resource group(s)	10%	19%
Remote or flexible work options	9%	17%
Employee recognition program	9%	17%
Generous paid time off	9%	15%
Family benefits	12%	13%
Employee Assistance Program (EAP)	13%	12%
No benefits	36%	2%

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APPENDIX A: METHODOLOGY

The 2024 Work Health Survey was available to the public through the [MHA Screening](#) website between April 15 and July 9, 2024. The survey included 18 items selected as measures for employee well-being, trust, appreciation, psychological safety, and support, and collected 3,915 U.S.-based responses in two months.

The Work Health Survey included the following statements:

1. I know how my efforts contribute to my organization's success.
2. I can structure my schedule or workload to meet my needs.
3. My employer appreciates me for my contributions.
4. My work stress affects the amount or quality of my sleep.
5. I feel confident expressing my opinions with my team.
6. My employer makes changes based on workers' feedback.
7. My work is energizing and fulfilling.
8. My employer ensures its benefits meet its workers' needs.
9. My employer pays its workers what they deserve.
10. My employer invests in developing fair and supportive people managers.
11. I feel like I belong in my workplace.
12. I can be myself at work without facing negative consequences.
13. My work stress affects my relationships with family and friends.
14. I trust my team will support my work activities.
15. My employer values workers' productivity over micromanagement.
16. My employer encourages clear and transparent communication at all levels.
17. I feel confident advocating for my or others' needs at my organization.
18. Please check all that apply. My employer offers the following policies or benefits:
    - ☐ Affinity, business, or employee resource group(s)
    - ☐ Benefits navigator, advocate, or concierge service
    - ☐ Employee Assistance Program (EAP)
    - ☐ Employee recognition program
    - ☐ Family benefits (e.g., paid parental leave, childcare, adoption, fertility assistance, etc.)
    - ☐ Generous paid time off (e.g., vacation, sick, personal, wellness, etc.)
    - ☐ Mentorship program
    - ☐ Merit-based salary increases
    - ☐ Professional growth opportunities (e.g., professional courses, certification, training, etc.)
    - ☐ Remote, hybrid, or flexible work options
    - ☐ Training for people managers
    - ☐ Transparent compensation policy
    - ☐ Volunteer opportunities
    - ☐ Other benefits (e.g., financial planning, tuition or student loan assistance, etc.)
   - ☐ None of the above

Survey responses were scored on a 1-6 Likert scale: 1 – Strongly disagree, 2 – Disagree, 3 – Somewhat disagree, 4 – Somewhat agree, 5 – Agree, 6 – Strongly agree. Inverse scoring was used for negatively worded statements. For example, in the statement, "My employer appreciates me for my contributions," one point is assigned for every "strongly disagree" response and six points for every "strongly agree." For the question, "My work stress affects the amount or quality of my sleep," six points were assigned to every "strongly disagree" and one

point to every "strongly agree." Lower scores indicate an unhealthy workplace. High scores indicate a healthy workplace. The final score for each respondent represented the sum of all ratings, while the average was determined by a collective sum divided by all respondents.

Correlation coefficients were computed for each question against the overall work health score. Question 3 ("My employer appreciates me for my contributions") and Question 11 ("I feel like I belong in my workplace") had the strongest correlation to the overall score ($r=0.792$ and $r=0.783$, respectively). Question 4 ("My work stress affects the amount or quality of my sleep") had the weakest correlation to the overall score ($r=0.420$).

In addition, the sum of each respondent's responses was categorized into the following quartiles: unhealthy (overall work health score is between 17 and 38), moderately unhealthy (score between 39 and 59), moderately healthy (score between 60 and 80), and healthy (score between 81 and 102), to compare the practices of healthy and unhealthy workplaces in each section. Overall, the average work health score was 57.55, the median 57, and the mode 49.

Work Health Survey Scores

- Unhealthy — 16%
- Moderately unhealthy — 39%
- Moderately healthy — 35%
- Healthy — 10%
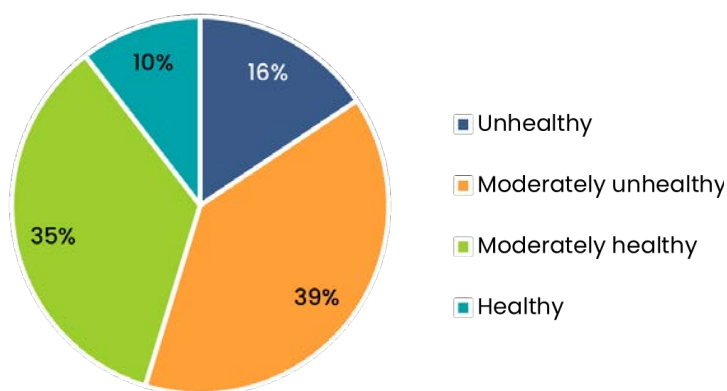
The survey also collected voluntary demographic and work environment information, including gender and racial/ethnic identity, age range, employment status, position, function, work location, organizational size, and industry. The following age ranges define the generations referenced throughout the report: Generation Z (ages 15 to 22), Millennials (ages 23 to 38), Generation X (ages 39 to 54), Baby Boomers (ages 55 to 73), and the Silent Generation (ages 74 and older). Work locations include employees who work in an office or set work location, have remote, hybrid, or flexible options to work from home or another location, or work in various locations. All optional demographic questions are listed in Appendix B.

The Work Health Survey respondents were likely to find the survey when searching for mental health support through mhascreening.org. The sample weighs heavily among users experiencing other mental health concerns or experiencing problems with work that might exacerbate mental health concerns. Rather than reflecting the general population, MHA's survey respondents represent employees at higher risk of poor mental health and well-being. The convenience sample allows MHA to evaluate the challenges and opportunities impacting those with the highest needs.

APPENDIX B: WORK HEALTH SURVEY RESULTS

Over 3.900 surveys were completed and analyzed in this appendix. Responses to the demographic questions were voluntary, and the survey items were required.
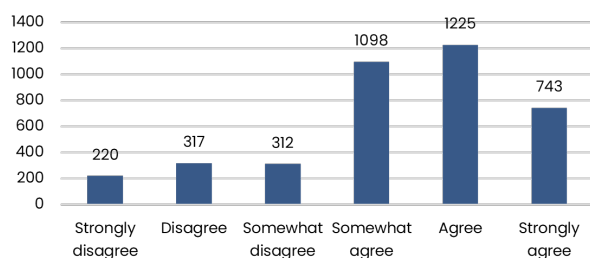
Survey Results: Demographics

What is your gender identity?	Count	Percent
Female	2636	75.51%
Male	793	22.72%
Another identity	62	1.78%
Total	**3491**	**100.00%**

What racial/ethnic groups do you belong to?	Count	Percent
American Indian or Alaska Native	31	0.92%
Asian or Pacific Islander	151	4.50%
Black or African American (non-Hispanic)	340	10.14%
Hispanic or Latino	301	8.98%
Middle Eastern or North African	16	0.48%
White (non-Hispanic)	2300	68.62%
More than one of the above	131	3.91%
Other	82	2.45%
Total	**3352**	**100.00%**

What is your age range?	Count	Percent
15–22	174	4.91%
23–38	1346	38.01%
39–54	1376	38.86%
55–73	637	17.99%
74+	8	0.23%
Total	**3541**	**100.00%**

What is your employment status?	Count	Percent
Full-time	3163	89.48%
Part-time	247	6.99%
Temporary	19	0.54%
Freelance or contract	28	0.79%
Self-employed	17	0.48%
Unemployed	61	1.73%
Total	**3535**	**100.00%**

Which best describes your position?	Count	Percent
Someone supervises me; I supervise no one.	2312	64.22%
Someone supervises me; I supervise one or more people.	1155	32.08%
I supervise one or more people; no one supervises me.	133	3.69%
Total	**3600**	**100.00%**

Which best describes your daily work situation?	Count	Percent
I mainly work at a computer or desk.	2452	68.26%
I mainly work on my feet.	1140	31.74%
Total	**3592**	**100.00%**

Which best describes your daily physical work?	Count	Percent
I work in an office or a set work location.	2350	65.33%
I work remotely from home or another location.	467	12.98%
My work location varies.	780	21.68%
Total	**3597**	**100.00%**

How many people work for your organization?	Count	Percent
1–10	275	7.74%
11–50	608	17.10%
51–250	973	27.37%
251–1,000	727	20.45%
1,001–5,000	470	13.22%
5,001+	502	14.12%
Total	**3555**	**100.00%**

What is your industry?	Count	Percent
Agriculture	16	0.45%
Automotive	38	1.08%
Construction	90	2.55%
Consulting or professional services	89	2.53%
Education	462	13.11%
Energy	35	0.99%
Financial services	181	5.14%
Food and beverage	96	2.72%
Health care or social services	835	23.69%
Hospitality	60	1.70%
Legal services	75	2.13%
Manufacturing	162	4.60%
Marketing or sales	72	2.04%
Media and telecommunications	21	0.60%

Non-profit	279	7.92%
Other	373	10.58%
Public sector (government)	269	7.63%
Research and development	32	0.91%
Retail	175	4.97%
Software or technology	98	2.78%
Transportation	66	1.87%
Total	**3524**	**100.00%**

Survey Results: Survey Items

Question 1: I know how my efforts contribute to my organization's success.

Strongly disagree	Disagree	Somewhat disagree	Somewhat agree	Agree	Strongly agree
220	317	312	1098	1225	743

Question 2: I can structure my schedule or workload to meet my needs.
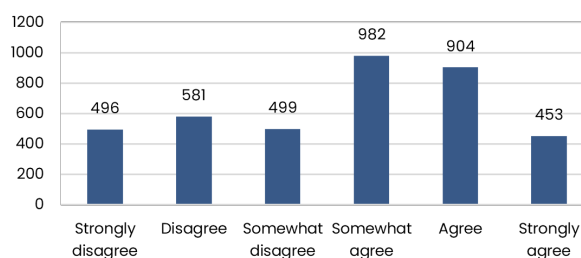
Strongly disagree	Disagree	Somewhat disagree	Somewhat agree	Agree	Strongly agree
496	581	499	982	904	453

Question 3: My employer appreciates me for my contributions.

Strongly disagree	Disagree	Somewhat disagree	Somewhat agree	Agree	Strongly agree
546	550	527	1059	848	385

Question 4: My work stress affects the amount or quality of my sleep.

Strongly disagree	Disagree	Somewhat disagree	Somewhat agree	Agree	Strongly agree
190	393	346	890	971	1125

Question 5: I feel confident expressing my opinions with my team.

Strongly disagree	Disagree	Somewhat disagree	Somewhat agree	Agree	Strongly agree
584	606	576	987	797	365
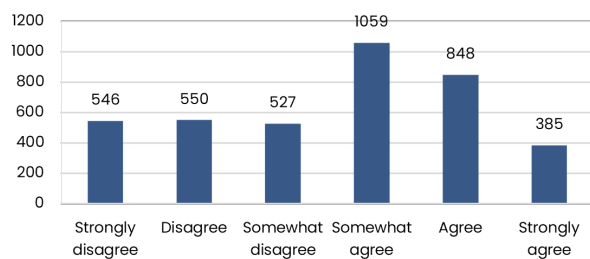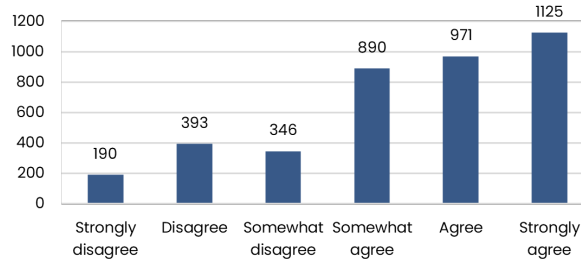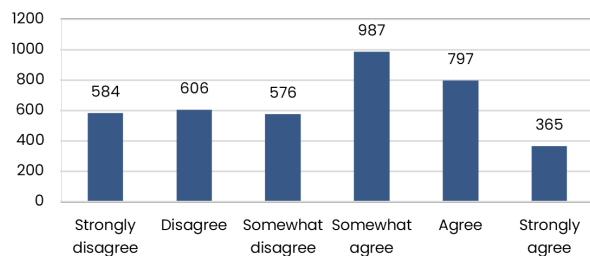
Question 6: My employer makes changes based on workers' feedback.

Strongly disagree	Disagree	Somewhat disagree	Somewhat agree	Agree	Strongly agree
836	755	701	991	479	153
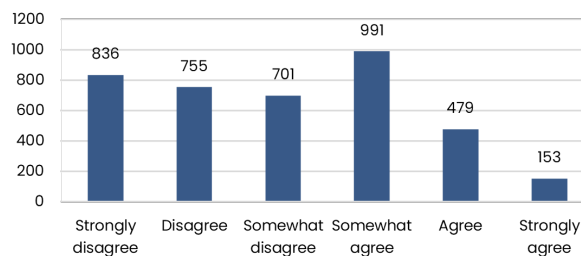
Question 7: My work is energizing and fulfilling.

Response	Count
Strongly disagree	650
Disagree	693
Somewhat disagree	630
Somewhat agree	1034
Agree	662
Strongly agree	246
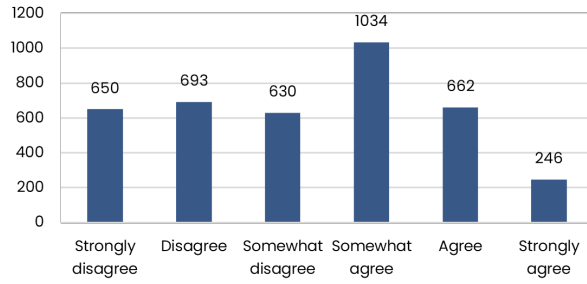
Question 8: My employer ensures its benefits meet its workers' needs.

Response	Count
Strongly disagree	533
Disagree	598
Somewhat disagree	675
Somewhat agree	1088
Agree	775
Strongly agree	246
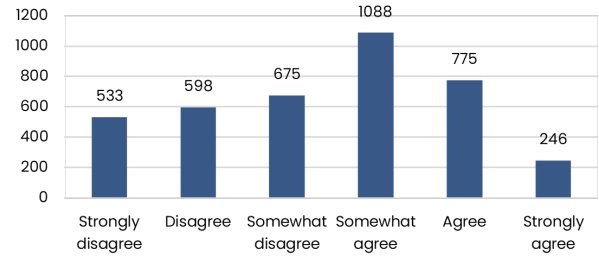
Question 9: My employer pays its workers what they deserve.

Response	Count
Strongly disagree	820
Disagree	713
Somewhat disagree	676
Somewhat agree	881
Agree	642
Strongly agree	183
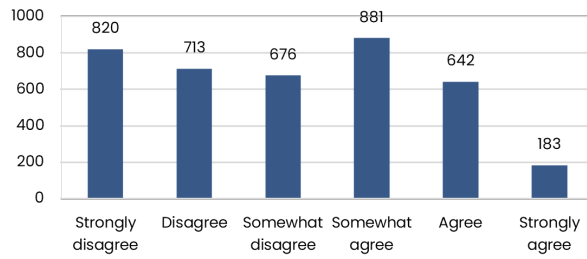
Question 10: My employer invests in developing fair and supportive people managers.

Response	Count
Strongly disagree	796
Disagree	719
Somewhat disagree	653
Somewhat agree	947
Agree	582
Strongly agree	218

Question 11: I feel like I belong in my workplace.

Response	Count
Strongly disagree	612
Disagree	509
Somewhat disagree	562
Somewhat agree	943
Agree	887
Strongly agree	402
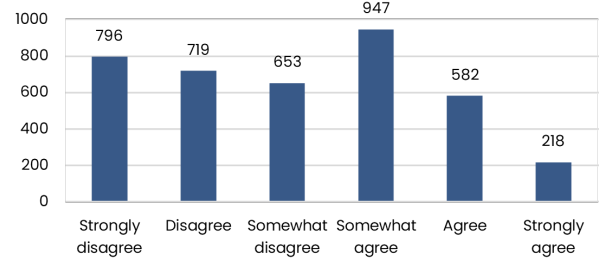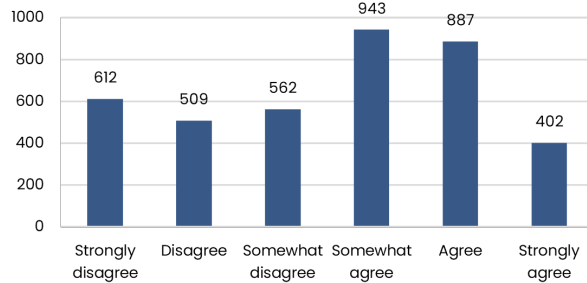
Question 12: I can be myself at work without facing negative consequences.

Response	Count
Strongly disagree	631
Disagree	562
Somewhat disagree	577
Somewhat agree	879
Agree	897
Strongly agree	369
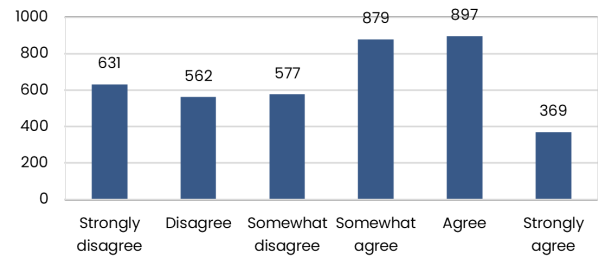
Question 13: My work stress affects my relationships with family and friends.

Response	Count
Strongly disagree	328
Disagree	579
Somewhat disagree	455
Somewhat agree	1058
Agree	751
Strongly agree	744
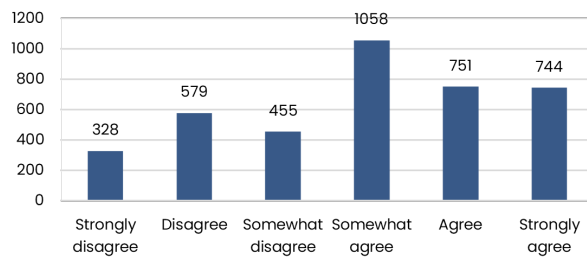
Question 14: I trust my team will support my work activities.

Response	Count
Strongly disagree	381
Disagree	452
Somewhat disagree	603
Somewhat agree	1163
Agree	1006
Strongly agree	310
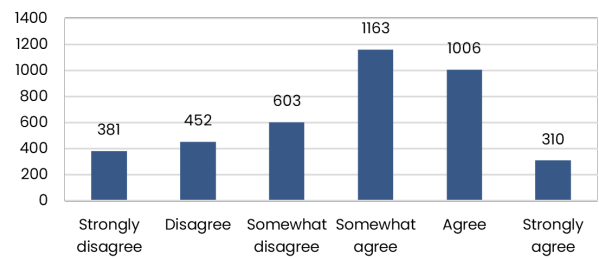
Question 15: My employer values workers' productivity over micromanagement.

Response	Count
Strongly disagree	677
Disagree	542
Somewhat disagree	576
Somewhat agree	879
Agree	883
Strongly agree	358
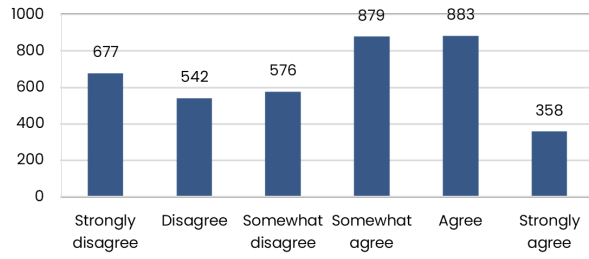
Question 16: My employer encourages clear and transparent communication at all levels.

Response	Count
Strongly disagree	734
Disagree	664
Somewhat disagree	669
Somewhat agree	882
Agree	690
Strongly agree	276
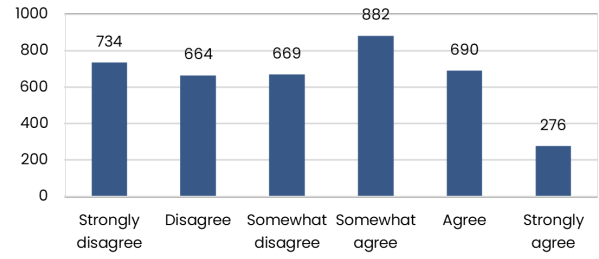
Question 17: I feel confident advocating for my or others' needs at my organization.

Response	Count
Strongly disagree	604
Disagree	624
Somewhat disagree	639
Somewhat agree	999
Agree	724
Strongly agree	325