

Executive Summary

The State of Mental Health

HR Leaders Response to the Well-Being Crisis

Workforce mental health and employee well-being have become critical business concerns that directly affect organizational stability and bottom-line performance. In fact, the World Health Organization estimates that [depression and anxiety now cost employers 12 billion lost workdays and one trillion dollars](#) in productivity each year.

Estimated Annual Employer Cost of Staff Burnout

\$5.04M

Estimated annual cost to employers per 1K employees

\$20,683

Per executive

\$10,824

Per manager

\$4,257

Per salaried non-manager

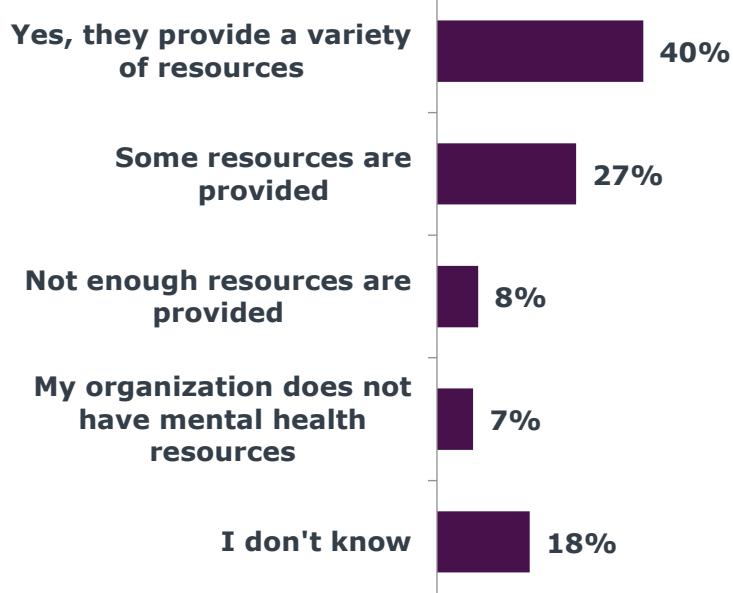
\$3,999

Per hourly non-manager

External pressures are a major driver of the mental health crisis as economic uncertainty and global socio-political shifts put pressure on our daily lives. However, new models of remote and hybrid work have blurred the separation between personal and professional life, resulting in unprecedented levels of burnout and disengagement.

HR leaders are increasingly expected to address this challenge, yet many remain uncertain about what effective support looks like.

Seramount research found that only 40 percent of employees believe their companies provide adequate mental health resources.



Three Key Findings on Employee Mental Health

To support HR leaders in addressing the employee well-being crisis, [Seramount surveyed more than 1,000 U.S. white-collar and frontline workers](#) to explore employee perspectives on mental health in the workplace.

The study uncovered employees' beliefs about workplace well-being and how they perceived the support available within their organizations.

Below are three key findings from the study that reveal the depth of the mental health crisis and indicate opportunities for deliberate HR action.

1

Half of workers rate their personal well-being as average or below.

- Hourly workers are the least likely to rate their personal well-being above average (only 46 percent) while executives are mostly likely to do so (70 percent).
- Employees with lower levels of personal well-being are six times as likely to report high levels of burnout. They're also twice as likely to take time off for mental health.

2

Burnout is a major result of the mental health crisis as about one-third of employees are experiencing moderate to high levels of burnout.

- Employees who are struggling with burnout are nine times more likely to report low levels of personal well-being.
- Managers experience the most burnout, as 80 percent report experiencing at least one symptom.
- Sixty percent of employees who are burned out don't feel comfortable discussing mental health at work, and 57 percent of them don't feel support in balancing mental health and work.

3

Gen Z and Millennials are struggling the most with mental health in the workplace.

- Only 45 percent of Gen Z rate their personal well-being above average compared to 84 percent of Baby Boomers. Gen Z is also the least likely generation to feel supported balancing mental health and work and least likely to believe that their company provides adequate mental health resources.
- Three in four Millennials report at least one symptom of burnout, and only 39 percent feel supported in balancing mental health and work.

Responding to the Mental Health Crisis

Solving today's mental health crisis requires both **individual effort and structural change** working in tandem.

Leaders need to break the stigma around mental health. Role models are essential to developing a stronger culture around mental health. When discussion becomes routine, stigma fades and employee trust grows.

Support systems must evolve to meet reality. Many assistance programs no longer meet the needs of the workforce. HR leaders must rework EAPs and expand access to counseling to ease daily pressures and strengthen long-term well-being.

Proven Strategies to Improve Well-Being Outcomes

Strategy	Definition	Implementation
Communication and Destigmatization	Internal communication strategies normalize mental health discussions, reduce stigma, and promote resources	Proactive and consistent dialogue about mental health at convenings such as town halls and among executives accelerates destigmatization [1]
EAP Reevaluation	Comprehensive review of Employee Assistance Program services to ensure they meet current workforce needs	EAPs that offer telehealth or virtual counseling lower the barrier to mental health support [3]
Financial Wellness Programs	Training, resources to help employees improve finances, reduce financial-related stress	Surveys of employees show they want help growing their savings (47 percent), managing debt (21 percent), and managing student loans (11 percent) [4]
Sleep Support	Programs that educate employees about sleep hygiene and provide resources or incentives to improve sleep quality	A health economic evaluation showed Sleepio lowered health care costs by \$1,677 per employee [5]
Volunteer Initiatives	Structured opportunities for employees to engage in community service, improve self-esteem	Seventy-nine percent of employees in their company's volunteer program are satisfied with their jobs vs. 55 percent who didn't partake [6]
Resiliency Training	Cognitive behavioral therapy interventions that give individuals tools to manage their mental health and develop self-coping skills	A strategy stemming from universities to bolster student success, including at University of Texas-Austin and Pepperdine University [2]



Learn more about the factors impacting workplace mental health and employee well-being in our **2025 State of the Workforce research report**.