




# THE BUSINESS CASE FOR FOCUSING ON EMPLOYEE MENTAL HEALTH



BY CISION AND THE INSTITUTE FOR PUBLIC RELATIONS

*A RESEARCH ANALYSIS OF HOW EMPLOYEES AND COMPANIES ARE  
DISCUSSING MENTAL HEALTH ON TWITTER AND RECOMMENDATIONS  
FOR HOW ORGANIZATIONS CAN ADDRESS IT*



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# TABLE OF CONTENTS

3	<b>Executive Summary</b>
3	<b>Methodology</b>
4	<b>Key Findings</b>
5	<b>The Organization-Employee Mental Health Gap</b>
8	<b>Gen Z</b>
9	<b>Millennials</b>
11	<b>Burnout and Quiet Quitting – Who is to Blame?</b>
15	<b>The Four-Day Workweek</b>
19	<b>Salesforce, CVS Health, and Others Lead the Way</b>
22	<b>Five Recommendations for Leaders</b>
22	1.) <b>Provide Benefits Such as “Mental Health Days”</b>
23	2.) <b>Support Management to Better Understand Well-Being and Belonging</b>
24	3.) <b>Invest Financially in Employee Wellness</b>
25	4.) <b>Provide Opportunities for Social Support</b>
25	5.) <b>Listen to Employees About Their Mental Health Needs</b>
26	<b>Conclusion</b>

# EXECUTIVE SUMMARY

Since the start of the COVID-19 pandemic, organizations are increasingly focused on addressing the mental health of their employees and for good reason: employee mental health has a large measurable impact on business and the bottom line. The [American Foundation for Suicide Prevention](#) found that mental health conditions affect job satisfaction and how present or absent employees are in their work. Findings in this study also show that better employee mental health can contribute to increased employee productivity. However, there are several roadblocks in the way of achieving better employee well-being.

Several facets of modern work impact employee mental health in a negative way. [The New York Times](#) reported that the corporate push to restore pre-pandemic ways of working in a physical office is being met by employee concerns for their mental and emotional health. Another concern is burnout due to the high pressures of work, validated by the fact that burnout [is now recognized by the World Health Organization](#) (WHO) as an official syndrome.

To tackle this issue, the Institute for Public Relations and Cision examined conversations about mental health in the workplace with a focus on:

- Employee and employer perspectives
- Burnout
- Quiet quitting
- The four-day workweek
- Current corporate mental health initiatives

This report identifies the brands that are leading the way on Twitter in mental health conversations and provides evidence-based recommendations for leaders addressing mental health in the workplace.

## METHODOLOGY

Using Brandwatch's Consumer Research tool, we analyzed 1,304,110 Twitter posts discussing topics related to mental health and wellness in the workplace. We limited our collection to content from the United States during the period of January 1-October 31, 2022.

# KEY FINDINGS

1

Organizations on Twitter who back their claims of supporting mental health are lauded on social media. On the other hand, organizations that showcased their mental health program but were accused of not doing so in practice were attacked.

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2

Discussions surrounding mental health were driven by spikes of coverage focused on burnout with some polarizing opinions on the factors affecting it and coping mechanisms. Later in the year, “quiet quitting” was one of the most significant contributors of conversation after a TikTok post went viral.

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3

Some employers are testing out the four-day workweek with mixed results, but most reactions are positive from both the employer and employee perspectives.

4

Gen Z and Millennials were the most frequent contributors to conversations about mental health.

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5

Employees said employee resource groups (ERGs) and peers in the workplace were critical support programs for mental health.

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6

Employees want benefits and policies to support their mental health such as flexibility, better time off policies, and stronger leave programs.

# THE ORGANIZATION-EMPLOYEE MENTAL HEALTH GAP

Twitter users called out the difference in priorities between employees and companies when it comes to mental health.



IG: theikonickay  
@theikonickay



I actually don't want to climb any corporate ladders. I don't care about job titles. I don't need accolades.

I just want to have income to fund my lifestyle, not be depressed, help other people, and be around good humans. Dassit.

8:43 AM · Jul 28, 2022 · Twitter for iPhone

53.9K Retweets 3,957 Quote Tweets 190.1K Likes

Some users expressed that they are now prioritizing quality of life above all else. They were not interested in climbing the corporate ladder or being promoted, but rather, they wanted to accomplish goals that contributed to their quality of life including financial stability and helping others. This perspective counteracts the overarching corporate narrative of the past where employees prioritized rising through the ranks and being promoted.



Paula Watson @paula\_watson · Sep 14



Just seen this (shared on Linked In). Summarises my career goals perfectly now I've left academia. Thanks @theikonickay I couldn't have put it so eloquently myself. [#slowdown](#) [#followyourheart](#) [#thinkdifferently](#) [#appreciatenow](#)

Users also discussed who was to blame for employee burnout. One Twitter user argued that the term “burnout” places the responsibility on the employee for improperly maintaining their workload, but the blame should be placed on organizations for mistreating employees.



Michael Fulwiler  
@MichaelFulwiler

Employers will say “mental health is health” and then burn out their employees.

9:02 AM · Jan 30, 2022 · Twitter Web App

177 Retweets 29 Quote Tweets 1,010 Likes

Some users discussed work as just one source of stress in addition to other stressors in their lives, both in and out of the workplace. Stressors were exacerbated when employees did not like their job.



No BS Therapist  
@TweetATherapist

Working your job while working on your mental health while working on your relationships while working on physical health while working on your family while working on sleep habits while working on self-care while working on exercise while working on personal goals while working

6:02 AM · Apr 18, 2022 · Twitter for iPhone

85.9K Retweets 8,032 Quote Tweets 316.6K Likes



Melanie D'Arrigo  
@DarrigoMelanie

The fact that Amazon is worried that they'll run out of potential employees to burn out instead of the employees they've burnt out tells you everything you need to know about why Amazon workers need a union.



Read Jackson Rising by @CooperationJXN @JoshuaPHill · Feb 3

How can anyone defend this?

[Show this thread](#)



INSIDER

Subscribe

HOME > TECH

**Amazon burns through workers so quickly that executives are worried they'll run out of people to employ, according to a new report**

ALT Gilbert

2:43 PM · Feb 3, 2022 · Twitter Web App

1,018 Retweets 24 Quote Tweets 2,592 Likes

Others commented on the damage a job, especially one employees are unhappy about, can have on mental health.



**Unmistakable Latin Flavor**  
@PBSImpulse9

...

Chances are that your mental health will be at it lowest point when you hate your current place of employment.

I can attest to that.



**David Grzybowski** @DavidGrzyTV · Feb 10, 2022

Seeing tweets that Ben Simmons will join the Nets on their road trip in Miami tomorrow. He claimed mental illness was his reason for not playing, yet miraculously has been cured the minute he's traded. What a middle finger to those who actually battle with mental health.

[Show this thread](#)

11:31 PM · Feb 10, 2022

392 Retweets 11 Quote Tweets 1,203 Likes

Regardless of whether work plays a larger or smaller role in employees' stress levels, mental health and burnout are issues that communicators and corporations must address. Through this analysis, we also found differences in age in terms of how users talked about mental health with Gen Z and Millennials driving the conversation.

## GEN Z

Gen Z Twitter users spoke frankly about mental health issues in the workplace. They openly criticized how companies have handled mental health issues in the past, commenting on how corporate attempts to remedy the issue such as employee assistance programs (EAPs) have been inadequate.

There was one group that employees trusted most to deal with mental health issues in the workplace: their peers. Users on Twitter applauded employee-run mental health/illness employee resource groups (ERGs) for serving as trusted, supportive communities.



S.LIZ  
@slizagna

employers after they give you a meditation app and an article on reducing stress:

caleb hearon @calebsaysthings · Apr 19  
mental illness is over

1:28 PM · Apr 19, 2022 · Twitter Web App

4,843 Retweets 95 Quote Tweets 39.1K Likes



Andrew @ajcannizzaro · Apr 20

Replying to @slizagna

We started an employee resource group at my job around mental health/illness and I feel like creating safe, supported community spaces run by employees is the only way to broach this at work sometimes. Otherwise it's untrustworthy. But that's just been my experience.



1



7



Andrew @ajcannizzaro · Apr 20

Replying to @ajcannizzaro and @slizagna

The thing we started to notice is just that, especially in the US, there are no places to actually learn about mental health or illness built into anything. It's a crapshoot if your doctor knows, and that's if you even have one. So work had to become a place to just educate ppl.



1



7





## MILLENNIALS

Gen Z users also mentioned how work plays an outsized role in employee mental health.



DAI FIT  
@DaiJaMonet\_

...

liking your job lowkey important for your mental health

3:12 PM · Aug 22, 2022 · Twitter Web App

24.6K Retweets 4,600 Quote Tweets 137.6K Likes



Jay Wade 🧡🦋❤️  
@yajedaw

Replying to @DaiJaMonet\_

we all know you meant high key.

11:06 AM · Aug 23, 2022 · Twitter for iPhone

5 Likes

Millennials primarily focused on the impact of return to office on mental health. One Twitter user detailed how the commute alone can lead to increased stress and anxiety. Another user replied to the tweet saying that return to office is “boomer talk”, indicating a perceived generational difference between Baby Boomers and Millennials.



Erin Biba ✓  
@erinbiba

...

So much of the "get back to the office" conversation is missing the fact that commutes longer than 30 minutes have scientifically proven enormous impacts on health. The stress and anxiety and loss of time causes heart disease, mental health problems, even increased divorce rates

1:18 PM · Mar 14, 2022 · Twitter for iPhone

5,700 Retweets 505 Quote Tweets 45.1K Likes

Much like Gen Z Twitter users, Millennials expressed their disapproval with how their employer handled mental health issues. One user appeared to feel as if they weren't being heard by their employer, sharing the following:



**NOBODY believes you** @281str09 · Mar 15

Replying to @erinbiba

get back to the office is boomer talk..I can do the same work from my house without the stress of being stuck in traffic for an hour and wasting gas to then do that same routine when it's time to leave. No thanks.



1



9



**Leigh Dagoon - Author/Webdev** 🌈 🌟 🍷

@ldagoon

Replying to @erinbiba

And yet whenever I asked for WFH for the sake of my mental health I was asked for a REAL reason.

3:11 PM · Mar 14, 2022 · Twitter for iPad

3 Retweets 52 Likes



**Libra** ❤️  
@xoxo\_Nadia\_

Quitting my job next week because my mental health is more important. I don't have a back up buttfff I know God going to bless me

1:47 PM · May 20, 2022 · Twitter for iPhone

6,336 Retweets 2,322 Quote Tweets 69.1K Likes



**prince edward cunty** @BogartMcJoint · May 21

Replying to @xoxo\_Nadia\_

props to you for slamming that door shut and finding a better one to open.



1



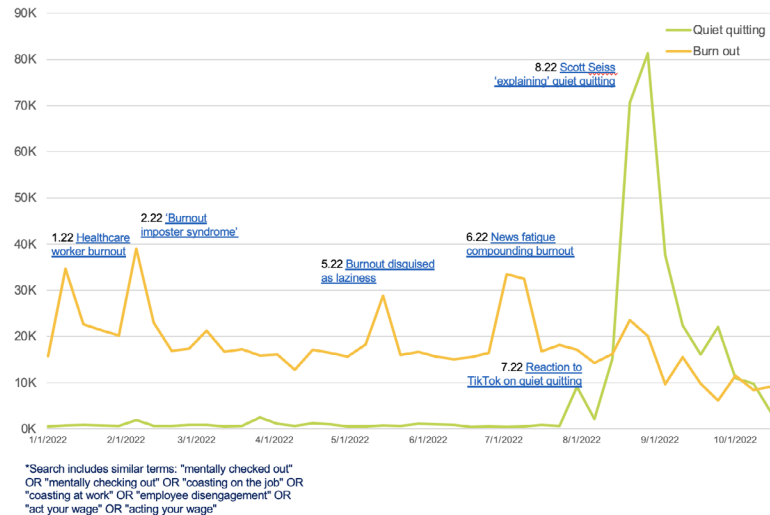
Some Millennials went so far as to quit their job without another job lined up to preserve their mental health.

However, topics of quitting, “quiet quitting”, and burnout were not limited to Millennials – users across the board were also addressing these issues.

# BURNOUT AND QUIET QUITTING: WHO IS TO BLAME?

Throughout 2022, spikes in conversations on social media were dominated by reactions to media coverage of timely burnout-related topics impacting the workplace as well as shares of viral videos. In the first half of the year, conversations about burnout centered around the healthcare industry, the impact of imposter syndrome, and whether burnout is a function of laziness (see chart). [Imposter syndrome](#) is a common mental state when people feel they may be a fraud or undeserving of their success. It creates additional psychological stress on employees and negatively impacts job performance and satisfaction. Mental Health Month is celebrated in May and was not mentioned often in online conversations about employee burnout.

## SOCIAL MEDIA CONVERSATIONS ABOUT BURNOUT AND QUIET QUITTING



In the second half of the year, the topic of “quiet-quitting” dominated conversations. According to *Harvard Business Review*, quiet quitting is defined as an employee who “opts out of tasks beyond one’s assigned duties and/or becoming less psychologically invested in work.” Researchers believe this can come at a cost to the organization, resulting in the loss of a critical competitive advantage.

Coupled with the idea of quiet quitting was discussions about people “acting their wage.” Employees on Twitter called out their employers pushing them to go above and beyond, equating this to “wage theft,” leading to “act your wage” becoming part of the online conversation.



Tyler Barnum  
@phinneas8052

They're not quiet quitting, they're acting their wage.



Jorts (and Jean) @JortsTheCat · Aug 16

Workers aren't "quiet-quitting" to avoid burnout. They're refusing to have their labor stolen without compensation. Idk why there are so many bad articles about this

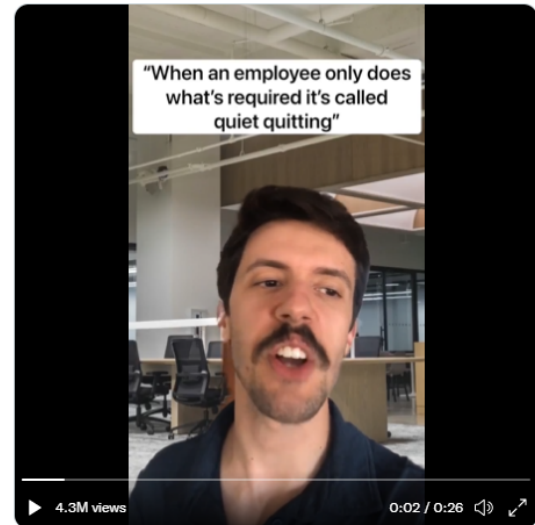
11:37 AM · Aug 17, 2022 · Twitter for Android

809 Retweets 10 Quote Tweets 4,847 Likes



Scott Seiss  
@ScottSeiss

“quiet quitting”



6:30 AM · Aug 27, 2022 · Twitter for iPhone

44.4K Retweets 2,536 Quote Tweets 207.1K Likes



Dare Obasanjo  
@Carnage4Life

Millennials have rebranded “quiet quitting” as “acting your wage” and all I can do is clap at their brilliance.



businessinsider.com

How to 'act your wage,' according to 2 millennials who did it: 'If a company is p...  
Workers are sticking to their job descriptions and nothing more by quiet quitting and acting their wage. They say it's all about setting boundaries.

5:08 PM · Sep 13, 2022 · Twitter for iPhone

56 Retweets 4 Quote Tweets 602 Likes



Jorts (and Jean)  
@JortsTheCat

Workers aren't “quiet-quitting” to avoid burnout. They're refusing to have their labor stolen without compensation. Idk why there are so many bad articles about this

10:35 PM · Aug 16, 2022 · Twitter for iPhone

14.4K Retweets 504 Quote Tweets 91K Likes

The idea of wage theft shifts the blame onto employers for exploiting their employees. Some Twitter users were forthright when blaming managers for the quiet quitting phenomenon.



Mark C. Crowley  
@MarkCCrowley

How 'bout you becoming a better manager instead? According to the Business Insider, some managers are so upset by [#QuietQuitting](#), that they're asking if they can discipline or fire the quiet quitters on their teams. They say that quiet quitters might be the first axed in layoffs.

5:00 AM · Aug 31, 2022 · Buffer

8 Retweets 36 Likes

Buzz around quiet quitting was also generated by media outlets. Outlets on Twitter described the term as a recasting of a long-existing phenomenon: mentally disengaging from one's work.



"Quiet quitting" is a term for an old concept: employee disengagement. It's about untangling identity from work to have more time and energy.

Kathy Kacher, founder of Career/Life Alliance Services, said it's arrived at a time of "unprecedented burnout." [wapo.st/3R1ar4k](https://www.washingtonpost.com/business/quiet-quitting-is-a-term-for-an-old-concept-employee-disengagement-it-s-about-untangling-identity-from-work-to-have-more-time-and-energy/2022/08/23/quiet-quitting-is-a-term-for-an-old-concept-employee-disengagement-it-s-about-untangling-identity-from-work-to-have-more-time-and-energy/)



## 'Quiet quitting' isn't really about quitting — it's about burnout

Here's what managers should know



Post navigation: Home

10:51 AM · Aug 23, 2022 · TweetDeck

37 Retweets 16 Quote Tweets 179 Likes

Some coverage, such as the article at left from *The Washington Post*, advised managers on the importance of understanding what could be driving employee disengagement. Other articles described what the term means to people doing various types of work or offered advice for employees feeling burned out who are inclined to quietly quit.



"Quiet quitting" is not about making a grand exit, but taking a softer approach to work. For some, it is mentally checking out. For others, it's become about not accepting additional work without additional pay. [nyti.ma/3QLFWO](https://www.nytimes.com/2022/08/23/us/politics/quiet-quitting.html)



6:40 PM · Aug 23, 2022 · SocialFlow

200 Retweets 134 Quote Tweets 848 Likes



Years of long hours, understaffed companies and burned-out employees have all led to the latest TikTok trend: quiet quitting.

The catchphrase is misleading, however, making some people think it means workers doing the bare minimum at their jobs.



1:05 PM · Aug 22, 2022 · SocialFlow

36 Retweets 4 Quote Tweets 103 Likes

Media coverage of the topic was presented from multiple perspectives, but generally stopped short of placing blame on one party for the phenomenon, much unlike Tweets from employees airing their grievances.

# THE FOUR-DAY WORKWEEK

Employees, the organizations, and the media addressed the advantages and disadvantages of the four-day workweek. Overwhelmingly, employees seemed to support the idea to help their mental and physical health.



Nathan Grayson  
@Vahn16

NEW: blackbird, the 300-person studio behind homeworld and hardspace: shipbreaker, is switching to a 4-day workweek after a lengthy trial. 100% of employees —many on a team perilously late in development—said they wanted to make it permanent. my report:



washingtonpost.com

A video game studio moved to a four-day workweek. It 'saved us,' employees s...  
After a months-long test period, workers voted nearly unanimously in favor of the change.

11:03 AM · Feb 10, 2022 · Twitter Web App

527 Retweets 38 Quote Tweets 2,002 Likes

## The Washington Post

A video game studio moved to a four-day workweek. It 'saved us,' employees say.

Some organizations tested pilot programs for the four-day workweek, saying they thought worker productivity was as high or higher than with a traditional five-day week. Similar indications were noted in an [NPR article](#). While it seems some of the advantages organizations have noted on the results of a four-day work week are fairly significant including less burnout as well as increased revenue and productivity, other leaders and employees identified challenges, such as scheduling issues and increased performance expectations from managers.



LX News  
@NBCLX

...

A pilot program in the U.S. run by [@4dayweek\\_global](#) is helping employers try out a four-day workweek for six months this year. It's part of a global movement to permanently reduce the hours we work — something the pandemic has left many of us begging for.



lx.com

These 3 Employees Have a 4-Day Workweek, and Jealous Can't Begin to Desc...  
Is the traditional five-day workweek a thing of the past? These employees think ...

170 Retweets 51 Quote Tweets 496 Likes



MarketWatch  
@MarketWatch

...

63% of businesses who implemented a 4-day work week found it easier to attract and retain talent, and 78% of employees with a 4-day work week said they were happier and less stressed out.



marketwatch.com

Could we ever really get a 4-day work week in the U.S.?  
Almost 80% of employees with a 4-day work week said they were happier and less stressed out.

14 Retweets 5 Quote Tweets 71 Likes

Other outlets shared that a shift to a four-day workweek attracts and retains talent.

However, it is important to note that shifting from five 8-hour days to four 10-hour days is not the key to alleviating employee burnout. Social media posts were insistent that employers must actually shorten the workweek without docking employee pay.



Tomas Chamorro-Premuzic  
@dirtop

...

A four-day work week brings the risk of burnout  
[smh.com.au/business/workp...](https://smh.com.au/business/workp...)

Companies with a four-day week option tend to trumpet their worker-friendly policies. Yet dig into the details, and "four-day week" is really still a five-day week...

[@skgreen](#) [#WorkLifeBalance](#) [#burnout](#)



smh.com.au

The burnout shadow hanging over a four-day work week  
The global push to work four days but get paid for five is gaining steam. But a "four-day week" means different things in different places.

6 Retweets 10 Likes



Employees on Twitter supported the idea of the four-day workweek to improve their workplace mental health and productivity.



Jack "Ciao Mindset" Califano  
@jackcalifano

I don't want 8K TVs and self driving cars. I want a 4 day work week and rent control.

9:02 PM · Apr 26, 2022 · Twitter for iPhone

56.7K Retweets 1,702 Quote Tweets 382.5K Likes



Kyle  
@imkylelambert

My hypothesis: at this point tech companies with 4-day work weeks or 4-day work week rhythms would have a competitive advantage.

- ✓ Hiring & recruiting
- ✓ Employee retention
- ✓ The battle with burnout
- ? And probably productivity

10:45 AM · Jan 30, 2022 · Twitter for iPhone

1 Retweet 17 Likes



Frank "Bach"  
@zendaddy

remote + 4-day work week is the ultimate perk. offer this and your productivity will stay the same and your employee retention will skyrocket i promise.

10:46 PM · Aug 11, 2022 from Los Angeles, CA · Twitter for iPhone

386 Retweets 38 Quote Tweets 3,765 Likes



Chelsea Fagan  
@Chelsea\_Fagan

a four-day workweek increased our revenue and productivity as a company, and is also the single greatest boost in quality of life i have ever experienced lol



Evette Dionne  
@freeblackgirl · Aug 19

Don't let employers fool you: A 32-hour work week is a gamechanger. Having an extra day off every week has opened so many possibilities for me.

1:42 PM · Aug 19, 2022 · Twitter Web App

118 Retweets 7 Quote Tweets 1,497 Likes

Some employers touted the benefits that moving to a four-day workweek has provided for their company, including increased revenue, productivity, quality of life, and improved mental health.



Marvyn Harrison ✓  
@Marvyn\_Harrison



Excited to announce that both my companies are now 4-day work week businesses. It is clear that the last two years have been a mirror to work/life balance, mental health and productivity. I'm committed to making conditions for my team to be healthy in their pursuit of our mission

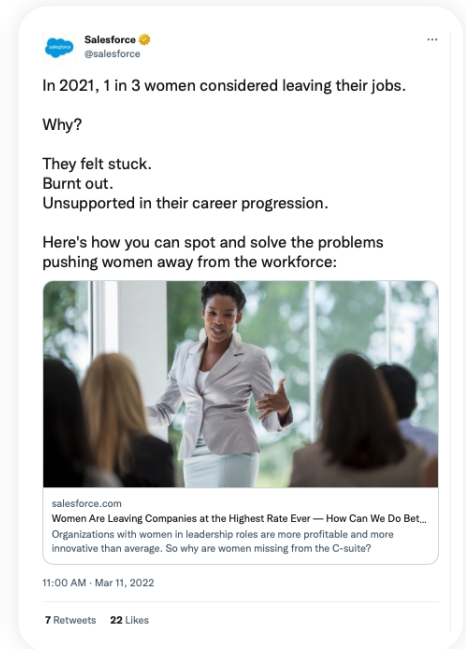
1:49 AM · Feb 4, 2022 · Twitter for iPhone

11 Retweets 3 Quote Tweets 283 Likes

Some employers also expressed how they had to overcome their apprehension to buy-into the new four-day week model. Employers implemented trial periods to determine whether a four-day workweek was the correct move for them.

# SALESFORCE, CVS HEALTH, AND OTHERS LEAD THE CONVERSATION

The findings aren't all doom and gloom – some corporations are taking action and leading the conversation about mental health in the workplace. Salesforce was particularly vocal about initiatives to support employee mental health, addressing issues associated with the isolation of remote work and pandemic-related challenges driving women to leave their jobs.



Other companies that posted about mental health included [Cisco](#), [BlackRock](#), [Pfizer](#), [T-Mobile](#), [CVSHealth](#), and [Deloitte](#).

CVSHealth President and CEO Karen Lynch was praised in a Tweet for vocalizing how COVID-19 damaged mental health. The Tweet also detailed a pledge from the Society for Human Resources Management (SHRM) that employers could sign to demonstrate ongoing commitment to employee mental health.

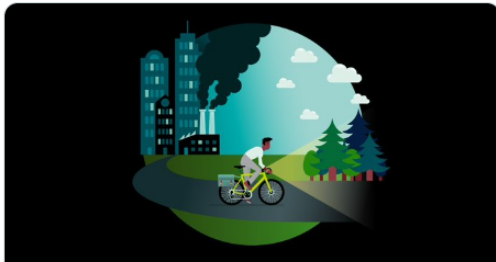


Deloitte published research on Gen Z and Millennials which underlined each generation's stance on mental health and why it matters.



Dr. Jason Wingard  
@JasonWingard

#FutureOfWork. According to @Deloitte, #GenZ & #Millennials believe: 1) pay matters; 2) mental health matters; and 3) companies should commit to #ESG.



deloitte.com

The Deloitte Global 2022 Gen Z and Millennial Survey  
Now in its 11th year, the survey finds Gen Zs and millennials are striving for balance and advocating for change.

12:23 PM · Jul 28, 2022 · Twitter Web App

6 Likes

Other brands leveraged Mental Health Awareness Month and World Mental Health Day to raise awareness or show support for the issue. [Forbes](#) spotlighted PwC for making a large financial contribution to improving the well-being of its workforce during Mental Health Awareness Month in May.



PwC is making a big contribution to Mental Health Awareness Month with a massive \$2.4 billion investment dedicated to improving the well-being of its workforce.



forbes.com

PwC Is Making A \$2.4 Billion Investment In Its Employees' Well-Beings  
PwC is making a big contribution to Mental Health Awareness Month with a massive \$2.4 billion investment dedicated to improving the well-being of its ...

3:00 AM · May 7, 2022 · SocialFlow

11 Retweets 1 Quote Tweet 44 Likes

# FIVE RECOMMENDATIONS FOR LEADERS

Companies have opportunities to address mental health in the workplace. Simply posting statements about mental health on social media will not be sufficient, evidenced by the discrepancy between companies' and employees' perspectives on the issue and disgruntled employee posts on Twitter. Here are a four recommendations companies should consider as they address workplace mental health:

## 1. PROVIDE BENEFITS SUCH AS “MENTAL HEALTH DAYS”

Offering benefits such as mental health days or granted days off that are “specifically geared toward mental health and burnout prevention” (Forbes, 2022) is one concept that employees rallied for on social media.

Professionals suggested other benefits include better time off policies, adequate parental leave, and offering flexible work options such as remote or hybrid work.



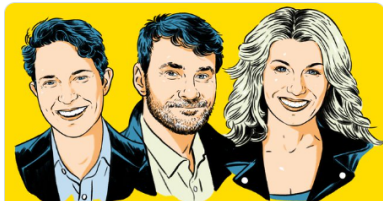
82% Of Employed Gen Zers Want Mental Health Days, Study Finds [trib.al/Y4hSqdy](https://trib.al/Y4hSqdy)



12:06 PM · Jun 12, 2022 · SocialFlow

23 Retweets · 3 Quote Tweets · 92 Likes

Burned-out employees are heading for the door. Here are the benefits that management experts say could make them stay.

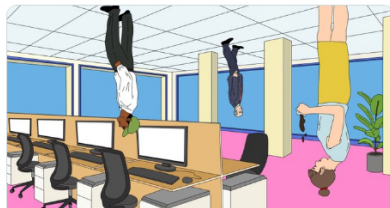


wsj.com

The New Benefits Employers Could Offer to Make You Stay  
Five management experts give advice on how companies can reinvent ways they compensate and manage workers to stay competitive in a post-pandemic world.

11 Retweets 4 Quote Tweets 63 Likes

After two years of the pandemic upending life, some employers are trying to restore an old status quo. Some worry that people aren't prepared for the emotional transition awaiting a work force already on edge.



nytimes.com

Everyone Is Not OK, but Back at Work Anyway  
Supervisors are called on to help people navigate personal challenges, whether or not they have the training to do so.

77 Retweets 10 Quote Tweets 309 Likes

## 2. SUPPORT MANAGEMENT TO BETTER UNDERSTAND WELL-BEING AND BELONGING

Through encouragement and training from leadership, managers should create a culture of belonging to prevent employee burnout and attrition (*The Wall Street Journal*, 2022). Managers should also be trained to promote well-being at work.

What steps can employers take to improve  
[#MentalHealthAtWork?](#)

- ✓ Train managers to promote well-being
- ✓ Offer flexible work
- ✓ Expand mental health insurance coverage
- ✓ Listen to employee feedback
- ✓ Commit to equity, diversity, and inclusion



apa.org

5 ways to improve employee mental health

Start here for positive and supportive workplace practices that can boost employee mental health, company morale, and your bottom line.

10:27 AM · May 11, 2022 · Sprout Social

19 Retweets 3 Quote Tweets 25 Likes

### 3. INVEST FINANCIALLY IN EMPLOYEE WELLNESS

Employers can invest in their workforce's mental health through the healthcare plans they already offer, much like PwC did in their \$2.4 billion investment in employee well-being.

There are several ways employers can take action, since financial resources will vary from company to company. Some suggestions include offering free visits with a mental health professional, reimbursing the cost of out-of-network mental health support, or offering free, comprehensive wellness programs to help employees improve their mental and emotional well-being.



Forbes  
@Forbes

...

PwC is making a big contribution to Mental Health Awareness Month with a massive \$2.4 billion investment dedicated to improving the well-being of its workforce.



forbes.com

PwC Is Making A \$2.4 Billion Investment In Its Employees' Well-Beings

PwC is making a big contribution to Mental Health Awareness Month with a massive \$2.4 billion investment dedicated to improving the well-being of its ...

3:00 AM · May 7, 2022 · SocialFlow

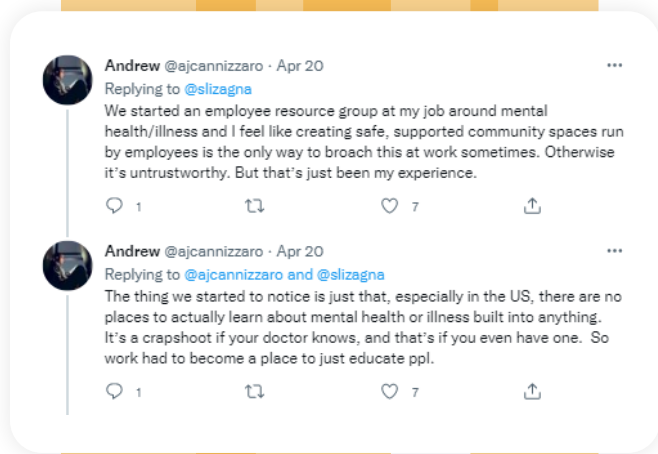
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#### 4. PROVIDE OPPORTUNITIES FOR SOCIAL SUPPORT

Employee resource groups (ERGs) have been lauded by employees as an effective way for companies to support employee mental health.

Creating trusted communities for peers to share with one another is a benefit that employers can provide with little financial cost. Organizations can also provide opportunities for social networking within the organization, which is especially important if their workforce is remote. Company-sponsored events which foster a sense of community can be effective when coupled with management trained to foster a sense of belonging.



#### 5. LISTEN TO EMPLOYEES ABOUT THEIR MENTAL HEALTH NEEDS

Many employees posting on Twitter were forthright about what they believed organizations did well and where they fell short when it comes to mental health. Companies need to listen to their employees concerns and better understand their needs through research (e.g., focus groups, surveys, and social analysis).

## CONCLUSION

Drastic changes in the workplace during and after the COVID-19 pandemic have been detrimental to employee mental health. As communication leaders strive to address this issue within their organizations, this research presents several key takeaways for leaders to consider.

Organizations should ensure that they are backing up their claims with action or risk being attacked by audiences on Twitter. Actions that can be taken to foster employee mental health include providing a “safe space” for employees to discuss challenges (particularly ERGs), offering more flexibility, and improving time off policies. Some organizations have also tested out a shortened work week.

As more organizations better understand how mental health impacts the bottom line and other important factors such as productivity and retention, they can take specific and impactful steps that can not only benefit them but society as a whole. “Quiet quitting,” burnout, or any other negative aspect of mental health that may be exacerbated in the workplace can be managed better by having a solid plan for proactively addressing these issues in the workplace and creating a culture of supporting mental health.

*To learn more about employee communication, visit the [IPR Organizational Communication Research Center](#). More resources on mental health can be found on the [IPR Center for Diversity, Equity, and Inclusion \(CDEI\) Mental Health Resources Page](#).*

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