



Mental Health and Wellbeing at Work

November 2023



A powerful
and balanced
voice for business

This publication was produced with the financial support of the European Union. Its contents are the sole responsibility of the International Organisation of Employers (IOE) and do not necessarily reflect the views of the European Union.



**Co-funded by
the European Union**

Table of contents

Introduction	4
Definition of concepts, data background	5
Interlinkages, causes and effects	5
The business case for good mental health at work	8
Actions for mental health at work	9
01 Prevent	9
02 Protect and promote	11
03 Support	14
Conclusion	20

Introduction

Supporting mental health (MH) at work and fostering employee wellbeing is getting traction on the business agenda. It is especially meaningful given the strain caused by COVID-19. It can help prevent stress and create positive working environments where individuals and organisations can thrive. Good MH and wellbeing can be core enablers of employee engagement and organisational performance.

Employment can provide individuals with purpose, financial resources, and a source of identification, which has been shown to promote positive mental wellbeing. A mentally healthy workforce is willing to put effort into their work, yields better productivity and work safety, and is committed and loyal. It is important to invest in building a culture of prevention around MH at work, reshape the work environment to avoid stigma and social exclusion so that employees with MH conditions feel protected and supported.

However, a change of pace in the work environment, which can originate from various factors such as adjustments in modes of business, technological development, socio-political conditions, climate change and, inter-border conflicts can have a profound impact on the MH landscape. Economic recessions or humanitarian and public health emergencies such as the Covid- 19 pandemic can also lead to risks such as job loss, financial instability, reduced employment opportunities or increased unemployment.



Mental health prevention
in the workplace is
increasingly necessary.

In short, psychosocial aspects can have an impact on the quality of life of workers and on the functioning of enterprises. That is why well-balanced actions are needed to maximize the potential of workers and enterprises and to prevent adverse effects on health, safety, wellbeing and performance.

However, the issue of mental health poses many challenges for employers, such as lack of support, deficits in information or prevention culture, the complexity of the phenomenon and in particular the difficulty of dissociating it from its origins outside the workplace. Particular attention should also be paid to MSMEs, which often do not have the resources to deal with the issue.

Definition of concepts, data background

Mental health relates to a person's emotional, psychological, and social wellbeing. It affects how one thinks, feels, and acts. It also influences how a person handles stress, relates to others, and takes decisions or makes choices. The development of mental health problems is the result of a complex interplay between biological (e.g., genetic characteristics and disturbance of neural communications), psychological (e.g., coping mechanisms) and social/environmental factors (such as poverty, urbanisation, education level, etc.). Work is at the crossroad of this interaction. Whereas work can have a direct impact on MH and wellbeing, both positive and negative, MH at work also depends on MH of individuals outside of work.

On average, half the world's population experience a mental health condition at some point in their lifetime. Globally, an estimated 12 billion working days are lost every year to depression and anxiety at the cost of US\$ 1 trillion per year in lost productivity¹. According to a joint report by the World Health Organization and the World Bank, 80% of people who are likely to experience an episode of mental disorder in their lifetime come from low and middle-income economies of the world. There is evidence to indicate that a good balance between a worker's personal situation, with his/her capacities, skills, personality, values, and aspirations, and his or her working situation leads to a sustainable positive mental health situation.

The elements that constitute the working situation within a work organisation are:

- Work content and the related skills
- Working conditions (employment term and conditions)
- Working conditions (work environment, health, and safety)
- Work relations

Across research findings, an imbalance between these elements has been found to be associated with a risk of depression, poor health functioning, anxiety, distress, fatigue, job dissatisfaction, demotivation, disengagement, sickness absence and in extreme situations to bore-out and burnout. In addition to effects on health and wellbeing, poor MH has also resulted in injuries, fatalities and suicides.

Interlinkages, causes and effects of mental ill health

Mental ill health may originate from work or from home and as stated above, good mental health may also result from elements in the private life and in the work context.

A broad multidisciplinary approach is therefore suggested, which captures the relevant workplace elements and offers awareness raising and, where possible, support in private life. Most of these elements/topics are interlinked and should not be dealt with in isolation.

¹ "Out of The Shadows: Making Mental Health a Global Development Priority" by World Bank Group (<http://documents1.worldbank.org/curated/en/270131468187759113/pdf/105052-WP-PUBLIC-wb-background-paper.pdf>)

It is important to acknowledge the existence of some paradoxes. The absence of risk for example does not guarantee good mental health! And what we call risk factors, like short deadlines, high and complex workload, high emotional demands, etc. are at the same time elements that make jobs attractive, that make workers thrive. The so-called high-flying jobs (Eurofound) with good pay, lots of autonomy, high satisfaction, are also characterized by high workload, stress, irregular working hours, blurring lines work/private life. And on the other hand, a work situation with a manageable workload, clear job role and job demands, lots of autonomy and control over the work, absence of conflicts, good support, etc. is still not guarantee for good mental health. Hence the importance of the above-mentioned balance that we try to ensure throughout working life.

The balance is dynamic and evolves over the years. Authentic, supportive leadership, respect and trust are enhancing factors to get to the best possible result. Organisations that adhere to such an approach create a high-performance culture allowing them to thrive in our ever-changing world. In such enterprises people are able to develop winning strategies and ensure their execution. The approach allows for organizational growth and profitability, more creativity and innovation and more satisfaction and a more engaged, a healthy and safe working environment and a better developed/skilled workforce.

Non-exhaustive overview of factors that affect mental health:

(Note: remember that almost all of these factors can contribute in a positive way if in balance)

Work content

- Unclear job demands, role unclarity
- Unrealistic workload
- No or unclear targets and priority setting
- Unrealistic deadlines
Insufficient autonomy, low decision latitude
- Lack of purpose
(unmeaningful work)
- Lack of skills and talent development opportunities
- Lack of respect for the work performed

Working conditions

(employment term and conditions)

- Effort/reward imbalance
(inadequate pay)
- Job insecurity
- Poor work-life balance
- Excessive working hours
- Insufficient rest periods
- No career development opportunities
- Unhealthy work patterns
(nightwork, shiftwork,...)

Working conditions

(work environment, health, and safety)

- Physical working conditions

Work relations

- Bad relationship with supervisors and colleagues
- Bullying, violence, harassment, discrimination
- Inappropriate leadership styles
- Lack of cooperation
- Information hoarding
- Disrespect
- Lack of trust

Personal situation

- Family or personal relationship problems
- Financial instability
- Acute or long-term illness – own or family members
- Grief
- Childhood abuse, trauma
- Alcohol, drug, or other addictions
- Other health disorders

Work organisation

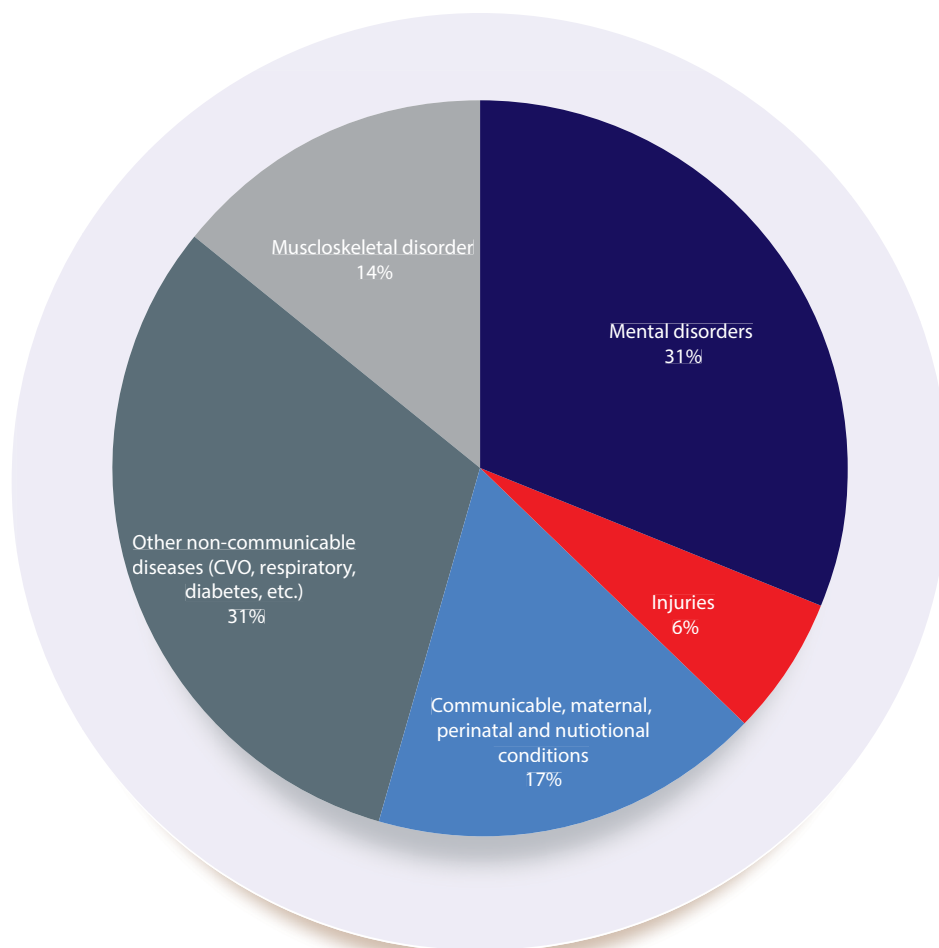
- Insufficient staffing for workload
- Lack of planning, faulty planning, unrealistic timelines, and targets
- Untransparent or inefficient work processes
- Lack of leadership
- Allocation of tasks to the wrong people
- Lack of flexibility
- Unclear organisational priorities

The business case for good mental health at work

There is a sound business case for good mental health. A report by the National Institute for Health and Clinical Excellence, UK, suggested that productivity losses to employers, because of undue stress and poor mental health, could fall by 30% with the implementation of workplace mental health promotion initiatives.

The WHO and ILO Policy Brief on MH at Work emphasises a 3-prong strategic approach which provides a systematic and comprehensive mechanism for a structured way to minimise MH risks.

Mental Health Effects





A clear win-win is possible at the benefit of employers and workers. To achieve that win-win, organisations will need to go beyond a mere health and safety approach, not just rely on risk assessment concepts but focus on all elements that contribute or play a role in the functioning of organizations and the functioning of people within those organisations. With the right approach The quality of the organisation can go hand in hand with the quality of the jobs (win-win).

The bottom line is to create an organisation where people are able and willing to do their best work. Put work and the worker at the centre! Aim to go for a motivated and engaged workforce.

Actions for mental health at work

Effective actions can be taken to prevent MH risks at work, to protect and promote good MH at work and to support employees with MH conditions.

01 Prevent

Prevent work-related mental health conditions through psychosocial ‘risk’ management. This includes using organisational interventions to reshape working conditions, cultures, and relationships. Organisational interventions are those that assess and then mitigate, modify, or remove workplace factors to MH to find the proper balance. Organisational interventions include, for example, providing flexible working arrangements, or implementing frameworks to deal with violence and harassment at work.

1. Policy framework

Establish a clear organisational vision and policy focusing, among other elements, on MH wellbeing at the workplace. The policy framework could create a positive working environment that promotes MH and provide support to those who need help and commit resources.

2. Positive work atmosphere

Create an agreeable and inclusive work environment that helps alleviate MH amongst employees. The work environment should allow for the employees to engage with colleagues as well as line managers and higher management to seek support.

If feasible, arrange for work to be adapted to workers' physical and mental capabilities or ensure transfer to alternative suitable employment.

Where possible, provide flexible working schedules and/or hybrid working i.e., a combination of at office and work-from-home.



Creating an environment where individuals are supported without fear of job loss or retaliation is an essential component of healthy organisations.

3. Consider the physical work environment

The physical work environment can impact mental health both positively and negatively. As far as it is reasonably practicable, employers, managers and supervisors should monitor and review the physical work environment to promote and encourage team spirit and engagement, involvement and consultation, communication, and collaboration, etc. and eliminate potential stressors (e.g., temperature, lighting, noise, ventilation, interruptions, lack of personal space, poor ergonomic design or lack of cleanliness, etc.). Access to common areas where employees can interact socially would be recommended when feasible.

4. Communication and discussion

A useful tool is a confidential human resources channel for communication whereby a person undergoing stress or other forms of MH due to a work-related issue, could share their problem or raise an issue backed by evidence. This can be supported by a proper and effective communication channel and a forum for assessing the concerns and facilitate resolution.

5. A culture of teamwork and collaboration

A culture that encourages teamwork, collaboration and communication fosters trust and respect among teams and among staff. With the ever-changing demands on work and stress on resources, the importance of such a culture has become critical not only for business success but also for MH at the workplace. The top organisational leadership, managers and supervisors will need to communicate the importance of teamwork, implement mechanisms for regular communication, model authenticity, and provide teams with effective collaboration tools. Also, it would be useful to set time for off-the-job engagements with teams.

6. A culture of trust

Cultivating a culture of trust is an important element for improving mental health at the workplace. Organisational leaders need to create frameworks for employees to have opportunities to build trust and better understand one another. This instils a sense of companionship and community, and peace of mind, knowing that they have colleagues around them with whom they can discuss issues that might be putting them under stress. This also enables employees to respect and value each other. Positive and trustworthy workplace relationships not only amongst employees but also between leaders and the workforce, can positively affect employees' health and wellbeing, eventually improving employees' performance and loyalty to the organisation.

7. Cultivating a sense of belonging

Another important component for improving mental health is to create an environment of inclusion and belonging. Organisations can begin to build social connections and community at work while guarding against practices, policies, or behaviours that may be barriers to social connection. Organisational cultures that promote belonging can also foster a powerful protective force against bias, discrimination, and exclusion in the workplace.

02 Protect and promote

Protect and promote MH at work, especially through training and interventions that improve mental health literacy, strengthen skills to recognise and act on mental ill-health conditions at work and empower employees to seek support.

Employers' role

1. Recognising the problem

The first step in managing mental health at work is identifying specific problems within the workforce. There would be tell-tale signs indicating that an individual or a group is under stress, facing anxiety and needs help. The signs could include, but may not be limited to:

- a)** Uncharacteristic behaviour
- b)** Low levels of engagement and withdrawal from social situations
- c)** Aggression towards coworkers or employers or feelings of fear
- d)** Decreases in productivity
- e)** Disinterest in work or day-to-day activities
- f)** Increased absenteeism or presentism
- g)** Changes in working patterns

2. Communication

Open and honest communication between affected employees and the concerned management staff must be encouraged to identify, understand, evaluate, and solve the issue in the best interest of all.

3. Awareness

Employers might need to increase awareness about the importance of MH wellbeing. Being a sensitive topic, arrangements will need to be made to carefully plan and conduct awareness at different levels. This can be achieved through several means which lead to explicitly recognising this as an important prevention item (such as group meetings, emails, internal communication).

4. Training

Within Occupational Safety and Health (OSH) prevention activities, training to make employees aware that MH is important and need to be recognised and tackled in a timely fashion. Also, employees can learn to understand signs and symptoms that would suggest that they are facing MH issues. This knowledge can encourage and empower employees to seek help. It is important to provide managers with training on recognising signs and causes of MH issues at work in order to intervene appropriately.

5. MH wellbeing policy

Develop and implement a broad framework for recognising and preventing MH problems and provide support where needed to improve MH:

- a)** Establish MH policies as part of the overall Health Safety and Environment (HSE) programme of the organisation and make it part of business decisions under wellbeing initiatives.
- b)** Develop guidelines and procedures for line management and workers.
- c)** Create awareness among employees about recognising MH.
- d)** Train the line management in recognising and handling the MH issues of their workers.
- e)** Provide confidential communication channels for employees to be able to report and discuss their MH issues.

Employees' role

Whereas employers have a responsibility to induce a culture and provide means for managing and improving mental health at the workplace, the role of employees cannot be underestimated. No efforts from employers to improve mental health can be effective unless understood, supported and participated in by the workforce. Addressing mental health issues and wellbeing in the workplace is a shared responsibility between employer and employee.

1. Participate

Take control, assume responsibility and invest in your own working life and career, know your values and aspiration. Be willing to do your best job (motivation). Make use of the development options offered by the employer.

Take part in employer-sponsored programmes and activities. Employees should take advantage of employer programmes to learn skills and obtain the support they need.

2. Communicate

Invest in good interpersonal relations. Be open and transparent, including about health conditions (if the organisation is trustworthy and the employer has created the proper conditions).

Share ups and downs with others. To help reduce the stigma around mental health, employees can share their own experiences with other co-workers when appropriate. This is about sharing your humanness rather than getting into details, offer support and encouragement, and instill a sense of belonging and trust. This should be clearly understood that co-workers are not a substitute for mental health professionals. At the same time, colleagues should not try or be encouraged to give professional advice.

3. Practice positive activities during the workday

To cope with daily work stressors, employees can practice skills that promote healthier mindsets, relationships, and self-image. This may include:

- a)** Deep breathing
- b)** Healthy communication
- c)** Prioritisation and focusing on one task at a time to avoid being overwhelmed
- d)** Using positive self-talk

4. Practice self-care

Break during the day i.e., for lunch or coffee, can be opportunities for practising self-care, for example

- a)** Power nap
- b)** Going for a short nature walk
- c)** Reading or listening to inspirational content
- d)** Meditating or praying

5. Take care of physical health

Mental health success is invariably supported by good physical health. Workers should take care of their physical health which could include developing healthy eating habits, exercising regularly, and getting plenty of sleep.

6. Nurture relationships

Nurturing social connections at work is key to preventing social isolation and loneliness in the workplace.

03 Support

Support employees with MH conditions to participate fully and equitably in work through return-to-work programmes and supported employment initiatives.

Establish a helpline at the workplace where workers could seek help.

Encourage employees to seek help both within and outside the workplace. Within the workplace, give confidence to employees that strict confidentiality shall be maintained should they seek help for their MH issues.

Public authorities and health systems

Public authorities and health systems at the national level are also critical, including through:

- Establishing policy and legislation in key areas, such as prevention of discrimination and safety and health at work.
- Expanding and transforming mental health services to meet increasing demand and facilitating access to assessment and treatment services.
- Strengthening policy links and coherence between the relevant government departments, including health, labour, social security, education, etc.
- Supporting employers in developing mental health action.

Guidance for employees

It is not only the employer that is responsible for caring for MH policies or employees' wellbeing, but employees also have a responsibility for their MH or those of their colleagues.

- Learn to identify MH issues with yourself or colleagues. Talk to someone you trust when feelings of anxiety, depression and similar signs appear
- Keep active – engage in a hobby, do exercises where practicable
- Have a balanced diet
- Keep in touch with friends and colleagues
- Seek help when needed – know whom to talk to within and outside of the workplace
- Take a break from work – go hiking, meditation, sports
- Be content with who you are
- Take care of others

Create an enabling environment for change

- **Evidence** on psychosocial risks and effectiveness of interventions, for example by ensuring that all guidance and action on MH at work are based on sound evidence.
- **Leadership** and commitment to MH at work, for example by integrating MH at work into relevant policies.
- **Investment** of sufficient funds and resources, for example by establishing dedicated budgets for actions to improve MH at work and making MH and employment services available to lower-resourced enterprises.
- **Integration** of mental health at work across sectors, for example by embedding MH into existing systems for occupational safety and health.
- **Involvement** of affected workers in design of solutions, for example by holding meaningful and timely consultations with people with lived experience of MH conditions.
- **Compliance** with laws, regulations, and recommendations, for example by integrating MH into compliance mechanisms.
- **Rights** to participate in work, for example by aligning employment laws and regulations with international human rights instruments and implementing non-discrimination policies at work.

Disconnecting from work, in the face of the new realities of work

Post Covid-19 pandemic businesses established work-from-home (WFH) and hybrid working as a new normal for many sectors. Other than labour-intensive businesses, innovative ways of doing business have been and are still evolving. This has also often led organisations, in some cases radically, to re-think and re-organise their ways of conducting business.

While the needs of the time combined with technological innovation, digitalisation and diverse forms of work have opened new ways of conducting business and provided job opportunities, this may not be without challenges. Challenges may include less working discipline, extended work hours and distortion of work-life balance, which can result in MH as well as physiological problems. It is therefore important that proper systems are put in place to suitably manage these new realities of working.

Consider the following guidelines:

- Conduct a study to establish if working from home or hybrid working is a feasible option for your business.
- Include guidance and training to facilitate the adoption of new and innovative ways of working.
- Establish policies and Standard Operating Procedures (SOPs) to manage remote working.

- Acquire the required hardware, software, connectivity, and mobility for the WFH or working in hybrid mode.
- Develop systems and models for performance evaluation, responsibility, and accountability for remote working.

National and international policy, regulatory frameworks, and applications

Developed economies like Canada, America and the UK have established MH frameworks under their legislative systems. For example, America had adopted two pieces of legislation; the America Mental Health Parity Act 1996 and the Americans with Disability Act. The UK has the Mental Health Act 1983 (as amended, most recently by the Mental Health Act 2007). In Canada, the **Mental Health Act [RSBC 1996] Chapter 288** sets out the legislative framework for coping with and providing support for those affected by MH. A Publicly Available Specification (PAS) 1010 was published by the British Standards Institute in 2010. This document offers guidance and good practice for assessing and managing psychosocial risks at work.

In lower middle-income countries, for example in the South Asian Region, India, Pakistan, Nepal and Bhutan have had national Mental Health Policies since the 1990s. However, there are significant gaps in the implementation of these on the ground and insufficient budget allocations as well as inadequate human resources. Overall, there are wide variations in the status of MH in other regions.

The following references provide wide-ranging guidance and useful information on MH risks, issues, and solutions:

- EU-OSHA, through its ‘Healthy Workplaces Manage Stress’ campaign, offers a practical e-guide to managing psychosocial risks and is particularly designed to respond to the needs of employers and people working in small enterprises. Furthermore, EU-OSHA published a practical guide to wellbeing at work: “Healthy workers, thriving companies” (2018). The guide suggests a straightforward five-step process for improving the work environment to tackle these work-related psychosocial risks and musculoskeletal disorders².
- The 8th initiative, “Work in Tune with Life”, by the European Network for Workplace Health Promotion (ENWHP) focused on the cultivation of MH promotion in the workplace. Based on available literature and examples of good practices collected, the ENWHP developed a series of guides aimed at employers and employees to support organisational change and development initiatives aimed at promoting MH at work. Furthermore, this initiative developed a checklist that companies can use to assess the quality of the MH promotion measures in the organisation³.
- The Global Centre for Healthy Workplaces (GCHW) supports the promotion of health and wellbeing at work through the Global Healthy Workplace Awards, the world’s first awards programme for healthy workplaces. The winners and

² (<https://osha.europa.eu/en/healthy-workplaces-campaigns/healthy-workplaces-manage-stress>)

³ (<https://www.enwhp.org/?i=portal.en.8th-initiative-work-in-tune-with-life>)

runners-up of the Global Healthy Workplace Awards provide a good sample of good practice in workplace health⁴.

International regulation and standards

There are international laws and standards that support importance and implementation of frameworks for mental health improvement: international standards on the right to physical and mental health. There are also standards that can be used as guidance for implementing mental health management e.g., such as:

- Mental health, human rights and standards of care – WHO
- ISO 45003 – Occupational health and safety management. Psychological health and safety at work. Guidelines for managing psychosocial risks

Specific initiatives and programmes at organisational level

Many enterprises have taken a proactive approach by identifying major risk factors and their corresponding issues. Some of the common risk areas and the corresponding underlying issues are summarised in the following table⁵.

Risk Areas	Underlying Key Issues
Job content	Lack of variety or short work cycles, fragmented or meaningless work, underuse of skills, high uncertainty, continuous exposure to people through work
Workload & pace of work	Work overload or underload, machine pacing, time pressures, continually subject to deadlines
Work schedule	Shift working, night shift, inflexible work schedules, unpredictable hours, long/unsociable hours
Control	Low participation in decision making, lack of control over workload, pacing, shift working
Environment & equipment	Inadequate equipment availability, suitability or maintenance, poor environmental conditions such as lack of space, poor lighting, and excessive noise
Organisational culture & functions	Poor communication, low levels of support for problem-solving and personal development, lack of definition and/or lack of agreement on organisational objectives
Interpersonal relationships	Social or physical isolation, poor relationships with superiors, interpersonal conflict, lack of social support, harassment, bullying, third-party violence
Role in organisation	Role ambiguity, role conflict, responsibility for people
Career development	Career stagnation and uncertainty, under-promotion or over-promotion, poor pay, job insecurity, low social value to work
Home-work interface	Conflicting demands of work and home, low support at home, problems relating to both partners being in the labour force (dual careers)

⁴ (<https://www.globalhealthyworkplace.org/>)

⁵ “Mental health at work: Policy Brief” – World Health Organization (<https://www.who.int/publications/i/item/9789240057944>)

Some examples of good practices and positive initiatives adopted by enterprises are listed below:



Physical: Promoting the mental health benefits of physical activity and good general health



Mental: Encouraging awareness through training, mental wellbeing leave and encouraging transparent dialogue



Space and Role: Creating positive organisational design that directly influences employee motivation and happiness



Culture: Nurturing a positive workplace culture that is transparent and inclusive



Ecosystems/Partnerships: Developing partnerships and alliances between government, insurers, mental health professionals and other entities to improve communication, engagement and mental health recovery

Guidance for creating mentally healthy workplaces

- 1.** Value mental health and wellbeing as core assets of your organisation
 - a.** Commit to developing an approach to mental health at work that protects and improves mental health for everyone, whilst supporting those people who experience distress.
 - b.** Designate board champions and ensure senior leaders and middle managers ensure the implementation of mental health programmes.
 - c.** Commit to reviewing the way you do business to ensure your everyday working culture is as mentally healthy as possible. Make evidence-based mental health promotion tools like mindfulness and exercise routines available to all staff.
 - d.** Regular staff surveys and other research to build data about staff mental health, using findings to plan and deliver action and inform workplace policies.
 - e.** Recognise and celebrate the impact of existing employee benefits and corporate social responsibility activities on the mental health and wellbeing of staff.

2. Support the development of compassionate and effective line management relationships

- a.** Provide opportunities for managers to attend relevant training to support staff living with mental health problems and protect the wellbeing of all staff more widely.
- b.** Provide proactive support for staff managing people with mental health problems, including access to HR and, where necessary, occupational health services.
- c.** Recognise that line managers who have personal lived experience of mental health problems are a unique asset to a company.

3. Address discrimination

- a.** Ensure that discrimination on the grounds of mental health status is seen as unacceptable as discrimination to other protected characteristics such as race, gender, or sexual orientation.
- b.** Encourage staff to report any discrimination or harassment they face and or witness.

4. Value diversity and transferable skills that lived experience of mental health problems bring and support disclosure

- a.** Include mental health in diversity and inclusion strategies and recognise the mental health component of wider equality initiatives.
- b.** Ensure your business creates opportunities to link with employability providers to enable people with mental health problems to join your workforce.
- c.** Give people positive reasons to disclose by establishing a culture that values authenticity and openness – this should be led from the top of the organisation.
- d.** Explore setting up peer support and mentoring programmes for staff with lived experience of mental health problems.

Conclusion

Employers and employees have a duty to recognise the importance of MH wellbeing and work mutually towards handling the MH issues within the workplace.

- IOE encourages businesses to promote good mental health at work by:
 - Making the business case for tackling mental health issues
 - Addressing stigma on mental health issues at work

In order to prevent the development of mental health conditions in the workplace, companies can develop and implement specific actions that are integrated in their broader wellbeing policy. This includes creating a positive and healthy working culture, by improving working conditions, facilitating work-life balance, and minimising the risk of stress by introducing different measures including:

- Flexible working hours and disconnection practices as agreed by both employer and employee
- Promotion of a healthy lifestyle
- Acting in the case of excessive employee workload
- Stress management and resilience workshops for managers and employees
- Guidance or training for all staff on communication and interpersonal skills
- Promotion of work-life balance

Employers know the important role they play in enhancing the mental health and productivity of their workforce. Enterprises that implement mental health policies and programmes often find there are benefits in doing so, notably through improved motivation, less staff turnover and reduced absenteeism. The workplace can provide a vital setting for promoting good mental health. The unprecedented times we are going through offer opportunities to expand efforts and achievements in this field.



A powerful
and balanced
voice for business

Avenue Louis-Casaï 71 – CH-1216 Genève
T +41 22 929 00 00 F +41 22 929 00 01
ioe@ioe-emp.com • ioe-emp.org

© IOE 2023