

2025 Mental Health at Work Report



in partnership with
qualtrics^{XM}



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Methodology

We collected responses from 1,153 individuals via an online survey from March 20, 2025 to April 15, 2025 through a Qualtrics panel of survey respondents. All respondents in our report were at least 18 years of age, employed in a full-time position at a company with at least 11 employees, and resided in the U.S. at the time of survey completion.

All findings in this report were statistically significant at a 95% confidence level, and outcomes for all respondents were weighted to align with U.S. census data. Data is rounded to whole numbers, so cumulative sums may differ by a percentage point.

Foreword

Mind Share Partners’ 2025 Mental Health at Work Report in partnership with Qualtrics marks our fourth national study of the U.S. workforce—a pulse on mental health and well-being of employees against a backdrop of increasingly intense financial and political uncertainty.

The research tells a clear, logical story: workplaces that support employee mental health see less burnout, depression, and anxiety—all of which are costly to employers in healthcare costs and employee retention.

Mental health and well-being are not only a business advantage—they are a necessary part of the future of work.



Bernie Wong

(he/him)

Movement Building & Research Lead



Kevin Nix

(he/him)

Managing Director, External Affairs & Communications



Nina Tomaro

(she/her)

Content Marketing Manager

Key Findings

Half of U.S. workers report moderate to severe levels of burnout, depression, or anxiety.

- Additionally, 90% reported at least minor levels of one mental health challenge.
- People cited top stressors as U.S. politics (43%), global events (42%), and personal finances (37%).
- Women, younger generations, LGBTQ+, and front-line workers reported higher levels of burnout.

The good news: Those investing in mental health see payoffs in employee health and retention.

- Employees who work at a company that supports their mental health are twice as likely to report no burnout or depression. They're also three times more likely to trust their company and intend to stay there for two years or longer.
- 48% have left jobs for mental health reasons and 57% say a company supporting mental health is "very" or "extremely important" when job searching.

Barriers, including mental health stigma, persist.

- Less than half of HR respondents said their companies offered mental health programs like benefits, training, or related policies.
- While half are comfortable talking about their mental health at work, half wish they could talk more openly about it, too.
- Despite the near-universal prevalence of mental health challenges, 46% would worry about losing their job if they were to talk about their mental health at work.

A supermajority of workers (72%) support the promotion of fairness and inclusion at work, which yields returns in well-being and engagement.

- 75% support policies that make sure hiring and promotions at work are fair.
- 78% support protecting employees from discrimination and harassment at work.
- Respondents at companies still committed to diversity, equity, and inclusion initiatives had a better relationship to work, less stigma, and higher trust in their organization.

Work-life balance beats benefits in terms of improving employee well-being.

- Workers rated good work-life balance and flexibility as what would be most helpful at work followed by safety and openness to talk about mental health. This is followed by benefits and self-care resources.
- Only half (49%) feel like they can disconnect after hours or during vacation.



Guidance for Employers

Employers of all kinds and their people are navigating uncertainty: companies and a volatile economy, nonprofits and a precarious funding landscape, government workers and broad cuts to programs and infrastructure. All are united by a workforce contending with challenges to their mental health, well-being, and their livelihoods. Fortunately, employers can play a distinct and uniquely positive role that can transform well-being.

Maintain your investment in mental health.

Our study showed that companies who were supportive of mental health saw higher well-being, productivity, recruitment, and retention – those who aren't will see higher costs due to healthcare costs, disengagement, attrition, and more. Fortunately, workforce mental health can be well within an employer's realm of control. In navigating uncertainty, work can be a microcosm of stability, community, and purpose.

Uphold your values.

As organizations navigate constant change in politics, economy, and the world, go back to your values and hold firm to them. This can include making well-being itself a core value. Well-being can guide you how you structure your business, resource your teams, and encourage civil discourse, tolerance, and belonging among colleagues.

Strengthen your culture.

What workers say makes the biggest difference in their mental health at work is flexibility, work-life balance, and an environment where they feel safe talking about mental health. At the end of the day, workplace mental health is about good jobs and work environments—beyond benefits and wellness apps.

Be a clear voice amid uncertainty.

Workers are contending with a constant deluge of information and mixed messages. When they're at work, you can send a clear signal that their well-being matters. We've seen great success from leaders telling their own stories of mental health and walking the talk by modeling healthy work habits and ensuring they're reinforced in the day-to-day realities of work.

Measure and stay accountable.

Most often, we see a disconnect between the experiences and perceptions of leadership and rank-and-file workers around well-being at work. Integrating mental health into engagement surveys, employee listening efforts, and exit interviews can help maintain your pulse on worker well-being through ever changing future of work.

"In the modern workplace, change and disruption appear to be the norm. Uncertainty generally accompanies constant change, and the human brain often interprets this as a threat.

All of this manifests psychologically and can hinder employees' ability to be productive and engaged at work."



Dr. Benjamin Granger
Chief Workplace Psychologist
qualtrics.^{XM}

A vast majority of employees experience mental health challenges.

Half of U.S. workers report at moderate to severe levels of burnout, depression, or anxiety.

- 90% U.S. workers reported at least minor levels of one mental health challenge—the highest prevalence rates we’ve seen since we started gathering data in 2019.
- 53% of challenges lasted at least two months up to the entire year.

The top factors that negatively impacted workers’ mental health were:

- | | |
|---------------------------|-------------------------------------|
| • 43% - U.S. politics | These factors reflect the uncertain |
| • 42% - Global events | times that both employers and |
| • 37% - Personal finances | employees are facing. |

We then asked an open-ended question of how the current political climate is impacting mental health.

The top themes related to:

- Stress
- Economy (e.g., inflation, money, and prices)
- Work (e.g., working conditions, job stability)
- Lack of clarity around the future of the country

Workers are persisting despite the challenges.

- 78% say their mental health is at least mostly good or higher in the past 12 months.
- On average, workers spend 66% of the day feeling happy, motivated, or excited about work and 38% of the day feeling stressed, overwhelmed, or anxious.
- 51% say they are “surviving” at work. 35% say they are “thriving.”

Top mental health challenges:

	Minor to severe levels	Moderate to severe levels
Burnout	76%	53%
Depression	72%	53%
Anxiety	70%	50%

Burnout: Chronic stress at work; exhaustion; feeling negative, cynical, and/or less productive about work.

Anxiety: Feeling very anxious, accompanied by sweating, rapid heartbeat, trembling, upset stomach, dizziness, or fainting.

Depression: Feeling sad, tired, numb, or lost interest or pleasure in most activities for at least two weeks.



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

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

We compared those who agreed versus disagreed with the statement:

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

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

Mental health is driving productivity, attrition, and attraction.

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

"We've seen time and again—from our research and many other studies—that when workplaces invest in their workers' well-being, greater employee satisfaction, productivity, and brand equity follow."

Morey Riordan (he/him)
CEO, Mind Share Partners



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

The positive impact of work outweighed the negative.

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

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

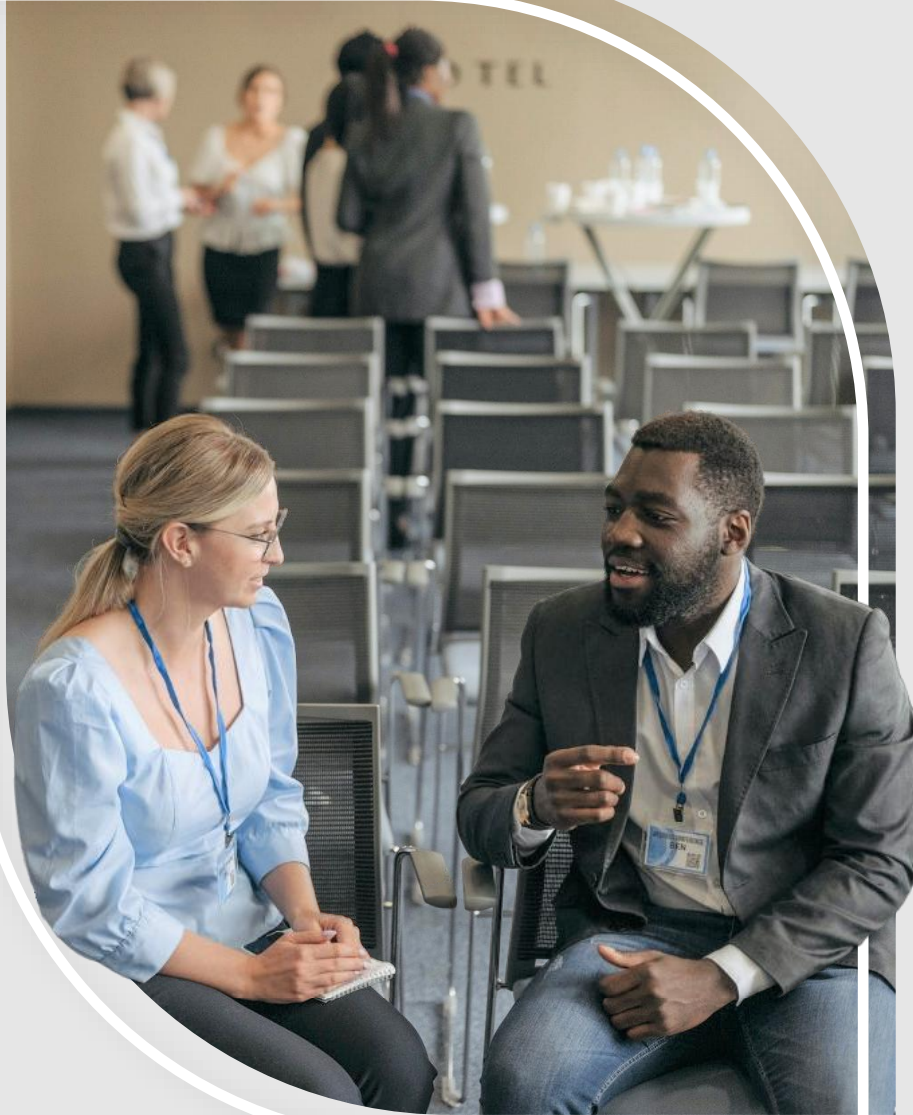
- **Workers rated good work-life balance and flexibility as what would be most helpful to their mental health** more so than mental health benefits and self-care resources.
- **Less than half (49%) feel like they can disconnect after-hours or during vacation.**
25% work outside of their scheduled hours "most of the time" or "every day".
This jumps to 63% when we include "sometimes."
- We asked respondents: "What would make the biggest difference in feeling happier and healthier at work?" From the open-ended responses, the top themes that emerged related to:
 - Pay and benefits (i.e., salary, benefits, and time off)
 - Work and well-being (i.e., work-life balance, flexible work, and job security)
 - Organizational culture (i.e., supportive managers, trust, recognition, role clarity, and more)

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

(% very or extremely helpful)

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





Most people are talking about mental health at work.

We observed a widespread normalization of mental health at work.

- **67% of workers have talked about their own mental health at work in the past year—**
41% in the past month. 60% said they got a positive response.
- **Half of workers feel comfortable talking about their mental health to...**

52%	A work colleague	47%	Senior leaders at their company
52%	Their manager	46%	Their CEO
48%	Someone in HR		

Workers' comfort levels and recency talking about their mental health at work were the highest rates we've seen since we started gathering data in 2019.

Still, many **face barriers** to support.

- 50% wish they could be more open talking about mental health at work.
- 46% say they're too busy at work to take care of their mental health.
- 46% would worry about losing their job if they were to talk about their mental health at work.

Most American workers believe in **fairness and inclusion.**

We know discrimination and harassment hurts mental health while a sense of fairness and inclusion can foster good mental health.

Most Americans believe in fairness and inclusion at work.

- **72% say promoting fairness and inclusion at work is a good thing.** Only 9% disagreed. This majority trend held true across age groups, gender, race, and LGBTQ+ identity.
- 62% said we need more diversity in corporate leadership. Only 13% disagreed.

We also asked workers how they felt about specific programs and policies relating to fairness and inclusion at work. A strong majority of respondents had positive views across all of them.

Positive	Negative	
78%	5%	Protecting employees from discrimination and harassment at work.
75%	5%	Policies to make sure hiring and promotions at work is fair.
75%	6%	Making sure those with disabilities have accommodations
70%	8%	Training and education around different cultures, identities, and backgrounds.
62%	11%	Employee resource groups or affinity groups



Fairness and inclusion **yield returns** in well-being and engagement.

Experiences of mental health and work varied by demographic groups.

- **Older, male, and non-LGBTQ+ workers** reported a better relationship to work, higher engagement (e.g., job satisfaction, trust in their employer, intent to stay), and were more likely to get a positive response when they talk about their mental health at work.
- **Younger generations, LGBTQ+, and front-line workers** reported higher rates of mental health challenges as well as leaving and looking for roles for mental health reasons. They also reported feeling more often supported by their company around mental health, and comfort and recency talking about mental health.
- **Women** tended to report higher rates of burnout, and **Latino respondents** tended to report lower engagement (e.g., trust in employer, job satisfaction, intent to stay for two or more years).

Employer investment in diversity, equity, and inclusion pays off.

We compared those who agreed versus disagreed with the statement: “My organization is still committed to diversity, equity, and inclusion initiatives.” Those who agreed were...

- **1.5x** more likely to say work had a positive impact on their mental health.
- **2x** more likely to feel comfortable talking about their mental health at work.
- **2x** more likely to feel like their company supports their mental health.
- **2x** more likely to trust their company and its leadership.
- **1.5x** more likely to look forward to going to work each day.





There's a **gap** in employer investment in mental health.

A majority of employers were actively supporting workers' mental health.

- **59% of workers believe their company supports their mental health.**
- 58% say their leadership advocates for mental health at work.
- 57% say their manager checks in regularly about their well-being.
- 64% say their manager could support them if they have a mental health challenge.

Less than half of HR respondents said their companies offered mental health programs, such as:

- 41% - Mental health benefits
- 41% - Communications about mental health and well-being
- 37% - Training on mental health topics
- 35% - Surveys or measurement of mental health and related factors
- 26% - Policies that name mental health



Pictured (from left): Mike Davis, Lead Principal, Sales; Trevonna Hendrix, Client Services Manager; Carrie Grogan; Lead Principal, Client Services



About Us

Mind Share Partners is a nonprofit that is changing the culture of workplace mental health so that both employees and organizations can thrive.

We help employers create mentally healthy workplaces through consulting and training and are building a national movement to change the landscape around work. Challenges like anxiety, burnout, and depression are not just an individual employee's responsibility. They're a collective responsibility. That's why our time-tested approach hinges on changing company culture driven by values of fairness and inclusion.

We believe in the force of work to transform the mental health and well being—for all workers.

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Connect with our team and create your mentally healthy workplace.

www.mindsharepartners.org

