



American Heart Association.
Well-being Works Better™



The Silent Need

Belonging & Mental Health in the Workplace



Table of Contents

- Workplace well-being survey findings 3
- Burnout and its causes 4
- Who’s facing a heavier burden. 5
- Create a workplace where everyone thrives 6
- The role of connection in workplace well-being 7
- 9 promising practices for mental well-being 8
- How to build connection to your organization 9
- How to build connection to roles. 10
- How to build connection to well-being 11
- The business case for improving well-being 12
- Re-engage employees this week. 13
- Free tools from the American Heart Association. 14



1,000 employees have spoken

A 2024 survey of U.S. office professionals uncovered a sizable gap between employees and their companies when it comes to mental health. Many workers feel their well-being isn't a priority, fear speaking up about burnout, and believe their leaders often miss the warning signs.

72% think their company prioritizes mental health less than it should

56% of non-managers report their company does not openly talk about mental health

68% said they think employees would be uncomfortable discussing burnout with their supervisors

55% cite worrying about impact to their career as the top reason colleagues would downplay burnout

80% believe leaders at their company are likely to miss the signs of burnout in employees

Stress is normal, burnout is not

While short-term stress is a natural part of work, burnout is something different. It happens when stress becomes chronic and unchecked.

STRESS is temporary



BURNOUT is chronic, unmanaged workplace stress, characterized by:



EXHAUSTION

DISENGAGEMENT
& NEGATIVITY

REDUCED
PERFORMANCE

What causes burnout?



Burnout rates are higher for some groups

Certain employees are facing a heavier burden of burnout, often balancing work demands alongside additional challenges at home or in their communities. These groups are more likely to feel overextended, undervalued, and unsupported.

More likely to report feeling burned out



People with lower income



Younger parents



LGBTQIA+



Essential workers



Women



38% of employees feel there is no one at their company who can relate to their personal life experiences

This is especially true for Black and Hispanic workers, parents, LGBTQIA+ workers, frontline workers, and lower-income workers.

Create a workplace where all employees thrive

A workplace that values each person and removes barriers to success helps individuals and teams perform at their best. And when employees feel supported in their work, health, and well-being, they are less likely to experience burnout.

So every employee can:



Bring their best selves to work



Have equal access to optimal health



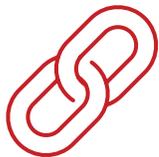
Thrive in your workplace



Connection is key to improving well-being

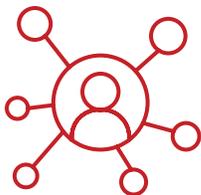
Feeling connected at work is more than just a nice-to-have—it's essential for well-being and performance. In fact, 72% say work is harder to manage when they don't feel connected to the company's values.

When employees feel aligned with their organization, confident in their role, and supported in their health, they're less likely to experience burnout.



Connection to organization

Feeling connected to the company's workplace and purpose helps employees feel more motivated and engaged.



Connection to role

Clear role expectations give employees confidence and help them work more efficiently.



Connection to well-being

When employees feel their well-being is valued, they are more satisfied and productive.

9 Promising Practices for Mental Well-being

Our research identified nine promising practices that help organizations better support employee well-being and prevent burnout.

When implemented, these policies have been shown to increase employee well-being from 51% to 91%.

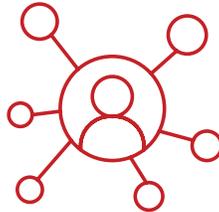


Connection to organization

Define clear roles & responsibilities

Promote employee resource groups

Regularly assess workloads



Connection to role

Assess skill/task alignment

Establish a training path

Allow input on their job design



Connection to well-being

Promote overall employee well-being

Ask if employees feel supported

Promote a workplace of rest and recovery



How to build connection to your organization



Define clear roles & responsibilities

Helps employees work with focus and confidence

- **Role matrix** - define responsibilities, authority levels, and decision-making channels
- **Kickoff meetings** - start projects with a brief kickoff on who does what and how roles align with company goals



Promote employee resource groups

Fosters connection and belonging

- **Facilitation** - provide budget and allow meetings during work hours
- **Ownership** - let groups organize workshops and networking events
- **Group ideas** - women in leadership, mental health and wellness, caregivers, etc.



Regularly assess workloads

Manageable workloads enhance productivity

- **Quarterly check-ins** - discuss current projects, timelines, and available resources
- **Management support** - help employees define and prioritize tasks, extend deadlines, or redistribute work as needed



How to build connection to roles



Assess skill & task alignment

Helps employees feel competent and engaged

- **Skills Inventory** - annually determine if employees' current tasks align with their skills, interests, and goals
- **Skills Matching** - pair employees with projects that capitalize on their strengths



Training paths for skills, leadership, & development

Fosters growth and learning

- **Career development** - help employees set growth goals and participate in workshops or courses
- **Access to opportunities** - provide learning platforms or mentorship programs



Allow employee input on job design

Boosts autonomy and job satisfaction

- **Ask what's working** - host semi-annual meetings to discuss tasks they enjoy, areas for development, and preferred working styles
- **Offer flexibility** - when possible, allow employees to choose projects, how independently they work, when they receive feedback, and autonomy over timelines



How to build connection to well-being

Promote overall employee well-being



Boosts physical, mental, and emotional health

- **Mental health** - offer benefits for mental health services, mental health days, mindfulness, and stress relief
- **Physical health** - consider subsidized gym memberships, healthy snacks, yoga, ergonomic workspaces, and health screenings

Ask employees whether they feel supported



Shows you're not just listening, you're taking action

- **Check in** - let employees express their needs and feelings through check-ins or anonymous surveys
- **Make changes** - like adjusting workloads, flexible hours, peer support networks, 1:1 sessions with a mental health professional

Foster a workplace of rest & recovery

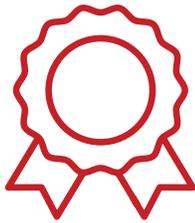


Reinforces that well-being is a top organizational priority

- **Establish policies** - like "unplug Fridays" where non-essential meetings are discouraged
- **Encourage time off** - consider a minimum vacation policy

Well-being isn't just good for employees—it's good for business

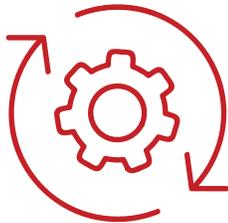
Companies that invest in well-being don't just improve employee health — research shows they build a more engaged and resilient workforce.



**Attract and retain
top talent**



**Build trust
and loyalty**



**Increase reliability
and productivity**



**Outperform
S&P 500**

Start here

Re-engage employees this week



Talk about stress and burnout

- Include it on your next meeting agenda
- Host a well-being huddle
- Share your company's commitment to improve well-being



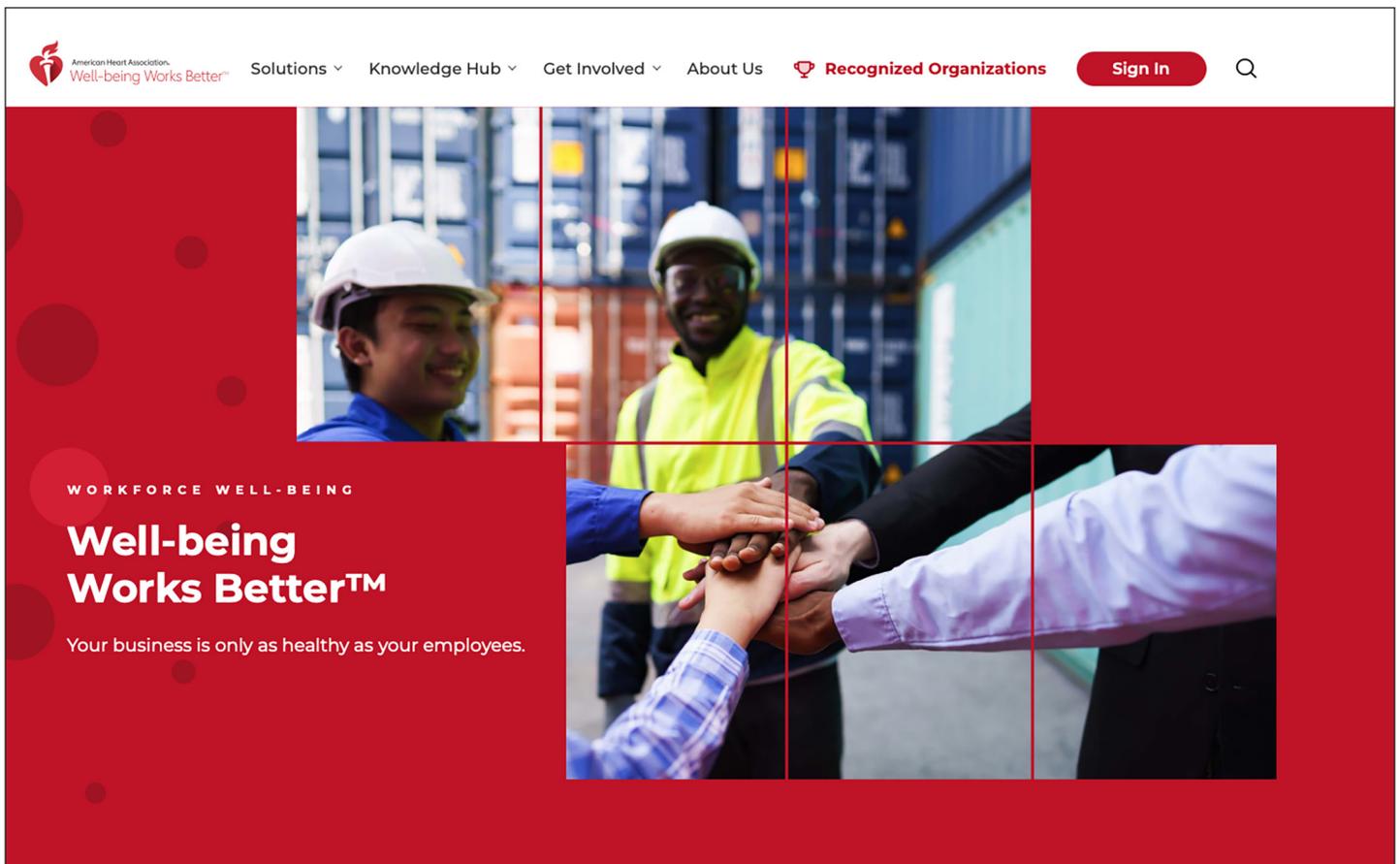
Share mental health resources

- Pin resources to your messaging channels
- Send an email or newsletter
- Post signs listing available resources

We're here to help you

The American Heart Association offers free tools and practical resources to strengthen your well-being strategy. From assessing your current approach to implementing proven best practices, we're here to support you every step of the way.

www.wellbeingworksbetter.org



The screenshot shows the website's header with the American Heart Association logo and navigation links: Solutions, Knowledge Hub, Get Involved, About Us, and Recognized Organizations. A Sign In button and a search icon are also present. The main content area features a large image of two construction workers in hard hats and safety vests, with their hands stacked on top of each other. The text on the page reads: WORKFORCE WELL-BEING, Well-being Works Better™, and Your business is only as healthy as your employees.



Join our Well-being Works Better™ newsletter for all the latest updates!