



WORKPLACE MENTAL HEALTH PLAYBOOK 2.0

Healthy Culture. Thriving People. Better Business.



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The Health Action Alliance is a unique collaboration between leading business, communications and public health organizations to help employers navigate evolving health challenges, improve the health of workers and engage with public health partners to build stronger, healthier communities.

Learn more at healthaction.org.

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Investing in Mental Health at Work

Second Edition Preface

By many measures, a growing number of companies are investing increased energy and resources to address the mental well-being of their people. They're normalizing discussion of mental health in the workplace, providing support to employees seeking to attend to and protect their own mental health, and providing new benefits to help employees access treatment when needed.

Employers have made valuable progress in the last year. This Playbook—updated for 2023—is designed to help companies continue that progress in:

- 1. Creating a positive, psychologically healthy workplace culture.**
- 2. Centering equity in workplace mental health strategy.**
- 3. Improving access to quality mental health benefits and treatment options.**

What's New

We've added recommended actions, workplace policy considerations and updated approaches on topics such as:

- **Beating burnout**
- **Supporting neurodivergent workers**
- **Cultivating belonging**
- **Reviewing latest trends in benefits**

No matter what stage of the workplace mental health journey your company is in, this Playbook is designed to help you take action.



What the Experts are Saying

Top advice shared by business leaders and mental health experts across a year of Health Action Alliance employer briefings:

“

We have a huge mental health crisis, and it is disproportionately affecting parents of young children, people who have disabilities, people from the LGBTQ community and people from communities of color. If you are an employer and you are taking a broad-based approach that treats your workforce as a monolith, you're going to be missing very important differences among members of your workforce.

Arthur C. Evans Jr, PhD

CEO, American Psychological Association

“

The first thing we have to do if we're going to launch any kind of mental health strategy across an organization is understand who are our employees? What are their needs? And we have to collect the right kind of demographic data to get an intersectional view of our employee population.

Wizdom Powell, PhD

CEO, American Psychological Association

“

If employees are not in the best shape, the customers don't get served well. [But] a thriving workforce is going to be there every day for you. And it's the right thing to do to have your teammates ready to do well for themselves and their families.

Brian Moynihan

CEO, Bank of America

“

We're seeing a shift [among employees] to prioritize work in a way that 'fits for me.' The call for action for employers is to offer a very broad array of benefits and programs so that there's something for everyone. That's where the market is right now.

Tracy Watts

Senior Partner, National Leader for U.S. Healthcare Policy, Mercer

“

One of the first and biggest things to consider is how you can normalize conversations about mental health. And that starts with managers.

Chris DeCou, PhD

Clinical Psychologist and Senior Manager, Global Behavioral Health, Amazon

SIGN UP to receive invitations to our events for the business community.

The Business Case for Workplace Mental Health

A strong majority of employers acknowledge that workplace mental health must be a priority for the well-being of their workers and for the health of their business. According to an October 2022 [survey](#) by WTW (formerly known as Willis Towers Watson), 88% of companies took measures to address employee mental health in the last year.

This recent surge in employer action on workplace mental health is a recognition that employers have a responsibility to identify and reduce the causes of workplace stress and burnout.

Supporting employees' mental health plays a big role in recruiting and retaining talent.

- **79%** of workers expect their employers to play a meaningful role in making sure they are as healthy as possible, with mental health as a top dimension of health, according to the Edelman Trust Barometer.
- **81%** of workers say mental health support will be an important factor when they look for future work, according to the American Psychological Association's 2022 Work and Well-being Survey.
- **62%** of workers said they would stay at a job because of its robust mental health benefits, according to the 2023 State of Workforce Mental Health survey by the mental health platform Lyra.

Mental illness is the single greatest cause of worker disability worldwide.

- Employees who are depressed miss nearly **five days** of work every three months, and up to **25 days** more per year than other workers.
- Depression also results in **11.5 days** of reduced productivity every three months, including impaired performance for one to two hours of every eight-hour shift.
- **62%** of missed work days are attributed to burnout, depression or anxiety.
- For every employee experiencing mental distress, employers incur **\$15,000** per year in lost productivity, health care costs and turnover. (You can estimate the financial impact of mental health in your workplace using the National Safety Council's [Cost Calculator](#)¹.)
- **50%** of full-time U.S. workers have left a previous job due, at least in part, to mental health reasons.



¹The National Safety Council is a sponsor of the Health Action Alliance and provided financial support for the development of this Guide. In accordance with HAA's [Sponsor Policy](#), HAA has maintained complete editorial control over this resource and has independently elected to include information about this external link for the benefit of HAA members and their workers.

Employers find value in investing in their employees' mental health.

- Employers see a **\$4 return** for every dollar invested in employee mental health support and treatment.
- **24%** of employers are planning to increase the mental health benefits in their Employee Assistance Program in the next three years.
- **22%** of employers have eliminated cost-sharing for virtual mental health care.

Great gains don't have to come at a great cost.

- The mental health resource employees wanted most was a **“more open” mental health culture**, according to a Mind Share Partners survey.
- **“Regularly recognizing employees”** was just as important to workers as additional mental health resources, the American Psychological Association found.
- “Across industries, every measure of morale, productivity, performance, customer satisfaction, and employee retention soars when managers regularly provide **recognition**,” the Harvard Business Review reports.

Being generous with praise won't by itself meet the mental needs of your employees, but it's an element of the **supportive culture** that—along with **quality benefits** to expand access to treatment and **equity** in your approach to mental health—will put your company on a path to a healthier workforce and a more resilient business.

Need help developing your workplace mental health strategy? Our team of experts offers free coaching to help employers develop or evaluate their program.

Contact us at hello@healthaction.org to schedule a free consultation.



Meeting the Moment

Insights from the American Psychological Association's Stress in America™ Report²

The state of the world today exerts a heavy toll on Americans' mental health.

Despite the ebbing crises of the COVID-19 pandemic, the mental health crisis in America has continued to climb. In the last few years American adults have cited inflation (83%), violence and crime (75%), the current political climate (66%) and the racial climate (62%) as **significant stressors**.

The murder of George Floyd in May 2020 shed new light on the pervasive racism and violence that Black Americans continue to face. **Violence toward Asian Americans** fueled by racism and xenophobia increased by 339% in large U.S. cities in 2021. People across the globe continue to grapple with severe weather events and a sense of overall uncertainty resulting from a rapidly changing climate. Russia's unprovoked invasion of Ukraine in early 2022 has left many Americans feeling saddened, shocked and powerless—feelings amplified by mass shootings and gun violence here at home. The majority of Americans (64%) feel their **rights are under attack**, with 8 in 10 Americans feeling that **our very democracy is threatened**. And consumers continue to feel stressed over the economy and money.

We spend our days trying to process all that is happening in the world.

It's no wonder that the American Psychological Association's 2022 **Stress in America™** survey uncovered that over a quarter of American adults spend their days so stressed they are unable to function. The impact of today's stressors on our mental well-being is alarming. 76% of adults said they have experienced health impacts due to stress in the prior month with 72% reporting more than one impact like headaches, fatigue, anxiousness or feeling depressed or sad.

As a society, we are emerging from a collective trauma that has tested people's resilience, even more so for workers from disproportionately affected communities. The impact of this experience, the loss of life, financial upheaval and a sense of helplessness will stay with us well beyond the pandemic's end.

Employees are bringing all of this trauma and stress to work, along with whatever personal or family struggles they may be experiencing. If workers don't have access to tools, resources, or benefits that adequately address their mental health needs, their work performance—and the work environment—will be impacted.



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Getting Started

Fundamental Psychological Principles

Employers are not therapists and are not responsible for diagnosing individual conditions or providing psychological care. Rather, employers are responsible for creating psychologically healthy work environments, establishing systems that reduce workplace stressors, improving access to care and fostering supportive relationships.

The Mental Health Continuum

Experts are working to shift the perception that mental health only needs to be addressed at times of crisis. Instead, they're broadening the understanding that we're all on a **mental health continuum** that's constantly changing. Part of being human is to experience the ebb and flow of your mental health. Some of us are thriving, others are experiencing struggles or burnout and still others are in distress.



The workplace can support employees at every stage of that continuum by:

- Protecting the mental health of employees who are thriving by creating an environment that minimizes exposure to unnecessary stressors.
- Making sure managers are equipped to ask the right questions and provide support and referrals for employees who are newly experiencing mental health challenges.
- Offering appropriate benefits for individuals and their family members who have greater or prolonged mental health needs, including access to high-quality benefits and reasonable accommodations.
- Connecting employees in crisis to immediate care and treatment.

The Role of Stigma

Mental health conditions are common and treatable. Yet, **eight in 10** workers say shame and stigma prevent them from seeking the treatment and care they need. That's because negative stereotypes about mental illness persist both in and out of the workplace.

Even in the most progressive workplaces, **many employees** keep their conditions secret. They may be afraid that being open about them will hurt their reputation, compromise work relationships or even jeopardize their job. Stigma can prevent employees from seeking help and getting better.

Employers can combat stigma by creating a supportive workplace culture.



Creating Your Game Plan Part I:

Workplace Culture

The workplace has an outsized impact on the mental health of employees. Our jobs can affect the foundations of our mental well-being, such as a feeling of financial stability. They're a source of identity, purpose, self-worth and meaningful relationships—and, of course, stress.

Your company's management practices, the design of the work, and the physical and social environments where employees operate all shape the mental well-being of your workers.

It's your responsibility, first and foremost, to reduce sources of unnecessary stress within your workplace.

You can identify and reduce work-related stress by creating a culture of **psychological safety**, where workers know they won't be punished or humiliated for speaking up with ideas, questions, concerns, mistakes or their own challenges. You might also need to redesign work schedules, redistribute workloads and address the unique needs of specific categories of workers.

Challenge your organization not to be complacent about the support you currently provide. A McKinsey survey found a stark **disconnect** between the quality of support employers believe they're providing and what workers perceive—and this is especially true for frontline workers. The **2023 State of Workforce Mental Health** survey by the mental health platform Lyra backs this up.

Here are five steps you can take to create a psychologically healthy workplace.

STEP 1: Engage Leadership.

Leaders are uniquely positioned to help employees feel more comfortable and open talking about causes of workplace stress and identifying potential solutions. They have the power to set the tone that lets employees know they'll be safe talking about burnout, anxiety or depression without being viewed as incapable of doing their jobs.

Modeling a supportive workplace culture is key to building trust and laying the foundation for a psychologically healthy environment. When CEOs, executives and managers express their own vulnerabilities, they help fight stigma. Opening up about our own mental health challenges sends a message that it's okay to ask for help, even at work. It signals that the workplace is an environment that will be supportive and understanding.



- ❑ Host town halls, discussion forums and other workplace events where leaders can break down the stigma around mental health and let employees know they'll be recognized, not penalized, for taking care of themselves.
- ❑ Encourage leaders to share their own stories in order to make it okay for others to do the same. Our **Leadership Storytelling Guide** will help supervisors, managers, and other leaders share their own experiences in a way that's empowering and inclusive.
- ❑ Make mental health support a routine part of executive team meetings and one-on-one check-ins with supervisors. Routinely communicate your organization's commitment to supporting your workforce's mental health and well-being.
- ❑ Treat time off for mental health reasons the same way you do for other sick leave.
- ❑ Model behavior that promotes rest and self-care. Taking vacation time, maintaining a healthy work-life balance and making a point of not checking in with the office while you're away will contribute to a culture that values restorative time off.
- + **PRO TIP:** At **Eventbrite**, all employees take off the first Friday of every month and are encouraged to spend time taking care of themselves and connecting with their families.
- ❑ Incentivize leaders and managers in your organization to make workplace mental health a priority in their teams. Set performance benchmarks that reward leaders who contribute to a healthier workplace culture.
- ❑ Recognize that fatigue and a lack of sleep due to shift work and long hours carry risks for health and productivity. Low-wage hourly workers may be juggling multiple jobs. Consider ways to redesign work schedules, adjust recovery times, offer scheduling regularity and provide dedicated support for workers who may have unique circumstances or special needs.
- ❑ Consider hiring a **Chief Wellness Officer** or **Mental Health Ambassador** who is responsible for creating and maintaining a system-wide culture of well-being.



STEP 2: Support and train managers.

A manager has the same influence on an employee's mental health as their own spouse or partner, according to a 2023 [survey](#) by the HR platform UKG.

Managers are on the front line for employee mental health challenges. They are often in the best position to know when employees may need targeted support or when workplace changes may be required to improve mental health outcomes. This responsibility for their teams' well-being adds to their own stress, so managers need support, too.

Guiding managers to support their co-workers builds cohesive and resilient teams, which is why many employers encourage managers to check in regularly with employees about their mental health and remind their teams about available benefits and support services.

Companies increasingly see the value of mental health training for managers. More than four in 10 companies already provide this training—and another three in 10 are planning or considering it, according to a [survey](#) by WTW.

There are workplace mental health training and certification programs available for managers, and even some that provide custom coaching for specific industries with unique mental health needs. The Job Accommodation Network (JAN) provides a list of workplace mental health [training programs](#) you might consider. As you evaluate these programs, look for trainings that will help managers:

- ☐ **Identify common workplace stressors and mental health challenges.** Managers should feel equipped to recognize early signs of workplace stress and burnout, as well as urgent warning signs of mental health distress. Training should also help managers recognize the combined, or “intersectional,” impacts of family challenges, personal identities and off-the-job stressors on work performance.
- ☐ **Offer psychological first aid.** Managers should be trained to help employees recognize a crisis and assist until professional help can be accessed.
- ☐ **Use inclusive terminology.** [Four in five managers](#) say they worry about using the wrong language when addressing issues like mental health. Over 90% of workplace leaders want access to tools on [inclusive language](#).
- ☐ **Practice supportive conversations.** Training or certification programs that invite managers to practice open-ended check-in conversations can help build their confidence to respond to a range of potential scenarios. Our [Conversation Guide for Managers](#) offers tips for leading productive, supportive conversations.



- ❑ **Foster a supportive team dynamic.** Managers should be able to encourage team members to check in with one another and create space for group discussions about mental health and support options.
 - ❑ **Share workplace resources.** Managers should be aware of their company's mental health benefits and EAP resources, and know how to connect employees to care.
 - ❑ **Understand, practice and encourage self-care.** Self-care is a valuable, protective factor that managers should be prepared to encourage for others and themselves.
 - ❑ **Identify opportunities for ongoing education.** Workplace mental health is an area for continual improvement, which means you should seek out training that offers ongoing education and updated resources.
- + **PRO TIP:** **Jacobs** involves managers and peers in mental health support. All managers receive training to foster psychological safety, and over 2,000 employees (including members of the C-suite) have been trained as “mental health champions” to offer support to peers. The company also tailors support to its remote and hybrid employees by encouraging them to connect with colleagues through virtual coffee breaks or meditation sessions.

Workers in some industries like veterinary medicine, healthcare and manufacturing are at higher risk for suicide, substance misuse or financial instability driven by low wages. General training programs won't be adequate here, so you'll want to explore more advanced training for managers in these and other higher-risk settings. The Suicide Prevention Resource Center offers a **guide** to selecting a training appropriate for your setting. These trainings should equip managers with an understanding of available resources, how to make a referral and when to involve human resources.

- + **PRO TIP:** As an employer of over 15,000 veterinary health and pet care workers, **Mars, Inc.** prioritizes mental health from an employee's very first day on the job. Every new employee is assigned a “buddy” to support their journey through the first full year of employment, and a dedicated team of in-house social workers provides ongoing support by caring for the unique mental health needs of the company's veterinary workers.



STEP 3: Keep in close touch with your teams.

Use anonymous employee surveys and other feedback mechanisms to better understand the unique mental health needs of your workforce, workplace stressors and challenges accessing treatment.

- Design a strategy that feels natural to your organization. Ensure you include workers at all levels of seniority and from communities with unique needs. Commit to a timeline for following up.

+ **PRO TIP:** **Kearney**, a global management consulting firm, hosted a “Global People Care Jam,” a week-long virtual session to collect feedback from employees. Thousands of workers across the organization joined the event, submitting over 300 ideas for workplace wellness. Kearney refined these into 10 actionable initiatives currently underway.

- Report back on your findings, opportunities for action and progress made. Employees need to feel they are being heard, otherwise they’ll be unlikely to continue sharing their perspectives.
- Consider pulse surveys on mental health and culture like those offered by **Culture Amp**, **Lattice**, and **One Mind and Quantum**.
- Explore making mental health metrics part of managers’ performance reviews to align incentives around a supportive work environment.
- Get managers together for a series of focus groups on the most pressing areas of concern within their units.
- Set rigorous goals to improve areas of concern identified by your team and track employee perception of your progress over time. Remember, the goal of tracking is to receive honest input about your company’s progress – take care not to unduly pressure employees to stifle their true feelings.



STEP 4: Cultivate Belonging & Peer Support.

Each of us wants to feel like we belong—including at work. Yet, just one in three U.S. workers feels like they “fit” at work, according to **The Belonging Barometer**, a 2023 report from Over Zero and the Center for Inclusion and Belonging at the American Immigration Council.

Belonging and psychological well-being are closely linked.

People reporting the highest levels of exclusion also report greater stress and loneliness and indicate that they accomplish less as a result of depression and anxiety. On the flip side, a strong sense of belonging aligns with higher productivity and innovation, and fewer missed days of work.

- **Go further:** Our **Employer Guide to Cultivating Belonging in the Workplace** offers a five-step roadmap to demonstrating your corporate values, communicating with employees and developing policies with belonging in mind.

As you make intentional efforts to cultivate belonging across your organization, you can also foster peer support to reduce stigma around mental health. Some companies have established mental health ally programs, where employees volunteer for dedicated peer support training.

- + **PRO TIP:** At Google, more than 2,000 employees have received training to listen with compassion and offer support. These mental health allies are part of the company’s **Blue Dot program** and can be identified by the blue dot stickers on their laptops, name badges and email signatures.



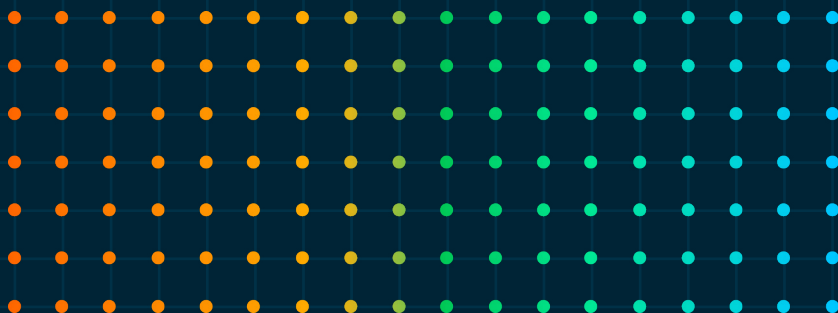


The Power of Employee Resource Groups

Employee resource groups (ERGs) exist in **90 percent of Fortune 500 companies**, partly because they have been shown to **increase inclusion** and belonging among historically excluded communities. That makes them a valuable resource for supporting employee mental health. According to WTW, **38% of companies work directly with their ERGs** for a tailored approach to addressing mental health concerns, and another 27% are planning or considering this type of partnership.

If your organization already has ERGs, encourage their leaders to embrace mental health as a key priority. Offer tools or training for ERG leaders to become mental health ambassadors, and encourage them to surface and share unique mental health challenges that might exist within their networks. ERGs are also a great forum for inviting a trusted community leader to speak with employees about mental health and support options.

- +** **PRO TIP:** **Many employers**, including Johnson & Johnson, RetailMeNot, Verizon Media Group and Zillow Group, have created ERGs dedicated to employee mental health. When employees know others who have experienced a mental health condition, have a place to go for support and are armed with knowledge, they are set up to feel more secure at work.
- **Go further:** **Our Guide to Building a Mental Health Employee Resource Group** will help your organization recruit ERG leaders and members, equip a mental health ERG for success, and identify opportunities for collaboration between ERGs to tap into the energy and insights of your people.



STEP 5: Reinforce your workplace culture with a mental health policy.

A written workplace mental health policy articulates your company's commitment to preventing and addressing mental health issues among your employees. It's an important way to communicate your values, establish company norms, break stigma and prioritize transparency in benefits, treatment, care and support options.

- **Go further:** Use the checklist in our [Employer Guide to Creating a Written Workplace Mental Health Policy](#) to get started.



Beating Burnout

Putting it all together

Burnout is one of the most common ways mental stress shows up in your employees. Here's how the tips you've read so far in this Playbook will help you address burnout head-on.

Burnout is chronic workplace stress that has not been successfully managed.

Recognizing burnout is the first step to addressing it. Burnout can show up in your employees as emotional exhaustion; mental distancing or a decreased sense of meaning and effectiveness in their work.

Burnout is caused not just by too much work, but through a mismatch between the employee and their environment, says Dr. Jacinta Jimenez, author of "The Burnout Fix."

JOB MISMATCHES THAT LEAD TO BURNOUT



WORK OVERLOAD

Job demands exceed human limits. Too much in too little time with too few resources.



CONTROL

Too little control over work due to rigid policies, micromangement, or chaotic job conditions.



REWARD

A lack of appropriate rewards for the work people do.



BREAKDOWN IN COMMUNITY

A low sense of positive connection with others in the workplace.



VALUES CONFLICT

The requirements of the job and conflict of one's personal principles and values.



ABSENCE OF FAIRNESS

A lack of a system of justice and fair procedures.

Source: Maslach, Christina, and Michael P. Leiter. The Truth About Burnout: How Organizations Cause Personal Stress and What to do About it. San Francisco, Calif: Jossey-Bass, 1997. Print.

www.DrJacintaJimenez.com

To solve burnout, employers should:

- ❑ **Strengthen your company's psychological safety** by encouraging honest conversations about the mismatches that can lead to burnout. Have managers ask questions like, "How are we doing with overload?" "Is there a better way to do this?" or "Do you have enough control over your day and your responsibilities?" and discuss solutions (and what's working well) with their direct reports.
- ❑ **Check in regularly with team members.** Ask employees how they are feeling. Look out for changes in mood that could signal burnout. You can share the mental health continuum to give your employees a common language to assess their mental state.
- ❑ **Be a model for setting limits.** Resist emailing your team after hours or on weekends. Take your vacation time (scheduling it and making plans helps ensure that you'll actually get away). Fully disconnect when you do go on vacation—if you're checking email, you're working and sending a signal that you expect the same from your teams.
- ❑ **Continually improve your support.** Feeling burnt out is not your employee's fault, so it's not on them alone to fix. Dealing with burnout effectively requires a combination of three factors — personal resilience, a culture of wellness and continuous improvement of your company's systems and workflows.

Creating Your Game Plan Part II:

Mental Health Equity

Certain communities within your workforce may have unique mental health challenges. These may be the product of systemic inequities in community conditions that underpin health, inequitable or harmful experiences when accessing medical care, cultural stigmas, discrimination or other factors. You can help combat these challenges and support your workforce by prioritizing equity in your approach to workplace mental health.

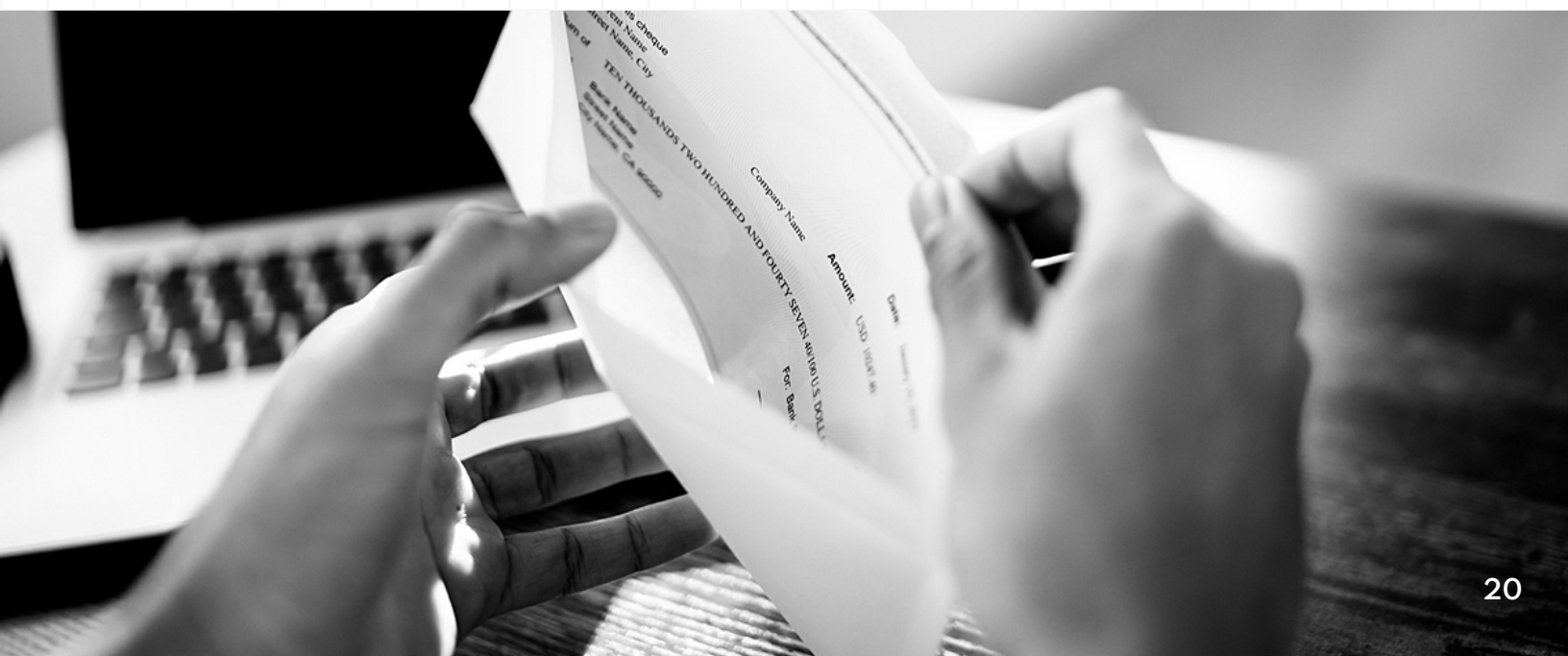
Here are six steps you can take to center equity in your workplace mental health strategy:

STEP 1: Pay livable wages and address other sources of financial stress.

Low wages are the top cause of work-related stress. And in just one year, “covering monthly expenses” has risen from number nine to number one on the list of employees’ worries, according to a November 2022 **survey** from Mercer. Second on the list is the ability to retire, ahead of work-life balance.

Financial anxiety is widespread, yet the burden of financial difficulties falls unevenly: Racial and ethnic **pay gaps** are well established. Meanwhile, Black households typically have less accumulated wealth than white households, even at the same level of income.

There’s good reason to address financial anxiety: **Mercer** reports that employees who are financially stable are more productive since they are less distracted by financial worries, have improved physical health and are more loyal to their organization.



In addition to paying all employees a living wage that accounts for inflation, identify where there are disparities in opportunity, experience and pay. Then, implement targeted policies to close these gaps. Finally, make any financial benefits you offer, such as retirement plans, financial wellness workshops and tuition support, available to all employees.

To reduce financial stress:

- ☐ Prepare employees for retirement with an employer-sponsored retirement plan.
- ☐ Help employees build a safety net by offering life or disability insurance.
- ☐ Partner with an expert consultant to offer classes or coaching sessions on financial wellness. Make it a habit to share information about how to access these programs in order to reduce stigma about utilizing them.
- ☐ Lean on your employee assistance program (EAP) vendors to go the extra mile in educating your employees about what's available to them. Many EAPs come with some type of financial counseling, but many workers don't know what's available to them.
- ☐ Consider additional financial incentives such as tuition reimbursement or loan repayment plans, childcare stipends, professional development funds or reimbursement for home office equipment, phone bills and internet.

STEP 2: Ensure your employees feel heard — and that you're hearing from all communities.

People across your workforce will only feel supported if you commit to collecting—and responding to—feedback. Offer surveys that are anonymous but capture demographic data to be sure you're getting a representative sample of your full workforce. (In smaller companies where a person's identity might be revealed through their demographic data, create a safe environment for one-on-one conversations.)

Additionally, make sure the teams making decisions about mental health programs reflect the demographic makeup of your workforce.

- + PRO TIP: Mars, Inc.** holds routine calls, pulse surveys and listening sessions with ERGs to improve its understanding of what specific populations are facing. The company keeps its programming relevant to a global workforce by offering support in different languages and adapting programs to cultural nuances, particularly in countries where mental health is strongly stigmatized. For example, in some areas, they do not ask about mental health directly and instead ask about sleep patterns or energy.



STEP 3: Familiarize yourself with the unique challenges faced by employees from specific groups.

Understanding the unique stressors and experiences of your workforce is essential to cultivating a workplace culture of **belonging** and identifying appropriate solutions for support.

Black, Hispanic, Asian American, Pacific Islander, American Indian and Alaska Native communities face **unique mental health stressors** as a result of both current and historical discrimination. According to the **American Psychological Association**, 75% of Black adults say the racial climate in the U.S. is a significant source of stress, and Latina women were the most likely to cite significant stress from violence and crime (89%), mass shootings (89%) and gun violence (87%). Similarly, 72% of LGBTQ+ adults feel as though their rights are under attack.

In the workplace, people of color often experience numerous forms of racial discrimination, including microaggressions and bias. **Over half of LGBTQ+ people** report hearing jokes about gay or lesbian people from their coworkers. And the **majority of young adult women** (62%) report that most days their stress is completely overwhelming.

- **Go further:** **Fact sheets** from the American Psychiatric Association will give you greater insight into the challenges faced by specific groups so you can tailor your approach.

Keep in mind that people have complex and overlapping identities, not all of which are outwardly visible. For instance, a person can be Black, a caregiver, LGBTQ+ and have a disability—and any or all of these identities may affect the support they need. Lead with kindness, curiosity and understanding for conditions you may have no experience with personally, and let people embrace their whole selves without having to choose which “box” they fit into.





Supporting Neurodiversity

Teams with neurodivergent members — individuals with a range of developmental, mental health and learning disorders, the most well-known of which include dyslexia, attention deficit hyperactivity disorder (ADHD) and autism spectrum disorder (ASD) — can be up to **30% more innovative** because they get the benefit of different mindsets and approaches to problem-solving.

- **And yet:** In the DEI statements of Fortune 500 companies, only 30% mention disability — and only three specifically mentioned neurodiversity.

About **one in six** of the world population is neurodivergent, which makes it important for companies to be proactive about inviting conversations around accommodations in the workplace (see Part 3 of this playbook for more details).

Here are tips to supporting neurodiversity in your organization:

- Start at the hiring process. If you know a candidate is neurodivergent, invite a neurodivergent employee onto the interview panel to be able to talk about what it's like to work at your company.
- Be thoughtful with onboarding. For example, instead of just listing the resources you offer, build them out step-by-step to help employees who may have difficulty processing the information you provide.
- Make accessibility the standard. Simple actions, such as recording all video meetings, may benefit different groups of employees and prevent any individual team member from having to disclose their disability by asking for support.
- Co-design workspace policies—and even workspaces. This covers desk layouts, lighting design, noise, privacy and other factors in the physical environment that may have a strong and disproportionate impact on neurodivergent workers.
- **Go further:** The **Employer Assistance and Resource Network on Disability Inclusion**, or EARN, provides additional information about creating a supportive work environment for neurodivergent employees.



STEP 4: Embrace authenticity in the workplace.

Discrimination at work is another major source of stress. As an employer, you're in a position to prevent discrimination—whether it's intentional or not—against members of your staff. Start by reviewing, updating and reminding your employees about your company's anti-discrimination policies. Here are some additional steps you can take:

- ☐ Communicate equity, diversity, inclusion and belonging as a core company value in your policies, hiring process, onboarding materials, company website, social media and other company communications.
- ☐ Educate your team to recognize, prevent and address **microaggressions** and bias in the workplace.
- ☐ Provide multiple channels for employees to safely report harassment or discrimination. Not all employees feel safe reporting to their manager or human resources. Alternative reporting options include a designated diversity officer or employee resource group.
- ☐ If your company offers a hybrid work arrangement, take steps to mitigate **proximity bias** toward in-office workers, understanding that women and people of color are **happier** and feel greater **belonging** working from home.

STEP 5: Embrace authenticity in the workplace.

When employees do not feel accepted in the workplace, they may feel pressured to “code-switch”—or adjust their style of speech, appearance or behavior in order to conform and be accepted by the dominant work culture. Code-switching can take an exhausting toll on mental health when employees have to routinely and consciously monitor their speech and behavior. Inviting people to be their whole, authentic selves in the workplace can reduce stress, as well as promote social connection and greater engagement with the job.

Here are more ideas to build on that approach:

- ☐ Practice authentic leadership. Employees thrive under leaders they can trust, connect with and relate to. Authentic leadership encourages that trust through displaying self-awareness, empathy, ethics and accountability.
- ☐ Hire and center diverse leadership. Encourage mentoring and coaching relationships that help facilitate upward mobility across varying identities.
- ☐ Review your dress codes and correct for policies that disproportionately target specific groups.
- ☐ Include pronouns routinely during introductions, on name tags or email signatures.
- ☐ Consider company-wide participation in various heritage and pride celebration days.

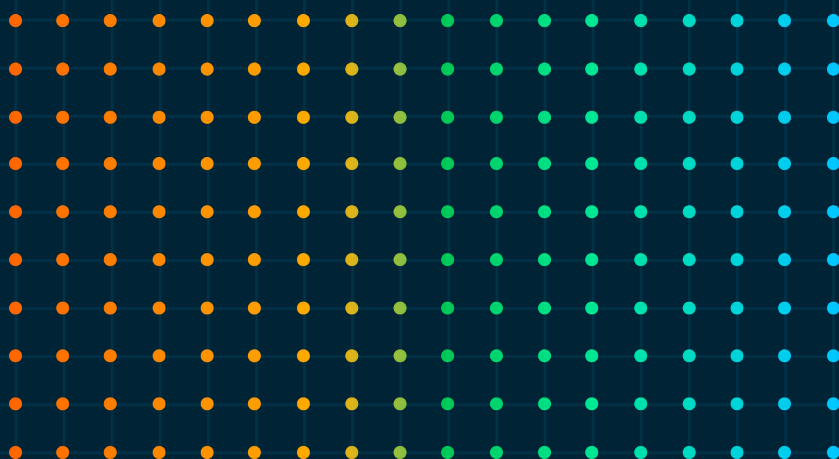




Meet Gen Z's Expectations on Mental Health

Gen Z workers (those born between 1997 and 2012) report **high rates** of mental health distress and **diagnoses**, and also put the highest priority among all workers on getting support for their well-being. So if you get mental health right for Gen Z, there's a good chance the rest of your team will feel supported too. Here are three key considerations:

- **Authenticity:** A recent report from EY states plainly: **"Authenticity is the most important value for Gen Z."** Inviting people to be their whole, authentic selves in the workplace can reduce stress, as well as promote social connection and greater engagement with the job.
- **Inclusion:** According to Deloitte's 2023 Global Human Capital Trends **report**, two in five Gen Z and millennial workers have rejected a job or assignment because it didn't align with their core values, one of which is inclusion. To make your DEI efforts authentic, identify the inequities in your organization, then be transparent about how you will address them and **measure** progress.
- **Mentorship:** The youngest workers naturally stand to benefit from drawing on the experience of a career mentor. Mentorship has been shown to overcome exclusion—and Gen Z reports the highest levels of **loneliness** of any generation. Lonely employees **miss a week** more of work than non-lonely colleagues and are twice as likely to want to quit, but mentorship leads to **higher retention rates** for both mentors and mentees.



STEP 6: Offer a wide range of mental health solutions.

Given the complicated and overlapping factors that affect the mental health of people from historically excluded communities, support will not be one-size-fits-all. And that's good for staying competitive in the market for talent as employees **look for** flexible benefits and work arrangements.

To ensure you're making the workplace as welcoming as possible and that the support you're offering will be accessible by all, consider these actions:

- ❑ Support parents and other caregivers through flexible work schedules, paid family leave, assistance with childcare and spaces such as lactation rooms for new parents.
- + **PRO TIP:** During the COVID-19 pandemic shutdown, the **Montana Hospital Association** turned a hospital conference room into a one-room school for 22 children of its employees, equipping students with laptops to connect with their virtual teachers and hiring an in-person teaching assistant to support online learning.
- ❑ Invite your ERGs to take on mental health in your company. Let them identify specific challenges and potential remedies, then provide them the resources they need to lead on proposing, implementing and evaluating solutions.
- ❑ Partner with community organizations that offer culturally responsive mental health support.
- ❑ Seek out and partner with gender- and sexuality-affirming care providers and resources.
- ❑ Connect employees with specialized crisis support resources tailored to specific communities and mental health topics. See the **Additional Resources** in this Playbook for details.



Creating Your Game Plan Part III:

Benefits, Treatments and Accommodations

Of course, employees may face psychological stress and mental illness outside of the work environment. Employers should consider how their healthcare benefits, policies, and accommodations allow employees to access professional treatment.

Mental health treatment works.

Eighty percent of employees who pursue treatment report an improvement in symptoms, workplace satisfaction and productivity. Unfortunately, many employees are unable, or afraid, to access the care they need due to high out-of-pocket costs, restricted networks, stigma or lack of information.

It's important that you learn how your company can make the most out of your healthcare benefits and employee assistance programs. If your company doesn't offer health benefits or EAPs, there are **national and community services** to enhance your employees' access to mental health care.

Here are five steps every employer should take:

STEP 1: Comply with the Mental Health Parity Act.

Under federal law—the **Mental Health Parity and Addiction Equity Act**—health plans that provide mental health and substance use disorder coverage must make the financial requirements (like co-insurance) and treatment limitations (like visit limits and provider access) no more restrictive than those for medical and surgical benefits.

Many employers don't know about the Mental Health Parity Act or, if they've heard of it, assume their health plans automatically comply. It may not be safe to make this assumption. Employers, not health plans, are responsible for complying with the law.

Here are **five key areas** you should review for compliance:

- Copays
- Limits on visits
- Proof of medical necessity
- Deductibles
- Prior authorizations

To help plans comply, the Department of Labor has a **Self-Compliance Tool** to measure mental health parity. Employers can request that their insurance carriers provide analyses or, if they're self-insured, work with their third-party administrators to conduct them. If changes are required to bring plans into compliance, they should be thoroughly documented.





STEP 2: Offer quality coverage that makes it easy for employees to access mental health care in primary care settings.

Here's what good mental health coverage looks like:

- ☐ Low copays or deductibles
- ☐ Broad provider network
- ☐ Broad prescription medication coverage
- ☐ Low or no visit limitations
- ☐ Telehealth options
- ☐ Wellness programs
- ☐ Healthy lifestyle perks and discounts
- ☐ Counseling care phone line
- ☐ 24/7 crisis support line, with immediate access to a qualified crisis counselor

Many plans are shifting toward a **Collaborative Care Model** that provides holistic care by delivering both medical and mental health care in primary care settings. This works well for people with common mental health conditions like depression and anxiety, as well as substance use disorders, by offering convenience with one-stop healthcare in a familiar setting. Learn more about quality coverage and the Collaborative Care Model from the **Center for Workplace Mental Health**.

- **Go further:** As healthcare purchasers, employers have leverage to improve the quality of mental health care delivered to employees and their families. Mental Health America has a **list of 12 recommended questions** employers ask their benefits broker or third-party administrator to determine whether they're offering a high-quality and accessible plan.
- + **PRO TIP:** If you find your plan limits access to quality mental health services, you may want to consider out-of-the-box solutions. **Capital Group's** PPO and Consumer Driven Health Plan (CDHP) cover mental health professional claims at the in-network rate, even when members use an out-of-network provider.



STEP 3: Expand and Promote EAP Benefits.

Most employers offer Employee Assistance Programs that provide free, confidential mental health services, including a limited number of sessions with a licensed counselor or therapist. But only **four percent** of employees use EAP services, according to **Mental Health America (MHA)**.

MHA cites three reasons for the lack of employee engagement:

1. Employees are unaware or unfamiliar with EAP services.
2. Employees fear their supervisor will track their EAP usage.
3. Employees fear the stigma associated with EAP usage.

Note that none of these reasons indicates a lack of effectiveness or even a perceived lack of effectiveness with the EAPs themselves. Indeed, expanding EAP benefits may be well worth the time, money, and effort. The Department of Labor **estimates** that employers save between \$5 and \$16 for every dollar they invest in an EAP.

Here's how to make the most of your EAP:

- ❑ **Educate your employees.** Discuss your company's EAP offerings at department meetings and company-wide events. Tell employees how to use the service and what types of issues it addresses. Reassure them about confidentiality. And keep them updated through internal messaging platforms about new benefits or positive employee feedback.
- ❑ **Train leadership.** Help company leaders and managers recognize when an employee may benefit from EAP services and how to access support. Employers are increasingly asking their people managers to reach out to EAPs themselves so that they are familiar with how to navigate the resource.
- ❑ **Promote EAP family benefits.** Family members' mental health challenges may impact employees' own well-being. Make sure employees know that EAP services are typically available to an employee's spouse or live-in partner and children.
- ❑ **Highlight EAPs' other benefits.** EAPs offer services that can help address various sources of stress, including child or elder care issues, relationship problems, financial struggles, work/life balance difficulties and legal challenges.
- ❑ **Offer EAP workshops.** Invite EAP coaches to present departmental or company-wide workshops on relevant topics. Give associates a chance to develop relationships with EAP providers, making them more apt to seek help in a crisis.
- ✚ **PRO TIP: Capital Group** partnered with Lyra Mental Health and their Associate Resource Groups to host numerous small-group discussions and global webinars to address timely sources of stress including the conflict in Ukraine, anti-LGBTQ legislation, and anxiety around the return to the office.
- **Go further:** Mental Health America has a recommended **list of six questions** employers should ask their EAP providers to get the most out of their programs.

STEP 4: Provide accommodations.

Under the **Americans with Disabilities Act** (ADA) and other nondiscrimination laws, most employers must provide reasonable accommodations to qualified employees with disabilities—including mental health conditions.

It's not only the law, it's also good for business.

Most accommodations can be made for minimal, if any, cost, and they help employees return to work more quickly after disability or medical leave, optimize an employee's performance, and help retain qualified employees.

Not all employees with mental health conditions need accommodations to perform their jobs. For those who do, you want to be sure your company culture invites workers to come forward with their needs. Making clear that anyone can request accommodations will help remove the stigma that many neurodiverse employees feel in asking for them. Communicate how workers can ask for accommodations and that they're available at any time.

- **Go further:** Crafting accommodations is an individualized process. You can find examples of effective accommodations from the **U.S. Department of Labor**.

Companies covered by the Family and Medical Leave Act (FMLA) should inform employees with mental health conditions about the availability of **job and benefit protection and reinstatement rights** for workers who step away to seek medical treatment.

STEP 5: Identify other free or low-cost services, especially if your small business doesn't offer worker health benefits.

You can also guide employees to free or low-cost services in your community—especially useful for small businesses that can't afford employer-sponsored health insurance or EAPs, and organizations in rural areas or locations where access to professional care is a challenge.

- ❑ Direct employees to **FindTreatment.gov**, a confidential and anonymous source of information for people seeking free or low-cost treatment facilities for substance use, addiction and/or mental health problems.

- ❑ Post crisis hotline numbers, such as the 988 Suicide & Crisis Lifeline at:

Call or Text: 988

Spanish: 1-888-628-9454

TTY: 711, then 988

988lifeline.org



- ❑ Search for online or local support groups. A trained therapist often leads these groups. You may find an in-person group at a church or community center in your area. **Mental Health America** and **The National Alliance on Mental Illness** have published lists of online support groups.
- ❑ Negotiate a discount on behalf of your employees with a local mental health provider.
- ❑ Consider offering employees access to a high-quality mental health app to help monitor mood symptoms and access therapy-inspired exercises and lessons. Note, however, that many apps have never been studied or evaluated in feasibility or clinical trials, and the Food & Drug Administration doesn't regulate these services. There are a number of **free mindfulness apps** now available that you can share with employees, as well as resources like the **One Mind Psyber Guide**—an online guide that provides expert reviews of many apps and digital health resources to help individuals and organizations select the right resource.
- ❑ If you're a small business with fewer than 50 employees, the **Small Business Health Options Program** (SHOP) can help you offer health insurance to your employees—affordably, flexibly, and conveniently. Enrolling in SHOP insurance is generally the only way for eligible small employers to take advantage of the Small Business Health Care Tax Credit.



Taking the Next Step

Workplace Mental Health Maturity Ladder

Once you've begun creating a psychologically healthy workplace culture and strengthening access to the mental health support your employees need, you should explore additional steps to sustain your momentum, level-up your mental health offerings, measure your progress and celebrate your wins along the way.

Here are six steps to build on your journey:

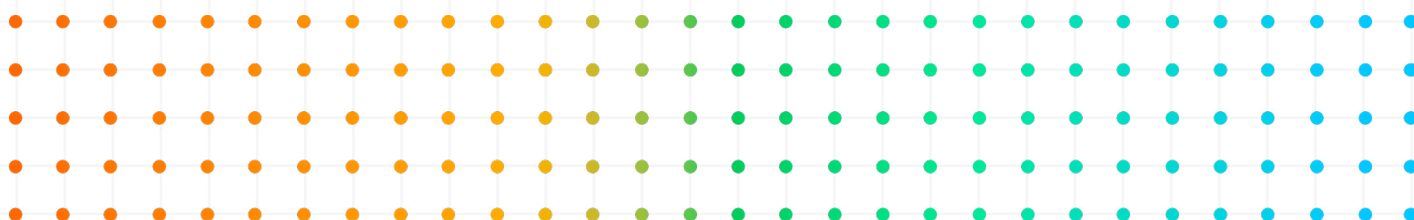
1. Become an official partner of Mental Health Action Day.

Join more than 1,700 brands, nonprofits, government agencies and leaders from around the world to shift our mental health culture from awareness to action. Use our **social media toolkit** to amplify Mental Health Action Day (May 18, 2023) across your company's employee and customer networks.

2. Build relationships and expertise to support your initiative.

- ☐ Rely on expert organizations to keep you updated on the latest workplace mental health breakthroughs, best practices and connection to other like-minded organizations to support workplace mental health. Some examples include, The **Health Action Alliance**, (the organization who created this resource), **Center for Workplace Mental Health** and **NIOSH Total Worker Health®**, **Mental Health Excellence in the Workplace Program** and **One Mind at Work** all offer content and resources for employers on workplace mental health.
- ☐ Encourage leaders across your organization to attend workplace mental health conferences and trainings.
- ☐ Encourage existing business networks, local chambers of commerce or industry associations to coalesce around workplace mental health issues. Invite mental health experts to the table as advisors.

Use these **Tips for Business Leaders and Public Health** to build relationships with mental health organizations in your community.



3. Measure your work.

As you build your workplace mental health program, you'll want to understand the impact on employee satisfaction and overall healthcare costs. You can assess changes in uptake of mental health support, employee satisfaction with benefits and EAP offerings, and the impact support has on health, productivity, engagement and equity. Track your progress by reviewing benefits claims and trends, conducting anonymous employee surveys, organizing focus groups and using other assessment tools to evaluate benefits and programs.

You may also want to know how your programs and outcomes compare to other businesses:

- The **Mental Health at Work Index** is a comprehensive approach that assesses an organization's workplace mental health programs and services.
- The **Healthy Work Survey**, offered by the Healthy Work Campaign, helps employers measure sources of work stressors and provides companies with a free, confidential report with organizational recommendations.

A MESSAGE FROM



One Mind at Work (OMAW) is a global coalition of leading employers committed to working together to improve the mental health of their employees. OMAW is a membership-based non-profit with a deep commitment to evidence-based practices and strategies, and a fundamental belief in the power of collective action.

INDUSTRIES REPRESENTED:

Retail, Healthcare, Financial Services, Professional Services, Technology, Manufacturing, Transportation, Education, Nonprofit, and more.

MEMBERSHIP BENEFITS:

Annual assessment via the **Mental Health at Work Index**; invitations to members-only convenings including our annual **Global Forum** in Napa, CA; **evidence-based guidance** and advisory support; and networking opportunities with innovative leaders changing the trajectory of mental health in the workplace.



130+
COUNTRIES



8 million+
EMPLOYEES
COVERED

The Best is Yet to Come

Please contact christina.mccarthy@onemind.org with any questions.
We also invite you to review our **FAQs**.

4. Seek accreditation or certification.

Organizations like **Mental Health America** and **URAC** offer frameworks for employers to become certified or independently accredited for building and maintaining superior workplace mental health programs and strategies. SHRM, the SHRM Foundation and Psych Hub offer a **Workplace Mental Health Ally Certification** program that equips HR professionals and people managers to understand critical mental health topics and identify appropriate approaches to help. External training and validation through such programs is an important signal to employees, both new and prospective, that your organization takes this work seriously.

5. Celebrate your achievement and inspire others to follow your example.

Seek public acknowledgment for your workplace mental health efforts and inspire other companies to follow your lead. There are several programs that highlight best-in-class employer programs to support workplace mental health:

- ❑ **Carolyn C. Mattingly Award for Mental Health in the Workplace:** Jointly awarded by the Johns Hopkins Bloomberg School of Public Health and the Luv u Project, this award recognizes employers who demonstrate leadership in corporate social responsibility and adopt effective mental health practices in their own organizations.
- ❑ **This Can Happen Awards:** Launched in 2019, The this Can Happen Awards celebrate companies and individuals who have shown excellence in their approach towards positive mental health for their employees and colleagues.
- ❑ **Ragan's Workplace Wellness Awards:** Employers can apply in several categories, including outstanding wellness programs by company size, or an award for a specific workplace initiative. Employers can also nominate individuals or teams for their efforts to improve workplace mental wellness.

6. Advocate for changes to mental health policy and investment.

Joining with other companies or business associations can help call state and federal attention to the obstacles that stand in the way of mental health for the broader community—obstacles that can be best mitigated through tax incentives, public investment or changes in government policy.

Need help developing your workplace mental health strategy? Our team of experts offers free coaching and training to help your company climb the workplace mental health maturity ladder.

Contact us at hello@healthaction.org to schedule a consultation.

Additional Tools & Resources

The Health Action Alliance has created a **digital resource hub** with additional free tools to help your organization effectively lead conversations about mental health and build a psychologically healthy workplace culture.

- **Conversation Guide for Managers**
- **Tips for Leadership Storytelling**
- **Cultivating Belonging in the Workplace**
- **Guide to Building a Mental Health Employee Resource Group**

For Mental Health Action Day

- **Employer Planning Guide**
- **Sample CEO Letter**
- **Social Media Toolkit**

We also offer free training, events and coaching to help you build your workplace mental health strategy. **SIGN UP** to receive our latest resources and event invitations, or reach out directly to schedule a consultation at **hello@healthaction.org**.

Supporting Employees in Crisis

The **988 Suicide & Crisis Lifeline** offers 24-hour, toll-free, confidential support by trained counselors for people in distress.

Call or Text: 988

Spanish: 1-888-628-9454

TTY: 711, then 988

988lifeline.org

The **SAMHSA National Helpline** is a free, confidential, 24/7, 365-day-a-year treatment referral and information service (in English and Spanish) for individuals and families facing mental and/or substance use disorders.

Call 1-800-662-HELP (4357)

TTY: 1-800-487-4889

Online Treatment Locator



Crisis Hotlines for Specific Communities

- **National Domestic Violence Hotline**
Call 1-800-799-SAFE (7233) or text START to 88788
- **National Sexual Assault Hotline**
Call 1-800-656-HOPE (4673)
- **The Steve Fund**
(Supporting Young People of Color): Text STEVE to 741714
- **The Trevor Project**
(LGBTQ+ Crisis Hotline): Call 1-866-488-7386 or text START to 678678
- **Veteran Crisis Line**
1-800-273-8255 | Press 1

Additional Workplace Mental Health Resources

- American Psychological Association
Healthy Workplaces
- American Psychiatric Association Foundation
Center for Workplace Mental Health
- CDC | NIOSH
Total Worker Health®
- Employer Assistance and Resource Network on Disability Inclusion
Checklist for Mentally Healthy Workplaces
- Mental Health America
2022 Mind the Workplace
- Mental Health Coalition
Mental Health Roadmap
- **National Alliance on Mental Illness**
- National Council for Mental Wellbeing
Mental Health First Aid at Work
- National Safety Council
Mental Health Toolkit
- **One Mind At Work**
- SHRM Foundation
Workplace Mental Health and Wellness
- The Work and Well-Being Initiative
Work Design for Health
- World Health Organization
Guidelines on Mental Health at Work



Special Topics In Workplace Mental Health

Americans with Disabilities Act

- The **Job Accommodation Network** (JAN) is a free consulting service from the U.S. Department of Labor's Office of Disability Employment Policy that provides individualized accommodation solutions and information on the ADA and services related to employment for people with disabilities. JAN can be accessed at 1-800-526-7234 (V/TTY).
- The Center for Psychiatric Rehabilitation's **Reasonable Accommodations page** includes specific tips for employers on developing and implementing accommodations.
- Ten regional **ADA National Network Centers**, sponsored by the U.S. Department of Education's National Institute on Disability, Independent Living and Rehabilitation Research, provide ADA information, training and technical assistance across the nation. They can be contacted at 1-800-949-4232 (V/TTY).
- The Equal Employment Opportunity Commission's **Enforcement Guidance on the ADA and Psychiatric Disabilities** answers some of the most common questions about the ADA and persons with psychiatric disabilities.

Climate Change & Mental Health

- American Psychological Association | Climate for Health | EcoAmerica
Mental Health and Our Changing Climate: Impacts, Inequities, Responses
- **Climate Mental Health Network**
- Mental Health Coalition
Roadmap to Climate Change Mental Health

Domestic Violence

- **National Domestic Hotline**
- **National Resource Center on Domestic Violence**
- **Stalking Prevention, Awareness & Resource Center (SPARC)**

Eating Disorders

- **National Alliance for Eating Disorders**



Harassment & Discrimination

- **Anti-Defamation League**
- American Psychological Association
Racism, Bias and Discrimination Resources
- **National Sexual Violence Resource Center**
- New America
#NowWhat: The Sexual Harassment Solutions Toolkit
- **Race Forward**
- **Right to Be**
- **Soteria Solutions**
- **The Safe Zone Project**

Substance Abuse

- National Safety Council
 - **Drugs at Work**
 - **Impairment**
- **Substance Abuse and Mental Health Services Administration (SAMHSA)**

Suicide

- **American Foundation for Suicide Prevention**

Workplace Violence

- National Safety Council
Workplace Violence

Campaigns for Specific Audiences

- **Belonging Begins with Us:** A partnership between the Ad Council and a coalition of partner organizations across the country to create a more welcoming nation where everyone can belong.
- **Don't Wait. Reach Out.:** A collaboration of the U.S. Department of Veteran Affairs and the Ad Council for veterans to proactively seek support and resources.
- **How Right Now:** A communications campaign supported by the CDC and CDC Foundation to strengthen emotional well-being and resiliency in populations adversely affected by COVID-19 related stress, grief, and loss.
- **ICU Program:** An awareness campaign developed by DuPont's Employee Assistance Program designed to reduce stigma associated with mental health and foster an emotionally supportive workplace culture.
- **Mental Health Action Day:** Powered by MTV Entertainment Group, Mental Health Action Day is an annual tentpole moment in May to mobilize mental health awareness into action.
- **Mental Health America:** Provides a series of free toolkits for annual awareness campaigns such as Mental Health Month in May, National Prevention Week in September, and Mental Illness Awareness Week, World Mental Health Day and National Depression Screening Day in October.



Campaigns for Specific Audiences CONTINUED

- **Seize the Awkward:** An initiative of the Ad Council, American Foundation for Suicide Prevention, and the Jed Foundation to help teens and young adults initiate conversations about mental health.
- **Sound It Out:** A collaboration between the Ad Council and Pivotal Ventures that uses the power of music to help caregivers start conversations with their kids about emotional well-being.
- **Start by Believing Campaign:** A global campaign by End Violence Against Women International (EVAWI) transforming the way we respond to sexual assault.



DISCLAIMER: Public health guidance on workplace mental health is evolving. Health Action Alliance is committed to regularly updating our materials once we've engaged public health, business and communications experts about the implications of new guidance from the mental health community and effective business strategies that align with public health goals.

This Playbook provides an overview of workplace mental health issues, and is not intended to be, and should not be construed as, legal, business, medical, scientific or any other advice for any particular situation. The content included herein is provided for informational purposes only and may not reflect the most current developments as the subject matter is extremely fluid.

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