

# Mental Health Leadership at All Levels

Annual Report 2025





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# Introduction

## Workforce mental health is no longer a side conversation – it’s a business imperative.

In today’s complex and rapidly changing environment, organizations that prioritize mental health outperform those that don’t. They attract and retain top talent, build resilient teams, and drive better business outcomes.

But significant, sustainable impact requires more than good intentions. It takes leadership at every level.

Our 2025 Annual Report reveals a critical insight: while executive leaders are increasingly vocal about the importance of mental health at work, their support often doesn’t ripple across the organization. Managers, boards, and frontline workers remain underutilized.

The result? Missed opportunities to turn values into action and strategy into impact.

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## This report unpacks four key findings

### C-suite support for mental health isn’t cascading.

Executives are signaling that mental health matters, but many aren’t modeling healthy behaviors or holding others accountable.

### Managers are pivotal—but need support.

Supervisors shape the daily experience of employees, yet few are equipped to personalize and champion mental health at the team level.

### Boards are lagging behind.

Despite their oversight role, most boards are not meaningfully engaged in workforce mental health strategy.

### Employee leadership is untapped.

Workers can be powerful change agents, but their insights and influence remain largely underleveraged.



Introduction

The good news? Every level of leadership—executive, managerial, governance, and grassroots—can become a force multiplier.

This report offers data-driven insights from the Mental Health at Work Index™, real-world examples from best-practice organizations, and actionable strategies to help you harness leadership potential across the organization and embed mental health into your culture, operations, and performance metrics.

Mental health leadership isn’t just about checking a box. It’s about driving meaningful, measurable change—from the boardroom to the break room.

Let’s get to work.





# The Mental Health at Work Index™

The Mental Health at Work Index  
was developed by



The Mental Health at Work Index™ is a standardized assessment of organizational-level initiatives to address workforce mental health. The Index helps employers measure program maturity, identify priority areas for improvement, and strategically invest in evidence-based practices that lead to workforce well-being and strong business performance.

[mentalhealthindex.org](https://mentalhealthindex.org)

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## Who completes the Index?

A cross-functional team from your organization

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## How?

Online

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## How many items?

66 items spanning 10 categories

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## Within minutes of completion, you get:

- Item, category, and overall scores
  - Comparison to target scores for excellence and benchmark scores of peer organizations
  - Comprehensive report with priority items
  - Access to resources to help you move from results to action
-



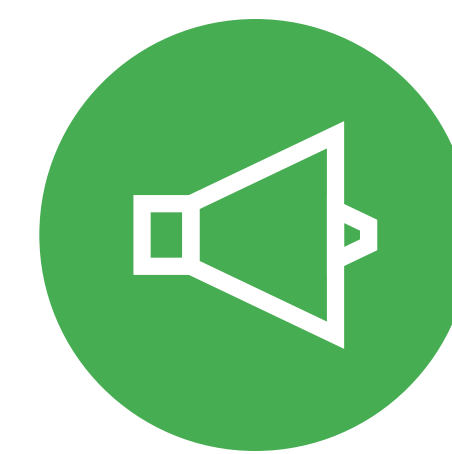
## 3 Ps Framework

At the core of the Index is the ‘3 Ps Framework’ which spans the full continuum of mental health needs. This framework is applied to the entire range of organizational practices.



### Protect

Protection of mental health by eliminating psychosocial hazards and minimizing risks that can negatively affect workers.



### Promote

Promotion of psychological well-being by developing the positive aspects of work as well as worker strengths and positive capacities.



### Provide

Provision of access to information, resources, and services that enable corrective organizational actions to address workforce mental health needs regardless of their cause.



# Mental Health at Work Index™ Categories

The Index measures the maturity of mental health at work programs across 10 categories. Each category plays a key role in building a program that effectively spans the 3 Ps.



## Mental Health Strategy

The organization's overall approach to addressing workforce mental health, including goals, actions, and resources. This includes mechanisms for assessing hazards and risks, prioritizing and coordinating actions, allocating resources, establishing accountability, measuring and reporting results, and continually improving the organization's efforts.



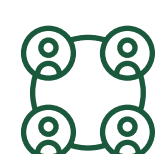
## Leadership

Commitment to workforce mental health as demonstrated by executive leadership support, governing body involvement, and the organization's engagement with the broader community in promoting mental health. This includes leadership involvement with mental health strategy, how they support workforce mental health, and their accountability for doing so.



## Organizational Culture and Impact

How the organization's culture (i.e., norms, values, beliefs, and associated behaviors) affects workforce mental health. This includes the impact of the organization's human capital strategy, decision-making practices, and products, services, and footprint on the psychological well-being of internal and external stakeholders.



## Workforce Involvement and Engagement

How the organization facilitates worker participation in efforts for mental health protection, promotion, and provision of programs and services. This includes involvement in developing, implementing, evaluating, and improving workforce mental health efforts, supervisor support of worker participation, and mechanisms for worker input and feedback.



## Work Design and Environment

The ways in which work is organized and structured to eliminate hazards, minimize risks, and promote worker health, safety, and psychological well-being. This includes how work is designed, how performance is measured and monitored, social/interpersonal aspects of work, and the work environment/workplace conditions.



## Communication

How information sharing about workforce mental health occurs in the organization. This includes content and channels of communication used to demonstrate organizational and leadership commitment, increase awareness, reduce stigma, encourage use of resources, and provide updates.



## Training Specific to Mental Health

Mental health education and training that increases awareness, improves mental health literacy, promotes supportive behavior, encourages use of available resources, and reduces stigma. This includes training frequency, quality, content, and customization based on role in the organization.



## Mental Health Resources and Benefits

Organizational capacity to ensure access to appropriate mental health resources/benefits. This includes consideration of quality, affordability, barriers to access, legal or regulatory requirements, and program integration.



## Related Employment Practices

Policies and practices that are not specific to mental health, but can affect workers' psychological well-being. This includes work-life support, reward and recognition, health, safety, and wellness, job training and career development, Diversity, Equity, Inclusion, and Belonging initiatives, and change management.



## Measuring, Monitoring, and Reporting

The systematic process for assessing the mental health needs of the organization and its workforce. This includes risk assessment, measuring and monitoring activities related to the mental health strategy, addressing performance gaps, identifying opportunities to improve worker mental health, and reporting results to stakeholder groups.



# Key Findings from the Mental Health at Work Index™

As of December 31, 2024, 91 organizations across the globe had completed the Mental Health at Work Index™. Collectively, these organizations represent more than 2.5 million workers. Participants span 21 industries in 14 countries and come from private, public, not-for-profit, and education/research sectors. They range in size (<10 employees to 300,000+) and annual revenue (<\$1M to \$350B+).



**91**

organizations

**2.5 M+**

workers

**<\$1M – \$350B+**

annual revenue

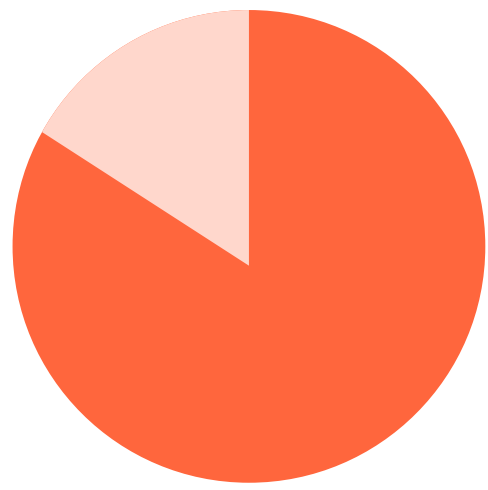


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# Leadership support for mental health is getting stuck in the C-suite

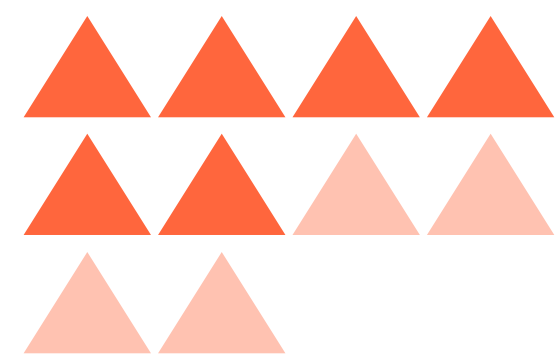
Executive leaders are vocal about the importance of mental health. However, results suggest that this support often fails to cascade throughout the organization.

Senior executives are a strong voice for workforce mental health



86%

of organizations have at least one executive with oversight of, or involvement in, their workforce mental health strategy.



6 in 10

senior leaders have established mental health at work as a priority (60%).

57% publicly acknowledge the link between mental health and performance and 62% regularly communicate with workers about mental health.

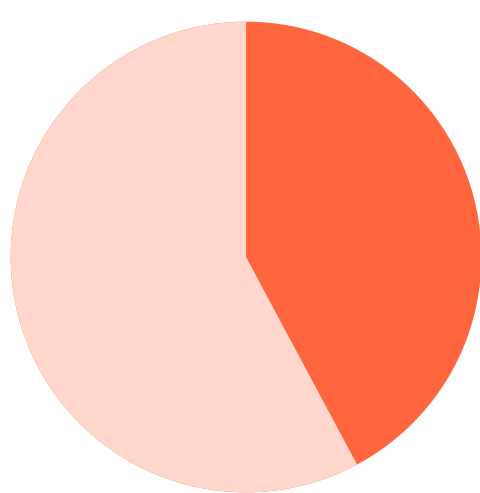


Key Findings

Leadership support for mental health is getting stuck in the C-suite

Actions speak louder than words

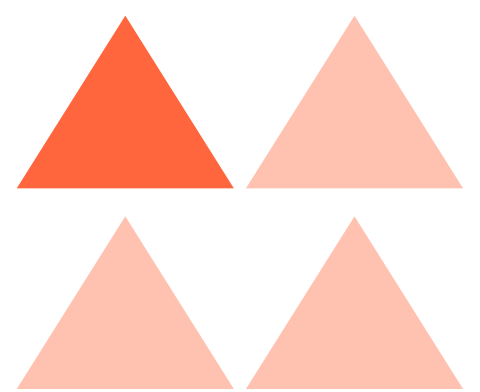
Many leaders express a commitment to mental health, but only around half (55%) actively and visibly participate in organizational mental health initiatives themselves.



41%

set a good example for others by consistently modeling positive mental health behaviors.

Even fewer executives set expectations about alignment with the organization’s mental health strategy.



1 in 4

hold their direct reports accountable for advancing and supporting mental health in their respective operating units.



The Business Case

Organizations with senior leaders who actively support workforce mental health reported less than half the voluntary turnover of those where leadership support was lacking (7% vs. 15%).





Key Findings

Leadership support for mental health is getting stuck in the C-suite

✓ Taking Action

# How can we more effectively leverage leadership support for mental health?

**1. Senior executives must set clear expectations** that their direct reports actively advance and support mental health. This commitment should be reinforced by integrating mental health-related goals and behaviors into performance evaluations to build real accountability.

**2. Leaders should be visible participants** in workplace mental health programs, events, and initiatives. Highlighting their involvement in employee-facing communications signals that mental health is an organizational priority.

**3. Coach executives to authentically model positive mental health behaviors** like taking time off, prioritizing self-care, normalizing conversations about mental health, and creating a supportive work environment. When leaders walk the talk, they set the tone for the entire organization and empower others to follow their lead.



CASE STUDY



**INDUSTRY:** EXECUTIVE SEARCH AND  
MANAGEMENT CONSULTING

**EMPLOYEE COUNT:** 2,000+

# Leading by Example: How C-Suite Commitment Revolutionized Heidrick & Struggles' Mental Health Strategy

Senior leaders at Heidrick & Struggles showcase their dedication to workforce mental health by actively participating in firm programs and openly sharing their personal insights and experiences. Leadership communications emphasize authentic concern for employees. This leadership-driven approach is enhanced by extensive support mechanisms, including worldwide benefit offerings, mental health platforms, and employee-led affinity groups that collectively cultivate an environment where psychological well-being is valued throughout the organization.

## Challenge

A foundational challenge for organizations is making mental health a priority not only for HR, but also for senior leaders and the organization as a whole. Employers like Heidrick & Struggles are doing just that.

When senior leaders model healthy attitudes and

behaviors related to mental health, openly share their personal experiences, and actively support workplace mental health efforts, employees are more likely to seek and receive the help they need and feel truly safe at work. In such an environment, employees are empowered to perform at their best and contribute to strong business outcomes.

## Response

Heidrick & Struggles established mental health as an organizational priority. Senior leaders not only champion the organization's investment in employee mental health but also actively engage in and advocate for its importance, in turn transforming the organization's culture and strengthening its strategic mental health efforts.



CASE STUDY  
Heidrick & Struggles



“At Heidrick & Struggles, we understand the value of creating an environment where our professionals feel comfortable reaching out and talking about mental health. This starts with a top down approach and investing in programs that show our people we are committed to supporting them personally and professionally.”



TOM MURRAY  
President  
Heidrick & Struggles

Key Success Factors

VISIBILITY AND PARTICIPATION OF SENIOR LEADERS

Top executives, and namely Heidrick & Struggles’ President, actively engage in mental health discussion panels and events. They demonstrate authentic commitment by sharing their own perspectives alongside external experts. Leaders publicly acknowledge their own use of mental health benefits.

COMPANY-WIDE ACTIONS BACKED BY LEADERSHIP

Heidrick & Struggles’ senior leadership is involved in its workplace mental health strategy and allocates the necessary organizational resources to make its programs a reality. For example, the company offers a month of programming and a discretionary global paid day off for World Mental Health Day with explicit leadership messaging, sending a strong signal that mental health is a genuine organizational priority. With a diverse suite of resources and benefits responsive to employee needs, the company demonstrates its commitment to mental health in a strategic and multi-pronged manner.

INTEGRATION OF MENTAL HEALTH INTO ORGANIZATIONAL CULTURE

Leadership has embedded mental health into the organization’s talent management approach and business operations, viewing it as fundamental to their commitment to inclusion and professional excellence rather than as a separate initiative. The firm leverages executive storytelling and sustained promotion of mental health support as high-impact ways to let employees know they are not alone and invites them into the conversation in a psychologically safe way.



CASE STUDY  
Heidrick & Struggles

Results

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Made mental health support and communication a leadership imperative across the organization.

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Normalized conversations about mental health and raised awareness of available benefits through executive leadership storytelling and vulnerability.

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Encouraged workers to use ERG communities as one avenue to engage with mental health at work and be part of the conversation.

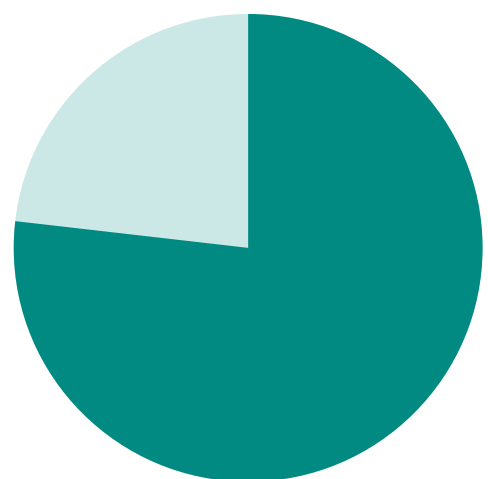




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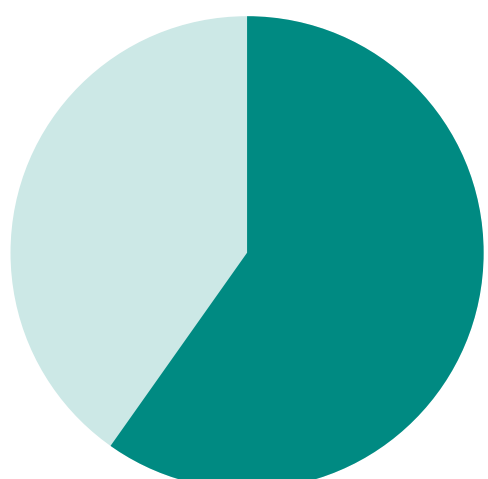
# Managers are key to meaningful mental health programs

While senior leadership sets the tone for mental health priorities, it’s front-line managers who bring these efforts to life and shape employees’ daily experience. Direct supervisors have a unique opportunity to turn organizational initiatives into tangible support that resonates with their teams.



**77%**  
of organizations report that managers allow work time for participation in mental health activities.

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**63%**  
of managers encourage employees to use available benefits and resources.

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These are important first steps—but they’re not enough on their own.

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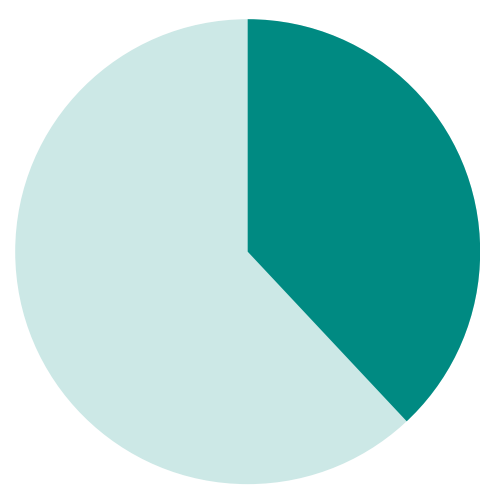


**Fewer than 1 in 3**  
organizations report that managers make mental health efforts personally meaningful to their teams.



Key Findings

Managers are key to meaningful mental health programs



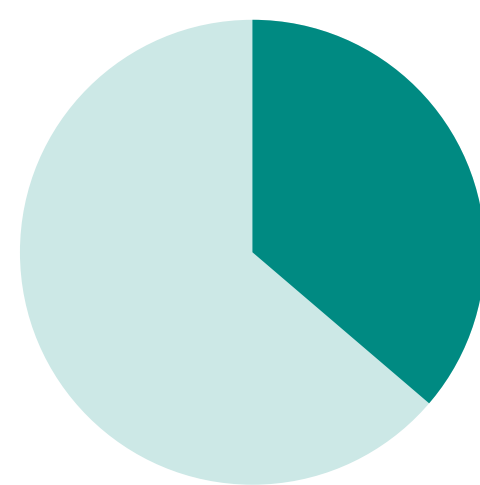
33%

of managers seek feedback from direct reports.



31%

tailor practices to the specific needs of their department.



32%

recognize employee participation in the organization's mental health initiatives.

Managers must move beyond general encouragement and take active steps to personalize, tailor, and acknowledge mental health efforts within their teams to close this gap.



The Business Case

75% of organizations with comprehensive manager support for workforce mental health saw employee satisfaction ratings rise last year—more than double the rate of those without management support (33%).





Key Findings

Managers are key to meaningful mental health programs

✓ Taking Action

# How can managers support their team’s mental health?

**1. Managers should routinely gather input** from their teams to understand common sources of work-related stress and assess how job design and the work environment are affecting mental health. Using this feedback to address psychosocial hazards and improve work processes can enhance both employee well-being and team performance.

**2. Managers can allocate or approve work time for employees to participate** in mental health activities and encourage involvement in mental health-related committees or champion networks. By recognizing team members who engage in these efforts, managers reinforce the message that mental health is valued by leadership.

**3. Managers must regularly communicate** about the importance of mental health and the resources available to their teams. This communication helps normalize mental health conversations and reduce stigma. Adding a personal message or reflection to broader organizational communications can make them more meaningful and relevant to the day-to-day experience of the team.



CASE STUDY



INDUSTRY: FINANCIAL SERVICES

EMPLOYEE COUNT: 9,000+

MENTAL HEALTH ERG MEMBERS: 1,900+

**Challenge**

The COVID-19 pandemic, along with heightened awareness of social challenges including racial injustice, global conflicts, and widespread natural disasters, dramatically reshaped workplace dynamics. These unprecedented disruptions exposed the critical importance of mental health support, compelling organizations to move beyond traditional wellness programs.

Capital Group, like most organizations, found that managers often feel ill-equipped to:

- Recognize signs of mental health struggles among team members

# Making Mental Health Part of Professional Development at Capital Group

Capital Group has long recognized employee well-being as a cornerstone of its organizational culture. While mental health support has been part of their approach for years, recent global challenges have transformed it from a passive consideration to a strategic, proactive commitment.

- Initiate supportive and appropriate conversations about mental health
- Provide resources and guidance
- Create a psychologically safe work environment

Capital Group's executive leadership recognized that supporting workforce mental health was a business imperative and the right thing to do. For the past several years, Capital Group has taken strategic actions to equip their managers and supervisors, as well as all employees, to engage with and lead in workplace mental health.

**Response**

Capital Group's intentional strategy prioritized mental health leadership at all levels as a way to embed mental health support into the very fabric of their organizational culture. Their commitment reflects a deeper understanding that supporting mental health is not just a benefit or a standalone training, but rather a fundamental aspect of creating a resilient, compassionate, and high-performing workplace.





## Key Success Factors

### MANAGER TRAINING

- Partnered with their benefits provider to implement a manager-specific workshop focused on mental health awareness
- Equipped managers with skills to:
  - Identify and support employees experiencing mental health challenges
  - Communicate about mental health with their teams
  - Model behavior by utilizing mental health benefits themselves

### NETWORK OF CHAMPIONS

- Established the CG Mental Wealth Community, a global Employee Resource Group (ERG) that now has 1,942 members
- Secured executive sponsors to lead and champion mental health
- Enlisted managers and supervisors to encourage employee participation in mental health programs and opportunities
- Presented participation in ERGs and holding a leadership role in these groups as a professional development opportunity

### RESPONSIVE AND CARING CULTURE

- Explicitly included employee well-being in core organizational values and culture
- Set the expectation that communicating and reminding employees of the values and culture is a leader's responsibility
- Established a practice of regularly sharing mental health resources, benefits, and information in organizational communications



CASE STUDY  
Capital Group

Results

Provided all leaders and managers with mental health training.

Increased leaders' comfort and capability in discussing mental health at work.

Reduced stigma surrounding mental health conversations.

Strengthened employee support with enhanced resources.

Demonstrated organizational commitment to employee well-being.



**“Our goal is to create a positive work environment where managers understand that leadership includes conversations about mental health, knowing the available resources and avenues for support, and being vulnerable with their teams to reinforce our culture of caring for associates.”**



LIZ DAVILA  
Benefits Manager  
Capital Group



03

Most boards overlook workforce mental health as a strategic priority

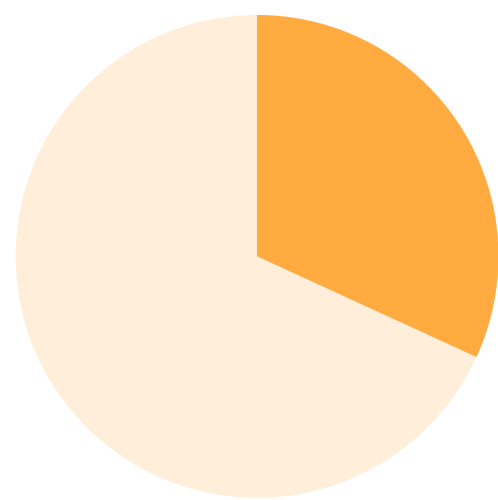
Boards of directors play a critical oversight role, advising executive leadership to ensure an organization’s long-term success. Their responsibilities include protecting stakeholders, managing risk, and guiding strategy. Yet when it comes to workforce mental health—a key driver of organizational performance—many boards remain on the sidelines.

While some boards are beginning to recognize the connection between employee well-being and business sustainability—incorporating it into ESG (Environmental, Social, and Governance) reporting or broader risk frameworks—this is far from the norm. Most still do not actively support or shape their organization’s mental health strategy.



Only 1 in 10

organizations formally define the board’s role in their mental health strategy.



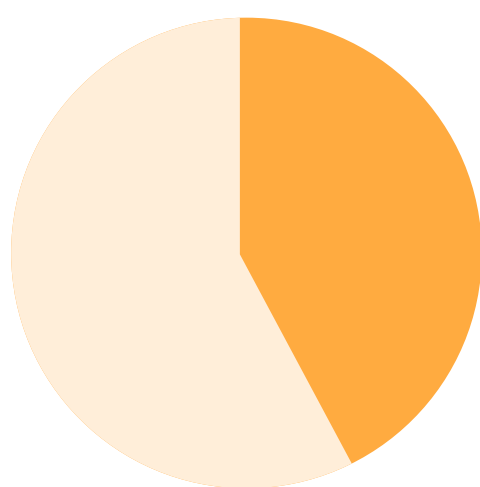
30%

share mental health program outcomes at the board level.



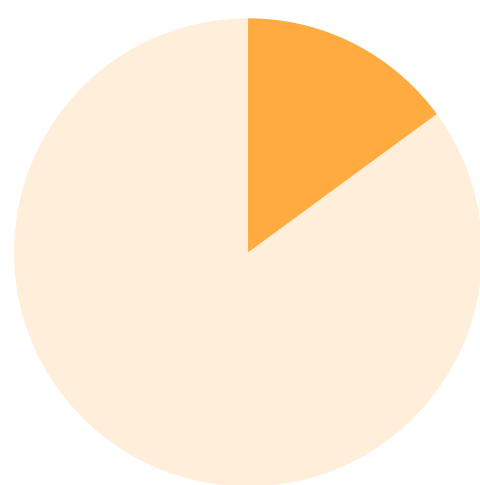
Key Findings

Most boards overlook workforce mental health as a strategic priority



41%

of employers say the board is supportive when leadership raises these issues.



15%

report that the board is actively engaged—routinely monitoring mental health metrics and advancing organizational priorities.

For long-term success, boards must go beyond passive endorsement. Organizations need their governance bodies to take an active role in championing workforce mental health as a core strategic issue.



The Business Case

Organizations where the board actively supports mental health efforts score 70% higher in overall program maturity on the Mental Health at Work Index. Governance engagement in workforce mental health is critical to building effective, high-impact programs.





Key Findings

Most boards overlook workforce mental health as a strategic priority

✓ Taking Action

# How can we partner with our board to make workforce mental health a strategic business priority?

**1. Evaluate your board’s current level of involvement** in workforce mental health. Do board members understand the connection between employee well-being and organizational performance? If not, make the business case—highlight the impact on risk management, productivity, recruitment, and retention. If the board is already supportive, explore how to turn that support into sustained, strategic action. The goal is to shift the board’s role from reactive oversight to proactive partnership; empowering board members to champion mental health alongside executive leadership.

**2. Clearly articulate the board’s role** in your workforce mental health strategy. Outline board responsibilities, the metrics and progress updates you’ll provide them, the reporting cadence, and the type of feedback or guidance you’ll seek from the board. Set expectations for how they can support organizational priorities and ensure mental health is treated with the same rigor as other core business areas.

**3. Institutionalize the board’s involvement** by making workforce mental health a standing agenda item in board meetings. Additional strategies include assigning mental health oversight to a designated board member, weaving well-being into ESG discussions, and deliberately expanding the board’s skills matrix to include specialized workforce mental health competencies. These actions embed mental health into governance processes and signal a long-term commitment to a thriving, resilient workforce.





**INDUSTRY:** CONSULTING SERVICES

**EMPLOYEE COUNT:** 750,000+

**MENTAL HEALTH ALLY NETWORK:** 22,000 MEMBERS

**GLOBAL PRESENCE:** 26 COUNTRIES

### Challenge

Accenture recognized a pervasive stigma around seeking help for mental health issues across the organization. The success of the initial mental health ERG revealed a strong desire for open conversations about mental health at work and a need for a platform where these topics could be discussed freely.

# Accenture's Ally Network Allows Anyone to Lead on Mental Health

The Accenture Mental Health Ally Network was launched in 2021, evolving from an Employee Resource Group (ERG) focused on mental health that initially began in North America. The ERG's growing popularity and the changing landscape, both within and outside the company, underscored the urgent need to empower employees with the knowledge and tools to support their colleagues who may be facing mental health challenges.

Accenture saw the need for:

**Tools and education:** Equip leaders and employees with the resources and knowledge to take on a supportive role related to mental health.

**Clear guardrails:** Establish clear boundaries to ensure that mental health allies know when to direct individuals to available professional resources and support.

**Community building:** Create a space where employees can connect, learn, and share in their experiences and insights on protecting and improving mental health.



## CASE STUDY

### Accenture



### Response

With the growing demand for a supportive space to discuss and learn about mental health, Accenture saw the opportunity to formalize a global network. Executive leadership, recognizing the proven success of the company's well-being initiatives in enhancing both employee and business outcomes, swiftly endorsed the new network as executive sponsors.

The Accenture Mental Health Ally program features a comprehensive training program designed to equip its members with the skills to identify colleagues who may be struggling with mental health issues, engage them in meaningful conversation, and guide them to the available resources at Accenture. The program not only teaches these essential skills but also outlines the company's procedures for reporting high-risk mental health situations to internal emergency services.



CASE STUDY  
Accenture

Key Success Factors

A CULTURE OF INVESTMENT IN WELL-BEING

- Senior leaders are trained as Mental Health Allies and learn how to set a positive example from the top.
- Accenture has demonstrated the productivity benefits of integrating mental health support into employees' daily work experiences.
- Participation in the Network is voluntary, and team leaders actively encourage and support their teams in taking on this role alongside their formal job responsibilities.

LINKING WELL-BEING WITH ORGANIZATIONAL STRATEGY

- There is a widespread leadership support for the idea that employees perform at their best when their leaders care about and support their well-being.
- Data from Accenture's sentiment analysis, including listening forums, focus groups, and employee surveys, inform the company's well-being strategy. This data highlights how programs like the Ally Network are linked to positive trends and outcomes.
- Accenture believes that organizations should leave people "Net Better Off". Research has been conducted to identify, operationalize, and quantify the value of actions leaders can take to support well-being. Employees will be net better off when these pillars are supported:
  - Health and well-being
  - Purpose
  - Learning
  - Marketable skills

CONTINUAL IMPROVEMENT

- The Network training is evolving into an official Accenture credential, transforming it into a structured professional development opportunity.
- Accenture aims to increase the network from 3% to 5% of the workforce.
- Cross-functional partnership with the Health and Well-Being and Learning teams are focused on expanding the Mental Health Ally Network programming into a formal and widely accessible Learning Program.

**“Our data show that when leaders prioritize mental well-being, both our people and our business thrive. This isn’t just a program—it’s become part of how we work and lead at Accenture.”**



GEETIKA ARORA BHOJAK  
Global Mental Health Lead  
Accenture



CASE STUDY  
Accenture

Results

EMPOWERED LEADERS

Leaders are better equipped to comfortably discuss mental health and model supportive and healthy behaviors.

REDUCED STIGMA & EXPANDED UNDERSTANDING

Employees now feel less alone and more supported, as the stigma around mental health has been significantly reduced.

INCREASED AWARENESS

There is greater awareness of the comprehensive suite of services and benefits available to employees.

EXTENDED SOCIAL SUPPORT

The availability of social support has broadened beyond an employee's immediate team, fostering a more connected and supportive work environment.



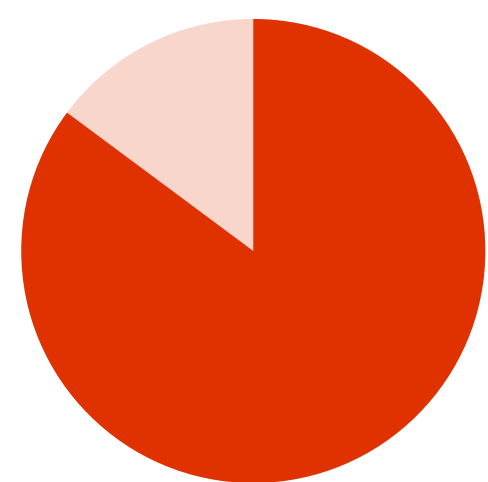


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# Employee leadership from the ground up is underutilized

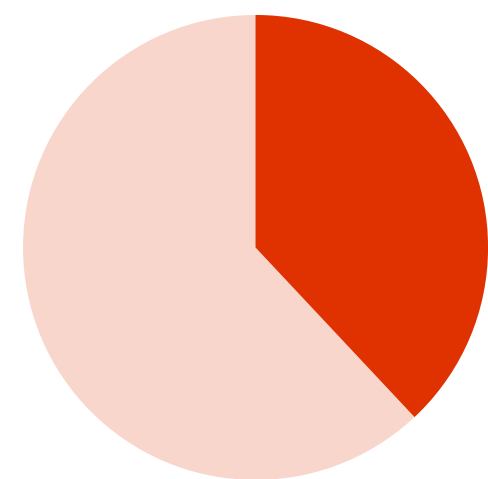
Mental health programs are strongest when people at all levels are empowered to lead. Whether or not they hold formal leadership roles, workers can be powerful advocates and drivers of change. From participating in committees and workgroups to serving on cross-functional teams or champion networks, workers across departments and job functions play a critical role in shaping meaningful and effective mental health efforts.

Ground-up leadership remains a missed opportunity



86%

of organizations say they collect worker input on mental health issues when they arise.



33%

fully leverage feedback to identify root causes, mitigate risks, and proactively strengthen their mental health strategies.

49%

of organizations have a cross-functional team responsible for workforce mental health, but only...

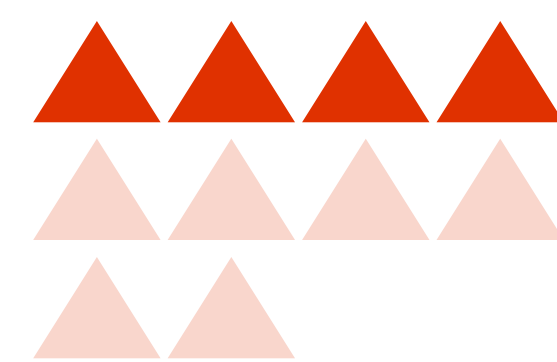
19%

use their cross-functional team's insights to collaboratively shape their overall strategy.



Key Findings

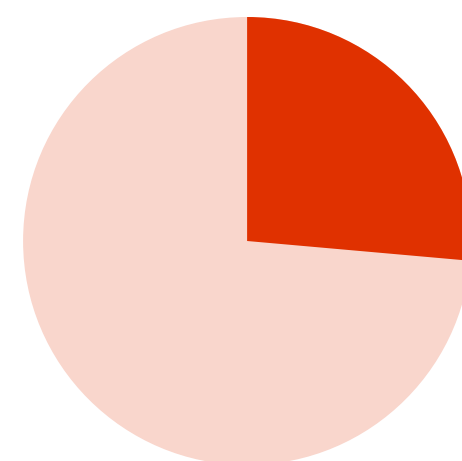
Employee leadership from the ground up is underutilized



Few organizations are tapping into the potential of grassroots networks.

4 in 10

report having a network of mental health champions or ambassadors.



26%

equip employee networks with access to meaningful data or results about workforce mental health efforts, thereby limiting their ability to lead effectively.

To unlock the full potential of employee-driven leadership, organizations must move beyond surface-level involvement and give workers the tools, trust, and information they need to lead from where they are. When workers are not just participants, but partners in shaping mental health initiatives, organizations become higher-performing and healthier places to work from the inside out.



The Business Case

Organizations that combine cross-functional teams with grassroots mental health champions are seeing the impact—61% reported increased employee engagement last year, compared to just 35% of organizations where responsibility rested with a single individual or department. Empowered, collective leadership at all levels makes a difference.





✓ Taking Action

# How can we fully engage workers in our mental health initiatives?

1. Expand and diversify feedback channels.

Take a comprehensive look at how your organization gathers input about workforce mental health. Go beyond the basics—include both formal and informal channels, digital and face-to-face formats, and feedback that is both solicited and volunteered. The more inclusive and varied your approach, the more accurately you’ll capture the real experiences of your workforce.

2. Gather feedback and use it!

How employee input is used determines whether people feel truly heard. Share the results of surveys, focus groups, and other engagement tools with your workforce. Be transparent about how you plan to act on their input, and offer clear pathways for workers to stay involved in shaping and supporting these efforts. A visible feedback loop builds trust, accountability, and momentum.

3. Ensure participation across the organization.

Mental health initiatives are stronger when they reflect the voices of workers from all levels, roles, and departments. Make opportunities for involvement widely accessible, and actively address gaps in representation. Encourage managers and leaders to invite participation and, where appropriate, appoint volunteers to ensure every perspective is represented. Inclusion isn’t just a value—it’s a strategic advantage





**One can sing and dance. Or one can create an environment in which singers and dancers flourish. Leaders must encourage their organizations to dance to forms of music yet to be heard.**



**WARREN BENNIS**

Pioneer in Leadership Studies



# Index Benchmarks

The current overall Index benchmark (the mean score for all organizations that completed the Index) is 2.5 with a target score of 4.1. On average, mental health at work efforts are in their early stages and at a moderately low level of maturity.

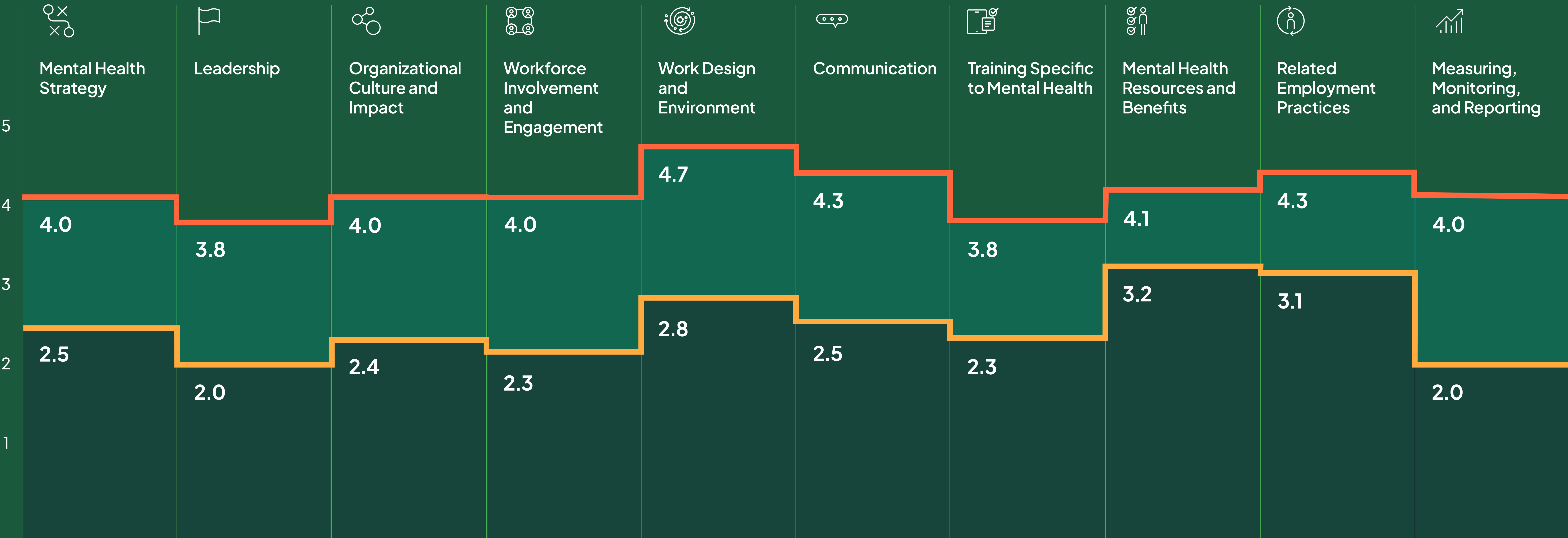
With the exception of Mental Health Resources and Benefits and Related Employment Practices, which are both moderately mature, the average scores for the Index categories fall in the moderately low to low maturity range, reflecting ad hoc, reactive, tactical, and limited actions.

Target

Benchmark

**Index Scoring**

Index items are scored on a 0–5 scale based on the maturity of efforts with 0 representing the least mature and 5 representing the most mature. Target scores reflecting good programmatic efforts were established by the Index team based on a review of the scientific literature, guidance documents, and assessment tools from government and NGO sources, as well as feedback from a council of organizational leaders to ensure the practical utility of the assessment and related resources in global settings.





# Onward and Upward. Together.



As more organizations complete the Index, we better understand the landscape of efforts across the globe. This equips us to refine benchmarks for best practice programs, highlight areas of need, and drive the continued movement toward more effective workplace mental health practices.

More organizations completing the Index creates an opportunity to build comprehensive benchmarks for best-in-class mental health programs—tailored by industry, size, and region.

By clearly defining what exemplary workforce mental health efforts look like, the Index helps you measure your current standing and prioritize specific, high-impact actions for the future. Regular reassessment following your baseline measurement allows you to track meaningful progress and showcase tangible results to leadership, board members, and other key stakeholders.

**Your job as a leader is to create the conditions for the people around you to become increasingly effective, to help them fully realize their own capacity and power.**

FRANCES FREI  
Professor  
Harvard Business School



# Where does your organization stand?

Find out how the Mental Health at Work Index™ can help you measure and improve your workforce mental health program.

The online Index self-assessment empowers you to evaluate your program against benchmarks, identify critical risk areas, and prioritize actionable steps for program improvement. You also gain access to a customized resource library with tools specifically selected to help you take the next steps.

Our team of experts is available to offer guidance and can even provide personalized, high-touch advisory services to help you design and implement sustainable workforce mental health programs that deliver lasting impact.



## Mental Health at Work Index

Measure, Improve and Innovate to Create Healthier People, Organizations and Communities

One Mind Honored in the 4th Annual Anthem Awards with the Mental Health at Work Index named Winner in the Innovation, Responsible Technology category.

[Read more about this achievement](#)

Learn more at:  
**mentalhealthindex.org**



## Founding Principal Partner



## Founding Members



## Founding Corporate Council Members

Thank you to the Mental Health at Work Index Founding Corporate Council, who supported the development of the Index through both financial investment and generously sharing their time, knowledge, and expertise. These organizations are global champions committed to making a difference in workforce mental health.





[mentalhealthindex.org](https://mentalhealthindex.org)

## About One Mind™

One Mind is at the forefront of a transformative movement in mental health, delivering innovative solutions to address critical gaps in mental health research, care, workplace wellness, and public perception. Guided by science and lived experience, we fund groundbreaking research, accelerate innovation, enhance workplace wellness, and engage the public to reshape mental health care and awareness. With science as our cornerstone, and people at the heart of what we do, our programs are setting new standards for effective interventions and redefining the future of mental health.

As an arm of One Mind, One Mind at Work translates science into workplace best practices that drive measurable impact on workforce mental health and well-being, leading to better outcomes for individuals and organizations. With approximately 150 member and affiliate organizations across the globe, One Mind at Work partners with a diverse coalition of employers that recognize that a healthy workforce is at the heart of a high-performing organization.

Learn more at [onemind.org](https://onemind.org)