Happy · Healthy · Productive

Mental health and well-being underlies all
Morneau Shepell’s 5th annual survey seeks to understand workplace mental health from the experience of employees and people managers.
n= 1,005 employees

51% = organizations 500 employees and under
49% = organizations 501 employees and more

n= 586 people managers

Margin of error: Valid 19 times out of 20 +/- 3.1%

1,591 respondents across Canada, representing all industries and geographies
2013 to 2018: What has changed?
Improvements have been recognized in the workplace regarding mental wellness, resources, culture.

Stigma associated with mental health has declined year-over-year, but still remains prevalent.
Employees and managers indicate that workplace support for mental wellness has improved.
Almost 1 in 4 employees and 1 in 3 managers report that workplace culture has improved.

<table>
<thead>
<tr>
<th>Improved in the past five years</th>
<th>employees</th>
<th>managers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workplace mental health resources</td>
<td>26%</td>
<td>38%</td>
</tr>
<tr>
<td>Workplace culture</td>
<td>23%</td>
<td>32%</td>
</tr>
</tbody>
</table>

Improvements in workplace mental health resources were much more likely in larger organizations (more than 500 employees).
Issues with stigma have decreased **but** remain a concern

Having a mental health condition…

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Would limit career options</td>
<td>77%</td>
<td>67%</td>
</tr>
<tr>
<td>Others would treat me differently</td>
<td>71%</td>
<td>51%</td>
</tr>
<tr>
<td>I would feel badly about myself</td>
<td>65%</td>
<td>56%</td>
</tr>
</tbody>
</table>
Challenges

Personal and workplace **stress has increased** over the last 5 years

Personal and workplace **isolation has increased** over the last 5 years
Work stress has increased:

More than 1 in 3 employees and managers report being more stressed now than five years ago

<table>
<thead>
<tr>
<th>Compared to five years ago</th>
<th>Employees</th>
<th>Managers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Higher work stress</td>
<td>35%</td>
<td>39%</td>
</tr>
<tr>
<td>Higher personal stress</td>
<td>36%</td>
<td>37%</td>
</tr>
</tbody>
</table>

4 in 10 managers report higher workplace stress than five years
Isolation has increased:
1 in 4 employees and managers report feeling more isolated than five years ago

<table>
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<th>Compared to five years ago</th>
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</thead>
<tbody>
<tr>
<td>Greater workplace isolation</td>
<td>23%</td>
<td>24%</td>
</tr>
<tr>
<td>Greater personal isolation</td>
<td>25%</td>
<td>25%</td>
</tr>
</tbody>
</table>

While currently the level of isolation is the same for larger and smaller organizations, the increase was greater for small- to mid-size organizations.
2018 research findings
Feeling stress
Feeling isolation
Feeling valued
Work space
27% of employees and 34% of managers report extreme work stress in the last six months
Physical symptoms are the most common first sign of stress

<table>
<thead>
<tr>
<th>Signs of own stress</th>
<th>employees</th>
<th>managers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Feel physically unwell</td>
<td>44%</td>
<td>42%</td>
</tr>
<tr>
<td>Change in interpersonal behaviour</td>
<td>39%</td>
<td>38%</td>
</tr>
<tr>
<td>Increased conflict at work or home</td>
<td>31%</td>
<td>33%</td>
</tr>
<tr>
<td>Change in work performance</td>
<td>23%</td>
<td>22%</td>
</tr>
</tbody>
</table>

Employees and managers in larger organizations are more likely to report extreme stress vs. those with 500 employees or less
Managers are relatively accurate in understanding that behaviour change is often a sign of stress.

Managers noted three of the top four ways to recognize potential mental distress in an employee:

- Change in interpersonal behaviour (79%)
- Change in work performance (77%)
- Conflict with co-workers (66%)

Physical health changes were not noted by managers.
Workplace stress correlates with:
• Workplace isolation
• Lack of recognition or not feeling valued at work
The workplace can be helpful to mental health: There is a clear call to action to bolster the factors that help in addition to reducing harm.

- **My workplace is helpful to my mental health**
  - Employees: 58%
  - Managers: 66%

- **My workplace is harmful to my mental health**
  - Employees: 24%
  - Managers: 20%
<table>
<thead>
<tr>
<th>Factors that are helpful</th>
<th>Factors that are harmful</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Support for mental wellness</td>
<td></td>
</tr>
<tr>
<td>• Less stigma</td>
<td></td>
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<tr>
<td>• Supportive supervisors</td>
<td></td>
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<tr>
<td>• Positive culture</td>
<td></td>
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<tr>
<td>• Feeling valued</td>
<td></td>
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<tr>
<td>• High levels of work stress</td>
<td></td>
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<tr>
<td>• Feeling of workplace isolation</td>
<td></td>
</tr>
<tr>
<td>• Negative attitudes /co-workers</td>
<td></td>
</tr>
<tr>
<td>• Noise / hard physical work</td>
<td></td>
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<tr>
<td>• Lack of privacy /open area work</td>
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</tbody>
</table>

**Younger employees** are the most likely to say that the workplace is harmful
Comments regarding supervisors who employees see as helpful to mental health

“...is supportive and approachable. She tells me often that she appreciates the work I do.”

“...can bounce ideas off him without feeling they will be disregarded.”

“...is aware of what I suffer from and is always accommodating with appointments.”

“...talks to us.”

“...open and honest discussions.”

“...listens and provides help without judgement.”

“...a good person.”

“...helps me balance my priorities.”

“...listens to me.”

“...helps me when I need it.”
Comments regarding supervisors who employees see as harmful to mental health

“...micro-manages.”

“...stifles my thinking.”

“...mixed messages related to my duties and work.”

“...awful person.”

“...when she asks how you are doing it is clear that she does not care.”

“...dismisses all my ideas.”

“...whatever I do is never enough.”

“...I do not trust him.”

“...always very negative about ideas that I bring.”

“...Narcissistic. Not easy to talk to.”
There is a high level of isolation – “feeling alone and without friends, support or help”
41% of employees and 38% of managers indicate **workplace isolation**

40% of those reporting isolation indicate that it is **extreme**
Isolation is associated with personal and workplace health

- **Sleep issues** are associated with **high personal and workplace isolation**
- **Workplace stress** is associated with **high workplace isolation (especially managers)**

_and_

- **Less support for mental wellness** is associated with **high workplace isolation**
- **Workplace stigma** is associated with **high work isolation**
Certain job and demographic patterns also emerge regarding isolation

- **Younger employees** report higher personal and workplace isolation
- **Newer employees** report higher workplace isolation
- **Business travellers** report higher personal isolation

We can no longer rely solely on tradition ways to connect, communicate and build communities
Feeling valued at work has a strong impact on workplace mental health and well-being.
Close to 4 in 10 employees and 3 in 10 managers do not feel valued at work
Employees 35-54 years old are most likely to **not** feel valued compared to older and younger counterparts.
Workplace recognition is a key part of a workplace mental health strategy for managers.

Managers who say their employer values them are more likely to also say they:

• know how to support a mentally healthy workplace
• are more confident they know how to manage employees who show signs of mental distress
Workplace recognition is a key part of a workplace mental health strategy

Both managers and employees who do not feel valued at work are far more likely to report:

- extreme level of workplace isolation
- workplace stress
- sleep issues (especially for managers)
- taking time off work due to pain
Employees in larger organizations are most likely to not feel valued.
Work space has a connection to well-being at work
Those in unassigned /shared work spaces were less likely to feel valued and feel the workplace is helpful.

- Feel valued at work:
  - Mostly work from home: 77%
  - Assigned desk/office: 64%
  - Unassigned desk/office (shared space): 50%

- Feel the workplace is helpful to mental health:
  - Mostly work from home: 68%
  - Assigned desk/office: 61%
  - Unassigned desk/office (shared space): 42%
Those in unassigned /shared work spaces were most likely to have sleep issues, extreme work stress and extreme work isolation.
Extreme personal stress is highest for those in assigned desks/offices; Extreme personal isolation is highest for those who work from home.
Pain and sleep issues are known to relate to mental health as well as productivity.
43% of employees and 42% of managers report severe daily pain on the past three months.
74% of employees and 75% of managers with pain indicate a negative impact on work.
Those with pain issues are: more likely to report high levels of workplace stress
Almost 4 in 10 (37%) of both employees and managers indicate ongoing sleep difficulties.
63% of employees and 62% of managers with sleep trouble indicate a negative impact on work
Those who indicate high levels of personal or workplace isolation: are more likely to report sleep issues
Key takeaways
We found that...

Organizations are doing better in the area of **stigma** and **workplace support**

Yet, **isolation and stress** are still increasing as new types of personal and work strain emerge

The **workplace can be helpful** to personal mental health

**Feeling valued at work** has a clear impact on health and well-being
We can help by...

- **Destigmatizing support** by making it visible everyday
- **Connecting people** to others in the organization and showing the culture everyday
- **Supporting each employee** with a personalized set of resources that are with them always
- Building a **culture of recognition**
Employers Connect 2019