

SHRM 2025 INSIGHTS: Workplace Mental Health

Supporting mental health at work is a complex challenge, and it takes action and commitment from everyone in the organization. SHRM Thought Leadership surveyed 1,193 U.S. workers and 2,076 HR professionals in February 2025, along with 16,000 workers across 16 countries from February to June 2024.

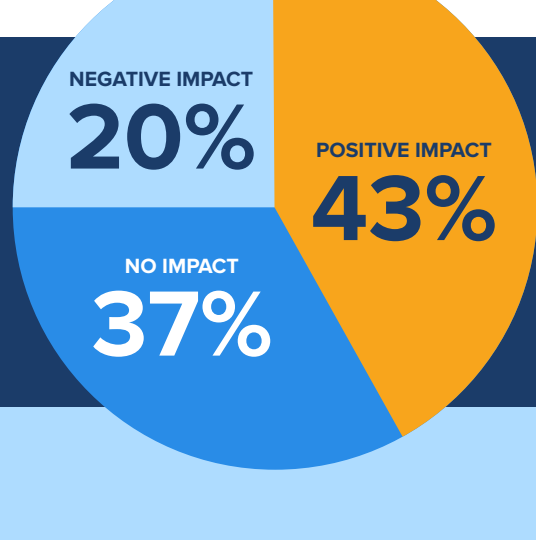


What Did We Learn?

Globally, the mental health effects of jobs vary.

Over the past 6 months, what impact, if any, has your primary job had on your mental health?

Source: Global workers (n=16,000)



31%

of U.S. workers feel stressed because of their job often or always, compared with 30% in 2024.

Source: U.S. workers (2025: n=1,193 / 2024: n=1,405)

Younger workers are more likely to feel stressed because of their job.

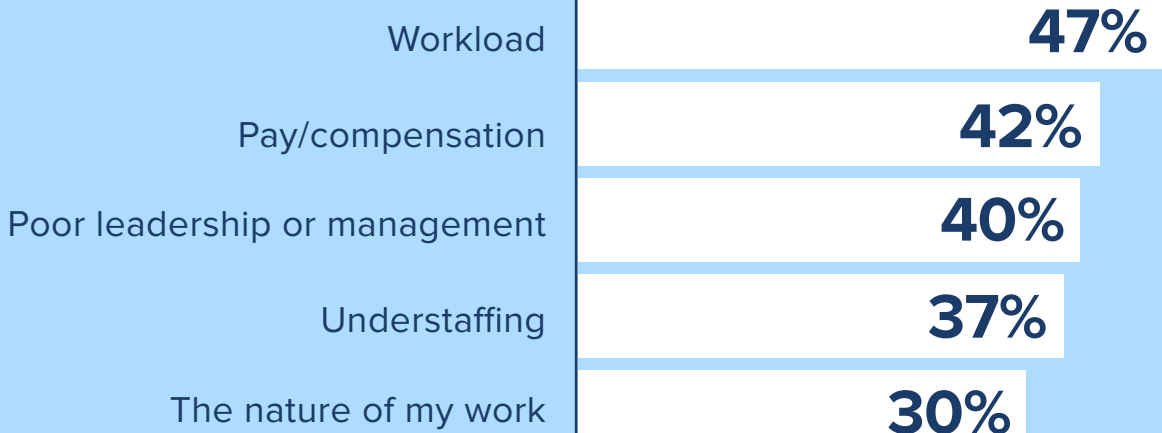
% feeling stressed often or always:

37% Ages 18-34 30% Ages 35-49 27% Ages 50+

Source: U.S. workers (n=1,193)

Workplace Stress Is Primarily Driven by Workload and Pay/Compensation

Which of the following contributes to your stress at work? Select all that apply.



Source: U.S. workers (n=374)

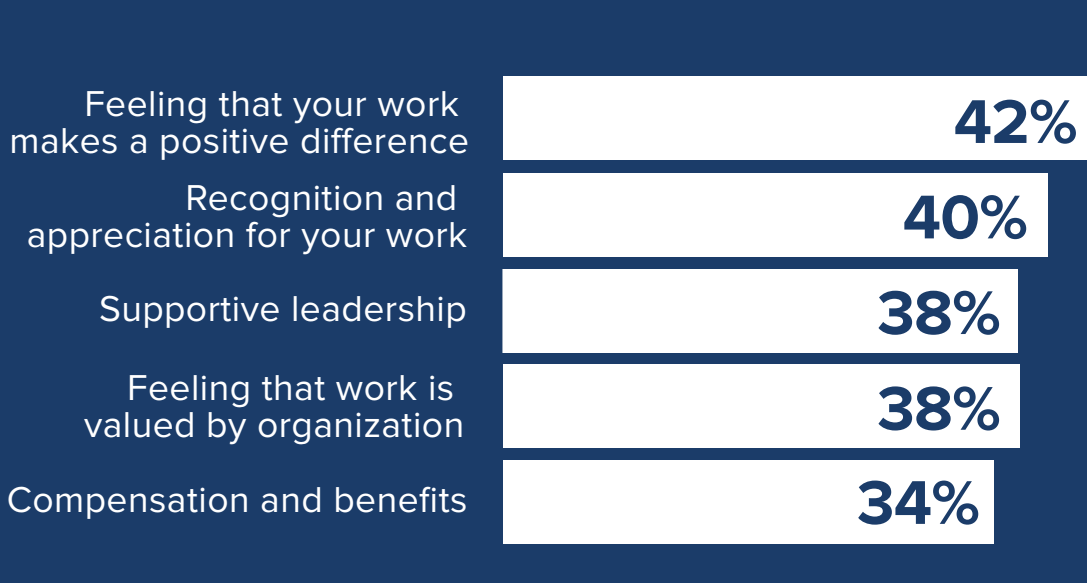


54% of U.S. workers feel fulfilled at their job often or always, compared with 40% in 2024.

Source: U.S. workers (2025: n=1,193 / 2024: n=1,405)

Workplace Fulfillment Is Primarily Driven by Making a Difference and Recognition

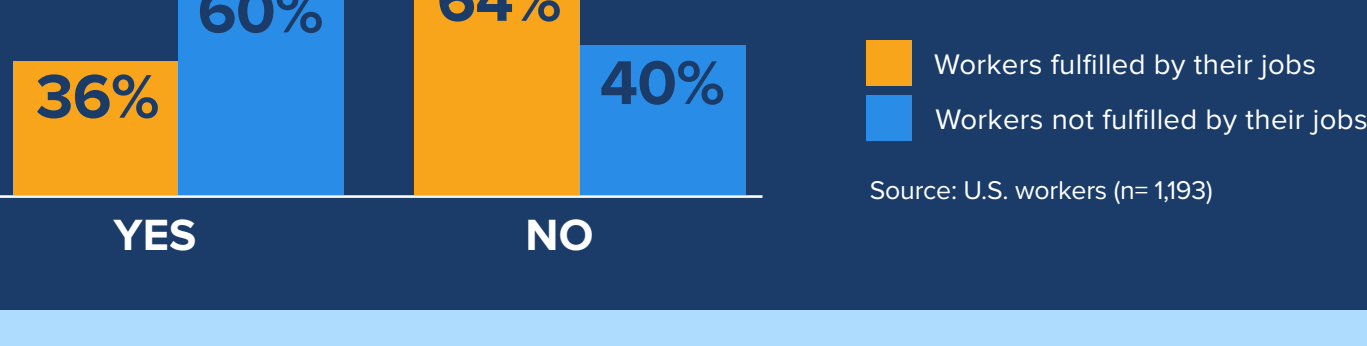
Which of the following contributes to your fulfillment at work? Select all that apply.



Source: U.S. workers (n=639)

Job Fulfillment Drives Retention

Are you actively searching for a new job?



Source: U.S. workers (n= 1,193)

30%

of U.S. workers would take a pay cut to receive better support for their mental health at work.

Source: U.S. workers (n=1,193)

Younger workers are more likely to say they would take a pay cut.

% of workers who would take a pay cut:

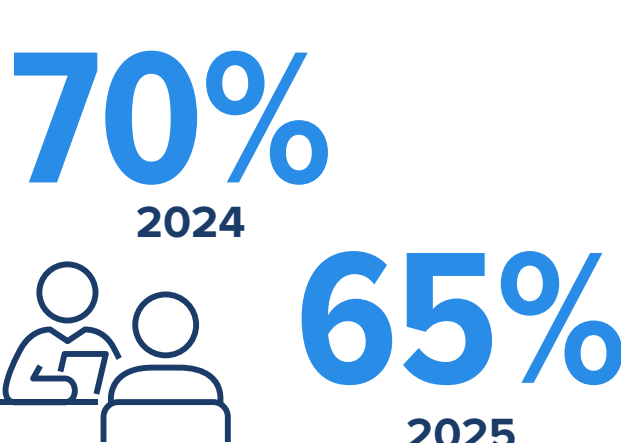
37% Ages 18-34 31% Ages 35-49 21% Ages 50+

Source: U.S. workers (n=1,193)

Most HR professionals feel prepared to support employee mental health, though confidence has dipped.

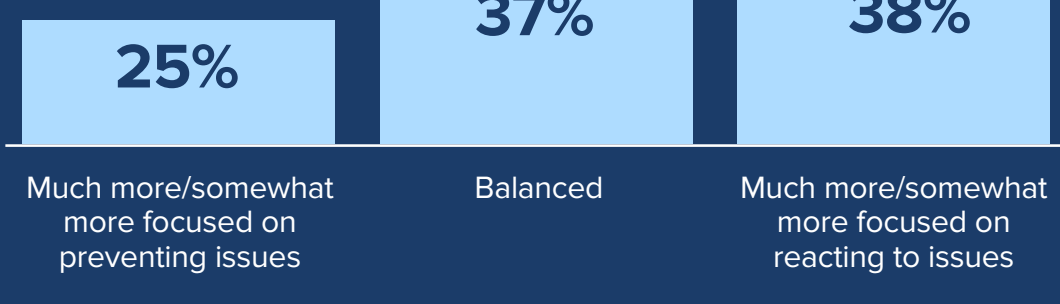
% of HR professionals who feel prepared:

Source: HR professionals (2025: n=2,076 / 2024: n=1,734)



1 in 4 Organizations Focus More on Preventing Mental Health Issues Than Reacting to Them

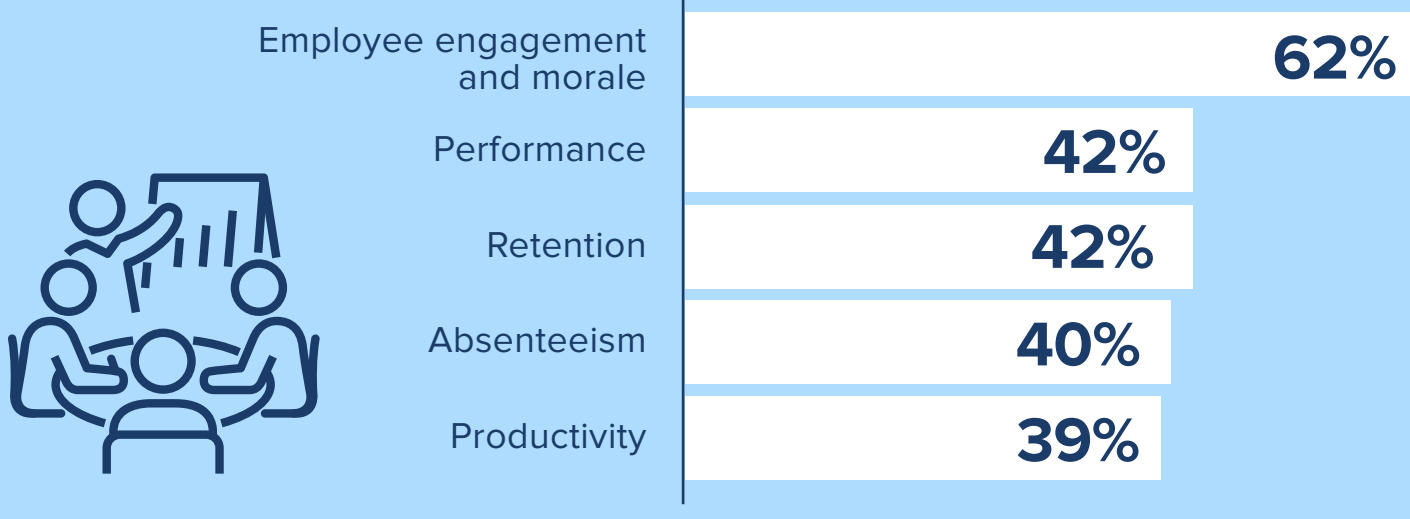
Do you feel that your organization's approach to mental health in the workplace is more focused on reacting to issues or preventing them?



Source: U.S. workers (n=1,193)

Mental Health Programs Most Likely to Positively Impact Engagement and Morale

Which of the following areas do your organization's mental health programs or resources have a positive impact on? Select all that apply.

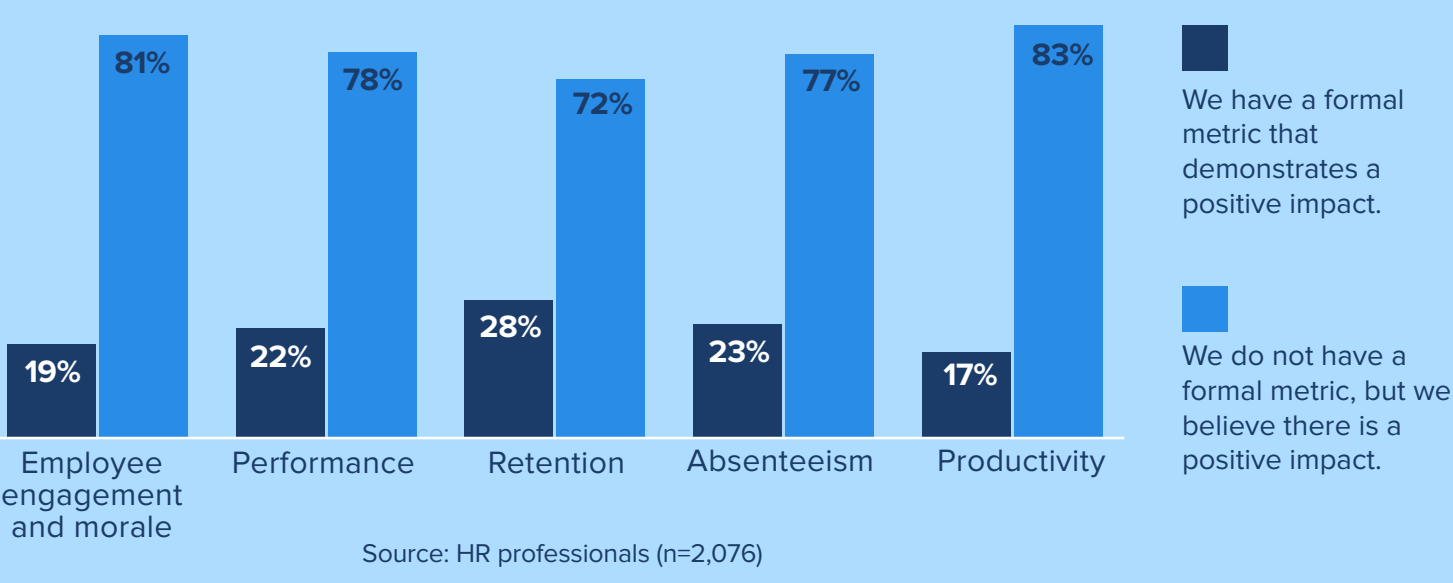


Note: This chart displays the top five selections.

Source: HR professionals (n=2,076)

Few Organizations Use Formal Metrics to Measure the Positive Impact of Mental Health Programs or Resources

For each area, please indicate how the impact is assessed:



Source: HR professionals (n=2,076)

Why Does It Matter?

- Jobs often impact mental health — for better or worse.** Depending on how work is structured and supported, it can either protect or harm employee mental health.
- Organizations play a critical role.** By intentionally designing work environments and providing resources that mitigate risk factors while enhancing protective factors, employers can improve mental health, engagement, and retention.

What Can You Do?

- Build a culture of awareness and openness:** Foster open discussions about mental health by educating employees, normalizing the use of support programs such as employee assistance programs (EAPs), and empowering leadership to show vulnerability and model mental well-being.
 - Resource: [How to Destigmatize Mental Health Care Among Employees](#)
- Leverage purpose-driven initiatives:** Engage employees, particularly younger ones, by aligning organizational goals with causes they care about, fostering belonging and retention through shared values.
 - Resource: [How to Attract Gen Z Workers with Purpose-Driven Workplaces](#)
- Address burnout with leadership initiatives:** Equip leaders with the skills to identify early signs of burnout, foster trust through clear communication, and provide readily accessible resources such as stress management programs or employee assistance tools to support well-being and engagement
 - Resource: [Burnout Isn't Personal — It's Cultural. Here's How Leaders Can Intervene](#)
- Provide targeted support for HR professionals:** Recognize the mental health burden on HR staff and offer resources or training to empower them to manage stress effectively.
 - Resource: [Why HR Professionals Need Mental Health Support Now More Than Ever](#)
 - Resource: [Workplace Mental Health Ally Certificate](#)
 - Resource: [Mental Health Starts with HR](#)

Methodology:

U.S. workers: A sample of 1,193 U.S.-based workers was surveyed on Feb. 7-11, 2025, using a third-party online panel. For the purposes of this study, participants were required to be employed by an organization. Those who were self-employed, retired, or an independent contractor did not qualify. Data is unweighted.

HR professionals: A sample of 2,076 HR professionals was surveyed on Feb. 7-12, 2025, using the SHRM Voice of Work panel. Data is unweighted.

Global workers: SHRM surveyed 16,000 workers across 16 countries (Australia, Brazil, Canada, China, the Dominican Republic, Germany, India, Indonesia, Italy, Japan, Mexico, Nigeria, South Africa, the United Arab Emirates, the United Kingdom, and the United States) via a third-party online panel between Feb. 22 and June 7, 2024. Workers of all types and from a wide variety of industries were sampled. Responses were balanced to ensure representation of workers across age groups and gender. For each country, the survey was translated into the country's official language. In countries where English was the official language, survey language was localized.