

Healthy Minds at Work

Market Report (Sample)
June 2020



Content

01

Foreword

02

Executive
Summary

03

Findings

04

Calls to action and
recommendation

05

Definition,
methodology,
acknowledgements

06

Participating
organizations

Foreword

COVID-19 crisis is turning point for employee mental health in Asia Companies should rethink approach to mental well-being

Liana Attard,
Partner at Mercer



As organizations contemplate the return to their workplaces and a new normal, leaders need to keep top of mind the mental health of employees as they transition to new ways of working amidst a period of heightened fear and uncertainty. According to Mercer's 2020 [Global Talent Trends Study](#), only 45% of executives believe their workforce can adapt to the new world of work, yet only 14% have conducted an internal survey, interview or focus groups to understand what employees are thinking and feeling.

Even before the COVID-19 pandemic, anxiety affected 60 million people in Southeast Asia alone, with close to 86 million living with depression¹. With epidemics historically associated with a rise in depression and anxiety, the pandemic is expected to put significant stress on employees as they contend with new and added mental stressors including job insecurity, financial responsibilities, sick or unemployed family members, isolation and the disruption of social support networks.

Last week, the United Nations warned of a looming global mental health crisis as a result of isolation, poverty and anxiety caused by the coronavirus pandemic. In the Mercer report, 36% of respondents said that employees working remotely are experiencing mental health issues due to social isolation and economic anxiety. Against this backdrop, employers can do more to support their employees, particularly in areas like mental health and financial well-being.

Ms Liana Attard, Multinational Client Group Leader, Asia, Mercer, said, "COVID-19 has exposed the gaps in outdated benefit plans. Many employers have had to reactively seek support to help employees manage caregiving and volatility in retirement savings, for example.

"We expect COVID-19 will result in the modernization of plans to include, for example, mail-order pharmacy, ergonomic benefits for building a comfortable home-working space, new hospitalization cash allowances and special caregiving benefits. The more varied health and well-being resources in an employer offers, the more workers feel energized and supported, and less likely they are to leave their employer."

According to the Mercer study, even though 61% of employees trust their employer to look after their well-being and 48% of executives rank it as a top workforce concern, only 29% of HR leaders have a health and well-being strategy.

Ms Attard added, "Disruption brings opportunity – to reflect, reset and reinvigorate – reexamining business models, adopting more sustainable practices, adapting to new ways of working and embracing digital solutions to prepare for the future of work. Throughout all of this, it is an imperative to lead with kindness – engage, listen, and understand the impact to the employee experience."

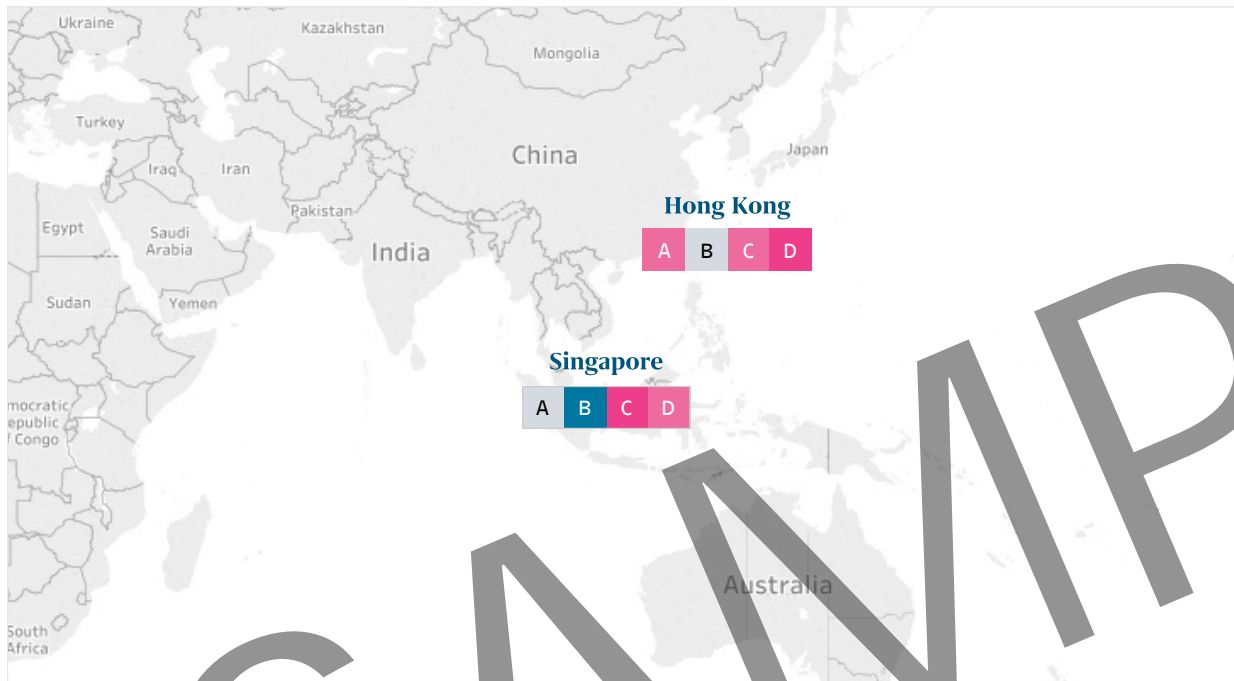
As the world marks Mental Health Awareness Week from 18 to 24 May 2020 with a focus on kindness, here are seven ways employers can support kindness and mental well-being in the workplace.

1. **Lead with empathy.** Build trust by demonstrating that leadership understands the employee experience. Gather input through surveys or focus groups and reflect that understanding back in communications.
2. **Build community.** Offer support through a variety of programs, such as virtual happy hours, allowing for vacation time, encouraging work-life balance, and supporting virtual social events.
3. **Align benefits with needs.** Determine what more you can do to ensure employees and family members have access to mental health providers and resources.
4. **Offer digital options.** Prioritize digital healthcare solutions and the accessibility to care and support. With physical distancing restrictions in place, virtual visits with coaches or licensed therapists are a critical program component. According to the Mercer Talent All Access COVID-19 outbreak spot survey in March, only 18% of employers are promoting telehealth or digital health options, and only 24% are promoting employee assistance plans.
5. **Train managers.** Provide front-line managers and supervisors with information and skills to recognize mental health needs and to connect people to appropriate benefit and community resources.
6. **Link to local resources.** Connect employees to local resources such as childcare, eldercare and housing. Mercer's Health on Demand research indicates there is a gap between employers' perception of how much their company cares for employees, and how much employees feel cared for. Sharing information about employee support programs, for example, can go a long way toward demonstrating empathy for your people.
7. **Be a source of truth.** Access to reliable information is more important than ever when employees are being bombarded with news from so many sources. Continue to communicate and engage with employees. Benefits are often complicated, and misunderstandings can not only cause unpleasant surprises for employees, but also harm your brand.

Executive Summary

SAMPLE

Across Asia, employees face similar types of mental health risks



Key Workplace Dimensions

- A Leadership and Management Support
- B Culture and Social Interactions at Work
- C Work Demands and Career Development
- D Overall Well-being

Risk Rating

- Low
- Medium
- High
- Very High

Risk rating is the measure of poor outcomes. The extent of risk varies with the 4 key dimensions measured. When a dimension shows a "High" risk rating, it reflects an area of poor performance at the workplace that will adversely affect individual's mental health.

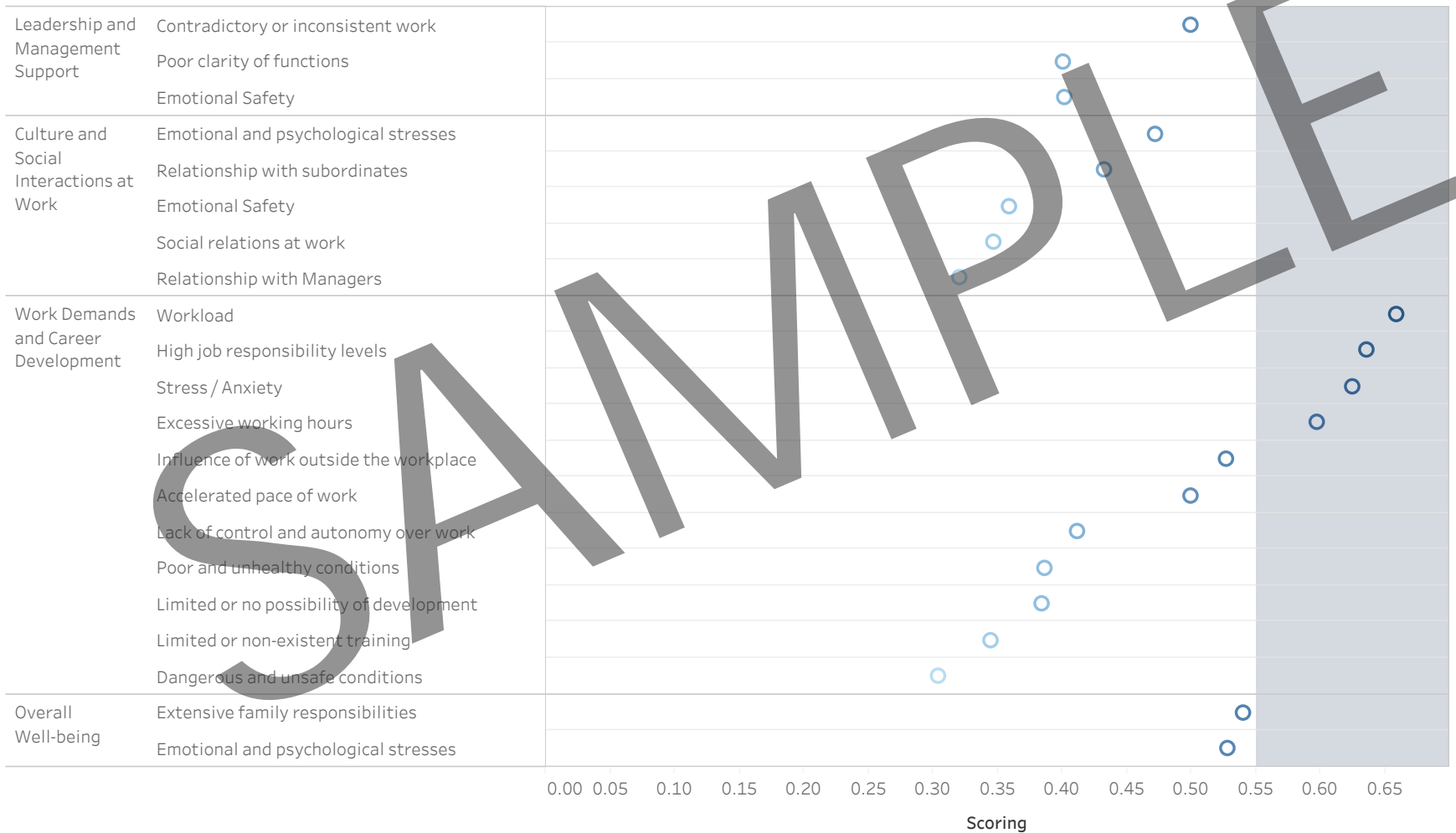
Specific Risk Areas and Scores in Hong Kong

Workload	71%
High job responsibility levels	70%
Stress / Anxiety	69%
Excessive working hours	57%
Extensive family responsibilities	52%

Specific Risk Areas and Risk Scores in Singapore

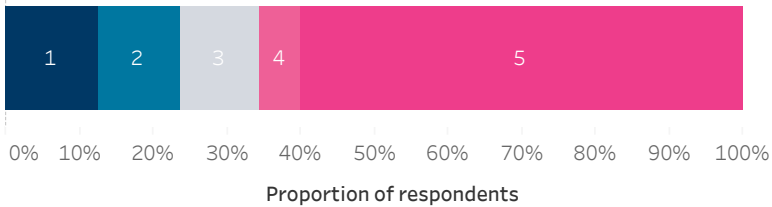
Excessive working hours	63%
Workload	61%
High job responsibility levels	57%
Extensive family responsibilities	56%
Stress / Anxiety	56%

Employees feel supported in the workplace with strong team culture and physical safety. Opportunities exist to address stress and workload contributing to mental health concerns



While work load is a leading factor of stress, employees feel that having someone at work who they can turn to for emotional help will reduce such pressure

Pressure Level Rated from 1 to 5



Pressure Score

95%

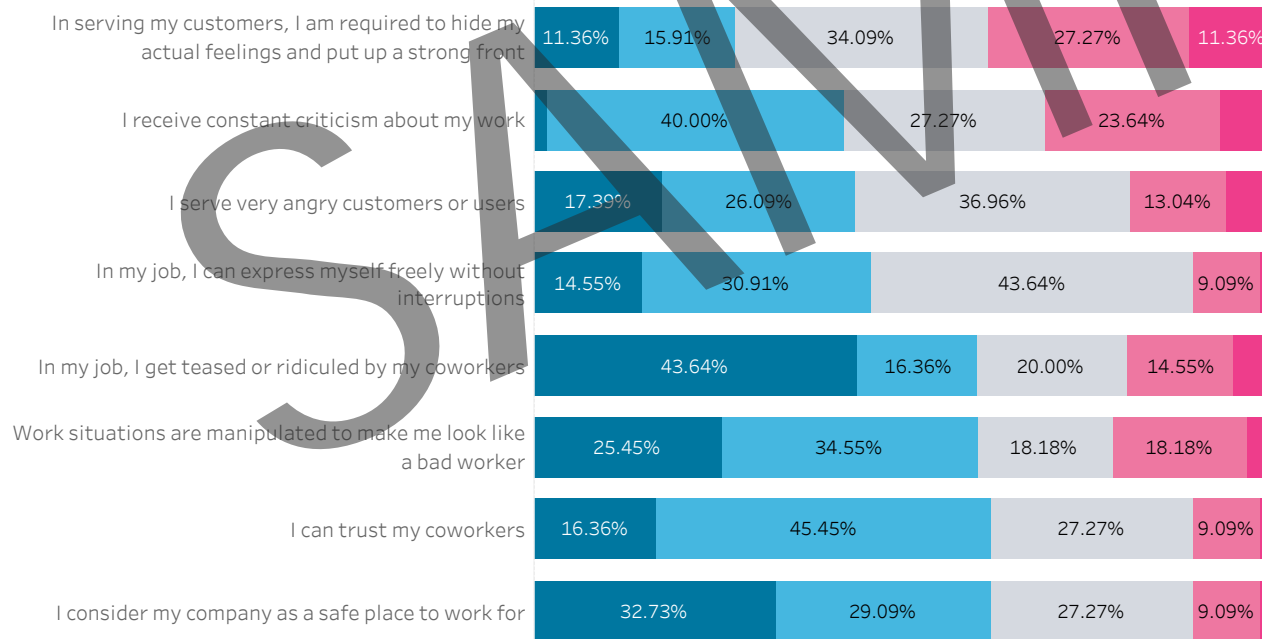
of respondents often feel pressure at work

Psychological and Emotional Support at work

53%

of respondents feel that they have few people to turn to for personal help

Results under Emotional safety at work & Psychological stresses



Percentage Respondents who are feel lack of emotional safety

73%

58%

57%

55%

40%

40%

38%

38%

■ Most Favourable
 ■ Favourable
 ■ Neutral
 ■ Unfavourable
 ■ Most Unfavourable

Companies can look to enhance emotional support for employees by engaging leaders and people managers - leading with empathy and ensuring programs and policies support accordingly

Perceived Recognition

47%

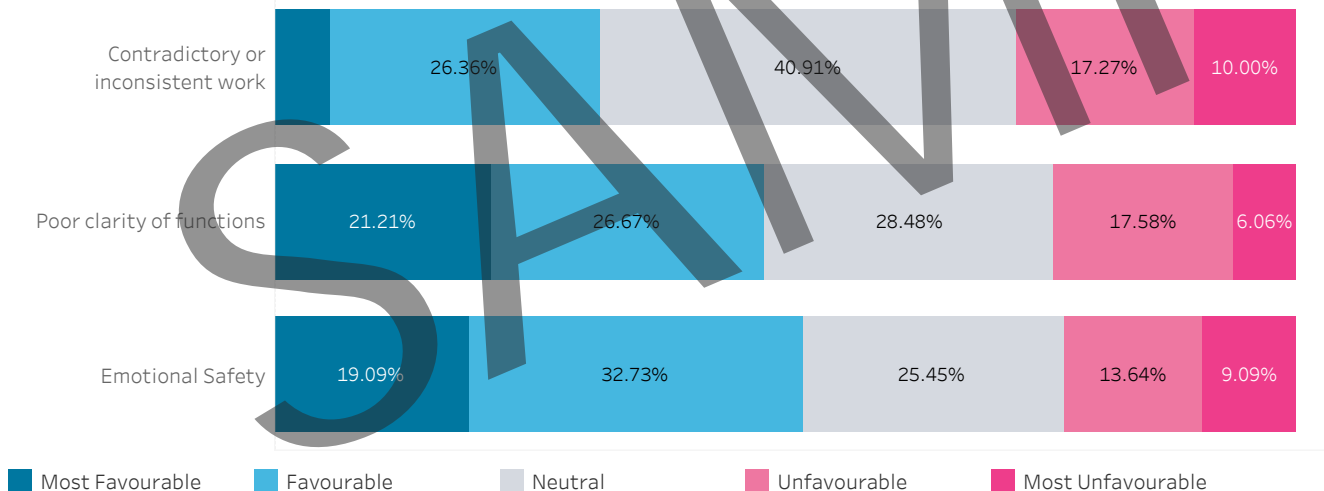
of respondents feel that their successes are often attributed to others

Motivation

44%

of respondents feel unmotivated going beyond their usual roles

Results under Leadership and Management Support



Percentage Respondents who experienced some level of problems

68%

52%

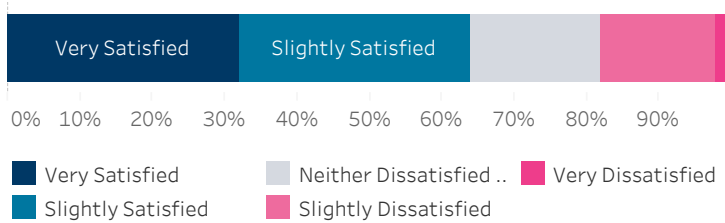
48%

68% of employees believe that they are given contradictory orders at work, asked to do unnecessary things and are excluded from decision making that directly affects their work. This reflects an opportunity for immediate managers to provide more support and guidance to help to deal with daily challenges.

People also want to be recognised for their efforts. Results show a strong correlation between employees who hold this belief and employees who are unmotivated to perform beyond what is expected of them.

A positive and inclusive culture helps foster a safe workplace for employees

Satisfaction at work



Enjoyment at work

74%

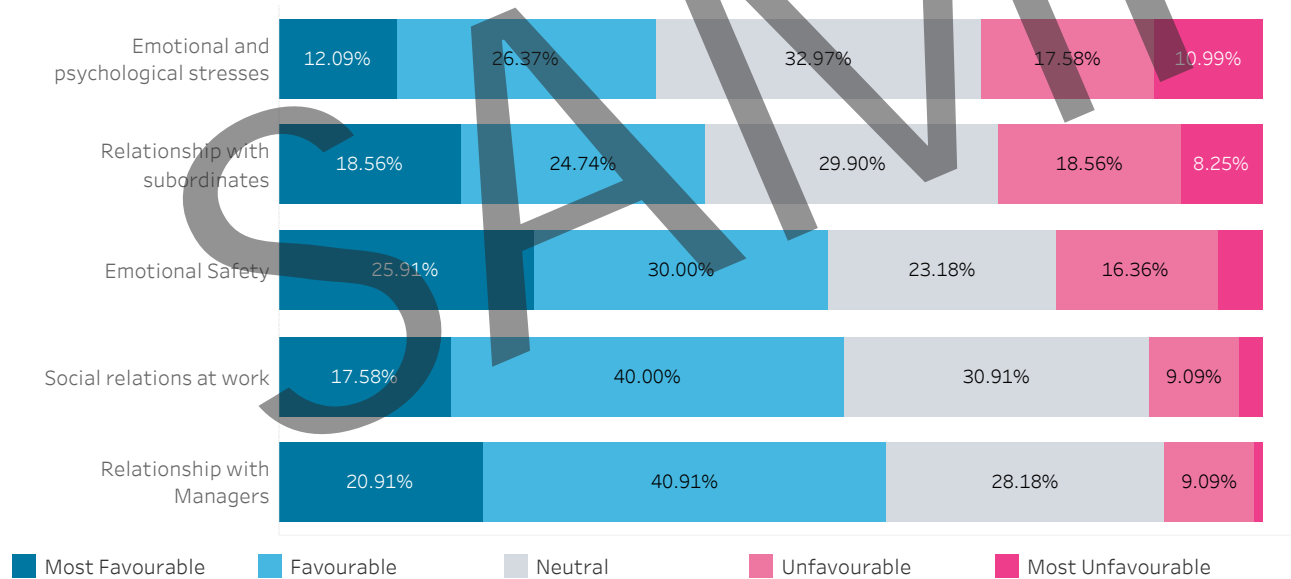
of respondents enjoy going to work

Work Demands

66%

of respondents find that work demands are high and challenging

Results under Culture and Social Interactions at Work



Percentage Respondents who experienced some level of problems

62%

57%

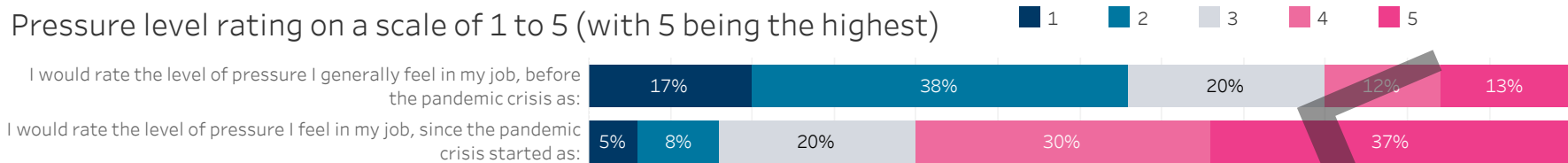
44%

42%

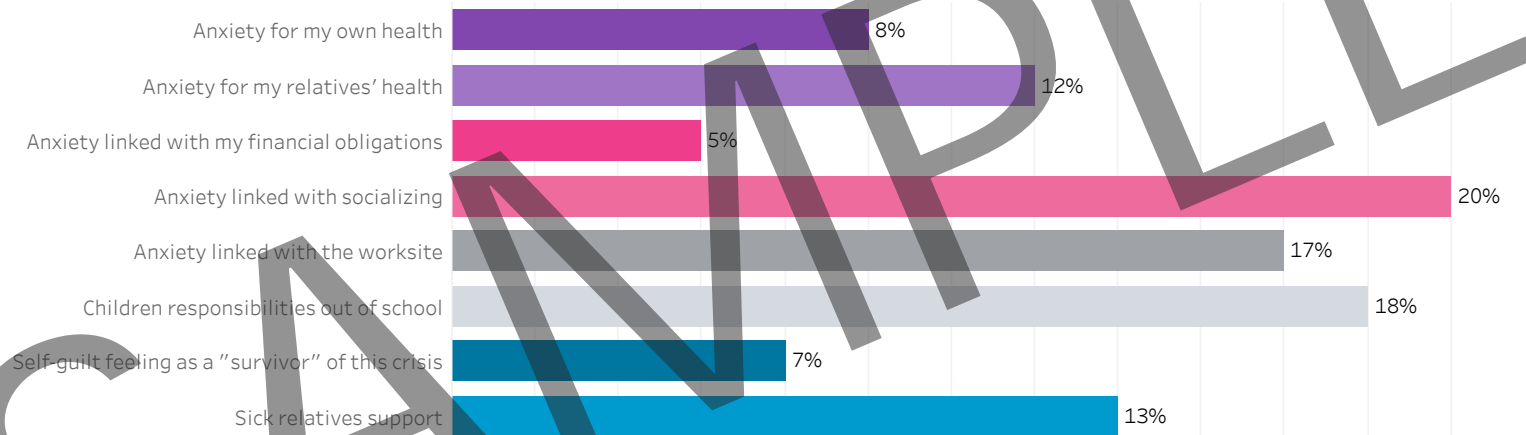
38%

The behavioural health of employees as a result of the pandemic is an important consideration in the return to the worksite

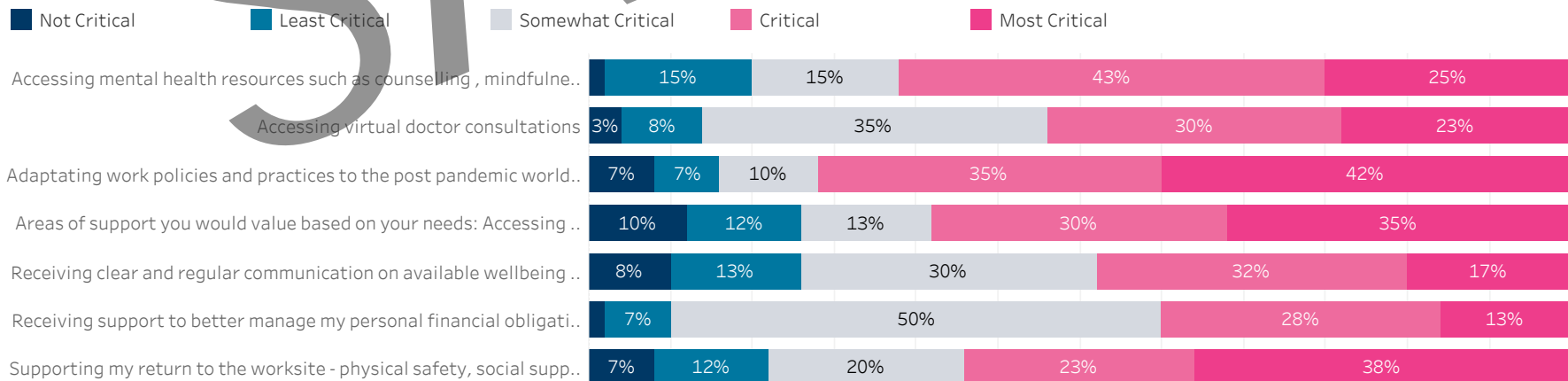
Pressure level rating on a scale of 1 to 5 (with 5 being the highest)



By the idea of returning to the worksite, the following are causing me undue amount of stress



Areas of support that employees value based on needs



Call to action and Recommendation

CALLS TO ACTION

BUSINESS LEADERS HAVE THE OPPORTUNITY TO STEP UP AND MAKE DIRECT CHANGES TO THE WAY THEY THINK ABOUT AND TACKLE MENTAL HEALTH ISSUES

We urge employers to implement three calls to action. These are priority actions we believe will have the biggest impact on organisational capability to support better mental health:

1

CREATE GOOD WORK THAT ENHANCES MENTAL HEALTH, FOR EVERYONE

2

ACKNOWLEDGE AND SUPPORT POOR MENTAL HEALTH, WHATEVER THE CAUSE

3

PUBLICLY REPORT YOUR WELLBEING PERFORMANCE



RECOMMENDATIONS FOR LEADERS

We have used the results from the survey along with available best practice to produce a series of guiding principles and key actions for senior leaders on how to radically improve the support provided in the workplace.

These recommendations – which are supported by our nine national partners – will enable organisations of all shapes and sizes to advance the support they offer, wherever they may currently be on their journey. These principles, which complement the [Thinking at Work](#) review of mental health, are aimed at all employers. While they are aspirational, they are also achievable.

OWNING RESPONSIBLE LEADERSHIP

Recognise employee mental health as a critical component to being a responsible business.

Actions:

- Consciously role model behaviours that promote good mental health
- Enable an inclusive culture by embedding wellbeing into management accountability and operational policies and tools
- Publicly report on your wellbeing performance in external communications such as annual reports

UNDERSTANDING THE IMPACT OF WORK

Position the enhancement of wellbeing through good work as a priority corporate objective.

Actions:

- Audit the mental health risks as well as the physical ones and develop a plan for minimising them
- Increase management's understanding of the positive and negative impact work can have on employees and hold them accountable for this
- Regularly monitor and report on working conditions and always include employee feedback

EQUIPPING LINE MANAGERS

Make employee mental health 'business as usual' for all managers.

Actions:

- Embed the promotion of good mental health as a core competency for managers
- Recognise and reward empathy and compassion
- Ensure comprehensive training reaches all managers, and includes the impact of work on mental health and productivity

PROVIDING TAILORED SUPPORT

Take an inclusive and employee-led approach to providing support

Actions:

- Introduce training for workplace adjustments and modifications, so that support can be tailored
- Build active listening and communication skills and make signposting easy
- Provide and promote access to a diverse range of inclusive mental health services and facilities such as Employee Assistance Programmes and Occupational Health.

SPOTLIGHT: RESPECT AND INCLUSION

Promote and implement zero-tolerance policies and guidelines:

- Develop awareness of non-inclusive behaviours and define those that are unacceptable
- Support and encourage staff to be responsible bystanders when they witness bullying and harassment
- Join up inclusion and wellbeing activity to enable a whole person approach, and track your progress in both these areas

SPOTLIGHT: FINANCIAL WELLBEING

Embed financial wellbeing into your organisation's wellbeing strategy:

- Review whether there are any work-related causes that could be impacting employees' financial wellbeing, such as pay, contract type or shift patterns
- Share your commitment to increasing financial wellbeing and breaking the stigma through internal communications and campaigns
- Develop and promote financial education, information and guidance that helps employees get the right support at the right time

Definitions and Methodology

Definitions:

1. Common mental health issues:

Those mental health problems, such as depression and anxiety, that affect more people than others. National Institute for Health and Care Excellence (NICE) estimates that common mental health problems affect up to 15% of people at any one time in the UK.

2. Long-term mental health conditions:

A formally diagnosed mental health condition which has affected someone for a year or longer.

3. Short-term mental health conditions:

A formally diagnosed condition affecting someone for less than a year.

4. Mental health diagnosis:

Meaning a doctor has assessed the condition. To diagnose a mental health problem, doctors will look at factors such as the person's experiences (groupings of certain feelings, behaviors and physical symptoms may suggest different diagnoses), how long the experiences have lasted, and the impact it is having on their life.

5. Parity of esteem:

Valuing mental health equally with physical health. Reflecting both in equal measure in policies and management processes.

Methodology

Assigning risk rating parameters:

Negative questions

Never	Almost never	Sometime	Almost always	Always
1	2	3	4	5

Positive questions

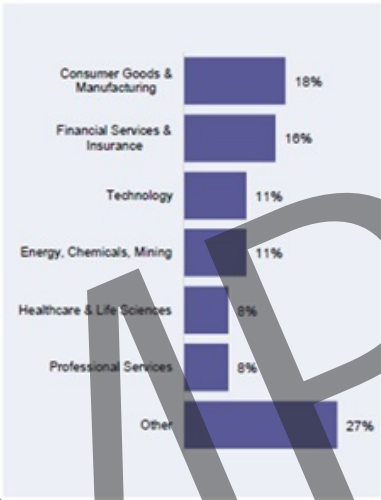
Never	Almost never	Sometime	Almost always	Always
5	4	3	2	1

Calculation of Risk

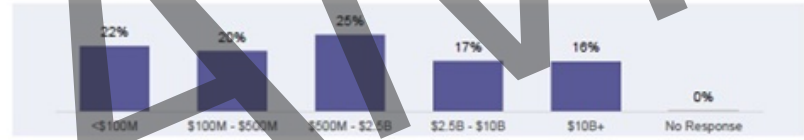
- **Overall risk patterns** were assessed by assigning a **weighting** to questions based on the various categories / sub categories and the importance/impact that they can have on mental wellbeing in the workplace based on our in-house psychological experts
- The risk rating range was decided based on the no. of questions in a particular category / sub category and the relative importance of the category / sub category.
- The weights were calculate and observations are made accordingly

Participating Organizations

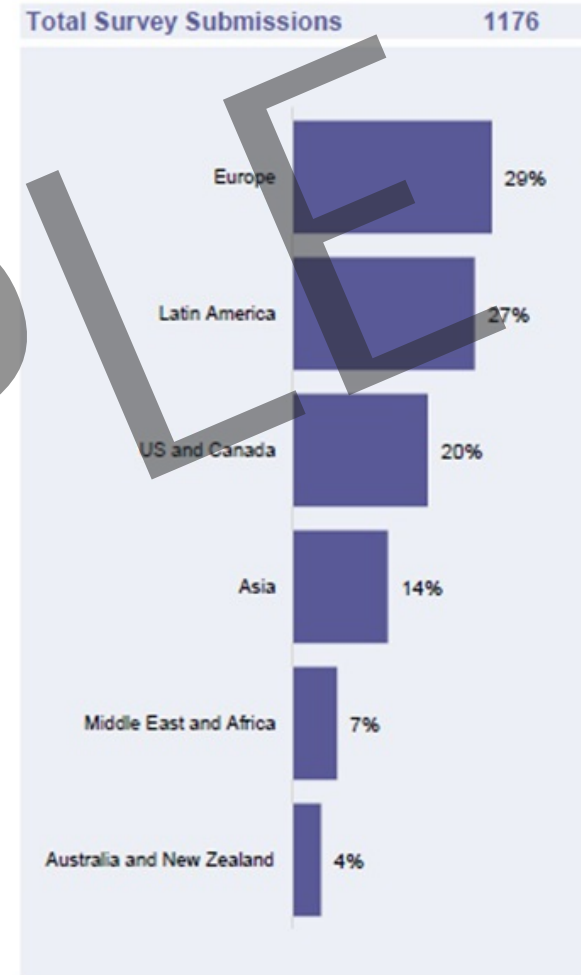
Industry	
Consumer Goods & Manufacturing	213
Consumer Goods	98
Manufacturing	115
Financial Services & Insurance	192
Financial Services	126
Insurance	66
Technology	131
Hardware & Networking	5
Semiconductors	6
Software and Internet	34
Technology Services	86
Energy, Chemicals, Mining	131
Energy	75
Chemicals Industry	43
Mining	13
Healthcare & Life Sciences	94
Healthcare	45
Life Sciences	49
Professional Services	94
Other	321
Agriculture, Forestry, Fishing, Hunting	14
Automotive	45
Aviation	16
Communication, Media/Entertainment & Telecommunications	52
Construction	31
Education	25
Hospitality	11
Logistics and Supply Chain	16
Public Sector	18
Retail	41
Transportation	12
Other	40



Total Revenue Size	
Less than \$100 million	253
\$100 million < \$500 million	234
\$500 million < \$2.5 billion	297
\$2.5 billion < \$10 billion	195
\$10 billion or more	193
No Response	4



Global Headcount Size	
Less than 100	53
100-999	208
1,000-4,999	259
5,000-9,999	121
10,000-49,999	304
50,000-99,999	110
100,000 or more	112
No Response	9



About Mercer

SAMPLE

[Mercer](#) builds brighter futures by redefining the world of work, reshaping retirement and investment outcomes, and unlocking real health and well-being. Mercer's more than 25,000 employees are based in 44 countries and the firm operates in over 130 countries. Mercer is a business of Marsh & McLennan (NYSE: MMC), the world's leading professional services firm in the areas of risk, strategy and people, with 75,000 colleagues and annualized revenue approaching \$17 billion. Through its market-leading businesses including [Marsh](#), [Guy Carpenter](#) and [Oliver Wyman](#), Marsh & McLennan helps clients navigate an increasingly dynamic and complex environment. For more information, visit www.mercer.com. Follow Mercer on Twitter [@Mercer](#).