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# Workplace Well-Being in 2025: Insights from the Workplace and Employee Survey

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# Why the Workplace Matters

## IT'S TIME FOR ORGANIZATIONS TO CARE.

It is estimated that the average person will spend nearly one-third of their life at work. In recent years, macro forces—ranging from political shifts and economic uncertainty to rapid technological change—have significantly altered how, when, and where we work. These disruptions are showing up in very real ways: employees are more stressed, increasingly disengaged at work, and many are questioning their relationship with work and their employers.

As these forces continue to shape the world of work, the employee experience has become more important than ever. The way organizations respond to these challenges matters—not just through perks or benefits, but through a deeper organizational commitment to supporting employees and their well-being.

This study was designed to contribute to our knowledge about what employees need and expect from work with the goal of identifying meaningful actions that support their well-being—ultimately benefiting both individuals and the organizations they contribute to.

## Workplace and Employee Survey

### Study Purpose

The 2025 Workplace and Employee Survey was launched in February of 2025 and was designed to:

- Explore how individual and organizational factors influence employee perceptions of their well-being, work, and workplace.
- Understand employees' needs and identify ways that employers can support them.
- Provide practical guidance to inform employer strategies to meet evolving needs both at work and in daily life.

### Research Methods

The online survey conducted by the Center for Research at WebMD Health Services included 4,001 full-time employees based in the U.S. and collected information on five core concepts related to employee experience, including well-being and mental health, organizational care, employee engagement, burnout, and quality of life. Additional data was gathered on individual



demographics, job details, and organizational factors, including industry, organization size, work arrangement, role, and tenure.

This report highlights our survey findings on the state of mental health in the workforce and re-introduces the concept of organizational care as a core component of the employee experience.

## Study Findings

### Employee Mental Health

Currently, more than 1 in 5 Americans are living with a mental health condition<sup>1</sup> and over 60% of employees have experienced mental health symptoms in the past year.<sup>2</sup> Research finds that mental health impacts how we show up with our families and friends, but it also influences how we show up for work by impacting our energy, mood, and motivation, in addition to employee productivity, medical costs and organizational retention. In addition, a recent study found that 31% of employees report that work had a negative impact on their mental health.<sup>2</sup> This illustrates a complex relationship between employee mental health and our workforce.

### Mental Health Across the Workforce

In the Workplace and Employee Survey, we asked full-time employees to indicate how they felt about their mental health on a scale from 1 (Poor) to 5 (Excellent). The average mental health rating was 3.29, one of the lowest ratings across five distinct dimensions of well-being: physical, work, social, mental health and financial well-being. Findings also demonstrated changes in mental health over time. From 2024 to 2025 there was a 14% decrease in the number of employees who reported *Excellent* mental health (Figure 1).

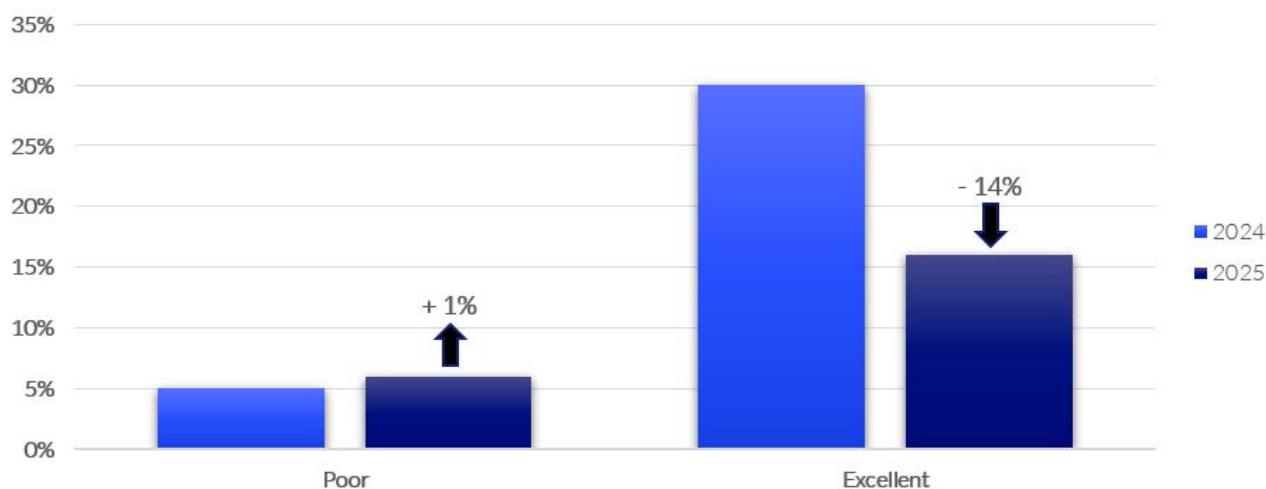
Additionally, respondent feelings about their mental health differed across age and gender, in which the greatest difference (21%) was found between female and male respondents aged 18-29 (Figure 2). These disparities in feelings about mental health may reflect life transitions that are more common in these younger age groups, including early career pressures and caregiving responsibilities, and these transitions differentially impact female vs. male employees.

Figure 1. Changes in mental health.

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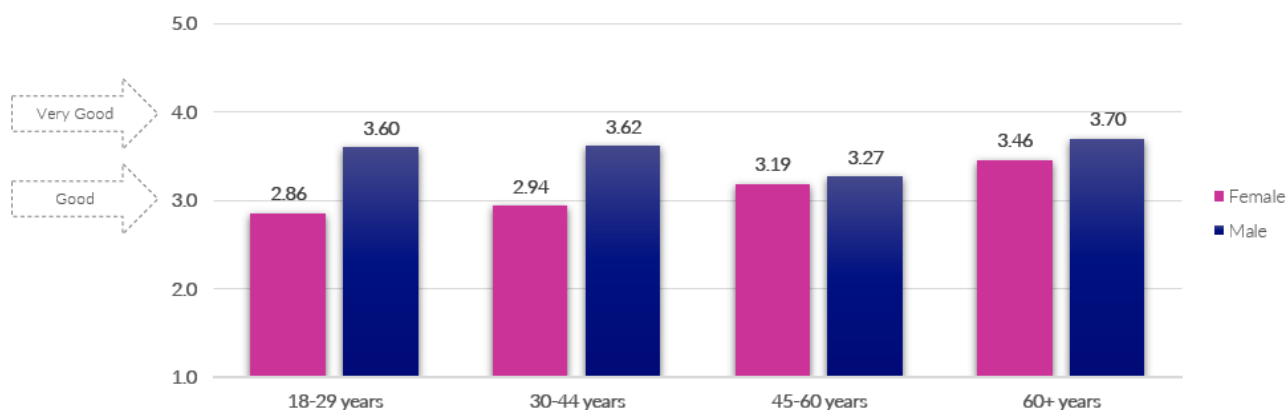
<sup>1</sup> National Institute of Health. Mental Illness. Accessed June 3, 2025. [https://www.nimh.nih.gov/health/statistics/mental-illness]

<sup>2</sup> Mind Share Partners. 2023 Mental Health at Work Report



WebMD Health Services, Center for Research, 2025 Workplace and Employee Survey, N = 4,001. WebMD Health Services, Center for Research, 2024 Workplace and Employee Survey, N = 3,653. Response options ranged from Poor (1) to Excellent (5) on a 1-5 scale.

Figure 2. Mental health across age and gender.



WebMD Health Services, Center for Research, 2025 Workplace and Employee Survey, n = 4,001. Response options ranged from Poor (1) to Excellent (5) on a 1-5 scale.

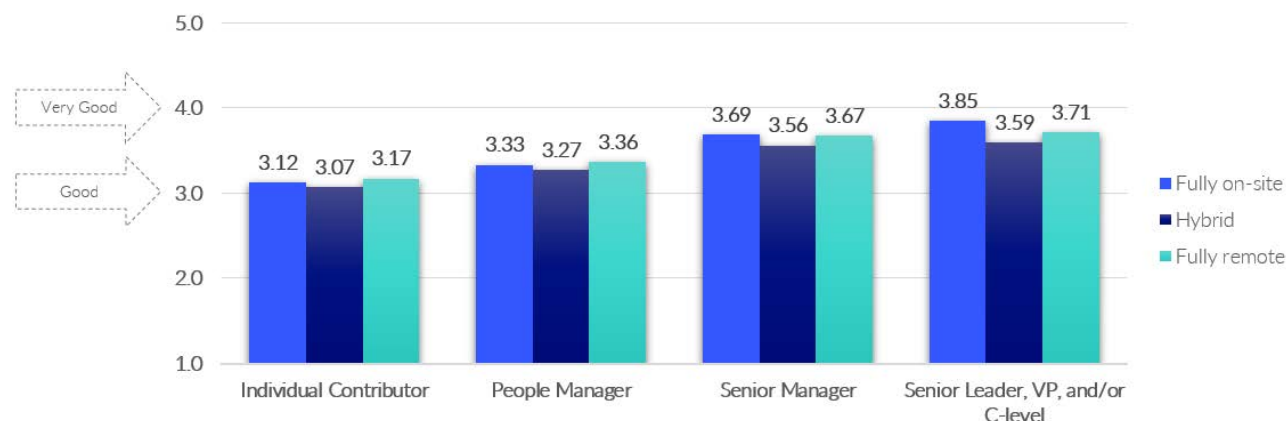
This study also identified a range of barriers that employees are experiencing in regard to their mental health. Employees most frequently cited mental health conditions (e.g., anxiety, depression), a lack of time or energy, work-related factors such as a poor relationship with a manager or low compensation, and cost. Because work showed up as a significant barrier to mental health, we further explored how elements of one's work life might be linked with their mental health.

Respondents' feelings about their mental health differed by role and work arrangement. Individual contributors reported the lowest level of mental health, and senior leaders reported



the highest levels. In general, mental health was the lowest for those working in hybrid roles (Figure 3).

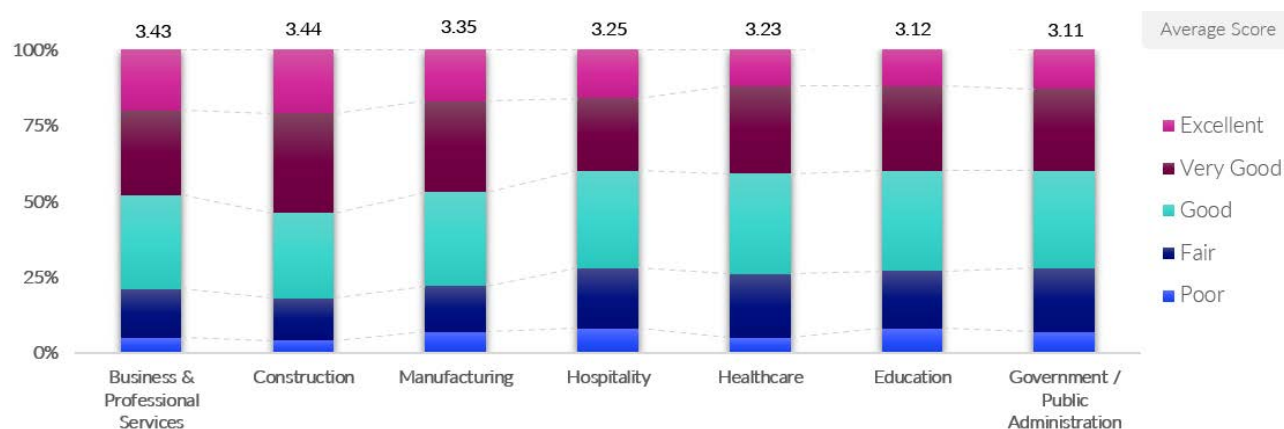
Figure 3. Comparison of mental health ratings by role and work arrangement.



WebMD Health Services, Center for Research, 2025 Workplace and Employee Survey, n = 4,001. Response options ranged from Poor (1) to Excellent (5) on a 1-5 scale.

Differences in mental health were also observed by industry (Figure 4). Like what was reported in [2024](#), employees working in Construction, Business & Professional Services, and Manufacturing reported the highest levels of mental health, while those in the Government & Public Administration and Education industry sectors reported the lowest levels.

Figure 4. Comparison of mental health across industries.

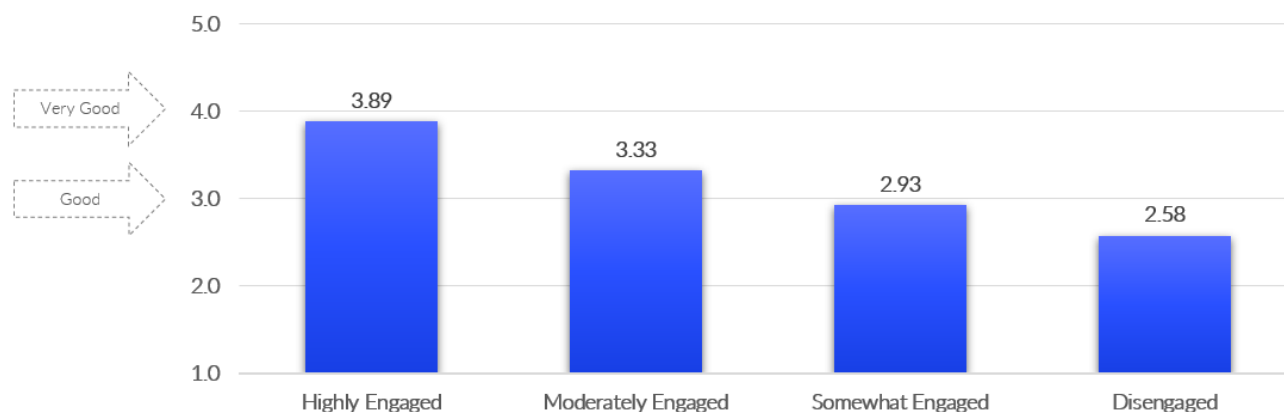


WebMD Health Services, Center for Research, 2025 Workplace and Employee Survey, n = 4,001. Response options ranged from Poor (1) to Excellent (5) on a 1-5 scale.

## Relationship of Mental Health with Work and Life Factors

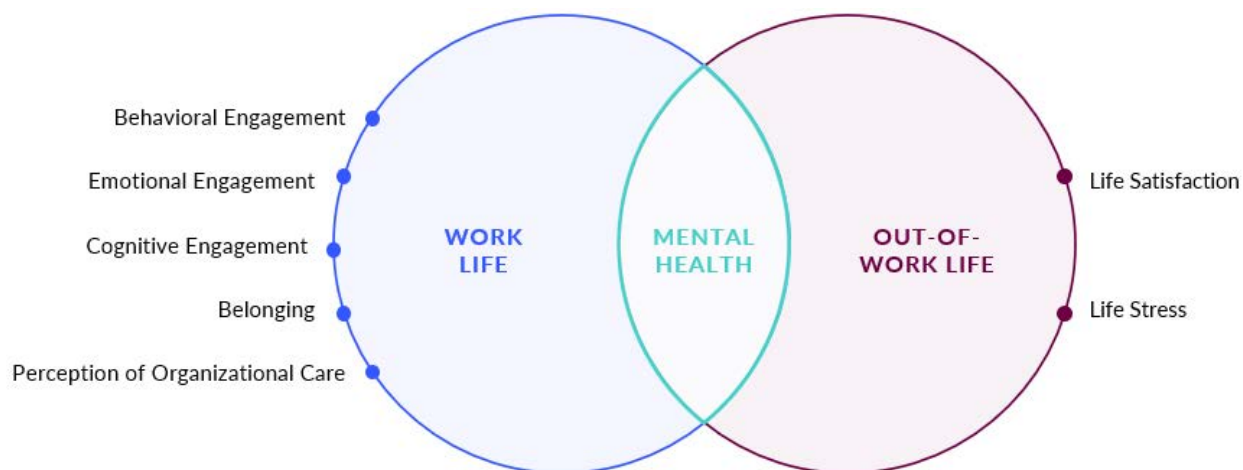
While results clearly show variations in how employees rate their mental health by individual and job characteristics, this research also highlights how mental health is linked with both work life factors and out of work life factors. For example, employees who reported feeling more positive about their mental health also reported higher levels of engagement at work, a stronger sense of organizational belonging, and more positive perceptions of organizational care. Mental health ratings were 50% higher for employees who were Highly Engaged when compared with those who were Disengaged at work (Figure 5). Additionally, mental health was found to be positively correlated with life satisfaction and negatively correlated with life stress (Figure 6).

Figure 5. Mental health and employee engagement.



WebMD Health Services, Center for Research, 2025 Workplace and Employee Survey,  $n = 4,001$ . Response options ranged from Poor (1) to Excellent (5) on a 1-5 scale.

Figure 6. Relationships between mental health and both Work and Out-of-work Life factors.





## Mental Health Recommendations

Organizations have a vital role to play in fostering workforce mental health. By identifying our vulnerable populations, employers have an opportunity to tailor mental health interventions to support those most in need of support. These findings highlight the need to view mental health as interconnected with both work and personal life.

Based on these findings, we recommend that organizations:

- Effectively and consistently assess employee mental health. Use benchmarks to compare the mental health in your organization against others in your industry.
- Address and validate the barriers to mental health that full-time employees are experiencing.
- Increase support for more susceptible populations.
- Leverage the factors that are linked to mental health. Consider how you can move the needle on one or more of the factors linked with mental health.

## Organizational Care

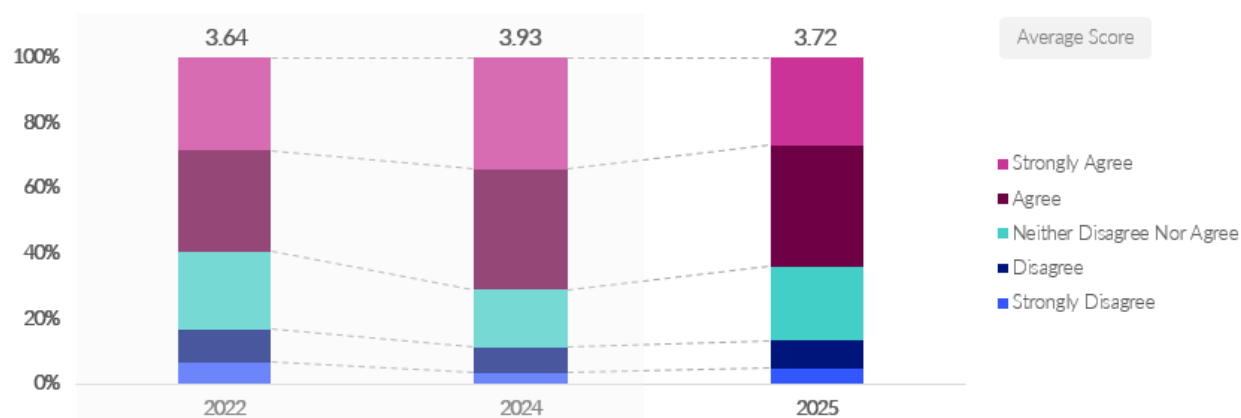
Insights into employee mental health and well-being point to a broader truth: the workplace plays a pivotal role in the well-being of our employees. Creating a culture of well-being has never been more important, as it is essential to building a resilient and engaged workforce. A key indicator of this culture is how employees perceive their organization's commitment to their well-being.

For the purposes of this study, employees were asked to respond to the statement, "*My organization cares about my well-being.*" This item was designed to reflect employee perception of organizational care, describing the extent to which employees believe their organization is genuinely committed to supporting their well-being.

According to the 2025 Workplace and Employee Survey, only one in four employees strongly agree that their organization cares about their well-being. Moreover, there was a notable decrease of 7.5 percentage points in the average perception of organizational care over the 1-year period from 2024 to 2025, signaling increased uncertainty or dissatisfaction with workplace well-being support (Figure 7).



Figure 7. Perception of Organizational Care by Year

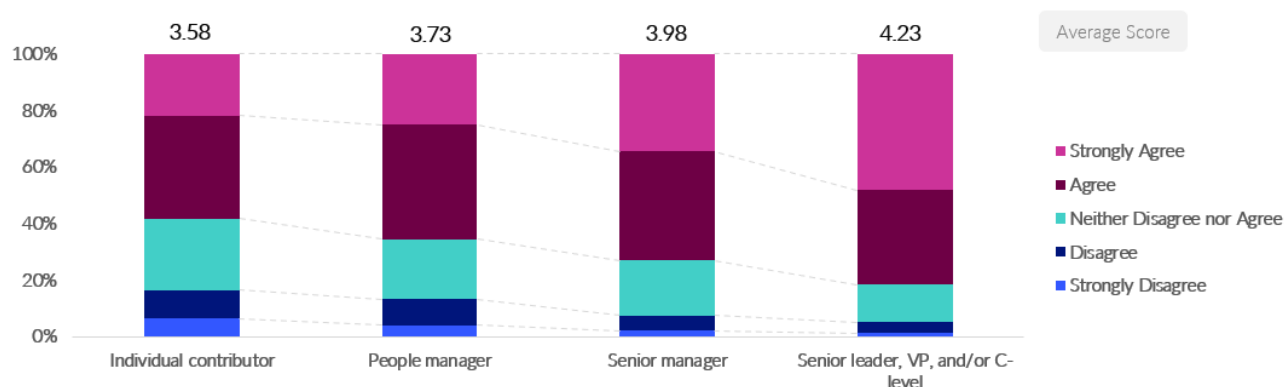


WebMD Health Services, Center for Research, 2025 Workplace and Employee Survey,  $n = 4,001$ . Response options ranged from Strongly Disagree (1) to Strongly Agree (5) on a 1-5 scale.

\*Defined as the extent to which individuals perceive that an organization is committed to their well-being.

Perceptions of care varied by industry, work arrangement and role. Compared to individual contributors, senior leaders were 28 percentage points more likely to agree that their organization cares about their well-being (Figure 8). This disconnect is crucial to address, as leaders play a key role in shaping organizational culture. Identifying and addressing these gaps will help create a more consistent experience for all employees.

Figure 8. Perception of Organizational Care by Role



WebMD Health Services, Center for Research, 2025 Workplace and Employee Survey,  $n = 4,001$ . Response options ranged from Strongly Disagree (1) to Strongly Agree (5) on a 1-5 scale.

\*Defined as the extent to which individuals perceive that an organization is committed to their well-being.

## Key Practices That Signal Organizational Care

To understand the factors that contribute to Perception of Organizational Care, employees were asked a broad set of questions about their overall experience at work focused on key organizational practices.

Six core elements emerged as central to employee's Perception of Organizational Care and highlight practical implications by revealing how organizations can effectively demonstrate care in ways that truly resonate with employees. Employees with a strong sense of organizational care rate these elements up to 91% higher compared to employees with a low sense of organizational care (Figure 9).

Figure 9. Difference in employee experience based on reported perception of organizational care.



WebMD Health Services, Center for Research, 2025 Workplace and Employee Survey,  $n = 4,001$ . Response options ranged from Strongly Disagree (1) to Strongly Agree (5) on a 1-5 scale.

## Organizational Care: A Catalyst for Employee and Business Success

A genuine sense of organizational care has a powerful and lasting impact, both at work and in life beyond the workplace. Compared to employees with low perception of care, those who strongly perceive that their organization cares about their well-being experience significantly more positive outcomes when compared to employees with a low perception of care. They are 56% more engaged in their work, 34% more likely to stay with their employer, and 37% less likely to experience burnout.

These employees also report 70% higher overall well-being across multiple dimensions, including physical, mental, work, social, and financial well-being. In addition, they experience higher overall life satisfaction and lower levels of stress—both professionally and personally.

Figure 10. Impact of strong perceptions of organizational care.



### Organizational Care Recommendations

When employees feel genuinely cared for, they thrive, and so does the organization.

Based on these findings, we recommend that organizations:

- Assess employee perceptions of organizational care, establish a baseline, and track changes over time.
- Identify gaps across employee groups and consider both workplace and external factors that influence these perceptions.
- Leverage existing tools and mechanisms such as transparent communication, valuing employee input, acting on employee feedback, strengthening support from managers, fostering psychological safety, and enhancing belonging.
- Partner with stakeholders to demonstrate care and create lasting impact.



## The Path Forward

As employers consider their path forward, it is important to recognize that while mental health and organizational care are distinct concepts, they do not exist in silos. Our research shows that well-being/mental health, and employee perceptions of organizational care are deeply connected and are shaped not just by individual factors, but also by the organizational systems and structures around us. Therefore, our ability to achieve meaningful and long-term impacts will require organizations to follow a holistic approach that addresses these issues at multiple layers—at the individual and organizational levels.



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