

Burnout Is Everyone's Business: What 100 CHROs Are Doing to Turn It Around

Our webinar will begin shortly

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Using Zoom



Utilize the Chat Button to Add Comments Throughout the Session

Engaging in Chat



Asking a Question



Brief Exit Survey



We'd appreciate your **feedback** on today's presentation.

Meet Your Presenters



Mike Colucci

*Senior Director, Partner
Development, Seramount*



Joe Infantino

*Senior Director,
Insights, Seramount*

With Deepest Appreciation

Recognizing the 100 Participants in Our CHRO Listening Tour

- 
- Luani Alvarado, Kenvue
 - Lucien Alziari, Prudential
 - Brian Baker, Teno
 - Bill Baker, Wolters Kluwer
 - Emily Barron, Basic Technologies
 - Ali Bebo, Pearson
 - Karen Bennett, Cox Enterprises
 - Alison Bernard, Dechert
 - Dottie Brienza, Cambrex
 - Josh Bronstein, Bank of America
 - Misty Brown Fischer, Ultimate Medical Academy
 - Helena Bugeja, Transurban
 - Elisabetta Caldera, Aegon
 - Kristi Cappelletti-Matthews, VSP Vision
 - Len Carter, FHN
 - Lisa Chang, Coca Cola
 - Abigail Charpentier, Aramark
 - Jennifer Conn, Pharmavite
 - Steve Cunningham, TDIndustries
 - Andrew Davis, Sony Music
 - Lacey Dingman, Federal Reserve Bank of New York
 - Stephanie Doliveira, Sheetz
 - Eric Dozier, Lilly
 - Heather Dumas, Ardent Mills
 - Lauren Duprey, Takeda
 - Larry Durham, Lawrence Livermore National Laboratory
 - Mario Ellis, Beacon Health Systems
 - Anne Erni, Audible
 - Julie Everitt, Standard Chartered
 - Peter Fasolo, HRPI
 - Javier Feliciano, Meritage Homes
 - John Ferguson, NASCAR
 - Greg Flores, Retired, formerly of Pilot Flying J
 - Michael Fraccaro, Mastercard
 - Andrea Haan, World Insurance
 - Christy Harris, CCC
 - Denise Haselhorst, Chargebee
 - Yolanda Hutchins, PCORI
 - Ed Hutner, Deltek
 - Renuka Iyer, PhRMA
 - Tonya Jackson, Lexmark
 - Melissa Jones, CSAA Insurance
 - Rachel Kay, Hearst
 - Aimee Kennedy, Battelle Memorial Institute
 - Simon King, Daiichi Sankyo
 - Shane Koller, Ancestry
 - Stephanie Kramer, L'Oréal
 - Nickle LaMoreaux, IBM
 - Janis Leigh, Giant Eagle
 - Bei Ling, Wells Fargo
 - Jackson Lynch, Sunnova
 - Mallory Martino, Wella
 - Tom Mathews, formerly of Cree
 - Linda Matzigkeit, Childrens Healthcare of Atlanta
 - Matthew McCarthy, formerly of Ben & Jerry's
 - John-Anthony Meza, Center on Budget and Policy Priorities
 - James Momon, formerly of 3M
 - Mary Moreland, Abbott
 - Susan Muigai, TransUnion
 - Michele Noltz, Olive Tree Holdings
 - Andrew Ortiz, Cedars Sinai
 - Jenny Park, Bank of America
 - Steve Pemberton, Seramont
 - Marjorie Powell, AARP
 - Sue Quakenbush, Dynatrace
 - Scott Redfearn, Protiviti
 - Tim Richmond, AbbVie
 - Michael Rogers, Alight Solutions
 - Faith Rottman Johnson, TEKsystems
 - Bala Sathyanarayanan, Greif
 - Don Schneider, Alix Partner
 - Kim Scholes, Aldridge Pite
 - Lesley Sepanloo, American Institutes for Research
 - Jeanna Shapiro, Grant Thornton
 - Dalithia Smith, Oatey
 - Donna Smith, The Jewish Board
 - Ola Snow, Cardinal Health
 - Amy Steadman, Midpen Housing
 - Mark Steiman, CHOC
 - Mari Steinmetz, Kohls
 - Bill Strahan, Comcast
 - Albert Taylor, Southwest Gas
 - Gail Thakarar, VNS Health
 - Aisha Thomas-Petit, Horizon Blue Cross Blue Shield of New Jersey
 - Enrique Toledo, modivcare
 - Sandy Torchia, KPMG
 - Rainia Washington, FINRA
 - Jason Westenskow, Zachry Construction Corporation
 - Cara Williams, Cottage Health
 - Jeanette Winters, 8x8
 - Michelle Wolfe, U Arkansas
 - Sean Woodroffe, Lincoln Financial Group
 - Laura Young, Goldman Sachs



CHRO an Increasingly Multifaceted Role

People Leaders Wearing Multiple Hats in Addition to Their Day Job



The Technologist

- Update legacy HR systems
- Monitor AI advancement for impact on roles, develop AI trainings



The M&A Strategist

- Oversee workforce consolidation, redesign, downsizing
- Integrate disparate cultures



The Space Planner

- Coordinate which teams will be in which space on which days
- Ensure space design, technology support hybrid work



Group Therapist

- Improve exec team collaboration, effectiveness
- Provide coaching to new execs



The Black Belt

- Improve HR processes, customer service
- Redesign roles across org to meet changing employee preferences, demands



The Chief Wellness Officer

- Maintain physical and mental health of workforce
- Ensure positive work-life balance



The Spokesperson

- Adapt internal messages to multiple platforms, channels
- Evaluate when, how to weigh in on societal issues



The Data Scientist

- Project workforce need as skill half-lives decays
- Prove ROI of people initiatives, benefits



1

Advancements in GenAI

*Separating Hype from Reality
and Ensuring AI Readiness*

2

Hybrid and Flexible Work

*Balancing Business Outcomes,
Hiring Competitiveness, and
Employee Engagement*

3

Employee Mental Health

*Quantifying the Challenge
and Prioritizing Strategies*

4

The Evolving Employee- Employer Compact

*Culture, Loyalty, Generations,
and the Gig Economy*

Employee Mental Health

Quantifying the Challenge and Prioritizing Strategies

Representative Listening Tour Responses

“ People are feeling pressure from lots of different places and it shows up in the workplace. Work matters, but burnout is a broader issue than work.”

“ We’ve seen utilization for mental health services skyrocket over the past few years. Our benefits costs have gone up, particularly because of the cost of medications.”

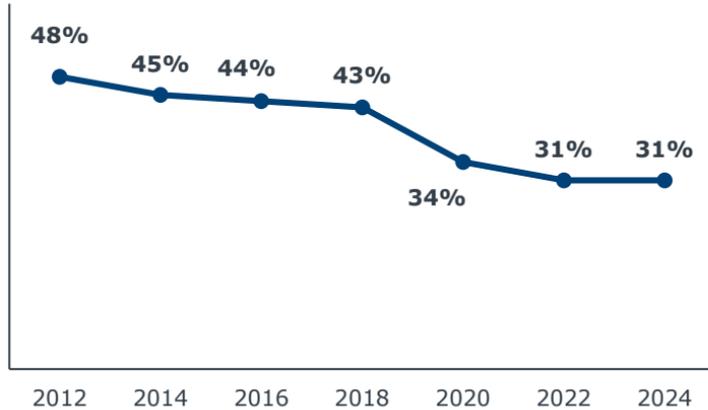
“ Associates are coming up to managers to say they are depressed or having suicidal thoughts. Managers aren’t equipped for these conversations. [...] it’s a very high-pressure situation that’s causing a lot of stress.”



Employee Mental Health a Clear, Growing Challenge

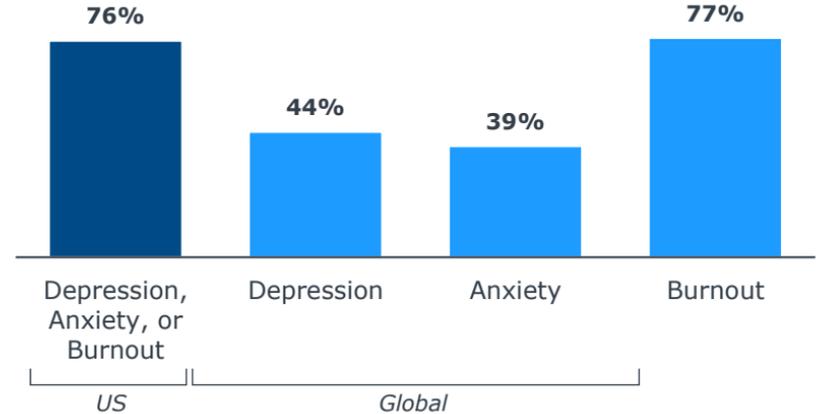
Self-Assessments Worsening, Rates of Diagnoses Increasing

Percentage of Employees Describing Their Mental Health as "Excellent"



Percentage of Employees Experiencing Mental Health Conditions

As of 2021



1 in 5

US workers reports struggling with thoughts they would be "better off dead" or "hurting themselves"

Work-Related Stress Significant Contributing Factor

Workload, Burnout, Budget Constraints All Negatively Impact Mental Health



49%

of employees cite high workloads as their top stressor. Around **47%** of employees also say that work stress is hurting their mental well-being.



88%

of workers report feeling burned out. Large shares of staff also report anxiety and stress (**32%**), frequent headaches (**30%**), and disturbed sleep (**23%**).



68%

of hiring managers plan to teach employees **new skills** in their current roles to compensate for tighter budgets, slower hiring, and increased workloads.



Female employees are **25%** more likely than their male colleagues to report experiencing symptoms of burnout.

HR Leaders Cite Multiple Manifestations



Ample Evidence of Mental Health Needs Within Organizations



EAP Usage

Increase in both number of employees accessing EAP and number sessions per employee



Drug Costs

Rising anti-depressant and anti-anxiety drug costs



Leave

Increase in mental health-related leave, for both employee and dependent needs



Suicide Rates

Higher suicide rates in certain sectors (e.g., construction)



25%

Increase in mental health-related costs in one year observed by one organization



74%

National increase in requests for leave or accommodations for mental health-related issue in 2024

Negatively Impacting the Bottom Line



Quantifying the Link from Mental Health to Productivity, Cost, and Turnover

Primary Employer Mental Health Costs

Productivity



37% of staff feel so overwhelmed that it hinders their job performance

4.6 more sick days taken each year by employees with anxiety or depression

Benefit Costs



Employees with anxiety and depression have higher comorbidity rates, like musculoskeletal conditions (46%) and obesity (39%)

Turnover



70% of employees have experienced burnout during the past year and are looking for other jobs

90% of employees got so stressed at work in the last six months they "rage applied" elsewhere

Estimated Annual Employer Cost of Staff Burnout

\$5.04M

Estimated annual cost to employers per 1K employees

\$20,683

Per executive

\$10,824

Per manager

\$4,257

Per salaried non-manager

\$3,999

Per hourly non-manager

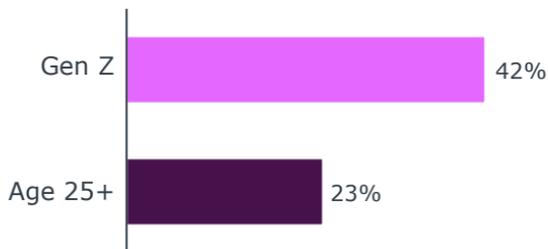
Sources: Christ, "Burnout can cost companies up to \$21K per employee annually," *HR Dive*, March 13, 2025; Crist, "Workers still report more negative emotions compared to before the pandemic," *HR Dive*, Dec. 4, 2024; Santisi, "Loneliness in the Workforce Impacts Performance, Satisfaction, and Turnover in the Workplace, According to Integrated Benefits Institute Analysis," *PR Newswire*, Dec. 10, 2024; "120 Employee Wellness Statistics for 2025," *Wellable*, Feb. 19, 2025; Seramont interviews and analysis.

It Will Get Worse Before It Gets Better

Majority of Future Workforce Shows More Acute Mental Health Needs

Percentage of Adults with Depression by Age Group

As of 2022

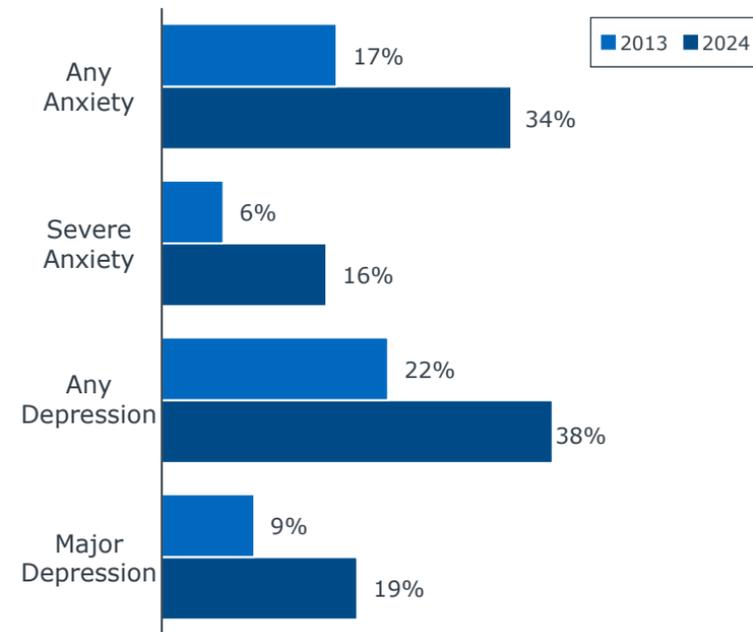


Percentage of Employees Experiencing Thoughts of Self-Harm by Age Group

As of 2024



Percentage of University Students Diagnosed with Anxiety, Depression



Employers Ramping Up Mental Health Investments ...

... But Not Always Seeing Desired Impact or Utilization

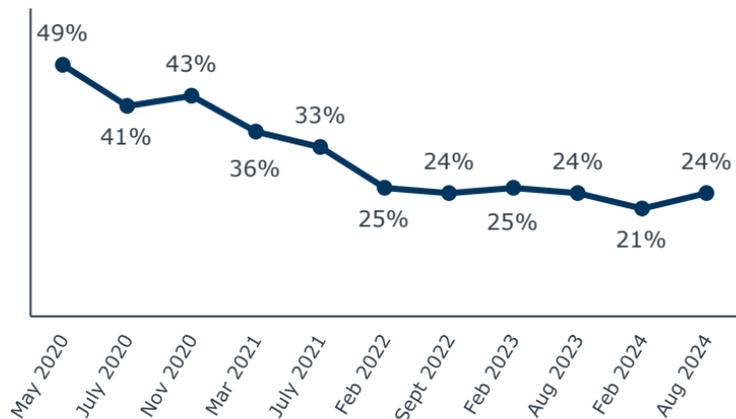
\$94.6B

Predicted total global corporate spending on wellness in 2026

42%

of companies planned to offer new employee well-being benefits

Percentage of Employees Strongly Agreeing with "My Organization Cares About My Overall Well-Being"



Some Employees Unaware of, Others Avoid Mental Health Benefits

47% of employees do not know how to access their employer-sponsored mental health benefits

25% of employees do not know if their employer offers mental health-related benefits¹

45% of employees avoid using benefits because they don't have time

22% of employees avoid using benefits because of the cost

1) Includes mental health care benefits, an employee assistance program, flexible work arrangements, or sick days for mental health.

Sources: Croft et al., "Why Workplace Well-Being Programs Don't Achieve Better Outcomes," *Harvard Business Review*, 2024; Hedrick et al., "Despite Employer Prioritization, Employee Wellbeing Falters," *Gallup*, 2024; Tackling the Mental Health Crisis: 42% of Companies Plan to Offer New Employee Well-Being Benefits, *The Conference Board*, 2024; Shumway, "More than 1 in 4 workers don't know if they have mental healthcare benefits, survey finds," *HR Dive*, 2025; Seramount interviews and analysis.

Effective Mental Health Offerings Show Outsized ROI



Supported Employees Report Higher Engagement, Productivity

Employees Who Strongly Agree Their Organization Cares About Their Well-Being

Are More Likely to ...

7x

more likely to strongly recommend working at their organization

4.4x

more likely to be engaged at work

1.5x

more likely to be thriving in life



Are Less Likely to ...

73%

less likely to feel burned out at work very often or always

66%

less likely to look for a new job

Proven Well-Being Strategies to Prioritize



Strategies	Capsule Description 	Implementation Detail 
Communication and Destigmatization	Internal communication strategies normalize mental health discussions, reduce stigma, and promote resources	Proactive and consistent dialogue about mental health at convenings such as town halls and among executives accelerates destigmatization [1]
EAP Reevaluation	Comprehensive review of Employee Assistance Program services to ensure they meet current workforce needs	EAPs that offer telehealth or virtual counseling lower the barrier to mental health support [3]
Financial Wellness Programs	Training, resources to help employees improve finances, reduce financial-related stress	Surveys of employees show they want help growing their savings (47%), managing debt (21%), and managing student loans (11%) [4]
Sleep Support	Programs that educate employees about sleep hygiene and provide resources or incentives to improve sleep quality	A health economic evaluation showed Sleepio lowered health care costs by \$1,677 per employee [5]
Volunteer Initiatives	Structured opportunities for employees to engage in community service, improve self-esteem	79% of employees in their company's volunteer program are satisfied with their jobs vs. 55% who didn't partake [6]
Resiliency Training	Cognitive behavioral therapy interventions that give individuals tools to manage their mental health and develop self-coping skills	A strategy stemming from universities to bolster student success, including at University of Texas-Austin and Pepperdine University [2]

Innovative Approaches to Consider Next



Mental Health First Aid Interventions

 **Training**
Managers trained on red flags that might signal employees in distress, steps to compassionately intervene

Intervention
Upon observing red flags, manager discreetly ask employees about any mental health concerns 

 **Resourcing**
Manager directs employees to appropriate wellness resource and/or medical professional



The Federal Reserve Bank of New York also trains security guards, who regularly interact with all staff



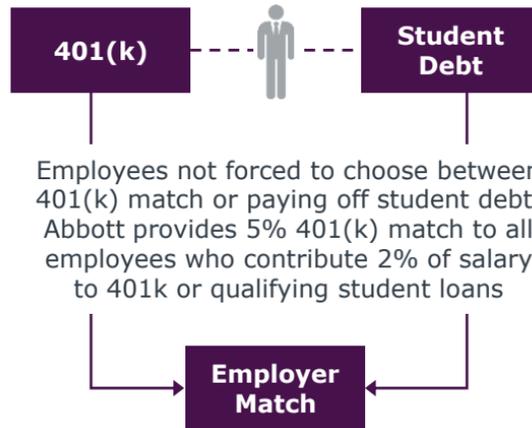
Giant Eagle deploying train-the-trainer model to speed rollout



Trained managers at Zachry wear stickers on hard hats for visibility



Abbott's Freedom 2 Save Program



Employees not forced to choose between 401(k) match or paying off student debt. Abbott provides 5% 401(k) match to all employees who contribute 2% of salary to 401k or qualifying student loans

“
Those who participate in Freedom 2 Save are 19% more likely to stay with us.”
Mary Moreland, EVP of HR, Abbott

Four-Day Work Week Results Are In



Radical Improvements in Company Finances, Employee Well-Being

Overview of Four-Day Work Week Experiments

A Global Sample

- 255+ participating companies
- 6,300+ employees
- 10 countries, including Australia, Germany,¹ Ireland, Japan, New Zealand, South Africa, Portugal, Brazil, UK, US

The 100:80:100 Model

- Employees keep 100% of pay
- Hours reduced to 80%, across four eight-hour days
- Employees maintain 100% productivity

Representative Results

2/3

Decline in sick days taken by employees at participating UK companies

57%

Fewer employees left participating UK companies compared with the same period a year earlier

38%

Increase in revenue for US and Irish companies compared to the same time period the previous year

37%

of participating Australian companies to permanently move to a four-day week in the next five years

“ I don't think a four-day work week is such a bad idea. I think we're going to end up with a four-day week.”

-Josh Bersin

1) Not all German participants reduced their hours by 20%.

From Employee Voice to Collective Action

Two Solutions to Move the Needle on Burnout



Assess360

Discover what matters most to your people

- Honest employee feedback
- Clear, prioritized actions
- Unlimited expert support

Peer Validation



HR Exec Board

Refine and advance solutions with your peers

- Trusted senior HR network
- Timely research
- Pressure-test ideas



Insight

Designed to help you turn pressing challenges into opportunities for growth.

How Can Seramount Help Your Organization?

Let us know if you're interested in...



Connecting with a team member about Seramount's holistic approach to employee listening.



Learning more about the HR Executive Board community.



Registering for Seramount's upcoming HR and Talent webinars.



Receiving a copy of the infographic, ***What Keeps CHROs Up at Night.***

We value your feedback.

Please **share your thoughts** about our presentation in the **short poll** on your screen.

Thank you!





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