

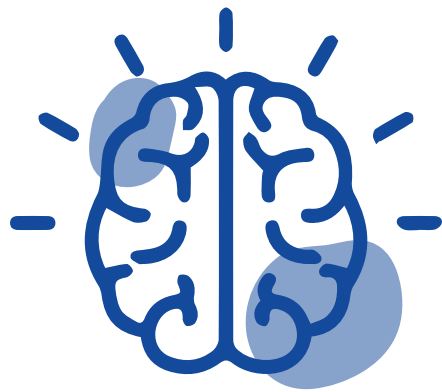


ADITYA BIRLA EDUCATION TRUST

The Silent Struggle

How Mental Health Impacts the Indian Workforce

May 2023



MENTAL HEALTH MATTERS

Message from the Chairperson's desk



Mpower's mission is to proactively champion mental health awareness and provide holistic care to people in India. Our vision is of a stigma-free society, where people with mental health disorders can lead extremely productive lives with dignity and respect. We are helping build inclusive ecosystems and contributing to the nation-building process with our efforts.

Mpower took the initiative of conducting the Mental Health and Wellness Quotient at Workplace Survey because mental health is a silent crisis that we've ignored for too long now. In the 36 largest countries, 12 billion productive days are lost each year at a cost of \$925 billion due to depression and anxiety. In fact, 42% of corporate India is depressed or suffering from anxiety disorders. Two out of three people who have suffered from

depression still face prejudice at work or while applying for new jobs. Only one in ten people have access to an Employee Assistance Program (EAP), and barely than a thousand registered corporates in India have structured EAPs.

The results of this survey alarmingly tell us that almost half our workforce is at risk of mental health issues and women are at a greater risk than men.

The report urges corporates, as one of the key stakeholders, to understand the mental health of employees in a scientific way and identify the drivers of mental health in the workplace. It promotes transformative policies and focused mental-health programs for employees. It can help redefine the outlook for CSR funding and resources to meet the United Nation's Sustainable Development Goals 3 – for good health and wellbeing. Most importantly, it can act as a guide for the creation of innovative public, private and community-based partnerships to strengthen the mental-health ecosystem.

Armed with this survey, I am hopeful of helping accelerate the adoption and development of mind-positive ecosystems in corporate India.

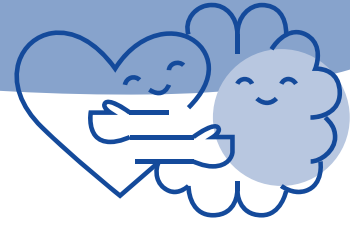
Mrs. NEERJA BIRLA

Founder & Chairperson

Mpower

An initiative of Aditya Birla Education Trust





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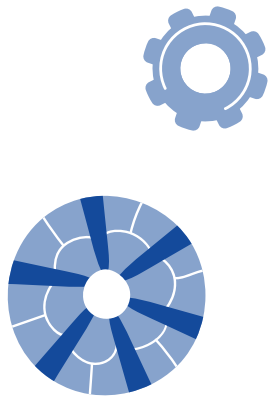
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Executive Summary





3000 TOTAL



1627



MALE

1373



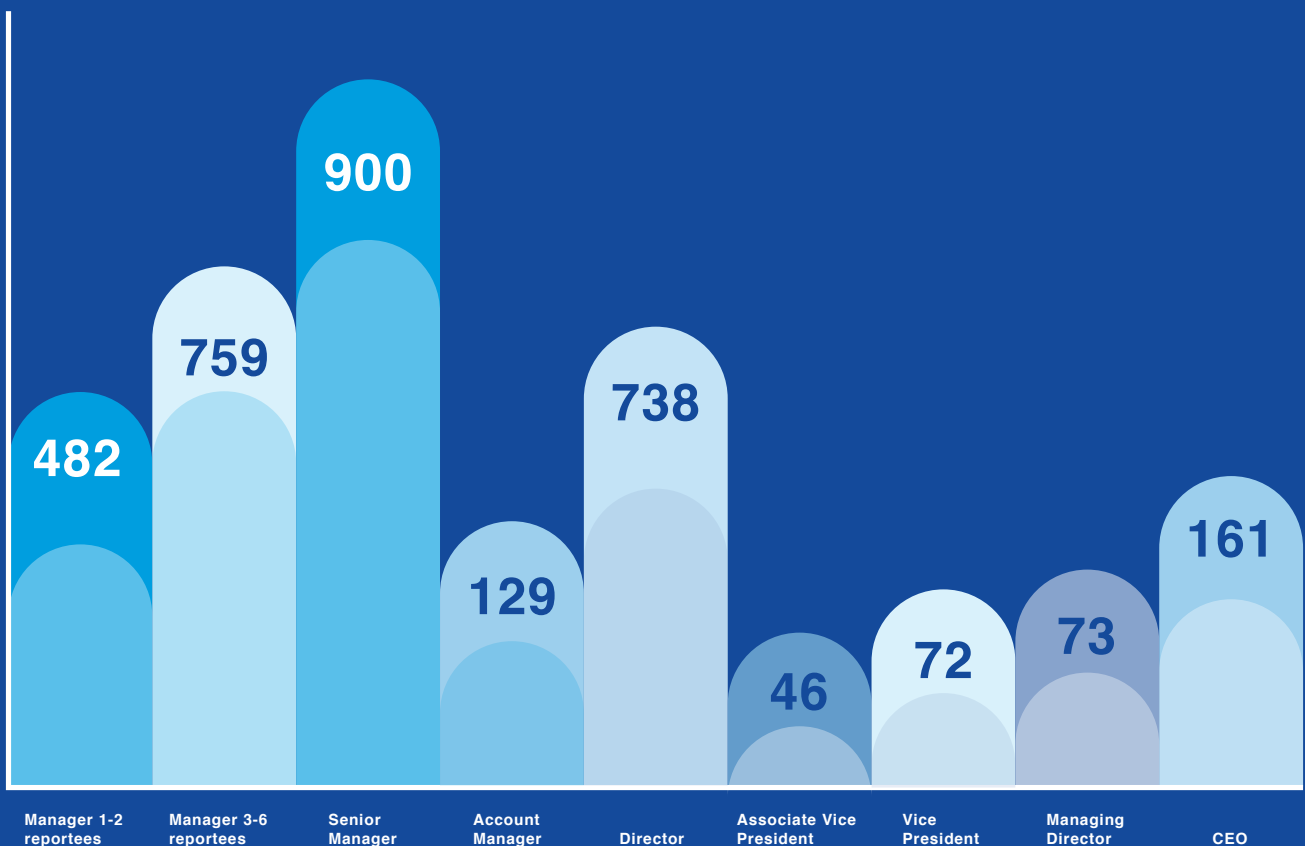
FEMALE

2640 PARTICIPANTS
30-45 YEARS

291 PARTICIPANTS
46-60 YEARS

69 PARTICIPANTS
> 60 YEARS

DESIGNATIONS OF PARTICIPANTS



CITIES WHERE OUR ARE PARTICIPANTS FROM



SECTORS



FMCG

EDUCATION



AUTOMOBILE

HEALTHCARE



DURABLES

IT



BPO

HOSPITALITY



BANKING

E-COMMERCE



RESEARCH PARTNER  IPSOS



This survey was undertaken by Mpower, an initiative of the Aditya Birla Education Trust, conducted by IPSOS, to ascertain the key factors affecting the Mental Health of corporate employees across major metropolitan cities of India, and gain insight into the different challenges faced by them in their sector, city, role, age, gender, etc., respectively. Additionally, this survey also endeavoured to provide recommendations to improve mental health support systems within the corporate sector and companies.

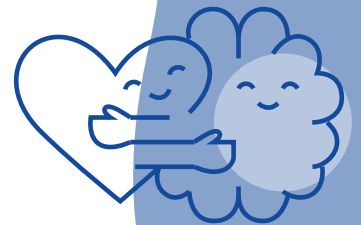
The main key findings suggest that

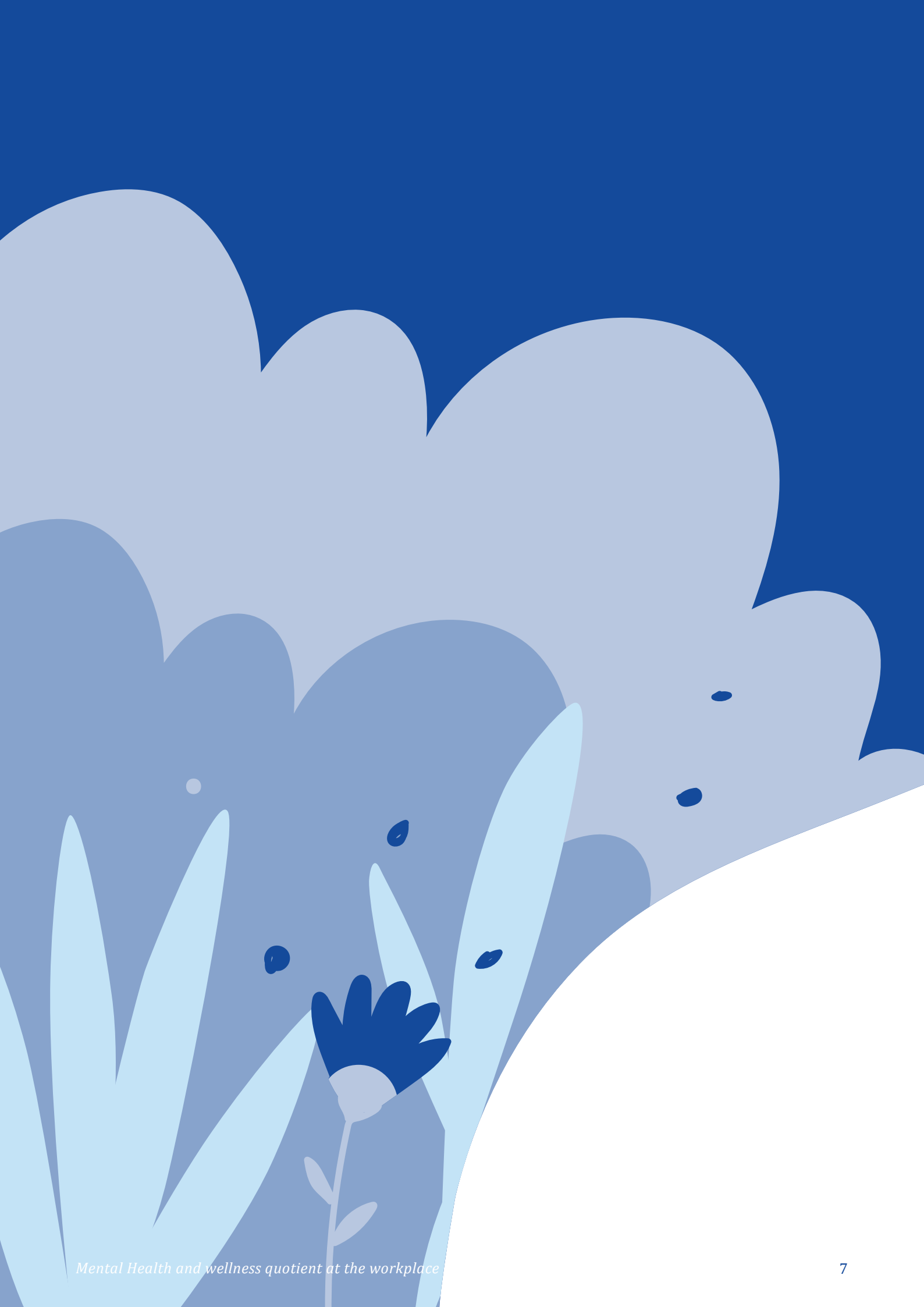
- 1 out of 2 corporate employees are at-risk of poor mental health today.
- The most 'At risk' profiles include female employees, senior employees, predominantly in sectors like FMCG, Automobile, Healthcare and E-Commerce.
- According to these employees, job/work life plays a key role in impacting their mental health. The sector which was found to be most affected by this was the E-Commerce sector.
- As high as ~50% of the employees strongly agreed that stress impacts their work productivity.

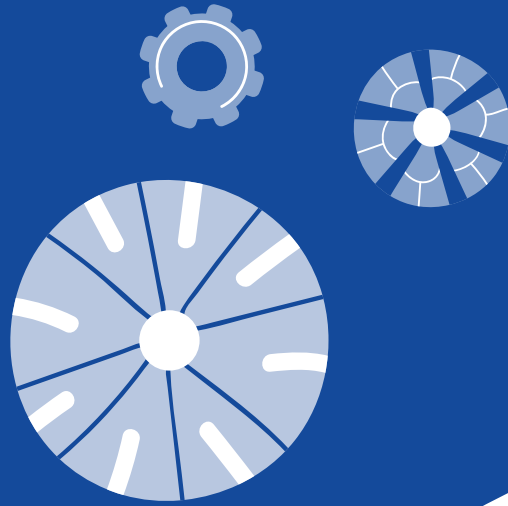
- Every 9 out of 10 employees agreed that they lack work life balance.
- Close to ~80% of employees agreed that they have taken 2 weeks leave from work in the last year because of stress/ anxiety/ poor mental health.
- About 90% of employees' agreed that they are expected to work on their leave days.
- Among employees 'at risk' of poor mental health, close to 67% agreed that they are expected to work every time they are on leave.
- With regard to WFH policy, majority of the employees feel that the remote working policy impacts their overall work productivity and hinders their professional growth.
- With regard to stereotypes, ~80% of female employees agreed that they face stereotypes at the workplace by their male colleagues, pertaining to their maternity leaves, and the need for female colleagues to compromise with their career post marriage.
- Among personal factors, about 4/10 employees strongly agreed about their family/ relationships causing immense stress.
- Nearly 40% of employees had an unhealthy sexual life, they felt dissatisfied due to the impact of stress on their sexual performance, leading to reduced

wellbeing and overall health, especially among males in senior positions, and senior age groups, in major metro cities like India, Kolkata, etc.

- 1 out of every 2 employees has faced other personal challenging situations like sudden expected change in the way of life and/or death of a loved one, that significantly impacted their mental health.
- Nearly 50% of employees strongly felt the need for an alternative source of income and the need for a better financial wellness program to empower them.
- About 50% of employees faced unpleasant situations of insufficient salaries, followed by pay cuts which further added to their financial woes.
- In addressing overall health and wellbeing, ~10% of employees suffered from insomnia/disturbed sleep. Of these, ~80% felt that stress from professional life was the main reason for it, whereas, ~75% attributed to their stress due to their personal life. Some common ailments mentioned were fatigue, neck pain, back pain, hypertension, and diabetes, especially among men in senior roles in major cities.
- Lastly, nearly 90% of corporate employees mentioned that mental health and well-being is extremely important and they are very motivated to improve their mental and physical health.







About the Survey

Introduction

Aim

Objectives

Authors

Methodology

Findings



INTRODUCTION

Mental health is an important aspect of overall health and well-being that affects people from all walks of life. Depression is one of the leading causes of disability worldwide, and it has a significant impact on workplace productivity and costs. A study by the National Institute of Mental Health found that **depression costs the U.S. economy \$210 billion per year, with \$87 billion of that coming from lost productivity.**

A study conducted by Dewa et al. examined the incidence and costs of physical and mental health related disabilities in an employed population. This suggests that untreated depression may have negative impacts on productivity and highlights the importance of seeking appropriate treatment for mental health concerns in the workplace.

In recent years, the issue of mental health in the corporate sector in India has gained increasing attention. India as we know is one of the largest growing economies and one of the most rapidly developing nations in today's world. With countries like Japan, the United States of America, South Korea, Singapore and a lot more investing in India, the corporate sector is tremendously growing within the country demanding a larger workforce, time and productivity from its employees. As a result - Stress, Depression, Anxiety and related Mental Health issues have become quite a trend to be observed within the country.

According to a survey conducted by the Associated Chambers of Commerce and Industry of India (ASSOCHAM), **around 42.5% of employees in the corporate sector in India suffer from depression or general anxiety disorder.** Another survey conducted by Deloitte India found that 84% of respondents reported feeling stressed in their jobs, with 62% attributing it to their workload. These findings indicate that mental health is a significant concern in the corporate sector in India.

GENDER AND MENTAL HEALTH AT THE WORKPLACE

Gender plays an important role in mental health outcomes at the workplace. Research suggests that men and women may experience different stressors at work, which can impact their mental health in unique ways.

A study found that female managers experienced higher levels of job strain than male managers, which was associated with an increased risk for symptoms of depression and anxiety (Bleiker et al., 2015).

Gender is an important factor to consider when addressing mental health in the workplace, and that tailored interventions may be needed to address the unique stressors and mental health concerns experienced by men and women in different work settings.





AGE AND MENTAL HEALTH AT THE WORKPLACE

Research has shown that age can have a significant impact on the mental health of employees in corporate workplaces.

A study published in the *Journal of Occupational Health Psychology* in 2019 found that [middle-aged workers \(ages 40-59\)](#) reported higher levels of job stress, burnout, and mental health problems compared to both younger and older workers. Another study published in the *Journal of Aging and Health* in 2020 found that [older workers \(ages 50-64\)](#) who reported higher levels of job demands and lower levels of job control had worse mental health outcomes compared to those with lower job demands and higher job control- which studies.

Thus, it is important to note that age-related factors, such as job stress and discrimination, continue to be important predictors of mental health in the workplace.



WHAT CAUSES POOR MENTAL HEALTH AT WORK?

We spend majority of our waking hours at work. Employees manage workloads, interact with clients and co-workers, and deal with everyday demands of carrying out their jobs whether they are at a company or working from home in a remote office. There are many ways a work-environment can contribute towards poor mental health at work. [Many factors contribute to mental health problems in the workplace, including long working hours, high job demands, lack of job security, and poor work-life balance.](#)

When leadership is toxic or inexperienced, communication is unclear, and employees lack clear roles, support, and work-life balance, this can cause excessive stress and frustration this can say and lead to feelings of dissatisfaction, depression, and exhaustion among employees. Other contributing factors include discrimination, favouritism, harassment, lack of teamwork, and insufficient recognition. These issues can have a ripple effect on employees' mental health, affecting their ability to balance personal and work demands and cope with financial pressures.

The stigma surrounding mental health in India is another barrier to addressing the issue. Employees may be hesitant to disclose their mental health problems due to fear of discrimination or negative consequences. In addition, there is a lack of awareness and understanding of mental health issues among employers and employees.

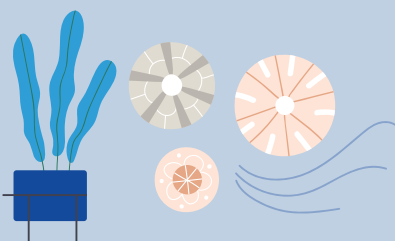


BENEFITS OF GOOD MENTAL HEALTH IN THE WORKPLACE

Encouraging mental health in the workplace has become a necessity rather than a mere bonus. Employee performance and mental well-being are closely intertwined, representing two crucial components of the same equation. By promoting the well-being of their employees and fostering a supportive work environment, employers can enhance productivity and contribute to a healthier, happier workforce.



It is worthwhile to invest in addressing the ways in which the work environment can impact employee health. A proactive approach can help prevent minor issues from turning into more significant problems. Taking measures to safeguard employee mental health demonstrates that employers value their workers and this can also have a positive impact on overall employee performance.





AIM

To offer a comprehensive understanding of the mental health challenges faced by employees across various industries and corporations throughout India.



OBJECTIVES

The objective of this study was to identify the factors that affect the mental well-being of employees, which include work-related stress, job satisfaction, work-life balance, and the availability of mental health support in the workplace. The survey aimed to gain insights into the challenges faced by employees in various sectors, cities, and roles, and to provide recommendations for companies to enhance their mental health support systems.



AUTHORS

Mpower, an initiative of the Aditya Birla Education Trust is an organization that aims to to change public perception by creating awareness, fostering education, advocating prevention and provide world-class holistic and multidisciplinary mental health services, irrespective of age, gender, and socio-economic boundaries.

METHODOLOGY

This survey was commissioned by Mpower, an initiative of the Aditya Birla Education Trust, in collaboration with IPSOS. Its purpose was to identify the key factors that affect the mental health of corporate employees in major metropolitan cities in India and gain insights into the specific challenges they face based on their sector, city, role, age, gender, and other relevant factors. Additionally, the survey aimed to provide recommendations for improving mental health support systems within the corporate sector and companies. The sample for this survey was collected from major Indian metropolitan cities, including both Tier I and II cities. Further details about the sample are as follows:

Demographics:

For this purpose, the sample was distributed across eight major cities in India and ten diverse sectors. A total of 3,000 corporate employees were assessed, out of which 446 were from Mumbai, 427 from Kolkata, and 452 from Delhi, respectively. Additionally, there were 301 employees from Chennai, 325 Ahmedabad, 301 from Hyderabad, and 301 from Pune. The tech hub of India, Bengaluru, had the largest representation of 447 employees. The selection of these cities was based on their diverse cultures, economies, and populations, thus, providing a representative sample for the survey. The ten sectors chosen included FMCG, Automobile, Durables, BPO, Banking, IT,

Education, Healthcare, Hospitality, and E-commerce. These sectors were selected due to their significant presence in the Indian corporate landscape and the wide range of job profiles they encompass.

Sample Characteristics:

The sample comprised of ~1627 males (59%) and 1373 females (41%). They were divided into 3 age groups – 30-45 year olds (n = 2640), 40-60 year olds (n = 291), and above 60 year olds (n = 69). Based on designation, the sample was restricted to managers and above, among which, 15% of the same belonged to support staff and 85% belong to core departments.

Types of Surveys:

The survey involved online interviews which were self-filled by the participants. Each interview session included, 12 standard questions about mental health which were asked from each participant. Responses were rated on a 4-point likert scale, where a score of 1 indicated excellent mental health and a score of 4 indicated poor mental health. The interview sessions lasted approximately 20-25 minutes. Participants were further assessed by categorizing them as either 'At Risk' or 'No Risk' of mental health concerns based on their mental health scores. To determine the mental health score, if a participant rated a question with a score of 3 or 4, they were given a score of 1 for that question. If they rated a question with a score of 1 or 2, they were given a score of 0 for that question. Based

on this classification, a score ranging from 0 to 4 was considered 'No Risk' for mental health concerns, while a score between 5 and 12 was considered 'At Risk' for mental health concerns.

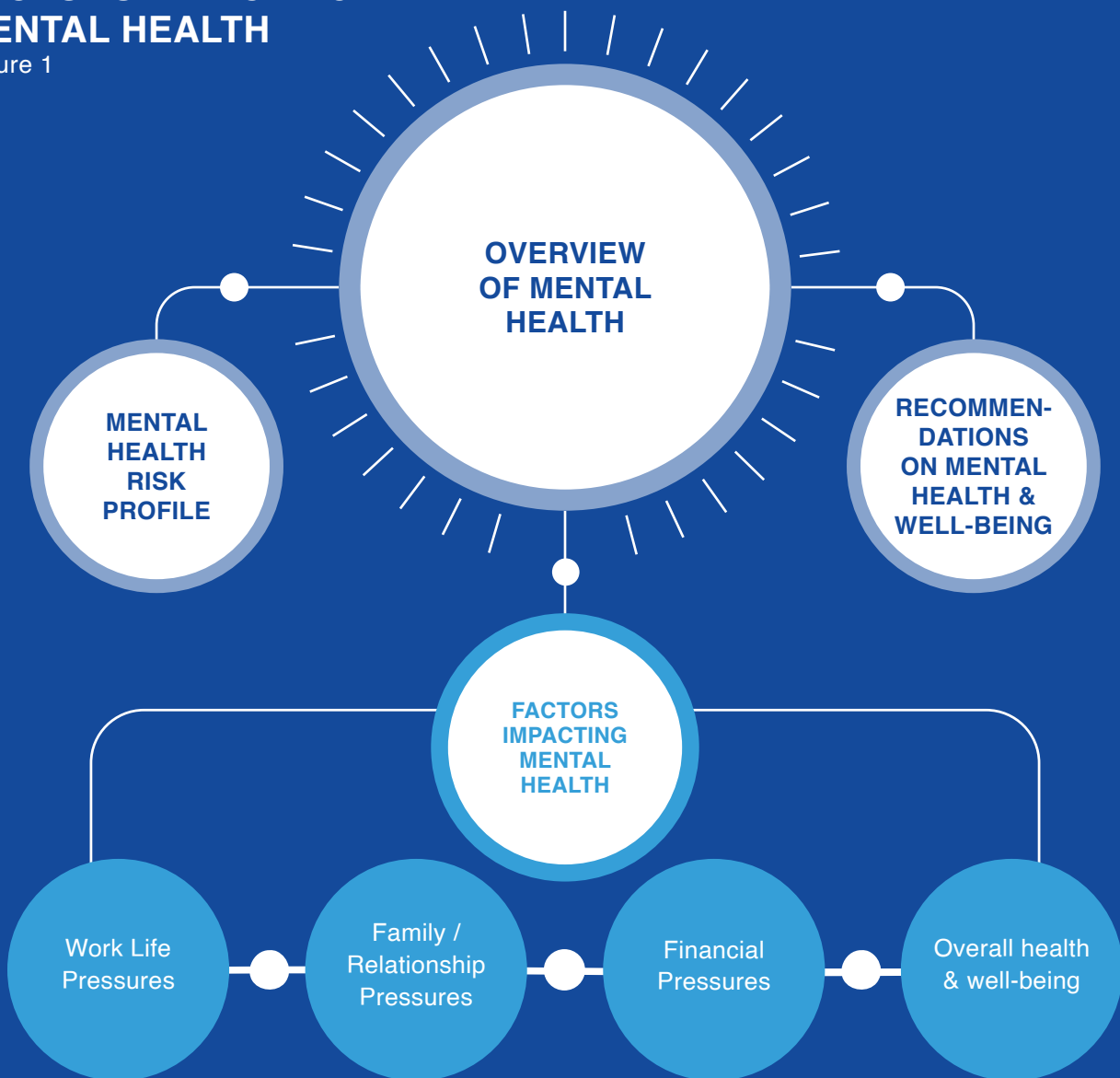
FINDINGS

The aim and objective of this survey was to gain a comprehensive understanding of the mental health concerns faced by corporate employees in a numerous companies and corporates across India,

and provide recommendations to improve their mental health support system. The data was collected from 3000 employees across ten sectors. The findings have been classified as following –

FACTORS IMPACTING MENTAL HEALTH

Figure 1



1. In terms of mental health risk profile, a total of 48% the corporate employees are at risk of poor mental health. Among them females were affected by 56% while males were affected by 41%. The highest affected group was individuals above the age of 60 years (71%), followed by the age group of 46 to 60 years (48%), and the age group of 30 to 45 years (47%).

The sector which bears the maximum brunt for mental health risk was found to be E-commerce at 64%, followed by FMCG at 56%, Automobile & Healthcare at 55%, Hospitality at 53%, BPO at 47%, Banking at 41%, Education at 39%, IT at 38%, and Durables at 31%.

MENTAL HEALTH RISK PROFILE (OVERALL)

(n=3000) Figure 2A

No Risk

At Risk

GENDER

MALE
(n=1627)

FEMALE
(n=1373)

59%
41%



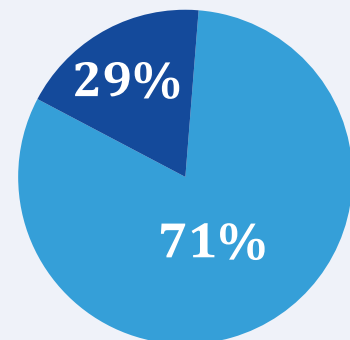
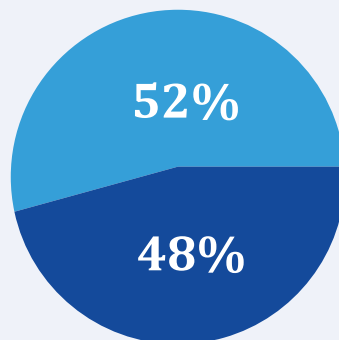
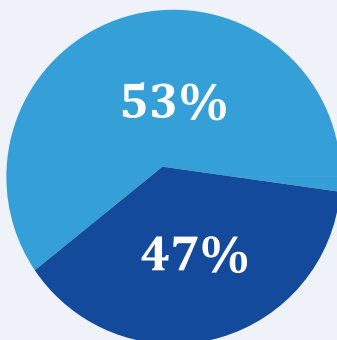
44%
56%

AGE

30 - 45 years
(n=291)

46 - 60 years
(n=291)

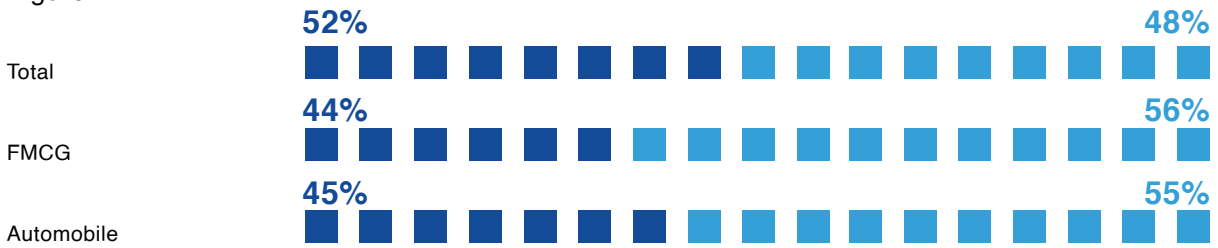
Above 60 years
(n=69)



MENTAL HEALTH RISK PROFILE (SECTORS)

■ No Risk ■ At Risk

Figure 2B



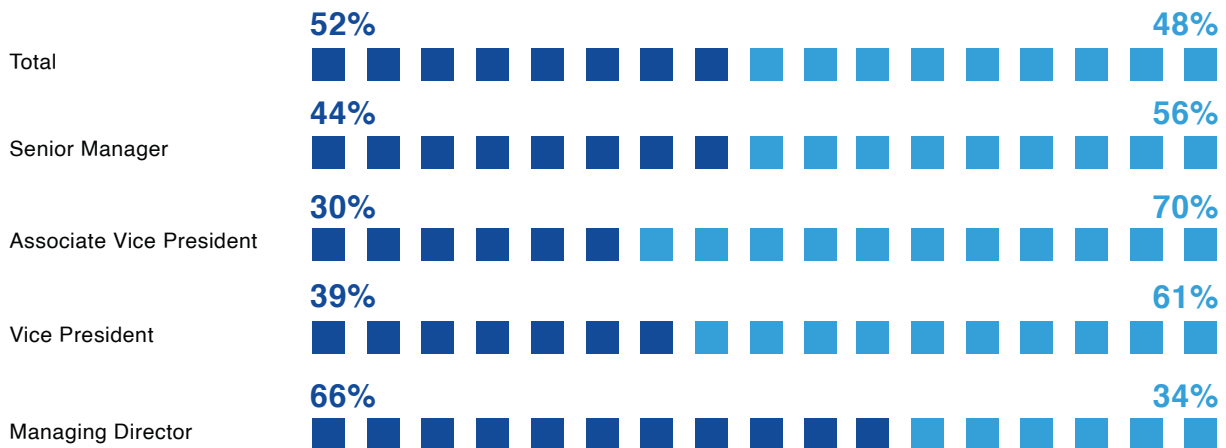
While no direct correlation was found between age and seniority, there seemed to be relatively high proportion of senior group of AP/VP with 70% and

61% respectively, falling in the 'At Risk' category.

MENTAL HEALTH RISK PROFILE (DESIGNATIONS)

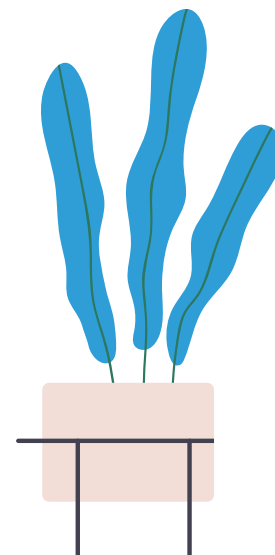
■ No Risk ■ At Risk

Figure 2C



2. With regard to factors impacting mental health, it was found that Job/Work life balance emerged as the top contributor impacting mental health, followed by family and relationships.

Finances/Money matters, along with Health and Wellness are other equated factors impacting mental health in general.



FACTORS IMPACTING MENTAL HEALTH

Figure 3a



Job/Work Life

29%

- Opinion on work life
- Challenges in work life balance
- Opinion on leave policy
- Opinion on remote working policy
- Opinion on professional growth
- Stereotyping about female colleaues



Family & Relationships

24%

- Concerns about family life
- Concerns about sexual life
- Parental pressures
- Other personal challenging situations

Impact of job/work on mental health was found to be comparatively higher among employees from E-Commerce and IT industry, particularly among senior managers, across all designations.



Money matters/finances

22%

- Challenging financial situations



Health and wellness

22%

- Opinion on health and well-being
- Current health issues
- Reasons for disturbed sleep

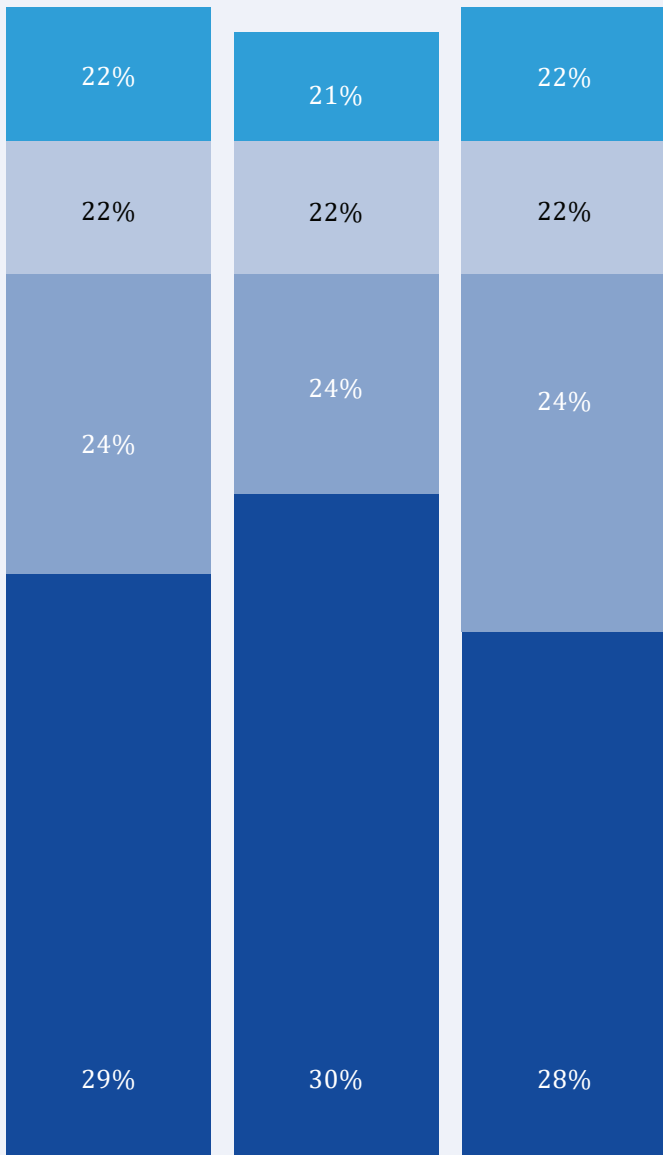
With regard to social variables like age, gender, and risk status, all factors, i.e. work, family, finance and health were

found to equally impact mental health of the participants.

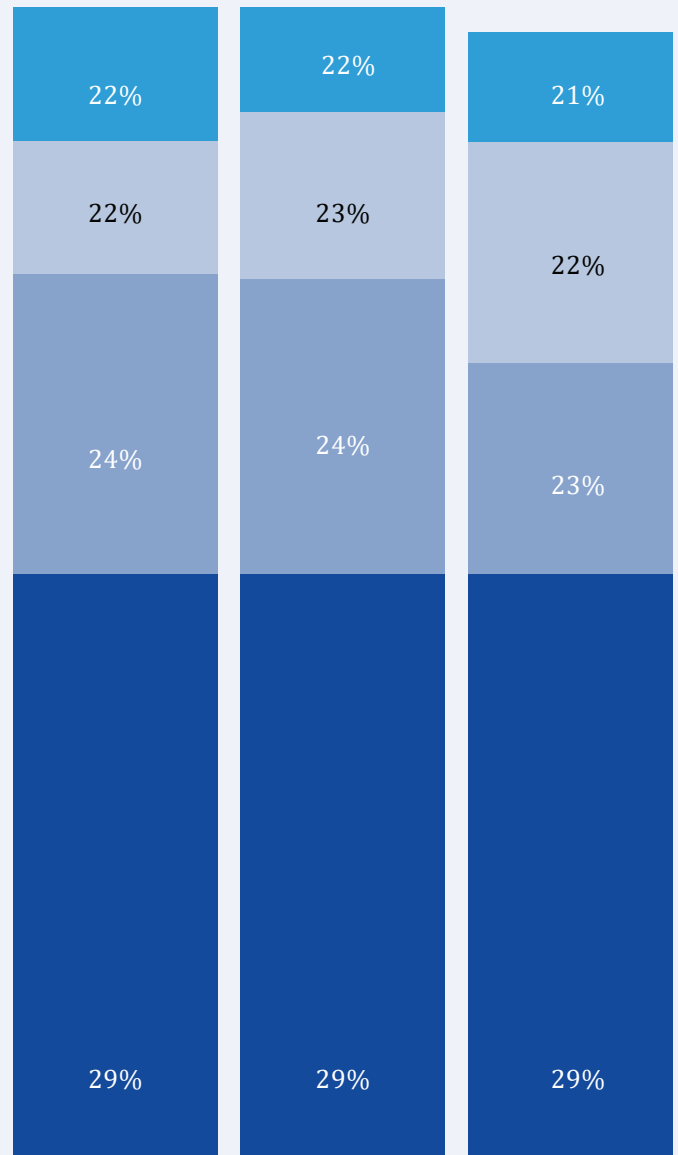
FACTORS IMPACTING MENTAL HEALTH

Figure 3c

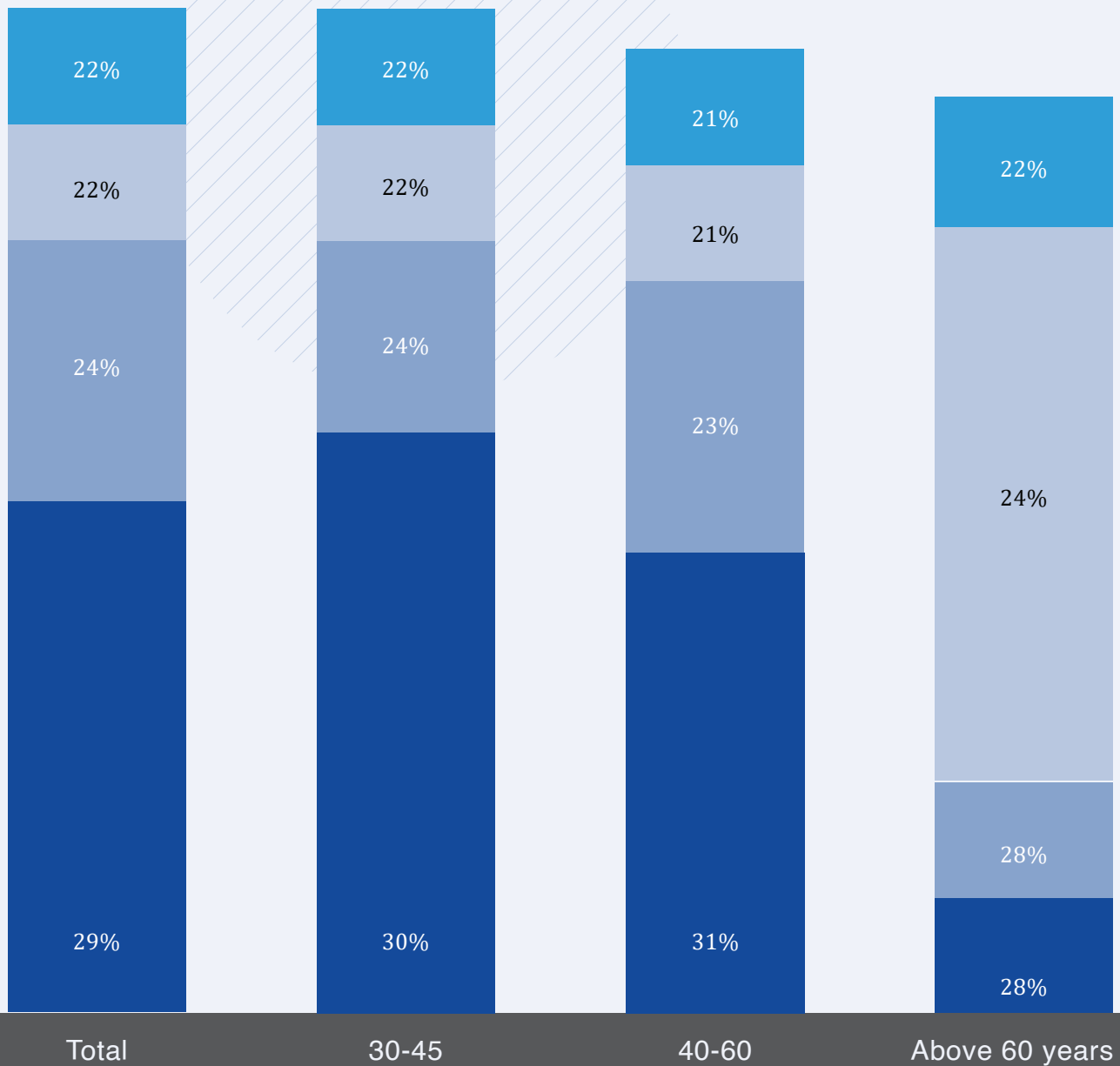
AGE



GENDER



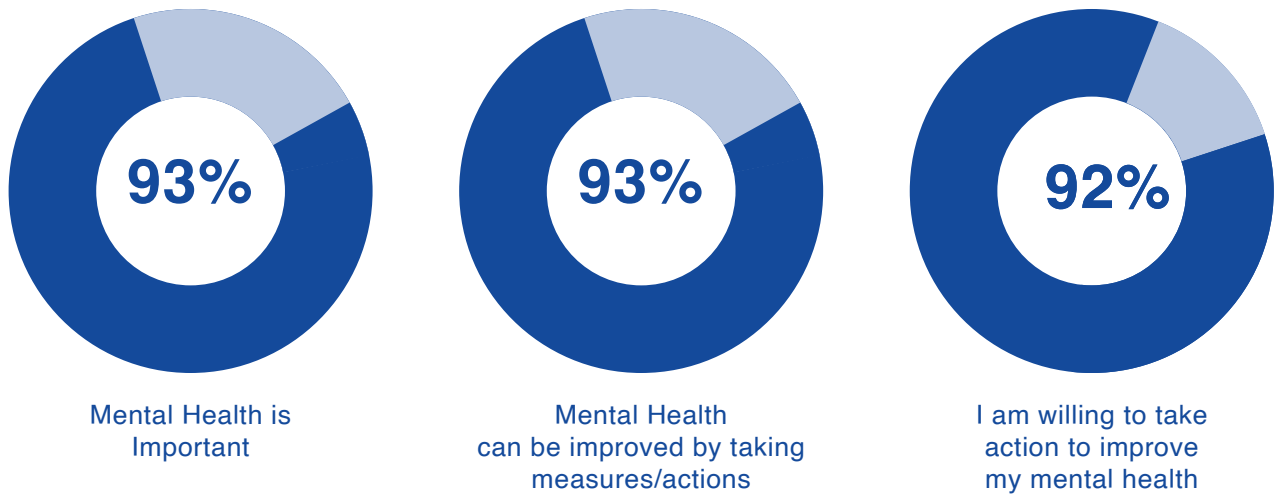
RISK FACTORS



OPINION ON MENTAL HEALTH AND WELL-BEING (OVERALL)

■ Agree ■ Disagree

Figure 4a



3. Mental health and well-being were considered important by 93% of employees. Additionally, 93% of the employees also believed that they can improve their mental health, and 92% expressed willingness to take action in the pursuit of better mental health (e.g. meditation, counselling, etc.)

Based on gender, 93% females showed a greater desire to improve their mental health

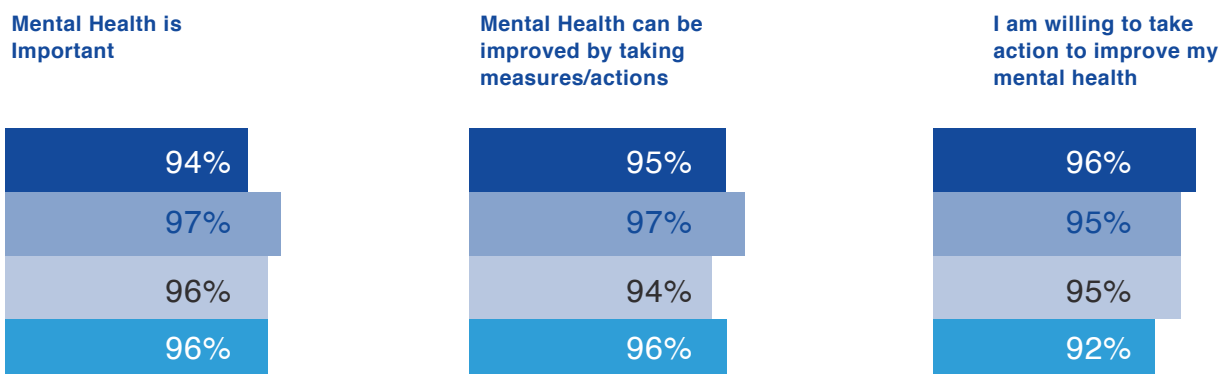
and well-being, compared to males. A similar trend was also observed for people above 60 years of age, where 96% of them wanted to take constructive action towards better mental health. Furthermore, both 'At Risk' and 'No Risk' employees recognized the importance of mental health and well-being, with 92% emphasizing its significance

While the importance of mental health and

OPINION ON MENTAL HEALTH AND WELLBEING (Sector-specific)

■ E-commerce ■ Hospitality
■ IT ■ FMCG

Figure 4d & 4e



well-being was found to be extremely important across industries, it was observed that FMCG industry related the highest degree of importance, along with their belief in improving their state of stress. Comparatively, lower willingness was seen in the BPO sector. Similar trend was also seen in Hospitality, IT industries, and E-commerce.

Among major metros, all cities showed an extremely high level of importance on mental health and wellbeing. Mumbai and Delhi (95% and 97%, respectively) scored highest, in comparison to other cities. These cities also showed the strongest belief that mental health could be improved.

Furthermore, Bangalore also showed a very strong connection to the significance of mental health and well-being, with a score of 96% in terms of importance, belief in improvement, and willingness to take steps towards achieving it. On the other hand, Ahmedabad displayed the weakest association with all factors, scoring 81% in comparison.

Across designations, Directors (99%) provided highest assessment of the level of importance, belief, and wellness steps for mental wellness, followed by Senior Managers (97%). Top management acknowledged the significant role of mental well-being and emphasized the need for concrete steps to address it.

Our survey also aimed deeper understanding of the broad factors listed above which affect mental health. To enhance further this process, we narrowed down the components related to work-life pressure, family and relationship pressures, financial pressures, and overall health and well-being. They have been summarised as follows:

UNDERSTANDING WORK-LIFE PRESSURES

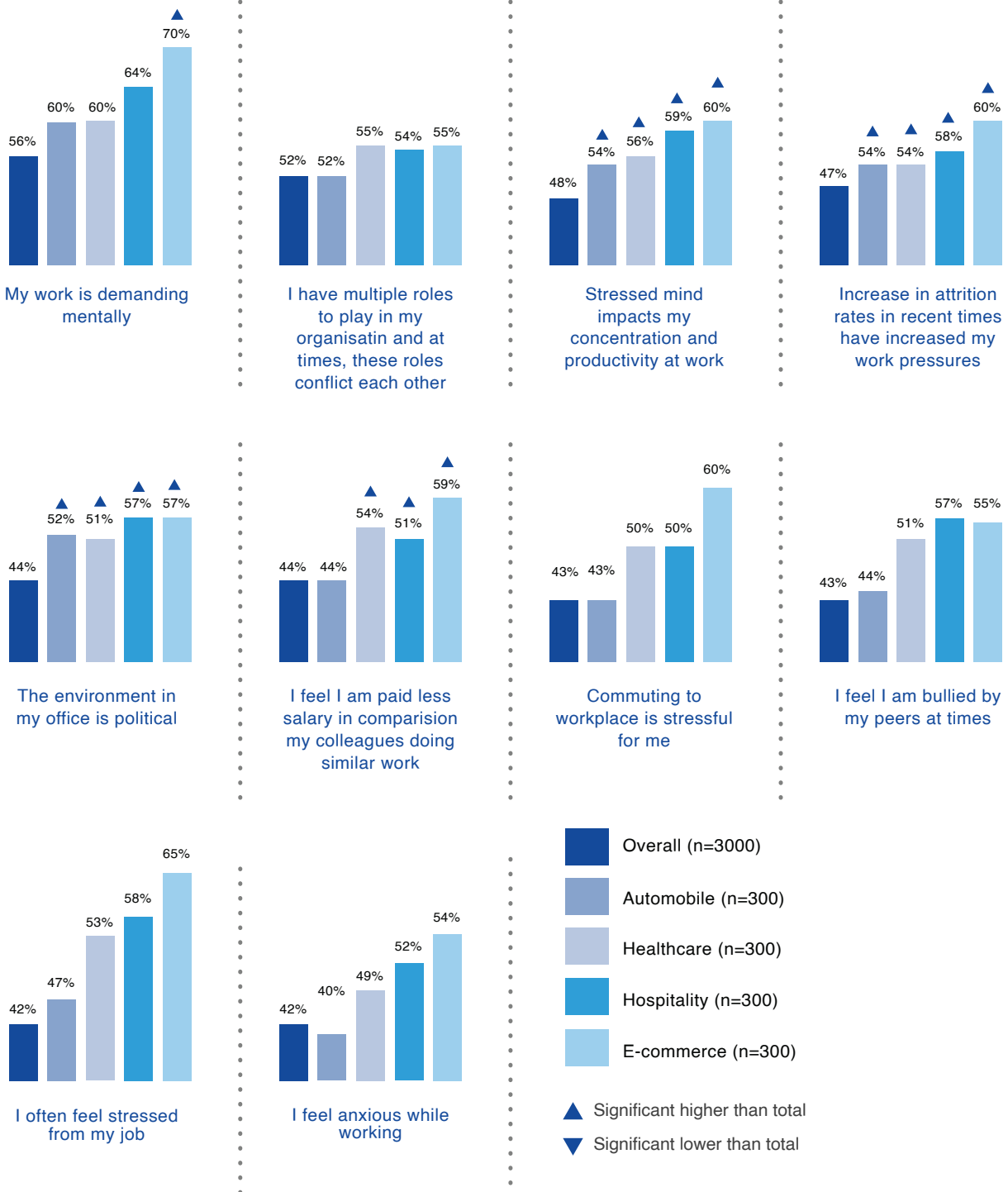
i. Opinion on work-life:

Around 42% respondents strongly agreed that they feel stressed because of their job. A slightly higher proportion believed that work pressure has increased in recent times due to increase in attrition rates.

Across the ten sectors, employees from the automobile industry (54%) were found to have significantly higher concerns around attrition rates, stress impacting productivity, political environment and fear of losing their job. Work-related concerns were found to be significantly higher among employees in Hospitality and Healthcare industries with multiple factors contributing to stress levels. Interestingly, E-commerce industry had significant highest rating on finding their work mentally demanding, as compared to other concerns.

OPINION ON WORK LIFE TOP BOX (SECTOR-WISE)

Figure 5a, 5b, 5c



Among major metropolitan cities, statements with positive outcomes were rated significantly high by Mumbai, while Delhi had a mixed/neutral contribution of ratings across statements. No major trend was observed among other cities.

Among male and female employees, the latter acknowledged the positive aspects of their workplace. However, they also expressed stronger concerns about work pressure compared to their male counterparts. Employees classified as 'at risk' strongly expressed concerns about job demands at the workplace. On the other hand, those classified as 'no risk' considered good peer relations and manageable work hours as significant factors.

Regarding major metropolitan cities, Mumbai rated statements with positive outcomes significantly higher. In contrast, Delhi had a mixed or neutral contribution to these statements.

OPINION ON WORK LIFE (NEGATIVE STATEMENTS)

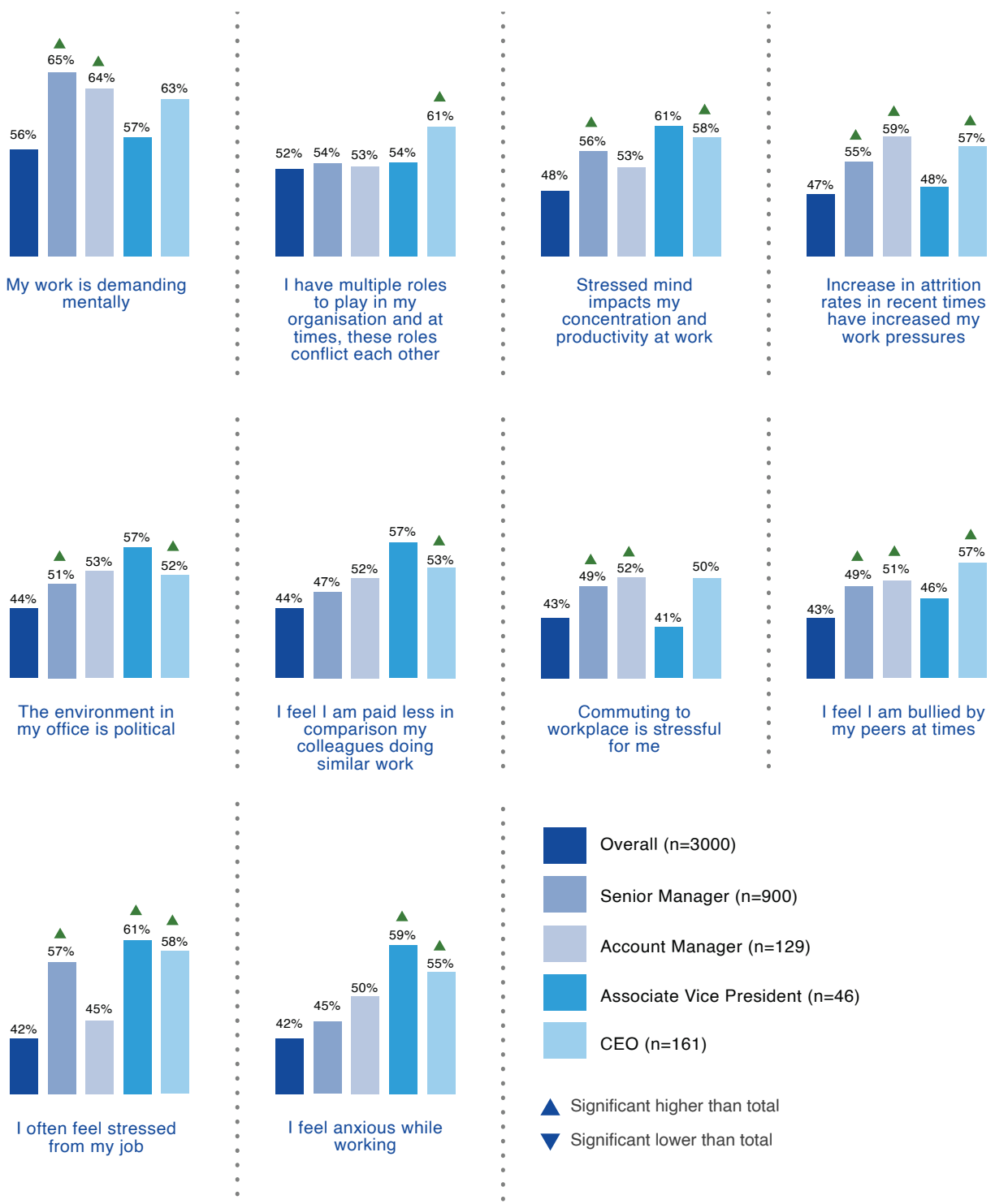
Figure 5D, 5E



Among designations, Senior Managers were found to have significant high concerns around their work life across most statements, followed by account managers. Amongst top management roles, CEO's were found to have significantly higher scores in most statements in comparison to Managing Director or Vice President roles.

OPINION ON WORK LIFE (DESIGNATIONS)

Figure 5C, 5G, 5H



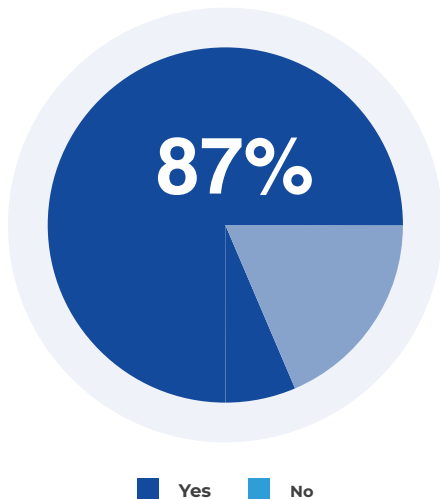
ii. Challenges in Work-Life Balance:

With regard to work-life balance, it was found that a staggering 90% of employees find it difficult to balance between personal

and professional obligations. Among all, personal health took the most beating (76%), followed by family related obligations (69%), and lastly alone/personal time (39%).

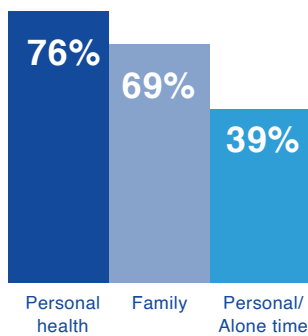
CHALLENGES IN WORK-LIFE BALANCE

Figure 6/6a/6b/6c

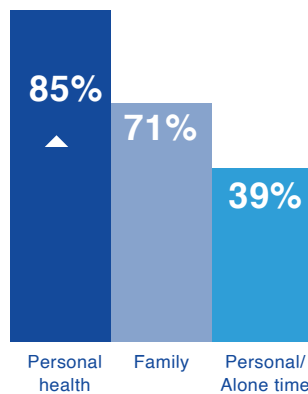


Across the sectors, Automobile and FMCG industries reported maximum challenges in work-life balance, followed by the Durables industry. Consequently, personal health, followed by family time, and personal time demanded the most attention from employees. Ratios of each varied according to the industries. E-Commerce too, found it significantly difficult to strike a work-life balance, with majority stating difficulty in finding time for family.

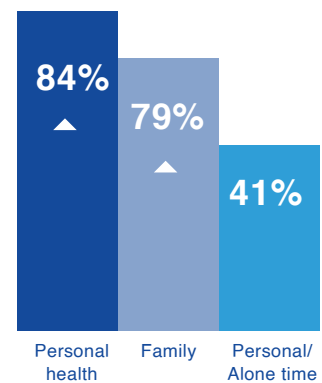
Overall



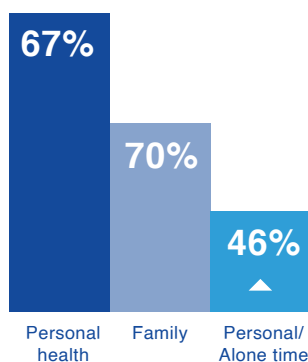
FMCG



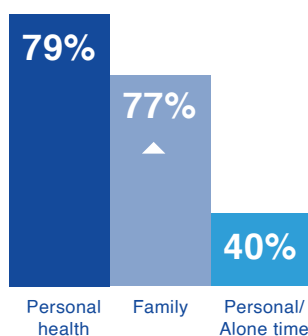
Automobile



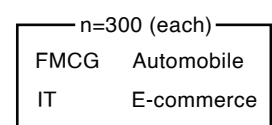
IT



E-commerce



Overall (n=3000)



▲ Significant higher than total

▼ Significant lower than total

%Consumers

Individuals across major cities like Mumbai (86%), Kolkata (89%), and Delhi (88%) found it challenging to achieve a satisfactory work-life balance. Personal health remained a priority consistently, followed by family, and then personal time across these cities. Similarly employees from Chennai, Hyderabad, Bangalore, and Ahmedabad exhibited a similar pattern of struggling with work-life balance, with personal health being given the highest priority.

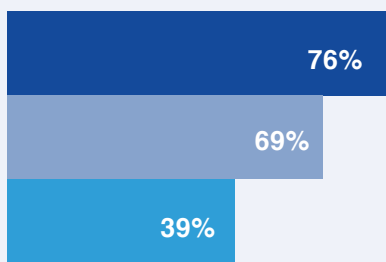
With regard to age, it was found that

individuals in the 30-45yrs age group (88%) faced the maximum challenge in striking a work-life balance, followed by those above 60 years of age, and lastly, those belonging to 46-60 years (79%). Females were found to have significant challenges towards work-life balance over males, citing lack of personal and family time as the main factors. Individuals at 'high risk' and 'no risk' saw a significant improvement in striking a work-life balance, while individuals 'at risk' and 'moderate risk' saw a rise in conflict with their work life balance, with priority being personal health, and family, primarily.

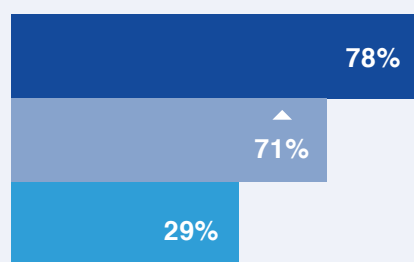
CHALLENGES IN WORK-LIFE BALANCE (AGE, GENDER, AND RISK VULNERABILITY)

Figure 6g/6h/6i

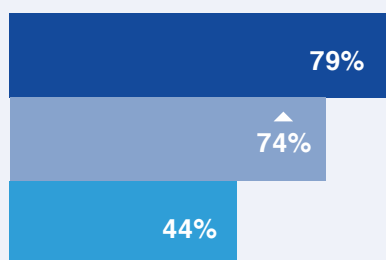
Overall n=3000



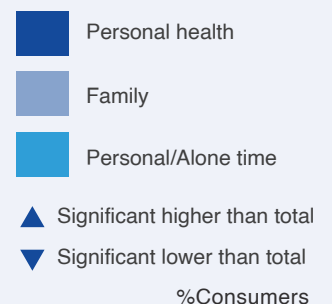
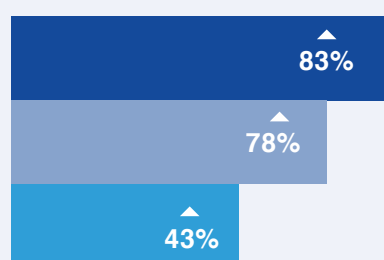
Above 60 years n=69



Female n=1373



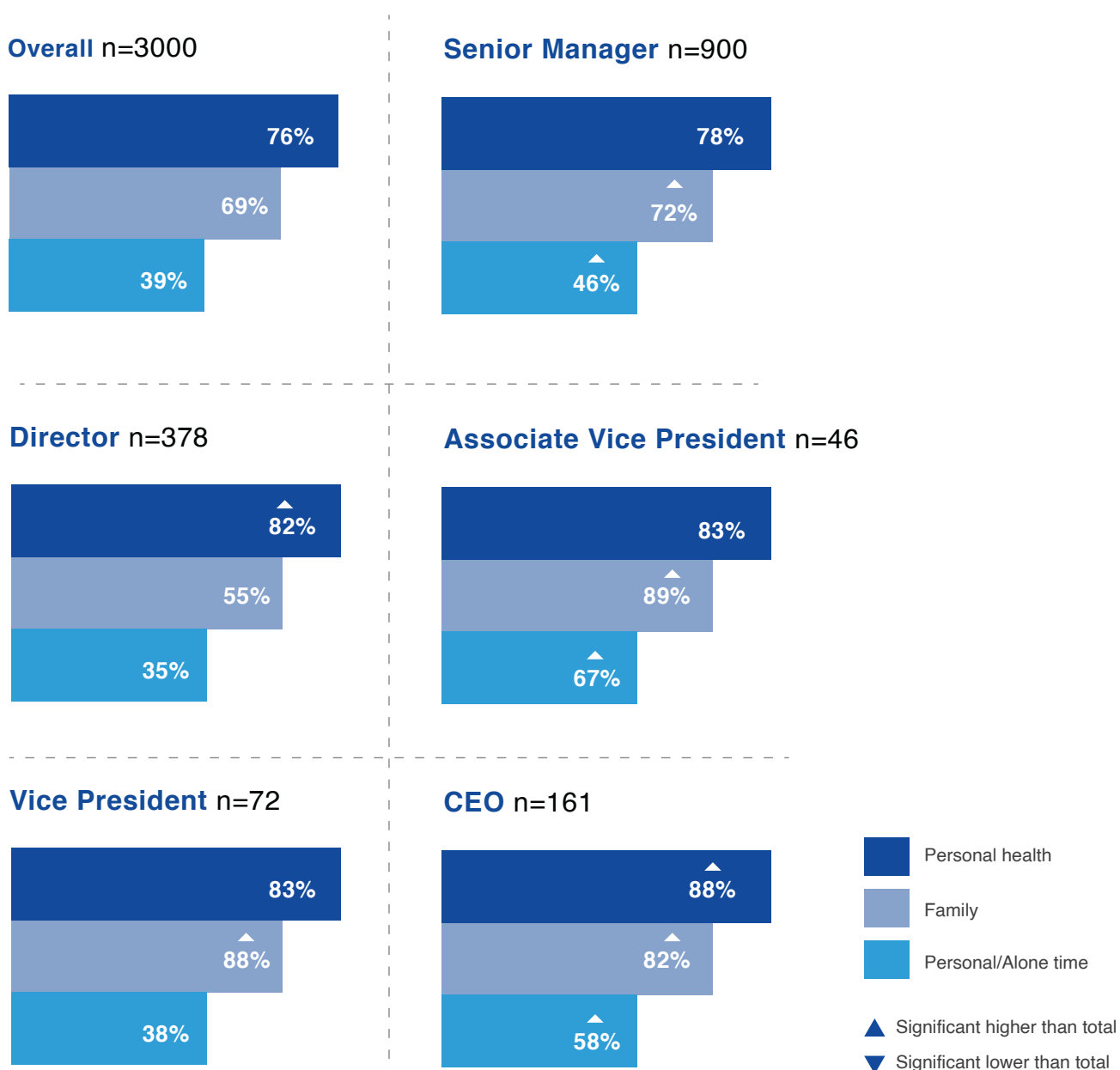
At risk n=1437



Managers and senior manager across the board found it difficult to strike a work-life balance. Senior Managers found it challenging to find personal time. Associate Vice Presidents faced the same and felt significantly pressed for family and personal time. Directors were found to be more pressed for personal health, and Account Managers for personal time. CEOs were found to be more pressed for personal time, family time, as well as their personal health, in comparison to Vice Presidents and Managing Directors.

CHALLENGES IN WORK-LIFE BALANCE

Figure 6j/6k/6l



%Consumers

iii Opinion on Leave Policy:

Most employees admitted to taking time off due to stress for approximately 1-2 weeks in a year. It was observed that those from automobile industry (84%) had the maximum leaves taken due to stress, followed by FMCG (78%), and then durables (77%). Similar trends were observed in BPO (80%), Banking (75%), and Education (74%) industry where leaves of minimum 14 days were utilized to manage stress. However, employees in IT, Healthcare, and E-Commerce took comparatively shorter leaves of ~10 days. Pertaining to major metropolitan cities, employees from Mumbai (78%), Delhi (82%) and Kolkata (85%) preferred taking ~2 weeks leave from work, with Kolkata having the highest rate. In Bangalore, and Chennai, employees preferred shorter leaves. Among tier II cities, Pune recorded taking shorter leaves than Ahmedabad.

No significant difference was present in leave patterns across age groups. With regard to gender, females (84%) took a longer stress break in comparison to their male colleagues (77%), for a period of 2 weeks. Among those 'at risk,' around 91% agreed that they have taken leave in last 1 year to cope with stress. They also took comparatively longer breaks than those with 'no risk.' Across designations, Associate Vice Presidents and Vice Presidents took shorter breaks (up to 7 days). However, CEO (89%) and Managing Directors (88%) preferred to be away for about 3 weeks.

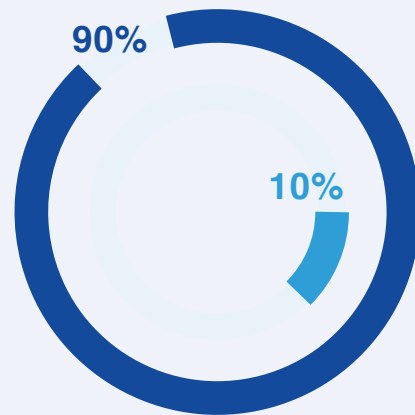
About 90% employees were satisfied with their leave policies. Casual leave, followed by sick leave, and paid leave were the

major category of leaves provided by organizations.

SATISFACTION REGARDING LEAVE POLICY

Figure: 7g - n=3000

■ Yes ■ No



Types of leaves offered



FMCG sector (94%) showed significant levels of leave satisfaction Surpassing Automobile (91%) and Durable (83%) industries. Top leaves being availed by them were casual and paid leave. Automobile industry procured more higher number of sick leaves than other sectors, along with event related leaves, and paid leaves. In the Banking industry (72%), casual leave was the highest, along with the Education industry (73%). Event related leaves were also higher, comparatively in these sectors. Paternity leaves were prevalent in the Education and Banking industries. E-commerce employees expressed satisfaction with their organization's leave policies.

Across major cities, Delhi (45%) sought higher birthday leaves, while Mumbai saw menstruation leave as significant, along with paternity leave in Kolkata. All three cities sought high maternity leaves. Sick leave was higher in Chennai (65%) in comparison to Hyderabad and Bangalore. Event based leaves were commonly observed across these cities in various degrees of usage.

All age groups showed satisfaction in their organization's leave offerings with greater. Satisfaction found among the older generation (>60 years). Male employees took more casual, sick, and paid leaves compared to female employees. Event-based leaves were more favorable for female employees.

Individuals 'at risk' took more event based leave, while those without risk opted more for Casual, Sick and Paid leave options.

Event based leaves were also the preferred option exercised by managers and senior managers. The satisfaction of organization's leave options was found significant among account managers, directors, and vice-presidents. Directors took more casual leave, while Account Managers and Associate Vice Presidents favoured event based leaves. Managing directors (90%) and CEOs (98%) took maximum number of leaves. While managing directors took more of casual and sick leave, among CEOs, event based leaves were more common.

While the leave policy is largely satisfactory, majority of the employees are also expected to work while on their day off or on leave. Majority of employees in FMCG, Automobile, as well as Durables industry said that they were expected to work either every time or some time while they are officially on their off or on leave. Hospitality and Healthcare sectors also expected their employees to work every time they are away on leave, while IT and E-commerce sectors expected that some of their employees were available to work for some time, on their day off.

Among cities, this pattern of expecting employees to work on leave was found the highest in Kolkata (63%), followed by Delhi (53%), and then Mumbai (49%). Hyderabad (51%), Bangalore (51%), and

Chennai too expected employees to work every time on leave, though, it was seen lesser in Chennai (46%) comparatively. Senior citizen employees (72%) were expected to work every time they are on leave the most, in comparison to other age groups. Females also felt that they worked more and every time compared to their male colleagues. People with low/moderate risk tend to work always while away on leave.

Senior Managers found to work more than other managers while on leave as seen comparatively. Directors, followed by

Associate Vice Presidents, and Account managers were found to work often or every time while they were on leave. In comparison to Vice Presidents, CEOs and Managing Directors work often on their leave, thus, the culture being driven top bottom.

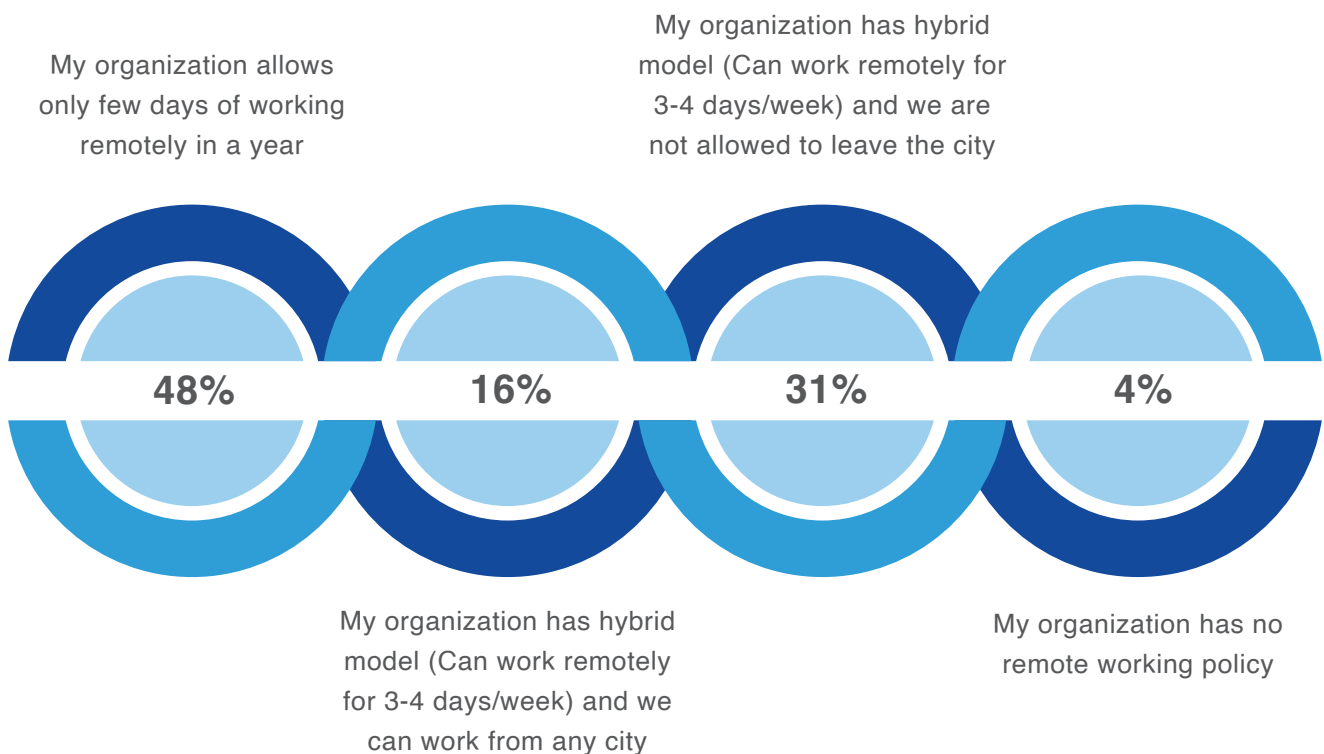
Opinion on Remote Working Policy

Most organizations practise remote working environment and has policies governing remote work structure, which is fixed to number of days in a year, or hybrid weekly working model with majority not allowed to leave the city.

96% employees have remote working policy but majority employees do feel that remote working policy impacts their work productivity

REMOTE WORKING POLICY

Figure: 8 - n=3000



Automobile industry (52%) saw higher remote work days in a year in comparison to FMCG (41%) and Durables (39%) industry. The Durables Industry (42%) saw significantly higher hybrid model in comparison to others, within a city. The Education sector also allowed higher remote days in a year in comparison to Banking and BPO. Hospitality and Healthcare had significant higher fixed remote days in a year in comparison to IT industry, while IT industry saw higher proportion of hybrid weekly remote work model from any city. E-commerce too, saw higher few days of fixed remote work in comparison to other industries.

Kolkata (59%) was found to have higher fixed remote days in a year in compared to Delhi (45%) and Mumbai (40%). Mumbai and Chennai had a significant adoption of hybrid model at work for remote environment across cities.

Senior citizens (57%) often opted for fixed remote work in a given year in comparison to younger generation, whereas, the weekly model of hybrid work was favoured amongst the age groups below 60yrs. Females had significant higher opt-ins for boundless remote work across cities. While their male counterparts preferred fixed remote days in a year over the other options. 'At risk' employees preferred fixed days in a year for remote work, while hybrid model of work was more common among no risk employees.

Manager (58%) and Senior Managers with 1-2 Reportees (54%), were seen to opt for

a few days of remote work in a year, in higher capacity were preferred, while Managers with 3-6 Reportees (41%) preferred to take the hybrid model in a given city. Associate Vice Presidents chose pattern of boundless hybrid work atmosphere, while Directors and Account Managers preferred few days of remote work environment in a year. Managing Directors and CEOs preferred fixed days in a year to work remotely, while Vice Presidents opted in more for hybrid work culture in a city.

In terms of productivity, the majority of employees were of the opinion that work productivity suffered due to remote working environments, especially in FMCG (92%), Automobile (92%), and Durables (90%) segments. **Employees in Durables, FMCG and Automobiles seemed to be satisfied with their professional growth in the last 3-5yrs, while employees in FMCG and Automobiles expressed dissatisfaction. Employees in BPO, Banking, Education, and all other segments also reported low work productivity due to remote working environments. However, they seemed to be satisfied with their professional growth in the last 3-5yrs.** However, in IT, Healthcare and Hospitality segments, their dissatisfaction was starkly noted with their professional growth in the last 3-5yrs. Even E-commerce industry gave a thumbs-down for their satisfaction levels with their professional development.

With regard to major cities, Mumbai (93%),

Kolkata (94%), and Delhi (91%) employees were in consensus of work productivity suffering due to remote work culture, and their dissatisfaction with their professional development was stated.

While majority of employees in Chennai, Hyderabad and Bangalore also concurred that work productivity had suffered in the remote work culture, majority of employees in Hyderabad, Ahmedabad, and Pune confirmed that their professional development goals have been met in the past 3-5yrs.

Across age groups, most employees agreed on work productivity being negatively impacted due remote work culture, with their satisfaction levels for professional development also taking a downfall over the years. This is very noticeable in the above 60 years age group (93%). Females were satisfied in their professional development over male employees. Though, it was agreed that work productivity was negatively impacted in remote work culture by ‘at risk’ individuals (97%), they showed satisfaction to a greater degree in their professional development.

Senior Managers, Associate Vice Presidents, and Vice Presidents were quite satisfied with their professional development, along with Account Managers, Directors, CEOs, and Managing Directors.

5) Opinion on Professional Growth:

From the sample of 3000 employees, 89% showed satisfaction with their professional growth in the last 3-5yrs. Among the different sectors, Healthcare and Hospitality sectors show comparatively better satisfaction with professional growth, however, it is comparatively low for BPO and Banking sector.

SATISFACTION WITH PROFESSIONAL GROWTH SECTORS

Figure 9

Total (n=3000)	FMCG (n=300)	Durables (n=300)
89%	91%	88%
Automobile (n=300)	Banking (n=300)	BPO (n=300)
91%	85% ▼	77% ▼
Healthcare (n=300)	Education (n=300)	IT (n=300)
92% ▲	89%	86%
Hospitality (n=300)	E-Commerce (n=300)	
93%		

▲ Significant higher than total

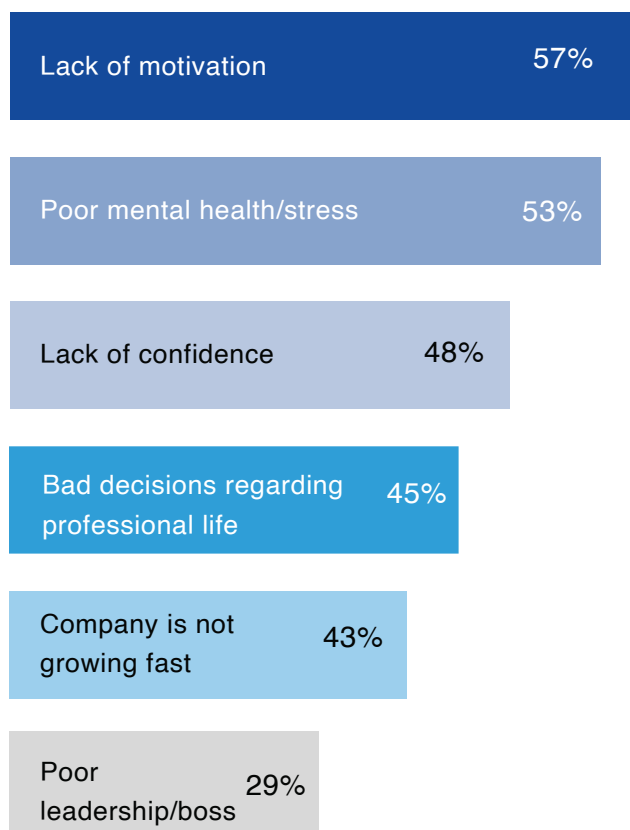
▼ Significant lower than total

Across cities, overall employees were satisfied with professional growth, which was comparatively higher in Bangalore (93%) and lower in Ahmedabad (78%). Senior employees (93%) were found to be comparatively more satisfied with their professional growth.

With regard to designations, higher satisfaction was achieved by Senior Manager, Director and CEOs. Among employees not satisfied with their professional growth, lack of motivation, stress, and lack of confidence were the three major causes that were particularly impacting professional growth.

SATISFACTION WITH PROFESSIONAL GROWTH SECTORS

Figure 9d n=339



In the across FMCG, Automobile and Durables sector, the overall top three causes remain an area of concern for professional development. FMCG and Automobile sector also weighs in heavily on bad decisions regarding professional life, as one of major causes.

Overall, the top three causes remain the main factors impacting professional growth for BPO, Banking, Hospitality, and Education sector. The IT sector views the company not growing fast enough as a major concern area. E-commerce Identifies lack of motivation, bad decisions regarding professional life, lack of confidence, and slow company growth as major factors impacting their professional growth.

Among cities, lack of motivation was the top most factor in Mumbai (63%) and Delhi (51%), while lack of confidence in Kolkata (60%) was the main factor negatively impacting professional growth, with other cities following a similar trend.

Lack of motivation remains the top most concern across age groups, as the above 60 years age group (60%) associated bad decisions regarding professional life as one of the major factor. Regarding gender, poor mental health/stress was dominant in males, while lack of motivation was the dominant factor in females, which impacted professional growth. Lack of motivation was consistent across all risk categories, except for those 'at risk' (56%) where poor mental health/stress played a vital role.

Among designations, lack of motivation

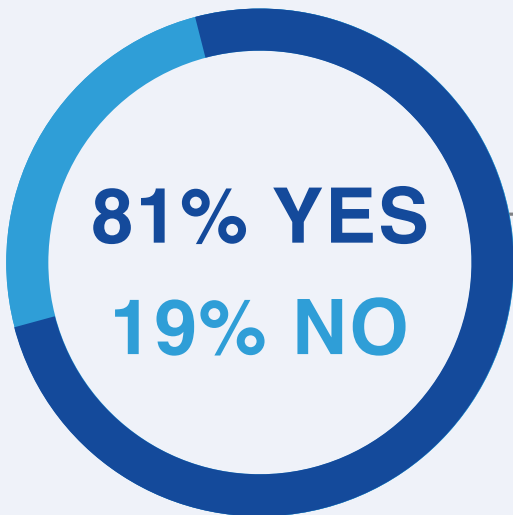
was the primary factor affecting professional growth across manager types, including Associate Vice Presidents, Directors, Vice Presidents, and CEOs. Stress, and lack of confidence, also played a vital role for Directors and Account Managers. Whereas, with Managing Directors, company not growing fast, was a major concern.

Stereotypes at Workplace Against Female Colleagues:

Females (81%) considered their male colleagues to lack sensitivity and being unable to understand female related health concerns. Top two concerns mentioned were maternity leave taken by females, which stressed male colleagues to compensate for their work, and females had to compromise on their career aspirations post marriage.

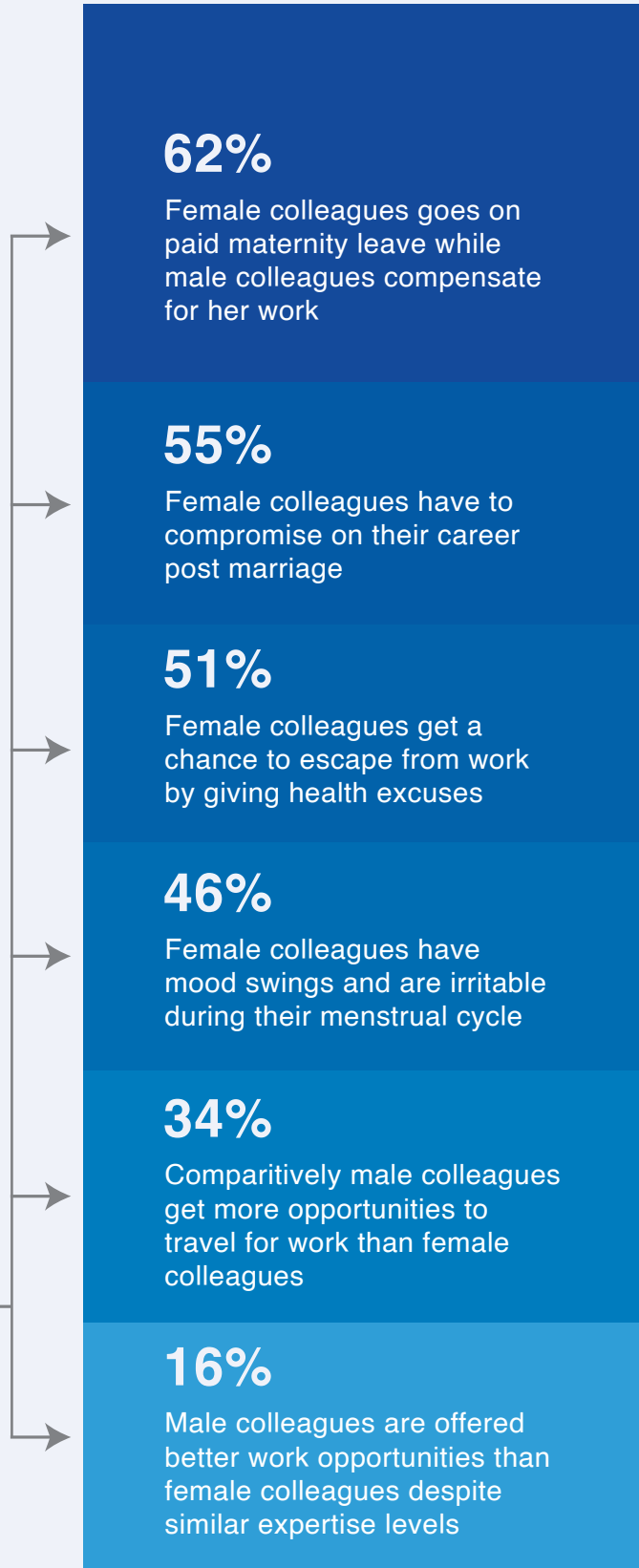
STEREOTYPES AT WORKPLACE AGAINST FEMALE COLLEAGUES

Figure: 10 - n=1373



■ Yes ■ No

n=1108



Across sectors, maternity leave was the topmost concern in the FMCG (71%) and Automobile (73%) industries along with other sectors. On the other hand, the Durables sector dominantly showed a tendency to escape from work by giving health excuses (60%). Post-marriage career compromise was ranked highest in the Education field, and irritable mood swings due to menstruation were evident in the IT sector.

In cities, maternity leave concerns amongst males were most evident in Kolkata (74%) and Delhi (67%). Maternity benefits were observed to be the most cited stereotype by females, across all age groups, against their male colleagues. ‘At risk’ employees saw male stereotyping as a dominant factor.

Stereotyping biasness was evident amongst senior managers and CEO, especially for maternity leave benefits. Associate Vice Presidents stated ample biasness and stereotypes existing within the organization. Directors also stated maternity benefit and post marriage career compromise as dominant stereotyping areas. Vice Presidents had more change of opinion in the existence of stereotypes within organizations.

2 Family and Relationship Pressures

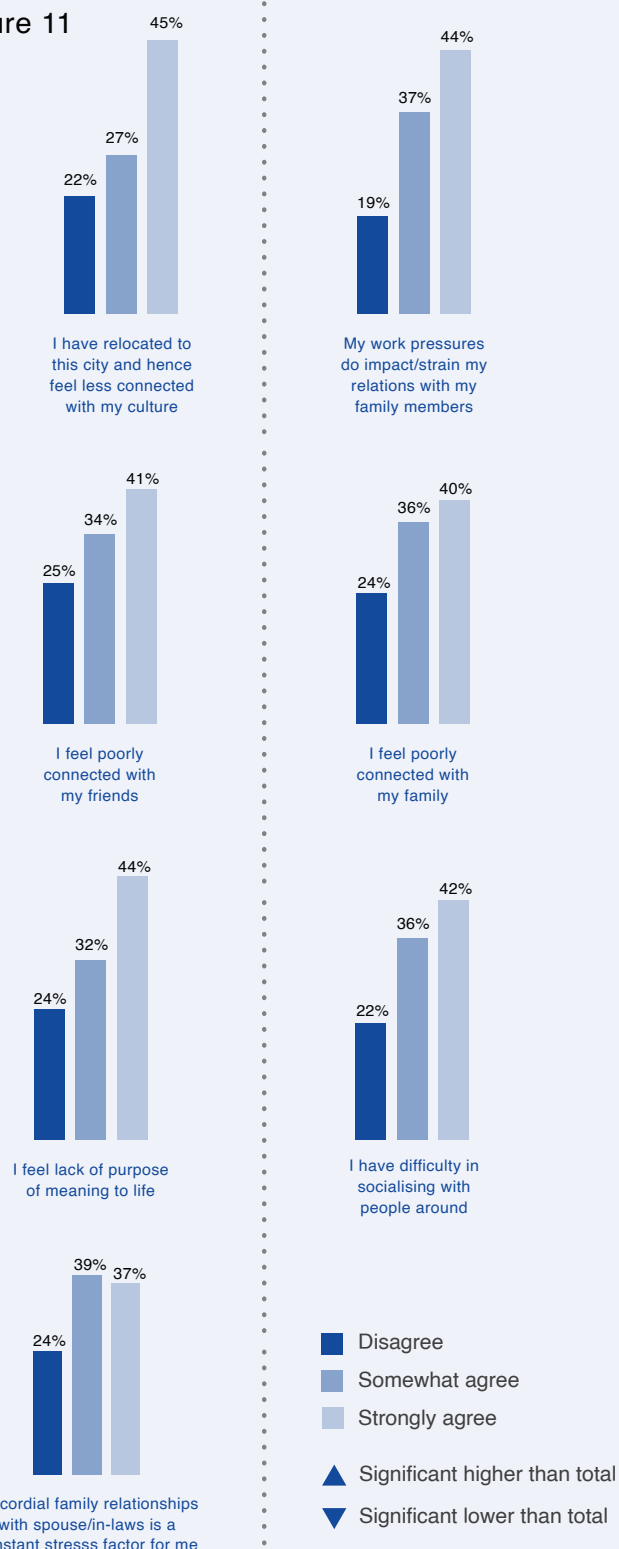
a) Concerns about family life:

About 40% employees strongly agreed to having family/ relationship pressures in their lives. About 45% employees agreed

that relocation made them feel less connected. Nearly 44% also mentioned about work pressures impacting their

FAMILY / RELATIONSHIP PRESSURES AFFECTING MENTAL HEALTH (OVERALL)

Figure 11



The overall trend among sectors was consistent within the FMCG and Hospitality industries, with increased concerns around relocation. Employees from Durable industry were less stressed due to family/relationship pressures. BPOs, Banking and Education sectors were in sync with the overall topmost statements in the agreement scale. BPOs also emphasized equal importance to uncordial family relationships with spouse amongst the top reason.

Among cities, employees from Hyderabad (51%) expressed more concerns around family pressures, than other cities. Among job roles, relocation to the city was voiced as the key concern among older employees. Pertaining to gender, for female employees, concerns around family pressures was a priority. Nearly 55% of 'At risk' employees strongly agreed about the family pressures.

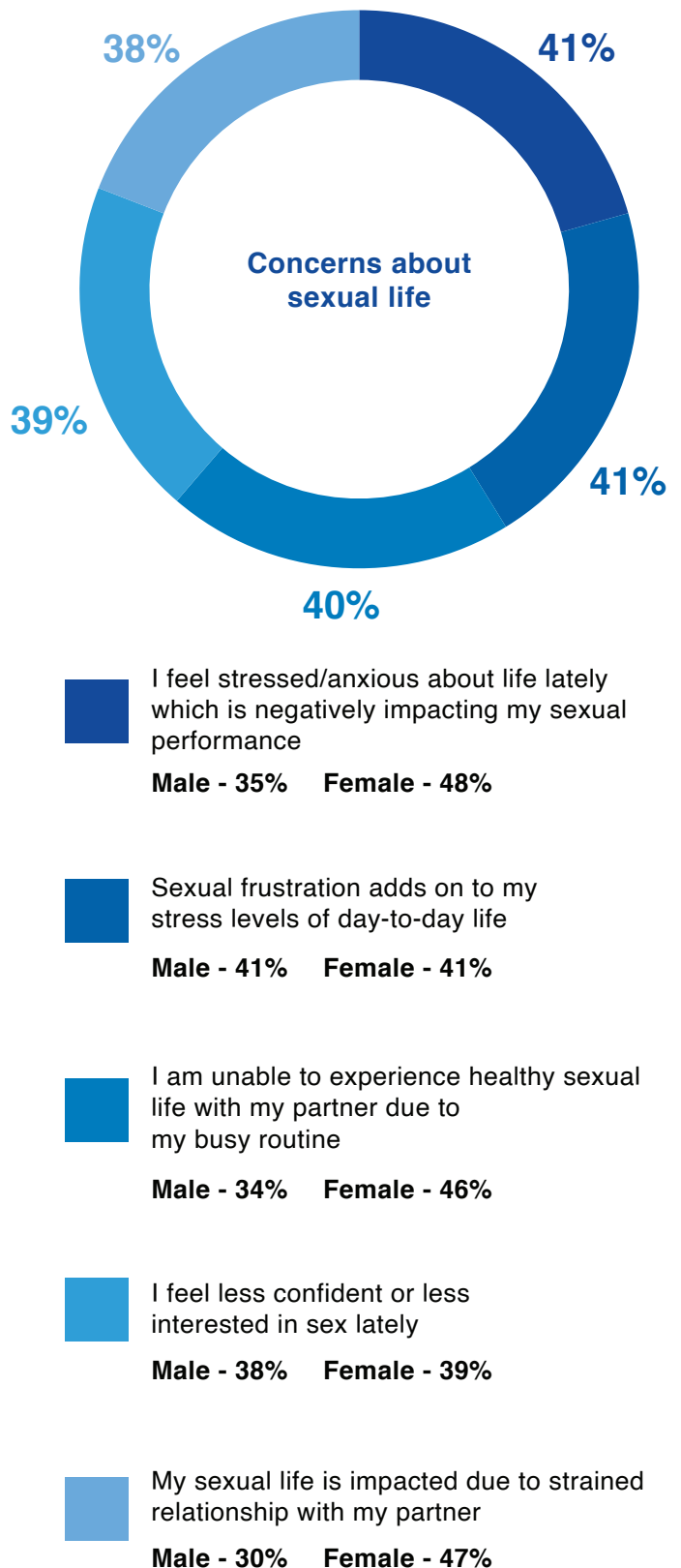
Concerns around family pressures are more dominant among senior managers. CEO seemed more pressurised about family/relationship situations than the other senior members of the organisations like MD/ VPs.

Concerns about Sexual Life:

Nearly 40% employees faced an unhealthy sexual life. About 41% also felt that stress impacted their sexual performance.

FAMILY / RELATIONSHIP PRESSURES AFFECTING MENTAL HEALTH (GENDER)

Figure 12 n=3000



Durables sector (22%) was seen to be the least affected in comparison to people in the FMCG (42%) and Automobile (47%) sector. Higher concerns around dissatisfaction with sexual life were expressed by employees from healthcare and hospitality sector (53%) and E-commerce (52%) sector.

Across cities, employees from Kolkata (42%) and Delhi (45%) expressed more concerns around their sexual life than Mumbai (39%). Sexual frustration was observed as a top factor in Ahmedabad (51%) and Pune (42%) employees.

Older employees (59%) were found to be more sexually stressed, followed by their colleagues below 45yrs (41%) and then those below 60yrs (42%). Female employees expressed higher concerns, as ~50% strongly agreed that stress/ anxiety about life, impacted their sex drive. Sexual frustration was found to be the lowest amongst 'no risk' employees, and it rose among 'at risk' employees.

It is worthwhile to note that no major difference was observed, however, ~50% senior managers strongly agreed that stress/ anxiety negatively impacted their sexual performance. Across designations, CEOs seemed more concerned about their sexual life.

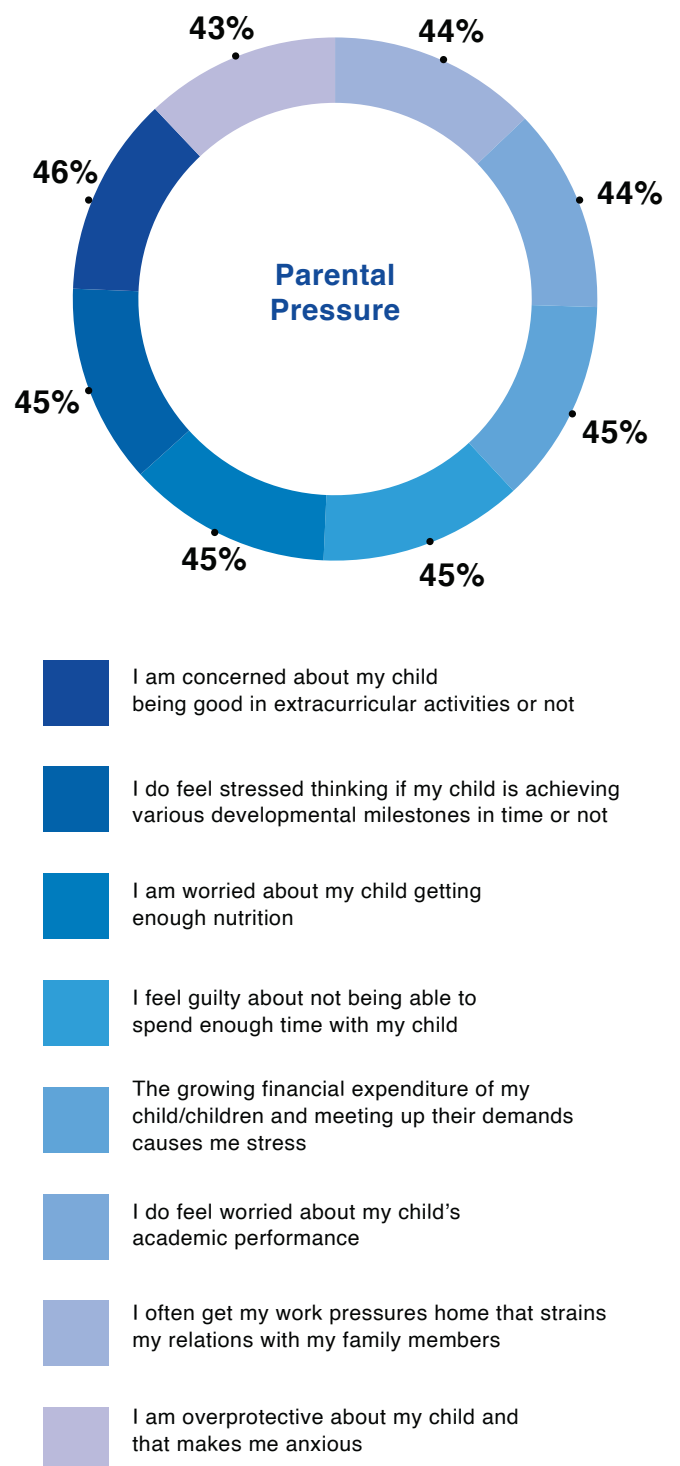
Parental Pressures:

More than 40% working parents felt stressed due to parental pressures. Multiple factors contributed to the same, with Academic, Extracurricular activities,

Nutritional value, and Finances, taking precedence.

PARENTAL ISSUES AFFECTING MENTAL HEALTH (OVERALL)

Figure 13 n=3000



Across sectors, employees from Durables and Banking industry were comparatively mentally relaxed about parental pressures, in comparison to Automobile and FMCG industry. The Hospitality segment (68%) and the Healthcare segment (53%) expressed more concerns about academics and providing for their children's overall well-being compared to other sectors.

Among cities, concerns about work pressures impacting family life were higher in Hyderabad (51%). A similar trend was observed in other cities, with concerns about a child's extracurricular activities being a priority.

Across age groups, older employees were more stressed due to parental pressures. Child's developmental milestones (61%), lack of time spent (67%) and concerns around child's academics (70%) were some of the top concerns mentioned. Female employees expressed more parental pressure than their male counterparts, with the top concern being academics. Parents 'at risk' were found to be more worried than parents in the 'no risk' category about their child's overall well-being.

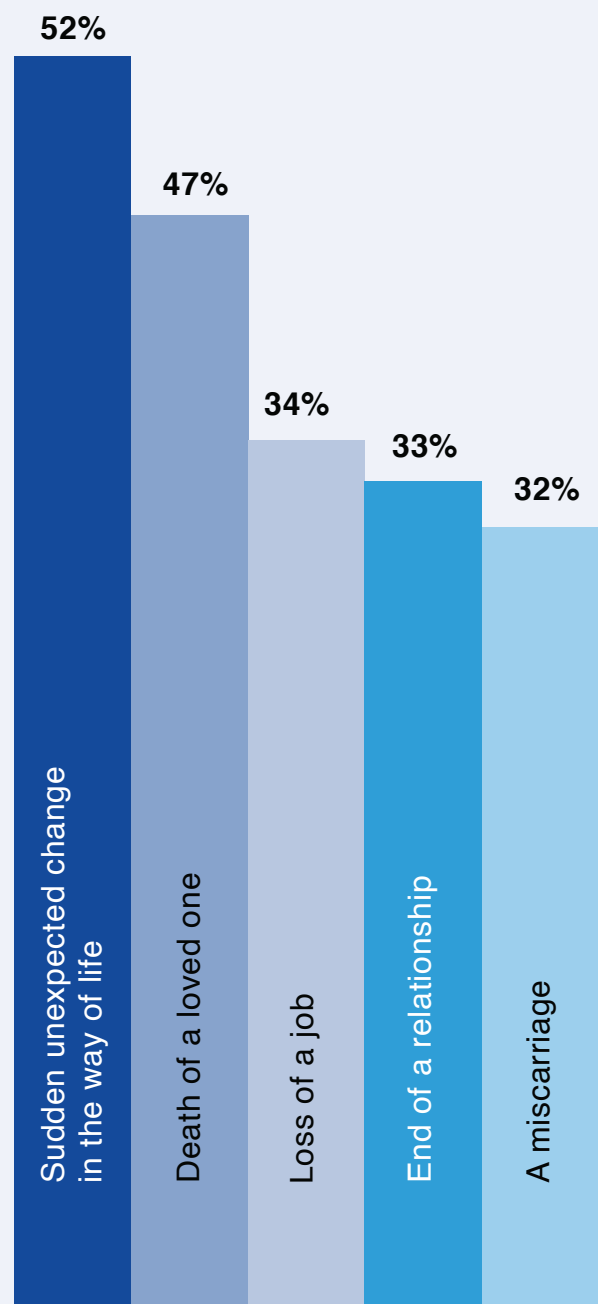
Senior managers were observed to be more stressed about their children, in comparison to other managers. CEOs were the most worried about their child's academic performance, strain due to work pressures, and meeting the child's needs and developmental milestones.

iv. Other Personal Challenging Situations:

Sudden unexpected change in the way of life, followed with death of a loved one, were the top major situations experienced

OTHER CHALLENGING PERSONAL SITUATIONS FACED IN LAST 2-3 YEARS

Figure 14 n=3000



Individuals across Automobile (59%), FMCG (50%), and Durables (47%) sectors stated sudden unexpected change in the way of life, was the top situation they had experienced. Most employees in the Banking, Education, BPO, IT, Healthcare, and Hospitality sectors reported experiencing these top two situations. In addition to the commonly mentioned situations, E-Commerce employees also mentioned miscarriage (47%) as a major event to cope with.

Among major cities, employees in Kolkata predominantly experienced personally challenging situations such as the death of a loved one, the end of a relationship, and miscarriage. Loss of jobs was seen as a prominent factor in Hyderabad.

Across age groups, employees above 60 years, observed more deaths of loved ones (62%), than their junior colleagues, while a sudden change in the way of life was more prominent amongst them. ‘At risk’ employees experienced multiple personal challenging situations compared to those at ‘no risk,’ with the death of a loved one and miscarriage being deemed the most stressful.

Among job roles, Managers with 3-6 reportees predominantly experienced stress from a sudden change in their way of life, followed by senior managers and managers with 1-2 reportees. The death of loved ones was more evident among senior managers and Directors. Associate Vice Presidents found the end of

relationships to be the most stressful in comparison. CEOs experienced the most stress in various situations concerning sudden change in their personal life.

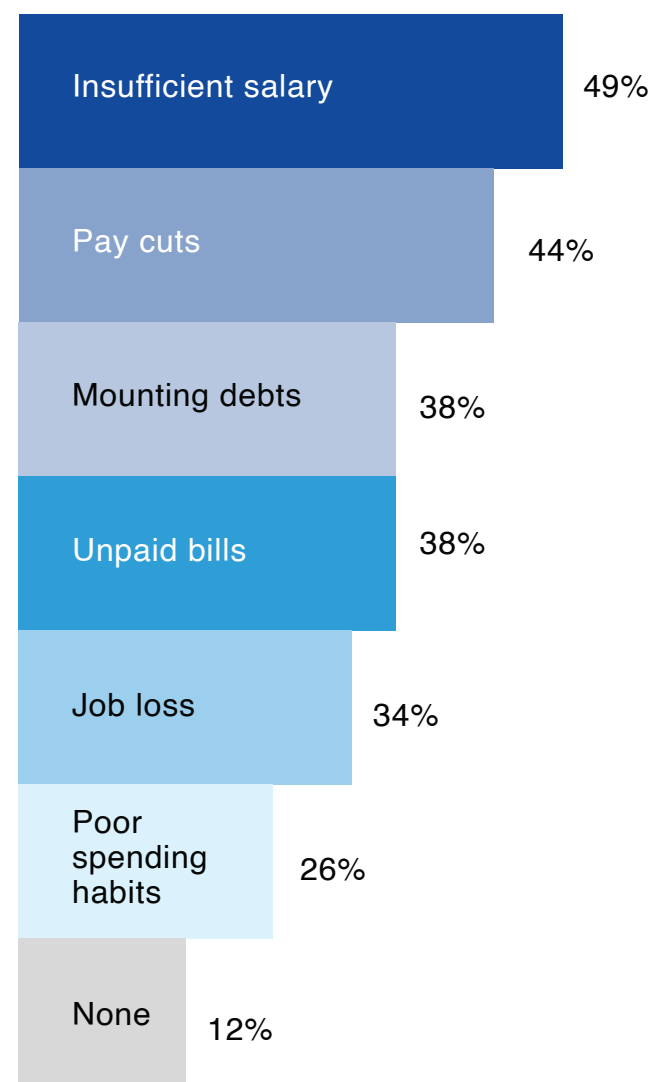
Financial Pressures:

Other Challenging Financial Situations Faced:

Insufficient salary and pay cuts, emerged as the top financial challenges observed, across industries, job roles and cities.

OTHER CHALLENGES REGARDING FINANCES OVERALL

Figure 15 n=3000



Employees in Automobile (57%) and durables (54%) observed a higher difference in insufficient salary in comparison to FMCG (48%) sector personnel. Pay cuts and mounting debts were more prevalent among employees in the Automobile sector, while job loss was more evident in FMCG sector. BPOs stated insufficient salary as the highest parameter, followed by Banking, and then Education sector. Pay cuts were also observed more in the BPO sector, comparatively. Healthcare employees also mentioned insufficient salary as their primary cause of concern followed by pay cuts which is also visible in the hospitality sector. Mounting debts were the third major cause of concern for the healthcare sector (44%).

Among cities, pay cuts (56%) and job loss (40%) concerns were more evident in Kolkata. Hyderabad also rated insufficient salaries and pay cuts relatively higher in comparison to Bangalore and Chennai, in their experience. Pay cuts were the primary factor affecting employees in Ahmedabad and Pune. Unpaid bills, and Job loss were also a struggle experienced in Ahmedabad.

Across age-groups, above 60yrs employees found salaries most insufficient (55%), while pay cuts were more experienced amongst the younger age groups (45%). Majority of females (51%) found their salaries insufficient, Compared to their male counterparts, and they also worried about mounting debts (42%), to a greater degree. 'At risk' colleagues cited insufficient salary (58%), and pay cuts

(56%) as their major area of concern over 'no risk' categories.

Insufficient salary was seen as a significant factor among Managers with 3-6 reportees and Senior Managers.

Account managers worried more about unpaid bills and job loss; While Directors were more concerned with pay cuts. Associate Vice Presidents deemed unpaid bills (63%) as their main cause of financial stress. Pay cuts were evident amongst CEOs (53%) and Vice Presidents (47%), while Managing Directors agreed upon poor spending habits (49%) as the cause of their financial worry experience.

4. Understanding Overall Health and Wellbeing

i Opinion On Health and Wellbeing:

In total, 85% employees felt good about their health and wellbeing. Across sectors, 18% of employees working in the Durables sector have average or less than average health and wellbeing, 15% were seen in the Automobile sector, 10% were visible in the FMCG sector. BPOs had significantly average or below average health and wellbeing at 25%, followed by Education at 18%, and then Banking sector at 16%. The IT sector had average and below average health and wellbeing conditions in the range of 20%, while the Healthcare sector was at 10%, Hospitality was at the lowest amongst them at 9%. E-Commerce had the highest visible health and wellbeing at 72% and lowest average or poor health and wellbeing at 6% across industries.

Across cities, Mumbai had the highest percentage of excellent health and wellbeing at 61%, followed by Kolkata at 59%, and Delhi at 57%. These cities recorded lower average or below average health and wellbeing, which is below par than overall average of 15%. Bangalore recorded the highest excellent health and wellness among its employees, at 61%.

Among age groups, ~three/fourths of older employees mentioned excellent health and wellness, while the rest of the age groups followed in the range of 50% and above. Female employees reported better health and wellness compared to their male counterparts employees at 87% and 83% respectively. 'At Risk' people respectively fared relatively well with 66% and 65% respectively, having excellent health and wellness.

Nearly 64% of Senior Managers rated their health and wellness as excellent, while 45% managers with 1-2 reportees, and 37% managers with 3-5 reportees rated their health and wellness as somewhat good. There was also a significantly higher percentage of average health and wellness at 16% for managers with 1-2 reportees, and 5% with somewhat poor health and wellness for managers with 3-6 reportees. Directors, Account Manager as well as Associate Vice Presidents had excellent health and wellness at 65%, 63%, and 62%, respectively. CEOs and Managing Directors had excellent health and wellness at 72% and 67%, respectively, followed by Vice Presidents at somewhat

good and average health and wellness at 53% and 21%, respectively.

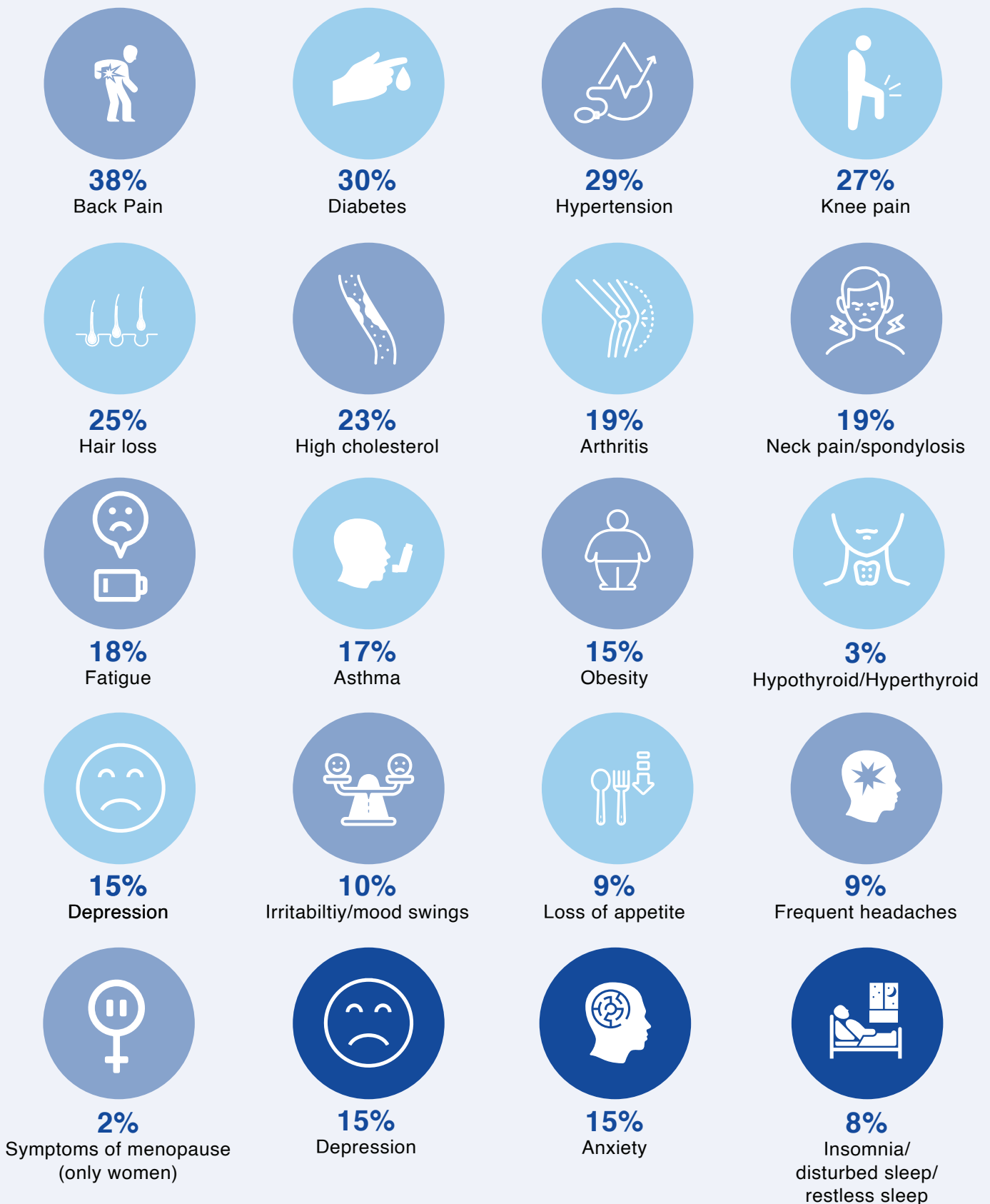
ii Current Health Issues:

Across domains, Back pain, Diabetes and Hypertension were the top three ailments faced by employees across cities, job roles, industries, across various age brackets, and genders with risk to stress levels.



CURRENT HEALTH ISSUES

Figure 17 n=3000



More employees from Automobile industry were observed to suffer from multiple ailments (hypertension, knee pain, fatigue, etc.) compared to other industries. A similar trend was observed for Banking industry. Back pain was the common ailment in the IT and Hospitality industry, while Diabetes was the most common ailment in the Healthcare sector. E-commerce sector stated Hypertension, Arthritis, Neck pain, and Fatigue with highest scores.

Across cities, majority of employees in Mumbai suffered from back pain (41%), while in Kolkata, hypertension was more prevalent (44%), and in Delhi, diabetes was the main concern (38%). High Cholesterol and Arthritis followed the overall ranking of ailments in order of priority. Obesity, anxiety, depression, cancer, and restless sleep were more prominent in Hyderabad.

Back pain was dominant among individuals below 60 years of age, while hypertension was the primary ailment for those above 60 years. Similar ailments were observed across genders, with minor differences in the ranking of each ailment. 'At risk' employees experienced a higher number of ailments, with back pain (39%), diabetes (36%), and hypertension (36%) being the key concerns.

Amongst all managerial categories, back pain was the most common ailment followed by Diabetes and Hypertension in Senior Managers. Knee pain and Hypertension was also common among

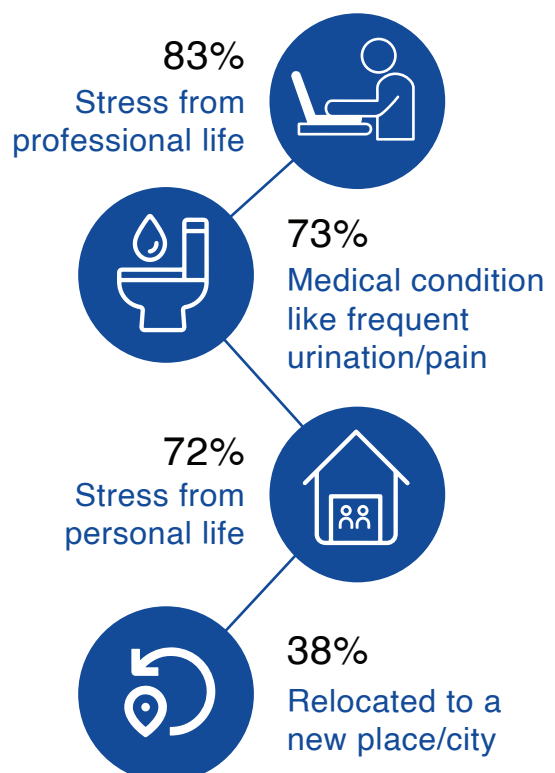
managers with 1-2 reportees and 3-6 reportees. Back pain, hair loss, and diabetes were common ailments among Account Managers, while Directors commonly experienced diabetes, hypertension, and back pain. Vice Presidents reported back pain, knee pain, and hair loss as dominant ailments. Managing Directors commonly suffered from diabetes, high cholesterol, and hypertension, while CEOs mostly experienced back pain, diabetes, and hypertension.

iii Reasons for Disturbed Sleep:

Amongst people who did not get proper sleep, majority of them reported stress in professional life (83%), had medical conditions like frequent urination / pain (73%), or had stress from personal life

REASONS FOR DISTURBED SLEEP

Figure 17 n=248



(72%).

Across sectors, FMCG recorded stress from professional (79%), and personal life (74%), as their top two causes for disturbed sleep, followed by their pre-existing medical condition of frequent urination or pain. Automobile and Durables followed the overall pattern in the causes for sleep disturbances and ranked high in all. Pre-existing medical condition ranked first for BPO employees. Stress from professional and personal life took precedence for those working in the Banking and Education sector. Stress from professional life was single-handedly responsible for sleep disturbance in the Healthcare (92%), Hospitality (82%), IT (90%), and E-commerce sectors, followed by a pre-existing medical condition.

Among cities, stress from professional life ranked first in Delhi (94%), Mumbai (84%), and Kolkata (78%), followed by stress from personal life, and then pre-existing medical conditions. Chennai, Bangalore, and Hyderabad too recorded stress from professional life as the major cause of sleep loss. Similar trends were in Ahmedabad, and Pune, too.

Pertaining to age-groups, employees above 60 years, had disturbed sleep due to stress in professional life (100%), and pre-existing medical conditions (100%). Stress in professional life was the key factor for disturbed sleep among all other age groups. Male employees faced higher disturbances in sleep due to stress in professional life (85%), over females, while

females faced higher stress in their personal life (84%), as being their major cause of sleep loss. Stress from professional life was also the top most factor for sleep disturbance in 'at risk' and 'no risk' employees.

Stress in professional life was the primary cause of sleep loss across managerial categories. Senior managers faced more stress in personal life (83%), as compared to other managers. Stress in professional life was the primary cause of sleep loss amongst Account Managers (100%) and Associate Vice Presidents (100%). Pre-existing medical conditions was the dominant cause for sleep disturbance amongst CEOs, while stress in professional life was dominant in Managing Directors and Vice Presidents.

Benefits/services offered by organisations for employees' mental health

Organisations have provided multiple work benefits, some of the top ones being, information of mental health issues through authentic sources, training programs like mental health first aid courses, special leaves for poor mental health, etc. However, top satisfaction levels were seen for Information on mental health issues through authentic sources, and flexible working hours.

BENEFITS/SERVICES OFFERED BY ORGANISATIONS FOR EMPLOYEES' MENTAL HEALTH

Figure 19



Maximum satisfaction on benefits / services was derived by employees working in FMCG sector (65%), followed by Automobiles (67%), and then Durables sector (43%). Similar satisfaction levels were recorded across BPO, Banking and Education sectors. More service benefits were availed by employees pertaining to information about mental health issues from authentic sources, and training programs like mental health first aid courses. Hospitality and Healthcare industry derived higher satisfaction levels across service benefits, over the IT industry. Colleagues in E-commerce industry derived complete satisfaction of all programs and service benefits that their organization offered to employees.

Employees in Delhi were seen to derive better satisfaction levels. Mental wellness programs were extremely popular. Bangalore employees sought higher satisfaction in program related benefits that their organizations offered, followed by employees in Chennai, and then Hyderabad. Satisfaction levels on the number of programs held was higher in Pune, than Ahmedabad. Personnel in Ahmedabad opted for mental wellness programs.

Satisfaction levels increased with higher age groups, as they opted for various programs specially in relation to mental wellness. Females were seen to derive maximum satisfaction, over their male colleagues across all program benefits and services. Non-mental wellness programs seemed to gain momentum amongst the

'No risk' candidates, while mental wellness programs gathered larger strength among 'At risk' candidates.

Most mental wellness programs, benefits and services were popular amongst all managerial categories. Senior managers (94%) appeared more satisfied over other managers towards deriving such program benefits. Directors were completely satisfied with all programs, benefits and services offered by their organizations, followed by Account Managers, and Associate Vice Presidents. Satisfaction level of CEOs across benefits, services, was maximum, followed by Managing Directors, and Vice Presidents. All practiced their degree of preference in opting for various program benefits, either for mental wellness, or other health related programs.

Discussion

This survey was undertaken by Mpower, an initiative of the Aditya Birla Education Trust, to ascertain the key factors affecting the Mental Health of corporate employees across major metropolitan cities of India, and gain insight into the different challenges faces by them in their sector, city, role, age, gender, etc., respectively. Additionally, this survey also endeavoured to provide recommendations to improve mental health support systems within the corporate sector and companies.

Many key findings surfaced which gave us a deeper insight into the psyche of corporate employees with regard to their personal and professional lives, but most

notably, **it was alarming to know that nearly 1 out of 2 corporate employees are at-risk of poor mental health today.** Poor mental health can translate into a subpar morale for the employees and significant business loss for the employers in the form of decreased productivity, reduced profits, reduced motivation to perform, frequent absenteeism, and miscellaneous costs incurred to prevent all of these (Iwanowicz, 2005).

In our study, the most 'at-risk' profiles were focussed on female employees, specifically in sectors like FMCG, Automobile, Healthcare and E-commerce. While, there is no clear correlation between seniority and mental health, **some groups of senior employees were also included among the 'at-risk profiles.'** According to these employees, job/work life comparatively plays a crucial role in impacting their mental health. **The sector which was found to be most affected was the E-Commerce sector.** In accordance with literature, many studies have found some occupations to be more stressful than the others, Sauter & Murphy (1995), have established that occupations which expose its employees to high stress levels also positively correlate with significant increase in their mental ill-health risk. Such occupations were characteristically found to be fast-paced and/or requiring a high skill discretion.

Pertaining to factors affecting mental health, every 1 out of 2 employees in our study expressed strong concerns about work related stress. **As high as ~50%**

strongly agree that stress in turn impacts their work productivity. These concerns were strongly expressed among segments with higher 'at risk' profiles (Females, Healthcare, vE commerce, Senior Managers and Older Employees). Consequently, 9 out of 10 employees agreed that they lack work life balance. Majority of the employees felt that their personal health gets impacted the most. In particular, female employees explicitly expressed personal health and their family getting impacted due to their professional work. Work-related stress has been found to contribute not only to mental health concerns, but can also act as a catalyst into developing lifestyle diseases such as coronary heart disease, diabetes, backaches, gastrointestinal conditions such as IBS, etc. (Health and Safety Executive, 2007). Subsequently, finding the right balance between work and personal/family life responsibility becomes critical as due to workplace stress and/or consistent demand for high performance, it can drastically reduce the long term sustainability in the job (Rajgopal, 2010). Consequently, close to **~80% employees, in our study, agreed that that have taken about 2 weeks leave from work in last one year because of high stress/ anxiety/ poor mental health to recuperate.**

With regard to leave policies sanctioned, about ~90% of the employees reported feeling satisfied with the leave policies offered by their company. However, around 90% employees also agreed that they are expected to work on their leave days. Of

these, about 50% reported that they are expected to work **every time they are on leave**. **This trend was significantly** life leave. **This trend was significantly noticed in the automobile, hospitality, healthcare and E Commerce industry**. Additionally, among employees 'at risk' of poor mental health, close to 94% employees agreed that they can be expected to work on their leaves, and 67% agreed that they are expected to work every time they are on leave. This raises concerns about adequate work-life balance, as it may lead to burnout, physical ailments, and job dissatisfaction, particularly among females, as the burden may tend to be heavier on them in terms of managing family, children, and work simultaneously (Gragnano, Simbula, & Miglioretti; 2020).

Pertaining to the new dawn of flexible and remote working options due to the pandemic, 96% employees did have remote working policy but majority of the employees felt that it severely impacts their overall work productivity and hinders their professional growth. Vander-Elst, et al., (2017) in their research study also found that employees who worked majorly from home experienced higher emotional exhaustion and cognitive stress which was associated with reduced social support from their colleagues, as one of the key factors. Most employees were satisfied with their growth, in the BPO sector, however only 77% employees were satisfied about their professional growth, **with lack of motivation** mentioned as the key reason. Another factor that impacted

females specifically, were the female stereotypes. **Almost ~80% of female employees agreed that they face stereotypes at workplace by their male colleagues**. Common stereotypes faced includes female employees going on maternity leaves and the need for female colleagues to compromise with their career post marriage. Among 'at risk' female employees, this trend was more prominent. Tabassum & Naik (2021), in their review study on gender stereotypes and workplace, reported that workplace principles are still heavily influenced and dictated by male dominance and socio-cultural barriers for females. For example, in a South Asian collectivist culture, cultural, familial, and religious issues usually dominate women's lives, and there exists an inflexible division of labour narrative that seeks to control their mobility and freedom of choice. This existing patriarchy dominated system, promotes qualities of self-sacrifice and acceptance of unequal treatment without complaint in women. However, consequently, female stereotypes were also perceived as stressful for their male counterparts as they had to compensate for the extra work piled on them in the absence of the female employees who were on maternity leaves.

Among personal and familial factors contributing to workplace stress, about 4 out of 10 employees strongly agreed that family/relationship pressure caused immense stress to them. Under this category, about 45% strongly emphasized that relocation to a new place makes them

feel less connected. Inversely, nearly 45% mentioned that work pressure impacted their family life. Among family factors, nearly 40% employees agreed to having an unhealthy sexual life and the impact of stress on their sexual performance, leading to dissatisfaction in wellbeing and overall health, especially among males in senior positions, and senior age groups, in major cities like India, Kolkata, etc. For employees with children, more than 40% of working parents felt stressed due to parental pressure of maintaining a work-family balance. These trends were common among employees from Healthcare, Hospitality, and E-Commerce sectors. This trend was also significant among female employees and employees 'at risk.' Apart from these factors, 1 out of every 2 employees has faced other personal challenging situations like sudden expected change in their way of life and/or death of a loved one. In recent literature, time has been found to be one of the most critical indicators of health and well-being. If utilised optimally it can create a sense of fulfilment and well-being, however, if ill-used or mismanaged, it can create imbalances in our daily routine that are likely to foster ill-health (Strazdins, et al., 2016). In a study by Bannai & Tamakoshi (2014), an imbalanced work-life schedule was found to be a strong moderator between health and well-being and hours spent working. The decision on how to achieve an optimum work-life balance is contingent upon several factors such as personal experiences, cultural milieu, gender dynamics, and value system (Le, et al., 2020). In accordance, with our findings,

Chen, et., (2022) found an indirect relationship between both genders (males and females) family time and work time, with work-life stress. Additionally, those who were unmarried, or not cohabitating with anyone, had child support experienced higher levels of work-life stress, as compared to those married, cohabiting, and took care of their children by themselves.

A big factor that emerged in our survey was stress about and over finances.

About 4 out of 10 employees worried over financial concerns. Nearly 50% of employees strongly felt the need for an alternative source of income, and a better financial wellness program to empower them. Ozyuksel, et al., (2022), in his study delved deeper into the causes of financial stress among corporate employees in Turkey, in his recent study. It was reported that highest levels of financial stress were experienced by those participants who were from a high income bracket, had no debts, and had good investments and savings backing them. Additionally, their concerns over finances revolved around ever increasing inflation rate, macroeconomic instability, and low financial literacy regarding investment plans and savings. With regard to assessing the impact of financial stress, about 45% employees in our survey strongly expressed that financial stress strongly impacts their mental health, and in turn, their work productivity. These concerns were more prominent among sectors like Healthcare, Hospitality and E Commerce, among female employees and

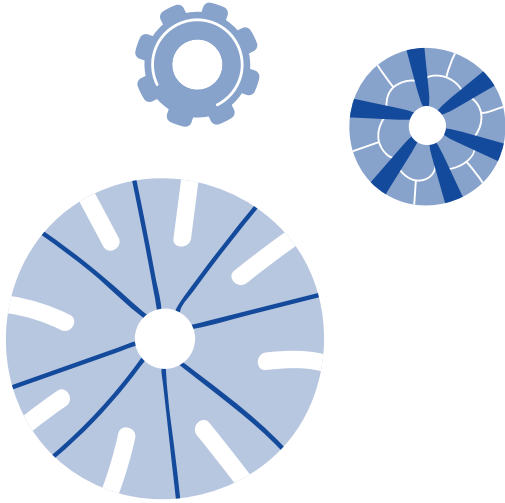
employees 'at risk' of poor mental health. Other than these concerns, about 50% employees also face situations of insufficient salaries followed by pay cuts which adds further to their financial woes.

In addressing overall health and wellbeing, 9 out of 10 employees agreed that they are in good state of health. However, ~10% employees suffer from insomnia/disturbed sleep. Of these, ~80% felt that stress from professional life is the main reason for insomnia/ disturbed sleep, while about ~75% mentioned about stress due to personal life. Some common ailments recorded were fatigue, neck pain, back pain, hypertension, and diabetes, especially among men in senior roles in major cities. These results are also in accordance with scientific literature which highlight how an imbalanced work-life schedule and work stress can directly contribute to developing chronic ailments. The WHO also recently issued a statement which enlisted long working hours as one of the main occupational hazards of predisposing an individual towards ischemic heart disease and stroke (Pega, et al., 2021)

When enquired about availing mental health recommendations, benefits and services, and better access to information around mental health, our survey found that nearly 50% of the employees were in unison of availing such facilities. Among the recommendations, 1 out of 3 employees suggested access to flexible working hours. Furthermore, around 10% expressed about access to better financial

wellness program. Subsequently, nearly 90% of corporate employees mentioned that mental health and well-being is extremely important and were very motivated to improve their mental and overall health. Among the segments with comparatively higher ratio of 'at-risk' profiles (females, senior managers, sectors like FMCG, Healthcare and E-Commerce) the importance for mental health and willingness to improve was also higher. Furthermore, this trend of high importance and willingness to improve the mental health was common in major metros like Delhi, Bangalore and Mumbai.

In conclusion, myriad intrinsic and extrinsic factors tend to exert their influence on the employee's overall mental health status. As reported, access to better financial literacy, advocacy for flexible working hours, and having a work-life balance in order to rejuvenate, spend time with family and children, and deal with miscellaneous stressors such as adjusting to a loss, catering to one's chronic disease – especially among 'at risk' sectors, gender, designations, and cities were at the fore-front of this survey, which need to be explored deeper by the employers and their corporate system. Addressing these concern will not only help the employees personally, but will also facilitate job satisfaction and higher productivity among them, which would ultimately expedite the companies' goals, financially.



Recommendations

To ensure the mental well-being of their employees, corporate organizations in India must give attention to the workplace environment, culture, and dynamics. Personal factors alone are not the sole determinants of individual well-being. The workplace factors, such as culture and dynamics, have a significant impact on the mental well-being of employees and can either act as risk factors or protective factors. Therefore, it is imperative for corporations to address these workplace factors to promote and safeguard the mental well-being of their employees.

Workplace Culture

It's crucial for organizations to create a workplace culture that prioritizes empathy, respect, and equality. The culture within an organization can cause specific stressors for employees. For example, certain companies expect their employees to send and respond to work-related emails on weekends or during their days off, while others discourage such behaviour. Additionally, a company's culture influences whether career growth within the organization is based on years of service, performance, or a combination of both.

The culture of an organization can also dictate which employees will face stress and what factors will trigger stress for them. These stressors are exclusive to the organization and are conveyed through its formal and informal policies and practices. They are widespread throughout the organization and can have an adverse

effect on the mental health of employees.

Mental health Awareness

It is important to have mental health awareness campaigns to educate employees about the importance of mental health and the resources available to them. These campaigns can include workshops, seminars, and online resources

- Dedicate a section of your organization's internal website to provide employees with resources related to mental health, such as fact sheets, videos, blog posts, external links, and more.
- Display information about mental health in prominent areas such as restrooms, employee newsletters, bulletin boards, etc.
- Ensure that all communication related to employee health and well-being includes information about mental health.
- Create a special feature on mental health in your employee publications, such as newsletters or other company materials, with personal accounts from leaders to emphasize that mental health issues impact individuals at all levels of the organization and that discussing them is encouraged.

Moreover, it is essential for the leadership team to openly communicate about their own mental health challenges and how their past or current employers supported them, to eliminate the stigma surrounding mental health issues in the workplace. Senior leaders should also recognize their

own mental well-being and not solely concentrate on implementing initiatives that benefit the entire organization.

By raising awareness and breaking the silence about mental health, organizations take a step towards creating a culture in which employees feel safe and empowered to seek help and support when it's needed.

Improving Access to Services and Supports

- **Programs (EAPs):** EAPs are designed to provide confidential support and counselling to employees who may be experiencing mental health problems. These programs are typically offered through a third-party service provider and can include services such as counselling, crisis intervention, and referrals to other resources.
- **Employee wellness programs:** Many companies are offering wellness programs that focus on physical and mental health. These programs can include activities such as yoga, meditation, and stress management workshops
- **Mental health policies:** Some companies are implementing mental health policies that provide guidance on how to handle mental health issues in the workplace. These policies can include guidelines on how to support employees with mental health problems, how to identify and respond to mental health crises, and how to promote mental health and well-being in the workplace.
- **Flexible work arrangements:** Flexible

work arrangements such as remote work, flexible schedules, and job sharing can help employees manage their workloads and improve work-life balance, which can reduce stress and improve mental health.

Empowering Women at Work

Workplace gender inequality remains a continuous problem. Research across the world shows that women only occupy about 37 per cent of leadership roles (World Economic Forum, 2022), and the pay gap sits at approximately 20 per cent (International Labour Organisation, 2022)

- **Equal pay and opportunities** corporate workplaces can work to address gender bias by ensuring equal pay and opportunities for women, promoting gender diversity in leadership, and implementing training and education programs that promote gender equality.
- **Acknowledging the impact of motherhood** is essential since women who are mothers often face distinctive challenges in balancing their work and family responsibilities. Providing support in the form of on-site childcare, lactation rooms, and flexible work arrangements can assist working mothers to balance their responsibilities and enhance their mental well-being.
- **Remote and hybrid work** are game changers for women -Choice is critical. Employees who can choose to work in the arrangement they prefer-whether remote or on-site- are less burned out, happier in their jobs, and much less likely to consider leaving their companies.

- Encourage work-life balance, which can help women manage the demands of work and personal life, reduce stress, and improve mental health. Corporate workplaces can provide resources such as paid time off, flexible scheduling, and remote work arrangements to support work-life balance.
- Menstrual Leaves: menstrual symptoms can be very debilitating and can impact the ability of people who menstruate to work effectively. By providing menstrual leave, employers can enable them to take the time off they need to manage their symptoms and recover without worrying about losing pay or being penalized for taking time off.

Avoiding burnout

Burnout is a result of chronic workplace stress that has not been managed properly, leading to exhaustion, negative feelings, and ineffectiveness. By addressing six key factors in the workplace (Maslach, 2016), even small changes can have a significant impact on reducing and preventing burnout.

- Workload: Ensure that employees have enough time and resources to accomplish their tasks.
- Autonomy and Control: Give employees some control over how they perform their work.
- Reward and Recognition: Recognize and reward employees for their good work.
- Community and Sense of Belonging: Foster a sense of trust and mutual support among colleagues.
- Fairness: Offer opportunities for

employees to be promoted and ensure that they are treated fairly.

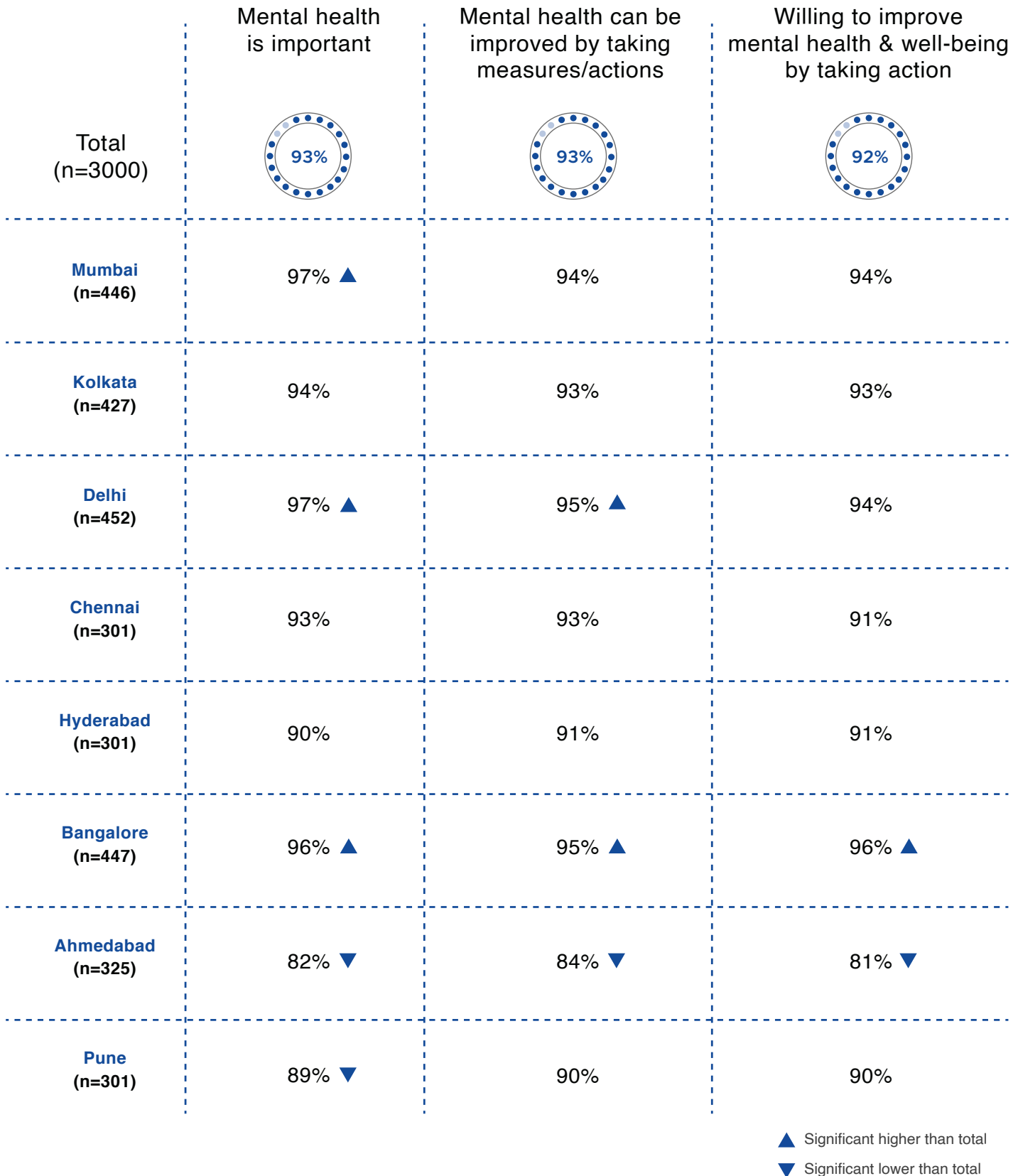
- Values and Purpose in Work: Support employees in feeling positive about their work and proud of their contributions. Organizations worldwide acknowledge the significance of promoting the general health and well-being of their employees by properly addressing mental health issues. These efforts not only lead to a positive impact on employee performance, productivity, engagement, and retention, but they also align with the ethical responsibility of employers.



Appendices

OPINION ON MENTAL HEALTH AND WELL-BEING (CITIES)

Figure 4d



OPINION ON MENTAL HEALTH AND WELL-BEING (DESIGNATIONS)



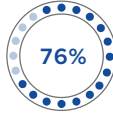
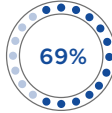

Figure 4E

	Mental health is important	Mental health can be improved by taking measures/actions	Willing to improve mental health & well-being by taking action
Total (n=3000)	93%	93%	92%
Manager (1-2 reportees) (n=482)	88% ▼	87% ▼	85% ▼
Manager (3-6 reportees) (n=759)	86% ▼	89% ▼	87% ▼
Sr. Manager (n=900)	97% ▲	96% ▲	97% ▲
Account Manager (n=129)	95%	89%	86%
Director (n=378)	99% ▲	98% ▲	98% ▲
Associate Vice President (n=46)	93%	87% ▼	93%
Vice President (n=72)	93%	93%	96% ▲
Managing Director (n=73)	95%	90%	93%
CEO (n=161)	98%	97%	95% ▲

▲ Significant higher than total
▼ Significant lower than total

CHALLENGES IN WORK-LIFE BALANCE (DESIGNATIONS)

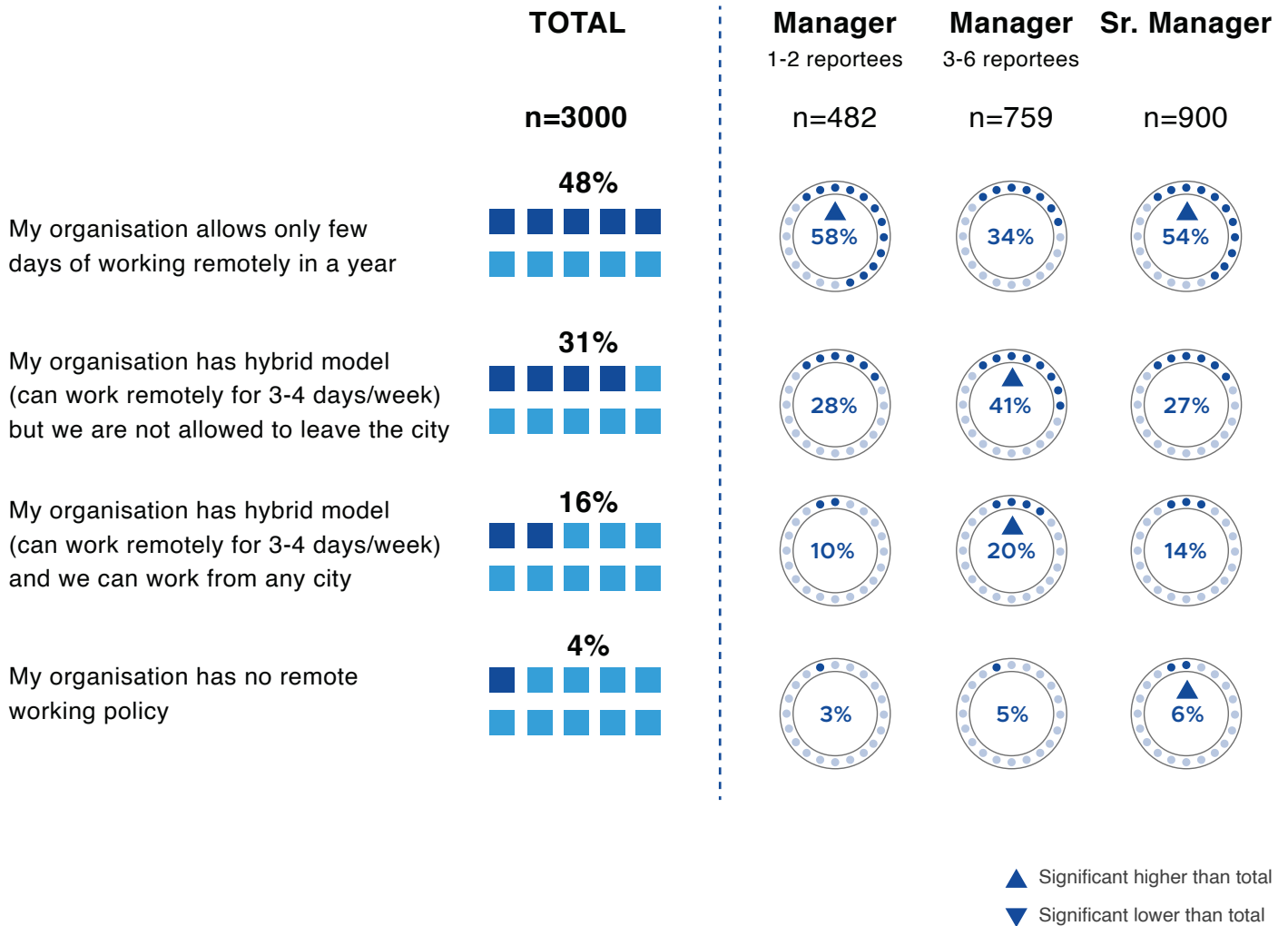
Figure 6J, K, I

	Yes	No	Personal Health	Family	Personal/ Alone time
Total (n=3000)	 87%	 13%	 76%	 69%	 39%
Manager (1-2 reportees) (n=482)	86%	14%	76%	57%	33%
Manager (3-6 reportees) (n=759)	86%	14%	67%	74% ▲	31%
Sr. Manager (n=900)	88%	12%	78%	72%	46% ▲
Account Manager (n=129)	89%	11%	73%	74%	47%
Director (n=378)	89%	11%	82% ▲	55%	35%
Associate Vice President (n=46)	96%	4%	83%	89% ▲	67% ▲
Vice President (n=72)	71%	29% ▲	83%	88% ▲	38%
Managing Director (n=73)	88%	12%	82%	75%	27%
CEO (n=161)	89%	11%	88%	82% ▲	58% ▲

▲ Significant higher than total
▼ Significant lower than total

REMOTE WORKING POLICY DESIGNATIONS

Figure 8E



SATISFACTION WITH PROFESSIONAL GROWTH

CITIES

Figure 9A

Total (n=3000)	Mumbai (n=446)	Kolkata (n=427)	Delhi (n=452)	Chennai (n=301)
89%	91%	90%	92%	87%
	Hyderabad (n=301)	Bangalore (n=447)	Ahmedabad (n=325)	Pune (n=301)
	88%	93%▲	78%▼	86%

▲ Significant higher than total

▼ Significant lower than total

SATISFACTION WITH PROFESSIONAL GROWTH

DESIGNATIONS

Figure 9C

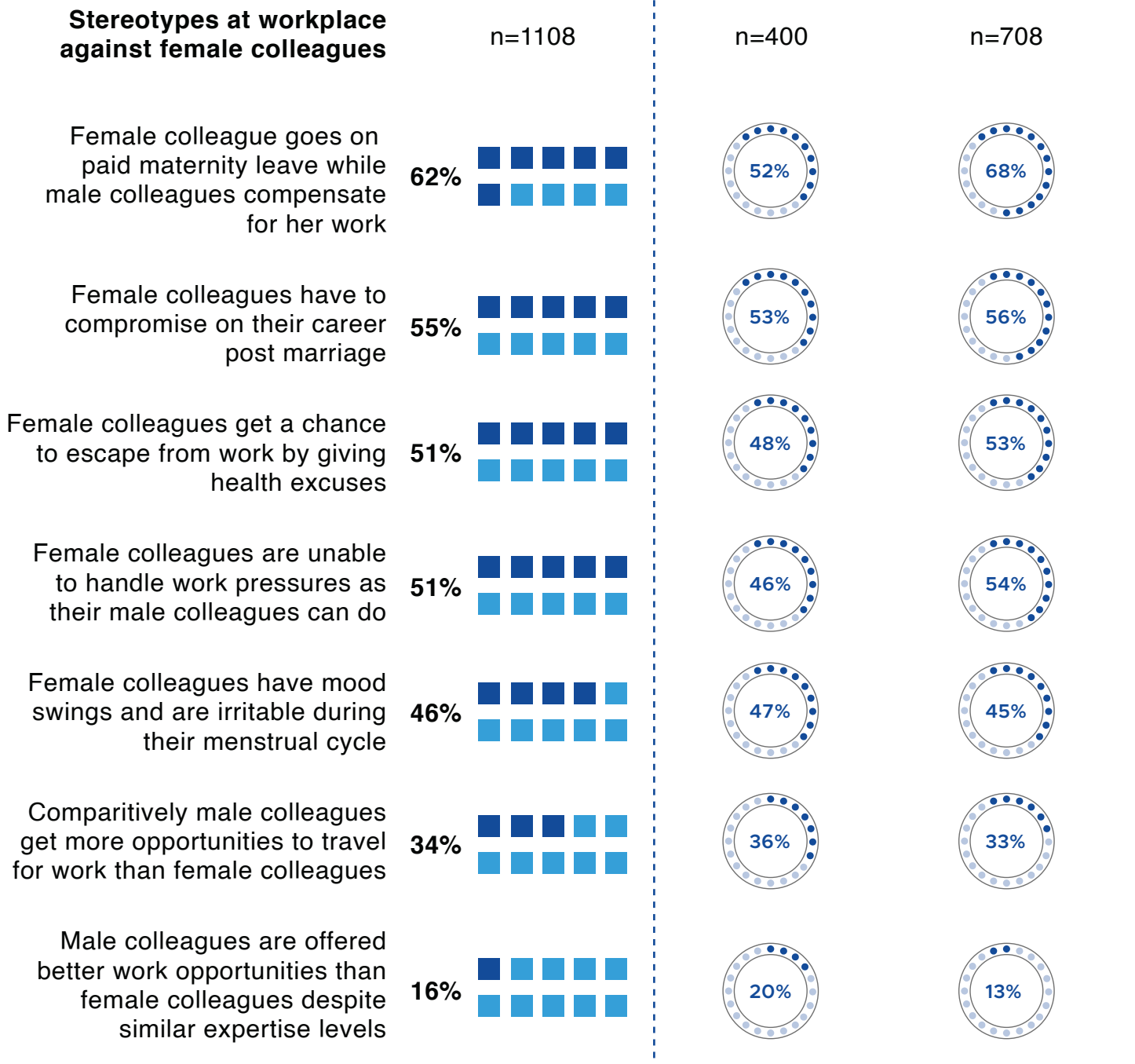
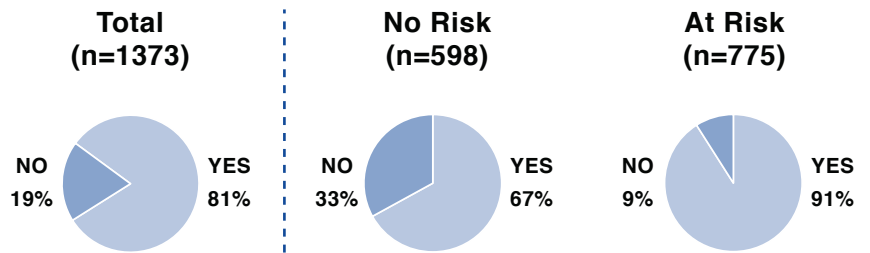
Total (n=3000)	Manager (1-2 reportees) (n=482)	Manager (3-6 reportees) (n=759)	Senior Manager (n=900)	Account Manager (n=129)
89%	84%	81%	93%▲	91%
	Director (n=378)	Associate Vice President (n=46)	Vice President (n=72)	Managing Director (n=73)
	97%▲	87%	90%	90%
	CEO (n=161)			
	96%▲			

▲ Significant higher than total

▼ Significant lower than total

STEREOTYPES AT WORKPLACE AGAINST FEMALE COLLEAGUES RISK PROFILE

Figure 10C



FAMILY/RELATIONSHIP PRESSURES AFFECTING MENTAL HEALTH

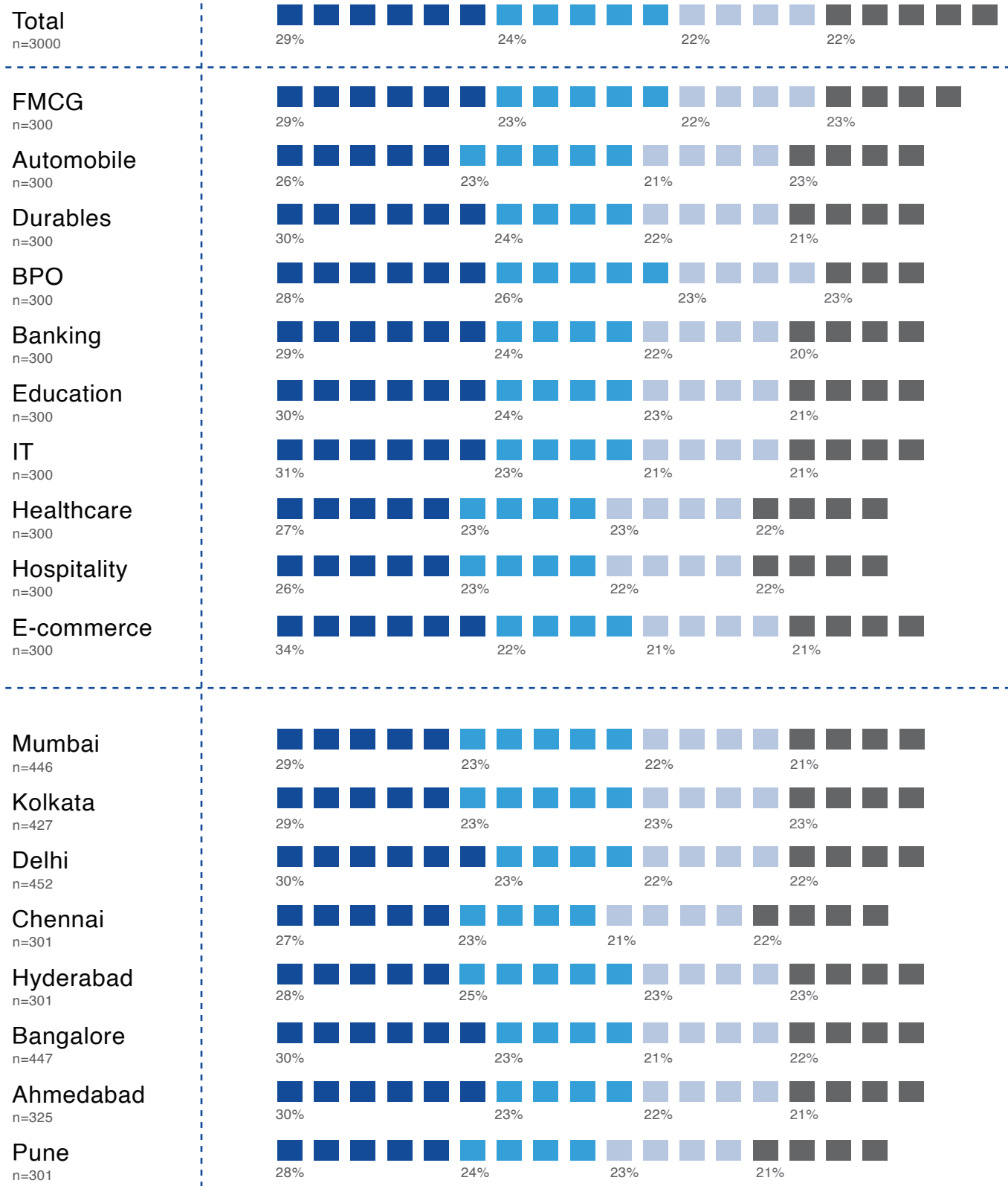
Figure 12

	I feel stressed/anxious about life lately which is negatively impacting my sexual performance	Sexual frustration adds on to my stress levels of day-to-day life	I am unable to experience healthy sexual life with my partner due to my busy routine	I feel less confident or less interested in sex lately	My sexual life is impacted due to strained relationship with my partner
MALE n=1627	35%	41%	34%	38%	30%
FEMALE n=1373	48% ▲	41%	46% ▲	39%	47% ▲
FMCG	42%	42%	39%	39%	41%
AUTOMOBILE	47%	42%	42%	46% ▲	42%
DURABLES	22% ▼	24% ▼	26% ▼	21% ▼	15% ▼
BPO	31%	44%	28% ▼	38%	21% ▼
BANKING	29%	39%	29%	34%	24% ▼
EDUCATION	36%	40%	37%	40%	31%
IT	34%	36%	34%	31%	32%
HEALTHCARE	53% ▲	48% ▲	52% ▲	43%	50% ▲
HOSPITALITY	52% ▲	44%	52% ▲	45% ▲	57% ▲
E-COMMERCE	67% ▲	50% ▲	58% ▲	49% ▲	63% ▲
OVERALL	41%	41%	40%	39%	38%

FACTORS IMPACTING MENTAL HEALTH (SECTORS)

Figure 3B

■ Job/Work Life
 ■ Family & relationships
 ■ Money matters/finances
 ■ Health & wellness



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ABOUT MPOWER

Mental health is a subject riddled with stigma, sensitive issues and concerns. The discrimination caused by stigma can only be eradicated through continuous efforts to create awareness. This will encourage acceptance, and help those suffering from mental illnesses to gain freedom. We hope to reinforce the fact that most concerns are treatable, just like any other medical condition.

In order to empower professionals, teachers, parents and families of the community, we, at Mpower, work towards creating a body of knowledge, expertise and specialists in the field of mental health & providing those in need with. Our Mission to #StampOutStigma around Mental Health is achieved through the following five verticals:

Clinical Care

Clinical care at Mpower is provided through world-class centres of excellence, by extremely skilled and qualified mental health professionals and can be broadly classified into the Centre, the Foundation, and the Cell.

Outreach

The awareness & capacity-building vertical aims to reach out to the various communities through comprehensive programs and workshops for Schools, Colleges, NGOs and Corporates. The goal is to destigmatize mental health, manage various aspects related to mental health, equip individuals with the skills to prevent mental health issues and encourage help seeking behaviors.

Academia

The academic vertical seeks to equip society with the tools and skills necessary to handle mental health crisis scenarios, to move towards empathy, to build capacity for mental health professionals, and to create a sound ecosystem for those with mental health concerns to not just live, but thrive.

Helpline

In order to deal with the mental health concerns arising out of the pandemic and subsequent lockdown, the Municipal Corporation of Greater Mumbai and Mpower 1 on 1, along with the Government of Maharashtra started a toll-free, 24*7 helpline, that helps individuals sail through the tough times by addressing their concerns.

Movement

Through the Movement, we strive to bring about a cultural shift and a change in the mindset of people by addressing misconceptions, fostering positive attitudes, disseminating correct information, and alleviating stigma related to mental illnesses.

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