Whether making the business case to key stakeholders, putting together a presentation or looking for high-impact statistics to include in your organization’s communications, reliable information about healthy workplace issues and practices is hard to come by. We’ve compiled some of the facts you need in your back pocket.

**Work Stress**

More than one-third of American workers experience chronic work stress, with low salaries, lack of opportunity for advancement and heavy workloads topping the list of contributing factors (American Psychological Association, 2013b).

Despite growing awareness of the importance of a healthy workplace, few working Americans say their organizations provide sufficient resources to help them manage stress (36 percent) and meet their mental health needs (44 percent; American Psychological Association, 2013b).

Just 42 percent of employees say their organizations promote and support a healthy lifestyle and only 36 percent report regularly participating in workplace health and wellness programs (American Psychological Association, 2013b).

In 2001, the median number of days away from work as a result of anxiety, stress and related disorders was 25 – substantially greater than the median of 6 for all nonfatal injury and illness cases (Bureau of Labor Statistics, 2001).

In a study of a large, multi-employer, multi-site employee population, healthcare expenditures for employees with high levels of stress were 46 percent higher than those for employees who did not have high levels of stress (Goetzel et al., 1998).

Job stress is estimated to cost U.S. industry more than $300 billion a year in absenteeism, turnover, diminished productivity and medical, legal and insurance costs (Rosch, 2001).
**Work Demands**

One third of U.S. employees are chronically overworked. Furthermore, twenty percent of employees reporting high overwork levels say they make a lot of mistakes at work versus none of those who experience low overwork levels (Galinsky et al., 2005, p. 2).

Twenty-four percent of employees work six or more hours per week without pay, and 47 percent of management does the same (Randstad, 2007, p. 8).

Eighteen percent of U.S. workers put in more than 48 hours a week (International Labour Organization, 2007).

Between 1977 and 2002, the combined weekly work hours of dual-earner couples with children increased by an average of 10 hours per week, from 81 to 91 hours (Bond, Thompson, Galinsky, & Prottas, 2002, p. 2).

Forty percent of employees said their workload increased in the past 12 months (Metlife, 2010).

Thirty-nine percent of employees experiencing high overwork levels say they feel very angry toward their employers versus only one percent who experience low overwork levels (Galinsky et al., 2005, p. 2).

Eighty-three percent of employees report going to work even while sick, citing heavy workload, need to conserve time off to meet family needs and a work environment where taking time off is “risky” as their rationale (ComPsych Corporation, 2007).

**Work-Life Balance & Flexibility**

Being energized by work and finding it meaningful, as well as having a supportive supervisor, working for an organization that values work-life balance and having control over whether or not to do work-related activities during non-work hours play major roles in how satisfied an employee is with his or her work life and how well it fits with other life demands (American Psychological Association, 2013a).

Almost eight in ten working Americans (79 percent) say their work and personal time should be separate, but 71 percent say they have control over whether or not they do work outside of normal work hours (American Psychological Association, 2013a).
Just over half of employees report that their supervisor supports their work-life balance (57 percent) and that their organization values work-life balance (55 percent; American Psychological Association, 2013a).

Only 39 percent of American workers report that their employers provide options for flexible work and 30 percent say their employers provide benefits that help them more easily meet their non-work demands (American Psychological Association, 2013b).

One-third of working Americans (33 percent) say that work interfering during personal or family time has a significant impact on their level of work stress, and one in four report that job demands interfere with their ability to fulfill family or home responsibilities (American Psychological Association, 2013b).

“Sandwiched” employees, defined as those who are responsible for child care and the care of parents, are at a greater risk for depression (Neal & Hammer, 2007, p. 208).

Thirty percent of employees polled said family and relationship issues were the most likely cause for taking a “mental health day,” defined as “taking a day off to recover and recharge” (ComPsych Corporation, 2008).

Employees with eldercare responsibilities are estimated to cost employers an additional 8 percent in health care costs, with even higher costs for blue-collar caregivers (almost 11 percent) and male caregivers (more than 18 percent). This differential is estimated to cost U.S. employers an extra $13.5 billion a year (MetLife & National Alliance for Caregiving, 2010, p. 5).

Nearly one-third of working mothers would take a pay cut to spend more time with their children, and 25 percent have missed two or more significant events in their child’s life in the last year (CareerBuilder Inc., 2009b).

Thirty-one percent of working fathers say they would leave their jobs if their spouse/partner could financially support the family and another 30 percent would take a cut in pay to spend more time with their children (CareerBuilder Inc., 2009a).

A meta-analysis found a consistent negative relationship between work-family conflict and both job and life satisfaction (Kossek & Ozeki, 1998).

Work-family conflict is related to general psychological distress and self-reported poor physical health (Frone, Russell, & Barnes, 1996).
In a national study, work-family conflict was found to be related to mood, anxiety and substance abuse disorders (Frone, 2000).

Conflict between work and family roles was found to lower the perceived quality of both work and family life which, in turn, influences organizational outcomes such as productivity, absenteeism and turnover (Higgins, Duxbury, & Irving, 1992).

Research suggests that work-to-family conflict is related to employee turnover and intention to quit (Grandey & Cropanzano, 1999; Greenhaus, Parasuraman, & Collins, 2001; Kirchmeyer & Cohen, 1999).

In a study of employer-supported child care, work-family conflict was found to predict employee absenteeism (Goff, Mount, & Jamison, 1990).

Research has demonstrated a negative relationship between work-to-family conflict and organizational commitment (Casper, Martin, Buffardi, & Erdwins, 2002).

The existence of programs that facilitate work-life balance is related to organizational commitment and job satisfaction (Scandura & Lankau, 1997).

Ninety-one percent of employees surveyed agreed that employees are more likely to behave ethically at work when work-life balance is good and 60 percent believe that job dissatisfaction leads to unethical decision-making at work (Deloitte, 2007).

**Employee Health & Healthcare Costs**

Seven out of ten deaths in the U.S. each year are attributable to chronic diseases (Kung, Hoyert, Xu, & Murphy, 2008).

The costs of chronic diseases make up more than 75 percent of the $2 trillion health care costs in the U.S. (Centers for Disease Control and Prevention, 2003).

More than six in ten American adults (63.1 percent) were either overweight (36.6 percent) or obese (26.5 percent) in 2009 (Gallup Organization, 2010).

Forty-four percent of workers have gained weight in their current job and nearly one-third (32 percent) say that work related stress contributed to their weight gain (CareerBuilder Inc., 2010).
In a study of six large, private- and public-sector employers, modifiable risk factors were associated with approximately 25 percent of total group-level health expenditures (Anderson et al., 2000, p. 49).


In 2008, 4.6 million cases of nonfatal work-related injuries or illnesses were reported in the United States. Almost half of these cases required a job transfer, work restrictions or time away from work (Bureau of Labor Statistics, 2010).

The total cost of occupational deaths and injuries was $183 billion in 2008 (National Safety Council, 2010).

In 2007, workers' compensation costs for employers totaled $85 billion (Sengupta, Reno, & Burton, 2009).

In a National Business Group on Health/Watson Wyatt Survey (2009), employers cited “employee’s poor health habits” and “underuse of preventative services” as the top two challenges to maintaining affordable benefit coverage.

Just 42 percent of working Americans say their organizations promote and support a healthy lifestyle. Only 36 percent report regularly participating in workplace health and wellness programs (American Psychological Association, 2013b).

Fifty-two percent of employees say their company does not do enough to promote employee health (Randstad, 2006, p. 36).

Only two percent of employers offer comprehensive smoking cessation benefits as recommended by the U.S. Centers for Disease Control and Prevention (National Business Group on Health & StrategyOne, 2007, p. 3).

In a survey of American employees, only 42 percent reported that their company offers healthy food options (Nationwide Better Health, 2007, p. 1).

In 2011, the percentage of individuals covered by employer-based insurance decreased to 59.5 percent (State Health Access Data Assistance Center, 2013).
In 2013, the average premiums for employer-based health insurance were $5,884 for individual coverage and $16,351 for family coverage. Between 2003 and 2013, the average premium for family coverage increased 80 percent (Kaiser Family Foundation & Health Research and Educational Trust, 2013).

**Mental Health Issues**

Mental health problems led to 156 million visits to doctors’ offices, clinics and hospital outpatient departments in 2005, making it one of the top three reasons why Americans seek medical treatment (Agency for Healthcare Research and Quality, 2008).

Mood disorders are estimated to cost more than $50 billion per year in lost productivity and result in 321.2 million lost workdays (Kessler et al., 2006).

Clinical improvement of depression is associated with fewer sick days (Simon, et al., 2000).

In 1990, mental health disorders cost the U.S. economy almost $79 billion in lost productivity (Rice & Miller, 1996, as cited in U.S. Department of Health and Human Services, 1999).

An estimated 19.2 million U.S. workers (15.3 percent) reported using or being impaired by alcohol or hung over at work at least once in the past year – 19 percent reported doing so monthly and 11 percent weekly (Frone, 2006, p. 151).

Employees who abuse drugs cost their employers approximately twice as much in medical and workers compensation claims as those who are drug-free (National Institute of Drug Abuse, 2008).

**Employee and Organizational Outcomes**

While the majority of U.S. workers (67 percent) report that they are satisfied with their jobs, less than half are satisfied with the growth and development opportunities (47 percent) and employee recognition practices (47 percent) offered by their employer (American Psychological Association, 2013b).

Less than half of working Americans report that their employers collect feedback from employees (47 percent) or make changes based on this feedback (37 percent; American Psychological Association, 2013b).
Almost a third (31 percent) of U.S. workers report that they intend to seek new employment in the next year and just half (51 percent) say their organizations make them feel valued (American Psychological Association, 2013b).

Although a majority of working Americans say they remain with their current employers because of benefits (60 percent) and pay (59 percent), having a job that fits well with the other aspects of their lives and enjoying what they do (67 percent each) top the list of reasons why they stay (American Psychological Association, 2012).

For the average company, turnover costs more than 12 percent of pre-tax income and for those at the high end, those costs can reach almost 40 percent of earnings (Saratoga, 2006).

Lost productivity due to presenteeism is almost 7.5 times greater than that lost to absenteeism (Employers Health Coalition, 2000, p. 3).

APA’s 2013 Psychologically Healthy Workplace Award (PHWA) winners report an average turnover rate of 6 percent compared to 38 percent nationally. In surveys completed by the winning organizations, on average, fewer than one in five employees (19 percent) reported experiencing chronic work stress, compared to 35 percent nationally, and 84 percent of employees said they were satisfied with their jobs, versus 67 percent across the U.S. workforce. Only 11 percent of employees at these organizations said they intend to seek employment elsewhere within the next year, compared to almost three times as many (31 percent) nationwide (American Psychological Association, 2013c).

In a study of 24 publically traded companies, those with high morale outperformed similar companies in their same industries by almost 2.5 to 1, while the stock prices of companies with medium or low morale lagged behind their industry peers by more than 1.5 to 1 (Sirota, 2006).

Companies that invest more than average in employee training outperform the market by 45 percent and have returns that are 86 percent higher than those companies that spend less than average (Bassi, Ludwig, McMurrer, & Van Buren, 2000).

Companies with higher growth in profitability have engagement levels that are more than 20 percent higher than those of their counterparts and provide more growth and development opportunities (Hewitt Associates LLC, 2004, p. 1).
In a study of 50 global companies, those with highly engaged employees increased operating income 19 percent and earnings per share almost 28 percent over one year, while companies with low employee engagement levels showed declines of 32 percent in operating income and 11 percent in earnings per share (Towers Perrin, 2008, p. 5).

Eighty-five percent of employees who participated in a wellness program in the past three years agreed that the programs are effective in promoting good health (Guardian Life Insurance Company of America, 2008, p. 7).

In a 2009/2010 report, companies with the most effective health and productivity programs achieved 11 percent more revenue per employee, delivered 28 percent higher shareholder returns and had lower medical trends and fewer absences per employee (TowersWatson, 2010, p. 2).

A meta-evaluation of 56 peer reviewed journal articles on worksite health promotion programs shows an average 26.8 percent reduction in sick leave absenteeism, an average 26.1 percent reduction in health costs, an average 32 percent reduction in workers' compensation and disability management claims costs and an average $5.81 savings for every dollar invested (Chapman, 2005).

**Work-Related Communication Technology**

More than half of employed adults (53 percent) say they check work messages (e.g., email, text messages, voicemail) at least daily over the weekend. A similar percentage (52 percent) report that they check work messages at least once a day during non-work hours on workdays (American Psychological Association, 2013a).

A majority of working Americans (56 percent) report that work-related communication technology (e.g., email, text messaging, voicemail) allows them to be more productive and makes it easier for them to get their work done. A similar number (53 percent) say these tools provide them with more flexibility in when or where they do their work and more than one-third (36 percent) report that the use of these technologies helps improve the fit between their work and non-work lives (American Psychological Association, 2013a).

Despite the clear advantages that technology brings to the workplace, 36 percent of employees report that rather than lighten their workload, communication technology increases the quantity of work. Additionally, almost a quarter of working Americans (23 percent) say that communication technology forces them to work faster (American Psychological Association, 2013a).
Today’s “always on” culture makes it more difficult to disconnect from work, with more than a third of working Americans reporting that communication technology makes it more difficult for them to stop thinking about work (34 percent) and take a break from work (35 percent; American Psychological Association, 2013a).

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