

THE MASK

A Framework for Human-Centered Work

A practical culture framework that helps employees feel heard, less alone, and better connected to support.

"People do not need fixing. They need space to be human."

THE BUSINESS CASE

The need is human. The evidence is organizational.

Employees increasingly expect mental-health support at work. Yet many still do not feel comfortable speaking, do not know how to access available benefits, or experience work as a contributor to burnout.

93%

say it is important to work for an organization that values emotional well-being and supports employee mental health.
APA, 2025

91% vs. 76%

reported job satisfaction when their employer offered mental-health support versus when it did not.
APA, 2024

74% / 58%

say discussing mental health at work is appropriate / say they feel comfortable doing it.
NAMI-Ipsos, 2024

1 in 4

do not know whether their employer offers mental-healthcare coverage.
NAMI-Ipsos, 2024

The economic stakes

Depression and anxiety account for an estimated 12 billion lost working days and US\$1 trillion in lost productivity globally each year. A 2024 Deloitte UK analysis found an average return of about GBP 4.70 for every GBP 1 invested across workplace mental-health interventions.

What the evidence means

These studies do not prove that an ERG alone causes higher retention or satisfaction. They do show that support, psychological safety, resource awareness, and employee experience move together. The Mask is designed to turn those conditions into visible, repeatable practice.

Sources

American Psychological Association, *Work in America 2024 and 2025*, apa.org/pubs/reports/work-in-america; NAMI-Ipsos, *2024 Workplace Mental Health Poll*, nami.org/research; World Health Organization, *Mental Health at Work (2024)*, who.int; Deloitte UK, *Mental Health and Employers (2024)*, deloitte.com/uk.

A DIFFERENT KIND OF WORKPLACE

What if people did not have to check their humanity at the door?

Many employees spend enormous energy appearing fine. The Mask helps organizations create visible permission for honest human connection - while protecting choice, privacy, and appropriate boundaries.

The shift

FROM	TO
Silent struggle	Connection without pressure
Vulnerability as career risk	Humanity modeled across hierarchy
Resources people cannot navigate	Trusted bridges to appropriate support

The four pillars

01	ESTABLISH	Build a credible, cross-functional champion team.
02	SIGNAL	Model thoughtful vulnerability across the hierarchy.
03	GATHER	Create repeatable spaces for listening and connection.
04	CONNECT	Bridge employees to the right support at the right time.

The outcome

Employees do not need to reveal more. They need to know they can be real, be heard, and reach support without standing alone.

THE ENGAGEMENT

A tailored implementation translates these pillars into champion selection, launch experiences, facilitation practices, guardrails, resource pathways, and measures that fit your workforce.

Begin by asking: **Where are people wearing the mask today - and what would make it safer to set it down?**