



World Health  
Organization

# WHO guidelines on mental health at work

---



# WHO guidelines on mental health at work



World Health  
Organization

WHO guidelines on mental health at work

ISBN 978-92-4-005305-2 (electronic version)

ISBN 978-92-4-005306-9 (print version)

© World Health Organization 2022

Some rights reserved. This work is available under the Creative Commons Attribution-NonCommercial-ShareAlike 3.0 IGO licence (CC BY-NC-SA 3.0 IGO; <https://creativecommons.org/licenses/by-nc-sa/3.0/igo>).

Under the terms of this licence, you may copy, redistribute and adapt the work for non-commercial purposes, provided the work is appropriately cited, as indicated below. In any use of this work, there should be no suggestion that WHO endorses any specific organization, products or services. The use of the WHO logo is not permitted. If you adapt the work, then you must license your work under the same or equivalent Creative Commons licence. If you create a translation of this work, you should add the following disclaimer along with the suggested citation: “This translation was not created by the World Health Organization (WHO). WHO is not responsible for the content or accuracy of this translation. The original English edition shall be the binding and authentic edition”.

Any mediation relating to disputes arising under the licence shall be conducted in accordance with the mediation rules of the World Intellectual Property Organization (<http://www.wipo.int/amc/en/mediation/rules/>).

**Suggested citation** WHO guidelines on mental health at work. Geneva: World Health Organization; 2022. Licence: [CC BY-NC-SA 3.0 IGO](https://creativecommons.org/licenses/by-nc-sa/3.0/igo).

**Cataloguing-in-Publication (CIP) data.** CIP data are available at <http://apps.who.int/iris>.

**Sales, rights and licensing.** To purchase WHO publications, see <http://apps.who.int/bookorders>. To submit requests for commercial use and queries on rights and licensing, see <https://www.who.int/copyright>.

**Third-party materials.** If you wish to reuse material from this work that is attributed to a third party, such as tables, figures or images, it is your responsibility to determine whether permission is needed for that reuse and to obtain permission from the copyright holder. The risk of claims resulting from infringement of any third-party-owned component in the work rests solely with the user.

**General disclaimers.** The designations employed and the presentation of the material in this publication do not imply the expression of any opinion whatsoever on the part of WHO concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries. Dotted and dashed lines on maps represent approximate border lines for which there may not yet be full agreement.

The mention of specific companies or of certain manufacturers' products does not imply that they are endorsed or recommended by WHO in preference to others of a similar nature that are not mentioned. Errors and omissions excepted, the names of proprietary products are distinguished by initial capital letters.

All reasonable precautions have been taken by WHO to verify the information contained in this publication. However, the published material is being distributed without warranty of any kind, either expressed or implied. The responsibility for the interpretation and use of the material lies with the reader. In no event shall WHO be liable for damages arising from its use.

Credit for cover photos (in this order): NOOR / Sebastian Liste, WHO, Blink Media - Hannah Reyes Morales.

Graphic design and layout: Kellie Hopley Design Ltd.



# Contents

---

<b>Foreword</b>	<b>v</b>
<b>Acknowledgements</b>	<b>vi</b>
<b>Abbreviations</b>	<b>vii</b>
<b>Executive summary</b>	<b>ix</b>
<b>Introduction</b>	<b>1</b>
Background	2
Scope of the guidelines	5
<b>Method: How the guidelines were developed</b>	<b>8</b>
<b>Recommendations</b>	<b>9</b>
Recommendations for organizational interventions	11
Recommendations for training managers	25
Recommendations for training workers	35
Recommendations for individual interventions	43
Recommendations for returning to work after absence associated with mental health conditions	57
Recommendations for gaining employment for people living with mental health conditions	63
Key question 13: Screening programmes	69
<b>Research gaps</b>	<b>73</b>

<b>Dissemination and update of the guidelines .....</b>	<b>79</b>
<b>References .....</b>	<b>82</b>
<b>Glossary .....</b>	<b>91</b>
<b>Annex 1. Contributors to the guidelines .....</b>	<b>95</b>
<b>Annex 2. Managing declarations of interest and conflicts of interest .....</b>	<b>105</b>
<b>Annex 3. Developing the scope, key questions and outcomes .....</b>	<b>109</b>
<b>Annex 4. Reviewing the evidence and supporting evidence .....</b>	<b>113</b>
<b>Annex 5. Developing the recommendations .....</b>	<b>116</b>
<b>Annex 6. Drafting the guideline and external review .....</b>	<b>117</b>

## **Web Annex: Evidence profiles and supporting evidence**

<https://apps.who.int/iris/handle/10665/363102>

# Foreword

---

Working people, like all people, deserve an inherent right to the highest attainable standard of mental health at work, regardless of their type of employment. And people living with mental health conditions have a right to access, participate and thrive in work. Governments and employers have a responsibility to uphold that right by providing work that simultaneously prevents workers from experiencing excessive stress and mental health risks; protects and promotes workers' mental health and well-being; and supports people to fully and effectively participate in the workforce, free from stigma, discrimination or abuse.

Yet the world of work is changing. Across the globe, technology, globalization, demographic shifts, emergencies and climate change are reshaping how and where we work. The COVID-19 pandemic has disrupted labour markets and accelerated the pace of change – especially in remote work, e-commerce and automation. Some jobs are being lost; some are being created; almost all are changing. For many, these changes are creating new pressures or exacerbating existing stresses around work that have the potential to undermine workers' mental health.

Addressing mental health at work effectively will help prepare for the future of work and a changing world.

Managing mental health at work can appear challenging. But it should not be seen as onerous. Rather, it offers an opportunity for growth and sustainable development. Safe, healthy and inclusive workplaces not only enhance mental and physical health but likely also reduce absenteeism, improve work performance and productivity, boost staff morale and motivation, and minimize conflict between colleagues. When people have good mental health, they are better able to cope with the stresses of life, realize their own abilities, learn and work well and contribute actively to their communities. And when people have good working conditions, their mental health is protected.

These guidelines provide evidence-based recommendations on interventions that can be implemented to better prevent, protect and promote, and support the mental health of workers. It highlights the importance of organizational interventions, manager and worker training and interventions for individuals. Particular attention is given to workers living with mental health conditions and the interventions that can be used to support them to gain employment, return to work following an absence or to be supported by reasonable accommodations at work.

The World Health Organization (WHO) is committed to supporting Member States to promote and protect the mental health of workers. Indeed, the Comprehensive mental health action plan 2013–2030 emphasizes the need for countries to promote safe, supportive and decent working conditions for all. The WHO Global Strategy on Health, Environment and Climate Change identifies workplaces as an essential setting for the prevention of a range of modifiable risks, particularly for non-communicable diseases. These guidelines mark a milestone in leveraging workplaces as a platform for action, providing a framework for the evidence-based action required to ensure effective prevention, promotion and support for mental health at work.

In all countries and across sectors, the wealth of enterprises and societies depends on the mental health of workers.

We encourage governments, enterprises and all stakeholders in the world of work to use and implement these guidelines as an effective tool for securing safe, healthy and inclusive workplaces that promote and protect mental health.



**Soumya Swaminathan**  
**WHO Chief Scientist**



# Acknowledgements

---

The WHO guidelines on mental health at work was prepared by the World Health Organization (WHO) Department of Mental Health and Substance Use and the Department of Health, Environment and Climate Change under the leadership of Dévora Kestel and Maria Neira, respectively.

**Responsible Technical Officer:** Aiysha Malik, Mental Health Unit, Department of Mental Health and Substance Use, WHO.

**WHO Steering Group members:** Faten Ben Abdelaziz (Department of Health Promotion), Alex Butchart (Department of Social Determinants of Health), Alarcos Cieza (Department of Noncommunicable Diseases), Ivan Ivanov (Department of Health, Environment and Climate Change), Catherine Kane (Health Workforce Department), Hyo-Jeong Kim (Department of Health Emergency Interventions), Aiysha Malik (Department of Mental Health and Substance Use) and Juana Willumsen (Department of Health Promotion). The Steering Group was chaired by Mark van Ommeren (Department of Mental Health and Substance Use).

The authors would like to express our gratitude to: Rebekah Thomas-Boscoe from the WHO Guideline Review Committee Secretariat for her technical support throughout the guidelines development process; and Evelyn Finger and Anne Sikanda, from the Department of Mental Health Substance Use who provided crucial administrative support. WHO colleagues who provided inputs at various stages of development were: Florence Baingana (WHO Regional Office for Africa); Renato Oliveira e

WHO acknowledges the technical contribution from colleagues of the **International Labour Organization (ILO)** and particularly Manal Azzi of ILO headquarters, Geneva, Switzerland.

**Guideline Development Group (GDG):** WHO would like to thank the members of the GDG for their commitment, enthusiasm and expertise. The GDG members were: Jose Luis Ayuso-Mateos (Autonomous University of Madrid, Spain), Mirai Chatterjee (Self-Employed Women's Association, India), Capucine de Fouchier (Specialist in mental health and psychosocial support, Switzerland), Samuel Harvey (Black Dog institute, Australia), Hiroto Ito (Tohoku Medical and Pharmaceutical University, Japan), Norito Kawakami (The University of Tokyo, Japan), Nour Kik (National Mental Health Programme, Ministry of Public Health, Lebanon), Spo Kgalamono (National Institute for Occupational Health, South Africa), Margaret Kitt (National Institute for Occupational Safety and Health, USA), Anthony D. LaMontagne (Deakin University, Australia), Sapna Mahajan (Genomics Canada, Canada), Kazem Malakouti (Iran University of Medical Sciences, Iran), Karina Nielsen (The University of Sheffield, United Kingdom), Pratap Sharan (All India Institute of Medical Sciences, India), Katherine Sorsdahl (University of Cape Town, South Africa) and Graham Thornicroft (Kings College London, United Kingdom).

**Guideline methodologist:** WHO extends tremendous gratitude to: Corrado Barbui, University of Verona, Italy.

预览已结束，完整报告链接和二维码如下：

[https://www.yunbaogao.cn/report/index/report?reportId=5\\_31959](https://www.yunbaogao.cn/report/index/report?reportId=5_31959)

