



# Promoting Mental Health and Well-Being in the Technology Industry

*Action Plan*

2025

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# Introduction

The technology industry presents a distinctive environment where mental health challenges are amplified by rapid innovation cycles, high-performance expectations and increasingly blurred boundaries between work and personal life. According to Brandon Hall Group's *HCM Outlook 2025* study, 88% of organizations now consider workplace mental health and well-being a moderate or high priority.

This evolution acknowledges that mental health directly impacts innovation capabilities, productivity levels, and sustainable business performance. The technology sector, with its relentless pace and cognitive demands, has experienced particularly acute mental health challenges. Recent global events have accelerated this transformation, pushing technology organizations to reevaluate and strengthen their approach to employee well-being.

This action plan provides a framework specifically tailored for technology organizations to successfully address wellness and well-being through the lens of HR, talent management, and learning functions. It recognizes the sector-specific challenges of constant technological change, high cognitive load, and the prevalence of remote work arrangements that characterize the industry.

All data in the action plan comes from proprietary Brandon Hall Group™ research.

## The Strategic Imperative

The business case for prioritizing mental health and well-being in the technology industry has evolved beyond traditional return-on-investment calculations to encompass broader organizational impact.

For technology companies, the connection between mental health and innovation capacity is particularly significant. Creative problem-solving — the cornerstone of technological advancement — requires psychological safety and cognitive bandwidth that is compromised when employees experience poor mental health. Tech companies that address well-being as a strategic imperative position themselves for enhanced innovation capacity and sustained competitive advantage.

The impact of these drivers extends throughout technology organizations, affecting everything from code quality and product development timelines to long-term strategic success. Technology firms that fail to address well-being comprehensively risk falling behind in the competition for technical talent and market leadership. In an industry where intellectual capital drives value creation, the mental well-being of employees represents one of the most critical assets to protect and nurture.

# Call to Action

The transition from traditional wellness programs to comprehensive well-being strategies requires fundamental organizational change within technology companies. This evolution demands more than just new programs or policies—it requires a reimagining of how technology organizations support and nurture their employees' overall health and well-being while maintaining the innovation pace that defines the industry.

Successful technology organizations must proactively support mental health by creating specialized programs that address industry-specific stressors like constant connectivity, high cognitive demands, and the pressure of rapid release cycles. These companies recognize that mental health support must be built into the fabric of work processes rather than treated as a separate initiative.

Technology companies must also work actively to destigmatize mental health discussions in the workplace. This involves creating environments where discussing burnout, anxiety, or cognitive fatigue becomes normalized—particularly challenging in an industry that has historically celebrated long hours and personal sacrifice in pursuit of technological breakthroughs.

Creating psychological safety at all organizational levels is essential for technology companies whose success depends on employees' willingness to take intelligent risks, share innovative ideas, and learn from failures. Without psychological safety, innovation stagnates and mental health suffers, creating a downward spiral that undermines the organization's core capabilities.

This requires visible and consistent leadership actions from technology executives and managers. Simply implementing programs without addressing underlying cultural elements around achievement and performance will limit effectiveness and sustainability.

Leadership commitment must include visible executive sponsorship of well-being initiatives, integration of well-being metrics into performance evaluations, and role modeling of healthy work-life boundaries—particularly challenging in an industry where leaders have often demonstrated workaholicism as a path to success.

# Current State

Brandon Hall Group's research identifies a significant gap between awareness and effective implementation of well-being strategies in the technology industry. While most technology organizations recognize the importance of mental health and well-being, many struggle to translate this understanding into effective action for their specific workplace context.

Organizational barriers persist across multiple dimensions within the technology sector. Limited resources and budget constraints for mental health initiatives exist even in well-funded technology companies, as these initiatives compete with product development and technology investment priorities. Many technology organizations lack integrated well-being strategies that connect with their specific work processes and technology platforms.

The industry also suffers from inconsistent support across different employee groups, with technical staff often receiving different levels of mental health support than non-technical staff. Stigma around mental health discussions remains particularly strong in technical environments where logical thinking and problem-solving abilities are prized above emotional intelligence.

These barriers often reflect deeper organizational challenges around priority-setting and resource allocation in high-growth, high-pressure technical environments. Addressing them requires both strategic vision and practical implementation capabilities tailored to the technology context.

Implementation gaps further complicate the situation in technology workplaces. Insufficient manager training on mental health support is prevalent, with technical managers often promoted based on technical expertise rather than people management skills. Limited access to mental health resources is common despite generous benefits packages, as employees may not know how to navigate available services or fear career repercussions from seeking help.

Technology companies frequently demonstrate inadequate measurement of well-being initiatives, focusing instead on productivity metrics that may actually undermine mental health. A disconnect between policy and practice is often evident, with companies publicly promoting well-being while maintaining implicit expectations of constant availability and long hours.

# Implementation Framework

Successfully transitioning to a comprehensive well-being strategy requires a structured yet flexible approach that acknowledges the unique complexity of technology organizations while maintaining clear direction. The framework must balance ambitious goals with practical constraints of the tech environment, ensuring sustainable progress rather than short-term fixes.

## Strategy Development and Goal Setting

The foundation of effective mental health initiatives in technology organizations starts with clear strategy development and goal setting specifically contextualized to the technology environment. Technology companies should:

- ▶ Establish mental health objectives aligned with technology workflows and development processes.
- ▶ Define specific, measurable targets for reducing burnout and increasing engagement.
- ▶ Allocate appropriate resources for mental health initiatives.
- ▶ Create a governance structure that spans technical and non-technical departments.
- ▶ Identify technology-specific stressors like on-call rotations and deadline pressure for targeted intervention.

The strategy must acknowledge the unique cognitive demands of technical work while establishing realistic expectations for improvement that work in harmony with — rather than against — the organization's technology development cycles and business objectives.

## Process Enhancement and Optimization

Effective implementation requires technology companies to examine and enhance the work processes that impact mental health. This includes:

- ▶ Reviewing development methodologies and release processes to identify stress points.
- ▶ Establishing sustainable work rhythms that accommodate both focused work and recovery.
- ▶ Implementing structured on-call rotations with adequate compensation and recovery time.
- ▶ Creating communication protocols that respect focus time and minimize interruptions.
- ▶ Designing meeting practices that promote efficiency and reduce cognitive load.

By addressing the structural elements of work that contribute to mental health challenges, technology organizations can create sustainable improvements rather than merely treating symptoms of a dysfunctional system.

## Partnership Building and Community Engagement

Technology organizations should build strategic partnerships to enhance mental health support:

- ▶ **Engage with mental health providers** who understand the unique challenges of technical work.
- ▶ **Develop peer support networks** among technical staff for shared experiences.
- ▶ **Create communities of practice** around sustainable work approaches.
- ▶ **Partner with technology education providers** to incorporate well-being from career outset.
- ▶ **Collaborate with industry associations** on mental health best practices specific to technology contexts.

These partnerships extend the organization's capacity while creating valuable connections that reinforce the importance of mental health across the technology ecosystem.

## Training and Capability Development

Building internal capability is essential for sustainable mental health improvements:

- ▶ **Train technical managers to recognize signs of burnout** and mental health challenges.
- ▶ **Develop emotional intelligence capabilities** alongside technical skills.
- ▶ **Create learning pathways for stress management techniques** applicable to cognitive work.
- ▶ **Build psychological safety capabilities** within technical teams.

Capability development should be integrated into existing technical training programs rather than treated as a separate track, reinforcing the message that mental health skills are essential professional capabilities.

## Measurement and Accountability Systems

Effective mental health initiatives require meaningful measurement approaches.

- ▶ **Develop metrics that capture both leading and lagging indicators** of mental health.
- ▶ **Integrate well-being measures** into existing development and performance frameworks.
- ▶ **Establish feedback mechanisms** for continuous improvement.
- ▶ **Create accountability at leadership levels** for mental health outcomes.

Measurement approaches should emphasize improvement rather than comparison, avoiding the creation of new performance pressures that undermine the very well-being they aim to enhance.

## Legal and Ethical Considerations

Technology companies must navigate mental health parity laws, privacy regulations, accommodation requirements and anti-discrimination provisions while implementing well-being programs. These legal frameworks establish minimum standards that companies must meet while developing their approaches to mental health support.

Ethical considerations extend beyond legal compliance in technology environments, where data collection and analysis capabilities create unique challenges. Companies must balance the potential benefits of using workplace analytics to identify mental health risks against privacy concerns and potential surveillance issues. The industry's capability to monitor productivity, communication patterns and even biometric indicators creates ethical questions about appropriate boundaries.

Technology organizations must carefully consider the confidentiality of mental health information, ensuring that seeking support does not negatively impact career progression in an industry where performance is often intensely measured and compared. They must also ensure equitable access to resources across technical and non-technical staff, international and domestic employees, and workers at different levels of seniority.

Cultural sensitivity in program design presents particular challenges for global technology companies, requiring mental health approaches that work across diverse cultural contexts while maintaining consistency in support quality. Technology organizations must also balance the use of digital well-being tools—which offer scalability and data insights—with human connection that many employees need for effective support.

# Future Trends and Predictions

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The technology industry is uniquely positioned to both experience and shape the future of workplace mental health practices. Understanding emerging trends helps organizations prepare for future needs while making current investments that will retain value over time.

Technology integration is accelerating support capabilities within the industry, with AI-powered mental health monitoring offering early detection of potential issues through analysis of work patterns and communication trends. Virtual reality therapy options are expanding access to mental health interventions through immersive experiences that can be accessed remotely, while digital well-being platforms provide personalized support and resources based on individual needs and preferences.

The industry is also pioneering personalized well-being recommendations that use data analytics to tailor support interventions to individual employees, increasing effectiveness and engagement. These technological approaches leverage the industry's core strengths while addressing its mental health challenges.

Workplace evolution creates new well-being considerations specific to technology environments. Hybrid work well-being support must address the challenges of collaboration across distributed teams while maintaining connection and belonging. Virtual mental health services are becoming essential for supporting remote technology workers who may lack access to traditional in-person resources.

Environmental well-being considerations are growing in importance as technology organizations recognize the physical workspace impact on mental health, whether in office environments or home work settings. The industry is also leading integration of work and life well-being approaches that acknowledge the fundamental interconnection between professional and personal experiences in a connected world.

# Ensuring Sustainable Success

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Sustaining well-being initiatives beyond initial implementation requires attention to organizational dynamics and resource needs in technology environments. Brandon Hall Group's research shows that technology organizations often succeed in launching programs but struggle to maintain momentum over time as product deadlines and business pressures compete for attention.

Creating lasting impact demands deliberate focus on infrastructure and support systems tailored to the technology context. Cultural integration embeds well-being into the organization's DNA by incorporating regular communication about mental health into technical meetings and development processes, recognizing well-being champions alongside technical contributors, and integrating well-being considerations with organizational values around innovation and excellence.

When well-being becomes part of daily conversations and decision-making processes around technology development and deployment, it develops resilience against competing priorities and resource constraints that inevitably arise in dynamic business environments.

Resource allocation ensures sustained capability through dedicated well-being budgets that withstand typical technology industry budget fluctuations, staffing for well-being initiatives with appropriate expertise in both mental health and technology contexts, technology investments that support rather than undermine well-being, and program evaluation resources to ensure continuous improvement based on results.

Effective resource allocation requires both immediate funding and long-term commitment from technology executives who understand the connection between mental health and innovation capacity. Organizations must balance competing demands while maintaining consistent support for well-being initiatives, even during challenging business conditions and market transitions.

# Recommendations

For technology industry HR, talent management, and learning leaders, implementing effective mental health strategies requires specific action steps:

- 1 Integrate mental health considerations into technology development methodologies** rather than treating them as separate HR concerns. This might include incorporating well-being checkpoints into sprint planning or adding mental health impact assessments to feature development processes.
- 2 Develop technology-specific mental health training** that addresses industry challenges like impostor syndrome in technical roles, cognitive fatigue from complex problem-solving, and the psychological impact of constant technology change.
- 3 Create career development pathways** that value sustainable high performance rather than burnout-inducing work patterns, reinforcing that long-term technical excellence requires mental well-being.
- 4 Implement measurement approaches** that balance performance metrics with well-being indicators, ensuring that productivity is not achieved at the expense of mental health.
- 5 Build manager capabilities specifically focused on supporting mental health** in technical environments, equipping technical leaders to foster psychological safety while meeting business objectives.
- 6 Establish clear boundaries around availability expectations**, particularly for global teams working across time zones, to prevent the “always-on” mentality common in technology organizations.
- 7 Create dedicated mental health resources** that address technology-specific stressors like high-pressure release cycles, on-call rotations, and technical debt management.
- 8 Develop peer support networks specifically for technology professionals** who can share experiences and strategies related to mental health challenges in technical roles.

# Conclusion

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Technology organizations that implement well-being strategies position themselves for sustained success in an increasingly complex business environment. They create resilient cultures capable of adapting to technological change while maintaining high performance levels. Most importantly, they demonstrate that organizational success and employee well-being are not competing priorities but mutually reinforcing goals—particularly in an industry where human cognitive capacity drives innovation.

The journey to well-being support requires patience, commitment, and systematic effort tailored to the unique challenges of the technology environment. However, organizations that make this journey position themselves for sustained success while creating meaningful positive impact in their employees' lives. In an era where technical talent increasingly drives competitive advantage, few investments offer greater potential returns than the creation of truly supportive workplace environments that enable both personal well-being and technical excellence.

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