



What Employees Need To Feel Cared For

And How Employers Can Show It

The Organizational Care Gap: A Growing Disconnect in Today's Workplace

The average person will spend 90,000 hours at work over their lifetime—up to one-third of their life!

So it's not an understatement to say workplaces play a pivotal role in our day-to-day well-being. Unfortunately, many employees aren't having a great experience at work.

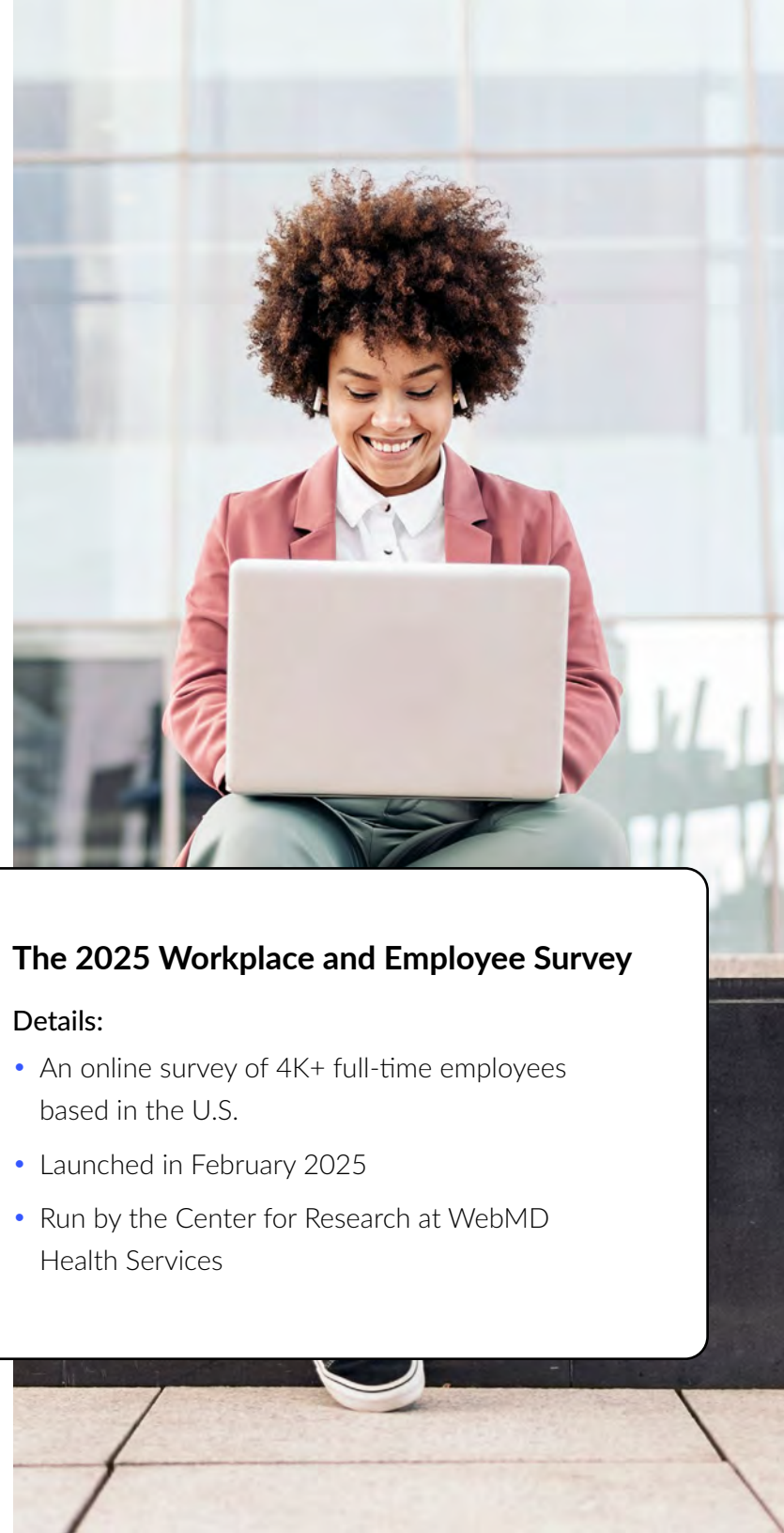
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The creation of a culture of well-being is essential to building a resilient and engaged workforce.

[The Center for Research](#)

WebMD Health Services





And while building a culture of well-being is widely recognized as a priority among employers, employees aren't feeling it.

In fact, just

1 in 4 employees strongly agrees their employer cares about their well-being.¹

This is important because research—including new data from WebMD Health Services' Center for Research—shows employees who feel their employer genuinely cares about their well-being are more engaged, less likely to experience stress and burnout, more likely to stay with their organization and more apt to feel satisfied with their personal lives. That's huge!

We wanted to know: what does make employees feel cared for at work?

In this e-book, we share important new research that sheds light on what “care” in the workplace means for employees, what organizations can do to build a culture of well-being, and what happens when employees truly feel their employer has their well-being at heart.

The 2025 Workplace and Employee Survey

Details:

- An online survey of 4K+ full-time employees based in the U.S.
- Launched in February 2025
- Run by the Center for Research at WebMD Health Services

¹ WebMD Health Services Center for Research. 2025 Workplace and Employee Survey.

It's Time To Do Better for Employees

The workplace has changed.

Today's employees are seeking more from their workplace experience, from greater flexibility to a feeling of belonging and support for their holistic well-being, including their mental health.

Many organizations are taking steps in the right direction—but maybe not fast enough, or not in a way that is meaningful for employees.

The state of employee mental health.

More than

1 in 5 Americans are living with a mental health condition.²

Over

60% of employees have experienced mental health symptoms in the past year.³

More than

30% of employees feel work has a negative impact on their mental health.⁴

² National Institute of Health. Mental Illness. Accessed June 3, 2025.

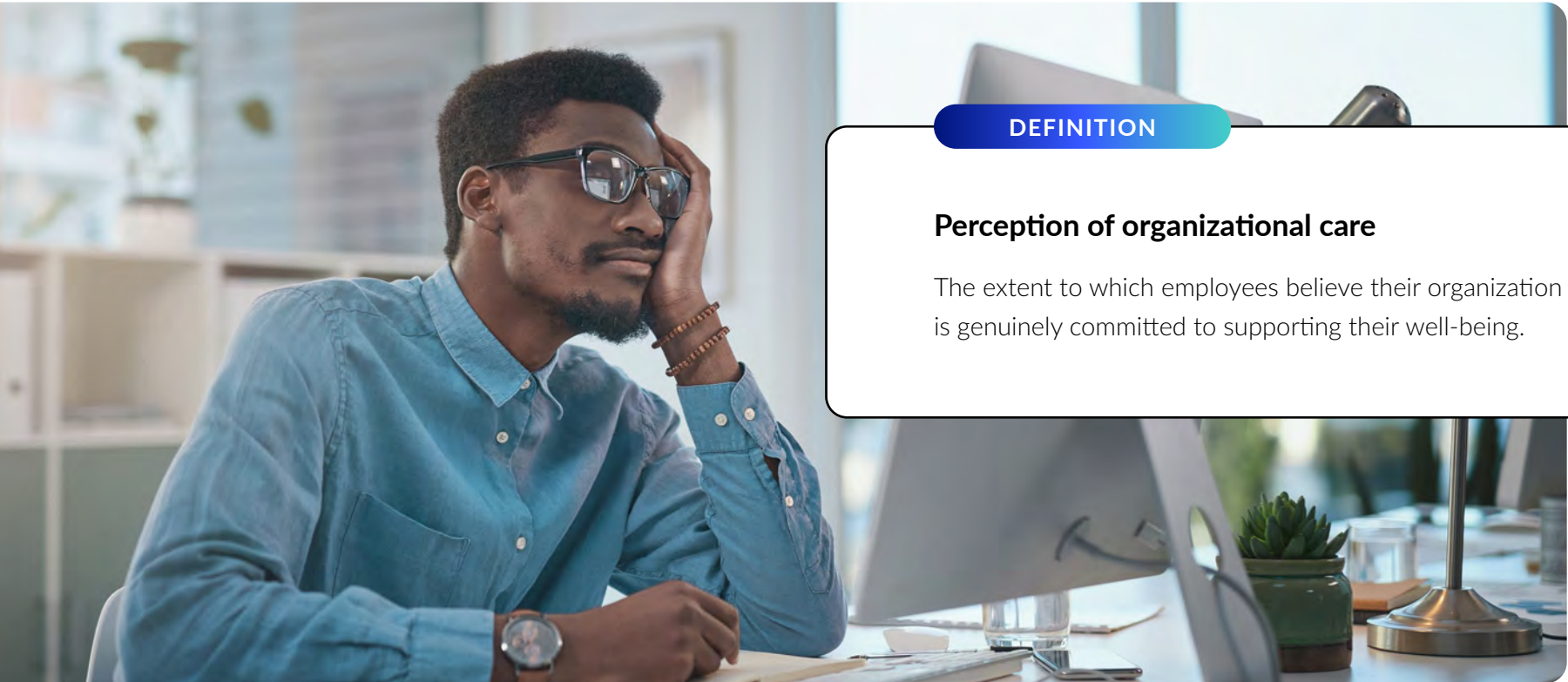
³ Mind Share Partners. 2023 Mental Health at Work Report. Accessed June 3, 2025.

⁴ Mind Share Partners. 2023 Mental Health at Work Report. Accessed June 3, 2025.

In our survey:

Only **1 in 4 employees** strongly agrees their organization cares about their well-being. That means three in four people *don't feel confident* their organization cares. It's the lowest rate since we began tracking this metric in 2022.

Employees' perception of organizational care decreased **7.5 percentage points** between 2024 and 2025, signaling increased uncertainty or dissatisfaction with workplace well-being support.



DEFINITION

Perception of organizational care

The extent to which employees believe their organization is genuinely committed to supporting their well-being.

Not all employees view organizational care the same way.

Our study revealed some notable gaps in how employees feel their organization shows care and identified some groups that may need more support.

Industry

- Employees in the business and professional service industries rate organizational care the highest. Their “strongly agree” responses were *twice as high* as those in government, education and health care.
- Government and public administration employees rate organizational care the lowest.

Gender

- Overall, female employees report feeling less cared for by their organization than men across all age groups.
- Women in the 30-44 age group feel 11% less cared for than other age groups. Caregiving and work demands spike in these years, in addition to major physical, emotional and mental changes.

Work Arrangement

- Employees working fully remotely are most likely to strongly agree their organization cares about them, followed by those working in a hybrid arrangement.
- Fully on-site workers have the lowest perception of organizational care.

Role in Organization

- 50% of senior leaders feel cared for; just 22% of individual contributors feel that way. That’s a 28-point gap.
- The degree to which people feel their organization cares about them rises with role level. Senior leaders report the highest levels, followed by senior managers, people managers and then individual contributors.

Why It's Important for Organizations To Care

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When people feel cared for, they thrive—and so does the organization.”

Judy Lee

Senior People Scientist, The Center for Research
WebMD Health Services

Employees who feel cared for are more likely to thrive—both professionally and personally.

Our study revealed that employees who strongly perceive their organization cares about their well-being experience significantly more positive outcomes when compared to those with the lowest perception of care.

How caring impacts people at work:

56% more engaged

34% more likely to stay with their employer

34% less likely to experience stress

37% less likely to experience burnout

How caring impacts people outside of work :

70% higher overall well-being across multiple dimensions, including physical, mental, work, social and financial well-being

33% higher overall life satisfaction

37% less stress⁵

⁵ WebMD Health Services Center for Research. [2025 Workplace and Employee Survey](#).

6 Key Elements That Make Employees Feel Truly Supported

Our study revealed six factors that make employees feel truly cared for at work:

Employee Perception of Organizational Care

ONE

Being kept informed of policies, plans and changes that affect them.

TWO

Feeling leadership values their input.

THREE

Seeing the organization take meaningful action on their feedback, versus simply collecting it.

FOUR

Feeling their manager supports them.

FIVE

A psychologically safe environment that permits them to speak up without fear.

SIX

A sense of belonging within their organization.

The bottom line: employees want to feel they matter.

Taken together, these six elements offer critical insights into how organizations can effectively demonstrate care—in ways that truly resonate with employees.

What's interesting about all of these elements is that they reflect a deep human need for trust, connection, and knowing they matter to their manager, senior leaders and the organization as a whole.

Employees who feel a strong sense of organizational care rate the six key elements up to **91% higher** than employees who don't feel cared for. This translates to a monumental difference in the way these two groups of employees experience the workplace each day.



Take the Next Steps Toward a More Caring Workplace

How well does your organization show you care?

Our research shows what matters most, and now it's your turn to see how your current approach measures up. Review the three steps on the right to take stock of where you are today, and then use the worksheet on page 12 to drill down on the key elements of care.

ASSESS

Do our employees feel truly cared for?

- Survey employees' perception of organizational care. (Keep in mind that leaders tend to feel the organization cares more than individual contributors.)
- Listen to responses and let employees know they are heard.
- Establish a baseline and track changes over time.

IDENTIFY GAPS

Which population segments need additional attention and support?

- Understand employees' lived experience at work and identify ways to improve it.
- Analyze employee segments to pinpoint groups needing more support.
- Tailor support to employees' unique needs.

LEVERAGE

What existing programs and policies can be leveraged?

- Improve transparency and frequency of communication.
- Promote existing benefits and well-being offerings.
- Bolster manager training in empathy and psychological safety.
- Enhance opportunities for social connection to boost belonging.

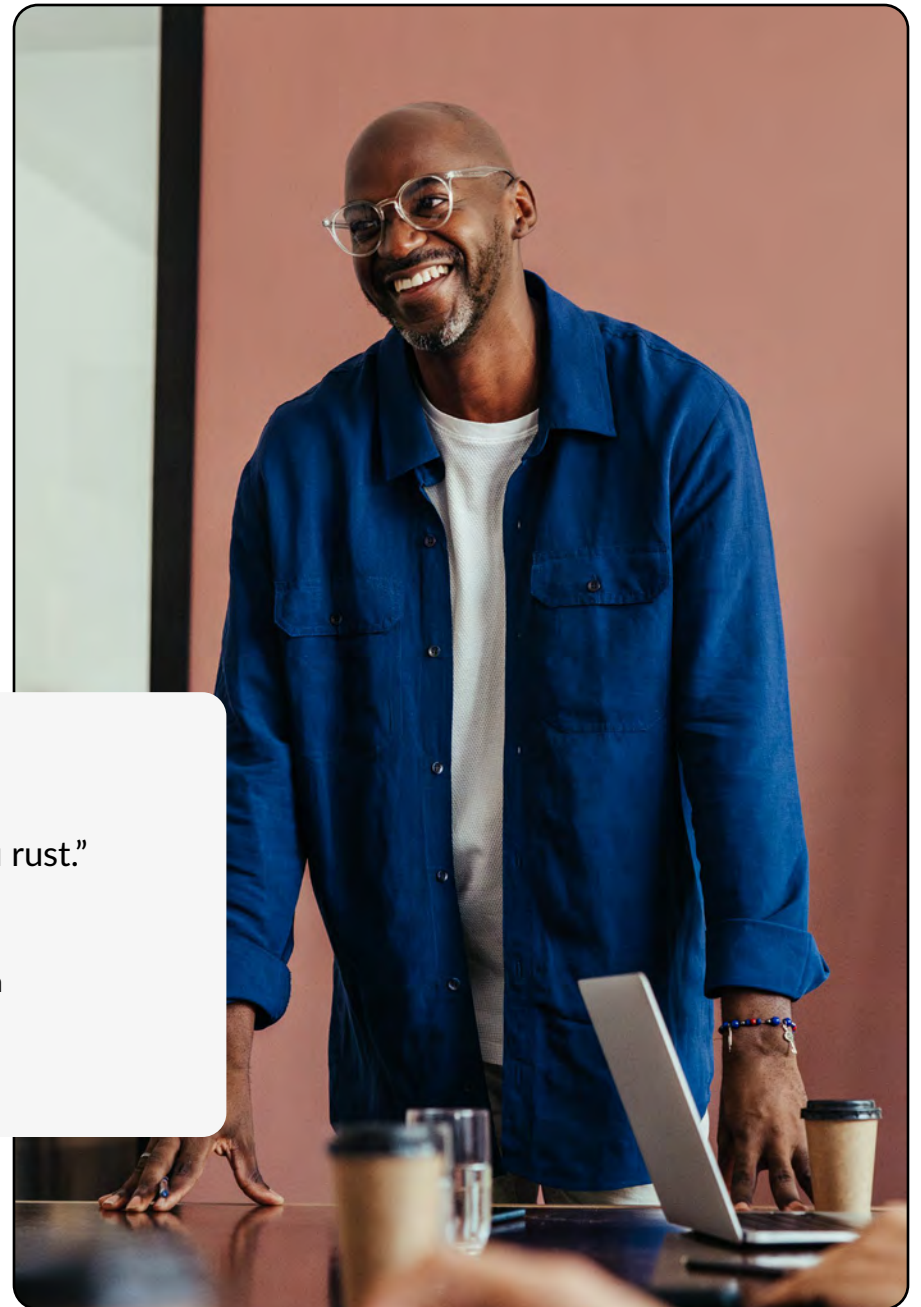
Remember: Don't feel you have to do everything all at once. Start small and build from there. Communicate to employees that they will see changes over time, and you will keep them updated.

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You don't have to do everything.
But do something. If you rest, you rust.”

Erin Seaverson

Senior Director, The Center for Research
WebMD Health Services



How Does Your Organization Measure Up?

The six key elements of organizational care are likely not new to most organizations. And you probably already have many of these processes and systems in place. The key is making them work even harder for you.

Thinking about each element, how would you rate your organization today? For areas that need improvement, jot down a couple actions you could take to close the gap.

COMMUNICATION

We keep employees adequately informed of policies, goals and upcoming changes that affect them.

- Excellent
- Work in progress
- Needs attention

Actions:

1. _____

2. _____

EMPLOYEE INPUT

We actively seek input from employees; leadership acknowledges and values it.

- Excellent
- Work in progress
- Needs attention

Actions:

1. _____

2. _____

MEANINGFUL ACTION

We take meaningful action on employee feedback versus simply collecting it.

- Excellent
- Work in progress
- Needs attention

Actions:

1. _____

2. _____

PSYCHOLOGICAL SAFETY

Employees feel safe voicing a contrary opinion without fear of negative consequences.

- Excellent
- Work in progress
- Needs attention

Actions:

1. _____

2. _____

BELONGING WITHIN THE ORGANIZATION

Employees feel that they belong at their organization.

- Excellent
- Work in progress
- Needs attention

Actions:

1. _____

2. _____

MANAGER SUPPORT

Employees feel supported by their manager.

- Excellent
- Work in progress
- Needs attention

Actions:

1. _____

2. _____

WebMD Health Services Is Here To Support You

The workplace plays a pivotal role in employee well-being.

Creating a culture of well-being has never been more important and is essential to building a resilient and engaged workforce.

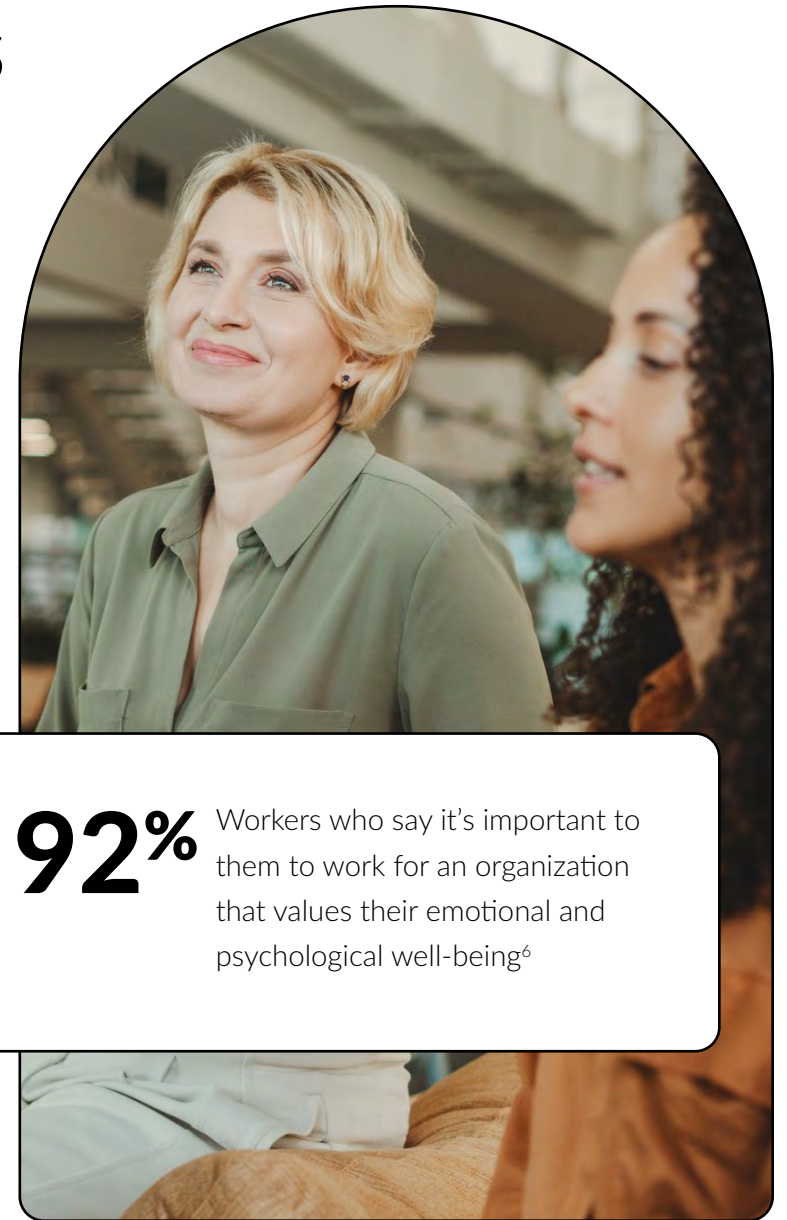
A key indicator of this culture is whether employees feel their organization cares about them.

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Investing time and energy into building a strong culture of care is a smart strategic decision for any organization. The impact of organizational care is profound, both within the workplace and beyond. Care truly matters.”

Erin Seaverson

Senior Director, The Center for Research
WebMD Health Services



92% Workers who say it's important to them to work for an organization that values their emotional and psychological well-being⁶

⁶ American Psychological Association. 2023 Work in America Survey. Accessed June 17, 2025.

Create a culture where people and well-being thrive.

WebMD Health Services can help you focus on the elements of your employees' experience that demonstrate this commitment to care.

Our TINYpulse solution can help you foster improved communication, transparency and recognition in the workplace, prioritizing the well-being and success of every individual within your organization.

[Schedule a demo today](#) to learn how we can help.

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