1to1help

25 Years Happiness. Works Best.

State of Emotional Wellbeing in **Manufacturing**

Insights into emotional wellbeing, drawn from our experience supporting Manufacturing organisations.



Utilisation

The proportion of employees who accessed counselling support during the reporting period.

5.30% of Manufacturing employees accessed counselling support, compared with 4.6% across the overall workforce.

What The Data Tells Us

1. Personal concerns remain a key reason for seeking support, with emotional regulation leading the way.
2. Workplace relationships are a leading workplace concern.
3. The data points to early help-seeking, reinforcing the value of accessible support.
4. Employees are making strong progress towards their counselling goals, with continued support needed where symptoms persist.



Top Concerns

The primary areas of concern employees sought support for during counselling.

Concern	E&I	Overall	Top 3 Triggers
Personal	↓ 41%	46%	Workplace Relationships 38.6% Mental Health 26.0% Self Improvement 16.7%
Workplace	↕ 15%	15%	Workplace Relationships 26.0% Work-Life / Shiftwork 16.8% Career Concerns 13.9%
Marital Relationship	↑ 15%	12%	Conflict 33.7% Communication 26.5% Separation/Divorce 15.3%
Social Relationships	↑ 12%	11%	Conflict 61.2% Social Life 26.7% Care Giving 9.3%

Gender

Gender distribution of employees who accessed counselling.

	E&I	Overall
Women	51%	53%
Men	49%	46%
Undisclosed	0%	1%

Age

Age distribution of employees who accessed counselling.

	E&I	Overall
<25	10%	14%
25–30	35%	37%
31–35	25%	23%
36–45	23%	20%
45+	7%	6%

Distress Risk

Level of emotional distress identified via counselling assessments.

	E&I	Overall
No risk	76%	74%
Low risk	4%	3%
Moderate risk	16%	18%
High risk	4%	5%

Goal Achievement

Progress toward goals identified during counselling.

	E&I	Overall
Achieved goals	↑ 9%	7%
Progressing	↓ 89%	90%
No progress	↓ 2%	3%

GAD-7 / PHQ-9
(Anxiety & Depression)

Change in anxiety and depression symptoms following counselling, measured via GAD-7 and PHQ-9.

Reduction in Anxiety Symptoms

	E&I	Overall
Significant reduction	↕ 40%	40%
Progressing towards reduction	↓ 38%	43%
No significant reduction	↑ 23%	17%

Reduction in Depression Symptoms

	E&I	Overall
Significant reduction	↓ 40%	42%
Progressing towards reduction	↑ 39%	38%
No significant reduction	↑ 21%	20%

3 Actions For Manufacturing Employers

1 Build manager capability around workplace relationships

Equip managers to recognise and address relationship challenges early. Introduce practical frameworks for difficult conversations, conflict resolution and timely referral to professional support.

2 Bring emotional regulation into the everyday employee experience

Make emotional regulation more accessible through short, practical interventions on managing emotions, coping and self-awareness. Create clear pathways from these interventions to counselling when employees need deeper support.

3 Strengthen follow-up for employees who need more time

Build structured follow-ups into the support journey for employees whose symptoms do not reduce significantly after initial counselling. This can help identify when additional sessions, specialist support or a different intervention may be needed.

Ready to see what's hidden in your Manufacturing workforce?

Visit 1to1help.com or scan the QR code to know more.