



Supporting Mental Health at Amcor

Leader training

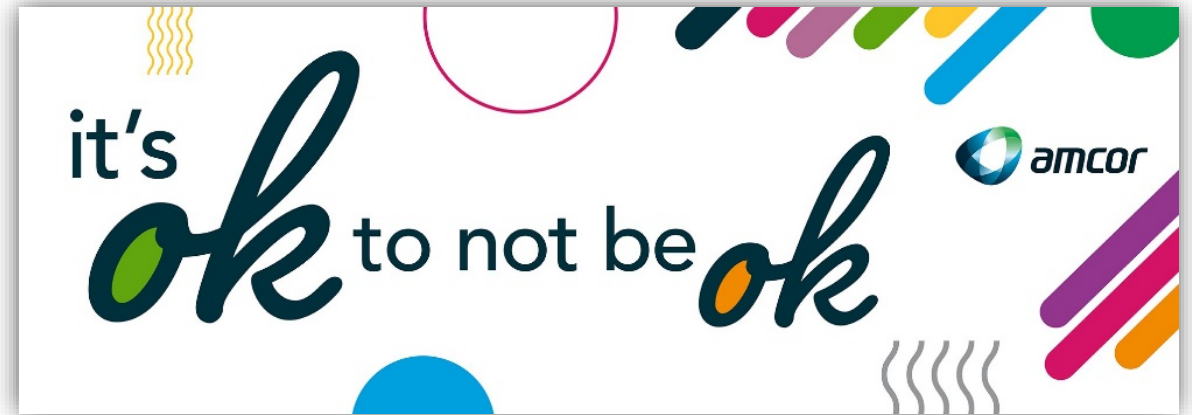


Introduction and Overview

At Amcor, we want colleagues to understand that wellbeing matters. It's not just about physical health, it's about how you feel too. **It all matters.**

What we're doing:

- Leader training to equip you with the knowledge and resources to support your teams
- Mental health campaign – *it's ok to not be ok*
- Dedicated website with resources and tools for all colleagues in North America





Managing Our Mental Health

Strategies for the Workplace

August 2021

Cortney Silva, LISW, CDMS



- Why Mental Health?
- Stress and Mental Health
- Mental Health Stigma
- Common Conditions
- Supporting Employees
- Self Help & Best Practices
- How workplace culture can support employees
- Into the future

WHY ADDRESSING BEHAVIORAL HEALTH IN THE WORKPLACE MATTERS

Depression ♦ Single largest contributor to global disability² ♦ 200 million lost workdays at a cost of \$17B-\$44B³

19.1%

of American adults experience anxiety disorders in 2019⁴

7.8% of adults

in the U.S. had at least one major depressive episode in 2019⁶

Mental Capital

is more valuable and more vulnerable to the effects of depression in today's service and knowledge-driven societies⁸



In 2030, Depressive Disorder Diagnoses Will Rank First in Total Economic Burden¹

1 in 5

Americans have mental health conditions in 2019⁵

9.5 Million

co-occurring substance abuse disorder ⁷

50% of employees

when asked about days they were unable to perform their tasks said it was due to mental health⁹

¹ World Health Organization, 2012. http://www.who.int/mental_health/management/depression/wfmh_paper_depression_wmhd_2012.pdf

² World Health Organization, 2020. <https://www.who.int/en/news-room/fact-sheets/detail/depression>

³ Centers for Disease Control and Prevention, 2016.

<https://www.cdc.gov/workplacehealthpromotion/health-strategies/depression/evaluation-measures/index.html>

⁴ U.S. Substance Abuse and Mental Health Services Administration, 2019 Results from the National Survey on Drug Use and Health <https://www.samhsa.gov/data/sites/default/files/reports/rpt29393/2019NSDUHFRPDFWHTML/2019NSDUHFR1PDFW090120.pdf>

⁵ U.S. Substance Abuse and Mental Health Services Administration, 2019 Results from the National Survey on Drug Use and Health

⁶ U.S. Substance Abuse and Mental Health Services Administration, 2019 Results from the National Survey on Drug Use and Health

⁷ U.S. Substance Abuse and Mental Health Services Administration, 2019 Results from the National Survey on Drug Use and Health

⁸ Cuijpers, P. Beekman, A.T.F., & Reynolds, C.F. (2012). Preventing Depression: A global priority. *Journal of the American Medical Association*, 307(10), 1033-1034.

⁹ 10 ways to reduce the threat of 'presenteeism'. (2013). *HR Specialist: Compensation & Benefits*, 8(1), 1-2.



RISE OF MENTAL HEALTH CONCERNS SINCE THE ONSET OF COVID-19

41% of adults report symptoms of anxiety or depressive disorder last year vs. 10% in 2019¹

13% of adults reported new and increased substance use due to COVID-related stress¹

11% report thoughts of suicide in the past 30 days¹

Drug overdose deaths highest at the onset of COVID¹

Others report difficulty sleeping (36%), eating (32%), and worsening of chronic conditions (12%)¹

20% of people surveyed in the U.S. had lost a relative or close friend to COVID which could lead to a potential bereaved population of about 65 million²

¹ "The Implications of COVID-19 for Mental Health and Substance Use based on of the Census Bureau's Household Pulse Survey 2020-2021." KFF, February 10, 2021. <https://www.kff.org/coronavirus-covid-19/issue-brief/the-implications-of-covid-19-for-mental-health-and-substance-use/>.

² "COVID Has Put the World at Risk of Prolonged Grief Disorder." Scientific American, May 19, 2021 <https://www.scientificamerican.com/article/covid-has-put-the-world-at-risk-of-prolonged-grief-disorder/> (Retrieved 7/8/21)

The Impact of Civil Unrest on Mental Health

What is civil unrest (aka civil disorder, civil disturbance):

- An activity arising from a mass act of civil disobedience (such as a demonstration, riot, or strike) in which the participants become hostile toward authority, and authorities incur difficulties in maintaining public safety and order, over the disorderly crowd.

Common causes of civil unrest:

- Inequality
- Police impunity
- Systemic racism
- Political discord
- Racial injustice



Mental health fallout of civil unrest:

- Increased prevalence of PTSD (as high as 41%), anxiety, depression^{3, 4, 5}
- Increases in depression regardless of personal involvement in protest (spillover effects)¹

Sources (including for word cloud):

1 Bor J, Venkataramani AS, Williams DR, Tsai AC. "Police killings and their spillover effects on the mental health of Black Americans: a population-based, quasi-experimental study." *Lancet*. 2018;392(10144):302-310. doi:10.1016
2 Galovski
TE, Peterson ZD, Beagley MC, Strasshofer DR, Held P, Fletcher TD. "Exposure to Violence During Ferguson Protests: Mental Health Effects for Law Enforcement and Community Members." *Journal of Traumatic Stress*. 2016;29(4):283-292.
doi:10.1002/jts.22105 3 Galovski TE, Peterson ZD, Fox-Galalis A. "Trajectories of Posttraumatic Stress and Depression in Police and Community Members Following the Violence during Civil Unrest in Ferguson, Missouri." *American Journal of Community Psychology*. 2018;62(3-4):433-448. doi:10.1002/ajcp.12273 /S0140-6736(18)31130-9 4 Ni MY, Kim Y, McDowell I, et al. "Mental health during and after protests, riots and revolutions: A systematic review." *Australian and New Zealand Journal of Psychiatry*. 2020;54(3):232-243. doi:10.1177/000486741989 5 Ni MY, Yao XI, Leung KSM, et al. "Depression and post-traumatic stress during major social unrest in Hong Kong: a 10-year prospective cohort study." *Lancet*. 2020;395(10220):273-284. doi:10.1016/S0140-6736(19)33160-5 et. 2020 Jan 25;395(10220):273-284. doi: 10.1016/S0140-6736(19)33160-5



Managing the Emotional Effects of Civil Unrest

Individual Solutions

- ♦ **Take care of yourself.** You cannot help others if your own perspective is out of balance.
- ♦ **Reestablish your routines.** Try to find joy by taking part in productive activities and projects.
- ♦ **Maintain healthy sleep patterns.** Get appropriate sleep to maintain your energy level and emotional state.
- ♦ **Reflect on the positive aspects of your life** for a few minutes every day. Draw on your spiritual faith and personal values to remind you of the larger perspective.
- ♦ **Understand that everything will not immediately go back to normal.** Look for evidence that you are able to continue forward with life despite the distress.
- ♦ **Volunteer your time or donate to charity.** Doing something good for your community is a great way to deal with stress.

Employer Solutions

- ♦ **Acknowledge & be flexible.** Acknowledge what is happening and that the emotional impacts can spill over into an employee's work life, affecting their focus, collaboration and relationships with colleagues.
- ♦ **Connect employees to resources.** EAP can provide supports for individuals struggling to process the events.
- ♦ **Listen to your employees.** Make a commitment to listen and to learn and then report back what you have learned and what you will do with that knowledge.
- ♦ **Reaffirm company commitment to policies & solutions** that ensure a safe work environment and a diverse workforce.
- ♦ **Educate the workforce on diversity & inclusion.** Proactive and continual education on appropriate workplace behavior and civility is key.



Mental Health Stigma

Stigma continues to exist

- Stigma can be a deterrent to seeking care for up to **54%–74%** of people, one study found¹
- Johns Hopkins Stigma Lab found **59%** of over **1,500** respondents were in favor of mental health parity, but those without personal experience were associated with more stigma and less support²
- Johns Hopkins Stigma Lab surveyed **314** people on their views of mental illness; **38%** responded with an unwillingness to work closely with someone with mental illness, and **59%** were unwilling to have someone with a mental illness marry into their family³



1. Clement et al., "What is the impact of mental health-related stigma on help-seeking? A systematic review of quantitative and qualitative studies." *Psychological Medicine*, Jan 2015. 2. Barry CL, McGinty EE. (2014). "Stigma and Public Support for parity and government spending on mental health: a 2013 national opinion survey." *Psychiatric Services* 65(10) 1265-1268. 3. Barry CL, McGinty EE, Goldman HH (2014). "Stigma, Discrimination, treatment effectiveness, and policy: Public views about drug addiction and mental illness." *Psychiatric Services*, 65(10), 1270-1272.



Language is important...

Why we say “mental health conditions”

- **Mental illness** is a recognized, medically diagnosable illness that results in the significant impairment of an individual's cognitive, affective, or relational abilities.
 - Mental disorders result from biological, developmental, and/or psychosocial factors and can be managed using approaches comparable to those applied to physical disease (i.e., prevention, diagnosis, treatment, and rehabilitation)¹
 - Mental illness focuses on sickness and doesn't look at health as continuum
 - Mental health (behavioral health) preferred in MH community
 - Less stigmatizing



TOP DISABLING MENTAL HEALTH CONDITION—DEPRESSION

THE INCREMENTAL ECONOMIC BURDEN OF ADULTS WITH MAJOR DEPRESSIVE DISORDER WAS \$326 BILLION IN 2018, 38% HIGHER THAN IN 2010. 61% OF THE TOTAL BURDEN RESULTED FROM A COMBINATION OF ELEVATED WORKPLACE ABSENTEEISM AND PRESENTEEISM.¹

- ◆ 18.5% of the adult population suffers from a depressive illness in a given year.²
- ◆ 15% of older adults are affected by behavioral health problems, and 4.8% of them are living with a serious mental illness.³
- ◆ Barriers to effective care include a lack of resources, lack of trained health-care providers and social stigma associated with mental disorders. Another barrier to effective care is inaccurate assessment.⁴
- ◆ Poor mental health and stress can negatively affect employee performance and productivity.⁵
- ◆ In adults with moderate to severe depression, 40 to 60 people out of 100 who took antidepressants noticed improved symptoms after six to eight weeks.⁶



1. Paul E. Greenberg, "Major Depressive Disorders Have an Enormous Economic Impact." Scientific American, May 5, 2021. <https://www.scientificamerican.com/article/major-depressive-disorders-have-an-enormous-economic-impact/>.
2. Centers for Disease Control and Prevention, "Symptoms of Depression Among Adults: United States, 2019." NCHS Data Brief No. 379, September 2020. <https://www.cdc.gov/nchs/products/databriefs/db379.htm> 3. SAMHSA, "Older Adults Living with Serious Mental Illness: The State of the Behavioral Health Workforce," 2019. <https://store.samhsa.gov/sites/default/files/d7/priv/pep19-olderadults-smi.pdf>. 4. Depression fact sheet, World Health Organization, 2020/ <https://www.who.int/en/news-room/fact-sheets/detail/depression> 5. Centers for Disease Control and Prevention, "Mental Health in the Workplace." Accessed June 25, 2021. <https://www.cdc.gov/workplacehealthpromotion/tools-resources/workplace-health/mental-health/index.html> 6. Institute for Quality and Efficiency in Health Care, June 2020, <https://www.ncbi.nlm.nih.gov/books/NBK361016/>



Recognize the Symptoms of Depression

What Depression *Feels* Like:

- Slowed thoughts and difficulty thinking
- Lack of concentration
- Forgetfulness and difficulty remembering
- Trouble making decisions
- Lack of interest in activities, low motivation
- Feelings of sadness
- Self medication
- Sleep disturbance, can't get going in the a.m.

What Depression *Looks* Like:

- Poor Quality of Work
- Procrastination
- Accidents on the job
- Indecisiveness, slowed productivity
- Presenteeism – “just showing up”
- Missed deadlines, absenteeism, late to work
- Poor relationships with co-workers, boss, clients
- Low morale in the workplace



Can anyone relate?





Second-Most Disabling Mental Health Condition—Anxiety



- 40 million Americans experience an anxiety disorder in a given year—18%.¹
- Women are 60% more likely to experience an anxiety disorder.¹
- Anxiety and depression often go hand in hand.²
- Anxiety disorders vary greatly, but patients often describe having a paralyzing sense of impending doom.¹
- Some anxiety medications may be addictive.¹
- Cognitive Behavioral Therapy is most useful in the treatment of anxiety.¹

1. National Institute of Mental Health, 2018. <http://www.nimh.nih.gov/health/topics/anxiety-disorders/index.shtml>

2. World Health Organization, 2012. http://www.who.int/mental_health/management/depression/wfmh_paper_depression_wmhd_2012.pdf



Mental Health Conditions

Chronic

- Person learns to manage through treatment and strategies
- Medications, talk therapy, lifestyle modifications, etc.

Common treatment may stop working

- Then what?
- New treatment, medications, therapy, etc.
- Often blame individuals not trying or not working hard enough on getting better

WOULD WE DO THAT FOR SOMEONE WITH ASTHMA
WHOSE MEDICATION STOPPED WORKING?





Warning Signs



The CDC indicates 54% of people who die of suicide have no mental health diagnosis.¹

- Feelings of hopelessness
- Feeling like a burden
- Changes in sleep patterns
- Increase in anger, aggression
- Talking about or posting about suicide
- Increased anxiety and unbearable pain
- A permanent solution to a temporary problem
- Progressive and requires the desire to end one's life and the ability to overcome the fear of self-harm
- Lack of a sense of belonging
- Feelings of being trapped
- Access to lethal means

¹ Stone, D., CDC Vital Signs Town hall teleconference, June 12, 2018.

PREVENTING SUICIDE IS A COMPLEX PROBLEM



Encouraging Conversations with Employees

Questions to Ask

- ◆ How are you doing at the moment?
- ◆ You seem to be a bit down/upset/frustrated/angry. Is everything okay?
- ◆ I've noticed you've been arriving late recently, and I wondered if you're okay.
- ◆ I've noticed the reports are late when they usually are not. Is everything okay?
- ◆ Is there anything I can do to help?
- ◆ What would you like to happen? How?
- ◆ What support do you think might help?
- ◆ Have you spoken to your primary physician or looked for help anywhere else?

Questions to Avoid

- ◆ You're clearly struggling. What's up?
- ◆ Why can't you just get your act together?
- ◆ What do you expect me to do about it?
- ◆ Your performance is really unacceptable right now – what's going on?
- ◆ Everyone else is in the same boat and they're okay. Why aren't you?
- ◆ Who do you expect to pick up all the work that you can't manage?



The American Psychological Association (APA)

APA Identified Five Elements of Psychologically Healthy Workplaces:

- Employee Involvement
- Work–life Balance
- Employee Growth and Development
- Health and Safety
- Employee Recognition

Benefits of a Psychologically Healthy Workplace

- Improved quality; performance and productivity
- Reduced absenteeism, presenteeism, and turnover
- Increased employee engagement
- Fewer accidents and injuries; lower healthcare costs
- Improved ability to attract and retain quality employees
- Improved customer service and satisfaction





Self-Care Tips

1. Acknowledge how you're feeling
2. Practice gratitude
3. Maintain your work rhythm
4. Take a deep breath
5. Take care of your health
6. Be aware of information overload (T.V., News, Social Media)
7. Turn on music
8. Maintain connections with family and friends
9. Get outside
10. Recognize your anxiety is normal
11. Stay connected



BEST PRACTICES FOR PROMOTING MENTAL WELLBEING

PLAN WELL <i>How you show up as a leader</i>	FOCUS AND MAINTAIN <i>Employee performance, motivation, and engagement—virtually</i>	STAY ENGAGED <i>Reflect, support, AND unplug</i>
<p>Show up with integrity and be a good role model by treating team with respect and following through with what you say you'll do.</p> <p>Manage emotions by acting calmly under pressure and not passing on stress to the team.</p> <p>Have regular check-ins with your team. Ask how they are doing and what you can do to support them.</p> <p>Create an inclusive environment during team meetings, where questions and concerns can be addressed. Promote diversity of ideas by building diverse teams.</p> <p>Know your strengths and acknowledge your skill gaps. Ask for help when you need it from your team and your leadership.</p> <p>Empathetic leadership. Set aside personal biases and privilege to gain deeper understanding.</p> <p>Approach situations with curiosity versus making assumptions.</p>	<p>Set clear objectives and provide regular updates to help ensure employees maintain focus, energy, and a sense of purpose.</p> <p>Show consideration for team's work-life balance by creating realistic deadlines and allowing flexibility; be less concerned with the hours they work and more concerned about the results.</p> <p>Recognize that people handle stress differently. Therefore, transparent, frequent (even repeated) communication in multiple modalities (i.e., verbal and email) are essential.</p> <p>Expect the unexpected. You and your team may face many unanticipated hiccups from technology snafus to childcare challenges. Show empathy and a sense of humor.</p> <p>Roll with it and be resourceful. Escalate issues as needed but also problem solve with your team, peers and colleagues.</p>	<p>Take action to develop competencies and educate yourself on how mental health issues can impact work.</p> <p>Ask for feedback on what's working (and what's not), what your team needs and what you can do differently to support them.</p> <p>Remind employees of additional support that is available – EAP, childcare benefits, etc. Provide them with the appropriate reference information.</p> <p>Encourage open communication to normalize mental health challenges (i.e., use person first language, avoid stigmatizing terms, facilitate icebreaker activities in team meetings).</p> <p>Take care of yourself. Try to get adequate sleep, eat well-balanced meals, and maintain your exercise program and other stress resiliency/self-care routines.</p>



Setting Boundaries

Reflect, Plan Ahead, and Unplug

- Keep regular hours
- Stick to a routine
- Communicate your boundaries
- Block out “do not disturb” time
- Build in self-care habits in the day
- Plan when to quit
- Create a shutdown ritual
- Take your days off seriously





Encourage Time Off



- Create a culture of acceptance regarding vacation time usage
- Create a strategy to help your team use PTO effectively
- Watch for burnout
- Remind team members that time is there to use
- Encourage impromptu days off
- Model behaviors
- Change durations of time used



Into the Future

What Should We Do?

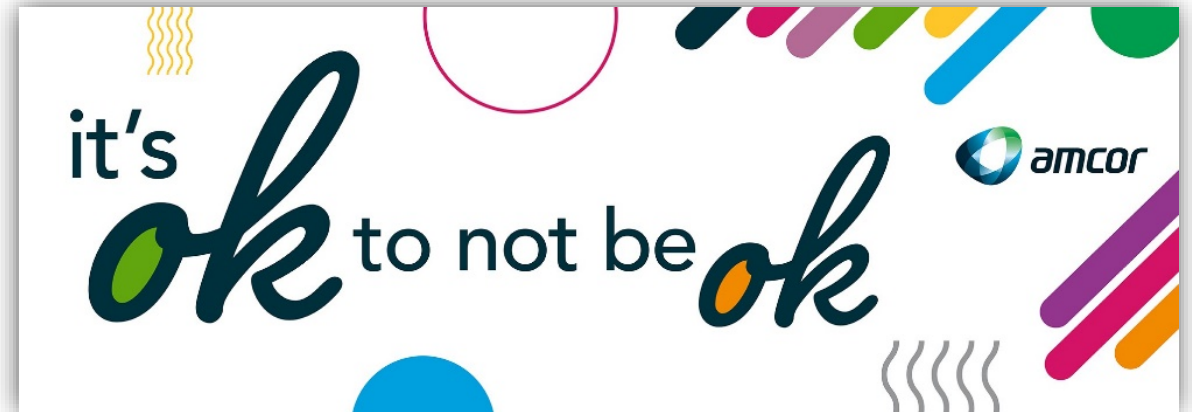
- Understand stigma in our workplaces and take steps to alleviate it
- Promote transparency and openness in discussions of mental health concerns
- Encourage symptom management through early recognition
- Support employees when they seek assistance
- Encourage employees to reach out to the EAP for support
- Share personal stories
- Promote mental health parity
- Work with HR and/or EAP to submit a referral if necessary
- Get creative with access to care

People are less impaired at work if they have **positive expectations** and knowledge about the effectiveness of **treatment**.

What's next?

- ✓ Campaign and website launch
 - AFNA – week of September 6
 - ARP – fall 2021 (dates TBD)
 - ASC – fall 2021 (dates TBD)
- ✓ Check in with your teams – talk about what's going on
- ✓ Provide feedback!
 - AFNA – Justine Murphy
 - ARP – local HR
 - ASC – Mary Garijanian

EAP Resources				
Business group	Vendor	Phone	Web	Login information
AFNA (all)	LifeWorks	888-456-1324 Spanish: 888-732-9020	login.lifeworks.com	User ID: amcorflexibles Password: lifeworks
ARP (US)	LifeWorks	888-456-1324 Spanish: 888-732-9020	login.lifeworks.com	User ID: ARP Password: USA
ARP (Canada)	LifeWorks	888-456-1324 Spanish: 888-732-9020	login.lifeworks.com	User ID: amcor Password: eap
ASC	UNUM	800-854-1446	Unum.com/lifebalance	N/A





Questions?



Additional Resources to Help your Employees

CRISIS SERVICES	
National Alliance on Mental Illness (NAMI) Helpline	800-950-NAMI (6264)
National Suicide Prevention Lifeline	800-273-TALK (8255) TTY: 800-799-4889
Veterans Crisis Line	800-273-8255 - Press “1” TTY: 800-799-4889
Crisis Text Line	Text “Hello” Or “NAMI” To 741741
National Domestic Violence Helpline	800-799-7233 TTY: 800-787-3224
SPECIALITY RESOURCES	
Anxiety and Depression Association of America (ADAA): For Anxiety Depression, Stress, OCD, PTSD <ul style="list-style-type: none">Find an ADAA Therapist	https://adaa.org/ <ul style="list-style-type: none">https://members.adaa.org/?page=FATMain
American Academy of Addiction Medicine (AAAP) For Addiction	https://www.aaap.org/
Substance Abuse Mental Health Services Administration (SAMHSA): <ul style="list-style-type: none">Substance Use Treatment Locator	https://www.samhsa.gov/ <ul style="list-style-type: none">https://findtreatment.gov/
U.S Department of Veterans Affairs (VA) Mental Health	https://www.mentalhealth.va.gov/
National Council on Aging—Behavioral Health	https://www.ncoa.org/center-for-healthy-aging/behavioral-health/
Gay and Lesbian Medical Association (GLMA) <ul style="list-style-type: none">LGBTQ Provider Search /Resources	www.glma.org/ <ul style="list-style-type: none">http://glbtnearme.org/



Stay Safe and Healthy When Working Remotely

Best practices in workstation ergonomics-whether you're using a notebook computer or a desktop computer

USE THE RIGHT CHAIR

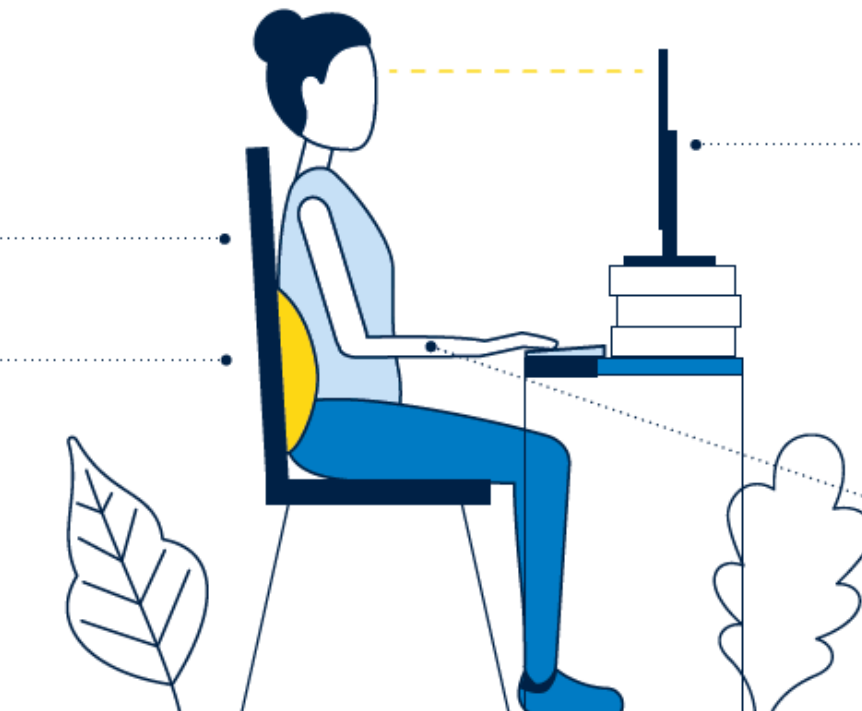
Choose a chair that's stable, provides good lower back support, and allows for sitting with thighs parallel to the floor and feet flat on the floor or supported.

ADD A PILLOW

A small pillow or rolled towel at the lower back may provide additional support. For more seat height, chair cushions or pillows may help.

CHOOSE A BRIGHT SPACE

Ensure there's adequate lighting for reading hard copy documents.



REDUCE TENSION

Make sure the top of the monitor is level with the top of your head to reduce neck flexion when viewing the screen. Raise monitor to the appropriate height or raise or lower the seat for optimum viewing height.

With a notebook computer, consider using a separate full-sized keyboard and just raising the notebook screen to proper viewing height.

PRACTICE GOOD POSTURE

Place computer keyboard and monitor directly in front of your body – avoid twisting the torso.

Place keyboard at elbow height, and key with wrists and forearms level with the floor.

GOOD ERGONOMIC HABITS:

- Rest eyes by occasionally looking at a distant object for a few seconds.
- Get up, stretch, and move around.
- Take frequent "micro breaks" (15 seconds).
- Keep frequently used tools, such as calculators, within easy reach.
- Key with wrists level with floor. Use a rolled towel/wrist rest for support.
- Alternate keying tasks with other tasks such as copying or faxing.



Stretching Guide

Do these stretches throughout the day to reduce sitting and increase range of motion

1



Do once for 15 seconds

Back Extension

2



Do once for 15 seconds

Neck Forward

3



Do once for 15 seconds, both sides

Neck Left and Right

4



Do once for 15 seconds, both sides

Elbow Pullover

5



Do once for 15 seconds on each side

Shoulder Over

6



Do once for 15 seconds with each arm

Shoulder Across

7



Do once for 15 seconds, each arm

Shoulder Back

8



Do once for 15 seconds on each side

Bridge Stretch

9



Do once for 15 seconds with each arm

Forearm & Wrist

10



Do once for 30 seconds, each leg

Hamstring Stretch

11



Do once for 30 seconds, each leg

Calf Stretch

12



Do once for 30 seconds, each leg

Quad & Flexor Stretch

Check with your physician before starting a new exercise program or if you have had recent joint trouble, muscle problems, or surgery.



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