



# A mental health & emotional well-being conversation guide

We're all at our best when we create an environment where our people feel cared for and their concerns are addressed. As a manager at AECOM, you play a key role in supporting the mental health and emotional well-being of your team. It all starts with regularly checking in with your individual employees. Use this guide to help ensure you have both a sensitive and productive conversation.



## Take action to check in with your employees

- **Schedule a one-on-one conversation** with your employee and, in advance, share that you want to catch up and see how they're doing.
- **Allow enough time** for the meeting so the conversation is not rushed. If it extends beyond the meeting time, be proactive in scheduling a follow-up to continue the discussion.
- **Be present** during the meeting by turning your other notifications and phone on silent.
- **Listen and empathize** with your employee—your support and understanding are essential.
- Familiarize yourself with the **well-being resources** available to employees so you can point to them if needed.



## DO'S

- Send a clear message to your staff that their mental health matters.
- Make it regular practice to use informal chats and feedback sessions as an opportunity for employees to build trust and talk to you about their experiences.
- Turn on video for virtual team meetings to encourage more personal connection.
- Encourage your team to adopt healthier working habits by working sensible hours, taking full lunch breaks and using paid time off. Set a good example and empower others by following this advice yourself.
- Be respectful when employees have time off so they can focus on a meaningful break from work.



## DON'TS

- Don't diagnose, advise, or cure—your role is to listen and provide support resources.
- Don't breach anyone's trust or confidence. Have a clear agreement with the employee about if and how they would like information about resolving or managing their concerns to be shared.
- Avoid using questions or comments which could cause your employee to become defensive or impact the openness of your discussion.
- Do not be judgmental of your employee's situation and avoid making assumptions.
- Don't avoid having the conversation in hopes that concerns will go away.



## Sample questions and statements

- I understand how busy it has been lately and we're all managing extra fatigue and stress.
- How are you feeling lately?
- How is your workload? Are any of your projects causing you concern?
- Are you experiencing stress on the job? Is anything causing you to feel burnt out?
- When is the last time you took a day off?
- I hear you. How can I help?
- Thank you for sharing.



## RESOURCES FOR MANAGERS

- [Manager and Supervisor Guide to AECOM's Guidance Resources Employee Assistance Program \(EAP\)](#)
- [Manager Resources on Ecosystem](#)
- [Manager Resources on our Global Well-Being website](#)
- [Global Mental Health Resources FAQ](#)
- [Emotional well-being resources by country](#)
- [Manager's guide to building strong connections in teams](#)
- [Ideas for taking a well-being moment in meetings](#)
- [Helping employees stay connected](#)



## RESOURCES FOR EMPLOYEES

- Our Global Well-Being website, [WellBeingAtAECOM.com](#), has assessments, action plans and resources to support every aspect of well-being (physical, emotional, financial, social and the planet).
- [GuidanceResources Employee Assistance Program \(EAP\)](#) is available to support you and your family. [Learn more](#) about how EAP can help.
- Koa Health Foundations helps you and your family build emotional resilience and manage stress, anxiety, depression, sleep and more. Register by logging in to your [ComPsych EAP](#) account and clicking the icon for Digital Self-Care Tools to sign up (Organization Web ID: AECOM).
- [Emotional well-being resources by country](#)
- AECOM University pathways on [Choosing Resilience](#) and [Mental Health and Emotional Well-being](#)