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HR Integration with the new NR 1: Mental Health at Work in Brazil as a Regulatory Requirement

A Integração do RH com a nova NR 1: Saúde Mental no Trabalho no Brasil como Exigência Normativa

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ABSTRACT: This article seeks to highlight the importance of workers' mental health as an essential factor in work management, especially in view of the requirements of the new NR 1. To this end, an approach based on bibliographic research in the area of management is adopted, with an emphasis on a descriptive quantitative study, analyzing relevant data on the impact of mental health in the corporate environment. The results may serve as a subsidy for companies to understand the need to adapt to the new normative guidelines, promoting effective changes to improve workers' well-being and organizational productivity.
KEYWORDS: Companies, Organizational Management, Regulatory Standards, Mental Health, Workers.

RESUMO: O presente artigo busca destacar a importância da saúde mental dos trabalhadores como um fator essencial na gestão do trabalho, especialmente diante das exigências da nova NR 1. Para isso, adota-se uma abordagem baseada em pesquisa bibliográfica na área de gestão, com ênfase em um estudo quantitativo descritivo, analisando dados relevantes sobre o impacto da saúde mental no ambiente corporativo. Os resultados poderão servir como subsídio para que as empresas compreendam a necessidade de adaptação às novas diretrizes normativas, promovendo mudanças efetivas para a melhoria do bem-estar dos trabalhadores e da produtividade organizacional.
PALAVRAS-CHAVE: Empresas, Gestão Organizacional, Normas Regulamentadoras, Saúde Mental, Trabalhadores.

I. INTRODUCTION

The mental health of workers has gained increasing attention in the organizational environment, especially in view of the new regulatory requirements that regulate working conditions. The update of Regulatory Standard No. 1 (NR-1) brought significant changes, incorporating psychosocial risks into the Risk

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Management Program (PGR) and reinforcing the need for a safe and healthy work environment, becoming a mandatory standard scheduled to come into force on May 24, 2025, as established by Ordinance MTE No. 1,419, of August 27, 2024 (MTE, 2024). In this context, the performance of the Human Resources (HR) sector becomes essential to ensure compliance with the legislation and promote initiatives that aim at the well-being of employees.

Concerns about mental health in the workplace are not new, and this normative approach represents a significant advance in corporate management. The inclusion of this topic in NR-1 arose from the observation of the negative impact of occupational stress, work overload, and other psychosocial factors on the productivity and quality of life of workers. Thus, the implementation of these normative guidelines raises the following research question: What is the role of HR in adapting companies to the new requirements of NR-1 regarding workers' mental health?

The general objective of this study is to analyze how NR-1 was developed and how the Human Resources area is impacted by its implementation. To achieve this objective, a methodological approach based on bibliographic research and documentary analysis was used, allowing an in-depth understanding of the normative guidelines and best management practices.

The relevance of this study is justified from three perspectives: theoretical, practical and social. From a theoretical perspective, the research contributes to expanding knowledge about the intersection between labor regulations and mental health. From a practical perspective, it offers guidelines for companies and HR professionals to understand the importance of adapting to new regulatory requirements. Finally, from a social perspective, the study reinforces the need for healthier work environments, directly impacting the quality of life of workers and the efficiency of organizations.

II. THEORETICAL FRAMEWORK

IMPACTS OF MENTAL HEALTH ON ORGANIZATIONAL PERFORMANCE

Ensuring a good quality of life in the workplace encourages greater commitment to work activities. In this sense, Alvarenga and Marchiori (2014) emphasize that mental health, as a fundamental right, is directly related to working conditions, seeking to ensure the psychological and physical well-being of workers. Thus, a balanced environment is essential for the healthy performance of professional functions, since the lack of health compromises the quality of life and the lack of balance in an environment directly affects well-being.

Caring for employees' mental health is a strategic factor for organizations, as it drives both employees' personal growth and business advancement. According to the International Conference on Population and Development (ICPD), fostering psychological well-being in the workplace helps to increase team motivation and engagement (ICPD, 2023).

On the other hand, failure to pay attention to this issue can lead to serious losses, such as increased absenteeism and presenteeism, reduced productivity, and higher health-related costs (PAHO, 2014). Several aspects of the work environment can negatively influence employee performance. According to Silva et al. (2019), the lack of professional recognition directly affects workers' mental health, resulting in low self-esteem and demotivation.

Furthermore, the overload of tasks and responsibilities, especially in highly competitive contexts, can intensify stress, fatigue and emotional exhaustion, increasing the propensity for disorders such as anxiety and depression. Overwork also compromises interpersonal relationships, quality of life and productivity, resulting in negative impacts on both the mental health and physical well-being of professionals (Assunção; Lima; Guimarães, 2017).

THE NEW NR 1 AND OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT

Regulatory Standard No. 1 (NR-1) establishes general guidelines for the application of other Regulatory Standards (NRs), serving as a basis for promoting occupational health and safety. Its restructuring modernized and simplified requirements, aligning them with international standards, such as ISO 45001, and promoting greater clarity in employers' responsibilities and workers' participation (Brazil, 2020).

Among the guidelines established by NR-1, the standard requires companies to identify and comply with the NRs applicable to their activities, ensuring training, provision of PPE and the adoption of preventive measures. The Risk

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Management Program (PGR) replaces the old PPRA, expanding the approach to occupational risks and becoming a mandatory requirement for all organizations. NR-1 also introduced specific guidelines for remote work, seeking to ensure the safety and well-being of workers, even outside the workplace.

The standard also updated its criteria for risk assessment, taking into account technological advances, new forms of work organization and changes in production processes. The new NR-1, updated by Ordinance No. 1,419 on August 27, 2024, determines the inclusion of psychosocial risks in the PGR, part of Occupational Risk Management (GRO), as one of the main advances of the most recent revision.

Compliance with these requirements is monitored by the Ministry of Labor, which may apply penalties in the event of non-compliance. Thus, NR-1 reinforces the need for a safe organizational environment, requiring companies to be more committed to preventing risks and promoting occupational health.

THE ROLE OF HR IN PROMOTING MENTAL HEALTH AT WORK

Within companies, the mental health of employees is a factor of utmost importance for good organizational performance, as it directly affects productivity, engagement and the achievement of goals. However, it is important to recognize that each individual has their own particularities and faces their own challenges. Therefore, the Human Resources (HR) sector must be attentive to the needs of employees in order to implement effective support and well-being strategies (Arruda; Chrisóstomo; Rios, 2010).

For an organization to achieve the expected results, it is necessary to promote a healthy work environment, ensuring motivation, engagement and psychological balance. A good organizational climate contributes to employee satisfaction and improves their professional performance (Brazil; Delevati, 2020).

Promoting mental health at work should involve both physical and psychological aspects, creating favorable conditions so that employees can perform their duties in a balanced manner. According to Bennis (1996), employees who feel valued and supported are more willing and able to perform their tasks.

According to Begnami and Zorzo (2013), for an organization to improve the quality of life of its employees, it is necessary to invest in practices that promote emotional well-being and reduce stress factors. This may include psychological support programs, flexible working hours, and encouraging healthy practices within the company.

Given the above, it is understood that companies that invest in the well-being of their employees reap benefits such as a positive organizational climate, greater engagement and better results. Thus, it is the role of HR to implement mechanisms that favor mental health, ensuring a more balanced and productive environment (Arruda; Chrisóstomo; Rios, 2010).

III. METHODOLOGY

This study adopts a qualitative and quantitative approach, allowing both the interpretative analysis of the requirements of the new Regulatory Standard No. 1 (NR 1) and the presentation of quantitative data on its application in the promotion of mental health at work. This is a descriptive and analytical research, seeking to describe the guidelines of NR 1 and analyze the role of the Human Resources (HR) sector in the implementation of these normative requirements. As it is an applied research, its main objective is to provide theoretical and practical support that helps organizations adapt to the new regulatory demands focused on the mental health of workers.

The research was conducted from a cross-sectional temporal perspective, that is, the data analyzed correspond to a specific period, without continuous monitoring over time. Bibliographic research was used, based on studies and documents already published on the integration of HR in mental health management and the guidelines of NR 1. This approach allows us to consolidate an updated theoretical framework on the subject and identify challenges and good practices in the implementation of the standard.

The data collection technique was carried out through documentary research, involving the analysis of materials such as scientific articles, books, technical reports, theses, dissertations and other relevant publications. Based on these documents, it was possible to understand how HR can act strategically in adapting to the new NR 1 and what the implications of this requirement are for the management of mental health in companies. This method ensures that the study is based on reliable sources that are relevant to the topic.

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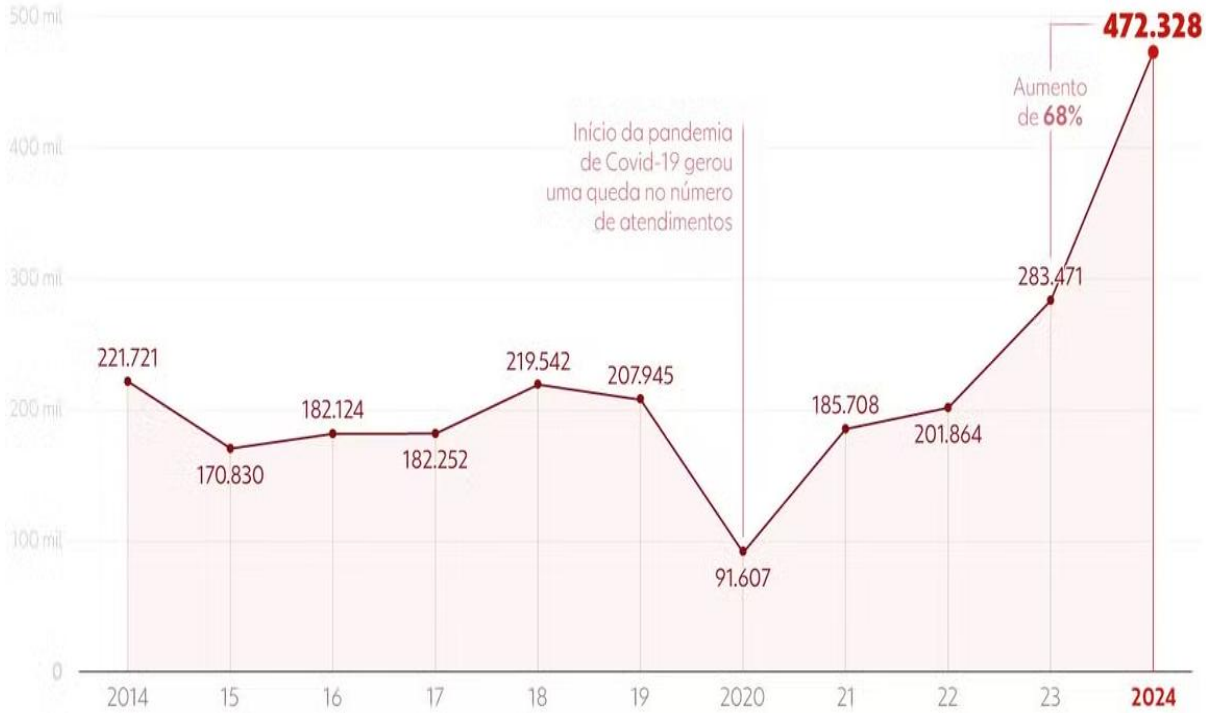
To analyze the collected data, a content analysis was performed, enabling the categorization and interpretation of the information extracted from the documents. In addition, descriptive statistics were applied to systematize the quantitative data found, allowing a clearer view of the frequency, trends and impacts of the implementation of NR 1 in the organizational environment. Thus, the combination of these methodological techniques provided a comprehensive and well-founded study, contributing to the understanding of the challenges and opportunities in integrating HR into the new regulations on mental health at work.

IV. ANALYSIS AND DISCUSSION OF RESULTS

To analyze and discuss the results, the article "Mental health crisis: Brazil has the highest number of absences due to anxiety and depression in 10 years" by Poliana Casemiro and Rayane Moura on the G1 portal, 2025, was analyzed. According to the data collected by the journalists, Brazil reached the highest number of absences from work due to anxiety and depression in the last decade. The data are from the Ministry of Social Security, obtained by G1, and reveal that in 2024, 472,328 medical leaves were granted at the National Institute of Social Security (INSS) for psychological disorders, thus registering the highest rate in the last ten years.

Graph 01: Leave requests 2014 – 2024 caused by mental health



Source: Ministry of Social Security (2024)

According to graph 01, Casemiro and Moura (2025) point out that the increase in absence is directly linked to the unstable economic scenario, the scars of the pandemic and working conditions, which are seen as increasingly demanding and precarious. The high level of stress, pressure for productivity and lack of psychological support within companies are some of the factors that contribute to this worrying situation.

As in 2023, 283 thousand requests with

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this motivation were granted, the data reveal an increase of 68% in 2024, compared to the previous year. Recurrent depression and anxiety are some of the biggest motivations for requests for leave, most of them among women (64%), with an average age of 41. (Casemiro; Moura. G1, 2025).

In light of this scenario, the federal government has stepped up monitoring of mental health conditions in the workplace by updating Regulatory Standard No. 1 (NR-1). This update makes it mandatory to implement practices aimed at employee well-being, with the possibility of fines for companies that fail to comply with the established guidelines.

Regulatory Standard No. 1 (NR-1) establishes general provisions on occupational health and safety, serving as a basis for all other regulatory standards of the Ministry of Labor. It defines the rights and duties of both employers and employees in relation to accident prevention and health promotion in the workplace. Its main function is to create guidelines that promote safer and healthier work environments.

One of the most relevant changes in the latest updates to NR-1 was the requirement to implement Occupational Risk Management (ORM), a system that requires companies to identify, assess and control the risks present in their environments. Within this context, all companies must develop and maintain an updated Risk Management Program (RMP), a document that formalizes the planning of preventive and corrective actions to protect workers.

Another fundamental point of NR-1 concerns the training of workers. The standard determines that training must be carried out periodically, with content appropriate to the risk of the activity performed and whenever there are changes in work processes. These trainings can be recorded and managed digitally, facilitating control by companies.

Furthermore, NR-1 reinforces that both employers and employees have responsibilities in promoting a safe environment. The employer must adopt preventive measures and provide information and training; the employee must follow safety guidelines and collaborate with the measures implemented. With the recent changes, NR-1 also began to recognize the importance of mental health in the workplace, providing for preventive actions and requiring companies to consider this aspect in risk management.

In this context, in academic research, in addition to studying and analyzing certain topics or aspects, it is important to suggest solutions or details that minimize these data. This research proposes to analyze how NR-1 was developed and how the Human Resources area is impacted by its implementation. In view of this, a form with a basic model of a Risk Management Program (RMP) will be presented for a car dealership, headquartered in the capital Teresina, with the fictitious name Max Drive dealership. The company has an average of 30 employees and 10 salespeople, these 10 being the target audience of the program, as it is known that they face tough goals to meet and this can trigger problems related to mental health.

This simple measure can encourage employers to implement more effective prevention strategies, such as psychological support programs, more balanced working hours, greater flexibility and less hostile work environments. The new regulation represents a step forward in the discussion on mental health in the workplace and reinforces the importance of companies taking an active role in building a healthier environment. Increased oversight makes it possible to transform the relationship between employers and employees, highlighting the urgent need to prioritize psychological health as an essential factor for the sustainable development of the labor market.

Table 01: Risk Management Program (RMP)

PRESENTATION
Risk Management Program (RMP) Company: Max Drive dealership Address: AV XGY, Center, S/N, Teresina –PI
1 Introduction
This Risk Management Program (PGR) aims to identify, evaluate and control occupational risks present in the activities of the Max Drive dealership company, in order to protect the health and physical and mental integrity of workers.

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2 Risk Inventory					
Sector	Target Audience	Risk Identified	Risk Type	Risk Assessment	Control Measures
Operational	Sellers	Excessive pressure for goals	Psychosocial	High	Psychological support, realistic goals

3 Action Plan			
Proposed Action	Responsible	Term	Follow-up
Provide weekly psychological support	HR	Short	Running
Train supervisors in mental health at work	Work Safety	Average	In planning

4 Monitoring and Review

The PGR will be continuously monitored and reviewed annually, or whenever there are significant changes in the company's activities. The measures implemented will be evaluated for their effectiveness through indicators such as the rate of absence and employee satisfaction.

5 Technical Manager

Date: ___/ ___/ _____

_____

Signature

Source: Author himself (2025)

V. FINAL CONSIDERATIONS

The general objective of this study was to analyze how NR 1 was developed and its impact on its implementation in the area of Human Resources, especially after its update, and the promotion of mental health in the workplace. This objective was fully achieved by demonstrating that the new wording of NR 1, by incorporating Occupational Risk Management (ORM) and the Risk Management Program (PGR), expands the scope of occupational safety to also include psychosocial risks that affect workers' mental health.

Among the main findings, it is worth highlighting that the integration between occupational safety and mental health is still a challenge for many organizations, mainly due to lack of knowledge or cultural resistance. However, the NR 1 guidelines, when correctly applied, offer important support for mapping, preventing and mitigating these risks, contributing to healthier, more inclusive and productive work environments. The analysis also highlighted the importance of organizational policies that promote the emotional well-being of employees as part of a human sustainability strategy at work.

During the development of the research, one of the main limitations encountered was the lack of updated empirical data on the effective implementation of NR 1 in relation to mental health in Brazilian companies. The available literature is still predominantly theoretical or normative, which made it difficult to conduct a more in-depth analysis of the practical impact of these guidelines in real work contexts. In view of this, a fertile field is opened for future research that can deepen the study of the effectiveness of NR 1 in protecting mental health, through case studies in companies, quantitative analyses on the reduction of mental illnesses and assessments of the role of leadership and management practices in this process.

There is currently a contemporary movement in favor of reducing working hours, which indicates significant positive impacts on workers' mental and physical health, as well as on aspects of quality of life. Reducing working hours favors a balance between professional and personal life, strengthening family ties and improving interpersonal relationships in the organizational environment.

In this context, a possible positive correlation has been shown between the reduction

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of working hours and the promotion of workers' mental health, which corroborates the principles of NR-1 when considering psychosocial risks as an integral part of Occupational Risk Management (ORM). This perspective is also in line with legislative proposals that aim to regulate reduced working hours as a strategy for promoting well-being at work.

Thus, this contemporary trend reinforces the importance of rethinking work models in light of a preventive and humanized approach, contributing to the effectiveness of regulatory standards in comprehensive care for workers.

In summary, the study reaffirms the need for a holistic approach to occupational health and safety, in which physical, emotional and social aspects are considered in an integrated and strategic manner. NR 1 represents a significant regulatory advance, but its effectiveness will depend on the commitment of employers, managers and professionals in the area to transform the organizational culture in favor of mental health and decent work.

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