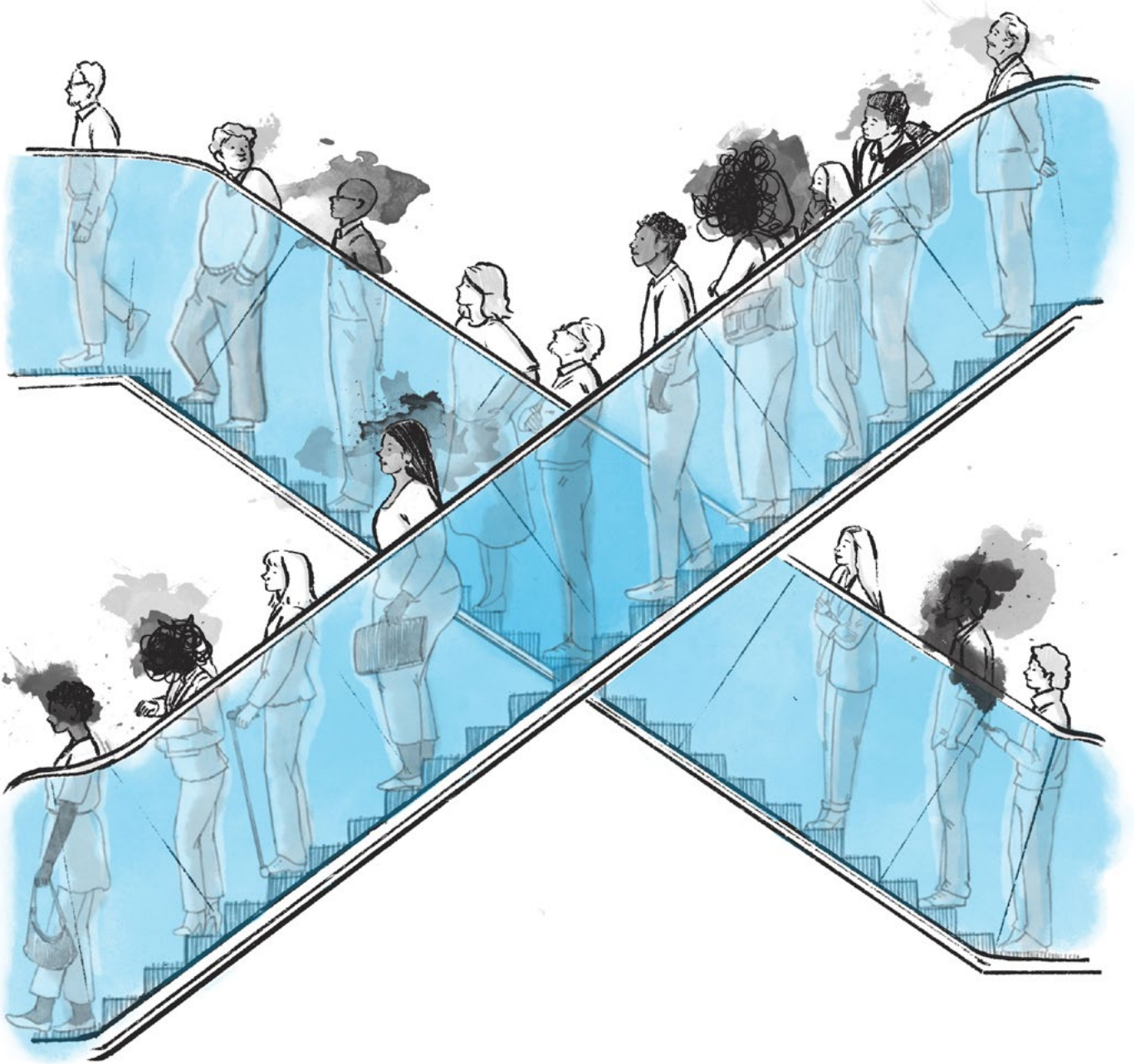


CCLA Corporate  
Mental Health Benchmark

# Global 100 Report

2022

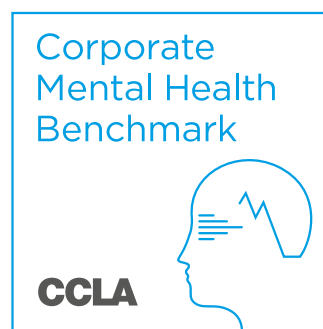


**CCLA**  
GOOD INVESTMENT

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Where data is not available in US\$, we have used the exchange rate of US\$1 USD = £0.875912, which was correct as at 16 September 2022.



Engagement, awareness and action are the cornerstones of the CCLA Corporate Mental Health Benchmark. It is these three things that will drive and sustain consistent and measurable change for the benefit of employees, companies and investors alike. The benchmark's logo is designed to give the tool a clear identity and to enable companies and investors to signal their commitment to supporting healthy workplaces. It is available for use by benchmark companies, and by signatories of the Global Investor Statement on Workplace Mental Health. Please email [mentalhealth@ccla.co.uk](mailto:mentalhealth@ccla.co.uk).



Illustrations by Millie Nice

# Acknowledgements

This report has been prepared by CCLA and Chronos Sustainability Limited. The lead authors were Amy Browne (CCLA) and Nicky Amos (Chronos Sustainability).

We would like to thank the following for their support of this project and their contribution to the design and development of the CCLA Corporate Mental Health Benchmark:

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We are also grateful to the companies, investors and other stakeholders who participated in the 2020 benchmark consultation process, and the many companies who engaged with the assessment process.

There has been a meteoric rise in the popularity and profile of environmental, social and governance (ESG) investing in recent years. Most ESG fund managers tend to select and invest in companies with good ESG ratings. The result is a 'clean' portfolio that feels comfortable.

While it is important to avoid investing in companies that cause most harm to the environment and our communities, or those that could be reputationally damaging to our clients, we believe that investing only in ESG leaders is unlikely to have any impact on the planet or society. In buying a company that is already a leader in sustainability, investors are simply providing liquidity to another investor that wishes to sell.

How, then, should we judge efforts in sustainable investment? Not by abstract ESG ratings, but on how they affect the real world.

Climate action failure, social cohesion erosion, public health crises; these risks represent system-wide dangers, not only to portfolios but also to the environment and the function of society. They cannot be solved by a single investor in dialogue with a single investee company. They require sustained collaboration and a universal approach to stewardship.

CCLA does not own shares in every company in this benchmark – far from it. But through our systemic, 'greater good' approach to company engagement, we aim to do our bit in making the world a better place.

Foreword by

David Atkin

CEO, Principles for Responsible Investment

At the Principles for Responsible Investment (PRI), we believe that investors' fiduciary duty to act in the best interests of beneficiaries must extend to protecting workers. Poor and inadequate management of labour and human rights risks can have a very real human cost and can expose businesses to legal, operational and reputational risks.

This responsibility to protect workers can be viewed through the overall lens of how investors integrate ESG factors into investment and ownership decisions. With over 5,000 signatories who collectively hold more than US\$120 trillion in assets under management, PRI's signatories – alongside investors around the world – have the power to help protect workers through responsible investing.

The Covid-19 pandemic brought this duty even more clearly into focus as the public health emergency unfolded. The pandemic affected all corners of society, with the most vulnerable hit hardest. The lack of a social safety net and worker protection in many countries has been exacerbated by Covid-19, and is leading to significant negative impacts on individuals, and in turn on markets and society more broadly.

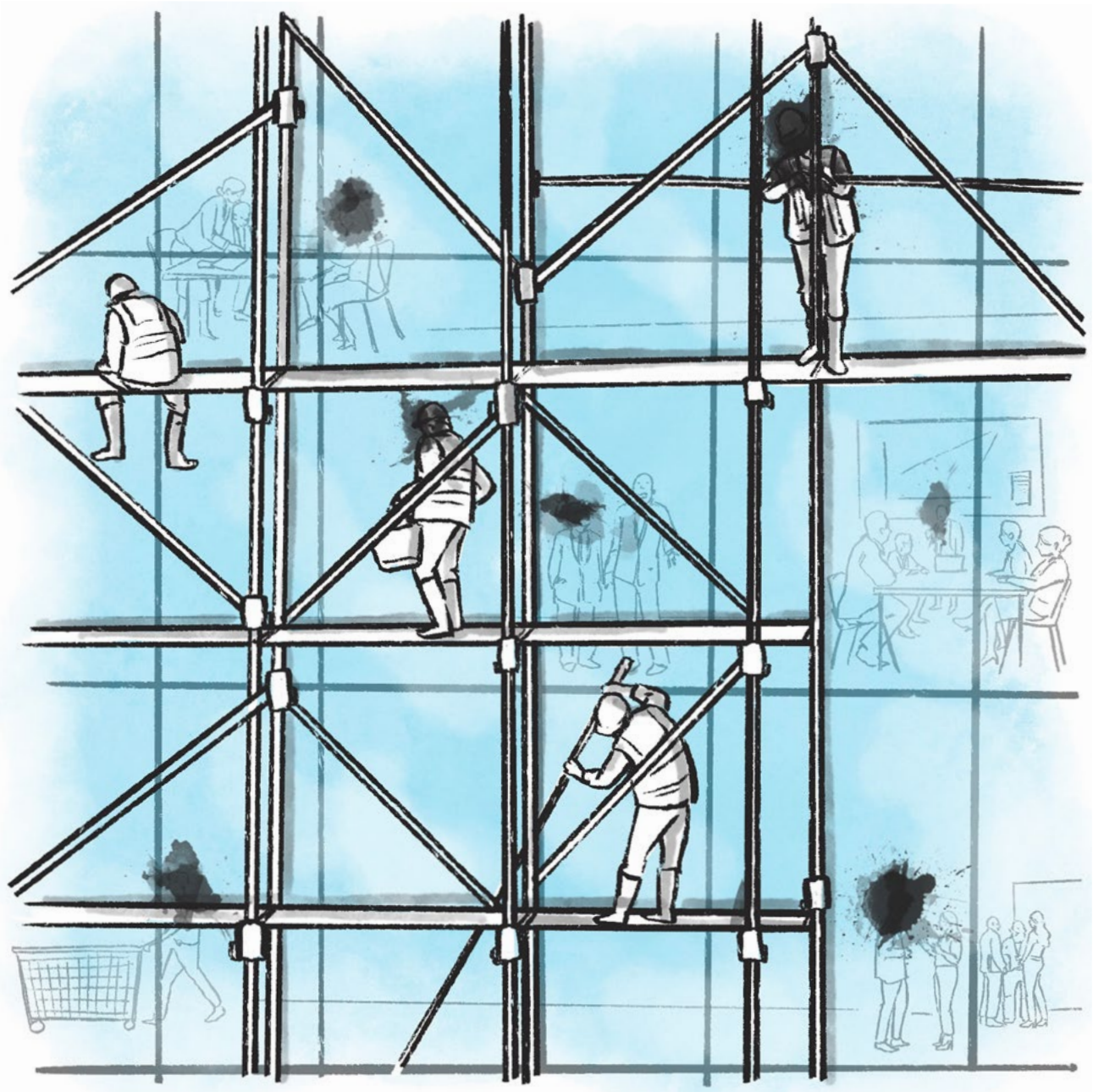
The pandemic and subsequent lockdowns have disrupted the lives of workers across sectors and geographies. These disruptions have emphasised the vulnerability and precarity of some workers and have exposed a widespread lack of adequate safeguards necessary to protect workers – including their mental health – and enforce rights in times of crisis. These safeguards are essential to ensuring the workers of today are ready for the transitions that will impact the future world of work, including the transition to a low carbon economy, the impact of AI and technology, and changing demographics.

This CCLA Corporate Mental Health Benchmark Global 100 report represents a vital tool for investors to engage with companies on a critical aspect of protecting workers – that is, their approach to managing the business risks and opportunities presented by mental health. The benchmark outlines how companies are championing good mental health through leadership commitments and through cultivating a culture that removes the stigma of mental health, seeks to prevent new mental health problems from arising, and helps those with existing conditions to feel supported and to succeed at work.

As a baseline report, we can expect the findings to indicate weaknesses in companies' disclosures of their workplace mental health approaches. However, it is also probable that companies have yet to formalise their management of workplace mental health or their corresponding governance processes. Perhaps not surprisingly, almost all – 90 of the 100 global companies evaluated by CCLA – acknowledge workplace mental health as an important consideration for their businesses and for their employees. Yet, fewer than half of companies (49%) have formalised their commitments in a policy statement and around only one in three companies (28%) has committed to encouraging a culture of openness on mental health.







Given the immaturity of mental health as a business issue, investors should call upon companies to signal their board and senior management commitments to promoting mental health at work, and to recognise the link between mental health and the principles of 'good work', which include issues such as diversity, flexible working and financial wellbeing. We encourage companies to adopt a culture of openness on mental health, to publish a commitment to workplace mental health in a policy statement, and to institute appropriate governance and management processes for ensuring that their mental health policies are effectively implemented and monitored.

We would also like to see more companies publishing objectives and targets aimed at improving workplace mental health and more companies reporting annually on progress against their mental health policies and objectives.

I look forward to seeing how companies respond to increased scrutiny of workplace mental health by institutional investors through enhanced management processes and through transparent reporting. Over time, I hope that more companies will be able to realise the business and wider societal benefits from creating the conditions in which all their workers can thrive.

Foreword by

Amy Browne

Stewardship Lead, CCLA

To most, CCLA is an ordinary investment management company. Yes, as the UK's largest manager of charity assets, its heritage lies with the third sector – the money it makes for its clients goes almost exclusively to funding their charitable work. Yet what many do not know is that CCLA's very existence rests on the belief that **what is good in human terms is also good for the bottom line.**

As human beings, many of us have experienced or seen other people experiencing crippling mental health problems. Of course, that is something we all want to change. But the genesis of the project set out in this report is not purely altruistic. It is driven by the knowledge that there is clear, concrete evidence to show that **improving the mental health of an organisation saves money.**

According to a study by Deloitte, mental ill health in the workplace costs employers annually an average of US\$1,900 per private sector employee.<sup>1</sup> The 100 companies in the CCLA Corporate Mental Health Benchmark Global 100 employ between them over 19 million people worldwide. **That translates to US\$36 billion lost, each year, to mental ill health.**

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The average number of people employed by the 100 companies in this benchmark is 188,000. That equates to an average annual loss per company of £310 million (US\$356 million) from mental ill health in the workplace.

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Based on the number of people the following companies employ, that is an annual loss of:

- US\$2.7 billion for Amazon
- US\$506 million for JPMorgan Chase & Co
- US\$380 million for McDonald's
- US\$149 million for Pfizer
- US\$135 million for Tesla
- US\$50 million for PayPal.

**Although not entirely recoverable, a large amount of these losses can be avoided.**

The World Health Organization (WHO) tells us that for every US\$1 put into scaled-up treatment for common mental disorders, there is a return of US\$4 in improved health and productivity.<sup>2</sup>

The CCLA Corporate Mental Health Benchmark aims to provide an objective assessment of listed companies. It does not attempt to gauge the 'happiness level' of a company's workforce. Rather, it aims **to evaluate the extent to which employers provide the working conditions under which individuals can thrive.**

At a very basic level, we hope that the findings in this report will help to strengthen the hand of those within organisations who are struggling to make headway on mental health. On a more systemic level, our premise is that a rising tide lifts all boats. **Positive peer pressure provides the motivation for companies to improve. The CCLA Corporate Mental Health Benchmark is the catalyst for action.**

At the time of writing, 34 institutional investors, representing a combined US\$7 trillion in assets under management, have signed a Global Investor Statement on Workplace Mental Health. Momentum in the industry is growing. This is our message to employers: promoting and investing in the mental health of your workers is both a moral and an economic imperative. By directing resources thoughtfully, **not only will you improve the quality of your people's lives, but you will also build a workforce that is more productive, more resilient and more profitable.**

# Executive summary

According to the Institute for Health Metrics and Evaluation's Global Health Data Exchange, an estimated 15% of the world's working population experiences a mental disorder at any given time.<sup>3</sup> For employers, effectively managing mental health in the workplace has become both a moral and an economic imperative. Those that do it well can improve worker productivity, reduce absence to sickness and lower staff turnover, thereby reducing costs and boosting output. Beyond the benefits for individual workers themselves, fostering good mental health in the workplace also has wider implications, for workers' families and the communities in which they live. Companies, investors and society all stand to gain.

CCLA is pleased to present the first iteration of the CCLA Corporate Mental Health Benchmark Global 100 ('the benchmark'). The benchmark assesses 100 of the world's largest companies on their approach to workplace mental health. Businesses are evaluated and ranked on the strength of their published information, allowing an objective assessment of a company's management controls and its performance relative to its peers.

Our vision is that the CCLA Corporate Mental Health Benchmark will inform and accelerate progress on workplace mental health. Not only will the data in this report provide ammunition to those within organisations that are struggling to be heard, it will also serve as an important engagement tool and accountability mechanism for investors in the years ahead.

The world's 100 largest publicly listed companies, with more than 10,000 employees, are included in the 2022 global benchmark. Each one has been assessed against 27 discrete criteria across four major themes: management commitment and policy; governance and management; leadership and innovation; performance reporting and impact.

Every company was invited to review and comment on its own preliminary assessment report prior to the scores being finalised. On the date of publication, they were also provided with a final assessment report and a set of bespoke recommendations.

Integrating mental health into business strategies and reporting cycles takes time and many companies are doing more on the ground than evidenced in their published information. We found that:

- Nine in 10 companies recognise workplace mental health as an important business concern, yet less than half have formalised their commitments to mental health in a policy statement.
- Almost one in three global companies has committed to removing the stigma associated with mental health, but few global leaders are championing the issue.
- Global companies are investing in mental health programmes and initiatives, yet reporting on the uptake of these is rare.
- Global companies lack effective governance and management processes to sustain action on workplace mental health.

An accompanying report on our baseline assessment of 100 UK companies was published in May 2022 and is available at the [CCLA website](#). The Global 100 and UK 100 benchmarks will be released annually henceforth.

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According to the World Health Organization, for every US\$1 put into scaled-up treatment for common mental disorders, there is a return of US\$4 in improved health and productivity.<sup>4</sup>

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# Why corporate mental health?

Working life presents both opportunity and risk for employee mental health. 'Good work' – including autonomy, fair pay, work-life balance, professional progression and the absence of bullying and harassment – can promote and enhance mental and physical health. It can optimise workforce productivity, help to maintain high morale and minimise absenteeism and tension between colleagues. It can also provide economic security, social connection, opportunity and a sense of purpose.<sup>5</sup>

On the other hand, discrimination in accessing or carrying out work, and poor working conditions – including but not limited to a lack of health and safety provision, poor work planning and ineffective people management – can lead to excessive stress and limits the ability of individuals to get on and thrive in work.

The financial ramifications for employers are profound. An estimated 17 billion productive working days are lost every year globally to depression and anxiety alone, at a cost of nearly US\$ 1 trillion.<sup>6</sup> In the UK, employers lose £42-£45 billion (US\$48-US\$52 billion) each year to poor workplace mental health. This comprises £7 billion (US\$8 billion) in absence costs, £27-£29 billion (US\$31-33 billion) in presenteeism costs (when people go to work but underperform) and turnover costs of around £9 billion (US\$10 billion).<sup>7</sup> Mental health is unquestionably a business risk and should be managed as such.

According to the Institute for Health Metrics and Evaluation's Global Health Data Exchange, approximately 15% of the world's working population experiences

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According to a UK study, mental ill health in the workplace costs employers an average of £1,652 (US\$1,900) per private sector employee.<sup>12</sup>

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a mental disorder at any given time.<sup>8</sup> By integrating mental health into management systems and processes, formalising accountability and operational responsibility, and monitoring and reporting on progress, companies can hope to reduce this figure in a meaningful way.

It may even help them to make money. A 2019 study involving 10 companies in Canada showed that workplace mental health programmes can deliver a positive return on investment of CA\$2.18 (US\$1.65) within three years.<sup>9</sup> Meanwhile, research published by Deloitte suggests that employers can expect a return of £5.30 (US\$6) on average for every £1 (US\$1) spent, through benefits such as improved worker engagement, enhanced productivity, increased innovation and organisational sustainability.<sup>10</sup>

Business concern about workplace mental health is growing, thanks not only to a growing body of evidence on the financial costs associated with poor health, but also to greater awareness by the public and investors. Studies by leading proponents

of workplace mental health are adding to momentum on the topic; the World Health Organization (WHO), for example, published new guidelines on mental health at work in September. We are also seeing the emergence of employer-driven networks and multi-stakeholder partnerships, such as the Global Business Collaboration for Better Workplace Mental Health and, in the UK, the City Mental Health Alliance. The new ISO45003 standard on psychological health and safety at work raises the profile of the topic still further.<sup>11</sup>

Mental health is a universally relevant subject, pertinent to every company with workers. Employers have an economic and moral responsibility to promote mental health in the workplace and to create the conditions under which every individual can thrive.

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An estimated 17 billion working days are lost every year to depression and anxiety at a cost of nearly US\$1 trillion.<sup>13</sup>

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# Ranking and key findings

## Company ranking

Companies are ranked based on their overall score as a percentage of the maximum score available in the inaugural Global 100 benchmark. This framework recognises that every company is at a different stage in the journey towards integrating mental health into business strategies and reporting.

Ranking companies across five tiers allows us to show the relative performance of companies in the benchmark based on the maturity of their approach to workplace mental health. Within each tier companies are listed in alphabetical order.

Benchmark companies achieved an overall mean average score of 25%, indicating that workplace mental health is an immature business issue.

Tier	Overall performance score range	Tier description
	81%-100%	Companies are leading the way on workplace mental health management and disclosure
	61%-80%	Companies are well on the way to demonstrating a strategic approach to workplace mental health management and disclosure
	41%-60%	Companies are on the way to developing robust systems for workplace mental health management and disclosure
	21%-40%	Companies are on the journey and have begun to formalise their approach to workplace mental health management and disclosure
	0%-20%	Companies are at the start of the journey to adopting a formal approach to workplace mental health management and disclosure



**Tier 1**

HSBC\*

**Tier 2**

AstraZeneca\*  
BHP Group\*  
Unilever\*

**Tier 3**

Abbott Laboratories  
Accenture  
Adobe  
Chevron  
Cisco Systems  
Eli Lilly and Company  
Intel  
Johnson & Johnson  
Merck & Co  
Novartis  
PayPal  
Philip Morris International  
Royal Bank of Canada  
SAP  
Siemens

**Tier 4**

AbbVie  
Amazon  
ASML  
AT&T  
Bank of America  
Bristol-Myers Squibb  
Charles Schwab  
CVS Health  
Exxon Mobil  
Goldman Sachs Group  
Intuit  
L'Oréal  
Lowe's  
LVMH Moët Hennessy  
Louis Vuitton SE  
Mastercard  
Medtronic  
Nestlé  
Oracle  
PepsiCo  
PetroChina  
Pfizer  
Procter & Gamble  
QUALCOMM  
Reliance Industries  
Salesforce  
Saudi Arabian Oil (Saudi Aramco)  
Shell\*  
Sony Group  
Tata Consultancy Services  
Toronto-Dominion Bank  
Toyota Motor Corporation  
Union Pacific  
Verizon Communications  
Visa  
Volkswagen  
Walmart  
Walt Disney Company  
Wells Fargo & Company

**Tier 5**

Advanced Micro Devices  
Agricultural Bank of China  
Alibaba Group  
Alphabet  
Apple  
Bank of China  
Berkshire Hathaway  
Broadcom  
China Construction Bank  
China Merchants Bank  
Coca-Cola Company  
Comcast  
Contemporary Amperex Technology Company  
Costco Wholesale  
Danaher  
Hermès International  
Home Depot  
Honeywell International  
ICBC  
JPMorgan Chase & Co  
Kweichow Moutai Co  
Linde  
McDonald's  
Meituan  
Meta Platforms  
Microsoft  
Morgan Stanley  
NextEra Energy  
NIKE  
Novo Nordisk  
NVIDIA  
Ping An Insurance (Group)  
Prosus  
Roche  
Samsung Electronics  
Tencent  
Tesla  
Texas Instruments  
Thermo Fisher Scientific  
TotalEnergies  
TSMC  
United Parcel Service  
UnitedHealth Group



\*Readers should be aware that these companies were also covered by the CCLA Corporate Mental Health Benchmark UK 100 (launched in May 2022) and have therefore already been through the assessment process during this calendar year.

# Headline findings

Nine in 10 companies recognise workplace mental health as an important business concern, yet less than half have formalised their commitments to mental health in a policy statement.

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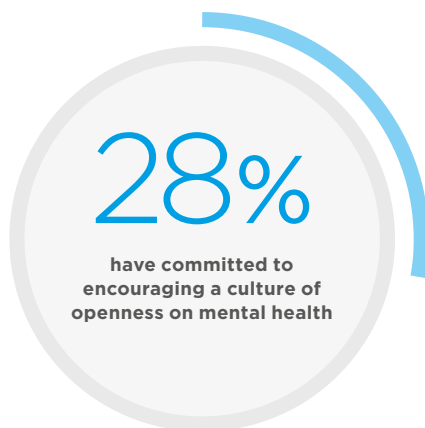


Our inaugural findings reveal that 90% of the 100 global companies assessed acknowledge workplace mental health as an important business issue. However, less than half (49%) of companies have published formal commitments to mental health in a policy statement or equivalent.

We acknowledge that some companies may have mental health policies in place that are not currently in the public domain. We encourage these companies to publish their mental health policies so that stakeholders can better understand their expected standards of workplace mental health and the steps being taken to integrate these commitments into formal management systems and processes.

Almost one in three global companies has committed to removing the stigma associated with mental health, but few global leaders are championing the issue.

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Creating a culture that encourages openness and dialogue on mental health is crucial to eliminating the stigma associated with mental health. Central to this is the role of the Chief Executive Officer (CEO) in personally championing mental health in the workplace. We found that almost one-third (28%) of the 100 global companies assessed has a clear position on promoting a culture of openness on mental health.

However, only 19% of company CEOs have publicly signalled a leadership commitment to promoting mental health in the workplace. Where communication has taken place internally, we encourage companies to disclose examples as part of a wider effort to remove the stigma associated with mental health.



## Global companies are investing in mental health programmes and initiatives, yet reporting on the uptake of these is rare.

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The inaugural findings reveal that 72% of the global companies assessed have developed workplace initiatives related to mental health and 91% of companies provide workers with access to mental health services. However, only 26% of companies publish data on the proportion of workers participating in these programmes and initiatives and just 10% have developed key performance indicators for mental health.

These findings suggest that companies lack systems for monitoring the effectiveness of their workplace mental health interventions. We recognise that this is a developing area and that companies would benefit from some best practice examples to understand the types of metrics that can be used to monitor mental health interventions.

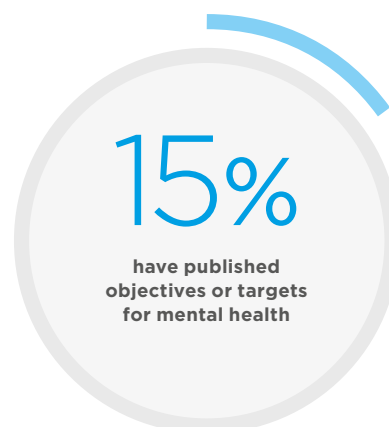


## Global companies lack effective governance and management processes to sustain action on workplace mental health.

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While there is no shortage of mental health initiatives and interventions, our baseline findings reveal that companies have yet to integrate mental health into their management systems and processes.

For instance, 26% of the 100 global companies have assigned board or senior management responsibility for mental health and only 19% of companies have assigned day-to-day operational responsibility for implementing their mental health policies. Just 15% have published objectives or targets for mental health. Our hope is that companies will use the framework provided by the Global 100 benchmark to structure their management commitments and the systems and processes underpinning them.



## Sectoral and regional trends

Our review of the scoring by sector indicates that of the five largest sectors represented in the Global 100 benchmark (i.e. those sectors with 10 or more companies), the health care sector, with an overall average score of 32%, is the strongest performer. Alongside this, the findings reveal a significant variance in scoring within sectors, which has impacted overall average scores in each sector.

The mean average score and score range for each sector are set out in the table below.

Turning to regional breakdowns, initial findings reveal that with an overall average score of 35%, companies in the Europe, Middle East and Africa (EMEA) region outperform those in North America and Asia Pacific, whose overall average scores were 24% and 16% respectively.

### Scores by sector

Global Industry Classification Standard sector	Number of companies	Mean average score	Score range
Information technology	22	27%	6-59%
Financials	16	21%	1-84%
Health care	16	32%	7-60%
Consumer discretionary	14	20%	1-39%
Consumer staples	10	27%	2-69%

Sectors with fewer than 10 companies (i.e. communication services, energy, industrials, materials and utilities) have been excluded in order to minimise sampling error.

### Scores by region

Geographic region	Number of companies	Overall average score	Score range
Europe, Middle East and Africa	21	35%	5-84%
North America	60	24%	1-59%
Asia Pacific	19	16%	1-64%

Given the small sample sizes, and the fact that this is the first year in which companies have been assessed, it is too early to draw any conclusions from these findings. In future years, we will report on trend performance across geographic regions and industry sectors where sample sizes are sufficiently large.



## About the Global 100 companies

Companies were selected based on their market capitalisation (as at January 2022) and their workforce size (companies with 10,000 or more employees). The companies represent 16 countries (based on the country in which companies are domiciled), and 10 industry sectors, which are classified using the Global Industry Classification Standard (GICS). Together, these companies have a combined workforce of approximately 19 million employees (see Appendix 2).

Our dialogue with companies during the assessment process revealed that the level of corporate reporting on workplace mental health may not reflect the full scale of action being undertaken on the ground.

A lack of reporting renders it difficult for investors and other stakeholders to assess the quality of management controls or relative performance of companies on mental health. In benchmarking companies annually, we hope to drive greater disclosure on workplace mental health and to enhance an understanding of the risks and opportunities presented by mental health among some of the world's largest private sector employers.

## A vision for company and investor action

CCLA believes that investors have a key role to play in supporting and encouraging companies to strengthen their approach to workplace mental health. Protecting and promoting good workplace mental health is a business imperative, relevant not only to a company's duty of care to its employees but also to its bottom line. It is potentially material to long-term value creation and a relevant consideration for investors when forming views on companies and sectors across global capital markets.

Acting on mental ill health in the workplace will benefit investors, businesses and society. We call on the companies in this benchmark to consider the business risks and opportunities associated with mental health. We ask that business performance is optimised, through the elimination of avoidable costs associated with mental ill health as well as efforts to create the working conditions under which every individual can thrive.

We encourage companies to develop and implement effective management systems and processes on workplace mental health by:

1. acknowledging workplace mental health as an important consideration for the business and for its employees
2. signalling board and senior management commitment to promoting mental health in the workplace, recognising the link between mental health and 'good work' principles, and encouraging a culture of openness on mental health
3. publishing a commitment to workplace mental health in a policy statement (or equivalent) together with a description of the scope of this commitment and of the governance and management processes in place to ensure the policy is effectively implemented and monitored
4. setting objectives and targets to improve workplace mental health
5. reporting annually on progress against the company's mental health policy and objectives.

We hope that investors will use the findings of the CCLA Corporate Mental Health Benchmark to inform their investment decision-making and to guide their engagement efforts with investee companies on mental health.





# About the benchmark

## Aims and objectives

The CCLA Corporate Mental Health Benchmark has been designed to evaluate how listed companies approach and manage workplace mental health based on their published information. It provides institutional investors with an account of a company's management and associated disclosure practices on mental health, thereby acting as an important accountability mechanism for investors. Annual benchmark assessments will allow stakeholders to track a company's absolute and relative progress over time.

The aims of the benchmark are to:

- ensure that corporate efforts are directed towards activities that positively support the mental health of people at work
- encourage greater disclosure on workplace mental health and enhance understanding of the business risks and opportunities presented by mental health among private sector employers
- equip investors and other stakeholders with a tool for assessing the effectiveness of corporate management of business risks and opportunities associated with mental health across global operations
- define key expectations on workplace mental health, providing investors with an accessible way to understand and evaluate corporate practices.

## Governance

The CCLA Corporate Mental Health Benchmark has been developed with the support of external experts.

Chronos Sustainability, a specialist sustainability advisory firm with expertise in targeted benchmark initiatives, is responsible for advising CCLA on the design and development of the benchmark, for conducting the independent company assessments and for analysing the data findings.

An Expert Advisory Panel, comprising independent workplace mental health experts and specialist practitioners, provides independent technical guidance on workplace mental health and supports CCLA and Chronos Sustainability on the development of the benchmark. Co-chaired by Elizabeth Sheldon (COO, CCLA) and Lord Dennis Stevenson CBE, the Panel comprises Paul Farmer CBE, Mind; Dr Shekhar Saxena, Harvard T H Chan School of Public Health; Dr Junko Umihara, Showa Women's University; Dr Richard Caddis, BT; and Elena Espinoza, United Nations Principles for Responsible Investment (UNPRI).

The panel is responsible for:

- ensuring that the benchmark – including its assessment criteria and scoring methodology – is credible, robust and based on best available knowledge
- providing independent technical guidance on workplace mental health
- reviewing the positioning of the benchmark's overarching findings
- supporting the effective dissemination of the benchmark findings
- guiding the refinement of benchmark criteria and scoring for future benchmark iterations.

## Development

### Genesis

CCLA's mental health engagement programme was launched in February 2019. Building on recommendations set out by the government-commissioned 'Thriving at Work' review,<sup>14</sup> and the input of senior representatives from Public Health England, the mental health charity Mind and other leading thinkers on the issue, a set of five ambitious but workable 'best practice' measures were created:

1. Establish a mental health at work plan that outlines the approach to improving and protecting the mental health of employees and regular contractors.
2. Promote mental health awareness among employees and clearly 'signpost' the support provided.
3. Integrate mental health safeguarding into:
  - a) job design
  - b) workplace conditions.
4. Train line managers to recognise mental health issues.
5. Monitor and report on employee mental health and wellbeing.

These measures were put to a select group of CCLA's investee companies with an underlying workforce of approximately 400,000 people. While some businesses had gone above and beyond legislated minimum standards, others had made little or no progress. At the time, CCLA was advised that it was the only investor asking questions of companies about mental health.

Covid-19 gave the engagement programme a new impetus and, in April 2020, CCLA formed a coalition of investors representing £2.2 trillion (US\$2.5 trillion) in assets under management and wrote on their behalf to the CEO of every FTSE 100 company. The letter urged these business leaders to protect the mental health of their 4.7 million employees during the pandemic.

Seventy-four companies replied, with a wide disparity in the quality of responses received. Despite evidence of some leading and meaningful practices, there were few signs of a strategic, structured focus on mental health, which was in sharp contrast to companies' management approaches to safeguarding employees' physical health and safety.

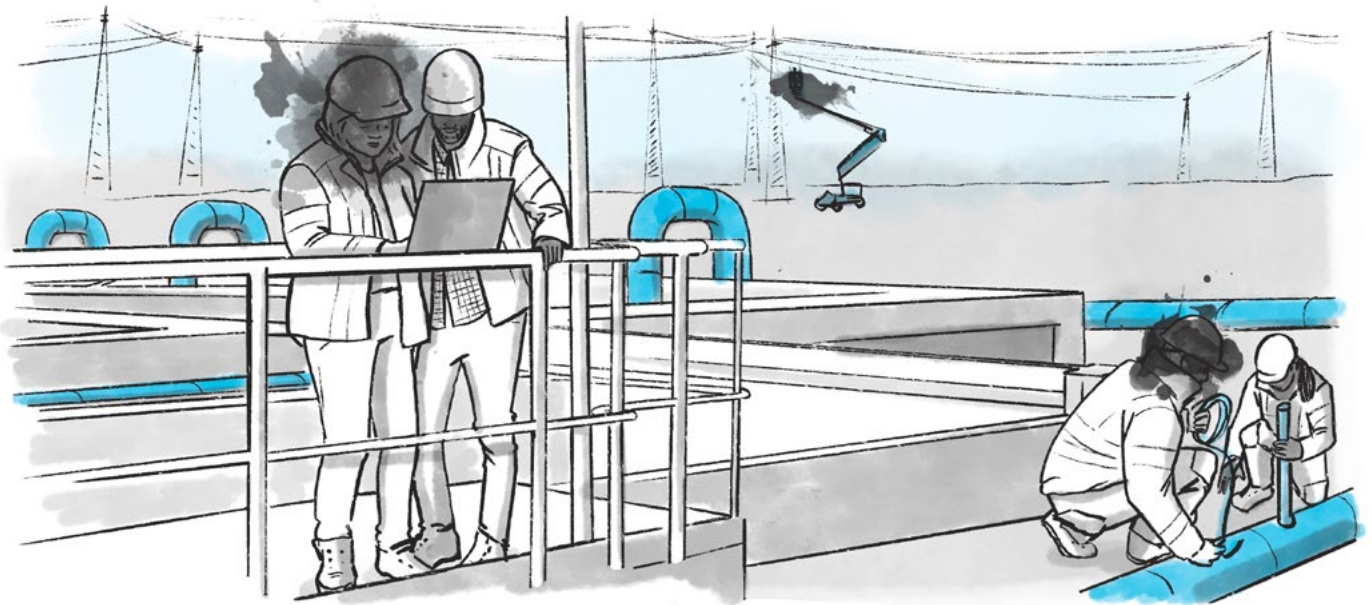
From these engagements, it became apparent that improvements in corporate practice, alongside greater transparency, disclosure and reporting on mental health, were required. These findings led CCLA to explore the development of a corporate benchmark as a tool for defining the key expectations of companies in this space.

### Consultation and academic review

In December 2020, CCLA launched a public consultation on a proposed corporate mental health benchmark. The **consultation document** proposed a management systems framework to ensure that the benchmark paid particular attention to the internal governance conditions necessary for changing and shaping corporate actions on mental health in the workplace. Written responses to the consultation were received from 74 (primarily European) stakeholders covering investors, companies, academics and civil society organisations.

In developing the benchmark, 30 distinct assessment criteria were developed and mapped against key reference sources, including:

- Healthy Workplace Framework and Model, World Health Organization
- ISO 45003 (Psychological Health in the Workplace), British Standards Institution
- Leadership Pledge, Global Collaboration for Better Workplace Mental Health
- Mental Health in the Workplace: Benchmarking Questions, Institute of Occupational Health & Safety



- Mental Health Performance Framework, OECD
- Seven Domains of Wellbeing, Chartered Institute of Personnel and Development
- Ten Step Toolkit for Employers, Mindful Employer
- Thriving at Work Global Framework, City Mental Health Alliance
- Thriving at Work Standards (Core and Enhanced), D. Stevenson and P. Farmer
- Workplace Wellbeing Index, Mind

### ‘Road test’ and pilot

By June 2021, CCLA was ready to start testing the first iteration of the CCLA Corporate Mental Health Benchmark. Thirty assessment criteria were ‘road-tested’ on the published information of six UK companies. In July 2021, the findings were shared with the Expert Advisory Panel, resulting in some minor modifications to the assessment criteria.

In August and September 2021, CCLA conducted a pilot assessment of 30 UK-listed companies based on their market capitalisation (as at 31 August 2021) and

the size of their workforce (more than 15,000 employees). These companies represented a combined workforce of more than three million employees.

The pilot benchmark was published on 22 December 2021 as an anonymised ranking; companies also received confidential reports of their individual score and bespoke recommendations. The 2021 pilot benchmark report is available on the [CCLA website](#).

Assessment criteria and scoring were further refined in consultation with the Expert Advisory Panel. The changes were designed to provide more granularity in data output and to avoid the risk of double counting. They resulted in the removal of three criteria and minor refinements to two of the criteria. The final **2022 benchmark assessment criteria** were then published on the CCLA website.

Prior to the assessment period, CCLA wrote to the 100 UK companies and the 100 global companies in scope of the 2022 CCLA Corporate Mental Health Benchmarks to inform them of their inclusion and to share the benchmark assessment criteria and programme timeline.

### UK 100 benchmark

Between 1 and 25 March 2022, 100 UK companies were independently assessed and peer reviewed by a team of 10 research analysts who had been trained in the benchmark methodology and scoring approach. Companies were then invited to review their preliminary assessments and to highlight any evidence that had been overlooked or misinterpreted during the assessment phase prior to the scoring being finalised.

In April 2022, the Expert Advisory Panel reviewed the findings from the UK 100 benchmark and considered six possible options for categorising companies based on their overall scoring in the benchmark. The panel concluded that it would be important to illustrate that companies are at different stages of their journey towards promoting workplace mental health. Having reflected on the options, a five-tier model was selected to illustrate the relative maturity of company approaches to workplace mental health. The UK 100 benchmark report is available on the [CCLA website](#). A consistent approach has been adopted for the Global 100 benchmark, detailed in this report.

### Assessment process

Between 1 and 30 June 2022, the companies in the Global 100 benchmark were independently assessed by a team of 12 research analysts who had been trained in the benchmark methodology and scoring approach (see Appendix 1).

The focus of the evaluation was on the corporate entity rather than subsidiary companies. The assessment aim – mirroring investors' interests – is to evaluate how companies are managing workplace mental health across group operations. Where corporate data is not readily available, partial scores are awarded to companies managing workplace mental health within specific markets or subsidiaries. Each company is evaluated based on the information that is publicly available on the date of their assessment.

The assessment involved a review of the material on companies' corporate websites, in their annual and sustainability reports and other relevant publications, in press releases available via the corporate website, and on social media. Scoring was not provided for information that was in the private domain, since a core objective of the benchmark is to encourage companies to provide a transparent account of their approach to workplace mental health.

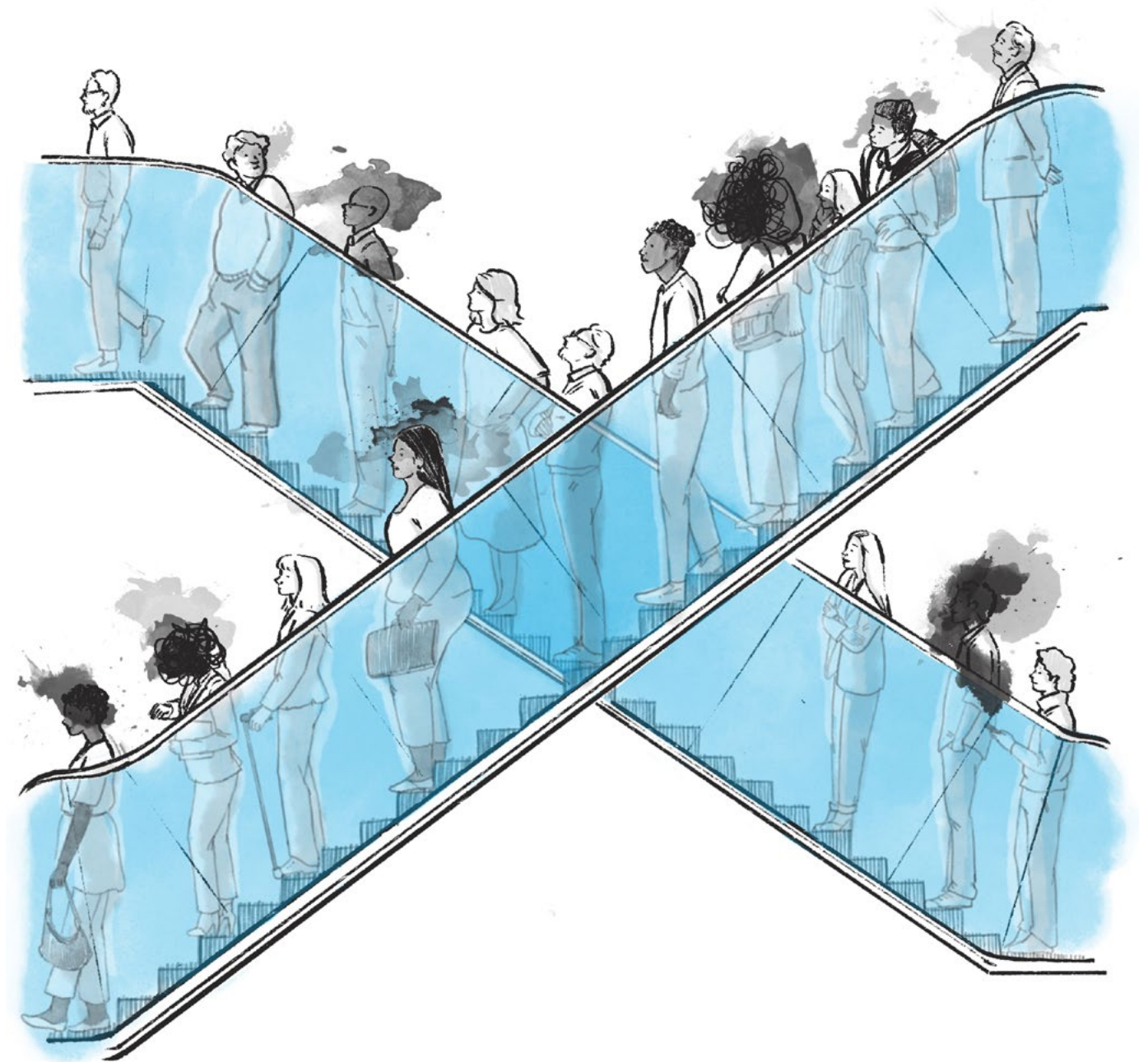
Between 6 July and 31 July 2022, the Global 100 companies were invited to review their preliminary assessments via an online portal and to highlight any evidence that had been overlooked or misinterpreted during the assessment phase. In total, 18 companies reviewed their preliminary assessments. As a result of their input, the reports of eight companies were revised. While there is no guarantee that company scores will change because of company feedback, we recognise that engaging in a dialogue on the methodology and assessment approach can clarify the benchmark's aims and expectations to companies.



## Detailed findings

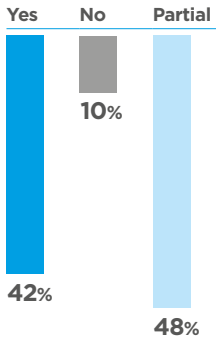
This section looks in detail at the 27 criteria against which companies were assessed and reflects on both the data findings and examples of current and leading practice on workplace mental health across the globe.

Good practice is present in companies across all regions and across all five performance tiers, as illustrated in the following pages. We hope that the case studies displayed will inspire companies to develop and strengthen their own approaches to managing and reporting on workplace mental health.



## Management commitment and policy

### Q1. Do companies acknowledge workplace mental health as an important concern for the business?



Acknowledging mental health as a business issue is an important first step towards implementing a comprehensive approach to workplace mental health. It is good practice for companies to describe the business drivers for developing and implementing an effective approach to the management of workplace mental health.

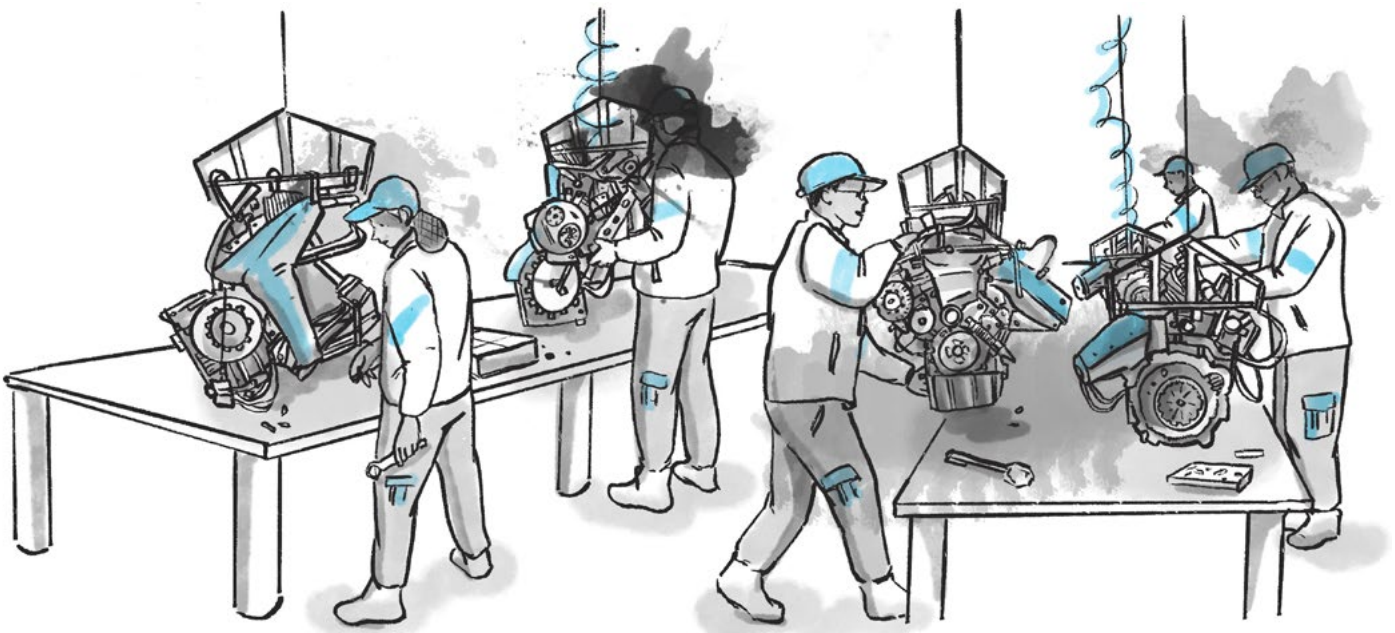
#### Benchmark findings

Encouragingly, 90 of the 100 companies assessed acknowledge workplace mental health as an important business issue. Of these, 42 companies describe the business risks and opportunities associated with mental health in the workplace.

It is apparent that Covid-19 has accelerated corporate action on mental health as companies have sought to protect the wellbeing of workers. As we transition out of the pandemic, it will be important to monitor the extent to which companies sustain a management focus on workplace mental health.

Where companies recognise that mental health has a significant impact on organisational health and success, they usually provide a description of the associated risks and opportunities to their businesses. Typical business drivers for workplace mental health include a duty of care to provide a safe and positive working environment, attracting and retaining talent, workforce motivation, optimising productivity, ensuring economic health and maximising business value.

Opposite, we highlight four examples of companies publicly signalling their commitment to workplace mental health as a business concern and the associated business drivers.



## AstraZeneca

Region: Europe,  
Middle East and Africa



“ Promoting a safe environment, free of injuries, is not only the right thing to do, but can also have positive impacts on business productivity and costs. To continue to deliver medicines to patients, we foster an environment where people feel safe, energised and inspired. The resources we put into supporting the physical and mental health and safety of our workforce are an investment in society at large, the communities in which we operate, and the long-term health of economies.”

AstraZeneca, 'Sustainability Report'<sup>15</sup>

## Philip Morris International

Region: North America



“ Promoting mental health and well-being: Maintaining a happy and healthy workplace is key to employee engagement, productivity, satisfaction, and retention. We understand that when people feel good, they are likely to contribute more to their families, their work, and society. Our aspiration is to promote an environment that supports employee well-being as an enabler of professional and personal fulfilment, sustainable high performance, and business results.”

Philip Morris International, 'Integrated Report 2021'<sup>16</sup>

## Saudi Arabian Oil (Saudi Aramco)

Region: Middle East



“ Alongside delivering a healthy, safe, and rewarding career for our employees, our ability to maximize value is dependent on developing our own workforce and the next generation of skilled workers. Our goal is to provide a safe environment and provide our employees with fulfilling careers through best-in-class training and education opportunities to equip them with skills to prepare for the future. We focus our efforts on promoting safety, diversity and inclusion, occupational health and mental well-being, and upholding strong safety standards, human rights and labor principles.”

Saudi Aramco, 'Sustainability Report'<sup>17</sup>

## Toyota Motor Corporation

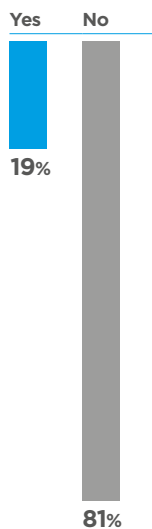
Region: Asia Pacific



“ The safety and health of employees is given utmost priority and is viewed as having the power to affect the very foundations of the company. Toyota Industries promotes a fundamental philosophy of respect for humanity, which serves as the basis for its efforts to create a workplace environment that enables all of its employees to work in a secure, positive, and healthy atmosphere. Toyota Industries' approach to mental health issues is focused on early detection and care.”

Toyota Motor Corporation, 'Toyota Industries 2021 Report'<sup>18</sup>

## Q2. Do companies publish statements from the CEO signalling their company's leadership commitment to workplace mental health?



Chief executive officers can play a critical role in driving a culture of openness and transparency on mental health. It is good practice for company leaders to demonstrate their commitment to workplace mental health.

### Benchmark findings

Of the 100 companies assessed, 19 publish evidence of a statement from the CEO on promoting workplace mental health.

The benchmark gives credit to CEOs who have made public statements that indicate leadership commitments to promoting good mental health, to championing a culture of openness on mental health and to demonstrably acting to remove any stigma associated with mental health.

During the assessment process, it was recognised that other executive sponsors, such as the Chief Human Resources Officer, often promote a company's approach to mental health through quotes or statements. While these disclosures are important, the benchmark looks to the CEO, as the most senior company officer, to champion the issue and to signal that the issue is being led by the leadership team.

Companies that recognise the importance of CEO support use a variety of communication channels to promote this. These include video presentations from the CEO, CEO statements within annual and sustainability reports, corporate policies signed by the CEO and published news articles.

Below we highlight two good practice examples.

### HSBC

Region: Europe, Middle East and Africa



“An environment in the workplace where people can talk openly and also know where they can get help is really important for the social fabric, and for the wellbeing of individuals.”

Ian Stuart, CEO HSBC UK, *'Will mental wellbeing stay on the business agenda?'*<sup>19</sup>

### Chevron

Region: North America (USA and Canada)



“The health and safety of our workforce is core to The Chevron Way. We strive to provide effective health and education programs to employees and to residents of the communities where we operate. We understand that self-care, mental health and emotional well-being are integral to employee health, safety and productivity.”

Michael K. Wirth, Chair and CEO, *'2021 Corporate Sustainability Report'*<sup>20</sup>

### Q3. Do companies publish overarching corporate mental health policies (or equivalent)?

It is good practice for companies to formalise their approach to workplace mental health in a policy statement (or equivalent document). While the existence of a policy statement (or equivalent) may not provide a guarantee of implementation or supportive practices, the absence of a policy is a sign that workplace mental health is not firmly on the business agenda.

#### Benchmark findings

Of the 100 companies assessed, 49 publish a formalised policy statement which demonstrates commitment and action on workplace mental health, either as a stand-alone mental health policy or as an integral part of a health and safety policy or as a health, safety and wellbeing statement where mental health is explicitly referenced. Of these, 17 companies provide a detailed description of the processes in place to ensure that the policy is effectively implemented, for example, through board governance, senior management oversight, objective setting and performance monitoring.

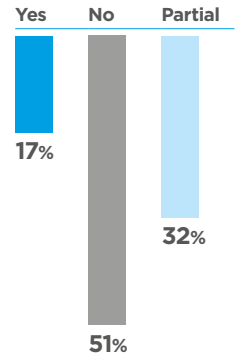
The term 'wellbeing' is widely used by companies and is often interchangeable with mental health. Given that 'wellbeing' can apply to both physical and mental states, companies are encouraged to clarify their use of the term and its scope. Several companies publish employee health and wellbeing frameworks, which include mental health as a key pillar alongside physical, lifestyle, financial and emotional considerations.

A clear policy statement is expected to include most of the following:

- A clear statement of the reasons why workplace mental health is important to the business (including both the business case and the ethical case for action).
- A commitment to comply with relevant legislation.
- A clear position regarding expected standards of workplace mental health.

- A description of the processes in place to ensure that the policy is effectively implemented (e.g. senior management and operational oversight, training, performance monitoring, corrective action if the policy is not effectively implemented).
- A commitment to continuous improvement and public reporting on performance.
- A signpost to other corporate commitments that support mental health and good work, such as diversity and inclusion, fair pay, employee consultation and career progression.

Below we provide an example of a mental health policy statement where the company defines 'wellbeing' as encompassing both mental and physical health and where there are clear processes in place for ensuring the effective implementation of mental health policy commitments.



#### Johnson & Johnson

Region: North America (USA and Canada)



“ The world continues to navigate and adapt to emerging health risks and develop greater health awareness. The COVID-19 pandemic, prevalence of non-communicable diseases such as heart disease, and increased focus on mental and emotional health have emphasized the importance of moving beyond traditional approaches to employee health and well-being and safety at work. Such approaches require a forward-looking strategy that further embeds a culture of health throughout an organization to enable the total health and well-being of the workforce.

Our health and well-being strategy, including policies, programs and people leaders, prioritizes and enables the total health of our employees. We ensure that our employees can readily and easily access supportive tools, health resources and an environment that work best for them and their families.”

Johnson & Johnson, 'Position on Employee Health and Well-Being'<sup>21</sup>





#### Q4. Does the policy statement (or equivalent) provide a clear explanation of scope?

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Understanding the scope of a policy is important to understanding the breadth of a company's commitment to action on workplace mental health. Companies are expected to apply a universal approach to managing workplace mental health that covers all workers, including not only employees but also contingent workers (e.g. contractors, interns, gig workers, temporary staff, etc.), and across all relevant geographies in which the company operates. It is good practice for companies to apply their mental health policies to business partners too (e.g. suppliers, customers).

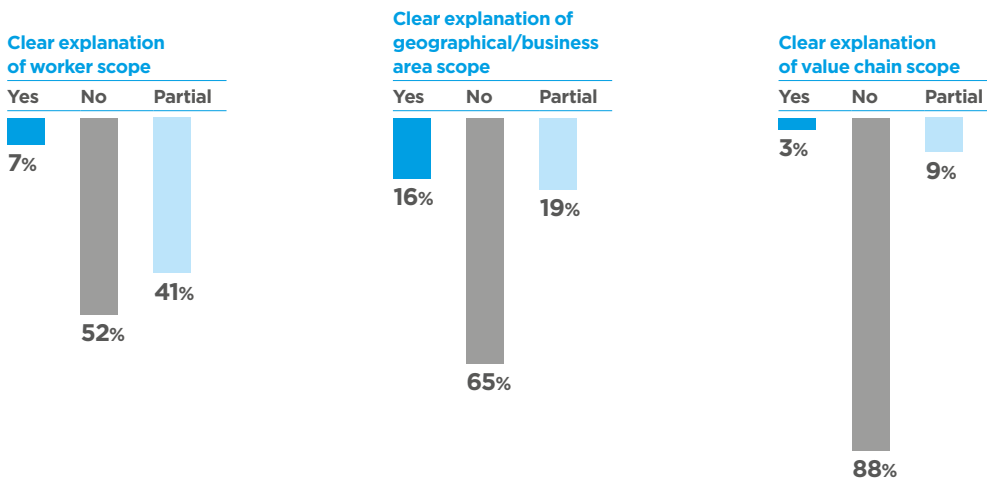
##### **Benchmark findings**

In total, of the 49 companies that publish a formal mental health policy statement:

- Seven companies provide a clear definition of worker scope extending beyond employees to include contingent workers.
- Forty-one companies either state that the policy scope is limited to employees, or they refer more broadly to 'our colleagues' or 'our people', which makes it difficult to determine whether corporate commitments on mental health extend to all workers. One company does not specify the worker scope of its policy.

- Sixteen companies provide a clear description of the geographical scope of their policy commitments as being global and extending to all business areas and geographies.
- Twelve companies indicate that their mental health policy commitments extend beyond the workforce to include suppliers, customers and/or local communities.

Below we provide an example of a comprehensive mental health policy statement with clear worker and geographic scope. This company publishes a global standard for health and safety, which clearly states that both mental and physical health are covered. The company provides a clear position regarding its expected standards of workplace mental health and also describes the management systems in place for managing these.



## AstraZeneca

Region: Europe, Middle East and Africa

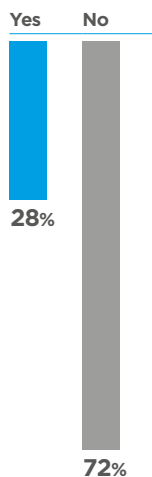


“ Maintaining a safe work environment, healthy employees and protecting the environment enables AstraZeneca to live its values and be a Great Place to Work. SHE is foundational to delivering medicines, protecting our assets and putting patients first. We are committed to providing a work environment that is both physically and psychologically safe for everyone. We proactively manage our environmental impact across all our activities and products.

This Global SHE Standard, together with the OneSHE Framework, establishes minimum standards for SHE and is applicable to all employees and temporary staff across AstraZeneca sites and all business functions.”

AstraZeneca, 'Global Standard - Safety, Health & Environment (SHE)'<sup>22</sup>

## Q5. Do companies have clear management commitments to encouraging a culture of openness on mental health?



A culture that encourages openness and dialogue on mental health and works towards eliminating stigma will boost the effectiveness of a company's workplace mental health strategy and support its implementation. This question looks for companies that make clear statements, indicating a management commitment to develop a culture that:

- proactively changes the way people think and act about mental health by raising awareness and challenging mental health stigma
- encourages two-way conversations about mental health, highlighting the support available at all stages of employment
- empowers employees to champion mental health and positively role model mental health in the workplace

- encourages openness during recruitment and throughout employment and allows reasonable adjustments to be made.

### Benchmark findings

Twenty-eight of the 100 companies assessed provide a commitment to openness and dialogue on mental health either within policy statements, in leadership pledges or through mental health-related objectives. We note that some companies describe initiatives and programmes that are designed to support an open culture on mental health. However, this question is looking for evidence of a formal management commitment to encouraging a culture of openness and dialogue on mental health.

Below we provide two examples of companies setting out a clear commitment to fostering a culture of openness and empathy for mental health in the workplace.

### Unilever

Region: Europe, Middle East and Africa

“ To create a workplace that supports mental health, our approach focuses on:

Culture – Empowering our people through education and raising awareness of mental health, addressing stigma and making mental health conversations commonplace, on a par with physical health

Leadership – Building awareness and capability on mental health support, while encouraging role modelling

Prevention – Providing access to self-help tools for individuals and teams, including information from experts and lifelong learning

Support – Enabling a strong foundation of anytime, anywhere access to expert mental health support and the ability to have mental health conversations with peers. ”

Unilever, *'Employee Health and Wellbeing'*<sup>23</sup>



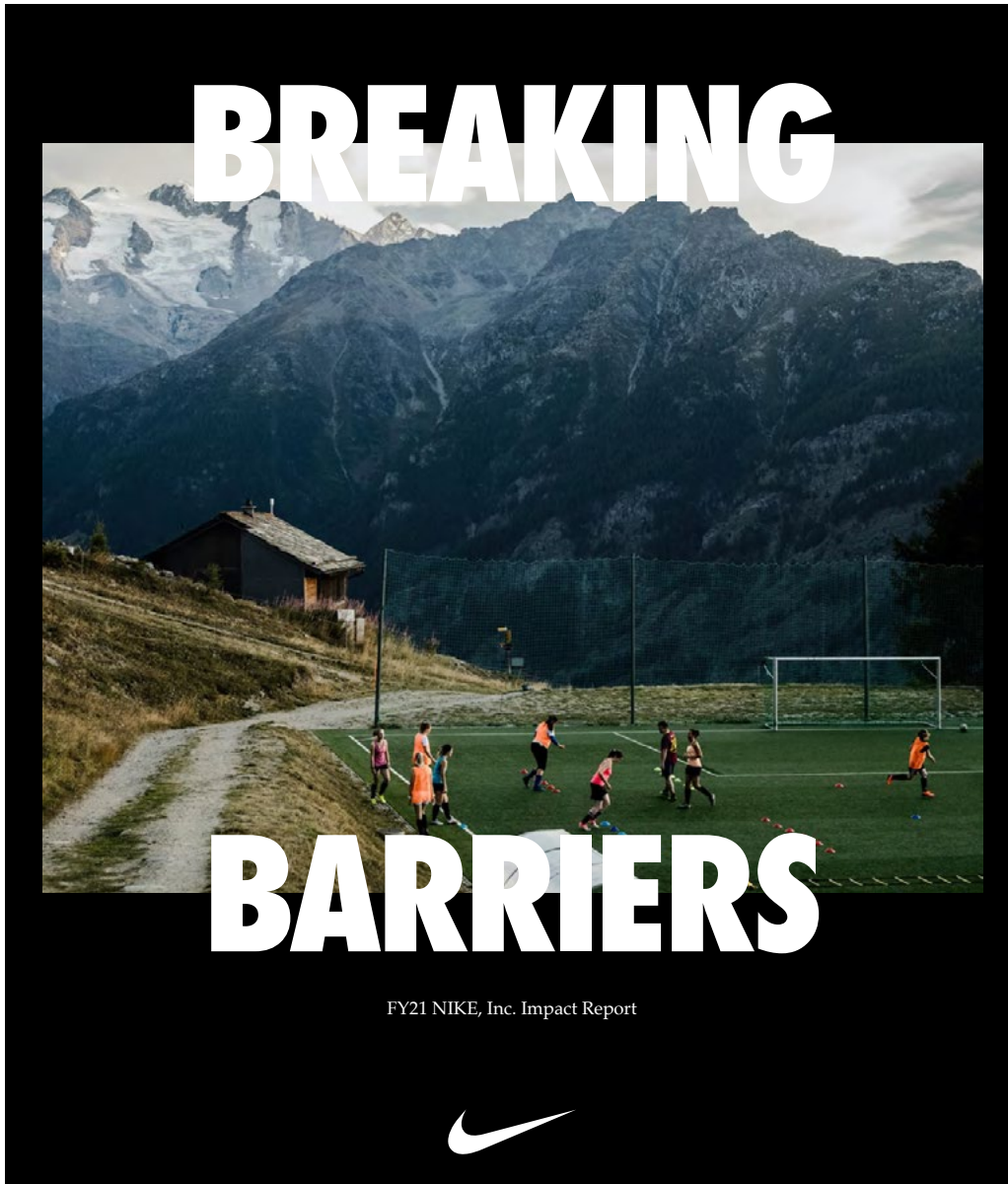
## NIKE

Region: North America (USA and Canada)

“ Equally as important as the benefits and resources we offer employees, we believe it’s critical to sustain a dialogue with them about the importance of mental health. It is our responsibility to maintain an inclusive, empathetic culture where every employee can be their most authentic self – and that means creating a safe place where we can be vulnerable, ask for help and admit when we’re not

okay. As a community, we are deeply committed to helping break down the stigma associated with mental health and promoting habits that nourish mind and body in everyday life. When we think about the future, it’s about intentionally building a culture of empathy where everyone can speak up and seek help. ”

NIKE, '2021 Impact Report'<sup>24</sup>



FY21 NIKE, Inc. Impact Report



## The benchmark's 'good work' indicators (Q6-11)

Good working conditions can help to prevent new mental health problems from arising and support those with existing mental health conditions to get on in work and thrive. The benchmark methodology is mapped against international standards and management frameworks for workplace mental health, recognising six 'good work' principles:

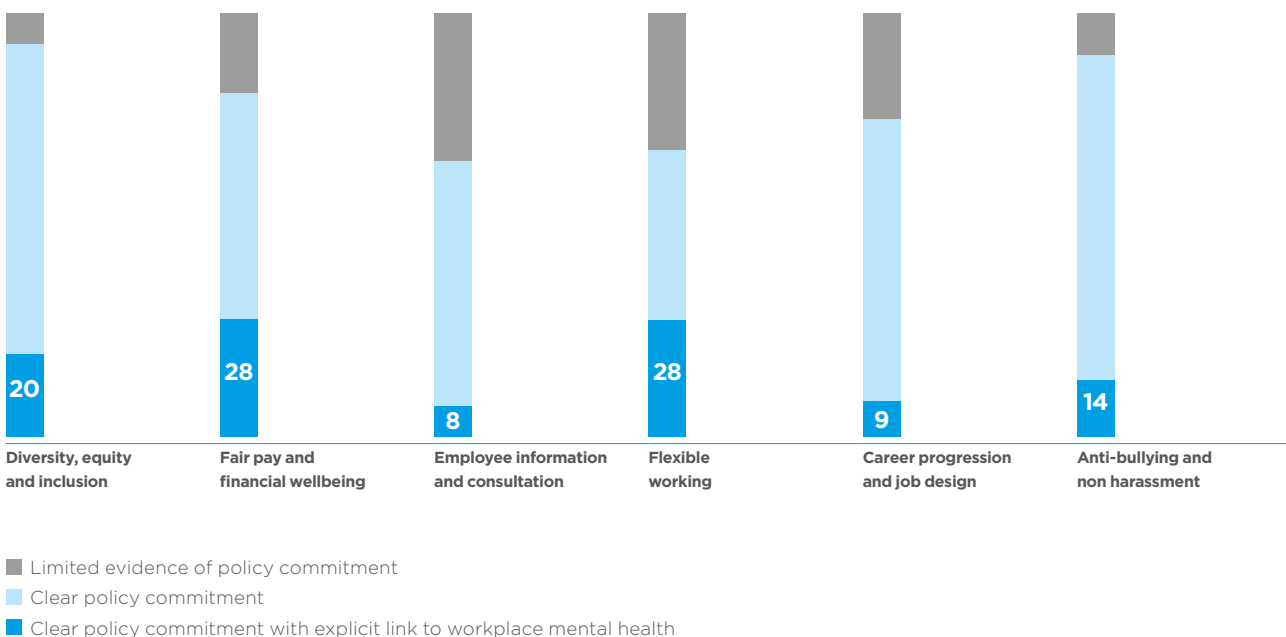
- Q6: Diversity, equity and inclusion
- Q7: Fair pay and financial wellbeing
- Q8: Employee information and consultation
- Q9: Flexible working
- Q10: Job design and role adjustment
- Q11: Anti-bullying and non-harassment

It is good practice for companies to signal their commitment to these principles through relevant workplace standards or policies, and for companies to link these commitments explicitly to workplace mental health.

### Summary of findings

Evidence of good practice exists across all six indicators; one company even scored across all six of the above commitments. The highest scoring areas were flexible working and fair pay and financial wellbeing, where over one quarter of the companies (28) scored maximum points. While the pandemic has accelerated access to flexible working, it is encouraging to see so many companies recognising the positive impact this benefit can have on workplace mental health.

### 'Good work' policy commitments





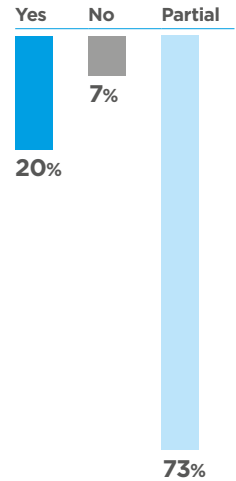
## Q6. Do companies support the principles of good work by having a formal commitment to diversity, equity and inclusion (DEI)?

A clear position on DEI demonstrates that a company values the benefits that differences bring and is committed to fair and equal treatment of people. A diverse work culture that resembles the diversity that exists in society can support talent attraction and retention, encourage innovation and idea exchange, and optimise service levels. DEI has received additional board attention in recent years, accelerated by disclosure standards, growing pressure from international investors and heightened public interest globally, including support for racial justice. Best practice diversity and inclusion programmes recognise the importance of DEI in fostering a culture of good workplace mental health.

### Benchmark findings

Of the 100 companies assessed, 93 companies publish formal commitments to DEI, of which 20 publish DEI statements that explicitly link to mental health. These companies recognise that providing a diverse, equitable and inclusive workplace is important for creating the conditions under which people can thrive.

Below we provide two examples of companies that demonstrate a clear link between their commitment to DEI and supporting mental health in the workplace.



### Tata Consultancy Services

Region: Asia Pacific

“TCS is an equal opportunity employer, and embraces diversity in race, nationality, ethnicity, gender, age, physical ability, neurodiversity, and sexual orientation, to create a workforce that reflects the societies we operate in. Our continued commitment to diversity and inclusion is reflected in our people stories, all areas of our work and across our workforce, our equitable workplace policies and processes, our zero tolerance for discrimination and harassment, and our culture and inclusive operating ecosystem. We know that there is a long way to go in building a better and more inclusive world, and we are committed to pushing forward on that journey in collaboration with all our stakeholders.”

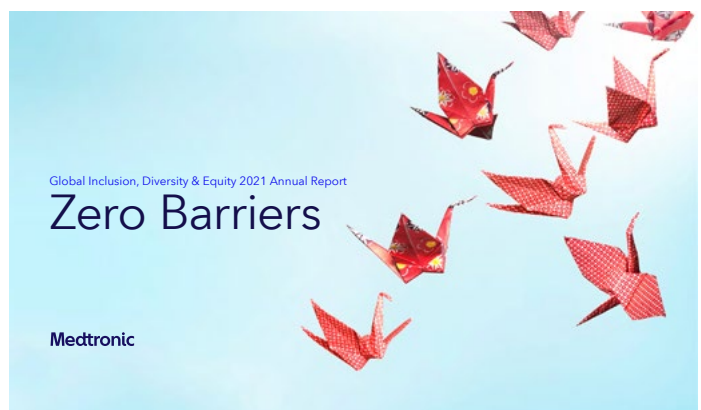
Tata Consultancy Services, *‘Leadership and Diversity’*<sup>25</sup>

### Medtronic

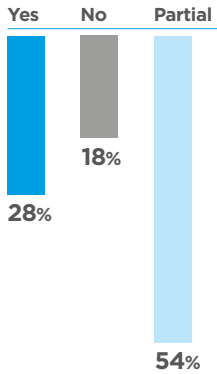
Region: Europe, Middle East and Africa

“Why ID&E matters to us: We commit to ID&E because it accelerates our innovation, improves the well-being of our employees, and creates more opportunities to bring our life-saving technologies to more patients around the world. At Medtronic, ID&E is for and belongs to everyone. When we remove barriers to equity, we all thrive. That is why we are leaning in to do even more as a socially responsible, global corporate citizen — leaving a positive impact on the customers, patients, our stakeholders, and the communities in which we live and work.”

Medtronic, *‘2021 Global Inclusion, Diversity & Equity Report’*<sup>26</sup>



## Q7. Do companies support the principles of good work by having a formal commitment to fair pay and financial wellbeing?



Employers play an important role in improving the financial wellbeing of their workers. This includes paying people enough and fairly, offering secure, good-quality jobs and providing benefits that extend the value of their pay. It is also good practice to encourage good choices around spending, saving and investing, through financial guidance, support and education.

### Benchmark findings

Of the 100 companies assessed, 82 have a clear position on fair pay and financial wellbeing. Of these, 28 have published a formal policy that recognises the link between financial wellbeing and mental health. During the assessments, we acknowledged that some companies report a commitment to offering fair pay and/or a living wage as part of their gender pay gap reports. While this commitment is important

and plays a role in supporting good work, this question is specifically looking for companies to recognise their responsibility for supporting the wider financial wellbeing of their workers.

Companies that recognise the impact of financial concerns on mental health not only commit to being a fair and equitable employer in terms of fair pay, but also take a broader approach to supporting financial wellbeing. Examples include providing tools and services to support financial management and long-term planning, wide-ranging benefits that support financial health at key life stages and specialist support in times of financial distress.

Below we highlight an example of a company showing the link between financial wellbeing and a healthy workforce.

## Union Pacific

Region: North America (USA and Canada)

“Providing competitive compensation and meaningful benefits is key to attracting and retaining talented employees. Union Pacific is committed to continuously reviewing its compensation program and comprehensive benefits program to ensure they are fair and competitive. Both are key to enhancing the value of working for Union Pacific and demonstrating the company’s commitment to the health and wealth of employees during their career.”

Union Pacific, ‘2021 Human Capital Report’<sup>27</sup>



## Q8. Do companies support the principles of good work by having a formal position on employee information and consultation?

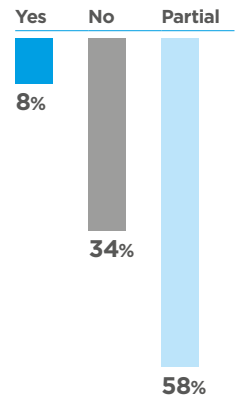
Consultation involves employers not only sharing information about the business to employees, but also listening to employees and taking account of what they say before making key business decisions. This question is looking for evidence of boards engaging with and consulting employees as part of their decision-making process. While there are certain scenarios, such as redundancy and trade union consultation, where employers may be legally obliged to inform and consult with employees, a company that takes a broader approach to employee information and consultation is likely to benefit from increased employee engagement and a positive working environment.

It is important to clarify that evidence of employee engagement surveys, which support workplace mental health strategy and initiatives, are evaluated elsewhere in the benchmark. This indicator specifically looks for clear evidence of board engagement of employees on key business topics, including strategy, structure, culture, pay and values.

### Benchmark findings

Sixty-six of the 100 companies assessed report on employee information and consultation, although only eight companies provide a clear link to 'good work' which supports workplace mental health through consulting with employees on business matters.

Below we provide an example of a company showing the link between employee information and consultation and mental health.



### BHP Group

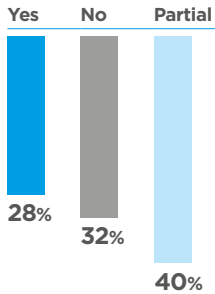
Region: Asia Pacific



“ Our global workforce is the foundation of our business, and we believe supporting the wellbeing of our people and promoting an inclusive and diverse culture are vital for maintaining a competitive advantage. The Board considers effective workforce engagement a key element of its governance and oversight role. The Board has arrangements in place for managing workforce engagement. The Board and its Committees receive information related to the workforce through a range of channels, including direct engagement at Board and Committee meetings and site visits, the Employee Perception Survey (EPS) findings, culture dashboard insights, gender pay gap reports and updates from the Chief Executive Officer and the Chief People Officer. ”

BHP Group, 'Annual Report 2021: The Future is Clear'<sup>28</sup>

## Q9. Do companies support the principles of good work by having a formal position on flexible working?



Flexible working can benefit all employees, including those with caring responsibilities. Employers that encourage employees to have a work-life balance recognise that flexible working allows workers greater control over balancing work commitments with non-work demands.

### Benchmark findings

Of the 100 companies assessed, 68 report formal commitments to flexible working, many citing Covid-19 as a catalyst for change in working patterns. Encouragingly, 28 companies explicitly link the benefits of flexible working with workplace mental health.

Below we provide two examples of companies that recognise the role of flexible working in contributing to a healthy and productive working environment.

### Abbott Laboratories

Region: North America  
(USA and Canada)



“ We recognize that flexible working is often an essential enabler of employee well-being, and especially so when employees are working from home and taking on additional child care and other responsibilities. Abbott embraces flexibility throughout our workplace, allowing many employees to combine various flex options to meet shifting work-life demands and evolving life needs. ”

Abbott Laboratories, '2020 Global Sustainability Report'<sup>29</sup>

### Johnson & Johnson

Region: North America  
(USA and Canada)



“ In a continuation of our efforts to enable the health and well-being of employees, we are evolving our work strategy to prioritize flexibility and balance. We value the collaboration, connectivity and convergence found in both in-person and virtual settings to drive innovation and support work-life balance. ”

Johnson & Johnson, 'Position on Employee Health and Well-being'<sup>30</sup>



## Q10. Do companies support the principles of good work by having a formal position on career progression and job adjustment?

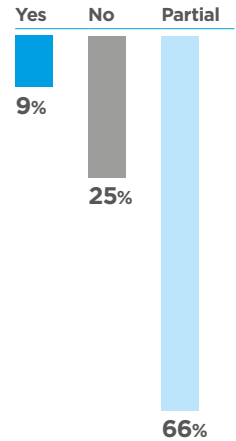
Good workplaces can support good mental health throughout an individual’s career by offering opportunities to progress and enhance career pathways, and by providing opportunities to make reasonable adjustments to work schedules, duties and loads when mental health concerns arise.

### Benchmark findings

Of the 100 companies assessed, 75 report clear commitments on career progression and career adjustment. Just nine provide commitments to career progression and role adjustment that explicitly link to workplace mental health.

This question recognises companies that commit not only to providing clear career progression pathways, but also to accommodating job adjustments and providing additional support for mental health, as required. Such examples include companies that commit to incorporating mental health in induction processes or performance review processes, or to adjusting work schedules or roles to accommodate mental health needs.

Below we provide an example of a company showing the link between career progression and/or job design and mental health.



### Shell

Region: Europe, Middle East and Africa



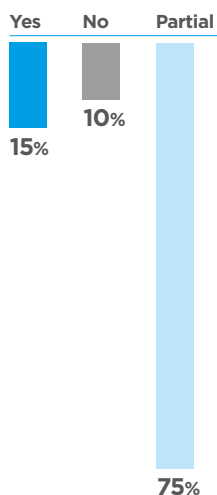
“ In 2021, we created the Global EnABLEMENT Coalition, which is sponsored by members of Shell’s Executive Committee, bringing together country enABLE leaders and relevant Shell functional teams that collaborate to create an inclusive, accessible and psychologically safe workplace for people with disabilities. We have a team focusing on workplace accessibility (WPA) in 86 locations around the world. Supported by functions such

as Shell Health, HR, Real Estate and IT, WPA is designed to ensure that all employees have access to reasonable physical workplace or other adjustments so that they can work effectively and productively. We combined the home-working ergonomics programme with WPA to help all employees including those with disabilities to work from home effectively during the COVID-19 pandemic. ”

Shell, *‘Enablement and Disability Inclusion’*<sup>31</sup>



## Q11. Do companies support the principles of good work by having a formal position on anti-bullying and non-harassment (or equivalent)?



Difficult relationships at work can be stressful and make a job harder to cope with. Key frameworks and publications on workplace mental health, such as the World Health Organization's 'World Mental Health Report'<sup>32</sup>, ISO 45003 standard<sup>33</sup>, Mind's Workplace Wellbeing Index<sup>34</sup>, the 'Thriving at Work' report<sup>35</sup>, and the 'WHO Healthy Workplace Framework and Model'<sup>36</sup>, provide a clear link between good work and the absence of bullying and harassment in the workplace.

Companies are encouraged to implement commitments and organisational practices aimed at mitigating the negative impact of these negative behaviours, and to respond actively and appropriately when incidents of bullying or harassment occur.

### Benchmark findings

Ninety of the 100 companies assessed publish a formal position on anti-bullying and non-harassment. Of these, 15 companies link policy commitments to workplace mental health by recognising that workplaces should have systems in place to prevent harm caused by unacceptable behaviour, such as bullying or harassment.

Below we provide an example of a company showing the link between anti-bullying and non-harassment and mental health.

### Royal Bank of Canada

Region: North America (USA and Canada)

“ We all have a right to work in an environment that is respectful and professional. Mutual respect and dignity ensure an environment that is healthy and productive for RBC employees, clients and others we interact with. We must all behave in a way that contributes to a workplace free from discrimination, disrespectful and inappropriate behaviour, harassment, sexual harassment, violence and retaliation. Harassment, including sexual harassment, discrimination, violence, retaliation, and other disrespectful and inappropriate behaviour – whether or not it's intentional – are not tolerated at RBC. Harassment is any course of action, behaviour or comments that, because of their nature or persistence, are known, or would reasonably be considered, to interfere with an individual's professionalism or create an offensive, hostile or intimidating workplace. We must ensure that an individual's physical and mental well-being is not impacted

negatively while also not undermining the integrity of our relationship with RBC and one another. ”

Royal Bank of Canada, 'Code of Conduct'<sup>37</sup>



### Code of Conduct

Integrity: Doing What's Right

Publication date: January 1, 2022



## Q12. Do companies assign management responsibility for workplace mental health to an individual or specified committee?

When looking at the management of workplace mental health within an organisation, both oversight and implementation responsibilities are important. Oversight is necessary to ensure that senior management is aware of the business implications of workplace mental health and is prepared to intervene where needed (e.g. if there are tensions between the organisation's workplace mental health policy and other business objectives).

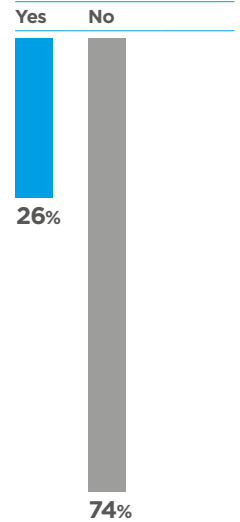
However, it is often the case that those charged with oversight remain detached from the specific details of how to manage workplace mental health on the ground. It is therefore important that there are individuals who are responsible for ensuring that the workplace mental health policy is appropriately implemented, and that workplace mental health is effectively managed.

### Benchmark findings

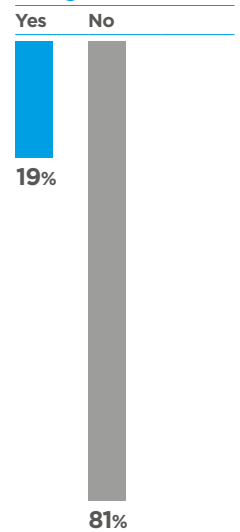
Of the 100 companies assessed, 26 publish details of assigned senior management oversight of workplace mental health, through board or committee oversight of mental health strategy and development. Meanwhile, 19 out of the 100 companies assessed publish details of how responsibility for the day-to-day management of workplace mental health is assigned. Typically, this resides with health and safety or human resources functions. Some companies have appointed Chief Medical Officers or similar specialist roles to maintain operational responsibility for workplace mental health.

These results highlight that while over half of the global companies assessed publish formal policy statements on workplace mental health, most companies have yet to describe their governance and management processes for ensuring the effective implementation of these policy commitments.

### Assigned board or senior manager oversight



### Assigned day-to-day operational management



Below we provide an example of a company that has assigned strategic oversight and operational responsibilities for workplace mental health.

## Accenture

Region: Europe, Middle East and Africa



### Senior management oversight

“ At the Board level, the Nominating, Governance & Sustainability Committee oversees Accenture’s overall ESG performance, disclosure, strategies, goals and objectives while monitoring evolving ESG risks and opportunities. In addition, the Compensation, Culture & People Committee of our Board oversees Accenture’s strategies and policies related to our people, including matters such as overall well-being, pay equity, inclusion, diversity and equality, leadership succession and culture. ”

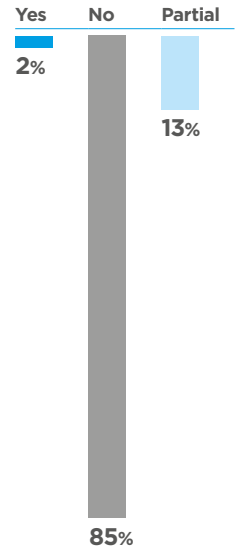
### Day-to-day management

“ As part of Accenture’s commitment to the well-being of its people, leadership recently created a new position: Chief Health Officer. In this

role, my primary focus is to devise strategies to improve the health and well-being of our more than 600,000 people, so they can bring their fullest and best selves to work. I’ll be partnering with our Chief Leadership and Human Resources Officer, Ellyn Shook, to understand our people’s needs – across different geographies, cultures and demographics – and create our new, post-pandemic status quo. We recognize that supporting mental health and disability inclusion accelerates a culture of equality for everyone. We know that being at our best means focusing equal effort on both our mental and physical well-being. ”

*Accenture, ‘United Nations Global Compact: Communication on Progress 2021’<sup>38</sup>*

### Q13. Do companies set objectives or targets for the management of mental health in the workplace?



Objectives and targets are the point at which policy commitments are translated into action, and where resources and responsibilities are allocated for their delivery. Investors place significant value in published objectives as a sign of a company’s commitment to continuous improvement on a specified business issue. Investors also recognise that published objectives provide an important accountability mechanism, as they create an expectation that companies will publish updates on progress against their stated commitments.

#### Benchmark findings

Fifteen of the 100 companies assessed publish mental health-related objectives and/or targets. Of these, only two companies provide a clear description of the steps that will be taken to achieve them. Examples of published objectives

and targets include investing in mental health training for managers and employees, developing wellbeing indicators to monitor progress and committing to an assessment of the company’s workplace mental health programme.

These results indicate that publishing objectives and targets aimed at the continuous improvement of workplace mental health is a relatively – compared to other social or environmental issues – under-developed area. However, it is possible that some companies have set internal objectives and targets but are yet to publish them within their corporate reporting.

Below we provide an example of a company publishing mental health-related objectives focused on optimising current programmes through awareness raising and increased support.

Adobe

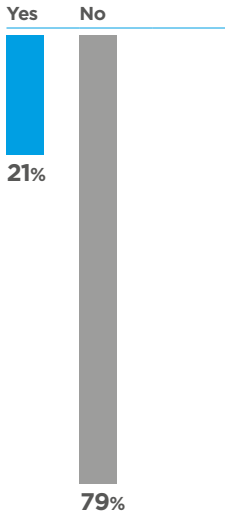
Region: North America (USA and Canada)

“Employee wellbeing is a foundational business driver and key to Adobe’s Culture. Prioritizing wellbeing is essential to caring for our business and employees and is core to how we work.”

Adobe, ‘Global Wellbeing Strategy’<sup>39</sup>

Me	We	Adobe
<b>Mental Health</b> <ul style="list-style-type: none"> <li>Heal our minds</li> <li>Right support at the right moment for spectrum of emotional and mental health</li> </ul>	<b>Community - Reconnecting</b> <ul style="list-style-type: none"> <li>Gather for moments that matter</li> <li>Along with D&amp;I, foster community, shared identity and belonging</li> <li>Provide community support for teams and new hires</li> <li>Evolve the role of the office to be a community gathering destination</li> <li>Lead the industry with digital first solutions for connecting</li> </ul>	Support Adobe's Core Values  Align Wellbeing programming to support Adobe's business initiatives  Support and equip our managers  Share our success externally
<b>Burnout</b> <ul style="list-style-type: none"> <li>Address causes of burnout</li> <li>Protect our focus and flow</li> <li>Calibrate our workloads</li> </ul>		
<b>Financial Wellbeing</b>  <b>Physical Health</b>		

**Does the company provide mental health training to line managers**



**Q14. Do companies provide mental health training to:**  
a) line managers, and b) dedicated individuals?

The effective implementation of a workplace mental health policy relies on competent managers who can oversee the implementation of the policy. It also relies on companies having dedicated individuals who are empowered to become a point of contact for those experiencing mental ill health or emotional distress and to nurture a positive influence towards mental health within the organisation.

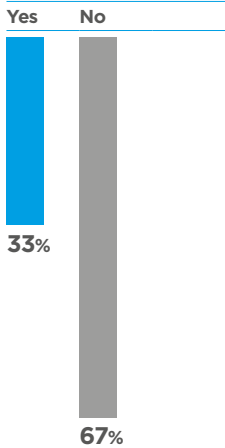
Those trained in mental health awareness are better equipped to listen, reassure and respond appropriately to workers who are experiencing mental ill health. This ensures that there are people within an organisation who are more likely to spot early signs of distress, are better able to signpost individuals to relevant support resources, and who can give advice that might prevent early signs of mental health deterioration from progressing to long-term sickness.

**Benchmark findings**

Twenty-one of the 100 companies assessed currently report on providing training to line managers, and 33 companies supply evidence of the provision of training to dedicated individuals, such as mental health first aiders or champions, or to the entire workforce. These results indicate that few companies recognise the importance of creating a supportive culture on workplace mental health or are investing in resources to encourage individuals to develop their understanding of mental health in the workplace. However, it may also be that companies are investing in training but have yet to report on it publicly.

Below we provide an example of a company publishing details of mental health training provided to line managers and to colleagues.

**Does the company provide mental health training to dedicated individuals**



**Volkswagen**

Region: Europe, Middle East and Africa

“Managers should be advised, trained and educated at regular intervals on the impact of their actions on the mental health of their employees. As role models, managers should also be given the opportunity to learn about their own mental health as well as how to interact with employees suffering from mental illness.”

“All employees benefit from having a basic understanding of mental health. In many regions, there is still a stigma attached to mental illness. This often leads to delays in treatment, which

can subsequently be quite protracted and lead to considerable working restrictions. Employees educated in this field understand such issues and can offer vital social support. A targeted communications strategy aimed at destigmatising mental health problems can have a preventive effect and makes it easier to approach and interact with employees suffering from mental strain or illness.”

Volkswagen, ‘Statement on the Volkswagen Group’s strategy for maintaining, promoting and restoring the mental health of employees’<sup>40</sup>





## Q15. Have companies developed formal initiatives or programmes to raise awareness of mental health in the workplace?

In addition to having a clear policy on mental health in the workplace, companies should develop and implement initiatives aimed at raising awareness and promoting understanding of mental health.

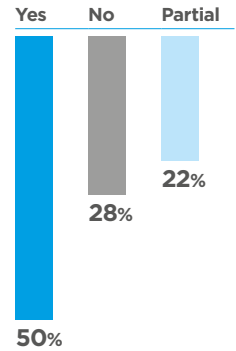
### Benchmark findings

Of the 100 companies assessed, 72 report on their workplace mental health initiatives or programmes. This is encouraging and demonstrates that companies are actively investing in workplace mental health. Fifty companies report multiple initiatives aimed at raising awareness of mental health and encouraging proactive, preventative behaviours. Examples include mental health apps, webinars and live events, whole company training initiatives, peer-to-peer networks as well as healthy work practices such as managing workloads and stress management.

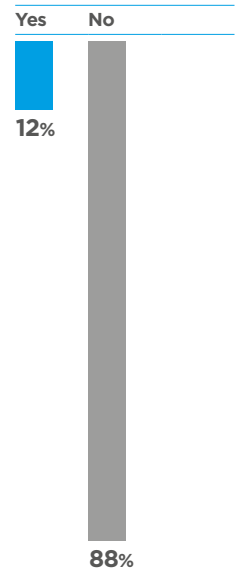
Below we provide an example of a company that has introduced multiple workplace mental health initiatives.

This question awarded an additional two points to companies publishing details of initiatives that extend beyond the workforce to value chain partners. In total, 12 out of the 100 companies assessed report on initiatives aimed at supporting customers, suppliers or communities. Examples include opening up mental health resources to family members, providing mental health support in universities, offering financial guidance and preferential payment terms to small and medium-sized enterprises (SMEs), providing funding and support to communities facing hardship caused by the Covid-19 pandemic and investing in white paper research.

Overleaf we provide an example of a company publishing research on mental health and young people in the workplace to identify solutions for employers and employees alike.



Is there evidence of initiatives extending beyond employees and contingent workers, e.g. to customers and/or suppliers?



### Eli Lilly and Company

Region: North America (USA and Canada)



“Health, above all, includes mental health. In 2021 we renewed our focus on mental health through various employee communications and events, a dedicated mental health clinician, and the introduction of a mental health advocacy program. We offered quarterly webinars with topics such as Science of Care, Getting Better Sleep, Preventing Burnout and Being Purpose Driven to help employees and families manage stress, anxiety and new challenges they are facing. Employees also had the opportunity to learn resilience skill-building to manage stressful

times through mindfulness, meditation and self-compassion. More than 200 employees were trained to recognize signs of emotional stress through our new Mental Health Advocacy training program offered in partnership with our EAP provider and our EnAbleUS employee resource group. Through scenarios and role-playing, employees learned to better discern the difference between important, urgent and emergent mental health scenarios.”

Eli Lilly and Company, 'ESG Report: Our Social Approach'<sup>41</sup>

Accenture

Region: Europe, Middle East and Africa



# IT'S NOT 1 IN 4, IT'S ALL OF US:

**Why Supporting  
the Mental Health  
of Younger  
Workers Starts with  
Organisational  
Culture**



Accenture, 'It's Not 1 in 4 of Us, It's All of Us: Why Supporting the Mental Health of Younger Workers Starts with Organisational Culture'<sup>42</sup>

## Q16. Do companies provide access to mental health services and support either internally or externally?

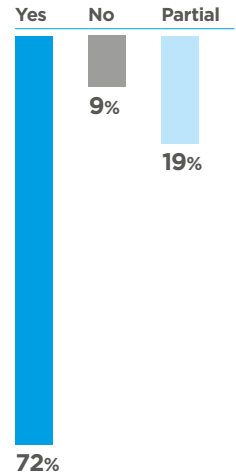
It is important for companies to provide appropriate support on mental health to workers through internal or external resources. In addition to having a clear policy on mental health in the workplace, companies are encouraged to develop and deliver a systematic programme of activity that supports the management of mental health in the workplace.

### Benchmark findings

Ninety-one of the 100 companies assessed provide worker access to mental health support services. Of these, 72% report that they provide access to multiple support services. Common examples include

employee assistance programmes (EAPs) that offer features such as 24-hour, 365-day multi-channel accessibility and support for specific mental health concerns or significant life events, such as illness, bereavement, divorce and financial distress. Other support services include access to psychological services and innovative technological approaches such as telemedicine and video counselling.

Below we provide an example of a company providing access to multiple mental health services and support and reporting on the uptake of a psychological service.



### PetroChina

Region: Asia Pacific



“ We pay close attention to our employees’ mental health. We take measures to improve the employee vacation system, set up a hotline and a website for psychological counselling, and carry out various forms of training on mental health knowledge, in order to encourage employees to adopt a positive and healthy attitude. The Company has established an ‘Employee psychological consultation hotline’ covering the employees and their families and carried out various forms of employee mental health promotion activities. We provide

training sessions on mental health management, continue to implement the Employee Assistance Program (EAP), and dispatch psychologists to advise on mental health and guide and reduce employees’ psychological pressure. We update the Overseas Employee Happiness Platform (IAP), optimize the online consultation appointment process, and provide employees with multi-channel and multi-means psychological consultation services and protection. ”

PetroChina, ‘2021 Environmental, Social and Governance Report’<sup>43</sup>

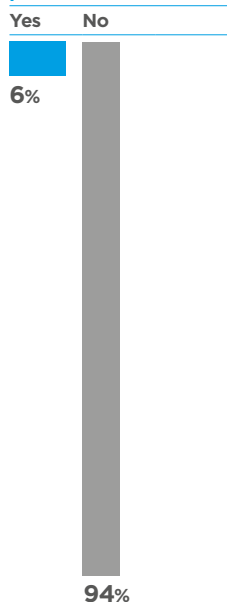


In 2021, the overseas psychological counselling hotline of the Company:

- Provided **1,228** hours of service
- Handled **6** special cases
- Handled **21** crisis intervention cases

Q17. Do companies encourage openness about mental health and offer appropriate workplace adjustments to workers who require them: a) during the recruitment process, and b) throughout employment?

At the recruitment process



Mentally healthy workplaces design recruitment and induction processes with accessibility in mind, enabling individuals with existing mental health conditions to access employment opportunities and to request appropriate workplace adjustments when required. These include skills training, management support and flexible working. This question looks to assess whether companies encourage dialogue and support mental health throughout the employment lifecycle, from recruitment to onboarding to career development, and make reasonable adjustments when required.

Companies are encouraged to adopt a holistic approach to mental health and consider the support that can be provided at all stages of an individual's career with the company. This starts from the point of recruitment and continues through the induction programme, to performance management reviews, to conversations about career progression, and, where applicable, to meetings about returning to work or job adjustments.

This question is looking for evidence of management processes, rather than stated management commitments.

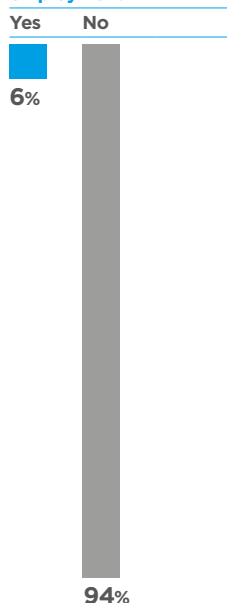
**Benchmark findings**

Six of the 100 companies assessed report that support for mental health is provided at the recruitment stage. Similarly, six companies report that mental health is considered during employment. Examples include return-to-work guidance for line managers, instructions for requesting reasonable accommodations for mental health impairments at interview and describing regular check-in conversations with employees. It is possible that this is an under-reported area.

It is noted that some companies report on accessibility and role adjustment considerations in relation to a disability. However, it was not clear in the reporting that mental health is included in companies' definitions of disability and role adjustment, with most programmes focusing on physical disability only.

Below we provide an example of a company's support for mental health during the employment cycle, specifically for employees returning to work after taking mental health leave.

Throughout employment



**Sony Group**

Region: Asia Pacific



“ Support for individual employees is also important. Sony has established health-counseling services, offering access to counseling with clinical psychologists, occupational physicians and occupational health nurses via in-person or online sessions. Sony also works with outside professional organizations to implement a program under which employees returning to

work after taking mental health leave receive help readjusting to the workplace via Sony's employee assistance program (EAP). Sony has a mental health support program in place to provide employees with psychological care in the event of natural disasters and other incidents, as well. ”

Sony, '2021 Sustainability Report'<sup>44</sup>

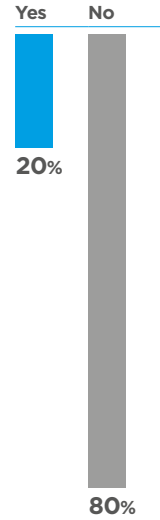
**Q18. Are employees given the opportunity to participate in the design or development of workplace mental health initiatives?**

It is good practice for companies to encourage and enable employees to contribute directly to the design or development of mental health initiatives, as this can support a culture of openness on mental health. This question is not looking for evidence of employee participation in voluntary initiatives, such as mental health champions or first aiders (which is scored under Question 14). Instead, it is looking for evidence of activities that are instigated or enhanced by employees.

**Benchmark findings**

Twenty of the 100 companies assessed report that employees have directly contributed to the design or development of workplace mental health initiatives. Examples include a suicide prevention programme, events run by employee resource groups, and employees involved in health mentoring programmes.

Below we provide two examples of companies involving employees in the design and implementation of workplace mental health initiatives.



**CVS Health**

Region: North America (USA and Canada)



“ Seeing the opportunity to support one another more deeply, colleagues formed the Mental Well-being CRG in July 2021 as a safe place to bring discussions of emotional health and wellness. Within just its first few weeks, more than 700 colleagues joined this new community of trust. By the end of the year, membership grew to more than

1,700 colleagues. Its inaugural event attracted more than 800 colleagues for a presentation on breaking the pandemic of unhealthy habits, to educate colleagues on regaining balance and share tips on becoming more resilient in their professional and personal lives. ”

CVS Health, '2021 ESG Report'<sup>45</sup>



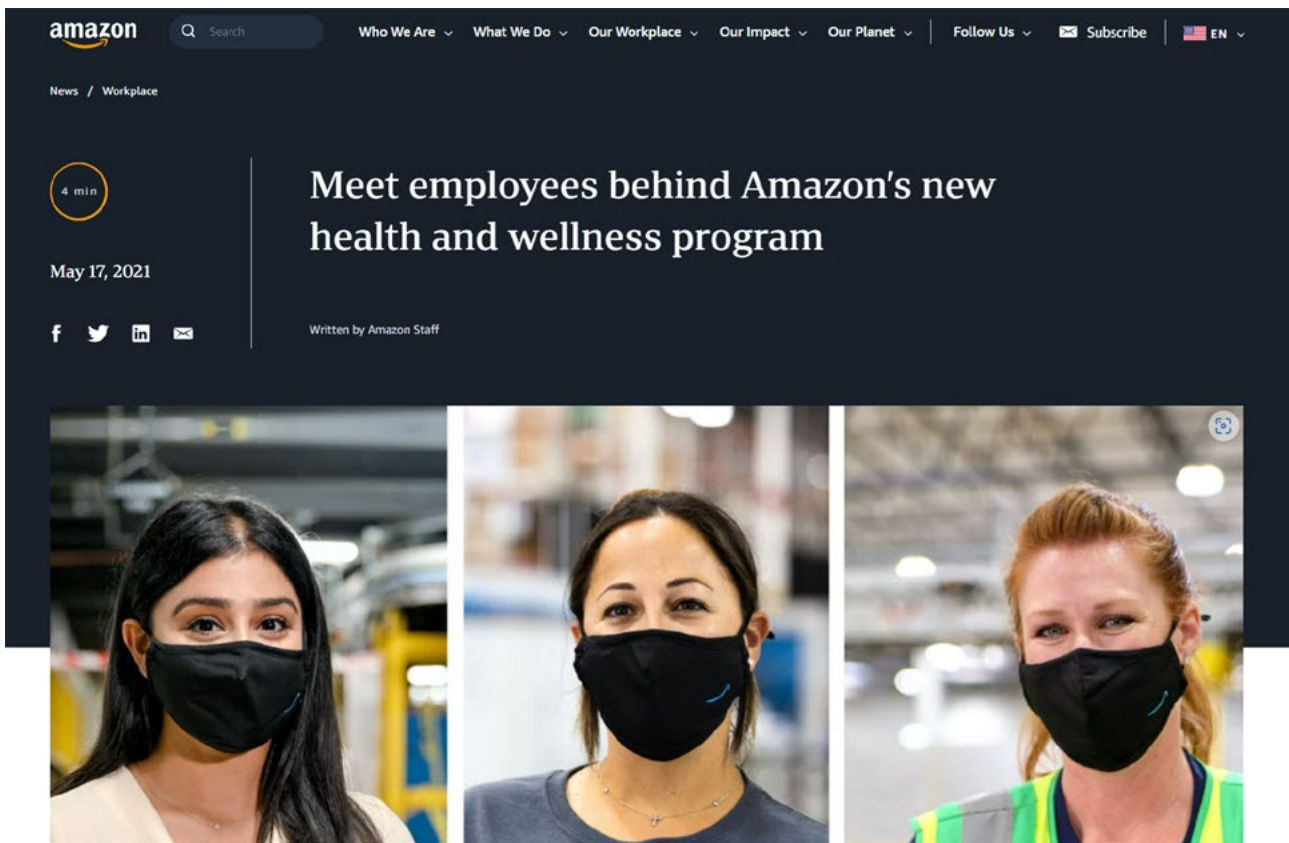
## Amazon

Region: North America (USA and Canada)

“ The health and safety of our employees has always been Amazon’s top priority. We work closely with health and safety experts and scientists. We conduct thousands of safety inspections each day in our buildings. And we’ve made hundreds of changes as a result of employee feedback on how we can improve their well-being at work.

Our latest example is WorkingWell, a new program developed by some of Amazon’s 6,200 employees dedicated to global workplace health and safety. WorkingWell uses scientifically proven physical and mental activities, wellness exercises, and healthy eating habits to help recharge and reenergize the body, and ultimately reduce the risk of injury for operations employees.”

*Amazon, 'Meet Employees behind Amazon's New Health and Wellness Program'<sup>46</sup>*



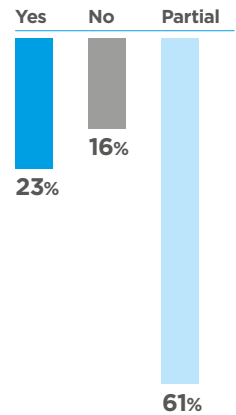
Q19. Do companies have formal processes for measuring employee engagement (e.g. confidential pulse survey, engagement panel) and does this information support workplace mental health measurement and initiatives?

Effective systems to measure employee engagement provide a near real-time measurement of employee engagement and satisfaction and can provide useful insights to management. Meaningful employee engagement data can also support the implementation or adjustment of a company’s mental health approach.

**Benchmark findings**

Of the 100 companies assessed, 84 describe their processes for measuring employee engagement, of which 23 companies indicate how such data supports their mental health strategies. Examples include using insights from annual engagement surveys and pulse surveys to develop a company’s programmes, using data to measure improvements in employee sentiment on mental health, and initiating regular workforce conversations on mental health led by members of the leadership team.

Below we provide an example of a company using employee engagement data to identify key factors which can determine the health and wellbeing of the workforce population.



**Philip Morris International**

Region: North America (USA and Canada)



“ To get deeper insights, we piloted a tailored well-being study across six of our markets (one per region) in 2021. The study methodology incorporated a survey (to which more than 3,600 office-based employees responded) and analytics aggregating information on the use of computer-based tools by employees (data were drawn from those employees who agreed to share such information on a confidential basis). This two-pronged approach

allowed us to analyze the root causes of well-being, ranging from our ways of working and relationships with managers to presenteeism and employees’ sense of belonging. Leveraging the insights gathered, we aim to develop a well-being performance indicator that will allow us to measure holistic wellness, monitor progress, and identify appropriate interventions.”

Philip Morris International, *‘Integrated Report 2021’*<sup>47</sup>

## Q20. Do companies conduct third-party assurance of their mental health strategy and practices?

No Partial



4%

Mental health assurance or accreditation schemes provide frameworks for managing workplace mental health and support companies to progress and test their approach. They can also play an important role in promoting higher standards and driving 'best practice'.

### Benchmark findings

Four of the 100 companies assessed report that they have conducted third-party assurance of their mental health approach against a recognised framework and/or standard. We expect the proportion of companies seeking third-party assurance to increase over time, given the introduction in 2021 of the International Standards Organization (ISO) 45003 – Psychological Health and Safety at Work standard.

ISO 45003 is a global standard giving practical guidance on managing psychological health in the workplace. It provides employers with a framework for managing psychological health and safety, which can help to improve organisational resilience and enhance performance and productivity.<sup>48</sup>

Below we provide two examples of companies reporting their approach to assuring their workplace mental health programmes.

### HSBC

Region: Europe, Middle East and Africa



“ HSBC is committed to meeting recognized good practice standards. We align our global approach to employee wellbeing with the World Health Organization (WHO) Healthy Workplace Model, and, where available, local good practice. ”

HSBC, *'Mental Health at HSBC'*<sup>49</sup>

### Eli Lilly and Company

Region: North America (USA and Canada)



“ We are proud to have been awarded Gold in Mind's Workplace Wellbeing Index 2020/21. The Index is a benchmark of best policy and practice in workplace wellbeing, designed to celebrate the good work employers are doing to promote positive mental health. We believe taking a holistic approach helps Team Lilly be our best – more collaborative, more creative and more engaged – as we deliver on our purpose to help make life better for people around the world. ”

Eli Lilly and Company, sourced from the company's *UK and Ireland subsidiary's* LinkedIn page<sup>50</sup>

# Leadership and innovation

## Q21. Do companies participate in industry initiatives or partnerships aimed at promoting positive mental health in the workplace? Are customers or suppliers involved?

Some workplaces pose a greater risk to workforce mental health than others. Mental health is a collective matter, relevant not only to individual companies but to entire industries and sectors. Global progress requires companies to:

- support research and development programmes to improve workplace mental health
- share their knowledge and expertise with industry peers
- play a supportive role in public policy debates around workplace mental health
- support industry and stakeholder initiatives directed at improving workplace mental health.

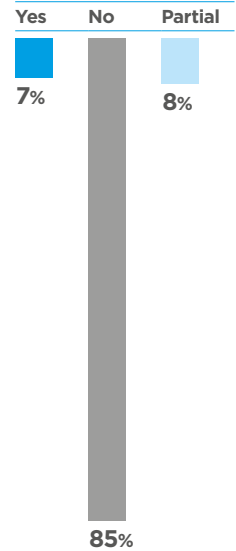
### Benchmark findings

Of the 100 companies assessed, 15 report their participation in industry initiatives or partnerships aimed at promoting and improving mental health in the workplace. To receive a maximum score, companies needed to demonstrate not only that the initiative has a clear mental health dimension, but also that the company had played a substantial role through dedicating reasonable time, resources or expertise to the initiative in question. Twenty-one companies demonstrated their involvement in initiatives or partnerships which extend beyond the company's own workforce to include customers, suppliers or communities.

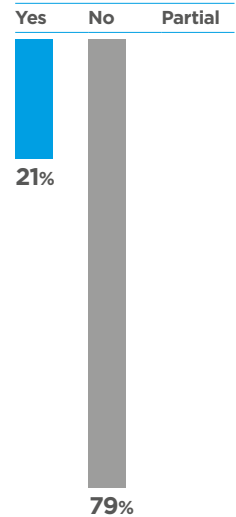
Some examples include:

- Accenture: Partnered with Thrive Global and Stanford Medicine to launch Thriving Mind in 2020, a self-directed learning experience that prioritises mental well-being. Also, co-author of 'Care to do Better', a public paper with Marriot International on how companies can build trust and create a 'net better off' position for employees.
- CVS Health: Working with Mental Health America to reach two million individuals through mental health screenings and support specifically to understand the unique needs of Black, Indigenous and other communities of color.
- HSBC: Founder of the Global Business Collaboration, the first global business-led initiative designed to advocate for – and accelerate – positive change for mental health in the workplace.
- Unilever: Founding partner of Heads Together, an initiative which campaigns to tackle the stigma around mental health and raises funds for a series of innovative mental health services.
- Verizon Communications: Founding partner of Mind Together, a coalition of brands working to address mental health and set a new standard in how employees are supported at work.

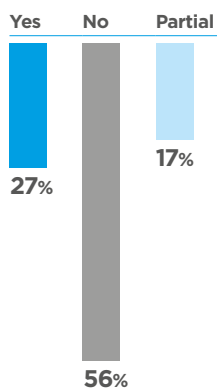
### Company participation



### Customer or supplier involvement



## Q22. Do companies provide examples of employee communications on workplace mental health?



Openness and transparency on mental health should be encouraged across the organisation. Providing opportunities for employees to share personal stories and to participate in internal campaigns can be helpful in engaging employees and other audiences on the issue of mental health.

### Benchmark findings

Of the 100 companies assessed, 44 publish examples of employee communications related to mental health, with 27 of these companies providing multiple examples across various channels.

Examples include activities linked to World Mental Health Day, social media posts supporting awareness initiatives, and personal stories and photos promoting corporate mental health initiatives on corporate websites.

Below we highlight two examples of companies' approaches to employee communications. The first features an online community hub, which enables employees to share stories on how they benefit from the company's approach to 'Stamp out Stigma', and the second shows an example of a colleague's personal story on mental health being shared to promote openness.

### AT&T

Region: North America (USA and Canada)



#### A well-being community



Central to YHM is our online community, tSpace. YHM's tSpace serves employees around the globe, providing opportunities to connect with and learn from others pursuing overall well-being. YHM provides trending wellness content, building healthy habits in the areas of nutrition, physical fitness, disease prevention and mental well-being. For example, our 5 Habits of Health & Wealth Hub provides employees with the tools to achieve physical and financial wellness goals.

Community members regularly participate in wellness challenges and events, such as our award-winning campaign, Stamp Out Stigma. The campaign encourages employees to pledge to stamp out the stigma—a personal commitment to help reduce the stigma surrounding mental illness. Thousands of employees take the pledge each year, and many openly share why it matters to them:

“I took the pledge and am moved to read everyone's comments about their struggles with mental health. I too have had my troubles and am inspired by this pledge to continue to do better at caring for myself and checking in with friends and family. Thank you for creating this pledge and for AT&T's consideration. #StampOutStigma”

AT&T, 'Workplace Wellness Programs at AT&T – Your Health Matters'<sup>51</sup>



Charles Schwab

Region: North America (USA and Canada)



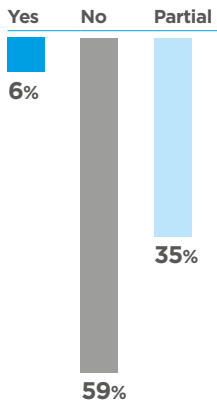
### **Mental Health at Work: Creating Community & Navigating Neurodiversity in the Workplace | Schwab Jobs**

As a continuation in a series around balancing mental health in the workplace, read on to learn more about Sean C.'s journey of being diagnosed with ADHD and how that has enlightened, enhanced, and altered his life, both personally and professionally.

Charles Schwab, 'Mental Health at Work: Creating Community & Neurodiversity in the Workplace', Schwab Jobs [Careers blog]<sup>52</sup>

# Performance reporting and impact

## Q23. Do companies publish details of their mental health approach in their annual report and accounts (or equivalent)?



The annual report is a corporate document disseminated to shareholders that provides an account of the company's financial condition and operations over the previous year. Companies are encouraged to publish details of board oversight of their workplace mental health strategies so that shareholders and other interested parties can evaluate how the company is effectively managing the business risks and opportunities presented by mental health.

### Benchmark findings

Forty-one of the 100 companies assessed published workplace mental health disclosures in their annual report and accounts, although only six companies provide comprehensive reporting on the commitments and actions taken

to safeguard and support workplace mental health.

Companies that provide comprehensive reporting on workplace mental health typically include an expressed management commitment to workplace mental health, a clear position on the company's expected standards of workplace mental health, a clear description of the governance framework in place for managing workplace mental health (including board or senior management oversight) and a commitment to continuous improvement and public reporting on performance.

Below we include an example of a company providing a comprehensive account of its workplace mental health strategy within its annual report.

## PayPal

Region: North America (USA and Canada)

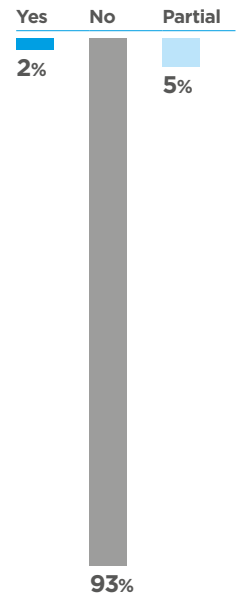
“ PayPal recognizes the fundamental importance of ensuring that we attract, recruit, develop and retain diverse talent to enable us to create innovative products and services for our customers and to serve our stockholders and other stakeholders. We consider the management of our global talent (human capital) to be essential to the ongoing success of our business.

We remain focused on supporting our employees across the full employee lifecycle from recruitment and onboarding to development and off boarding. We do this by actively listening to our workforce, extending our talent pipeline, creating immersive and accessible employee experiences and promoting employees' total wellness, particularly during difficult times such as the COVID-19 pandemic. For example, in 2021, as our global employees continued to navigate remote work, we continued to invest in their mental wellness by providing workplace flexibility to reflect their diverse needs and appointed a Global Wellness Advocate. ”

PayPal, '2022 Proxy Statement: 2021 Annual Report'<sup>53</sup>



## Q24. Do companies report on progress against their objectives or targets related to mental health?



In addition to having clear policy commitments and management practices, companies are encouraged to develop reporting criteria for workplace mental health and to publish details of their progress against their published objectives or targets.

### Benchmark findings

Seven of the 100 companies assessed report on progress against their mental health objectives and targets. This question was only scored if companies had reported formal objectives for

managing mental health in the workplace (evaluated in Question 13). Examples of reported progress include participation in programmes, improving the response rate in a safety culture survey, development of wellness activities at corporate sites and improvements in employee sentiment on wellbeing.

Below we give an example of a company that reports progress against its mental health-related objectives.

### Intel

Region: North America (USA and Canada)



“ Intel’s mental wellness strategy is designed to raise awareness of the importance of mental health, cultivate an accepting culture so employees feel safe, and remove barriers to make it easier for our employees and their family members to access and receive care. ”

Intel, ‘2021–2022 Corporate Responsibility Report’<sup>54</sup>

### 2030 Goal: Employee Safety and Wellness

**Description.** Ensure that more than 90% of our employees believe that Intel has a strong safety culture, and achieve 50% participation in our global corporate wellness program.

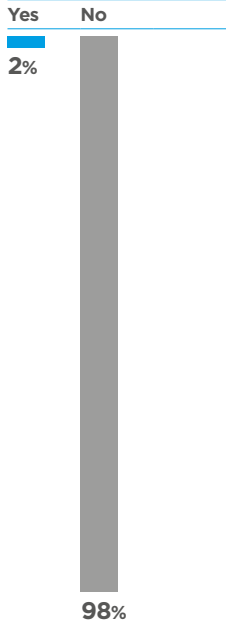
**Baseline.** At the start of 2020: (1) 37% of Intel employees (primarily in our manufacturing operations) had the opportunity to provide feedback in our EHS Safety Culture Survey, reporting a baseline average of 79% on “safety is a value” metrics; and (2) 22% of Intel employees participated in Intel wellness programs (inclusive of employees who reside in countries with no formal program offerings).

**Progress in 2021.** During 2021, our health, safety, and wellness teams took steps to expand the number of employees participating in the safety culture survey to 50%, with an average of 87% reporting on “safety is a value” metrics. We also worked to increase employee awareness and engagement in our programs, with a focus on prevention and early intervention programs (e.g., ergonomic programs) and participation in the Intel® Vitality Program’s newly expanded virtual offerings. 27% of global Intel employees participated in wellness programs in 2021.

**Looking Ahead.** For our safety culture goal, we will work toward company-wide participation in our safety culture survey (with a target to expand the survey to 62% of employees by end of 2022) and increase employee and management engagement in our safety programs. For our wellness goal, we will continue to further expand our wellness program access to our global employee population over the next four years, with a target to reach 100% of global employees by end of 2025, and then to increase the participation rate for all employees to 50%.

## Q25. Do companies report on the proportion of line managers or dedicated individuals in the workforce who are trained on workplace mental health?

### Line managers



The effective implementation of mental health strategy and practices relies on managers and dedicated individuals who are competent and confident to oversee the delivery of initiatives and to encourage people to talk freely about their mental health. Companies are encouraged to invest in the provision of mental health training for line managers and for dedicated individuals as part of the effective implementation of their workplace mental health programmes.

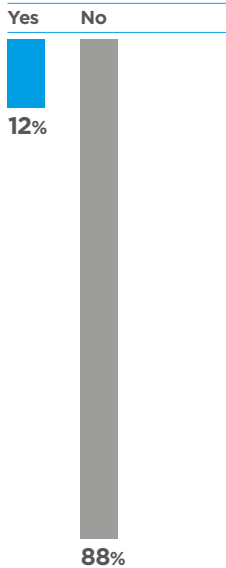
### Benchmark findings

In total, two of the 100 companies assessed report on the proportion of line managers trained on workplace mental health, and 12 companies report on the proportion of dedicated individuals (typically mental health first aiders or champions) receiving

such training. These reported figures are lower than the number of companies reporting commitments to provide mental health training to line managers and dedicated individuals (21 and 33 companies respectively). However, rather than indicating a lack of performance monitoring on training provision, it may simply reflect a lack of disclosure on performance reporting on mental health. Our expectation is that as companies evolve their disclosures about workplace mental health, more companies will publish performance data linked to the proportion of line managers and dedicated individuals receiving mental health training.

Below we provide an example of a company reporting on the number of dedicated individuals trained in mental health.

### Dedicated individuals



### Novartis

Region: Europe, Middle East and Africa



“Energized for Life is our global wellbeing strategy that aims to play an integral part in unleashing the power of our people at Novartis. Our work is a big part of our lives, but so are our lives a big part of our work. With Energized for Life, we want to support our people to be their best selves and help them to nurture their mental, physical and social wellbeing in an ever-changing environment.

Some of our key activities include:

- Wellbeing eLearn which was completed by all people managers in 2021.

- ‘How are you Feeling’ webpage with resources to help manage stress, build up resilience and much more.
- Two third party smartphone apps to increase self-awareness and develop positive habits in areas including movement, nutrition, recovery and mindset, which are important for holistic wellbeing.
- A network of over 800 Mental Health First Aiders. ”

Novartis, ‘We Are Inspiring Our People’<sup>55</sup>

## Q26. Do companies report on the uptake of mental health programmes or initiatives?

The effective implementation of a mental health strategy relies on the active participation of employees in workplace initiatives and programmes. Companies should monitor and track employee uptake to help assess the impact of the company’s mental health and wellbeing approach and to inform future priorities.

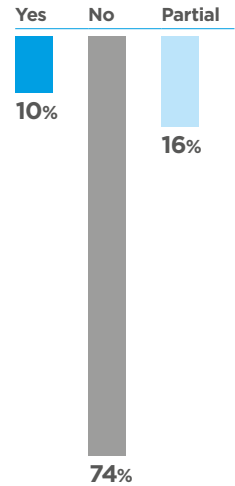
### Benchmark findings

Of the 100 companies assessed, 10 report on the uptake of multiple mental health initiatives or programmes, and a further 16 companies provide limited data or partial reporting linked to a single initiative or programme. Examples include the proportion of employees completing e-learning mental health modules, the proportion of employees participating in workshops dedicated to improving

wellbeing, the proportion of employees accessing wellbeing platforms or apps, the proportion of employees participating in awareness-raising activities, the proportion of employees accessing preventative health screening, including mental health screening, and the number of employees registering for company mental health portals.

While 26% of companies report on the uptake of single or multiple mental health programmes or initiatives, this is significantly lower than the 72 companies providing such interventions (as evaluated in Question 15). We encourage companies to monitor and report on the uptake of their mental health programmes and initiatives.

Below we provide an example of a company reporting on the uptake of its mental health initiatives and support services.



### Merck & Co

Region: North America (USA and Canada)

#### “ Mental health by the numbers

- 521 employees registered for myStrength to improve their mind, body and spirit with eLearning modules, activity and mood logs, inspiration and select goal-based content, including mindfulness training.
- 2,262 employees took our global mental health e-module to learn how to recognize the signs of mental health distress, talk about it comfortably and guide colleagues to the many available resources and help they need. The module was designed for managers but open to all employees.
- 4,978 employees took advantage of daily 15-minute Mindful Minute sessions designed to help reduce distractions and stress, and increase overall mental wellbeing.

- 4,972 employees logged into our ongoing series of Mental Health Global Webinars with experts on a range of topics to help employees and their families improve and maintain their emotional wellbeing.

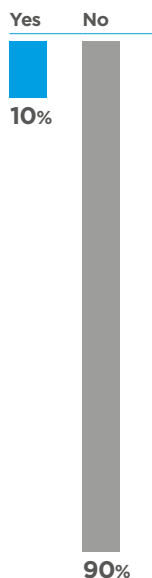
Employee quote: *‘I just wanted to reach out and say thank you! I appreciate all that you do! These newsletters, reminders, tips and classes are so very helpful! I am excited for the new “Stress Buster” newsletter! I hop in on sessions when I can... and recorded sessions are great, too! I just wanted you all to know how much you are appreciated.’* ”

Merck & Co, *‘Live It: 2020/2021 Annual Wellbeing Report’*<sup>56</sup>





## Q27. Do companies use key performance indicator(s) to measure and report on the impact of workplace mental health strategies?



Workplace mental health management is a complex matter and health data are sensitive. However, it is important for companies to be able to develop appropriate performance metrics for measuring the impact of their mental health strategies. The purpose of this question is not to be prescriptive about the metrics that should be adopted. Companies are best placed to decide which qualitative and quantitative metrics are most relevant to informing management decisions linked to their workplace mental health strategies.

### Benchmark findings

Our assessment found that 10 out of the 100 companies assessed monitor and report on mental health-related key performance indicators (KPIs). These include KPIs related to employee engagement and wellbeing assessment scores, the return on investment in mental health programmes, and the proportion of employees benefitting from access to support services and flexible working arrangements.

It was noted that some companies reported that they are in the process of developing

metrics, while other companies refer to using metrics but indicate that these are reported internally only.

Companies are encouraged to evaluate the effectiveness of their workplace mental health programmes using appropriate performance metrics. It is appreciated that companies need time to reach a level of confidence in the accuracy and reliability of their data before publishing their performance data. Companies typically undergo a process of refining their metrics and the internal systems used to capture and collate these. Companies are also interested in understanding which metrics are used by other companies to measure the impact of workplace mental health strategies. The intention, through this benchmark, is to highlight useful examples of relevant KPIs linked to mental health so that, over time, we can build a body of knowledge on the metrics being used by large corporations to drive performance on workplace mental health.

Below we provide two examples of the types of metrics used by companies to measure the impact of their mental health strategies.

### BHP Group

Region: Asia Pacific



“ We continue to assess the progress of our mental wellness journey by using our BHP Mental Health Maturity Curve Assessment for our operated assets, which includes pillars such as culture, capacity, prevention and recovery to assess year-on-year progress against those pillars and provide focus for future action. ”

BHP Group, *'Health at BHP (Mental Health)'*<sup>57</sup>

### Abbott Laboratories

Region: North America (USA and Canada)



“ We have a separate Global Health Scorecard that our site and divisional leaders use to track implementation of our occupational health and well-being initiatives. The Global Health Scorecard is used to monitor the annual occupational health and wellness performance of our manufacturing and R&D sites. It uses a dynamic scoring system, with the requirement for each site to increase its score year over year. ”

Abbott Laboratories, *'2020 Global Sustainability Report'*<sup>58</sup>

## Looking ahead

CCLA is committed to developing its mental health programme further. As investors, we believe that workplace mental health is potentially material to long-term value creation. Given the high level of psychological distress present across global workforces, we believe we also have a moral imperative to continue to work with companies to improve corporate mental health management systems and processes.

This benchmark is an essential step towards a better understanding of the relative performance of companies on workplace mental health. It offers a clear framework around which businesses can structure their management and disclosures and provides investors with an objective evaluation and engagement tool.

We will:

### 1. Continue to build investor support for the Global Investor Statement on Workplace Mental Health

In June 2022, we started to build support for a Global Investor Statement on Workplace Mental Health. The aim was to mobilise the investment industry behind this important topic and to magnify the investor voice. The statement has 34 signatories representing US\$7 trillion in assets under management.

The statement outlines the expectations by investors of companies to ensure that business performance is optimised, both through a healthy and productive workforce and through the elimination of unnecessary costs associated with poor mental health. It calls on investors to encourage companies to develop and implement effective management systems and processes on workplace mental health, and to report annually on their workplace mental health strategies and performance.

We will continue to build this coalition.

### 2. Use the CCLA Corporate Mental Health Benchmark in collaborative engagement work

From early 2023, we will begin collaborative engagement work with investor signatories to the **Global Investor Statement on Workplace Mental Health**. Each willing investor will be allocated one (or more) company and encouraged to use the benchmark's findings as a tool for engagement.

Undertaken with an appropriate level of respect and support, we are confident that discussions between investors and companies will bring about real progress on workplace mental health.

### 3. Repeat the 100 UK and Global 100 benchmarks in 2023

We will conduct the second iteration of the UK 100 and Global 100 benchmarks in mid-2023. We expect to cover the same scope of companies and broadly the same methodology to allow for meaningful year-on-year comparison. The list of companies within the scope of the benchmarks may be slightly different depending on the market capitalisation and employee figures of each. We will write to all companies in January 2023 to confirm their inclusion in the 2023 benchmark cycle, and we will share with them the timeline for company assessments and publication of the benchmark results.

# 2022 benchmark assessment criteria

The criteria against which each company is assessed is set out below. Each company is assessed based on information that is publicly available at the time of the assessment. Full details for each question – the rationale, scoring and explanatory notes – are available on the [CCLA website](#).

## CCLA Corporate Mental Health Benchmark Assessment

Section	Maximum achievable score
Management commitment and policy	73
Governance and management	77
Leadership and innovation	22
Performance reporting and impact	50
Total score	222

### Management commitment and policy

Question	Criterion	Maximum achievable score
Q1	Does the company acknowledge workplace mental health as an important concern for the business?	10 points
Q2	Is there a statement from the CEO signalling the company's leadership commitment to workplace mental health?	10 points
Q3	Does the company publish an overarching corporate mental health policy (or equivalent)?	10 points
Q4	Does the policy statement (or equivalent) provide a clear explanation of scope?	15 points
Q5	Does the company have a clear management commitment to encouraging a culture of openness on mental health?	10 points
Q6	Does the company support the principles of good work by having a formal commitment to diversity, equity and inclusion (DEI)?	3 points
Q7	Does the company support the principles of good work by having a formal commitment to fair pay and financial wellbeing?	3 points
Q8	Does the company support the principles of good work by having a formal position on employee information and consultation?	3 points
Q9	Does the company support the principles of good work by having a formal position on flexible working?	3 points
Q10	Does the company support the principles of good work by having a formal position on career progression and job adjustment?	3 points
Q11	Does the company support the principles of good work by having a formal position on anti-bullying and non-harassment (or equivalent)?	3 points

## Governance and management

Question	Criterion	Maximum achievable score
Q12	Has the company assigned management responsibility for workplace mental health to an individual or specified committee?	10 points
Q13	Has the company set objectives or targets for the management of mental health in the workplace?	10 points
Q14	Does the company provide mental health training to: a) line managers? b) dedicated individuals (e.g. mental health first aiders)?	10 points
Q15	Has the company developed formal initiatives or programmes to raise awareness of mental health in the workplace? Are customers or suppliers involved?	7 points
Q16	Does the company provide access to mental health services and support either internally or externally?	5 points
Q17	Does the company encourage openness about mental health and offer appropriate workplace adjustments to workers who require them: a) during the recruitment process? b) throughout employment?	10 points
Q18	Are employees given the opportunity to participate in the design or development of workplace mental health initiatives?	5 points
Q19	Does the company have formal processes for measuring employee engagement (e.g. confidential pulse survey, engagement panel) and does this information support workplace mental health measurement and initiatives?	10 points
Q20	Does the company conduct third-party assurance of its mental health strategy and practices?	10 points

## Leadership and innovation

Question	Criterion	Maximum achievable score
Q21	Does the company participate in industry initiatives or partnerships aimed at promoting positive mental health in the workplace? Are customers or suppliers involved?	12 points
Q22	Does the company provide examples of employee communications on workplace mental health?	10 points

## Performance reporting and impact

Question	Criterion	Maximum achievable score
Q23	Does the company publish details of its mental health approach in its annual report and accounts (or equivalent)?	10 points
Q24	Does the company report on progress against its objectives or targets related to mental health?	10 points
Q25	Does the company report on the proportion of line managers or dedicated individuals in the workforce who are trained in workplace mental health?	10 points
Q26	Does the company report on the uptake of its mental health programmes or initiatives?	10 points
Q27	Does the company use key performance indicator(s) to measure and report on the impact of its workplace mental health strategy?	10 points

## Appendix 2

# List of the global companies covered by the 2022 benchmark

The 100 largest global companies covered by the benchmark were selected on 6 January 2022 by market capitalisation and workforce size (over 10,000 employees).

Company name	Market capitalisation (£m)	Number of employees	Country of domicile	Sector
Abbott Laboratories	238,312	109,000	United States	Health care
AbbVie	241,828	50,000	United States	Health care
Accenture	241,736	674,000	Ireland	Information technology
Adobe	252,388	25,988	United States	Information technology
Advanced Micro Devices	163,764	12,600	United States	Information technology
Agricultural Bank of China	161,520	454,081	China	Financials
Alibaba Group Holding	349,356	258,578	China	Consumer discretionary
Alphabet	1,837,095	150,028	United States	Communication services
Amazon.com	1,654,569	1,468,000	United States	Consumer discretionary
Apple	2,813,105	100,000	United States	Information technology
ASML	286,781	30,684	Netherlands	Information technology
AstraZeneca	178,324	76,100	UK	Health care
AT&T	187,166	214,840	United States	Communication services
Bank of America	399,383	209,407	United States	Financials
Bank of China	135,888	305,594	China	Financials
Berkshire Hathaway	704,272	360,174	United States	Financials
BHP Group	159,352	34,478	Australia	Materials
Bristol-Myers Squibb	145,098	30,250	United States	Health care
Broadcom	255,742	20,000	United States	Information technology
Charles Schwab	173,916	32,400	United States	Financials
Chevron	241,211	47,736	United States	Energy
China Construction Bank	189,931	345,775	China	Financials
China Merchants Bank	198,830	90,078	China	Financials
Cisco Systems	260,395	79,500	United States	Information technology
Coca-Cola Company	259,770	80,300	United States	Consumer staples
Comcast	231,233	168,000	United States	Communication services
Contemporary Amperex Technology	196,246	33,078	China	Industrials
Costco Wholesale	227,485	288,000	United States	Consumer staples
CVS Health	139,372	300,000	United States	Health care
Danaher	215,431	69,000	United States	Health care
Eli Lilly and Company	247,279	34,914	United States	Health care
Exxon Mobil	293,683	72,000	United States	Energy
Goldman Sachs Group	139,129	40,800	United States	Financials
Hermès International	164,732	19,966	France	Consumer discretionary
Home Depot	405,290	500,000	United States	Consumer discretionary
Honeywell International	146,035	113,000	United States	Industrials
HSBC	136,328	223,448	UK	Financials
ICBC	252,443	430,335	China	Financials
Intel	224,641	117,200	United States	Information technology



<b>Company name</b>	<b>Market capitalisation (£m)</b>	<b>Number of employees</b>	<b>Country of domicile</b>	<b>Sector</b>
Intuit	161,787	13,500	United States	Information technology
Johnson & Johnson	448,200	134,500	United States	Health care
JPMorgan Chase & Co	493,382	265,790	United States	Financials
Kweichow Moutai Co.	382,417	29,301	China	Consumer staples
Linde	170,100	74,207	Ireland	Materials
L'Oréal	250,791	85,392	France	Consumer staples
Lowe's	166,166	300,000	United States	Consumer discretionary
LVMH Moët Hennessy Louis Vuitton	404,855	163,000	France	Consumer discretionary
Mastercard	353,996	21,000	United States	Information technology
McDonald's	195,569	200,000	United States	Consumer discretionary
Medtronic	143,155	90,000	Ireland	Health care
Meituan	163,688	90,540	China	Consumer discretionary
Merck & Co	205,334	74,000	United States	Health care
Meta Platforms	916,228	68,177	United States	Communication services
Microsoft	2,349,998	181,000	United States	Information technology
Morgan Stanley	186,888	73,620	United States	Financials
Nestlé	370,795	273,000	Switzerland	Consumer staples
NextEra Energy	164,937	13,900	United States	Utilities
NIKE	234,190	73,300	United States	Consumer discretionary
Novartis	218,472	110,000	Switzerland	Health care
Novo Nordisk	231,925	46,982	Denmark	Health care
NVIDIA	688,300	13,532	United States	Information technology
Oracle	235,747	132,000	United States	Information technology
PayPal	220,182	26,500	United States	Information technology
PepsiCo	237,968	291,000	United States	Consumer staples
PetroChina Co	143,117	423,243	China	Energy
Pfizer	317,969	78,500	United States	Health care
Philip Morris International	155,901	71,000	United States	Consumer staples
Ping An Insurance (Group)	148,000	362,035	China	Financials
Procter & Gamble	381,771	101,000	United States	Consumer staples
Prosus	175,163	22,427	Netherlands	Consumer discretionary
QUALCOMM	202,888	45,000	United States	Information technology
Reliance Industries	224,843	236,334	India	Energy
Roche	355,807	97,735	Switzerland	Health care
Royal Bank of Canada	161,238	85,301	Canada	Financials
Salesforce	227,318	69,530	United States	Information technology
Samsung Electronics	394,410	287,000	South Korea	Information technology
SAP	169,897	105,015	Germany	Information technology
Saudi Arabian Oil (Saudi Aramco)	1,918,465	79,000	Saudi Arabia	Energy
Shell	182,061	87,000	UK	Energy
Siemens	144,637	303,000	Germany	Industrials
Sony Group	157,240	109,700	Japan	Consumer discretionary

Company name	Market capitalisation (£m)	Number of employees	Country of domicile	Sector
Tata Consultancy Services	196,050	528,748	India	Information technology
Tencent	566,889	107,348	China	Communication services
Tesla	1,074,051	70,757	United States	Consumer discretionary
Texas Instruments	168,904	30,000	United States	Information technology
Thermo Fisher Scientific	242,974	90,000	United States	Health care
Toronto-Dominion Bank	144,790	89,658	Canada	Financials
TotalEnergies	141,528	105,476	France	Energy
Toyota Motor Corporation	327,910	372,286	Japan	Consumer discretionary
TSMC	609,763	51,297	Taiwan	Information technology
Unilever	136,989	150,000	UK	Consumer staples
Union Pacific	157,916	29,910	United States	Industrials
United Parcel Service	181,642	543,000	United States	Industrials
UnitedHealth Group	434,617	330,000	United States	Health care
Verizon Communications	223,321	118,500	United States	Communication services
Visa	459,325	21,500	United States	Information technology
Volkswagen	135,303	645,318	Germany	Consumer discretionary
Walmart	397,885	2,200,000	United States	Consumer staples
Walt Disney Company	285,427	190,000	United States	Communication services
Wells Fargo & Company	221,331	253,871	United States	Financials
	<b>35,911,467</b>	<b>19,004,062</b>		

Data source: Bloomberg.

## Further reading

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### Corporate commitments

Global Business Collaboration for Better Workplace Mental Health

The Mental Health at Work Commitment  
Time to Change Employer Pledge (Closed)

# Glossary

## Absenteeism

Absenteeism refers to absence from work that extends beyond what would be considered ordinary and reasonable, for example, due to holiday, personal time or occasional illness. Companies expect their employees to miss some work each year for legitimate reasons, but absenteeism refers to sustained periods of unplanned absence.

## Good work

We recognise that employment can have a positive impact on an individual's mental health and that good work is good for mental health. Good work can help prevent new mental health problems and support those with existing conditions to get on in work and thrive.<sup>59</sup> The benchmark recognises the components of good work as diversity, equity and inclusion (DEI), flexible working, fair pay and financial wellbeing, employee information and consultation, career progression and job design, and the absence of harassment and bullying in the workplace.

## Healthy workplace

Definitions of a 'healthy workplace' have evolved over past decades, from an almost exclusive focus on the physical work environment (traditional occupational health and safety, dealing with physical, chemical, biological and ergonomic hazards) to a much broader definition that includes lifestyle and psychosocial factors as well. The World Health Organization's definition of a healthy workplace is one in which workers and managers collaborate to use a continual improvement process to protect and promote the health, safety and wellbeing of workers and the sustainability of the workplace by considering the following, based on identified needs:

- health and safety concerns in the physical work environment
- health, safety and wellbeing concerns in the psychosocial work environment, including organisation of work and workplace culture
- personal health resources in the workplace, and

- ways of participating in the community to improve the health of workers, their families and other members of the community.<sup>60</sup>

## Mental health

Mental health is not the same as 'mental ill health'. It is a continuum that includes emotional wellbeing, mental health conditions and mental illness. We all have mental health, just as we all have physical health. The World Health Organization defines good mental health as: 'a state of wellbeing in which every individual realises his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully and is able to make a contribution to his or her society'.<sup>61</sup>

'Poor mental health' includes the full spectrum, from common mental health conditions, such as anxiety and depression, to more severe illnesses, such as bipolar disorder and schizophrenia.

## Mental health at work

'Mental health at work' includes not only mental health problems that have been caused by work, but also those that are brought to and experienced in the workplace.<sup>62</sup>

## Presenteeism

Presenteeism refers to the lost productivity that occurs when employees are not fully functioning in the workplace because of an illness, injury or other condition. Presenteeism is associated with increases in reported common mental health conditions as well as stress-related absence, which are among the top causes of long-term sickness absence.

## Wellbeing

'Wellbeing' is a broad concept and is described as relating to the following areas in particular:

- personal dignity (including treatment of the individual with respect)
- physical and mental health and emotional wellbeing
- protection from abuse and neglect

- control by the individual over their day-to-day life (including over care and support provided and the way they are provided)
- participation in work, education, training or recreation
- social and economic wellbeing
- domestic, family and personal domains
- suitability of the individual's living accommodation
- the individual's contribution to society.

There is no hierarchy in the areas of wellbeing listed above – all are equally important. There is also no single definition of wellbeing, as how this is interpreted will depend on the individual, their circumstances and their priorities.

### **Workplace wellbeing**

'Workplace wellbeing' relates to all aspects of working life, from the quality and safety of the physical environment to how workers feel about their work, their working environment, the climate at work and work organisation.<sup>63</sup>

### **Work-related stress**

Work-related stress is the response people may have when presented with work demands and pressures that are not matched to their knowledge and abilities and which challenge their ability to cope. Stress occurs in a wide range of work circumstances but is often made worse when employees feel they have little support from supervisors and colleagues, as well as little control over work processes.

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