

# UK 100 Report

2023

Corporate  
Mental Health  
Benchmark



CCLA

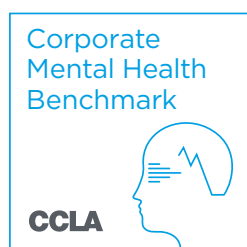


**CCLA**

GOOD INVESTMENT

# Contents

Acknowledgements	<b>3</b>
Foreword	<b>4</b>
Executive summary	<b>5</b>
Chapter 1 Why corporate mental health?	<b>7</b>
Chapter 2 Company ranking and performance breakdown	<b>9</b>
Chapter 3 Key findings and areas for improvement	<b>18</b>
Chapter 4 A vision for company and investor action	<b>25</b>
Chapter 5 About the benchmark	<b>26</b>
Chapter 6 Detailed findings	<b>31</b>
Chapter 7 Looking ahead	<b>73</b>
Appendix 1 2023 Benchmark assessment criteria	<b>74</b>
Appendix 2 List of UK companies covered by the 2023 benchmark	<b>76</b>
Appendix 3 Recommended reading	<b>79</b>
Glossary	<b>80</b>
Endnotes	<b>82</b>



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 to the Global Investor Statement on Workplace Mental Health. Please email [amy.browne@ccla.co.uk](mailto:amy.browne@ccla.co.uk).

# Acknowledgements

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

- Paul Farmer CBE, Age UK
- Lord Dennis Stevenson CBE
- Dr Junko Umihara, Showa Women's University
- Dr Richard Caddis, BT
- Dr Shekhar Saxena, Harvard T H Chan School of Public Health
- Elena Espinoza, United Nations Principles for Responsible Investment
- Remi Fernandez, United Nations Principles for Responsible Investment
- Elizabeth Sheldon, CCLA
- Dr James Corah, CCLA
- Peter Hugh Smith, CCLA

The companies, investors and other stakeholders who participated in the 2020 benchmark consultation process, and the many companies who have engaged with the assessment process since.

Also, at Chronos Sustainability: Amanda Williams, Dr Nathan Williams, Dr Rebecca Drury, Chup Priovashini, Sheila Courtney, and Dr Rory Sullivan.

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 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 an 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? Surely by how they affect the real world, rather than by abstract ESG ratings.

Climate action failure, social cohesion erosion, public health crises all represent system-wide dangers, not only to portfolios but also to the environment and the function of society. These issues 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.

# James Corah

Head of Sustainability, CCLA

The sustainable investment industry has a remarkable power to do good in the world. It can be a catalyst for change on the most important social and environmental challenges of our time. But this isn't change for the sake of altruism; it is in our interest to be a force for good. Today's sustainability challenges are tomorrow's economic headwinds.

The drivers are not just financial, they are also commercial. Our clients – the people who buy sustainable investment funds – want us to do it. Ninety-one percent of CCLA's investors who responded to a recent survey said that they wanted their funds to have an explicit objective to drive change.

Yet, for some reason, our sector hasn't been able to grasp this challenge. With some notable, and celebrated, exceptions, it remains fixated on portfolio themes and ESG metrics, blinkered to the need to step up and make the world a better place.

How do we build a manifesto for change? One that genuinely unleashes the power of investment assets to build a better world?

It starts by looking beyond the portfolio. Sustainability challenges are mostly systemic: they affect everything. Therefore, they require a systemic solution. Simply buying companies that are already doing the right thing won't work. Instead, we need to move every company – even the most unsustainable ones – forward.

The approach requires persistence and patience; it can't ask once and take no for an answer. It also needs to be 'additive': to make things happen that wouldn't otherwise have come about.

This is what the CCLA Mental Health Benchmark does. It focuses the investment industry on the win-win that is thinking seriously about mental health. It has been persistent: companies have been pushed to respond to their scores, to move their policies and processes forward. And, although only in its second iteration, it is already moving expected norms across the markets. Companies are responding.

From our Chief Executive, Peter Hugh Smith, who financially backed a new idea; to Chronos Sustainability, who, as technical partner, has supported us all the way; and Amy Browne, who has executed the project better than anyone could have imagined; I am truly grateful.

But I am most grateful to the companies who take this issue seriously, and who are using the CCLA Corporate Mental Health benchmark as a tool to improve. Together we can ensure that everyone is able to benefit from a supportive and healthy workplace. As you will read, it is in everyone's interest to make this happen.

# Executive summary

The publication of this benchmark coincides with a period of ongoing social and economic challenge. In the aftermath of the Covid-19 pandemic, the effects of which endure, the UK is now living through a cost-of-living crisis, with wide-ranging implications for the population's mental and physical health.

For employers, effectively managing mental health in the workplace is 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. Companies, investors and society all stand to gain.

CCLA is pleased to present the second iteration of the CCLA Corporate Mental Health Benchmark – UK 100. The benchmark assesses 100 of the largest UK-listed companies\* on their global 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 peers.

Each company 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 (see Appendix 1).

Every company was invited to review and comment on its own preliminary assessment report before the scores were finalised. On the date of publication, each company was 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. However, while there is clearly more work to do for UK companies in adopting a strategic approach to workplace mental health, the findings of the 2023 UK 100 benchmark provide encouraging signs that mental health is increasingly acknowledged by companies as an important business issue.



\*Defined by market capitalisation and workforce size (with more than 10,000 employees). Direct Line Insurance Group is included for year-on-year comparison purposes even though its workforce size reduced to fewer than 10,000 employees in 2023.

In 2023, we find that:

### UK companies are sharpening their focus on workplace mental health.

Twenty-four companies have moved up at least one performance tier and the overall average score has increased to 40% in 2023, up from 35% in 2022.

### Ten companies have moved upwards out of performance tier 5.

As a result, 80% of UK companies now rank in tiers 1 to 4 and can be considered 'on the journey' to integrating workplace mental health into business strategies.

### The number of companies in tiers 1 and 2 has almost doubled.

In 2022, 10 companies were placed in the top performing tiers 1 and 2. In 2023, that number has increased to 19 companies.

### Over 4 in 10 companies now acknowledge the link between financial wellbeing and mental health.

The cost-of-living crisis appears to be a catalyst for change: 43% of companies recognise the link in 2023, up from just 26% in 2022.

### More than half of UK companies now encourage a culture of openness on mental health.

57% of companies state a management commitment to tackling the stigma associated with workplace mental health; an increase of 13 percentage points on 2022.

This is only the second iteration of the CCLA Corporate Mental Health Benchmark, but the evidence suggests that it is already starting to inform corporate approaches to formalising and reporting on workplace mental health.

In common with the findings of the 2022 UK benchmark, performance reporting and impact measurement remains the lowest scoring area on average in 2023. Over time, we expect this to improve, although we acknowledge it can only be achieved once companies have formalised their management commitments and governance of workplace mental health.

Importantly, the benchmark is now starting to serve as an important engagement tool and accountability mechanism for a growing global coalition of investors and asset owners. Signatories to the [Global Investor Statement on Workplace Mental Health](#) number 44 at the time of writing, representing in aggregate more than \$8.5 trillion in assets under management.

CCLA is committed to supporting companies in their efforts to make mental health an intrinsic part of their management focus. With an appropriate measure of respect and encouragement, and a powerful combination of annual benchmarking and investor engagement, we are beginning to transform the face of corporate mental health.

# Why corporate mental health?

Working life presents both opportunity and risk for employee mental health. ‘Good work’ – including autonomy, equality, 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>1 2</sup>

On the other hand, discrimination and poor working conditions – including but not limited to a lack of health and safety provision, poor work planning and ineffective people management – can result in stress and limits the ability of individuals to get on and thrive in work<sup>3</sup>.

The financial ramifications for employers are profound. An estimated 17 billion productive working days are lost globally every year to depression and anxiety alone, at a cost of nearly \$1 trillion (£790 billion).<sup>4</sup> In the UK, private sector employers lose £43–46 billion each year to poor workplace mental health, from a combination of sickness absence, presenteeism, and costs associated with workforce turnover.<sup>5</sup> Mental ill health is unquestionably a business risk and should be managed as such.

According to the Global Health Data Exchange, approximately 15% of the world’s working population experience a mental disorder at any given time.<sup>6</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 meaningfully.

There are material savings to be made. Research published by Deloitte suggests that employers can expect a return of £5.30 on average for every £1 spent, through benefits such as improved worker engagement, enhanced productivity, increased innovation, and organisational sustainability.<sup>7</sup>

Business concern around workplace mental health is growing, thanks not only to a growing body of evidence on the financial costs associated with poor health, but also greater awareness by the public and investors. Studies by leading proponents of workplace mental health are adding momentum to the topic. The new World Health Organisation *Guidelines on Mental Health at Work*,<sup>8</sup> for example, and the accompanying Policy Brief in conjunction with the International Labour Organization (ILO),<sup>9</sup> make a strong case for active interventions to improve workplace mental health.

---

Globally, an estimated 17 billion working days are lost every year to depression and anxiety at a cost of nearly \$1 trillion (£790 billion)

---

We are seeing the emergence of employer-driven networks and multistakeholder partnerships, such as the Global Business Collaboration for Better Workplace Mental Health and, in the UK, the City Mental Health Alliance. The recently introduced ISO 45003 standard on psychological health and safety at work raises the profile of the topic still further.<sup>10</sup>

A 2021 report by the Wellcome Trust's Workplace Mental Health Commission recognises that the field is a fast-evolving one, and that there are many well-intentioned initiatives aimed at supporting workplace mental health. However, the report finds that companies' ability to support mental

health in the workplace will continue to be limited without a more robust evidence base showing what interventions work, for whom, and in what context.<sup>11</sup> Without this understanding businesses cannot know whether their good intentions are having the intended impact.

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

---

According to Deloitte, £1 invested in workplace mental health interventions yields an average return of £5.30

---

### A note on currencies quoted in this report

All values quoted in published research are stated in their original currency. However, for relevance to a UK audience, the values are also shown in pounds sterling.

The exchange rates used are mid-market rates and are accurate at the time of writing. These are shown below:

	<b>GBP (£)</b>	<b>USD (\$)</b>
GBP (£)	1.0	1.25879
USD (\$)	0.794413	1.0



# Company ranking and performance breakdown

UK-listed companies were selected based on their market capitalisation (the largest as at January 2023) and their workforce size (companies with 10,000 or more global employees).

The 100 companies, which broadly mirror those assessed in 2022, represent 11 industry sectors, which are classified using the Global Industry Classification Standard (GICS) as: communication services, consumer discretionary, consumer staples, energy, financials, health care, industrials, information technology, materials, real estate, and utilities.

Together, the 100 companies have a combined workforce of five million employees (see Appendix 2).

Company assessments and quality assurance were conducted between 1 March and 4 April 2023. Companies were then invited to review their preliminary assessments during April, before the scores were finalised.



---

5 million employees – the combined workforce of the 100 UK companies covered by the 2023 benchmark

---

## Company rankings and distribution

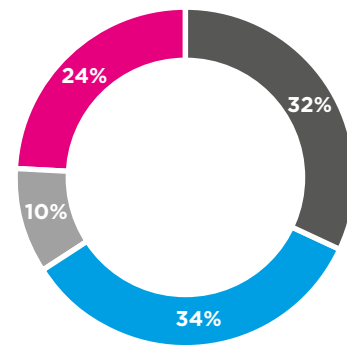
Companies are evaluated against 27 assessment criteria, based on the information that was publicly available at the date of the assessment.

The assessment criteria cover four key thematic pillars: management commitment and policy; governance and management; leadership and innovation; and performance reporting and impact. Each pillar is weighted as illustrated below (see Appendix 1 for full benchmark assessment criteria).

Rankings are based on overall company scores as a percentage of the maximum score available in the 2023 UK 100 benchmark.

Ranking companies across five performance tiers (set out below) allows us to evaluate the performance of companies in the benchmark based on the maturity of their approach to workplace mental health. The framework recognises that every company is at a different stage in the journey towards integrating mental health into business strategies and reporting.

**Weighting by assessment pillar  
(% of points available)**

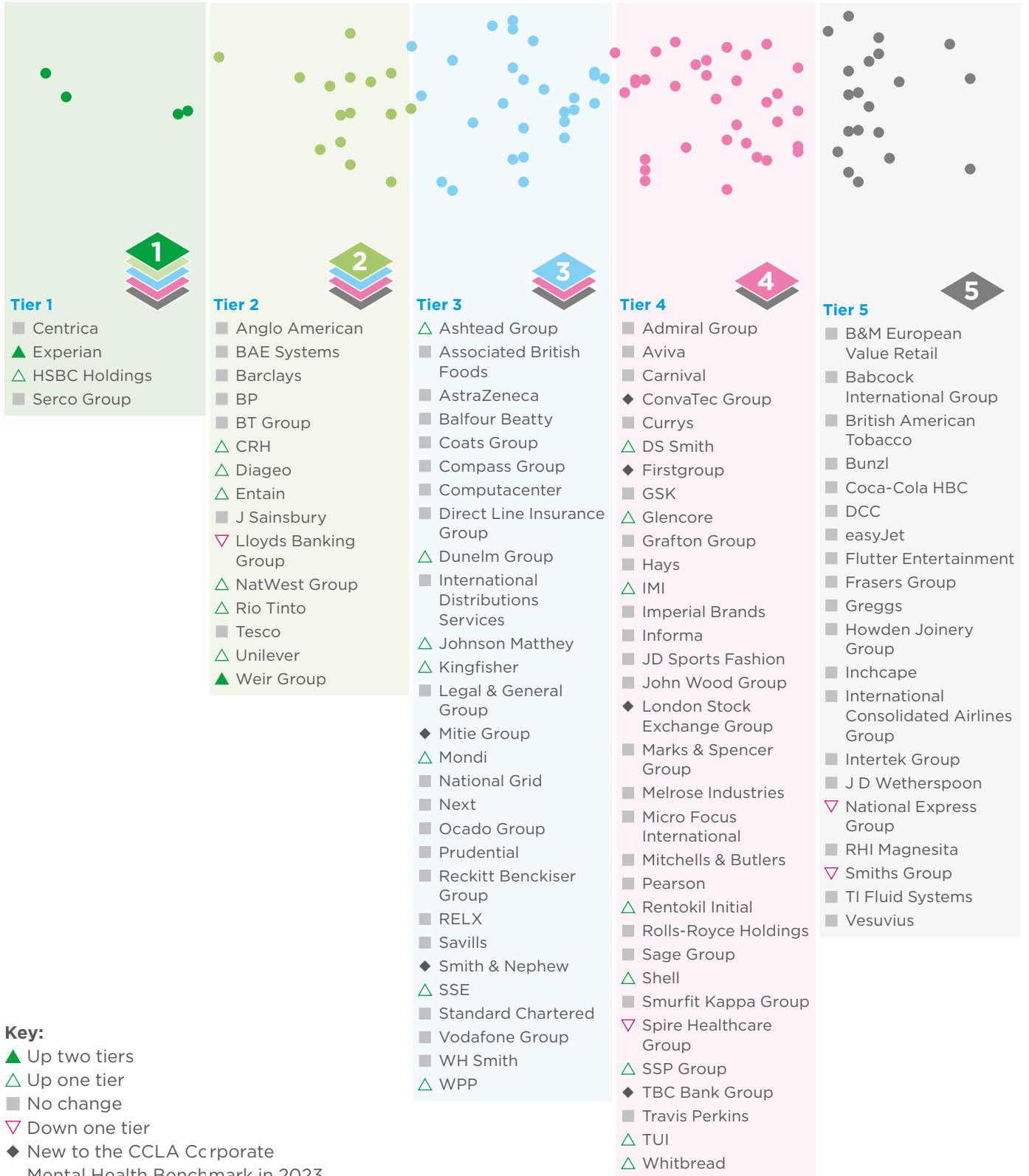


- Management commitment and policy
- Governance and management
- Leadership and innovation
- Performance reporting and impact

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

# Company performance

Within each tier boundary, companies are listed in alphabetical order.



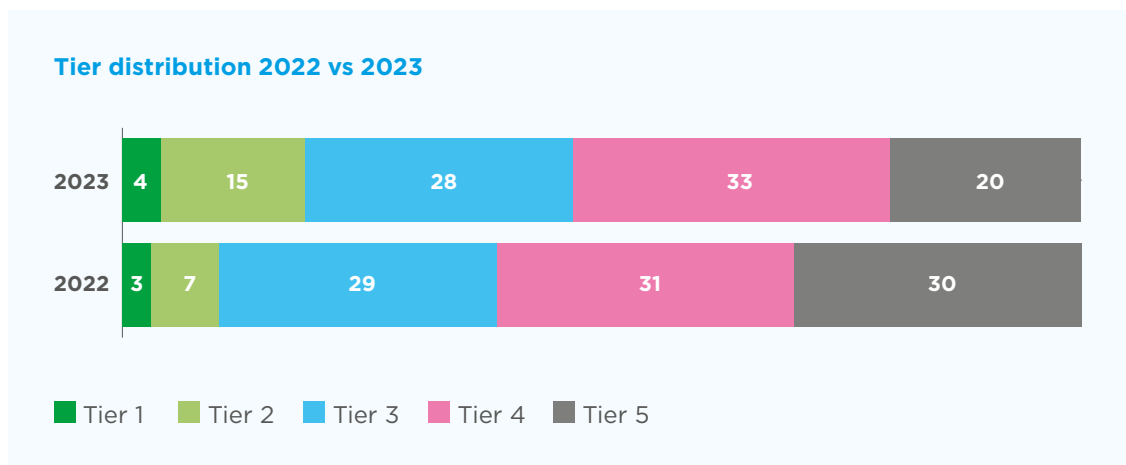
Our dialogue with some of the companies assessed suggests that the level of corporate reporting on workplace mental health may not yet fully reflect the activity taking place 'on the ground'. A lack of reporting renders it difficult for investors to assess companies accurately on the effectiveness of their management controls or their relative performance on mental health.

By repeating the assessment process annually, we aim to encourage greater disclosure on workplace mental health and enrich understanding among private sector employers of the business risks and opportunities presented by mental health.

We also expect that the findings of our annual assessments will demonstrate to companies how they might strengthen their management approaches and sustain a management focus on workplace mental health.

## Tier distribution

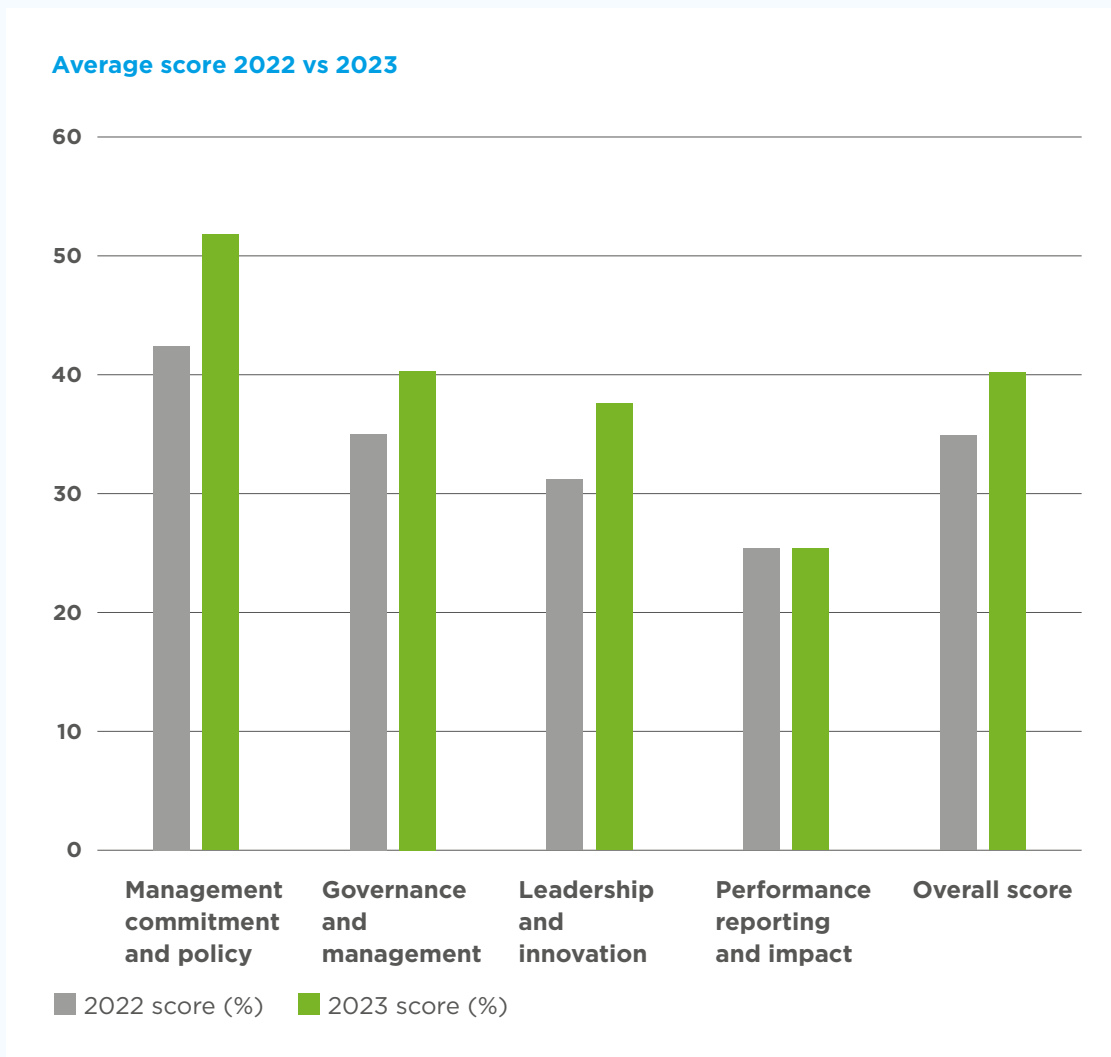
This chart indicates the change in the number of companies in each performance tier.



80% of UK companies now rank in tiers 1-4 and can be considered 'on the journey' to integrating workplace mental health into business strategies

## Average scores

This chart indicates the change in average scores achieved by UK companies across each of the four assessment pillars. It shows significant progress on three of the four assessment pillars, with management commitment and policy showing the greatest improvement overall.

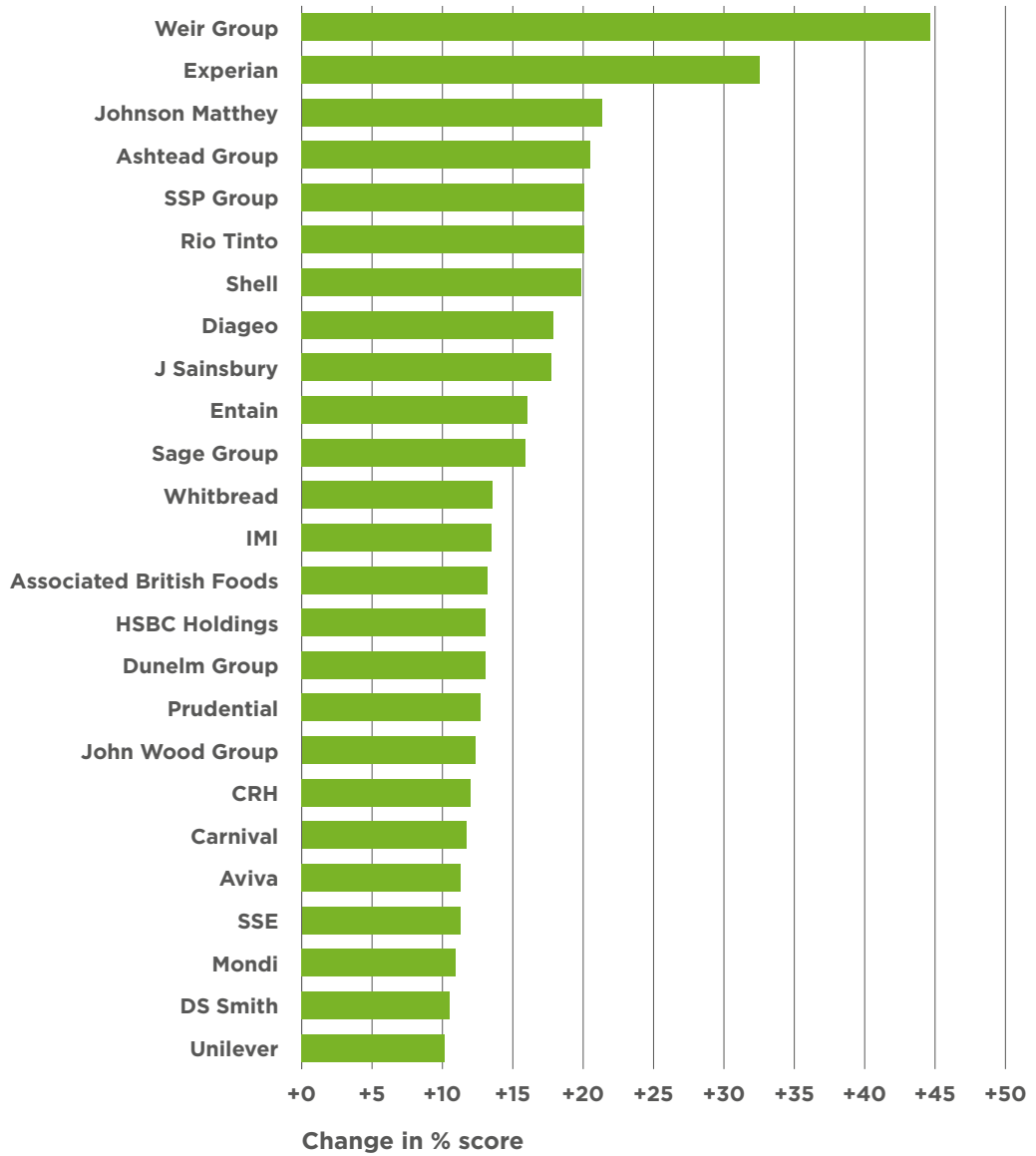


Benchmark companies achieved an overall mean average score of 40%, up from 35% in 2022, indicating that although workplace mental health is an immature business issue, it is gaining momentum

## Top improvers by overall score

The following companies improved by 10 percentage points or more against the assessment criteria between 2022 and 2023 (showing the most improved first).

Percentage points change in overall score 2022 vs 2023



## Top performers by assessment pillar

Here, we name the top performers in 2023 by assessment pillar.

### Management commitment and policy

Position	Company
=1	Centrica
=1	Experian
2	Diageo
3	Prudential
=4	CRH
=4	J Sainsbury
=5	Dunelm Group
=5	Weir Group
=6	BT Group
=6	Serco Group

### Leadership and innovation

Position	Company
=1	BAE Systems
=1	Barclays
=1	Centrica
=1	CRH
=1	Entain
=1	Experian
=1	Firstgroup
=1	HSBC Holdings
=1	Lloyds Banking Group
=1	National Grid
=1	Serco Group
=1	Unilever

### Governance and management

Position	Company
1	Serco Group
2	Centrica
3	Experian
4	J Sainsbury
=5	BT Group
=5	Compass Group
=5	HSBC Holdings
=6	Anglo American
=6	Weir Group
7	Tesco

### Performance reporting and impact

Position	Company
=1	Centrica
=1	Serco Group
2	HSBC Holdings
=3	J Sainsbury
=3	Standard Chartered
=4	Anglo American
=4	Barclays
=4	Experian
=4	NatWest Group
=4	Tesco

# Company performance by assessment pillar

The following chart indicates the performance of each company in the benchmark across the four assessment pillars. Companies are listed in alphabetical order.

Company	Tier	Management commitment and policy	Governance and management	Leadership and innovation	Performance reporting and impact
Admiral Group	4	●	●	●	●
Anglo American	2	●	●	●	●
Ashtead Group	3	●	●	●	●
Associated British Foods	3	●	●	●	●
AstraZeneca	3	●	●	●	●
Aviva	4	●	●	●	●
B&M European Value Retail	5	●	●	●	●
Babcock International Group	5	●	●	●	●
BAE Systems	2	●	●	●	●
Balfour Beatty	3	●	●	●	●
Barclays	2	●	●	●	●
BP	2	●	●	●	●
British American Tobacco	5	●	●	●	●
BT Group	2	●	●	●	●
Bunzl	5	●	●	●	●
Carnival	4	●	●	●	●
Centrica	1	●	●	●	●
Coats Group	3	●	●	●	●
Coca-Cola HBC	5	●	●	●	●
Compass Group	3	●	●	●	●
Computacenter	3	●	●	●	●
ConvaTec Group*	4	●	●	●	●
CRH	2	●	●	●	●
Currys	4	●	●	●	●
DCC	5	●	●	●	●
Diageo	2	●	●	●	●
Direct Line Insurance Group	3	●	●	●	●
DS Smith	4	●	●	●	●
Dunelm Group	3	●	●	●	●
easyJet	5	●	●	●	●
Entain	2	●	●	●	●
Experian	1	●	●	●	●
Firstgroup*	4	●	●	●	●
Flutter Entertainment	5	●	●	●	●
Frasers Group	5	●	●	●	●
GSK	4	●	●	●	●
Glencore	4	●	●	●	●
Grafton Group	4	●	●	●	●
Greggs	5	●	●	●	●
Hays	4	●	●	●	●
Howden Joinery Group	5	●	●	●	●
HSBC Holdings	1	●	●	●	●
IMI	4	●	●	●	●
Imperial Brands	4	●	●	●	●
Inchcape	5	●	●	●	●
Informa	4	●	●	●	●
International Consolidated Airlines Group	5	●	●	●	●
International Distributions Services	3	●	●	●	●
Intertek Group	5	●	●	●	●

**Key:** ● First Quintile ● Second Quintile ● Third Quintile ● Fourth Quintile ● Fifth Quintile



Company	Tier	Management commitment and policy	Governance and management	Leadership and innovation	Performance reporting and impact
J D Wetherspoon	5	●	●	●	●
J Sainsbury	2	●	●	●	●
JD Sports Fashion	4	●	●	●	●
John Wood Group	4	●	●	●	●
Johnson Matthey	3	●	●	●	●
Kingfisher	3	●	●	●	●
Legal & General Group	3	●	●	●	●
Lloyds Banking Group	2	●	●	●	●
London Stock Exchange Group*	4	●	●	●	●
Marks & Spencer Group	4	●	●	●	●
Melrose Industries	4	●	●	●	●
Micro Focus International	4	●	●	●	●
Mitchells & Butlers	4	●	●	●	●
Mitie Group*	3	●	●	●	●
Mondi	3	●	●	●	●
National Express Group	5	●	●	●	●
National Grid	3	●	●	●	●
NatWest Group	2	●	●	●	●
Next	3	●	●	●	●
Ocado Group	3	●	●	●	●
Pearson	4	●	●	●	●
Prudential	3	●	●	●	●
Reckitt Benckiser Group	3	●	●	●	●
RELX	3	●	●	●	●
Rentokil Initial	4	●	●	●	●
RHI Magnesita	5	●	●	●	●
Rio Tinto	2	●	●	●	●
Rolls-Royce Holdings	4	●	●	●	●
Sage Group	4	●	●	●	●
Savills	3	●	●	●	●
Serco Group	1	●	●	●	●
Shell	4	●	●	●	●
Smith & Nephew*	3	●	●	●	●
Smiths Group	5	●	●	●	●
Smurfit Kappa Group	4	●	●	●	●
Spire Healthcare Group	4	●	●	●	●
SSE	3	●	●	●	●
SSP Group	4	●	●	●	●
Standard Chartered	3	●	●	●	●
TBC Bank Group*	4	●	●	●	●
Tesco	2	●	●	●	●
TI Fluid Systems	5	●	●	●	●
Travis Perkins	4	●	●	●	●
TUI	4	●	●	●	●
Unilever	2	●	●	●	●
Vesuvius	5	●	●	●	●
Vodafone Group	3	●	●	●	●
Weir Group	2	●	●	●	●
WH Smith	3	●	●	●	●
Whitbread	4	●	●	●	●
WPP	3	●	●	●	●

**Key:** ● First Quintile ● Second Quintile ● Third Quintile ● Fourth Quintile ● Fifth Quintile

\* These companies are new to the CCLA Corporate Mental Health Benchmark in 2023

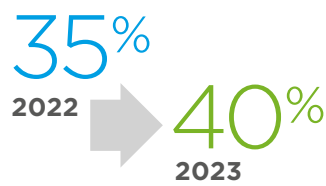
# Key findings and areas for improvement

UK companies are sharpening their focus on workplace mental health.

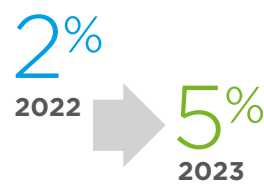
Across all benchmark tiers performance is improving. Twenty-four companies, between them employing almost 1.3 million people, have moved up at least one performance tier. The overall average score has increased to 40% in 2023, up from 35% in 2022.

Notably, the maximum and minimum company scores improved by eight and three percentage points, respectively. This indicates that companies across the range recognise the strong business case for investing in workplace mental health.

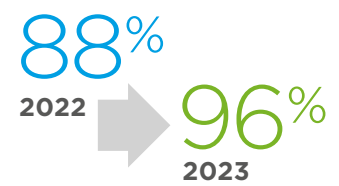
### Average score



### Minimum score



### Maximum score

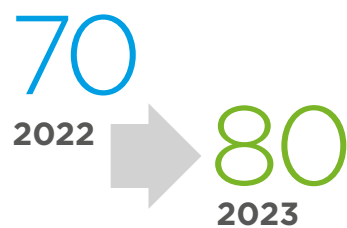


Ten companies have moved upwards, out of performance tier 5.

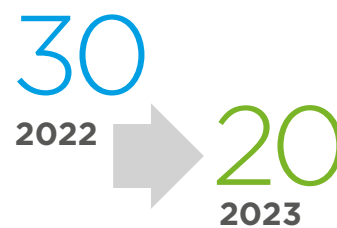
As a result, 80% of UK companies now rank in tiers 1 to 4 and can be considered 'on the journey' to integrating workplace mental health into business strategies.

The lowest-performing tier, tier 5, now comprises just 20 companies, compared to 30 companies in 2022. This 'rising tide' effect is encouraging, especially at such an early stage in the benchmarking project.

### Companies in tiers 1-4



### Companies in tier 5 (lowest)

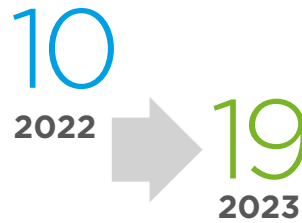


## The number of companies in tiers 1 and 2 has almost doubled.

In 2022, 10 companies were placed in the top performance tiers, 1 and 2. In 2023, the number has increased to 19 companies.

This is an impressive move and shows that a greater number of companies are formalising their commitments and fully integrating them into management processes and reporting cycles.

### Companies in tiers 1 and 2 (highest)

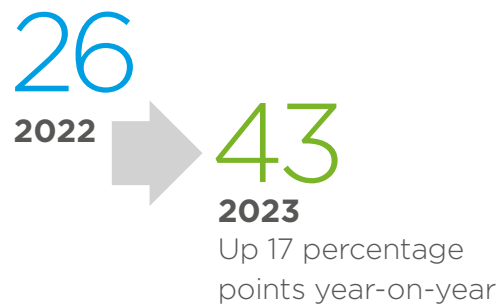


## More than four in ten companies acknowledge the link between financial wellbeing and mental health.

The cost-of-living crisis appears to be a catalyst for change: 43% of companies now recognise the link, up from just 26% in 2022. This is the most marked increase across the benchmark indicators.

Employers who provide fair pay and financial security can help to prevent new mental health problems from arising and support those with existing conditions to get on in work and thrive.

### Companies acknowledging the link between finances and mental health



## More than half of UK companies now encourage a culture of openness on mental health.


The stigma attached to poor mental health is one of the greatest barriers to positive change. Fifty-seven percent of companies now state a management commitment to tackling the stigma associated with workplace mental health; an increase of 13 percentage points on 2022.

However, with 43% of companies silent on commitments, there is still work to be done.

### Companies stating a management commitment to tackling stigma




## Some areas for improvement

 93% of companies recognise mental health as an important business issue (unchanged on 2022)


 However, 34% are yet to formalise their commitment to mental health in a policy statement

---

 57% of UK companies have committed to removing the stigma associated with mental health (up from 44% in 2022)


 Yet, few UK leaders are championing the issue. Just 37% have issued a public statement


---

 UK companies are investing in mental health programmes and initiatives, with 89% running awareness raising campaigns


 However, reporting on the uptake of these is rare, at just 33% of companies

---

 66% of companies have published a formal commitment to mental health in a policy statement (up from 52% in 2022)

 Yet, companies lack effective processes with which to sustain their focus – just 34% have assigned day-to-day operational responsibility for implementing policies

---

 37% of UK companies now set objectives or targets for the management of mental health in the workplace

 However, only 21% report on progress against those targets

## Sectoral analysis

Our review of the scoring by sector indicates that of the four largest sectors represented in the UK 100 benchmark (i.e. those with 10 or more companies), financials, with an overall average score of 52%, are the strongest performers.

The findings also reveal a significant variance in scoring within each of the four largest sectors, which has influenced average scores. The mean average score for each sector in 2022 and 2023 is set out in the table below.

\*Note: sectors with fewer than 10 companies (i.e. communication services, energy, health care, information technology, materials, real estate, and utilities) have been excluded from this analysis to minimise sampling error. The four sectors included below represent 72% of the companies evaluated by our annual benchmark.

Closer examination of the scoring by assessment pillar – covering management commitment and policy; governance and management; leadership and innovation; and performance reporting and impact – reveals that:

- Companies in the financials sector consistently perform better than the overall average score for all companies in the benchmark across all four pillars.
- Companies in the consumer staples sector perform better than the overall average score for three out of four pillars, but perform below the overall average on management commitment and policy. This suggests that some companies in the consumer staples sector have yet to publish formal positions on workplace mental health and associated ‘good work’ principles.
- Companies in the consumer discretionary and industrials sectors perform below the overall average for all companies across all four pillars.

Please refer to Appendix 2 for full list of companies and sectors.

Sector*	Number of companies in sector 2023	Overall average score (%) 2022	Overall average score (%) 2023
All sectors	100	35	40
Consumer discretionary	22	27	30
Consumer staples	11	45	48
Financials	12	53	52
Industrials	27	28	36

## Criteria scoring analysis

The following assessment criteria showed an improvement of ten percentage points or more in the proportion of companies that scored maximum points. We will continue to track year-on-year changes in scoring for

each question to better understand where progress is being made and, conversely, to highlight areas of limited or no progress.

Please refer to Appendix 1 for full assessment criteria.

### Assessment criteria showing greatest year-on-year improvement

Question number	Question text	% of companies scoring maximum points (2022)	% of companies scoring maximum points (2023)	% points difference
7	Does the company support the principles of good work by having a formal commitment to fair pay and financial wellbeing?	26%	43%	+17
5	Does the company have a clear management commitment to encouraging a culture of openness on mental health?	44%	57%	+13
16	Does the company provide access to mental health services and support either internally or externally?	63%	75%	+12
12b	Has the company assigned day-to-day operational management for workplace mental health?	23%	34%	+11
1	Does the company acknowledge workplace mental health as an important issue for the business?	52%	62%	+10
4b	Does the policy statement (or equivalent) provide a clear explanation of geographical/business area scope?	17%	27%	+10

**Key:**

- Management commitment and policy
- Leadership and innovation
- Governance and management
- Performance reporting and impact

There were no questions for which the proportion of companies scoring maximum points deteriorated by ten percentage points or more.

### Top ten performing assessment criteria

The table below shows the questions on which companies in the UK 100 benchmark scored highest in 2023. Companies scoring partial points are excluded from this analysis.

Question number	Question text	% of companies scoring maximum points
15	Has the company developed formal initiatives or programmes to raise awareness of mental health in the workplace? Are customers or suppliers involved?	75%
16	Does the company provide access to mental health services and support either internally or externally?	75%
1	Does the company acknowledge workplace mental health as an important issue for the business?	62%
7	Does the company support the principles of good work by having a formal commitment to fair pay and financial wellbeing?	43%
6	Does the company support the principles of good work by having a formal commitment to diversity, equity and inclusion (DEI)?	37%
19	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?	37%
8	Does the company support the principles of good work by having a formal position on board-employee information and consultation, or equivalent?	21%
11	Does the company support the principles of good work by having a formal position on anti-bullying and non-harassment, or equivalent?	18%
23	Does the company publish details of its mental health approach in its annual report and accounts (or equivalent)?	16%
10	Does the company support the principles of good work by having a formal position on career progression and job design and adjustment?	10%

**Key:**

- Management commitment and policy
- Leadership and innovation
- Governance and management
- Performance reporting and impact

### Bottom ten performing assessment criteria

The following table highlights the questions on which companies performed least well in 2023.

Question number	Question text	% of companies scoring maximum points
20	Does the company conduct third party assurance of its mental health strategy and practices? [Note: Maximum points requires more than one assurance standard to be evidenced]	1%
24	Does the company report on progress against its objectives or targets related to mental health?	10%
27	Does the company use key performance indicator(s) to measure and report on the impact of its workplace mental health strategy?	11%
17	Does the company encourage openness about mental health and offer appropriate workplace adjustments to workers who require them throughout their career life cycle?	12%
26	Does the company report on the uptake of its mental health programmes or initiatives?	14%
25a	Does the company report on the proportion of line managers or dedicated individuals in the workforce that are trained in workplace mental health?	15%
18	Are employees given the opportunity to directly contribute to the design or development of workplace mental health initiatives?	22%
21	Does the company participate in industry initiatives or partnerships aimed at promoting positive mental health in the workplace? Are customers or suppliers involved?	24%
15	Has the company developed formal initiatives or programmes to raise awareness of mental health in the workplace? Are customers or suppliers involved?	31%
12b	Has the company assigned day-to-day operational management for workplace mental health?	34%

**Key:**

- Management commitment and policy
- Leadership and innovation
- Governance and management
- Performance reporting and impact

Almost all of the lowest-performing questions are part of the 'governance and management' and 'performance reporting and impact' pillars. We understand that for many companies workplace mental health is an immature business concern. As such, it is not unexpected to see these two pillars feature heavily among the criteria that performed least well.

Companies first need to clarify their management commitments to workplace mental health, before establishing robust governance and management processes, and then reporting on progress. Over time, we expect companies to improve their performance against these criteria.



# A vision for company and investor action

We believe 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 2023 CCLA Corporate Mental Health Benchmark to inform their investment decision-making and to guide their engagement efforts on mental health with investee companies.



# 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, Age UK; Dr Shekhar Saxena, Harvard T H Chan School of Public Health; Dr Junko Umihara, Showa Women's University; Dr Richard Caddis, BT; and Remi Fernandez, 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.

# Evolution

## Genesis

CCLA's mental health engagement programme was launched in February 2019. A set of ambitious but workable 'best practice' measures were created, by building upon recommendations set out by the government commissioned 'Thriving at work' review;<sup>12</sup> and the input of senior representatives from Public Health England, mental health charity Mind, and other leading thinkers on the issue. These five measures are:

- 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 the 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 (\$2.8 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 practices, there were few signs of a strategic, structured focus on mental health. This 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 were required, alongside greater transparency, disclosure and reporting on mental health. 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 to change and shape 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', International Organization for Standardization
- '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', pilot and inaugural benchmark

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 (>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, with companies also receiving 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 eliminate the risk of double counting. As a result three criteria were removed and minor refinements made to two of the criteria. The [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.

The first [UK 100 benchmark](#) was published in June 2022.

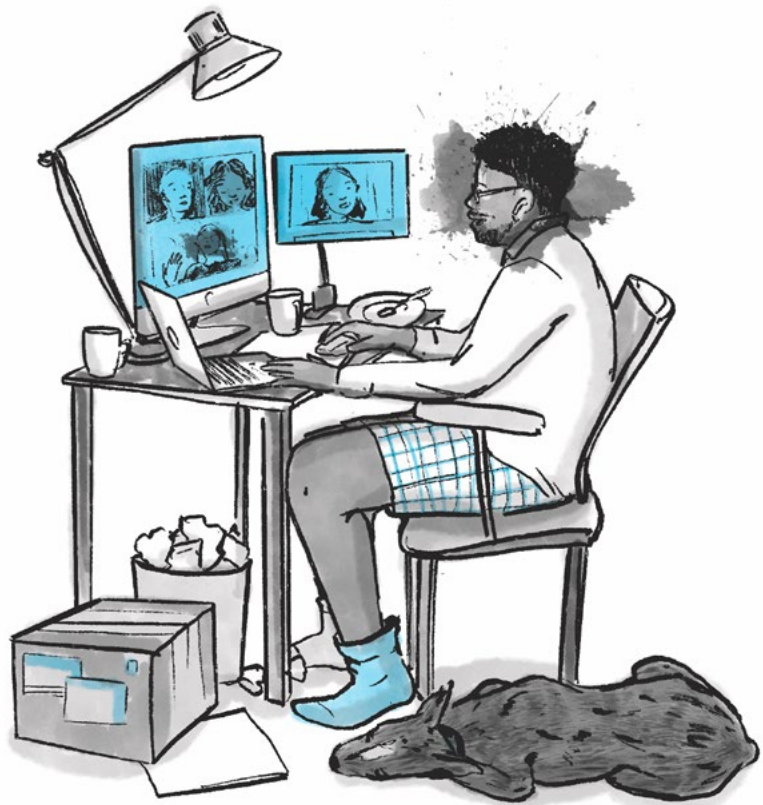
## Further modifications

In November 2022, the Expert Advisory Panel agreed to make some minor modifications to the criteria wording and scoring, ahead of 2023 assessments. These resulted in:

- the removal of Question 4c ('Does the workplace mental health policy statement (or equivalent) provide a clear explanation of value chain scope?')
- a clarification of Question 8 ('Does the company support the principles of good work by having a formal position on employee information and consultation?') to ensure that the focus of the question is on information flow between the board and the workforce
- the revision of Question 14b ('Does the company provide mental health training: a) to line managers b) to dedicated individuals, e.g., mental health first aiders?') to make it clear that the question applies only to line managers and to designated individuals, rather than to all employees
- the merging of Questions 17a and 17b ('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?'), to ensure that the assessment covers the full employment life cycle.

As a result of these changes, the overall maximum score available reduced from 222 points in 2022 to 212 points in 2023.<sup>1</sup>

The 2023 benchmark assessment criteria were published on the CCLA website in February 2023. CCLA then wrote to the 100 UK companies in scope of the CCLA Corporate Mental Health Benchmark to inform them of their inclusion and to share the benchmark assessment criteria and programme timeline.



<sup>1</sup> A full description of the changes to the 2023 criteria is available on the CCLA website: <https://www.ccla.co.uk/documents/mental-health-benchmark-assessment-criteria-2023/download?inline>.

## Assessment process

Between 1 March and 4 April 2023, the 100 companies were independently assessed by a team of 14 research analysts and quality reviewers who had been trained in the benchmark methodology and scoring approach (see Appendix 1).

The focus of the evaluation is 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.

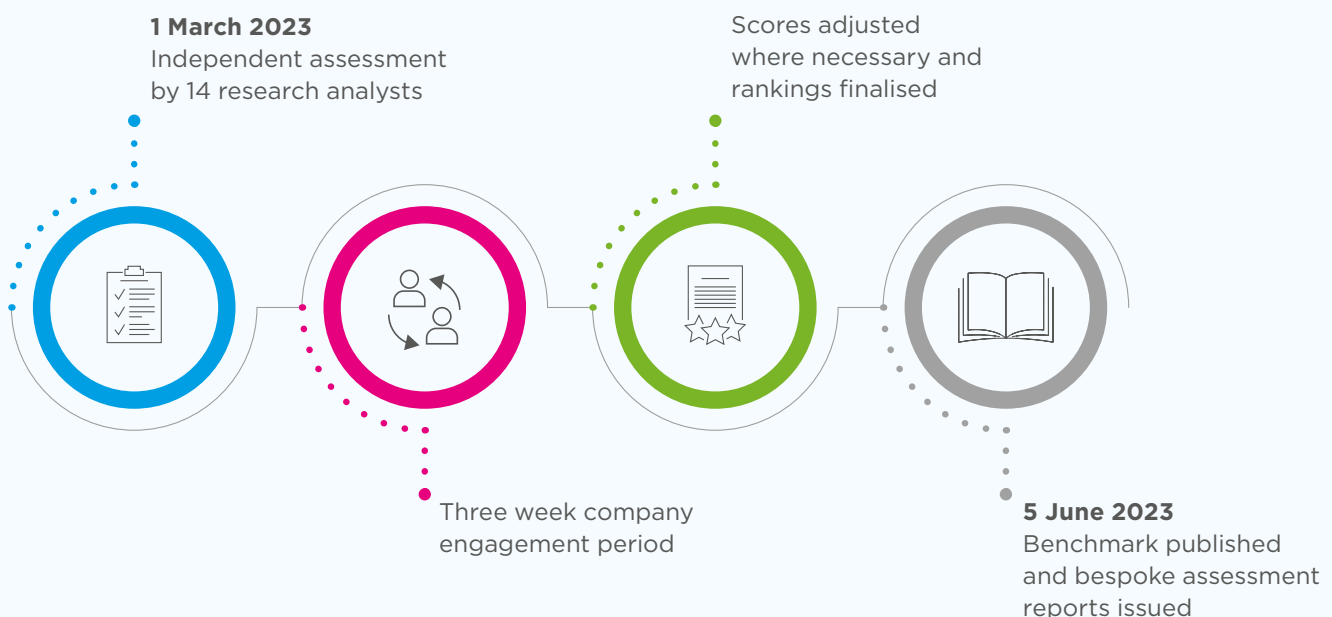
The assessment involved a review of the material on companies’ corporate websites; in their annual and sustainability reports and other relevant publications; in press releases available via the corporate website; and on social media. Scoring was not given for information in the private domain – a core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

Between 5 and 25 April, companies were invited to review and comment on their preliminary assessments via an online portal and to highlight any evidence that had been overlooked or misinterpreted during the assessment phase. In total, 36 companies provided comments on their preliminary assessment. As a result, the scores of 22 companies were revised before the data was finalised.

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 help to clarify the aims and expectations of investors.

The Expert Advisory Panel convened to review the findings of the 100 UK company assessments in May 2023. The panel was also invited to review the draft benchmark report prior to its publication on 5 June 2023.

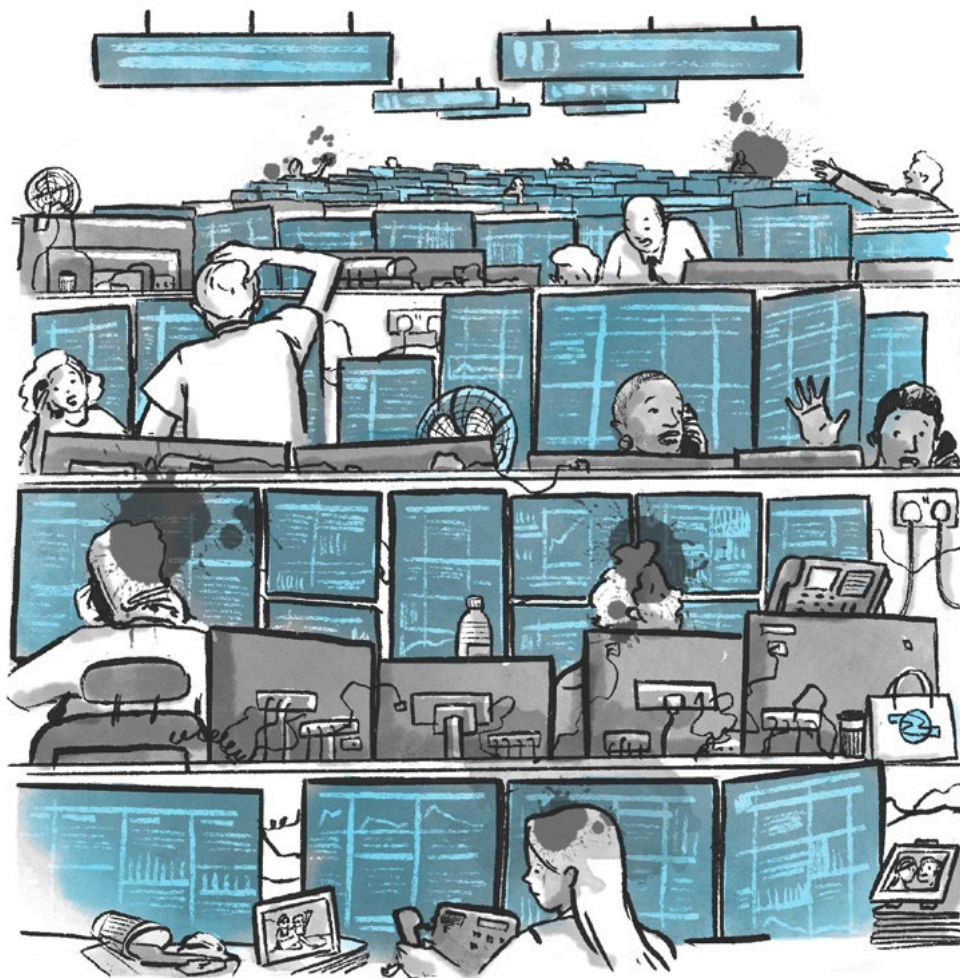
### The 2023 assessment process



# Detailed findings

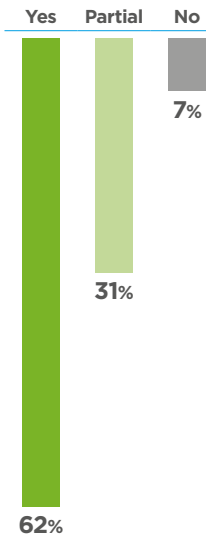
This section of the report looks in detail at the 27 criteria against which companies were assessed and reflects on both the data findings and examples of current and leading practice on workplace mental health.

Good practice is evident in companies 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. Does the company 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

One encouraging finding is that 93 (also 93 in 2022) of the 100 companies assessed acknowledge workplace mental health as an important business issue. Of these, 62 companies (52 in 2022) describe the business risks and opportunities associated with mental health in the workplace.

As highlighted in the 2022 UK 100 Report, Covid-19 accelerated corporate action on mental health as companies sought to protect the wellbeing of workers. As we transition out of the pandemic, we see encouraging evidence not only of sustained attention to workplace mental health, but of a better articulation by companies of the related business drivers.

Companies that recognise the significance of mental health to organisational success typically reference reduced sickness and absence rates, greater employee fulfilment and engagement, optimised performance and productivity, and a duty of care to employees for their health, safety and wellbeing.

Here are four examples of companies signalling their commitment to workplace mental health as a business issue and describing the drivers for doing so.

### Anglo American



“ We need our people to be healthy, happy, engaged and fulfilled in work and in life. It makes us safer, more productive and a stronger force for good in the communities where we operate. We tackle the threats to health and well-being wherever we find them, with separate programmes for physical and mental health.

Our Global Mental Health Framework is a key part of our health and well-being strategy and outlines our approach to supporting the mental health of our colleagues. We know that around one in four people will suffer from mental illness at some point, with an estimated one in six people experiencing a common mental health problem, such as anxiety or depression, in any given week. We recognise our responsibility to support the mental health of our people, consistent with the recommendations of the WHO and are committed to creating an environment where everyone at Anglo American – at any site or office – can bring their whole and best selves to work, and have the opportunity to fulfil their potential. ”

Anglo American, ‘2021 Sustainability Report’<sup>13</sup>



## Next



“ Our employees are integral to achieving our business objectives. We believe engaged employees are vital to achieving our aims and we recognise that helping to support their health and wellbeing is a priority. We strive to create a diverse workplace in which everyone is treated with dignity and respect.

Our goal is to make Next a healthy and safe place for everyone with a culture that enables all our employees to maintain positive mental wellbeing. Our Mental Wellbeing Charter encourages an environment where mental wellbeing is discussed openly, improving how we can identify and help those suffering from mental ill-health, ensuring people are treated fairly and with care and compassion. ”

Next, 'Corporate Responsibility Report 2022'<sup>14</sup>

## Ashtead Group



“ We believe in treating our staff well and rewarding them for the effort they put in on our behalf. It is crucial that our workforce is a healthy one, both physically and mentally, and we work hard to look after our people and help them look after themselves. When our staff are on top form, they provide the best service to our customers. We are also there to help when they find themselves in difficulties. ”

Ashtead Group, corporate website: 'Social - Our People' page<sup>15</sup>

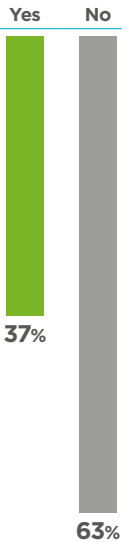
## Direct Line



“ Stress, depression and mental health issues are unfortunately increasingly common in the UK. Around 1 in 4 people will experience a mental health problem each year. Alongside initiatives to promote physical good health, mental health is central to the Group's Wellbeing strategy. We know that companies that prioritise employee engagement and wellbeing outperform others. Encouraging our employees to talk about mental health can make a real difference to an individual's wellbeing, but also productivity, presenteeism and retaining the talented people we need to make the business a success. ”

Direct Line, corporate website: 'Mental Health and Wellbeing' page<sup>16</sup>

## Q2. Is there a statement from the CEO signalling the company's leadership commitment to workplace mental health?



CEOs 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 personal commitment to workplace mental health.

### Benchmark findings

Of the 100 companies assessed, 37 companies (35 in 2022) publish evidence of a statement from the CEO on promoting workplace mental health.

During the company review period, some companies cited internal examples of CEOs signalling the importance of workplace mental health. While such examples are encouraging, the benchmark seeks to drive transparency on the issue and therefore gives credit to CEOs who have made public statements that indicate leadership commitments to promoting good mental

health, that champion a culture of openness on mental health, and that demonstrably act to remove any stigma associated with mental health.

Companies that recognise the benefit of the CEO signalling their support for workplace mental health use a variety of communication channels to do so. Examples found through the assessment process include CEO statements within the annual report, corporate policies signed by the CEO, and statements published in health and wellbeing sections of corporate websites. Within these, there are several examples of leaders not only discussing the business case for workplace mental health, but also sharing their personal stories on mental health.

Here are three examples of company CEOs signalling their leadership on mental health.

### Unilever



“As we look to rebuild from the COVID-19 pandemic, the business community must prioritise and invest in the mental health of all employees – this is not just a business initiative, but a social imperative that will drive positive and long-lasting effects for society. I invite other leaders of businesses – whether large or small – to join this global movement to advance the desperately needed conversation around creating an open, welcoming, and supportive workplace environment for all when it comes to mental health in the workplace.”

Alan Jope (Unilever CEO). Unilever, corporate website: ‘Employee Health and Wellbeing’<sup>17</sup>

## Weir Group



“ In our We are Weir strategic framework, we make a promise to our employees that Weir will be a place where they can do the best work of their lives. This promise inspires me every day and as I regularly challenge myself and check-in on how we are achieving this at Weir, the recognition of the link between workplaces and the mental health and wellbeing of its people is one that is becoming increasingly clear and progressively more important ...

At Weir we are pro-actively working to develop a healthy, supported and resilient workforce, a fundamental building block for successful and sustainable growth for us all. But this is not simple. It needs ongoing commitment and as CEO I take great pride in leading this. I am profoundly committed to ensuring we are unrelenting in our pursuit of zero-harm and I believe that the safety, physical and mental health and wellbeing of our employees are intrinsically linked. ”

Jon Stanton (CEO). Weir Group, corporate website: Creating a sustainable culture of wellbeing<sup>18</sup>

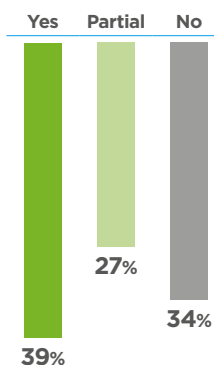
## Shell



“ I am committed to ensuring a workplace culture that enables our greatest asset, our people, to thrive. To do this, we must break down all barriers when it comes to the enduring stigma surrounding mental health. We must promote awareness, offer the right support, and - as business leaders - we must lead by example through normalising mental health conversations. In joining the Global Business Collaboration for Better Workplace Mental Health, I make a personal commitment, along with my Executive Committee, to make positive workplace mental health a priority that is part of our DNA and an ongoing conversation, across the organisation. ”

Wall Sawan (CEO). Shell, corporate website: 'Employee Health and Well-being' page<sup>19</sup>

### Q3. Does the company publish an overarching corporate mental health policy (or equivalent)?



It is good practice for companies to formalise their approach to workplace mental health in a policy (or equivalent document). While the existence of a policy (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, 66 companies (52 in 2022) published a formalised policy statement, either as a stand-alone mental health policy or as an integral part of another corporate policy. This means that the percentage of companies not publishing an overarching policy decreased by 14 percentage points since last year. We are encouraged that companies are increasingly formalising and detailing their approach to workplace mental health.

In our benchmark research, we found that the term ‘wellbeing’ is widely used. While many companies specify that this term includes mental health, some companies do not. 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 elements.

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 compliance 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 oversight, training, performance monitoring, corrective action if the policy is not being effectively implemented)
- A commitment to continuous improvement and public reporting on performance
- A signpost to other corporate commitments which support mental health and good work, such as diversity and inclusion, fair pay, employee consultation and career progression.

Here are two examples of good policy disclosure.

## Rio Tinto



### “ Mental health & wellbeing

Mental health is a core part of our safety culture. We have a responsibility to support the wellbeing of our people, beyond the traditional areas of health and safety, and we are committed to creating a work environment that is free from psychological harm.

We understand that our employees' mental health can be impacted by psychosocial risks at work, so we continue to strengthen our psychosocial risk management. To support an environment where everyone feels safe, respected and included, we are progressing all 26 recommendations from the Everyday Respect Report, with a focus on training leaders in building psychological safety and becoming upstanders, rectifying any unsafe facilities and building plans to make our facilities more inclusive, and providing a more people-centric response to support those impacted by harmful behaviours and disrespect.

We are a member of the Minerals Council of Australia (MCA) Psychosocial Risk Management Working Group, chaired by MCA and industry partners, to improve the understanding and management of psychosocial risk within our industry.

In 2022, we continued our work to help leaders recognise psychosocial hazards; assess the risks; and implement, evaluate and monitor effective controls, just as for any other health or safety risk. We also continued embedding our mental health framework to raise awareness of mental wellbeing, reduce stigma and increase the capacity of our leaders to recognise and support individuals experiencing mental illness.

Aligned with our commitment to give our employees the tools and skills they need to support their mental health, we continue to provide and promote the Employee Assistance Programme (EAP), our mental health toolkit and our global Peer Support Programme, which includes more than 1,500 peer supporters worldwide. We also support our people through our domestic violence support programmes, which cover 100% of employees.

We continued to support global mental health campaigns such as R U OK? Day and World Mental Health Day. In October 2022, we held our mental health week to support mental wellbeing in the communities where we operate and encourage our people to look out for one another. We ran a programme of activities that included our first-ever global calls dedicated to mental health. The full communications programme reached employees via leader and peer supporter conversations, Yammer posts, intranet articles and a combination of four live and recorded webinars on topics such as resilience and the connection between mental health and menopause. We further encouraged conversations by sharing employees' stories and experiences with mental health, and having senior leaders and members of our Executive Committee share their personal reflections and commitment to mental health. ”

Rio Tinto, excerpt from company's 'Health, Safety and Wellbeing' policy<sup>20</sup>

## National Grid



“ As CEO, the wellbeing and health of every employee and of those who work on our behalf is very important to me.

We should encourage open conversations about both mental and physical wellbeing to help us all spot the early signs that things might not be right. This will also enable us to respond and provide support to our colleagues who need help. - John Pettigrew, Chief Executive

We take our responsibilities for wellbeing and health very seriously. We will, as a minimum, comply with our legal health monitoring and surveillance obligations.

### **Scope**

Our Wellbeing and Health Policy applies to you if you are employed by, or carry out work on behalf of any National Grid business. All our employees shall work in accordance with this policy and our leaders shall ensure this policy is embedded across all levels of the organisation.

### **We commit to**

- Identifying and responding to wellbeing and health risks.
- Ensuring early intervention and proactive management of wellbeing and health.
- Evaluating our performance to support continuous improvement.”

National Grid, 'Wellbeing and Health Policy'<sup>21</sup>

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

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.

### Benchmark findings

In total, of the 66 companies (52 in 2022) that publish a formal mental health policy statement:

Twenty-seven companies (22 in 2022) provide a clear definition of worker scope extending beyond employees to include contingent workers. The remaining 39 companies either state that the policy scope is limited to employees, or they refer more broadly to, for example, 'our colleagues' or 'our people', which makes it difficult to determine whether corporate commitments to mental health extend to all workers.

Twenty-seven companies (17 in 2022) provide a clear description of the geographical scope of their policy commitments as being global and extending to all business areas and geographies. Most of the remaining 39 companies either infer scope but do not clearly define it, for example referring broadly to 'global activities' or 'our operations', or they describe only a partial scope in terms of business activities.

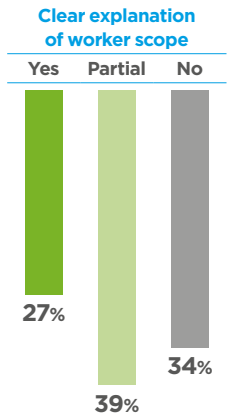
Here are two examples of companies that provide a clear definition of the worker and geographic scope of their policies.



**AstraZeneca**

“ This Global SHE Standard is applicable to all Employees, Temporary Staff and Contractors across AZ sites and all business areas/functions. ”

AstraZeneca, 'Global Policy Framework for Safety, Health and Environment'<sup>22</sup>

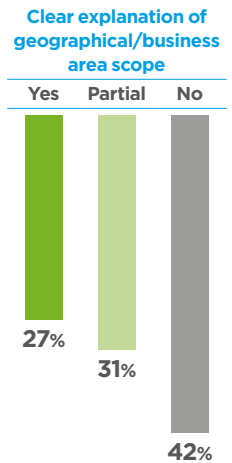




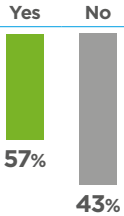
**Mitie Group**

“ This policy supports our commitment to providing a rewarding, fair and sustainable working environment for our people. It applies to all individuals who work with us or for us as employees, agency workers or contractors, in all our operating countries. ”

Mitie Group, 'Mitie People Policy'<sup>23</sup>



## Q5. Does the company have a clear management commitment 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 enhance 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

Encouragingly, 57 (44 in 2022) out of the 100 companies assessed provide a commitment to openness and dialogue on mental health through company charters, leadership pledges or mental health-related objectives. This 13 percentage point increase is particularly promising because the destigmatisation of mental health is a prerequisite for progress.

Although some companies describe initiatives that are designed to support an open culture on mental health, the question is looking for evidence of a formal management commitment to encouraging a culture of openness and dialogue on mental health.

Companies that recognise the importance of a supportive culture for workplace mental health highlight their commitments with clear formal statements within policies, reports or relevant employee pages.

Here are two examples of commitments by companies to encourage a culture of openness on mental health.

### CRH



“ We know that looking after our mental health is just as important as looking after our physical health. Encouraging employees to discuss mental health and disassemble the stigma surrounding the topic is a key focus and is supported by leaders across CRH. ”

CRH, '2022 Sustainability Performance Report'<sup>24</sup>

### WPP



“ Making Space ... follows last year's launch of WPP's Mental Health Allies programme, in partnership with Mental Health at Work and in response to the effects of the pandemic and injustices around the world on people's wellbeing. It aims to encourage open conversations about mental health in the workplace and offer support to those who need it. ”

WPP, corporate website: 'WPP is "Making Space" for its people to recharge, reset and celebrate'<sup>25</sup>



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

Good working conditions can help to prevent new mental health problems arising and support people with existing 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 that underpin good working conditions:

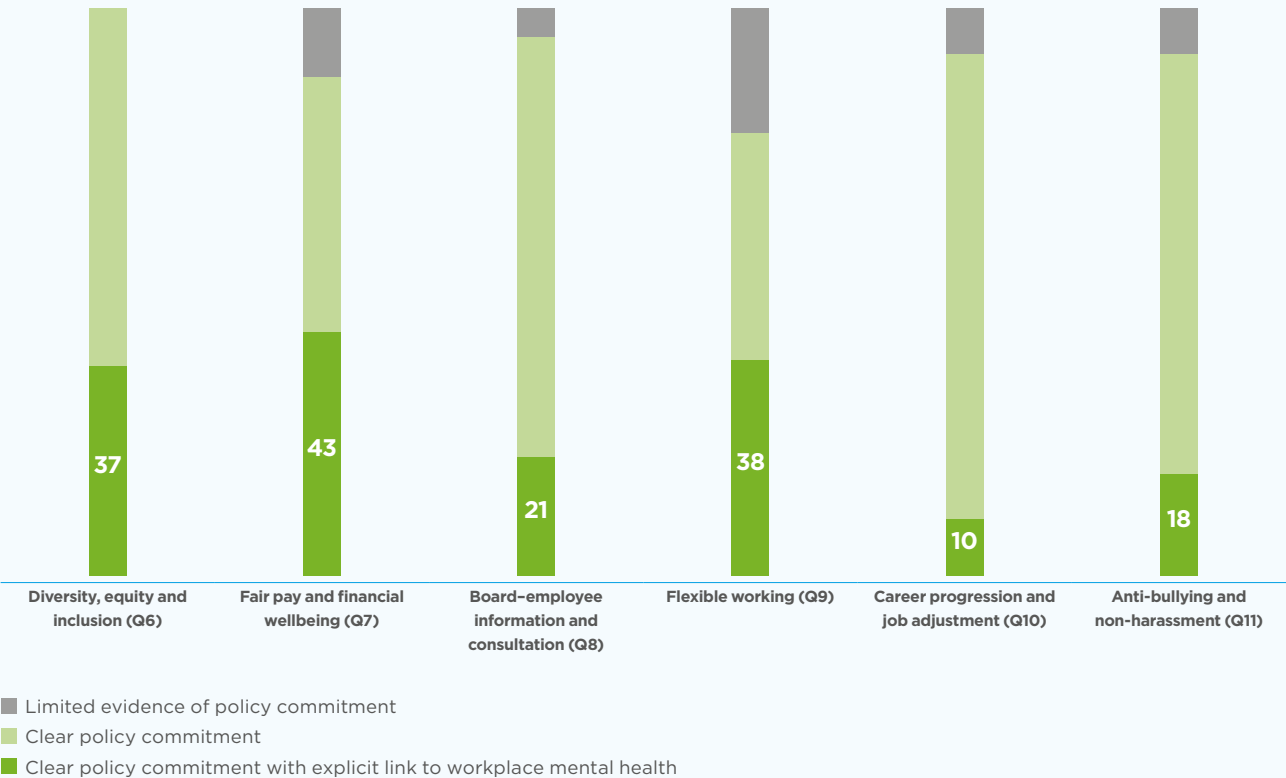
- Q6: Diversity, equity and inclusion
- Q7: Fair pay and financial wellbeing
- Q8: Board-employee information and consultation
- Q9: Flexible working
- Q10: Career progression and job adjustment
- Q11: Anti-bullying and non-harassment

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

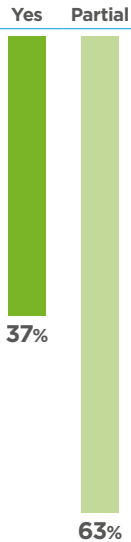
Across all six components, we see evidence of good practice where companies are making an unequivocal link between their management commitments and mental health. Notably, three companies, all of whom appear in tier 1, scored across all six components. Overall, the highest scoring areas were fair pay and financial wellbeing, flexible working, and diversity, equity and Inclusion (DEI), where over one third of the companies (43, 38 and 37 companies respectively) scored maximum points.

### Summary of findings

#### 'Good work' policy commitments



## Q6. Does the company 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, investor interest in companies setting representation targets, and heightened public interest in and 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, 37 (33 in 2022) 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 in which people can thrive and where individuals do not feel excluded because of their mental health.

Here are two examples of companies that demonstrate a clear link between their commitments to DEI and mental health.

### Prudential



“ At Prudential, we want to ensure that all our employees are treated fairly and feel valued. We believe that the diversity of our people and the inclusivity of our working environment enrich the organisation. A more diverse Prudential will be in a better position to serve our customers and shareholders. A truly inclusive Prudential, where all our employees can be themselves, will lead to a better working environment and will further improve the performance of our people while prioritizing their health and well-being: physical, financial, social, and mental. ”

Prudential, ‘Diversity and Inclusion Statement’<sup>26</sup>

### Lloyds Banking Group



“ We collaborated with the City Mental Health Alliance on the mental health and race at work report, which seeks to build the business community’s understanding of the challenges faced by Black, Asian and Minority Ethnic employees at work, and how this impacts their mental health. The Group has had tremendous success through its training and offering of colleague mental health advocates. By leveraging the mental health and race at work report, we are recruiting and training 60 race and ethnicity mental health advocates to support our Black, Asian and Minority Ethnic colleagues to discuss mental health related issues and get support directly from colleagues that have lived similar experiences. ”

Lloyds Banking Group, ‘Social Sustainability Report 2022’<sup>27</sup>

## Q7. Does the company 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.

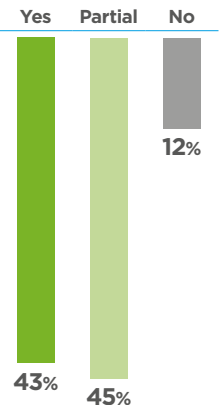
### Benchmark findings

Of the 100 companies assessed, 43 (26 in 2022) publish a formal policy that recognises the link between financial wellbeing and mental health. We are pleased to note a substantial uplift of 17 percentage points in the proportion of companies now connecting

these two concepts. We suggest that this uplift reflects the corporate response to the cost-of-living crisis impacting workers in the UK from late 2021 onwards.

Companies that best recognise the impact of financial concerns on mental health not only commit to being an equitable employer in terms of fair pay, but also take a broader approach to supporting financial wellbeing. Examples of published support include providing tools and services to support financial management and long-term planning, and the provision of hardship loans and cost of living payments.

Here are two examples.



### J Sainsbury



“ Financial wellbeing: Our objective is to have a fair, equitable and competitive total reward package that encourages colleagues to serve and help every customer and provides opportunities for colleagues to share in Sainsbury’s success ... We know that money can have a direct impact on mental health, so to further support our colleague’s financial wellbeing, we’re working to increase the financial literacy of our colleagues through education and tools that enable them to effectively manage their money. ”

J Sainsbury, corporate website: ‘Colleague mental health and wellbeing’<sup>28</sup>

### Barclays

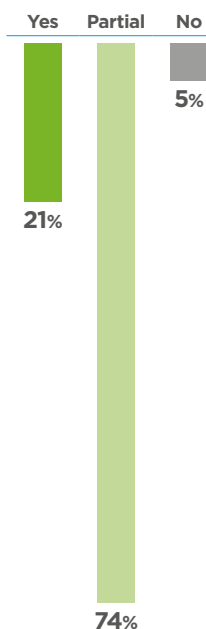


“ At Barclays, we firmly believe that our success as a company is intrinsically linked to the wellbeing of the people who work here and fair pay is central to that. We serve millions of customers and clients, and through our longstanding experience we know just how important financial wellbeing is to wellbeing overall. With the rising cost-of-living, our commitment to fair and appropriate pay for our employees is more important than ever.

Our Be Well programme strategy has evolved to provide colleagues with the skills and knowledge to enhance their physical and mental fitness with a continued focus on healthy habits as well as building confidence to address the stigma and offer support around mental health, financial wellbeing and other wellbeing topics. ”

Barclays, ‘Fair Pay Report 2022’<sup>29</sup>

## Q8. Does the company support the principles of good work by having a formal position on board–employee information and consultation?



Consultation involves employers not only sharing information about the business with employees, but also listening to them 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, where employers are 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 where individuals can thrive.

It is important to clarify that employee engagement or pulse surveys are evaluated elsewhere in the benchmark. Question 8 is looking specifically for evidence of board engagement with employees on topics covering business strategy, culture and values.

### Benchmark findings

Ninety-five (93 in 2022) of the 100 companies assessed report on board–employee information and consultation within their annual report and accounts. This finding is explained by the requirement for companies to report on stakeholder engagement under Section 172 of the Companies Act 2006. However, only a small proportion of companies (21% (16% in 2022) provide a clear link to ‘good work’ which supports workplace mental health through consulting with employees on business matters.

Here is an example of a company showing the link between board–employee information and consultation, and mental health.

### Savills



“ We recognise our people are fundamental to the long-term success of our business. Their health, safety and wellbeing is one of our primary considerations in the way we operate and the support we provide to them.

As part of our commitment to helping all of our people to understand the Group’s growth strategy and to raise other questions they have about the Group, the Board has established communication channels to further encourage the two-way flow of information between the Group’s businesses and workforce, and in particular to allow feedback from the Group’s Principal Businesses to flow to the Board direct. These include: (a) the promotion of our digital platform which allows direct employee communication (in local languages) with Non-Executive Directors (including the Chairman) in areas of focus (such as strategy, training & development opportunities; measurement of staff performance and promotion criteria; diversity; and flexible working); and (b) as social distancing rules and travel restrictions allow, Board members attending staff ‘Town Hall’/Employee Briefing sessions by region. ”

Savills, ‘Annual Report 2021’<sup>30</sup>

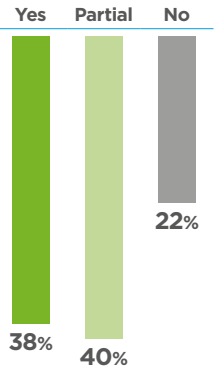
## Q9. Does the company support the principles of good work by having a formal position on flexible working?

Flexible working can benefit all employees, including those with caring responsibilities. Employers that encourage a work-life balance recognise that flexible working allows workers greater control over balancing work commitments with non-work demands. As such, flexible working can be an important provision for improving employee satisfaction and overall workforce retention.

### Benchmark findings

Of the 100 companies assessed, 78 (71 in 2022) report formal commitments to flexible working. Encouragingly, 38 (32 in 2022) companies explicitly link the benefits of flexible working with supporting workplace mental health.

Here are two examples of companies recognising the role of flexible working in contributing to a safe and healthy working environment.



### Diageo



“ We’ve always had a progressive approach to flexible working, and it’s part of our people’s wellbeing. We understand that our people thrive when they feel empowered to own how, when and where they create their best work. After all, flexibility gives us the space we need to let creativity in, and it’s key to our success. Flexibility means something different to different people depending on one’s circumstances, so whether it’s about hours, or a blend of home and office life, we know it’s a two way street, and we’re proud that it’s always build on trust. Our people come together to arrange working patterns that suit both their individual and team’s needs, ensuring that where and when work takes place, is always considered. So whether this involves working from a different location such as home, another office, or whether one starts or finishes work earlier or later than normal office hours, flexible working may be a one-off, short term, regular or intermittent arrangement that is right for you, your team and Diageo. ”

Diageo, corporate website: ‘Wellbeing’<sup>31</sup>

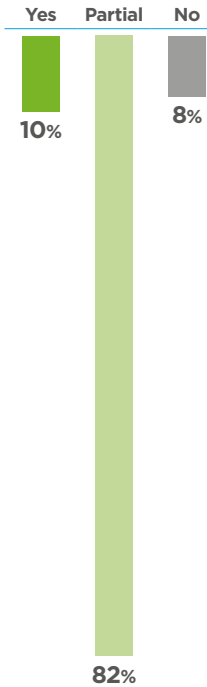
### Hays



“ During FY22, we embedded flexible working across the business globally, in response to employee requests to achieve a better work-life balance. Employees are working together with colleagues and managers to ensure this approach works for our clients and candidates. Social connectivity has been important to our employees, especially regarding mental wellbeing, and therefore maintaining contacts and communication either through face-to-face sessions in the office or via Teams or other virtual networking is integral to our policy on flexible working. ”

Hays, ‘Annual Report and Financial Statements 2022’<sup>32</sup>

## Q10. Does the company 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, 92 (82 in 2022) report on their commitments to career progression and job adjustment. Of these, 10 companies (15 in 2022) clearly link these commitments to workplace mental health.

Question 10 is looking for companies that commit not only to providing clear career progression pathways, but also to accommodating job adjustments and providing additional support as needed. Such examples include companies committing to incorporate mental health in induction processes or performance review processes, or to adjust work schedules or roles to accommodate mental health needs.

Here is an example of a company showing the link between career progression and job design, and mental health.

### J Sainsbury

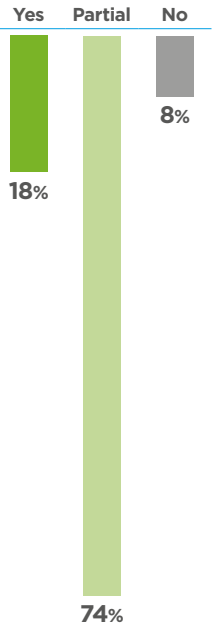


“ Onboarding: When colleagues join us (or change their role), they are asked to complete a Health Questionnaire so we can understand if they have any health conditions that may require workplace adjustment(s) so we can ensure they can be the best they can be, right from the outset. In addition, colleagues will also receive a colleague benefits booklet detailing the range of benefits they receive including the health and wellbeing support available from day one.

Education, training and career progression: We believe that opportunity to progress and develop plays a key role in colleague mental health and wellbeing. Our progressive development programmes, coaching, skill boosts and career development opportunities combine to provide all colleagues with a chance to achieve their personal and career goals. ”

J Sainsbury, corporate website: 'Colleague mental health and wellbeing'<sup>33</sup>

Q11. Does the company 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 ISO 45003 standard,<sup>34</sup> Mind’s ‘Workplace wellbeing index’,<sup>35</sup> the ‘Thriving at work’ report,<sup>36</sup> the *WHO Guidelines on Mental Health at Work*<sup>37</sup>, and the *WHO Healthy Workplace Framework and Model*,<sup>38</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 impact of these negative behaviours, and to respond actively and appropriately when incidents of bullying or harassment occur.

**Benchmark findings**

Ninety-two (89 in 2022) of the 100 companies assessed publish formal positions on anti-bullying and non-harassment. Of these, 18 companies (12 in 2022) link policy commitments to workplace mental health through recognising that workplaces should have systems in place to prevent harm caused by unacceptable behaviour, such as bullying or harassment.

Here are two examples of companies showing the link between anti-bullying and non-harassment, and mental health.

Rio Tinto



“ We believe everyone should be treated with dignity and respect and have the opportunity to reach their full potential. We all have a responsibility to prevent harmful behaviours, including bullying, harassment, sexual harassment, violence, racism and other forms of discrimination. Through effectively investigating reports of harmful behaviours, taking action when needed and learning from our history, we strive to create workplaces that are respectful and free from abuses of power and psychological and physical harm. ”

Rio Tinto, ‘Code of Conduct’<sup>39</sup>

Tesco

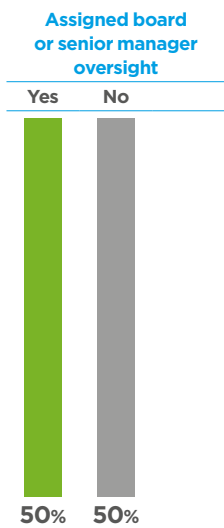


“ At Tesco, everyone is welcome and we want to ensure all colleagues are respected and included. It’s important that colleagues feel safe and confident to be themselves at work and develop their skills, as part of a great team. We are committed to providing a working environment free from bullying and harassment. Any form of bullying and harassment can have a devastating effect upon colleagues’ health, confidence, and morale and ultimately how we serve our customers. ”

Tesco, ‘Anti-Bullying and Harassment Policy’<sup>40</sup>

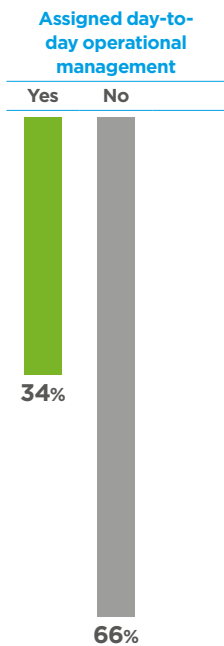
# Governance and management

## Q12. Has the company assigned management responsibility for workplace mental health to an individual or specified committee?



When looking at the management of workplace mental health, 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 when 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 effectively manage workplace mental health on the ground. It is important that specific individuals or committees 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, 50 (44 in 2022) publish details of high-level oversight of workplace mental health through board or senior manager responsibility for mental health strategy and development. Meanwhile, 34 (23 in 2022) out of the 100 companies assessed published details of how responsibility for the day-to-day management of workplace mental health is assigned, with this responsibility typically residing with health and safety or human resources functions. Several companies have appointed executive sponsors for wellbeing, wellbeing managers or teams, or similar specialist roles to maintain operational responsibility for workplace mental health.

The results highlight that while around two-thirds of UK companies assessed publish formal policy statements on workplace mental health, most companies have yet to describe their full governance and management processes for ensuring the effective implementation of these policy commitments.

Here are two examples of companies that have assigned strategic oversight and operational responsibilities for workplace mental health.



## Legal & General



“ To recognise the importance of mental and physical wellbeing to our employees, our Chief Financial Officer, Jeff Davies, was named as our executive sponsor for wellbeing and mental health during 2021, with accountability for our strategy in this area.

Day-to-day operational management of wellbeing and mental health comes under the remit of HR. We take a data-driven approach to managing workplace mental health. Insights from a range of sources including regular employee surveys, sickness and other employee data is used to inform our existing strategies and policies on topics including diversity and inclusion, stress and flexible working, among others. ”

Legal and General, 'Sustainability and Inclusive Capitalism Report 2021'<sup>41</sup>

## Experian

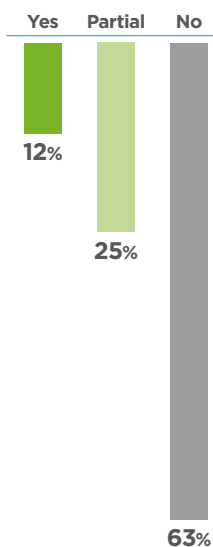


“

- CEO: sets the company's commitment to promoting mental health in the workplace.
- Board of Directors: the Global Chief DEI Officer provides an update to the Operating Committee (OpCo) and the Board of Directors annually and the Board holds the Global Chief DEI Officer accountable on delivery of the strategy.
- Global Mental Health Sponsor (CFO): is responsible for driving global commitment to psychological safety in the workplace and encouraging a culture of openness on mental health.
- Chief People Officer: owns the overall people strategy with oversight for the global wellbeing strategy.
- Global Chief DEI Officer: owns the global wellbeing strategy. Within their team the Global Head of Employee Resource Groups & Wellbeing and the Global Wellbeing Lead are accountable for delivering the strategic implementation of solutions, training, and tools to drive company-wide awareness of wellbeing. The Global DEI team are accountable for ensuring the strategy is effectively implemented and monitored and take corrective action if it's not. ”

Experian, 'Global Approach to Mental Health and Wellbeing'<sup>42</sup>

### Q13. Has the company 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 on 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

Thirty-seven (34 in 2022) of the 100 companies assessed publish clear mental health-related objectives and targets. Of these, 12 companies (14 in 2022) provide a clear description of the steps that will be taken to achieve them.

Examples of published objectives and targets include expanding the scope of mental health initiatives; implementing awareness-raising initiatives to promote mental health and reduce the stigma associated with mental health; and extending mental health training to a larger proportion of managers and employees.

The results indicate that publishing objectives and targets aimed at the continuous improvement of workplace mental health is a relatively under-developed practice for UK companies. It is also possible that some have set internal objectives and targets but are yet to disclose them publicly.

Here are two examples of companies publishing mental health-related objectives and targets.

#### Balfour Beatty



“The strategy is used to constantly drive improvement, using a Health Maturity Matrix to allow each project and business unit (BU) to benchmark against best practice. The matrix is a self-assessment tool designed to allow each project and BU to score its level of progress (beginner, committed, established, or advanced/leader) for 10 categories, including governance, employee engagement, mental health, and work/life balance. After scoring their current position, they must plan how to improve performance particularly for categories in the beginner phase or that are fundamental to their strategic objectives. The aim is to all achieve advanced/leader in all 10 categories by 2023, they will all achieve Level 4 in all 10 categories. In 2022, the Group will continue its relentless focus and leadership on Zero Harm within the business and continue to strive to remain an industry leader on health, safety, and wellbeing.”

Balfour Beatty, ‘Annual Report and Accounts 2022’<sup>43</sup>

#### Serco Group



#### Wellbeing

- By end 2023 to have trained all people managers in mental health awareness.
- By 2026 to have trained 1,000 wellbeing allies.
- Have Divisional wellbeing strategies in place by end 2022.
- By end 2022 gain Group accreditation to ISO 45003 – Psychological health and safety at work. ”

Serco Group, ‘Annual Report and Accounts 2022’<sup>44</sup>

Q14. Does the company provide mental health training to: a) line managers? b) dedicated individuals (e.g. mental health first aiders)?

The effective implementation of a workplace mental health policy relies on competent managers to oversee the implementation of the policy. It also relies on companies nominating 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.

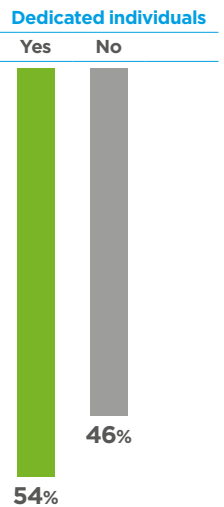
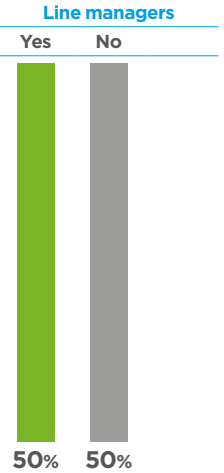
Line managers and other designated individuals trained in mental health awareness are better equipped to listen, reassure and respond appropriately to workers experiencing mental ill-health. This ensures that there are people within an organisation who are more likely to spot early signs of distress, better able to signpost individuals to relevant support resources and capable of giving advice that might prevent progression to long-term sickness.

It is important to clarify that mental health training for all employees is regarded as awareness raising and is covered elsewhere in the benchmark. This question is looking specifically at equipping line managers and designated individuals with the knowledge and skills to take appropriate and timely action on mental health issues presenting the workplace.

**Benchmark findings**

Fifty (47 in 2022) of the 100 companies assessed currently report on providing training to line managers, and 54 companies (51 in 2022) supply evidence of training provision to designated individuals, such as mental health first aiders. These results indicate that many companies recognise the importance of creating a supportive culture on workplace mental health and are investing in resources to encourage individuals to seek help.

Here are three examples of companies publishing details of mental health training provided to line managers and colleagues.



Reckitt Benckiser



“ Leaders have a marked influence on the wellbeing of their teams. All our managers have the opportunity to take part in wellbeing programmes through training and individual and group coaching, as well as access to mental health training resources. In 2022, we continued to offer global wellbeing programmes to leaders at every level of the organisation, focusing on how they can take care of their own wellbeing while also building an environment that supports our people in a high-performance culture. ”

Reckitt Benckiser, ‘Sustainability Insights Report 2022’<sup>45</sup>

## Whitbread



“ Invested in more mental health training, taking our total to 54 mental health first aiders and 86 trained mental health champions. We have delivered training to our teams and line managers about positive wellbeing.

100% of our Operations Directors are Mental Health First Aiders, 100% of our Regional Managers are Mental Health Champions. ”

Whitbread, 'ESG Report 2021'<sup>46</sup>

## Sage Group



“ Healthy Mind Coaches are colleague volunteers who have received external training from a certified mental health first aid provider. They are available to listen, non-judgementally and confidentially, and to guide colleagues to appropriate support. They also proactively reach out to colleagues who they see are struggling. ”

Sage Group, 'Sustainability and Society Report 2022'<sup>47</sup>

Q15. Has the company developed formal initiatives or programmes to raise awareness of mental health in the workplace? Are customers or suppliers involved?

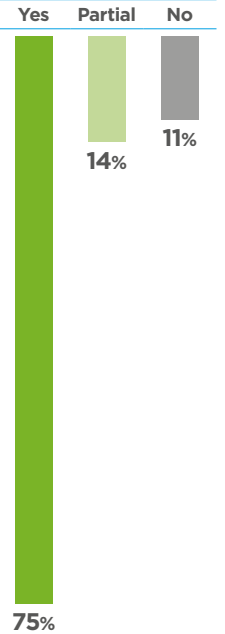
In addition to having a clear policy on mental health in the workplace, companies should develop and implement initiatives aimed at raising awareness and promoting an understanding of mental health.

**Benchmark findings**

Of the 100 companies assessed, 75 (76 in 2022) report multiple workplace mental health initiatives or programmes. This majority figure is encouraging and

demonstrates that companies are actively investing in workplace mental health. Several companies show mature and organisation-wide initiatives aimed at raising awareness of mental health and encouraging proactive, preventative behaviours through, for example, whole company awareness training, internal awareness campaigns, peer-to-peer networks and personal resilience courses, as well as healthy work practices such as developing mindful behaviours.

**Formal initiatives/ programmes developed**



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

This question awarded an additional two points to companies publishing details of initiatives that extend beyond the workforce to value chain partners.

In total, out of the 100 companies assessed, 31 report on initiatives aimed at supporting customers, suppliers or communities. Examples include programmes supporting young people and vulnerable adults with their mental health, raising awareness

of mental health beyond the workplace, advocating for industry-wide change, building in adjustments to events with customers, and providing tools, training or access to support services to assist mental well-being.

Here is an example of a company that has introduced workplace mental health initiatives for employees, as well as initiatives that extend to its customers.

**Customers/suppliers involved?**



## Vodafone



“ We also launched a standardised mental health toolkit across all markets. The toolkit provides a better understanding of mental health and support to anyone going through challenges or those helping a colleague, family member or friend. In June 2021, for Men’s Health Week we ran a dedicated session on Men’s Mental Health. In October, for World Mental Health Day we ran a series of global sessions ranging from dance sessions, leaders’ mental health training and supporting young people through grief and loss. In February 2022, the annual Global Wellbeing Week sessions were attended by over 6,000 employees and our Senior Leadership Team, covering mental health and cancer awareness.

Our second quarterly ‘Disruptive Minds’ webinar, hosted in partnership with the Great British Entrepreneur Awards, focused on mental health and wellbeing within the workplace. We asked our SME founders for their thoughts on how employee wellbeing and mental health can be made a priority, with wellbeing practices being implemented into business models. Our own research has found that small businesses are more likely to be impacted by employee mental health, if not looked after in the right manner. Small teams have big responsibilities when it comes to employee wellbeing, for both the employee and the employer. The success or failure of a business can be driven by ensuring employees are both mentally and physically well, so their wellbeing needs to be a business priority.”

Vodafone, ‘Annual Report 2022’<sup>48</sup>

Q16. Does the company provide access to mental health services and support either internally or externally?

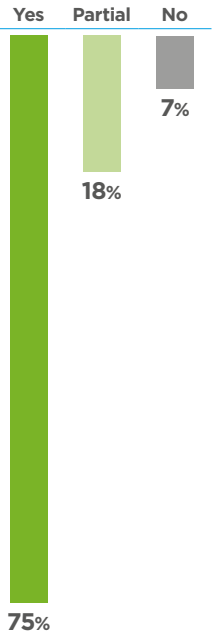
It is important for companies to provide appropriate support on mental health to workers through internal or external resources. In addition to having a clear policy on mental health in the workplace, companies are encouraged to develop and deliver a systematic programme of activity that supports this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

**Benchmark findings**

Encouragingly, 75 (63 in 2022) of the 100 companies assessed provide worker access to multiple (as opposed to single) mental health support services, representing an increase of 12 percentage points from the 2022 benchmark.

It is pleasing that employers are increasingly reporting on a variety of support initiatives to suit the different needs within their workforce. It is also encouraging that the number of companies publishing details of at least one mental health service or support initiative has remained consistently high between 2022 (91 companies) and 2023 (93 companies). Such services include access to psychological services without the need for a GP referral; innovative technological approaches such as telemedicine and video counselling; and employee assistance programmes (EAPs) that offer features such as 24-hour, 365-day multi-channel accessibility and support.

Here are three examples of companies providing access to mental health services and support.



GSK



“ We make confidential support available through our global Employee Assistance Programme, and we successfully piloted a new wellbeing programme focused on resilience strategies and energy management and will continue to implement a global rollout in 2022.

All our employees have access to our internal development portal – the Keep Growing Campus. This offers extensive development courses, videos and articles on a range of topics, including ... health and wellbeing. ”

GSK, 'Annual Report 2021'<sup>49</sup>

## Lloyds Banking Group



“ We have reviewed and redesigned our mental health and money worries web pages across Lloyds Bank, Halifax and Bank of Scotland ... All our products and services are designed with inclusivity in mind ... recognising that customers with mental health conditions may find some channels more difficult than others. We continue to review how we support customers with mental health conditions by working with the Money and Mental Health Policy Institute. We are ... renewing our existing Mental Health Accessible - Level 1: Essentials accreditation with them ... To support our small and medium business customers in 2022 we relaunched our guidance on mental health in the workplace, sharing best practice on how they can support their employees with mental health conditions ...

Following the successful launch of the LGBT+ Mental Health Advocate programme, in 2022 Rainbow launched their Mental Health Hub offering tailored support for LGBT+ members and allies.”

Lloyds Banking Group, '2022 Social Sustainability Report'<sup>50</sup>

## Standard Chartered



“ During the year we have continued to make local and global enhancements to our benefits and flexible working options for greater inclusion and enhanced support across mental, physical, social and financial wellbeing. At a Group level, we have rolled out flexi-working to more markets and focused on making hybrid working more effective in existing markets, recognising that each colleague may have different preferences and unique personal circumstances. Support is provided in the form of people leader toolkits, analytics, and engagement sessions to drive local conversations.

Our 2021 study on menopause in the workplace showed that a culture of silence and a lack of understanding and support around the menopause is potentially limiting the careers of women and trans men in financial industries. To reverse this trend and create a more supportive working environment for all employees, we have started to embed menopause support across the Bank. We now offer medical coverage for menopause consultations and treatment in markets such as Hong Kong, UAE and the United States, and we are looking to further expand this across our footprint. During the year, we also initiated a programme to identify and address root causes of stress within the Bank. This includes primary research into models of effective wellbeing in the workplace.”

Standard Chartered, 'Fair Pay Report 2022'<sup>51</sup>



Q17. Does the company encourage openness about mental health and offer appropriate workplace adjustments to workers who require them throughout their career life cycle (e.g. during recruitment, on-boarding, career development, performance reviews and return to work)?

Yes No



12%



88%

Mentally healthy workplaces design employment processes with accessibility in mind, enabling individuals with existing mental health conditions to access employment opportunities and to request appropriate workplace adjustments such as skills training, management support and flexible working.

This question looks to assess whether companies encourage dialogue and provide support on mental health throughout the employment life cycle and make reasonable adjustments when required.

Employers 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, starting from the point of recruitment and continuing through the induction programme, performance management reviews, conversations about career progression, and, where applicable, meetings about returning to work or about job adjustments.

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

**Benchmark findings**

Twelve of the 100 companies assessed report that mental health is considered during employment, citing initiatives such as job adjustments, encouraging a discussion of mental health at all stages of the employment cycle, access to additional pastoral, financial or occupational support, sensitive management of absence, and supporting schemes encouraging individuals with a mental health condition to access work.

Several companies report on accessibility and role adjustment considerations in relation to disability. However, it is not always clear in the reporting that mental health is included in company definitions of disability and role adjustment, with a majority of programmes appearing to focus on physical disability. We encourage companies to clarify that mental health is covered under role adjustment considerations.

Here is an example of a company's support for mental health at recruitment and during the employment cycle.

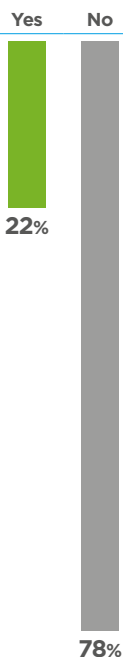
Weir Group



“ We listen to our candidates and make reasonable adaptations to our recruitment and selection processes. If you are considering joining us and would like to discuss adjustments to support your physical or mental wellbeing during the recruitment process, please let us know. We want to remove barriers where we can and give you the confidence to submit your application and hopefully join our global team. ”

Weir Group, 'Global Recruitment Policy'<sup>52</sup>

## Q18. Are employees given the opportunity to directly contribute to 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 but is instead seeking evidence of activities that are instigated or enhanced by employees.

### Benchmark findings

Twenty-two (18 in 2022) of the 100 companies assessed report that employees had directly contributed to the design or development of workplace mental health

initiatives. Examples include a peer-to-peer support network developed and run by volunteers who have lived experience of mental ill-health, the establishment of internal discussion groups or an industry event to promote awareness, discussion and bring in external expertise, and the formation of a mentoring programme for those with mental health challenges as part of the Reach UK Mentoring Scheme.

Here are examples of companies involving employees in the design and implementation of a workplace mental health initiative.

### Experian



“ We are proud of our employee-led mental health-focused ERG called Aspire. This group, created and led by employees, runs various events and initiatives such as 30-minute meditation sessions attended by hundreds of employees weekly. ”

Experian, ‘2022 DEI Report’<sup>53</sup>

### AstraZeneca



“ In order to provide easily accessible support for employee mental health through digital innovation, our Safe Space employee resource group (ERG) worked with our Global IT, and SHE functions to develop a digital solution with Microsoft using Power Platform. This led to the Healthy Mind app, which has been upgraded in 2022 with an improved user experience, support for 24 languages and access to mindfulness content. Since launch, the app has been accessed 26,000 times by 16,000 global employees. It is an example of innovative solutions to employee wellbeing, supported by cross-functional and ERG collaboration. ”

AstraZeneca, ‘Sustainability Report 2022’<sup>54</sup>

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?

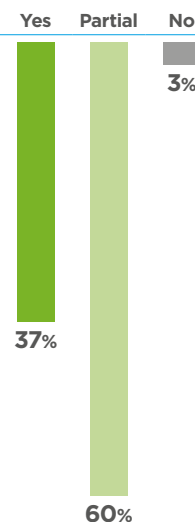
Effective systems to measure employee engagement provide a near real-time measurement of employee engagement and satisfaction and can provide useful insights to management. Meaningful employee engagement data can also support the implementation or adjustment of a company's mental health approach.

**Benchmark findings**

Of the 100 companies assessed, 37 (41 in 2022) describe formal processes for measuring employee engagement and indicate how these data support their

mental health strategies. Examples of such processes include using insights from annual engagement surveys and pulse surveys to develop the company's approach; hosting regular 'friendly forums' between employees or networks of employee representatives with senior leadership; and establishing an online 'listening' platform supported by a network of 'listening champions'.

Here are examples of company approaches to measuring employee engagement and how they use the data to inform mental health initiatives.



Mondi Group



“ In 2022, our Group-wide employee survey was redesigned to better listen to employee views, reflecting the latest scientific findings on how to best engage employees. Several questions were revised to make them more relatable and understandable for employees. We also included new questions for a Mental Wellbeing Index, requesting views on the work environment, team organisation, work-life balance and personal wellbeing. In 2022, the redesigned employee listening journey was kicked off with pulse surveys in some locations. Around 2,600 employees had the opportunity to share their views on topics relevant to their local context and addressing purpose satisfaction, inclusiveness and wellbeing. ”

Mondi Group, 'Sustainable Development Report 2022'<sup>55</sup>

Admiral Group



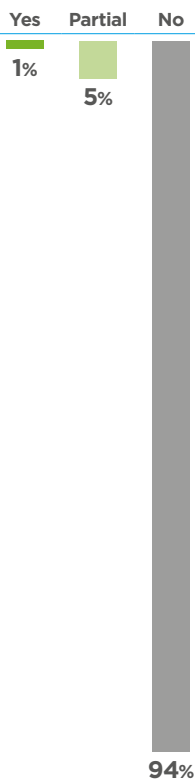
“ The Admiral Employee Consultation Group (ECG) was implemented in 2019 and gives colleagues a voice at the highest level of the organisation. Each department in the business has an assigned ECG representative, voted for by their colleagues, to listen to employees' views and share with the Board and senior managers where they believe Admiral is doing well or needs to improve. In 2022, topics discussed included developments around smart working, health and wellbeing, and further conversations on the Group's remuneration practices ...

The GPTW Best Workplaces survey is our formal annual group-wide employee survey and acts as an important mechanism for the business to understand how colleagues are feeling and which areas they would like to improve. The survey forms part of our ongoing commitment to create an environment where our people feel valued, respected, and listened to. We encourage colleagues to give honest feedback that helps us understand what they would like changed or are currently unhappy about.

To further understand employee engagement, we capture data through regular Pulse surveys throughout the year, senior managers hold conversations known as Friendly Forums with colleagues, and 'Ask Milena' provides the opportunity for colleagues to share topics important to them with our Group CEO. ”

Admiral Group, '2022 Sustainability Report'<sup>56</sup>

## Q20. Does the company conduct third party assurance of its mental health strategy and practices?



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

Six (five in 2022) of the 100 companies assessed report that they have conducted third-party assurance of their mental health approach against recognised frameworks

and/or standards. At least one company has gained certification of its mental health management system against the newly launched global ISO 45003 standard on occupational health and safety management which includes psychological health and safety at work.

To achieve full points, companies must evidence multiple assurance standards.

Here are some examples of companies reporting on their approaches to assuring their workplace mental health programme.

### Serco Group



“ ISO 45003 is the accreditation for management of Psychosocial Risks in the workplace. We’re proud to be the first global organisation to achieve this standard. ”

Serco Group, corporate website: ‘Safe, healthy and thriving colleagues’<sup>57</sup>

### National Express Group



“ The British Safety Council says that the Sword of Honour represents ‘the pinnacle of health and safety management’. And, before they can even compete for the Sword of Honour, companies around the world must have first achieved a maximum five-star rating as a result of an intensive two-week audit by BSC ... National Express Bus has successfully held its five star rating since 2016. The bus company’s latest audit score also topped 2020 with an impressive 97.86%. The five-star rating confirms National Express’s proven track record and culture of excellence in occupational health and safety management, including wellbeing and mental health at work. ”

National Express Group, corporate website: ‘National Express Bus – a cut above the rest with top safety award’<sup>58</sup>

### Lloyds Banking Group



“ We continue to review how we support customers with mental health conditions by working with the Money and Mental Health Policy Institute. We are in the process of renewing our existing Mental Health Accessible – Level 1: Essentials accreditation with them, which will help us identify where we can further improve our processes and services. ”

Lloyds Banking Group, ‘Lloyds Banking Group’s 2022 Social Sustainability Report’<sup>59</sup>

# Leadership and innovation

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

Workplace mental health is a collective matter for businesses and their industry sectors, as well as being an individual concern for companies to manage. Making progress and raising standards across the UK requires individual companies to:

- support research and development programmes to improve workplace mental health
- share their knowledge and expertise with their 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

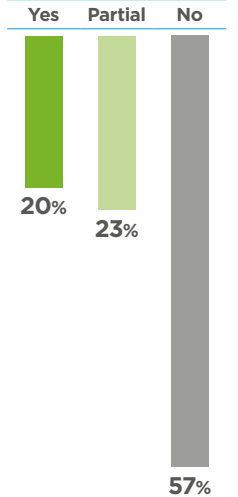
Of the 100 companies assessed, 43 (31 in 2022) report their participation in industry initiatives or partnerships aimed at promoting and improving mental health in the workplace. To receive a maximum score, companies need to demonstrate not only that the initiative has a clear mental health dimension, but also that the company plays a substantial role through dedicating reasonable time, resources or expertise to the initiative in question.

It is encouraging that in 2023 an additional 12 companies report on their involvement in at least one industry partnership this year. Collaboration within multi-stakeholder initiatives has the potential to drive systemic and impactful positive change on workplace mental health.

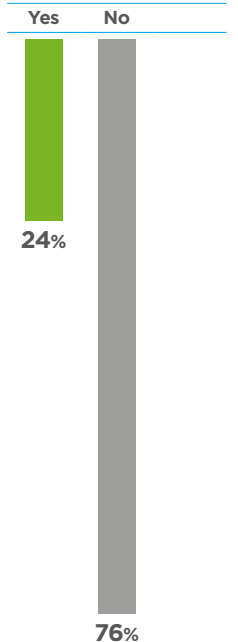
An additional two points were awarded to 24 companies (18 in 2022) that demonstrated their involvement in initiatives or partnerships which extend beyond the workforce to include customers, suppliers or communities.

Here are some examples of companies participating in industry initiatives and partnerships aimed at promoting workplace mental health.

### Company participation



### Customer or supplier involvement



## BAE Systems



“ Our commitment to mental health is demonstrated by our pledge to the Mental Health Commitment which provides a framework for employers to create an environment where employees can thrive. The Commitment was developed by Mind and supported by the Royal Foundation and Heads Together and asks employers to:

- Prioritise mental health in the workplace by developing and delivering a systematic programme of activity
- Proactively ensure work design and organisational culture drive positive mental health outcomes
- Promote an open culture around mental health
- Increase organisational confidence and capability
- Provide mental health tools and support
- Increase transparency and accountability through internal and external reporting.

BAE Systems also supports armed forces charities for whom the mental health of veterans is a priority. This includes Combat Stress, and our current donation goes toward supporting specialist programmes for veterans as prior preparation for attending the six-week PTSD Intensive Treatment Programme. ”

BAE Systems, corporate website: ‘Supporting our employees’ mental health’<sup>60</sup>

## National Grid



“ We understand that collaboration and coordination across key stakeholders in the industry will be critical to tackling the mental health crisis in construction.

National Grid is working with WMG at the University of Warwick to research the experiences of construction workers using the Health Hub, and the benefits these additional services will have on employee mental wellbeing. The project is being led by Dr Carla Toro, Associate Professor in Digital Healthcare Sciences at WMG.

Tackling the issue of mental health support at work isn’t something any one business can tackle alone, which is why National Grid signed up to the Mental Health at Work Commitment last year, alongside more than 100 businesses, to improve standards of mental health care among the UK workforce. We are also actively involved in Thriving at Work, run through the Inclusive Economy Partnership, where we have signed up to report on our number of inclusive disabled employees, as well as those employees who are comfortable in disclosing a mental health concern or condition. And we play an active role in Business in the Community, a charitable organisation that supports smaller businesses by developing mental health toolkits for them to use. For example, we have helped to create toolkits around domestic abuse and suicide prevention. ”

National Grid, corporate website: ‘Mental health comes first’<sup>61</sup>

## Firstgroup



“ Great Western Railway has underlined its commitment to the wellbeing of colleagues by signing up to The Railway Mental Health Charter (RMHC). The charter provides a framework designed to help rail companies promote, manage and support mental wellbeing in the workforce. The charter was developed by [...] Mental Health Lead Manager at Southeastern Railway, in collaboration with the Rail Safety and Standards (RSSB) and the Mental Wellbeing Group.

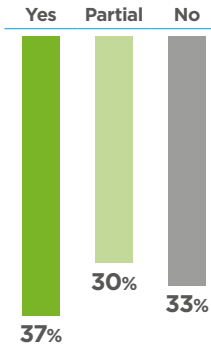
Suicide prevention charity Samaritans has been commissioned by train operator Great Western Railway and the Department for Transport to lead a new research study on mental health and wellbeing support for the rail industry, in partnership with Mental Health at Work.

South Western Railway (SWR) has joined Samaritans to remind the public that we all have the potential to be lifesavers by simply striking up a conversation, as part of Samaritans' latest Small Talk Saves Lives campaign in partnership with Network Rail and British Transport Police. ”

Firstgroup, corporate website: News and media<sup>62</sup>



## Q22. Does the company 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.

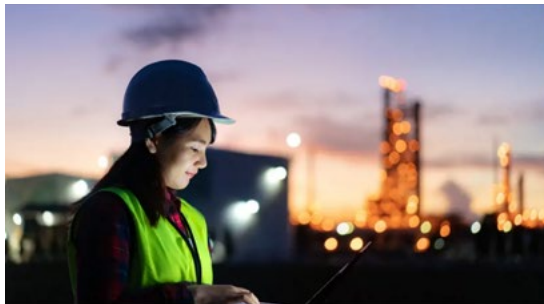
### Benchmark findings

Of the 100 companies assessed, 67 (51 in 2022) published examples of employee communications related to mental health, representing an increase of 16 percentage points from the 2022 benchmark. Of those 67 companies, 37 (29 in 2022) provide multiple examples across various channels.

The types of examples provided include story-telling films, activities on World Mental Health Day, social media posts supporting awareness initiatives, and personal stories and photos promoting corporate mental health initiatives on company websites.

Here are examples of companies' approaches to employee communications where colleagues' personal stories on mental health are shared to promote openness on, and raise awareness of, mental health.

### Centrica



### How workplace programmes help boost teamwork, cement morale and retain talent

🕒 Reading time: 2 minutes

Being an inclusive workplace means different things to different people. But whatever the motivation, supporting the people behind the business should be a core component of any forward-thinking strategy: **more than 35% of UK employees experienced work-related poor mental health in the past year.**

Centrica, corporate website: 'How workplace programmes help boost morale'<sup>163</sup>



## Parents Mental Health Day

Today, 27 January marks Parents Mental Health Day, a day to raise awareness of the impact being a parent can have on our mental health.

Being a parent is often a positive experience and good for our mental wellbeing, but it can also bring challenges that can have a negative impact on our mental health. Being a parent or carer often means that we have to juggle many anxieties and concerns, as well as other pressures such as financial strain and relationships. Parenting and caring goes through different stages as your child grows or through experiencing life events, some of which are more difficult and harder to deal with. It can seem taboo to say that parenting is challenging or impacting our mental health, but it is reality.

Our Mitie parents agree:

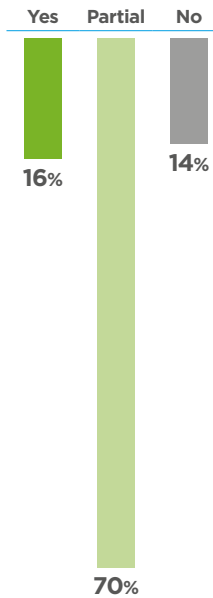
*“As a mum, I’m lucky to be a working parent, and to have both my family and my job. But it can be hard to balance both. It’s good to remember that all working mums and dads have these worries. Having a chat with another working parent often helps me feel more supported and less stressed”.* **Alice Woodwark Managing Director Communities** (Exec sponsor of the Parent and Carers network)

*“Parenting is hard, really hard. Every parent feels overwhelmed at times, as raising kids is never simple. It is 100% normal to admit that being a parent is not always sunshine and rainbows! It is really important to remember, we as parents are not alone and we must talk to people when we are struggling.”* **Russell Trent, Care and Custody** (Co-Chair of the Parents and Carers network)

Mitie Group, corporate website: ‘Parents Mental Health Day’<sup>64</sup>

## Performance reporting and impact

### Q23. Does the company publish details of its mental health approach in its 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 stakeholders can evaluate how the company is managing the business risks and opportunities presented by mental health.

#### Benchmark findings

Eighty-six (90 in 2022) of the 100 companies assessed publish workplace mental health disclosures in their annual report and accounts, although only 16 companies (21 in 2022) 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
- a commitment to continuous improvement and public reporting on performance.

Here are two examples of companies providing a comprehensive account of workplace mental health strategies within the annual report.

## Rio Tinto



“ Mental health is a core part of our safety culture. We have a responsibility to support the wellbeing of our people, beyond the traditional areas of health and safety, and we are committed to creating a work environment that is free from psychological harm. We understand that our employees’ mental health can be impacted by psychosocial risks at work, so we continue to strengthen our psychosocial risk management. To support an environment where everyone feels safe, respected and included, we are progressing all 26 recommendations from the Everyday Respect Report, with a focus on training leaders in building psychological safety and becoming upstanders, rectifying any unsafe facilities and building plans to make our facilities more inclusive, and providing a more people-centric response to support those impacted by harmful behaviours and disrespect. ”

Rio Tinto, ‘Annual Report 2022’<sup>65</sup>

## Next

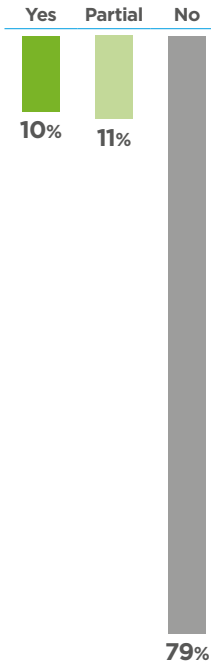


“ Health, safety and wellbeing – Good health and wellbeing is one of our most relevant SDGs. We want to make Next an exciting and rewarding place to work and allow everyone to work in an environment where they are able to maximise their creativity, productivity and engagement. It is important therefore to have a culture that enables all our colleagues to maintain positive mental wellbeing. We have a Mental Wellbeing Charter, aimed at encouraging an environment where mental wellbeing is discussed openly, improving how we can identify and help those suffering from mental ill-health, ensuring that people are treated fairly and with care and compassion. In recognition of the fact that retail is the largest private sector employer in the UK, we collaborated with the Samaritans and our peers to develop Wellbeing in Retail, an initiative that supports the mental health and wellbeing of retail workers.

With regard to health, safety and wellbeing, during the year the Audit Committee received an update from the Group Health and Safety Manager on safety performance, safety risk management and mental health wellbeing initiatives. ”

Next, ‘Annual Report 2022’<sup>66</sup>

## Q24. Does the company report on progress against its 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 objectives or targets.

### Benchmark findings

This question was only scored if companies are reporting formal objectives for managing mental health in the workplace (as evaluated in Question 13). Ten (eight in 2022) of the 100 companies assessed provide clear reporting on their progress against objectives.

Examples of reported progress include: proportion of workforce trained in mental health; introducing or expanding the scope of mental health initiatives; user ratings of support services; mental health incidence rate; and gaining accreditation against ISO 45003.

Here is an example of a company reporting on progress against its mental health-related objectives.

### Experian



“ We set a target of 1% of employees (~200 employees) trained as mental-health first aiders and now have over 400 people who have registered to become professionally trained volunteers ... We launched our #WholeMe: Your Mind Matters campaign to all employees during Mental Health Awareness month and over 150 health-journey statements were shared. ”

Experian 'DEI Key Principles'<sup>67</sup>

Q25. Does the company report on the proportion of line managers or dedicated individuals in the workforce that are trained in workplace mental health?

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, in order to reduce stigma and to promote early intervention.

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.

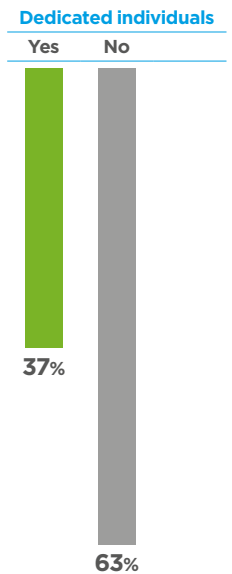
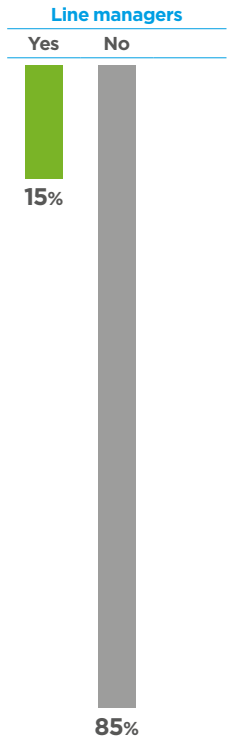
**Benchmark findings**


In total, 15 of the 100 companies assessed (18 in 2022) report on the proportion of line managers trained on workplace mental health, and 37 companies (30 in 2022) report on the proportion of dedicated individuals (typically mental health first aiders or champions) receiving such training.

The reported figures are lower than the number of companies reporting commitments to provide mental health training to line managers and dedicated individuals (50 and 54 companies, respectively). Rather than indicating a lack of performance monitoring on training provision, this could simply reflect the fact that companies have not previously been expected to report these data.

Our expectation is that as companies evolve their reporting on workplace mental health, more companies will publish quantitative performance data on specific training for line managers and dedicated individuals.


Here are examples of companies reporting on the number of line managers and dedicated individuals trained in mental health.



**WH Smith** 

“ On-going: ensure all managers receive mental wellbeing training. Over 1,200 line managers have now received a half day awareness course. ”

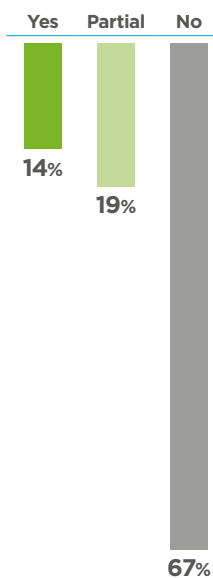
WH Smith, ‘2022 Sustainability Report’<sup>68</sup>

**BT Group** 

“ We have developed more than 500 Wellbeing Champions across the entire business. These volunteers are passionate about wellbeing and aim to provide bottom-up, peer-to-peer support to colleagues. To support this initiative, we have run a series of training sessions on core wellbeing topics. ”

BT Group, ‘Diversity and Inclusion Report 2022’<sup>69</sup>

## Q26. Does the company report on the uptake of its 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, 14 companies (also 14 in 2022) report on the uptake of multiple mental health initiatives or programmes, and 19 companies (20 in 2022) 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; accessing wellbeing services, platforms or apps; participating in awareness-raising activities; accessing preventative health screening, including mental health screening; and registering for company mental health portals.

While 33 companies report on the uptake of at least one mental health programme or initiative, this is significantly lower than the 89 companies providing such interventions (as evaluated in Question 15). We encourage companies to monitor and report on the uptake of their various mental health programmes and initiatives.

Here are examples of companies reporting on the uptake of their mental health initiatives and support services.

### HSBC



“ We have continued to make telephone counselling services and Headspace, a meditation app, available to all colleagues globally. Use of these services increased by 3% and 28% in 2022, respectively.

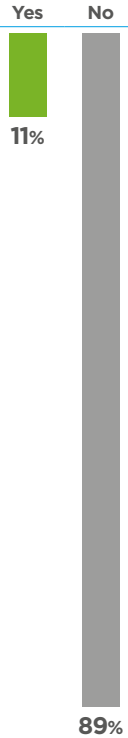
More than 240,000 colleagues and contractors took part in mental health awareness training as part of global mandatory training.

Our voluntary mental health e-learning has now been completed by 30,000 employees, with people managers making up 17% of the completions.

We also provide an in-depth classroom course designed for line managers and those wanting to be mental health champions, which has been completed by 800 colleagues. ”

HSBC, 'Annual Report and Accounts 2022'<sup>70</sup>

Q27. Does the company use key performance indicator(s) to measure and report on the impact of its workplace mental health strategy?



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 themselves are best placed to decide which qualitative and quantitative metrics are most relevant to their own workforce and strategies.

**Benchmark findings**

Our assessment found that 11 (also 11 in 2022) out of the 100 companies assessed report mental health-related key performance indicators (KPIs). However, some companies have indicated that they are in the process of publishing metrics, while others' metrics are reported internally but not publicly disclosed.

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 the internal systems used to capture and collate their metrics. In addition, the sensitive nature of some performance metrics means that companies are choosing not to report their performance publicly.

The intention, through this benchmark, is to highlight examples of company KPIs linked to mental health so that, over time, it will be possible to build a body of knowledge on the metrics used by companies to measure workplace mental health effectively.

Here are three examples of companies that are developing metrics with which to measure the impact of their mental health strategies.

Centrica



“ Mental health incidence rate was 133 per 100,000 workers. This is below the national UK average of 2,750 per 100,000 workers, and reflects the hard work and focus that has gone in to ensuring that colleagues can proactively access expert support. The vast majority of mental health incidence related to anxiety and depression (34%), stress (18%) and bereavement (6%). ”

Centrica, 'Health and Wellbeing Statement 2022'<sup>71</sup>

Standard Chartered



“ Our Leesman property survey indicated that 79 per cent of colleagues (up from 70 per cent in 2019 before flexi-working was widely adopted) believe their wellbeing is supported through the design of their workplace, encompassing home, office and hybrid working situations. ”

Standard Chartered 'Fair Pay Report 2022'<sup>72</sup>

## Safety and health performance

	2022	2021	2020	2019	2018
Fatalities at managed operations	0	0	0	0	3
All-injury frequency rate (per 200,000 hours worked)	0.40	0.40	0.37	0.42	0.44
Number of lost-time injuries <sup>2</sup>	225	216	187	227	223
Lost-time injury frequency rate (per 200,000 hours worked) <sup>3</sup>	0.25	0.25	0.22	0.27	0.26
Safety maturity model (SMM) score <sup>4</sup>	4.7	5.7	5.4	4.5	–
Rate of new cases of occupational illness (per 10,000 employees) <sup>5</sup>	14.9	14.5	17.1	20.5	29.1
Number of employees <sup>6</sup>	54,000	49,000	47,500	46,000	47,500
Fines and prosecutions – safety (US\$'000) <sup>7</sup>	339.0	646.2	25.4	40.7	59.0
Fines and prosecutions – health (US\$'000)	0	5	0	1.4	0

2. Figure in 2018 restated from that originally published to ensure comparability over time.

3. Figures in 2018, 2019 and 2021 restated from those originally published to ensure comparability over time.

4. Figures in the table represent the Rio Tinto Group average SMM score at the end of each year. Each year, assets are added or removed from the SMM programme based on project and closure cycles. New assets to the programme are baselined in the first quarter of each year and added to the Group average at the end of the year. In 2022, enhancements made to the SMM assessment approach significantly raised the bar for assessed maturity. This required a reset of all baseline scores at every operation, which were reduced by 1.5. A revised average maturity of 4.2 served as baseline for 2022 assessments.

5. Rate of new cases of occupational illness (NCOI) = number of all new cases of occupational illnesses x 10,000/number of employees (based on average monthly statistics).

6. These figures include the Group's share of joint ventures and associates (rounded).

7. In 2022, we paid safety fines resulting from non-compliances identified during MSHA inspections at our Boron Operations, California, US and Kennecott Copper and Bingham Canyon mines, Utah, US. OSHA violations at our Wilmington operations, California US; violation of the *Mine Health & Safety Act* at Diavik Diamond Mine, Northwest territories Canada and a fine in the Magistrate's Court of Western Australia for an incident that occurred at our DSL-Port Hedland operations WA, Australia in 2018.

## Contributing causes for newly reported illness cases (employees)

	2022
Noise induced hearing loss	21
Musculoskeletal disorders	30
Mental stress	4
Others	14

Note: There can be one or more illness reported for each employee/contractor.

Rio Tinto, 'Annual Report 2022'<sup>73</sup>



## Looking ahead

**W**e are committed to developing our mental health programme further. As investors, we believe that workplace mental health is potentially material to long-term value creation.

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 Assess and rank 111 global companies against the 2023 assessment criteria and publish the findings in October**

In June 2023, we will assess the 111 largest globally listed companies with a workforce of 10,000 or more employees. We will assess them against the same criteria and using the same methodology as for the UK 100 benchmark.

The Expert Advisory Panel will meet in September 2023 to review the findings before the global report is published on 10 October 2023 (World Mental Health Day).

### **2 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 into action on this important topic. The statement was launched in July 2022, with 29 founding signatories representing \$7 (£5.6) trillion in assets under management.

The statement outlines the expectations by investors of companies to ensure that business performance is optimised, through both a healthy and productive workforce and 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.

As this report goes to press, the investor statement has 44 investor signatories, with a combined \$8.5 (£6.8) trillion in assets under management. We will continue to build this coalition.

### **3 Repeat the CCLA Mental Health Benchmark of 100 UK and 100 global companies in 2024**

We will conduct the third iteration of the UK 100 and Global 100 benchmarks in mid-2024. We expect to cover a similar scope of companies and broadly the same methodology as used 2022 in order to allow for year-on-year comparison. We will write to all companies in early 2024 to confirm their inclusion in the 2024 benchmark cycle, and we will share with them the timeline for company assessments and the publication of the benchmark results.

# 2023 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	% weighting
Management commitment and policy	68	32%
Governance and management	72	34%
Leadership and innovation	22	10%
Performance reporting and impact	50	24%
<b>Total score</b>	<b>212</b>	<b>100%</b>

## 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? a) Worker scope b) Geographical and business area scope	10 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 board-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? a) Board or senior management responsibility b) Management responsibility	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 throughout their career life cycle (e.g. during recruitment, on-boarding, career development, performance reviews and return to work)?	5 points
Q18	Are employees given the opportunity to directly contribute to 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 that 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 UK companies covered by the 2023 benchmark

The 100 largest UK companies covered by the benchmark were selected on 12 January 2023 by market capitalisation and workforce size (over 10,000 employees). Six companies are included in the 2023 benchmark for the first time: ConvaTec Group, FirstGroup, London Stock Exchange Group, Mitie Group, Smith & Nephew and TBC Bank Group. Direct Line Insurance Group remains in the benchmark for year-on-year comparison purposes even though its workforce size reduced to fewer than 10,000 employees in 2023.

Company name	Market capitalisation (\$)	Number of employees	GICS sector
Admiral Group	7,978,679,773	10,725	Financials
Anglo American	53,554,454,633	62,000	Materials
Ashtead Group	27,055,462,136	23,660	Industrials
Associated British Foods	17,160,213,224	132,000	Consumer staples
AstraZeneca	213,899,709,400	83,100	Health care
Aviva	15,434,097,539	22,000	Financials
B&M European Value Retail	5,304,624,272	40,874	Consumer discretionary
Babcock International Group	1,825,671,932	28,000	Industrials
BAE Systems	31,175,400,410	91,400	Industrials
Balfour Beatty	2,522,828,557	18,157	Industrials
Barclays	34,142,935,455	81,600	Financials
BP	105,806,505,730	65,900	Energy
British American Tobacco	85,995,553,535	82,869	Consumer staples
BT Group	15,539,146,532	98,400	Communication services
Bunzl	12,073,880,665	21,021	Industrials
Carnival	12,530,165,382	150,000	Consumer discretionary
Centrica	6,845,756,559	19,704	Utilities
Coats Group	1,301,553,995	18,817	Consumer discretionary
Coca-Cola HBC	8,597,891,566	33,393	Consumer staples
Compass Group	40,513,351,549	478,070	Consumer discretionary
Computacenter	2,803,209,811	17,992	Information technology
ConvaTec Group	6,142,770,894	10,142	Health care
CRH	33,186,061,554	77,446	Materials
Currys	877,162,446	33,532	Consumer discretionary
DCC	5,425,295,833	14,506	Industrials
Diageo	100,142,462,236	27,989	Consumer staples
Direct Line Insurance Group	2,846,775,758	9,786	Financials
DS Smith	5,799,485,974	29,856	Materials
Dunelm Group	2,514,424,747	11,432	Consumer discretionary
easyJet	3,852,240,371	13,951	Industrials
Entain	10,513,335,801	24,638	Consumer discretionary
Experian	31,978,445,804	20,920	Industrials
Firstgroup	948,044,734	30,000	Industrials
Flutter Entertainment	26,611,702,528	16,813	Consumer discretionary
Frasers Group	4,391,592,450	30,000	Consumer discretionary
Glencore	83,399,057,101	81,284	Materials
Grafton Group	2,415,025,037	12,134	Industrials
Greggs	3,165,786,196	25,000	Consumer discretionary

<b>Company name</b>	<b>Market capitalisation (\$)</b>	<b>Number of employees</b>	<b>GICS sector</b>
GSK	70,375,444,253	90,096	Health care
Hays	2,250,071,127	13,000	Industrials
Howden Joinery Group	4,399,464,857	10,789	Industrials
HSBC Holdings	141,392,165,433	220,075	Financials
IMI	4,594,482,986	11,233	Industrials
Imperial Brands	23,294,461,157	26,000	Consumer staples
Inchcape	4,476,525,327	14,427	Consumer discretionary
Informa	11,130,904,064	10,044	Communication services
International Consolidated Airlines Group	9,270,301,805	56,658	Industrials
International Distributions Services	2,580,838,908	162,360	Industrials
Intertek Group	8,372,782,818	44,063	Industrials
J D Wetherspoon	780,167,656	24,771	Consumer discretionary
J Sainsbury	6,942,636,509	117,000	Consumer staples
JD Sports Fashion	10,123,611,257	72,668	Consumer discretionary
John Wood Group	1,270,960,002	35,479	Energy
Johnson Matthey	4,877,943,161	14,421	Materials
Kingfisher	6,256,369,660	64,123	Consumer discretionary
Legal & General Group	18,802,047,426	10,741	Financials
Lloyds Banking Group	39,848,955,535	57,955	Financials
London Stock Exchange Group	49,731,653,003	24,158	Financials
Marks & Spencer Group	3,422,032,017	47,108	Consumer staples
Melrose Industries	7,443,350,475	40,046	Industrials
Micro Focus International	2,185,132,929	11,355	Information technology
Mitchells & Butlers	1,243,423,385	46,844	Consumer discretionary
Mitie Group	1,348,733,076	68,078	Industrials
Mondi	8,902,271,354	26,500	Materials
National Express Group	1,054,207,998	45,448	Industrials
National Grid	46,306,141,802	29,292	Utilities
NatWest Group	33,866,592,274	58,900	Financials
Next	10,278,159,020	26,836	Consumer discretionary
Ocado Group	7,424,618,639	20,132	Consumer staples
Pearson	8,104,935,602	20,744	Consumer discretionary
Prudential	42,908,022,292	14,486	Financials
Reckitt Benckiser Group	51,325,920,401	41,800	Consumer staples
RELX	54,512,101,416	33,500	Industrials
Rentokil Initial	15,925,967,927	46,000	Industrials
RHI Magnesita	1,381,085,010	13,500	Materials
Rio Tinto	125,082,983,315	49,345	Materials
Rolls-Royce Holdings	10,527,356,305	48,200	Industrials
Sage Group	9,587,445,378	11,228	Information technology
Savills	1,586,553,952	40,422	Real estate
Serco Group	2,172,349,782	50,000	Industrials
Shell	204,899,481,139	82,000	Energy

<b>Company name</b>	<b>Market capitalisation (\$)</b>	<b>Number of employees</b>	<b>GICS sector</b>
Smith & Nephew	12,232,058,122	18,000	Health care
Smiths Group	7,030,277,970	21,950	Industrials
Smurfit Kappa Group	10,773,866,484	48,000	Materials
Spire Healthcare Group	1,152,133,879	10,131	Health care
SSE	21,884,854,422	10,754	Utilities
SSP Group	2,387,155,829	29,048	Consumer discretionary
Standard Chartered	24,629,019,701	81,957	Financials
TBC Bank Group	1,471,234,459	10,065	Financials
Tesco	21,885,270,001	204,974	Consumer staples
TI Fluid Systems	848,873,019	25,566	Consumer discretionary
Travis Perkins	2,643,113,367	24,136	Industrials
TUI	3,618,143,945	61,091	Consumer discretionary
Unilever	128,401,682,544	149,000	Consumer staples
Vesuvius	1,361,174,407	11,204	Industrials
Vodafone Group	30,453,169,526	96,941	Communication services
Weir Group	5,610,435,920	11,000	Industrials
WH Smith	2,507,580,115	12,502	Consumer discretionary
Whitbread	7,327,012,868	23,449	Consumer discretionary
WPP	11,856,427,651	104,808	Communication services
	<b>2,396,604,898,780</b>	<b>4,999,512</b>	

Data source: Bloomberg

## Recommended reading

BSI, 'Health and wellbeing in the workplace'. Online at [www.bsigroup.com/globalassets/localfiles/en-nz/45001/health\\_and\\_wellbeing\\_whitepaper\\_bsi0251\\_1903\\_nz.pdf](http://www.bsigroup.com/globalassets/localfiles/en-nz/45001/health_and_wellbeing_whitepaper_bsi0251_1903_nz.pdf)

Burton, J. (2010), 'WHO healthy workplace framework and model: background and supporting literature and practice.' Online at <https://www.who.int/publications/i/item/who-healthy-workplace-framework-and-model>

CIPD, 'Wellbeing at work guides'. Online at [www.cipd.ie/news-resources/practical-guidance/guides/well-being-work](http://www.cipd.ie/news-resources/practical-guidance/guides/well-being-work)

City Mental Health Alliance, 'Thriving at work global framework'. Online at <https://citymha.org.uk/Resources/Thriving-at-Work-Global-Framework>

City Mental Health Alliance, 'Thriving at work UK guide: a guide to creating mentally healthy workplaces'. Online at <https://citymha.org.uk/Resources/Thriving-at-Work-UK-Guide>

Deloitte (2017), 'At a tipping point? Workplace mental health and wellbeing'. Online at <https://www2.deloitte.com/content/dam/Deloitte/uk/Documents/public-sector/deloitte-uk-workplace-mental-health-n-wellbeing.pdf>

Deloitte (2020), 'Mental health and employers: refreshing the case for investment'. Online at <https://www2.deloitte.com/uk/en/pages/consulting/articles/mental-health-and-employers-refreshing-the-case-for-investment.html>

Deloitte (2022), 'Mental health and employers: the case for investment – pandemic and beyond'. Online at <https://www2.deloitte.com/content/dam/Deloitte/uk/Documents/consultancy/deloitte-uk-mental-health-report-2022.pdf>

Institution of Occupational Safety and Health (IOSH), 'Occupational health and safety management – psychological health and safety at work'. Online at <https://iosh.com/media/4730/iosh-mh-benchmarking-questions-v2.pdf>

International Organization for Standardization (ISO) (2021), 'ISO 45003:2021 occupational health and safety management – psychological health and safety at work. Guidelines for managing psychosocial risks'. Online at <https://www.iso.org/obp/ui/#iso:std:iso:45003:ed-1:v1:en>

Mental Health at Work, 'The mental health at work commitment'. Online at [www.mentalhealthatwork.org.uk/commitment](http://www.mentalhealthatwork.org.uk/commitment)

Mind, 'Workplace wellbeing index'. Online at <https://www.mind.org.uk/workplace/workplace-wellbeing-index>

Stevenson, D. and Farmer, P. (2017), 'Thriving at work: the Stevenson/Farmer review of mental health and employers'. Online at [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/658145/thriving-at-work-stevenson-farmer-review.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/658145/thriving-at-work-stevenson-farmer-review.pdf)

Time to Change, 'Employer pledge'. Online at [www.time-to-change.org.uk/take-action/resources-your-workplace/employer-pledge](http://www.time-to-change.org.uk/take-action/resources-your-workplace/employer-pledge)

Wellcome Trust (2021), 'Putting science to work: understanding what works for workplace mental health'. Online at <https://wellcome.org/reports/understanding-what-works-workplace-mental-health>

Willis Towers Watson (2020), 'The mounting crisis of mental health'. Online at: [www.willistowerswatson.com/en-GB/Insights/2019/11/the-mounting-crisis-of-mental-health](http://www.willistowerswatson.com/en-GB/Insights/2019/11/the-mounting-crisis-of-mental-health)

World Health Organization (2022), 'Mental health at work: policy brief'. Online at [www.who.int/publications/i/item/9789240057944](http://www.who.int/publications/i/item/9789240057944)

World Health Organization (2022), 'WHO guidelines on mental health at work'. Online at [www.who.int/publications/i/item/9789240053052](http://www.who.int/publications/i/item/9789240053052)

### Corporate commitments

Global Business Collaboration for Better Workplace Mental Health. Online at <https://betterworkplacemh.com>

The Mental Health at Work Commitment. Online at [www.mentalhealthatwork.org.uk/commitment](http://www.mentalhealthatwork.org.uk/commitment)

# Glossary

## Absenteeism

Absenteeism refers to absence from work that extends beyond what would be considered ordinary and reasonable. Ordinary and reasonable time off might include 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>74</sup> The benchmark recognises the components of good work as diversity, equity and inclusion (DEI); flexible working; fair pay and financial wellbeing; board-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
- ways of participating in the community to improve the health of workers, their families and other members of the community<sup>75</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>76</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>77</sup>

## Neurodiversity

Neurodiversity is not regarded as a mental health issue but a disability issue. The word neurodiversity refers to the diversity among all people, but is often more specifically used in the context of autism spectrum disorder (ASD), as well as other neurological or developmental conditions such as ADHD or learning disabilities. Stigma, a lack of awareness, and lack of appropriate infrastructure (such as office setup or staffing structures) can lead to the exclusion of people with neurodevelopmental differences. Understanding and embracing neurodiversity in communities, schools, healthcare settings, and workplaces can improve inclusivity for all people.<sup>78</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 in which 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 – 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>79</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.

# Endnotes

- 1 The Marmot Review (2010), 'Fair society, healthy lives: the Marmot Review. Strategic review of health inequalities in England post-2010'. Online at <https://www.parliament.uk/globalassets/documents/fair-society-healthy-lives-full-report.pdf>
- 2 Stevenson, D. and Farmer, P. (2017), 'Thriving at work: the Stevenson/Farmer review of mental health and employers. Online at [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/658145/thriving-at-work-stevenson-farmer-review.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/658145/thriving-at-work-stevenson-farmer-review.pdf)
- 3 International Organization for Standardization (ISO) (2021), 'ISO 45003:2021 occupational health and safety management – psychological health and safety at work. Guidelines for managing psychosocial risks'. Online at <https://www.iso.org/obp/ui/#iso:std:iso:45003:ed-1:v1:en>
- 4 Chisholm, D., Sweeny, K., Sheehan, P., Rasmussen, B., Smit, F., Cuijpers, P., et al. (2016), 'Scaling-up treatment of depression and anxiety: a global return on investment analysis', *Lancet Psychiatry*, 3(5): 415–424. doi:10.1016/S2215-0366(16)30024-4
- 5 Deloitte (2020) 'Mental health and employers: refreshing the case for investment'. Online at [www2.deloitte.com/uk/en/pages/consulting/articles/mental-health-and-employers-refreshing-the-case-for-investment.html](http://www2.deloitte.com/uk/en/pages/consulting/articles/mental-health-and-employers-refreshing-the-case-for-investment.html)
- 6 Global Health Data Exchange (2019), 'Mental disorders; prevalence'. Seattle: Institute for Health Metrics and Evaluations. Online at <https://ghdx.healthdata.org/gbd-2019>
- 7 Deloitte (2022), 'Mental health and employers: the case for investment – pandemic and beyond'. Online at <https://www2.deloitte.com/content/dam/Deloitte/uk/Documents/consultancy/deloitte-uk-mental-health-report-2022.pdf>
- 8 World Health Organization (2022), *WHO Guidelines on Mental Health at Work*. Online at <https://www.who.int/publications/i/item/9789240053052>
- 9 World Health Organization (2022), *Mental Health at Work: Policy Brief*. Online at <https://www.who.int/publications/i/item/9789240057944>
- 10 International Organization for Standardization (ISO) (2021), 'ISO 45003:2021 occupational health and safety management – psychological health and safety at work – guidelines for managing psychosocial risks'. Online at <https://www.iso.org/obp/ui/#iso:std:iso:45003:ed-1:v1:en>
- 11 Wellcome Trust (2021), 'Putting science to work: understanding what works for workplace mental health'. Online at <https://wellcome.org/reports/understanding-what-works-workplace-mental-health>
- 12 Stevenson, D. and Farmer, P. (2017), 'Thriving at work: the Stevenson/Farmer review of mental health and employers'. Online at [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/658145/thriving-at-work-stevenson-farmer-review.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/658145/thriving-at-work-stevenson-farmer-review.pdf)
- 13 Anglo American, 2021, 'Sustainability report 2021'. Online at <https://www.angloamerican.com/-/media/Files/A/Anglo-American-Group-v5/PLC/investors/annual-reporting/2022/aa-sustainability-report-full-2021.pdf>
- 14 Next, 2022, 'Corporate responsibility report to January 2022'. Online at <https://www.nextplc.co.uk/-/media/Files/Next-PLC-V2/documents/cr-reports/next-cr-report-2022.pdf>
- 15 Ashtead Group, corporate website: 'Social – our people'. Online at <https://www.ashtead-group.com/ESG/social-our-people>
- 16 Direct Line, corporate website: 'Mental health and wellbeing'. Online at <https://www.directlinegroup.co.uk/en/sustainability/our-people/mental-health-and-wellbeing.html>
- 17 Unilever, corporate website: 'Employee health and wellbeing'. Online at <https://www.unilever.com/planet-and-society/responsible-business/employee-wellbeing>

- 18 Weir Group, corporate website: 'Creating a sustainable culture of wellbeing'. Online at <https://www.global.weir/newsroom/global-news/news-articles/creating-a-sustainable-culture-of-wellbeing>
- 19 Shell, corporate website: 'Employee health and wellbeing'. Online at <https://www.shell.com/sustainability/communities/employee-health-and-wellbeing.html>
- 20 Rio Tinto, corporate website: 'Health, safety and wellbeing policy'. Online at <https://www.riotinto.com/en/sustainability/health-safety-wellbeing>
- 21 National Grid, 'Wellbeing and Health policy'. Online at <https://www.nationalgrid.com/document/1306/download>
- 22 AstraZeneca, 'Global policy framework for safety, health and environment'. Online at <https://www.astrazeneca.com/content/dam/az/our-company/Documents/Safety-health-and-the-environment.pdf>
- 23 Mitie Group, 'Mitie people policy'. Online at [https://www.mitie.com/wp-content/uploads/2020/03/Mitie\\_People-Policy.pdf](https://www.mitie.com/wp-content/uploads/2020/03/Mitie_People-Policy.pdf)
- 24 CRH, 'Solutions for a sustainable future. CRH 2022 sustainability performance report'. Online at [https://www.crh.com/media/4748/crh-2022-sustainability-performance-report\\_interactive.pdf](https://www.crh.com/media/4748/crh-2022-sustainability-performance-report_interactive.pdf)
- 25 WPP, corporate website: 'WPP is "Making Space" for its people to recharge, reset and celebrate'. Online at <https://www.wpp.com/people/latest-in-careers-and-people/making-space>
- 26 Prudential, 'Diversity and inclusion statement'. Online at <https://www.prudentialplc.com/-/media/Files/P/Prudential-V3/policies-and-statements/diversity-and-inclusion-statement.pdf>
- 27 Lloyds Banking Group, '2022 social sustainability report'. Online at <https://www.lloydsbankinggroup.com/assets/pdfs/investors/financial-performance/lloyds-banking-group-plc/2022/full-year/2022-lbg-social-sustainability-report.pdf>
- 28 J Sainsbury, corporate website: 'Colleague mental health and wellbeing'. Online at <https://www.about.sainsburys.co.uk/sustainability/plan-for-better/our-stories/2022/colleague-mental-health-and-wellbeing>
- 29 Barclays, '2022 fair pay report'. Online at <https://home.barclays/content/dam/home-barclays/documents/investor-relations/reports-and-events/annual-reports/2022/Barclays-Fair-Pay-Report-2022.pdf>
- 30 Savills, '2021 annual report'. Online at <https://ir.savills.com/-/media/Files/S/Savills-IR-V3/result-centre/2021/savills-plc-ar21.pdf>
- 31 Diageo, corporate website: 'Wellbeing'. Online at <https://www.diageo.com/en/careers/why-diageo/purpose-culture-and-values/wellbeing>
- 32 Hays, 2022, corporate website: 'Annual report and financial statements 2022'. Online at <https://www.haysplc.com/investors/annual-report-2022>
- 33 J Sainsbury, corporate website: 'Colleague mental health and wellbeing'. Online at <https://www.about.sainsburys.co.uk/sustainability/plan-for-better/our-stories/2022/colleague-mental-health-and-wellbeing>
- 34 International Organization for Standardization (ISO) (2021), 'ISO 45003:2021 occupational health and safety management - psychological health and safety at work. Guidelines for managing psychosocial risks'. Online at <https://www.iso.org/obp/ui/#iso:std:iso:45003:ed-1:v1:en>
- 35 Mind, 'Workplace wellbeing index. Online at [www.mind.org.uk/workplace/workplace-wellbeing-index](http://www.mind.org.uk/workplace/workplace-wellbeing-index)
- 36 Stevenson, D. and Farmer, P. (2017), 'Thriving at work: the Stevenson/Farmer review of mental health and employers. Online at [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/658145/thriving-at-work-stevenson-farmer-review.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/658145/thriving-at-work-stevenson-farmer-review.pdf)

- 37 World Health Organization (2022), *WHO Guidelines on Mental Health at Work*. Online at <https://www.who.int/publications/i/item/9789240053052>
- 38 World Health Organization (2010), *WHO Healthy Workplace Framework and Model: Background and Supporting Literature and Practices*. Online at [www.who.int/publications/i/item/who-healthy-workplace-framework-and-model](http://www.who.int/publications/i/item/who-healthy-workplace-framework-and-model)
- 39 Rio Tinto, corporate website: 'Code of conduct'. Online at <https://www.riotinto.com/en/sustainability/ethics-compliance>
- 40 Tesco, corporate website: 'Anti-bullying and harassment policy'. Online at <https://www.tescopl.com/sustainability/documents/policies/bullying-and-harassment>
- 41 Legal and General, 2021, corporate website: 'Sustainability and inclusive capitalism report'. Online at <https://group.legalandgeneral.com/en/sustainability/sustainability-reporting-centre/sustainability-and-inclusive-capitalism-report-2021>
- 42 Experian, 'Global approach to mental health and wellbeing'. Online at <https://www.experianplc.com/media/4650/global-approach-to-mental-health-and-wellbeing.pdf>
- 43 Balfour Beatty, '2022 annual report and accounts'. Online at <https://www.balfourbeatty.com/media/319342/balfour-beatty-annual-report-and-accounts-2021.pdf>
- 44 Serco Group, '2022 annual report and accounts'. Online at <https://www.serco.com/media/9382/serco-ar22-web-pdf-spreads.pdf>
- 45 Reckitt Benckiser, '2022 sustainability insights report. Online at <https://www.reckitt.com/media/y2hj4xtm/sustainability-insights-2022.pdf>
- 46 Whitbread, '2021 ESG report'. Online at [https://cdn.whitbread.co.uk/media/2022/05/Whitbread-ESG-Report-2021\\_22.pdf](https://cdn.whitbread.co.uk/media/2022/05/Whitbread-ESG-Report-2021_22.pdf)
- 47 Sage Group, 2022, 'Sustainability and society 2022 report'. Online at <https://www.sage.com/investors/about-us/sustainability>
- 48 Vodafone, '2022 annual report'. Online at <https://investors.vodafone.com/sites/vodafone-ir/files/2022-05/vodafone-2022-annual-report.pdf>
- 49 GSK, '2021 annual report'. Online at <https://www.gsk.com/media/7462/annual-report-2021.pdf>
- 50 Lloyds Banking Group, '2022 social sustainability report'. Online at <https://www.lloydsbankinggroup.com/assets/pdfs/investors/financial-performance/lloyds-banking-group-plc/2022/full-year/2022-lbg-social-sustainability-report.pdf>
- 51 Standard Chartered, '2022 fair pay report'. Online at <https://av.sc.com/corp-en/content/docs/fair-pay-report.pdf>
- 52 Weir Group, corporate website: 'Global recruitment policy'. Online at <https://www.global.weir/careers/global-recruitment-policy>
- 53 Experian, '2022 DEI report'. Online at [https://www.experianplc.com/media/4459/english-experiandei-report\\_2022.pdf](https://www.experianplc.com/media/4459/english-experiandei-report_2022.pdf)
- 54 AstraZeneca, '2022 sustainability report'. Online at [https://www.astrazeneca.com/content/dam/az/Sustainability/2023/pdf/Sustainability\\_Report\\_2022.pdf](https://www.astrazeneca.com/content/dam/az/Sustainability/2023/pdf/Sustainability_Report_2022.pdf)
- 55 Mondi Group, '2022 sustainable development report'. Online at <https://www.mondigroup.com/media/16685/mondi-group-sustainable-development-report-2022.pdf>
- 56 Admiral Group, '2022 sustainability report'. Online at <https://admiralgroup.co.uk/static-files/028bcd6f6-27db-4fa1-995a-1dcab32d0fb6>
- 57 Serco Group, corporate website: 'Safe, healthy and thriving colleagues'. Online at <https://www.serco.com/our-people/safe-colleagues>
- 58 National Express Group, corporate website: 'National Express bus – a cut above the rest with top safety award'. Online at <https://www.nationalexpressgroup.com/media/news-releases/2022/national-express-bus-a-cut-above-the-rest-with-top-safety-award>

- 59 Lloyds Banking Group, '2022 social sustainability report'. Online at <https://www.lloydsbankinggroup.com/assets/pdfs/investors/financial-performance/lloyds-banking-group-plc/2022/full-year/2022-lbg-social-sustainability-report.pdf>
- 60 BAE Systems, corporate website: 'Supporting our employees' mental health'. Online at <https://www.baesystems.com/en-uk/feature/supporting-our-employees-mental-health>
- 61 National Grid, corporate website: 'Mental health comes first'. Online at <https://www.nationalgrid.com/stories/community-spirit-stories/mental-health-comes-first-especially-crisis>
- 62 Firstgroup, corporate website: 'News and media'. Online at <https://www.firstgroupplc.com/news-and-media/latest-news/2023/210223.aspx>
- 63 Centrica, corporate website: 'How workplace programmes help boost morale'. Online at <https://www.centrica.com/stories/2022/from-apprenticeships-to-flexible-retirement-a-career-in-an-inclusive-workplace>
- 64 Mitie Group, corporate website: 'Parents mental health day'. Online at <https://mitiepeople.com/parents-mental-health-day>
- 65 Rio Tinto, '2022 annual report'. Online at <https://www.riotinto.com/en/invest/reports/annual-report>
- 66 Next, '2022 annual report'. Online at <https://www.nextplc.co.uk/-/media/Files/N/Next-PLC-V2/documents/2022/annual-reports-and-account-jan-2022.pdf>
- 67 Experian, 'DEI key principles'. Online at <https://www.experianplc.com/media/4649/dei-key-principles.pdf>
- 68 WH Smith, '2022 sustainability report'. Online at <https://www.whsmithplc.co.uk/sites/whsmith-corp/files/whsmith-sr22.pdf>
- 69 BT Group, '2022 diversity and inclusion report'. Online at <https://www.bt.com/bt-plc/assets/documents/about-bt/our-people/2022-diversity-and-inclusion-report.pdf>
- 70 HSBC, '2022 annual report and accounts'. Online at <https://www.hsbc.com/investors/results-and-announcements/annual-report>
- 71 Centrica, '2022 health and wellbeing statement'. Online at <https://www.centrica.com/media/6118/health-wellbeing-statement-2022.pdf>
- 72 Standard Chartered, '2022 fair pay report'. Online at <https://av.sc.com/corp-en/content/docs/fair-pay-report.pdf>
- 73 Rio Tinto, '2022 annual report'. Online at <https://www.riotinto.com/en/invest/reports/annual-report>
- 74 The Marmot Review (2010), 'Fair society, healthy lives: The Marmot Review. Strategic review of health inequalities in England Post-2010'. Online at <https://www.parliament.uk/globalassets/documents/fair-society-healthy-lives-full-report.pdf>
- 75 World Health Organization (2010), *WHO Healthy Workplace Framework and Model: Background and Supporting Literature and Practices*. Online at [www.who.int/publications/i/item/who-healthy-workplace-framework-and-model](http://www.who.int/publications/i/item/who-healthy-workplace-framework-and-model)
- 76 World Health Organization (2010), *WHO Healthy Workplace Framework and Model: Background and Supporting Literature and Practices*. Online at [www.who.int/publications/i/item/who-healthy-workplace-framework-and-model](http://www.who.int/publications/i/item/who-healthy-workplace-framework-and-model)
- 77 Stevenson, D. and Farmer, P. (2017), 'Thriving at work: the Stevenson/Farmer review of mental health and employers'. Online at [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/658145/thriving-at-work-stevenson-farmer-review.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/658145/thriving-at-work-stevenson-farmer-review.pdf)
- 78 Harvard Health Publishing (2021), 'What is neurodiversity?', Harvard Medical School blog. Online at <https://www.health.harvard.edu/blog/what-is-neurodiversity-202111232645>
- 79 International Labour Organization, 'Workplace wellbeing'. Online at <https://www.ilo.org/safework/areasofwork/workplace-health-promotion-and-well-being/lang--en/index.htm>

### Important information

The views expressed do not constitute financial, investment or professional advice. CCLA Investment Management Limited (registered in England, No. 2183088) and CCLA Fund Managers Limited (registered in England, No. 8735639), whose registered address is: One Angel Lane, London EC4R 3AB, are authorised and regulated by the Financial Conduct Authority.

### WANT TO KNOW MORE?

Please contact:

**Amy Browne**  
Stewardship Lead  
amy.browne@ccla.co.uk  
020 7489 6030

**CCLA**

BECAUSE GOOD IS BETTER