

CCLA Corporate Mental Health Benchmark UK 100

Corporate
Mental Health
Benchmark



2024

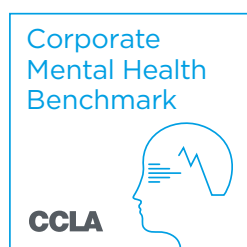


CCLA

GOOD INVESTMENT

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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.

Acknowledgements

This report has been prepared by CCLA and Chronos Sustainability Ltd. 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.

First, the **expert advisory panel**:

- Elizabeth Sheldon, CCLA (co-chair)
- Lord Dennis Stevenson CBE (co-chair)
- Dr Richard Caddis, BT
- Paul Farmer CBE, Age UK
- Remi Fernandez, United Nations Principles for Responsible Investment

- Dr Shekhar Saxena, Harvard T.H. Chan School of Public Health
- Dr Junko Umihara, Showa Women's University

Second, the **70 benchmarked companies** that took the time to engage with the assessment process.

Third, the **54 global investors** that support CCLA's engagement efforts on this topic.

Finally, at CCLA, Dr James Corah and Peter Hugh Smith, and at Chronos Sustainability, Dr Rory Sullivan, Dr Nathan Williams, Chup Priovashini and the team of analysts who undertook the company assessments.

There has been a significant 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 the companies that cause the 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 a positive 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 to invest sustainably? Surely this should be by how they affect the real world.

Failure to take action on the climate, erosion of social cohesion and public health crises all represent system-wide dangers, not only to portfolios but also to the environment and the functioning 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. However, through our systemic, 'greater good' approach to company engagement, we aim to do our bit in making the world a better place.

Foreword

Dr Sarah Hughes

Chief Executive Officer, Mind

I have worked in the mental health sector for over 30 years and in that time incredible progress has been made. For millions of people, mental health is now something to be honest about – not ashamed of. As CEO of the UK’s largest mental health charity, Mind, I remain steadfast in my commitment to fighting for every person experiencing a mental health problem to get the support and respect they deserve.

It’s safe to say that this fight is more important now than ever before. The long-term effects of the Covid-19 pandemic, the cost-of-living crisis, the unstable geopolitical situation, and the lack of investment in mental health services are all contributing to a very real mental health crisis.

With us spending so much of our time at work, mentally healthy workplaces are a crucial component to creating a mentally healthy nation. That’s why the CCLA Mental Health Benchmark is such a valuable resource which helps us understand the performance of companies on workplace mental health, and, most importantly, allows employers to evaluate their current practices and identify areas for improvement.

I’m heartened to see workplace mental health remains on the business agenda and that there is an improvement in performance for almost a quarter of employers assessed in this year’s benchmarking.

I’m also encouraged by the growing recognition of the link between mental health and financial wellbeing. We know poor mental health can make earning and managing money harder. And worrying about money can make your mental health worse. It’s easy for this to become a vicious cycle and I’m glad to see employers are taking steps to support the financial wellbeing of staff.

Of course, there is more to be done. Managers are well positioned to break down stigma, build a supportive environment, and effectively signpost to support, but we are not yet training them effectively. They need to be equipped with the right skills, knowledge, and capacity to help them better manage both their own and others’ mental health and wellbeing.

We’re also not yet sure that companies are reviewing the impact they are making. Ongoing impact monitoring is crucial to ensuring approaches are responsive to current employee needs. One easy solution is employers leveraging existing employee feedback mechanisms to understand what’s working and where any gaps lie.

Finally, a plea to my CEO colleagues, in 2024, just 42% of companies published evidence of a statement from their CEO promoting workplace mental health. Leadership is crucial in truly shifting the dial and, if all CEOs better understood the critical role they can play in creating mentally healthy workforces, we would see significant progress.

Together we can foster positive and open cultures, role model behaviours and make an unequivocal commitment to staff. If we get this right, more and more people will be able to thrive at work.

A note on currencies quoted in this report

All values quoted from published research are stated in their original currency. For relevance to a UK audience, however, values in currencies other than pounds sterling (GBP) are also shown in GBP.

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

	GBP (£)	USD (\$)
GBP (£)	1.0	1.27
USD (\$)	0.79	1.0

Executive summary

The cost-of-living crisis and the 'long shadow' cast by the Covid-19 pandemic continue to present mental health challenges for many people.¹ The human and personal toll is tangible. The cost to the economy of poor mental health is also substantial; in England alone, the loss is estimated at almost £110 billion because of factors including staff turnover, presenteeism, economic inactivity and sickness absence.² In 2022/23, 17.1 million working days were reportedly lost to work-related stress, depression or anxiety in Great Britain.³

It does not have to be this way. 'Good work' – comprising characteristics such as fair pay, work-life balance and the absence of bullying – can support good mental health.⁴ What is more, companies that invest in workplace mental health can expect to gain an average return on investment of £5.30 for every £1 spent.⁵

The CCLA Corporate Mental Health Benchmark assesses how companies are managing and reporting on workplace mental health. In 2024, we reviewed the public disclosures of 101 UK-listed companies to evaluate the extent to which they are taking a strategic and holistic approach to supporting mental wellbeing in the workforce. This report details the findings from the benchmarking process.

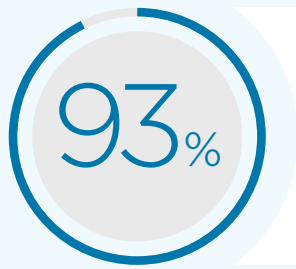
Annual benchmarking of the UK's largest listed businesses* combined with sustained investor engagement will, we believe, increase awareness, help to disseminate examples of good practice and ultimately drive positive change in employee mental health.

Almost 5 million employees – the combined workforce of the 101 UK companies covered by the 2024 benchmark.



*The 101 businesses selected for inclusion in this benchmark were determined using a specific set of considerations, including market capitalisation, workforce size and their previous inclusion in the benchmark. All are UK listed.

2024 performance summary



of companies continue to acknowledge mental health as an important business issue, unchanged from both 2023 and 2022.



companies assessed improved sufficiently over the past year to move up a performance tier, to the implied benefit of a combined 1 million workers.



UK companies now rank in the top two performance tiers, suggesting that close to 1.5 million employees work for businesses with a mature strategic approach to mental health.



companies remain in the same performance tier as last year. While some improved their score, any uplift was insufficient to result in a change of tier.



companies are placed in the bottom performance tier, suggesting that more than 600,000 people work for businesses that have not demonstrated significant steps to protect their people.

Overview of company and investor engagement

70 companies

(of 101) engaged with the benchmarking process

- 60 engaged directly with CCLA over the past year
- 56 reviewed their preliminary assessment, with many providing substantive comments
- 46 both engaged with CCLA and reviewed their preliminary assessments



44 investors

with \$8.5 trillion (£6.7 trillion) in assets under management supported engagement efforts by co-signing letters issued to companies in June 2023

- 18 of these engaged directly with companies throughout the year on this topic, often independently of CCLA

\$9.4 trillion

The global investor coalition on workplace mental health has grown to 54 investors with a combined \$9.4 trillion (£7.4 trillion) in assets under management (May 2024)

- Launched in July 2022 with just 29 founding signatories, the growth in investor support displays an increasing awareness by investors of mental health as a material business concern

Key insights into the mental health of UK companies

Workplace mental health remains an important business concern for UK companies.

More than two years after the lockdowns caused by the Covid-19 pandemic, 93% of companies continue to acknowledge mental health as an important business issue. In their policies, reporting and other documentation, many cite the business drivers – including workforce productivity, recruitment and retention, and business success – behind their approach to managing employee mental wellbeing.

A growing number of UK companies recognise the link between financial wellness and mental health.

UK companies increasingly recognise that having a clear management position on financial wellness can support employee mental health. Almost half (49%) of companies, compared to 43% in 2023, recognise the link between fair pay and financial security, and mental health. Many companies have made formal commitments to fair pay and/or offered specialist financial education to their employees.

Fewer than half of UK company CEOs champion mental health.

CEOs can play a critical role in driving a culture of openness and transparency around mental health. It is disappointing that in 2024, just 42% of companies publish evidence of a statement from the CEO on promoting workplace mental health. Nonetheless, this figure is an improvement on 2023, when the figure was just 37%.

Many UK companies fail to equip line managers to manage workplace mental health.

Just 44% of companies report the provision of mental health training to line managers. This suggests that line managers across fewer than half of UK companies are prepared with the necessary skills and knowledge to support employees when mental health problems arise. Companies are, however, faring better on the provision of training to mental health first aiders and others. As many as 60% of companies report the provision of training to individuals with dedicated responsibilities for mental health.

Only a third of UK companies are using employee feedback to inform their mental health programmes.

While employee surveys are widely used (by 97% of companies in this sample), just 33% of companies report using employee responses to understand workplace mental health and to inform their mental health programmes.

UK companies are investing in mental health services and awareness-raising activities, although many are yet to monitor their uptake or impact.

We found that 96% of companies invest in mental health support services for employees, and 88% are raising awareness of mental health in the workplace. However, only 29% report on the uptake of their mental health initiatives and programmes, and just 14% appear to use key performance indicators to measure the impact of their mental health approaches.

Our recommendations for employers

We encourage all listed companies, regardless of size, location, or industry, to review the findings in this report. Specifically, we recommend the following:

- 1 Demonstrate a leadership commitment to mental health at the highest level of management.
- 2 Publish a mental health at work policy and ensure that its scope is clear.
- 3 Set mental health-related objectives or targets and report on progress against them.
- 4 Provide employees with good working conditions that can directly contribute to positive mental health.
- 5 Promote mental health awareness among employees and involve them in the design and delivery of mental health programmes.
- 6 Equip managers with the necessary skills and training to support employee mental health.
- 7 Collaborate with others through industry and/or academic partnerships to promote positive workplace mental health.



Chapter 1

Company ranking

The companies in this benchmark were selected based on a specific set of considerations, including market capitalisation, workforce size and their previous inclusion in the benchmark. All are UK listed.

This year, we assessed 101 companies (compared to 100 companies in 2023). We removed six companies from the benchmark (three of which – AstraZeneca, HSBC Holdings and Shell – will continue to be assessed in the global benchmark). Seven new companies were added. These are indicated in Appendix 2.

The 101 companies in this benchmark 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
- utilities.

We conducted independent company assessments and quality assurance between 1 March and 3 April 2024. We then invited all companies to review their preliminary assessments during April before we finalised the scores in May.



Assessment methodology

The benchmark evaluates companies against 27 assessment criteria based on the information publicly available during the assessment period. The criteria cover four thematic pillars:

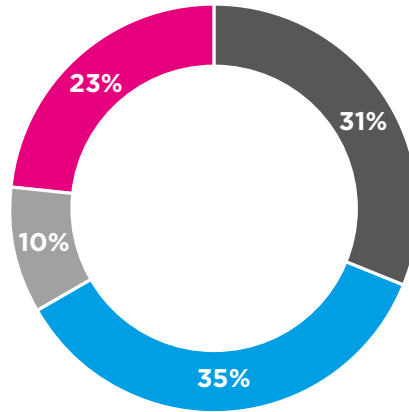
- management commitment and policy
- governance and management
- leadership and innovation
- performance reporting and impact.

Each pillar is weighted as illustrated (see Appendix 1 for the full benchmark assessment criteria).

The tier rankings are based on each company’s overall score as a percentage of the maximum score available.

Companies are ranked across five performance tiers (set out below). This allows us to evaluate the performance of businesses 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 strategy and reporting.

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



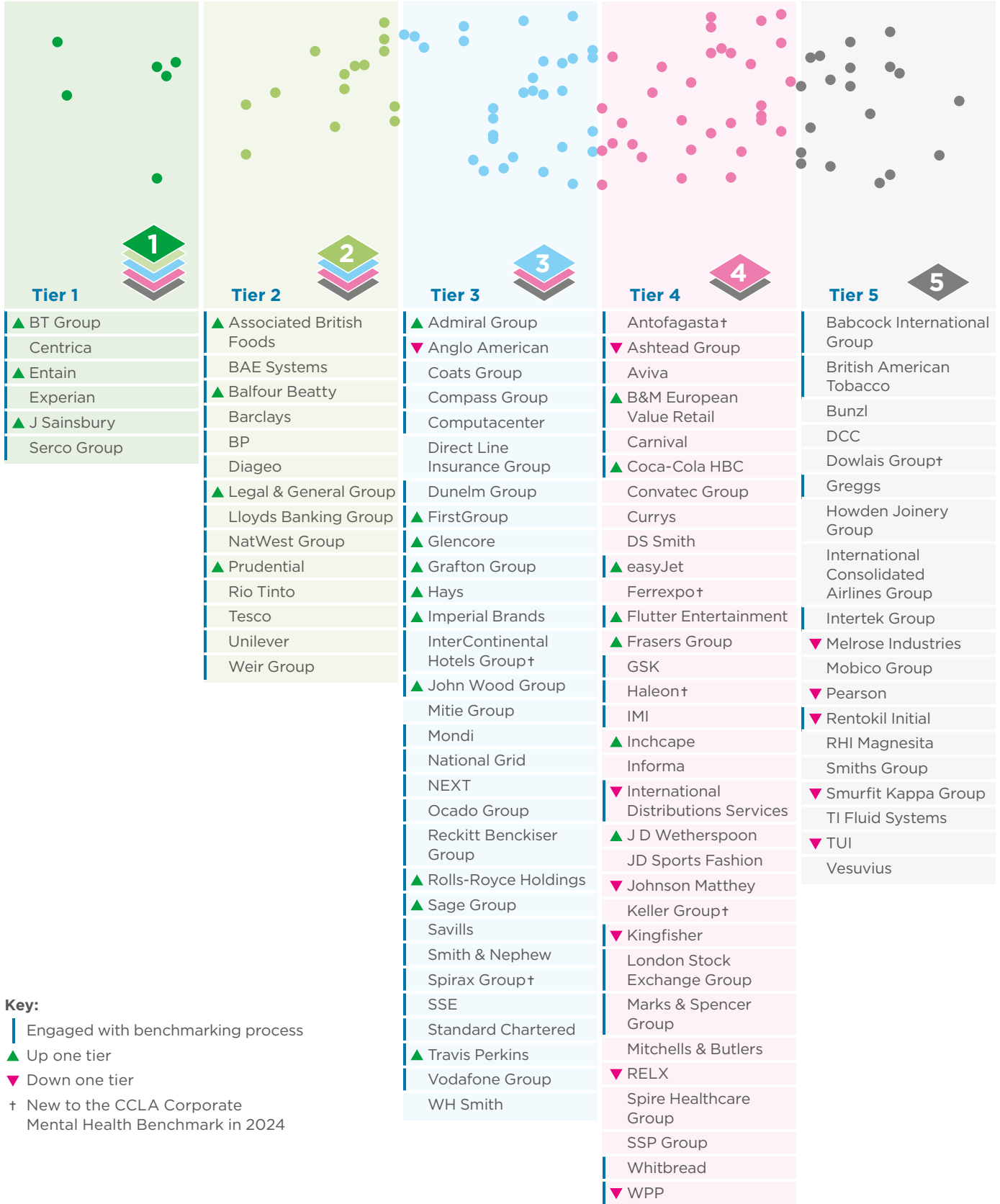
- Management commitment and policy
- Governance and management
- Leadership and innovation
- Performance reporting and impact

Due to rounding, the percentages do not total 100%.

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

Tier ranking

Within each tier, companies are listed in alphabetical order.



Key:
 | Engaged with benchmarking process
 ▲ Up one tier
 ▼ Down one tier
 † New to the CCLA Corporate Mental Health Benchmark in 2024

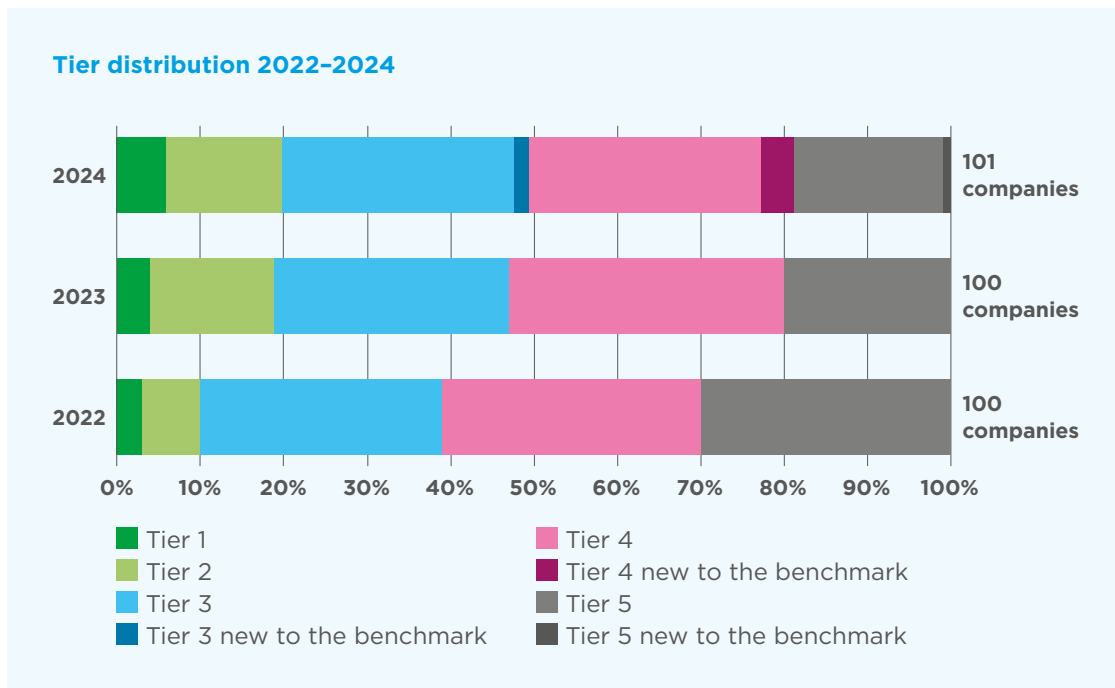
Our discussions with some of the assessed companies suggest that the level of corporate reporting on workplace mental health may not yet fully reflect the activity taking place 'on the ground'. A lack of reporting renders it difficult for investors to accurately assess companies on the effectiveness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

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

We hope the findings of our annual assessments will demonstrate to companies how they can improve their approach and sustain a management focus on workplace mental health.

Tier distribution

This chart shows the changes in the numbers of companies in each performance tier over the past three years.



Average scores

Overall average score

The overall average company score is 41% compared to 40% last year, which demonstrates these companies' sustained commitment to managing the business risks and opportunities presented by workplace mental health.

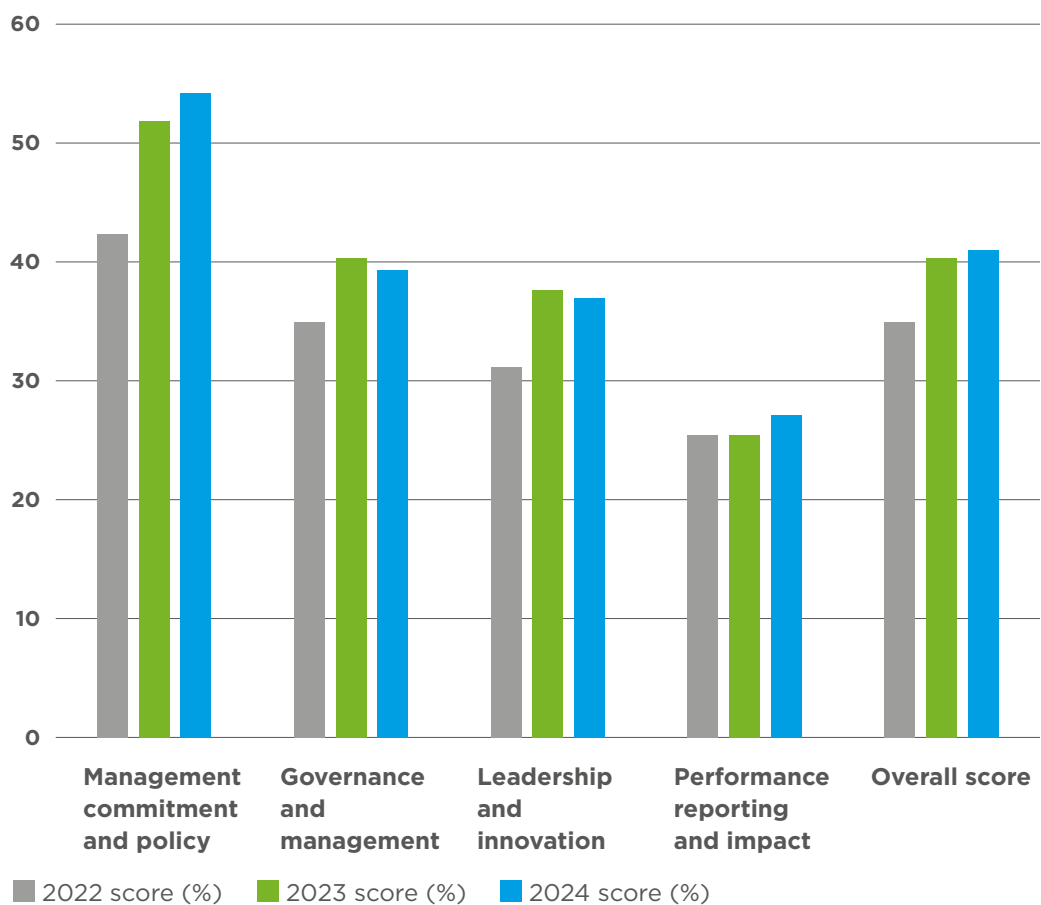
For the 89 companies that have appeared in the benchmark over the past three years, the overall average score has increased to 42% in 2024 from 35% in 2022.

Average score by assessment pillar

This chart shows the year-on-year changes in average score across the four assessment pillars. It indicates that there has been steady year-on-year progress for the management commitment and policy pillar and shows mixed performance trends for the remaining three pillars.

As we would expect at this relatively early stage of the benchmark, the companies are continuing to achieve a higher average score in management and commitment compared to the other pillars. This indicates that the companies are still focusing their efforts on formalising their leadership commitments on mental health.

Average score by pillar 2022-2024

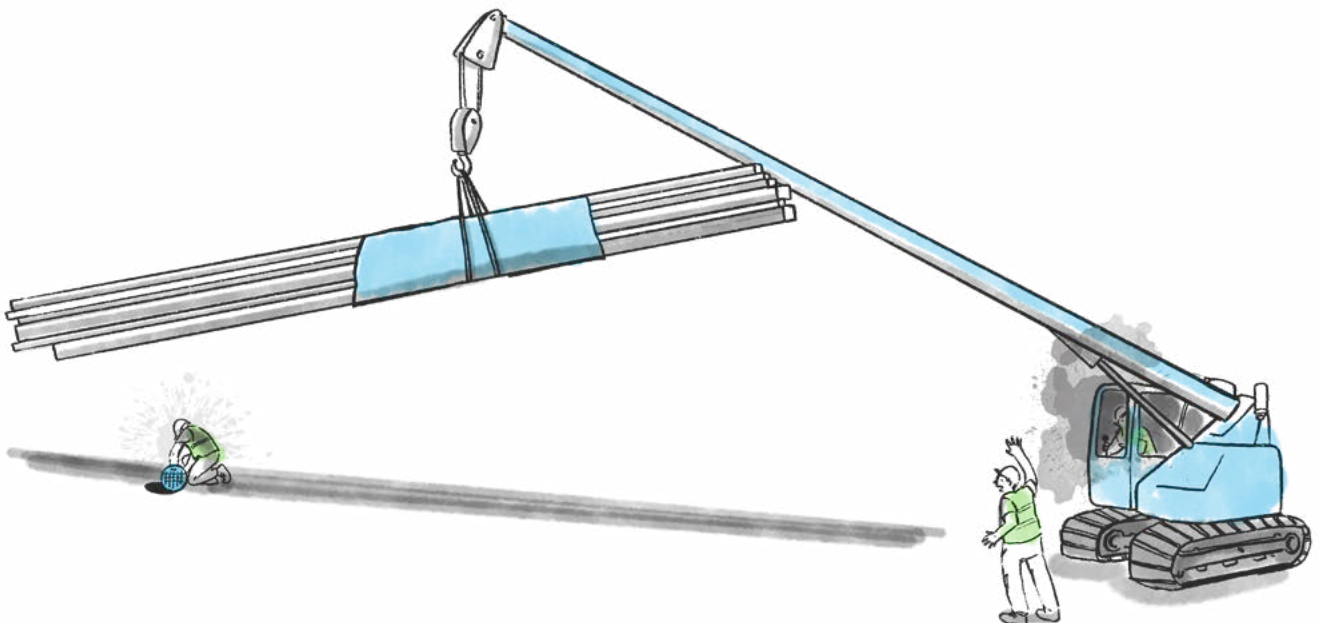
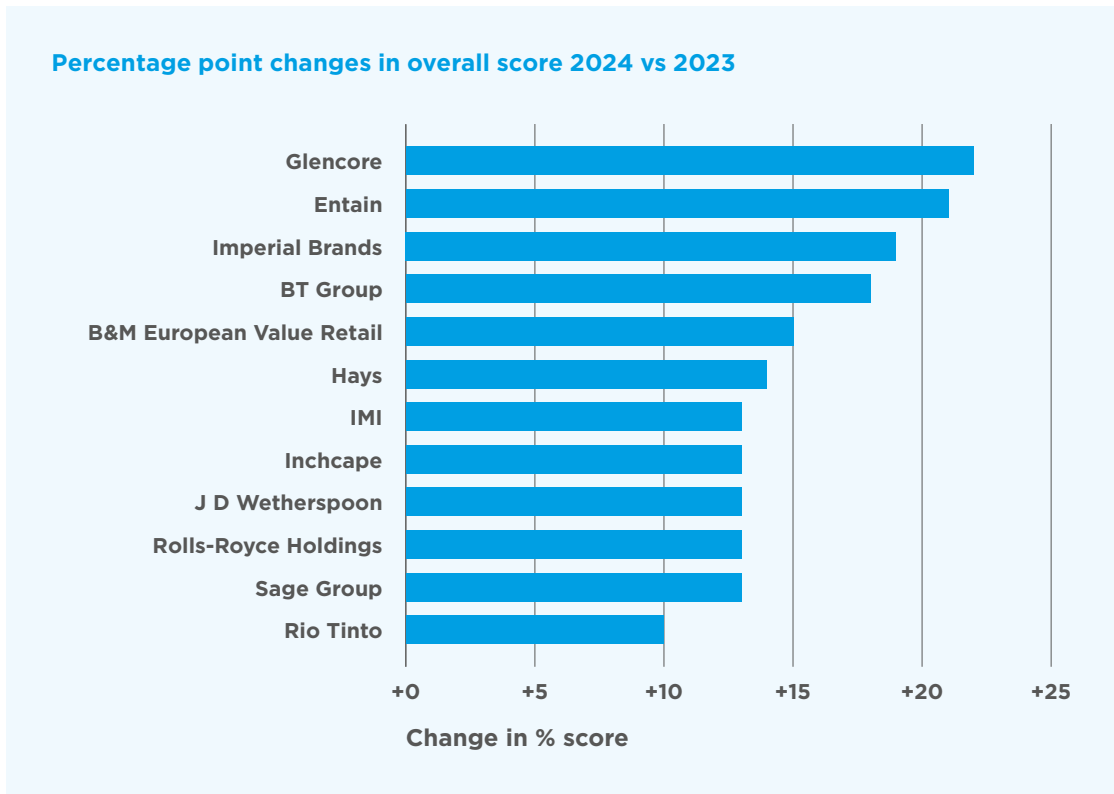


The number of companies was 100 in 2022 and 2023, and 101 in 2024.

Performance analysis

Top improvers 2024 vs 2023 (by overall score)

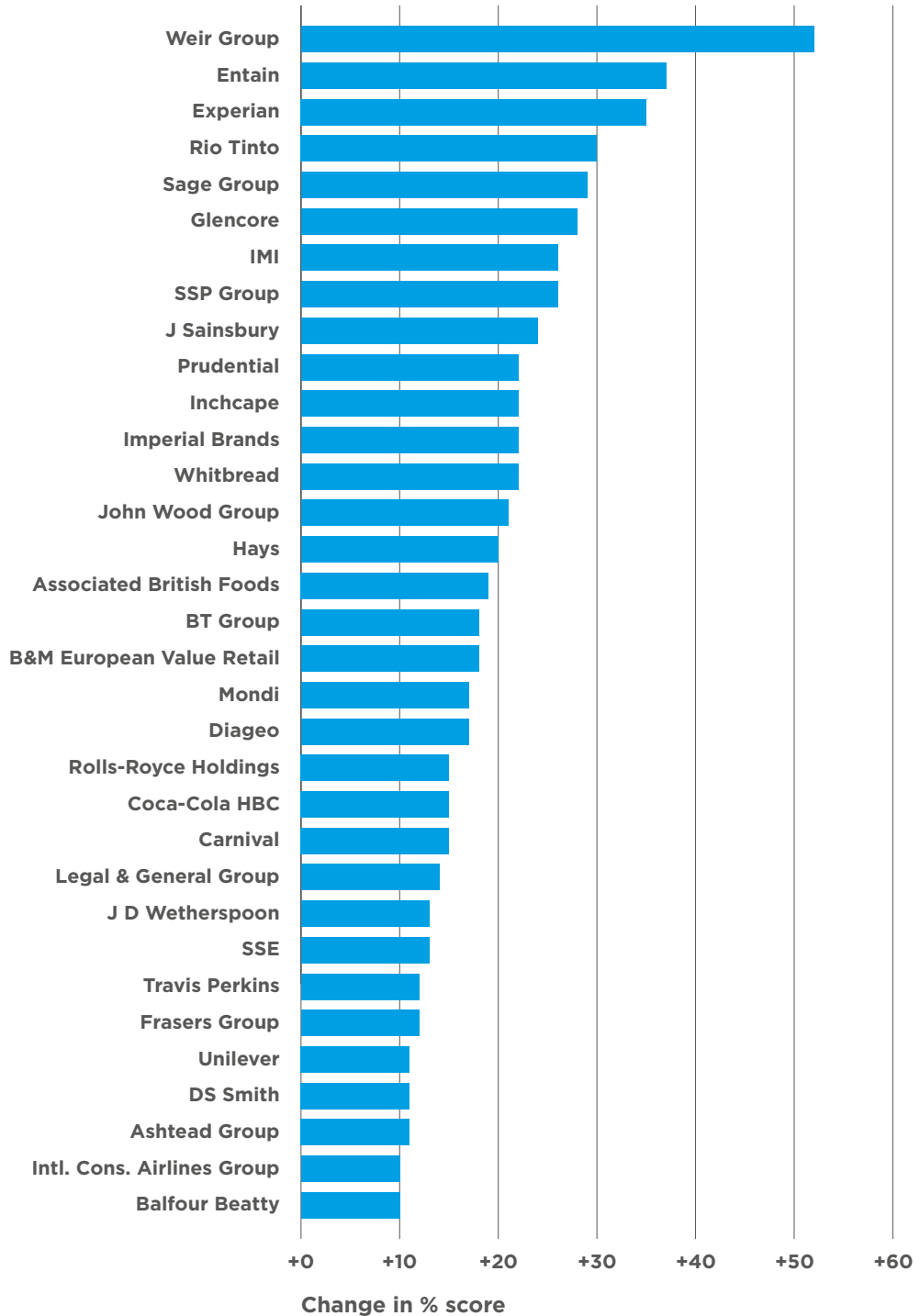
The following companies improved against the assessment criteria by 10 or more percentage points between 2023 and 2024 (showing the most improved first).



Top improvers 2024 vs 2022 (by overall score)

The following companies improved against the assessment criteria by 10 or more percentage points between 2022 and 2024 (showing the most improved first).

Percentage point changes in overall score 2024 vs 2022



Top performers by assessment pillar

Here, we list the companies achieving the highest scores in 2024 by assessment pillar.

Management commitment and policy

Position	Company
= 1	Centrica
= 1	Weir Group
= 3	Diageo
= 3	Experian
= 3	Prudential
6	Entain
= 7	J Sainsbury
= 7	Serco Group
= 7	Spirax Group
= 10	Associated British Foods
= 10	Barclays
= 10	Coats Group

Leadership and innovation

Position	Company
= 1	BAE Systems
= 1	Balfour Beatty
= 1	Barclays
= 1	Centrica
= 1	Experian
= 1	FirstGroup
= 1	Lloyds Banking Group
= 1	Unilever
= 9	BP
= 9	J Sainsbury
= 9	Legal & General Group
= 9	NEXT
= 9	Serco Group

Governance and management

Position	Company
1	Serco Group
= 2	Centrica
= 2	Entain
= 4	Experian
= 4	J Sainsbury
= 4	Weir Group
7	BT Group
= 8	Computacenter
= 8	NatWest Group
= 8	Reckitt Benckiser Group
= 8	Rio Tinto

Performance reporting and impact

Position	Company
= 1	BT Group
= 1	Centrica
= 1	Serco Group
= 4	Entain
= 4	J Sainsbury
= 4	Rio Tinto
= 7	Barclays
= 7	BP
= 7	Experian
= 7	NatWest Group

Company performance by assessment pillar

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

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

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

*These companies are new to the CCLA Corporate Mental Health Benchmark in 2024.

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

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

*These companies are new to the CCLA Corporate Mental Health Benchmark in 2024.

Sectoral analysis

The five largest sectors in the UK 100 benchmark represent 84% of the companies evaluated in 2024.* Of these sectors, the financials sector is performing the strongest. This sector achieved an average score of 53% compared with the overall benchmark average of 41%.

When we analyse the scores by assessment pillar, we observe that:

- The companies in the financials and consumer staples sectors performed better than the benchmark overall average score of 41% across all pillars except for performance reporting and impact.
- The companies in the materials and industrials sectors performed better than the benchmark overall average score of 41% in the management commitment and policy pillar only.
- The companies in the consumer discretionary sector performed in line with the benchmark overall average score of 41% in the management commitment and policy pillar only. For the remaining pillars, the sector performed below the benchmark overall average score.

Sector	Management commitment and policy (%)	Governance and management (%)	Leadership and innovation (%)	Performance reporting and impact (%)	Overall average score (%)
Financials	68	49	59	36	53
Consumer staples	68	48	42	32	50
Materials	53	34	28	26	38
Industrials	49	35	36	24	37
Consumer discretionary	41	32	25	20	32

84% of companies in the UK benchmark represent five industry sectors: consumer discretionary, consumer staples, financials, industrials and materials.

*Sectors with fewer than 10 companies (namely communication services, energy, health care, information technology, real estate and utilities) have been excluded from the analysis to minimise sampling errors. Refer to Appendix 2 for a full list of companies by sector.

Performance by assessment criteria

We analysed year-on-year changes in scoring for each question to better understand where companies are making progress and, conversely, to highlight areas of limited or no progress. We will continue to carry out this analysis in future years.

Refer to Appendix 1 for the full assessment criteria.

Assessment criteria showing the most year-on-year improvement

The following assessment criteria showed a marked (i.e. over 5 percentage points) improvement in the proportion of companies scoring the maximum number of points.

Question number	Question text	Companies scoring maximum points (2024) (%)	Companies scoring maximum points (2023) (%)	Points difference (%)
4b	Does the policy statement (or equivalent) provide a clear explanation of geographical and business area scope?	34	27	+7
25b	Does the company report on the proportion of dedicated individuals that are trained in workplace mental health?	44	37	+7
7	Does the company support the principles of good work by having a formal commitment to fair pay and financial wellbeing?	49	43	+6
11	Does the company support the principles of good work by having a formal position on anti-bullying and non-harassment, or equivalent?	24	18	+6
14b	Does the company provide mental health training to dedicated individuals (e.g. mental health first aiders)?	60	54	+6

Key:

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

The following assessment criteria showed a marked (i.e. over five percentage points) deterioration in the proportion of companies scoring maximum points.

Question number	Question text	Companies scoring maximum points (2024) (%)	Companies scoring maximum points (2023) (%)	Points difference (%)
6	Does the company support the principles of good work by having a formal commitment to diversity, equity and inclusion (DEI)?	31	37	-6
14a	Does the company provide mental health training to line managers?	44	50	-6
15a	Has the company developed formal initiatives or programmes to raise awareness of mental health in the workplace?	69	75	-6

Key:

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

Top-performing assessment criteria

The following table shows the questions on which the companies scored highest in 2024.

Question number	Question text	Companies scoring maximum points (%)
16	Does the company provide access to mental health services and support either internally or externally?	77
15a	Has the company developed formal initiatives or programmes to raise awareness of mental health in the workplace?	69
1	Does the company acknowledge workplace mental health as an important concern for the business?	65
14b	Does the company provide mental health training to dedicated individuals (e.g. mental health first aiders)?	60
5	Does the company have a clear management commitment to encouraging a culture of openness on mental health?	56
12a	Has the company assigned board or senior management responsibility for workplace mental health?	52
7	Does the company support the principles of good work by having a formal commitment to fair pay and financial wellbeing?	49
14a	Does the company provide mental health training to line managers?	44
25b	Does the company report on the proportion of dedicated individuals that are trained in workplace mental health?	44
3	Does the company publish an overarching corporate mental health policy (or equivalent)?	43

Key:

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

Bottom-performing assessment criteria

The following table highlights the questions on which the companies performed least well in 2024. All four pillars are represented.

Question number	Question text	Companies scoring maximum points (%)
20	Does the company independently assure its mental health management system against a recognised framework or standard?*	2
13	Has the company set objectives or targets for the management of mental health in the workplace?	13
27	Does the company use key performance indicator(s) to measure and report on the impact of its workplace mental health strategy?	14
10	Does the company support the principles of good work by having a formal position on career progression and job adjustment?	15
24	Does the company report on progress against its objectives or targets related to mental health?	15
17	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)?	16
23	Does the company publish details of its mental health approach in its annual report and accounts (or equivalent)?	16
8	Does the company support the principles of good work by having a formal position on board-employee information and consultation?	17
21a	Does the company participate in industry or academic initiatives or partnerships aimed at promoting positive workplace mental health?	18
25a	Does the company report on the proportion of line managers that are trained in workplace mental health?	18
26	Does the company report on the uptake of its mental health programmes or initiatives?	18

Key:

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

*This question was revised for the 2024 benchmark. See the question-by-question breakdown (Chapter 3) for additional information.

Question-by-question breakdown and case studies

This section of the report looks in detail at the 27 criteria against which companies were assessed. It reflects on the findings from the data and provides 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 featured case studies will inspire companies to develop and improve their own approaches to managing and reporting on workplace mental health.

For each of the 27 criteria, the percentage of companies scoring full points, zero points or partial points is indicated in the accompanying graph.



Management commitment and policy

Q1. Does the company acknowledge workplace mental health as an important concern for the business?

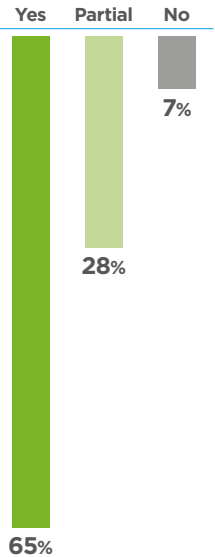
Acknowledging mental health as a business issue is an important first step towards implementing a comprehensive approach to workplace mental health. It is good practice for companies to describe the business drivers for developing and implementing an effective approach to the management of workplace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

Benchmark findings

Encouragingly, 93% of the assessed companies (93% in 2023) acknowledge workplace mental health as an important business issue. Of all the companies, 65%

(62% in 2023) describe the business risks and opportunities associated with mental health in the workplace. The companies that recognise the significance of mental health in organisational success typically reference business drivers, including workforce productivity and employee recruitment and retention.

Here are two examples of companies that publicly signal their commitment to workplace mental health as a business issue and describe the related drivers.



DS Smith



“ We firmly believe that well-being is one of the cornerstones of a profitable, innovative and sustainable business. Our well-being framework is designed to enable our people to thrive, focusing on four key areas:

- Taking the lead – Encouraging everyone to visibly and demonstrably set a positive example and champion well-being
- Learning and Development – Providing knowledge and information to empower people to take ownership of their physical and mental well-being
- Engagement – Working together, involving and including everybody to continuously improve health and well-being
- Toolkits – Creating best practice tools to inspire and motivate positive and healthy people and workplaces. ”

DS Smith, ‘Sustainability report 2023’⁶

Entain



“ What do we mean by well-being?

Well-being is about how someone is feeling mentally, emotionally and physically. All three aspects are equally important.

Why it’s important

The benefits of promoting well-being are clear. Colleagues who are happy and healthy are more likely to deliver extraordinary results. They’ll take less time off sick, because they’ll be more able to deal with the ups and downs of life at home and at work. Not only that, but a business that puts well-being first makes it easier to recruit and retain the best people – it’s a win-win situation.

Our emotional and mental health is affected by work, the people we live and work with, as well as the pressures of daily life.

Our physical health is influenced by our lifestyle (what we eat, how we exercise) as well as our physical surroundings (and mental health!). ”

Entain, ‘Well-me: well-being strategy’⁷

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 around mental health. It is good practice for company leaders to demonstrate their personal commitment to workplace mental health.

Benchmark findings

Of the companies assessed, 42% (37% in 2023) publish evidence of a statement from the CEO on promoting workplace mental health.

During the assessment process, we recognised that other executive sponsors, such as the chief medical officer, may support a company's approach to mental health through online quotes or statements. While these disclosures are important, the benchmark looks to the CEO – as, typically, the most senior company officer – to champion mental health and to signal

that the leadership team considers the issue to be important. Some companies cited evidence of CEO commitments on third-party websites or in printed articles. However, while CEO engagement with external stakeholders on mental health is commendable, the benchmark looks to encourage comprehensive reporting on the issue in the company's own public disclosures for maximum transparency.

Businesses that recognise the importance of CEO leadership use a variety of communication channels to demonstrate this support. These channels include statements from the CEO in sustainability reports or on company websites, and corporate policies signed by the CEO.

Here are two examples of a company CEO signalling leadership on mental health.

Grafton Group



“ At Grafton, we believe that positively managing colleague health and wellbeing underpins colleague engagement and is to the benefit of our business and all our stakeholders. As Chief Executive I put great emphasis on health and wellbeing, for me it is important that we all show care and respect for each other, support work-life balance and that our businesses provide the tools and resources to support our colleagues. ...

We believe that by supporting our colleagues' mental health and wellbeing, we can create a happier, healthier, and more productive workplace. We are committed to collaborating with our colleagues to ensure that they have the support they need to thrive both at work and in their personal lives. ”

Eric Born (CEO), Grafton Group, 'Wellbeing statement from CEO'⁸

Legal & General Group



“ We all have mental health, just as we do physical health. Throughout our lives, there are times where our mental health is in peak condition, and other times where we struggle. I've experienced both ends of this range – so I know just how important it is to feel supported and safe. I am committed to creating a culture where everyone at Legal & General has access to the support they need and someone to talk to when they need it. ”

António Simões (CEO), Legal & General Group, 'Investing in a brighter future: annual report and accounts 2023'⁹

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 a high priority for the business.

Benchmark findings

We found that 69% of the assessed companies (66% in 2023) publish a formal policy statement, either as a stand-alone mental health policy or as an integral part of another corporate policy. Of all the companies, 43% (39% in 2023) provide a detailed description of the processes that have been put in place to ensure the policy is effectively implemented.

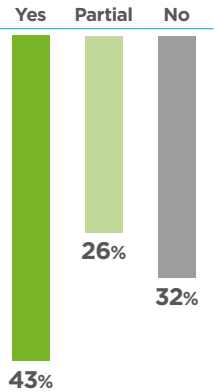
A comprehensive policy should include the following:

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

- a description of the processes put in place to ensure the policy is effectively implemented (e.g. senior management oversight, a plan for continuous improvement, performance monitoring and corrective actions if the policy is not being effectively implemented)
- a commitment to continuous improvement and public reporting on performance
- signposts to other corporate commitments which support mental health and ‘good work’, such as on diversity and inclusion, fair pay, employee consultation and career progression.

In our benchmark research, we found that the term ‘wellbeing’ is commonly used in corporate reporting. Considering that this term can apply to either physical or mental health, we encourage companies to clarify their use of the word and its scope. While many companies specify that ‘wellbeing’ includes mental health, some do not make this explicit. Several companies conceptualise ‘wellbeing’ as comprising mental health alongside financial, emotional, physical or lifestyle elements.

Here is one example of a company’s policy disclosure.



Due to rounding, the percentages do not total 100%.



Mental health and wellbeing

Our Group Inclusion Commitment

4

At Spirax Group, we believe that supporting the mental health and wellbeing of our colleagues is a responsible approach to business and is key to our success as individuals, teams and a Group.

We all have a responsibility to contribute to a positive mental health and wellbeing culture at work, to look after our own mental health and wellbeing, and to support those around us.

So, we're committed to creating an open culture on mental health and wellbeing where we proactively support our colleagues and where we remove any stigma, bias or discrimination associated with mental health and wellbeing.

This is core to our approach to Health and Safety and part of our company Values. It's also key to how we create the inclusive, equitable workplaces and culture where all our colleagues can be themselves and achieve their potential.

As part of our approach, we have set out the following guiding principles as our global minimum standards.

Our approach

- We will adopt an inclusive approach to mental health and wellbeing, recognising that colleagues can experience different mental health or wellbeing challenges over time, or experience the same challenges in very different ways depending on their situation or background. Everyone is unique and we all need support at some point.
- We will aim to consider mental health and wellbeing in the broadest possible sense (including environmental, emotional, financial, intellectual, mental, physical, social, spiritual and workplace aspects, for example) and think both in terms of prevention and support.
- Wherever we operate in the world, we will ensure we comply with any relevant mental health and wellbeing legislation (including wider Health & Safety law). We will aim to create safe workplaces where risks to mental health and wellbeing are removed or limited as far as possible, and where we proactively promote positive mental health and wellbeing.
- In line with our Group Health and Safety Policy (Statement of Intent), we all have a collective responsibility to put health and safety first and to "do the right thing – even when no one is looking". The principles in the Group Health and Safety Policy apply equally to mental health and wellbeing.
- Local leadership and HR teams are responsible for day-to-day mental health and wellbeing in their teams or areas of operational responsibility. This includes ensuring a consistent approach to mental health and wellbeing that takes local context into account and seeks to continually improve support and performance.



EVERYONE IS INCLUDED

Spirax Group, 'Our Group inclusion commitments: mental health and wellbeing'¹⁰

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

b) Does the policy statement (or equivalent) provide a clear explanation of geographical and business area scope?

Understanding the scope of a policy is vital in understanding the breadth of a company’s commitment to action on workplace mental health. To score highly, companies must 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 and temporary staff), across all geographies and businesses in which the company operates.

Benchmark findings

We found that 69% of the companies have published a formal mental health policy:

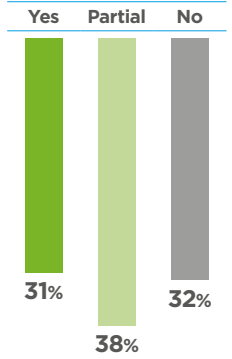
For the first part of the question, 31% of all the assessed companies (27% in 2023) provide a clear definition of worker scope extending beyond employees to include contingent workers. We found that 38% (39%

in 2023) either indicate that the policy’s scope is limited to employees or refer more broadly to, for example, ‘our people’. In these cases, it is difficult to determine whether a company’s corporate commitments to mental health extend to all workers.

For the second part of the question, 34% of all the assessed companies (27% in 2023) clearly state that the scope of their policy extends to all business areas and geographies. We found that 28% (31% in 2023) either imply the scope but do not explicitly define it (e.g. by referring to ‘our workplaces’) or describe only a partial scope in terms of business operations.

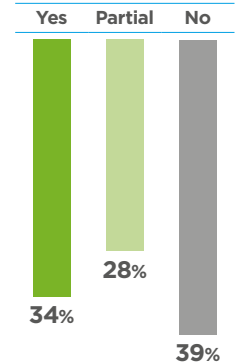
Here are two examples of companies providing a clear definition of the worker or geographical scope of their mental health policies.

Clear explanation of worker scope



Due to rounding, the percentages do not total 100%.

Clear explanation of geographical and business area scope



Due to rounding, the percentages do not total 100%.

Vesuvius



“ We will operate all work and business activities in a manner which ensures the physical and mental health and safety of employees, contractors, visitors, customers and any other persons affected by these activities. ”

Vesuvius, ‘Health and safety policy’¹¹

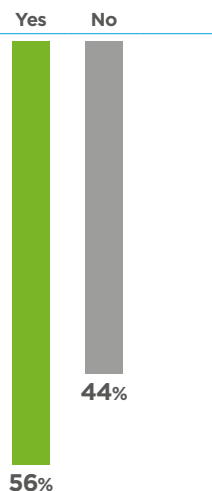
TI Fluid Systems



“ Our management team works to eliminate or reduce the risk of human rights violations in all areas of our business across all global locations. We recognize the diverse racial, social and economic conditions where we operate and seek to uniformly apply our Human Rights Policy and Code of Business Conduct at all of our global locations. ”

TI Fluid Systems, ‘Human rights policy’¹²

Q5. Does the company have a clear management commitment to encouraging a culture of openness on mental health?



A culture that encourages openness and discussion around mental health and works towards eliminating stigma will enhance the effectiveness of the company's workplace mental health strategy and support the strategy's 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 and highlights the support available at all stages of employment
- empowers employees to champion mental health and positively model mental health in the workplace.

Benchmark findings

We found that 56% of the companies assessed (57% in 2023) publish a commitment to openness and discussion around mental health. Companies that recognise the importance of a supportive culture for workplace mental health highlight their commitments within corporate policies, reports or relevant website pages.

Some companies describe initiatives that are deliberately designed to encourage a culture of openness around mental health. However, this question looks for evidence of a formal management commitment.

Here are two examples of a company setting out a clear commitment to encourage a culture of openness where mental ill-health in the workplace is destigmatised.

WH Smith



“ Our strategy to promote mental wellbeing has three main objectives:

- To improve awareness and reduce stigma;
- To raise the level of mental health support across the business to at least the same level as physical health; and
- To have a mentally healthy culture.

Our awareness-raising and stigma-reduction work is underpinned by partnerships with accredited organisations and mental health charities including MQ, the mental health research charity, Place2Be, the leading national children's mental health charity and CALM, a movement against male suicide. We use their resources, participate in their national events and look for opportunities to fundraise on their behalf.

This year, we again took part in the Green Ribbon campaign run by the Lord Mayor's Appeal Charity to end mental health stigma and distributed over ten thousand ribbons to colleagues across the business for Mental Health Awareness Week. ”

WH Smith, 'For every journey there's a WH Smith: sustainability report 2022'¹³

Ocado Group



“ At Ocado we are committed to fostering a workplace culture that prioritises mental health. We strive to create an environment where employees feel safe discussing any mental health challenges without fear of stigma. It is important to us to provide resources and education to raise awareness, encourage open communication, offer access to support services, and lead by example in promoting self-care and mental wellbeing. By prioritising mental health, we aim to create a workplace where every individual feels valued and supported. ”

Ocado Group, 'Empower your wellbeing'¹⁴

Q6-11. The benchmark's 'good work' indicators

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:

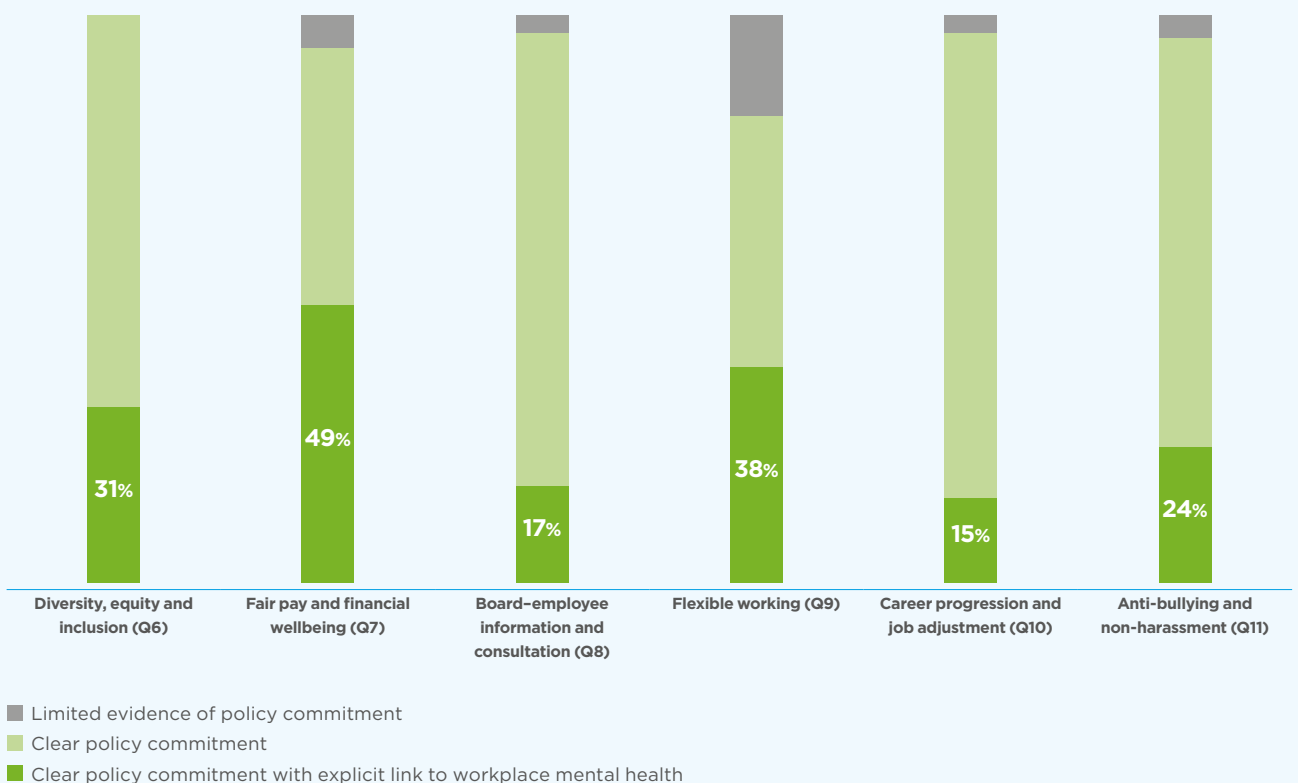
1. Diversity, equity and inclusion (Question 6)
2. Fair pay and financial wellbeing (Question 7)
3. Board-employee information and consultation (Question 8)
4. Flexible working (Question 9)
5. Career progression and job adjustment (Question 10)
6. Anti-bullying and non-harassment (Question 11)

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

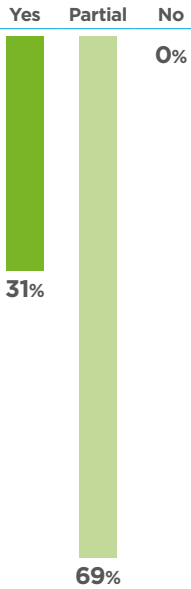
Across all six questions, we see evidence of good practice where companies are making a clear link between their management commitments and mental health. Notably, two companies scored maximum points across all 'good work' indicators: Centrica and Weir Group.

Overall, the highest-scoring area is fair pay and financial wellbeing, where almost half of the companies (49%) 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 growing board attention in recent years, as a result of new disclosure standards, increased 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

supporting a culture of good workplace mental health.

Benchmark findings

Of the companies assessed, 31% (37% in 2023) have published DEI statements that are explicitly linked 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 mental ill-health.

Here are two examples of companies demonstrating a clear link between their commitment to DEI and mental health.

Weir Group



“ Our ‘We are Weir’ strategic framework encompasses our commitment to inclusion, diversity and equity through our values of ‘doing the right thing’ and ‘respect each other’. We recognise that drawing upon a variety of different perspectives leads to happier, more engaged employees. This can only happen if all our people feel like they can truly be themselves and belong at Weir, and that their voice is heard. We also acknowledge the integral link between inclusion and positive mental health outcomes and so we actively promote an open culture around mental health. We want our people leaders and employees to feel psychologically safe to talk about good and/or challenging mental health and we offer many resources to support our employees in caring for their mental and broader wellbeing. ”

Weir Group, ‘Inclusion, diversity & equity policy’¹⁵

Ferrexpo



“ We recognise the link between a diverse workforce, an inclusive culture and stronger business performance. The Board places great importance on nurturing a workplace culture in which all contributions are valued, different perspectives are embraced, and biases are acknowledged and mitigated. We have initiated a number of diversity, equity and inclusion (‘DEI’) initiatives, which help us to form a baseline understanding of our workforce composition and to shape DEI efforts. ... ”

Our efforts in DEI have increased significantly in recent years, with a continued focus in 2022, despite the war in Ukraine. We believe that DEI helps to generate a positive working environment that supports people’s mental health and wellbeing, regardless of age, gender or other characteristics. ”

Ferrexpo, ‘Responsible business report 2022’¹⁶

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

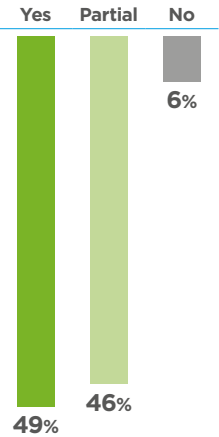
Employers play an important role in improving the financial wellbeing of their workers. This includes paying people sufficiently and fairly; offering secure, good-quality jobs; and providing benefits that extend the value of people's pay. It is also good practice to encourage informed choices around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

Benchmark findings

Encouragingly, of the companies assessed, 49% (43% in 2023) have published a formal policy that recognises the link between financial wellbeing and mental health.

Companies that best recognise the impact of financial concerns on mental health not only commit to being equitable employers in terms of fair pay but also take a broad approach to supporting financial wellbeing. Examples of published support include individualised financial coaching, financial literacy training and tools to support long-term financial planning.

Here are two specific examples.



Due to rounding, the percentages do not total 100%.

Dunelm Group



“ Looking after the mental and financial health and wellbeing of our colleagues is a priority. The cost of living and inflationary price environment affect many colleagues and their families and we know that financial pressures can exacerbate stress and anxiety. In FY23, we increased our support on financial wellbeing with progressive pay increases, additional support funds and advice on a range of financial matters. We also continued to raise awareness of financial and mental health, investing in training and educating colleagues on how to access internal and external resources. ”

Dunelm Group, 'Sustainability report 2023'¹⁷

Kingfisher



“ We offer a range of programmes to help our colleagues look after their wellbeing. We focus on different themes each year covering aspects of physical, mental, financial and social wellbeing. ...

Helping colleagues with the cost of living

During the year, we monitored the rising cost of living across our markets and have taken action to support colleagues in our stores and head offices. On colleague pay, for example, salary increases or one-off payments were awarded in the UK, France, Poland, Spain and Portugal, which focused largely on store colleagues. Additional support to help colleagues with the cost of living have included:

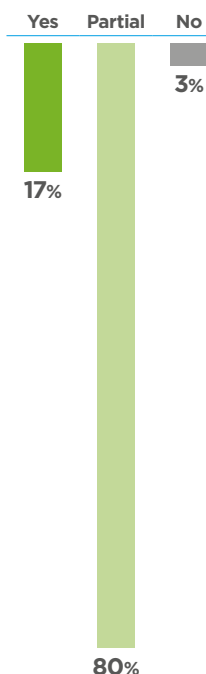
Establishing a Colleague Support Fund in the UK in partnership with the Retail Trust to support colleagues experiencing financial difficulties.

A partnership between Screwfix and the Hapi app, which provides colleagues with financial wellbeing advice.

Colleague discounts on energy-saving products in Romania, Spain, Portugal and the UK to help reduce household bills. ”

Kingfisher, 'Better homes for everyone: Kingfisher responsible business report 2022/23'¹⁸

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



Employees can thrive at work when they are kept informed of the strategic decisions taken by the board and when they feel that their voice is being heard by the highest decision-makers in the company. Board information and consultation involve the board not only sharing information with employees but also listening to their concerns before making important business decisions. While there are certain scenarios where employers are legally obliged to inform and consult with employees (such as redundancy), companies that take a broader approach to employee consultation can cultivate an employee base that understands and values the company’s particular culture and strategy. This question looks for companies that recognise the interconnectedness between board–employee information and consultation, and workplace mental health.

It is important to clarify that employee engagement and pulse surveys are evaluated elsewhere in this benchmark (see Question 19). Question 8 looks specifically for evidence of board engagement with employees on topics covering business strategy, culture and values.

Benchmark findings

We found that 97% of the companies assessed (95% in 2023) report on board–employee information and consultation. This finding is likely explained by the requirement for companies to report on stakeholder engagement under Section 172 of the Companies Act 2006. However, only 17% of companies (21% in 2023) acknowledge the importance of consultation with employees as a key driver of good mental health.

Here are two examples of companies linking board–employee information and consultation with mental health.

Admiral Group



“ The Board recognises the importance of engaging with its workforce and does so through a combination of formal and informal channels. To ensure a two-way communication platform and an effective means by which the views of the workforce can be heard, the Board established a UK Employee Consultation Group (ECG) in 2019 with the aim of enhancing and formalising its pre-existing employee engagement arrangements. For the purposes of Provision 5 of the Code, the ECG is a formal workforce advisory panel. ...

During 2023, the ... ECG forum remained focused on important issues for employees, such as hybrid and remote working, remuneration and the cost of living, the performance management and appraisal processes, ideas on how to improve engagement, employee morale, attrition and absence, proposals to support mental health and wellbeing, staff survey results and improving diversity. There were four scheduled ECG meetings during 2023, with a wide range of topics discussed. ”

Admiral Group, ‘Celebrating 30 years: better together – annual report and accounts 2023’¹⁹

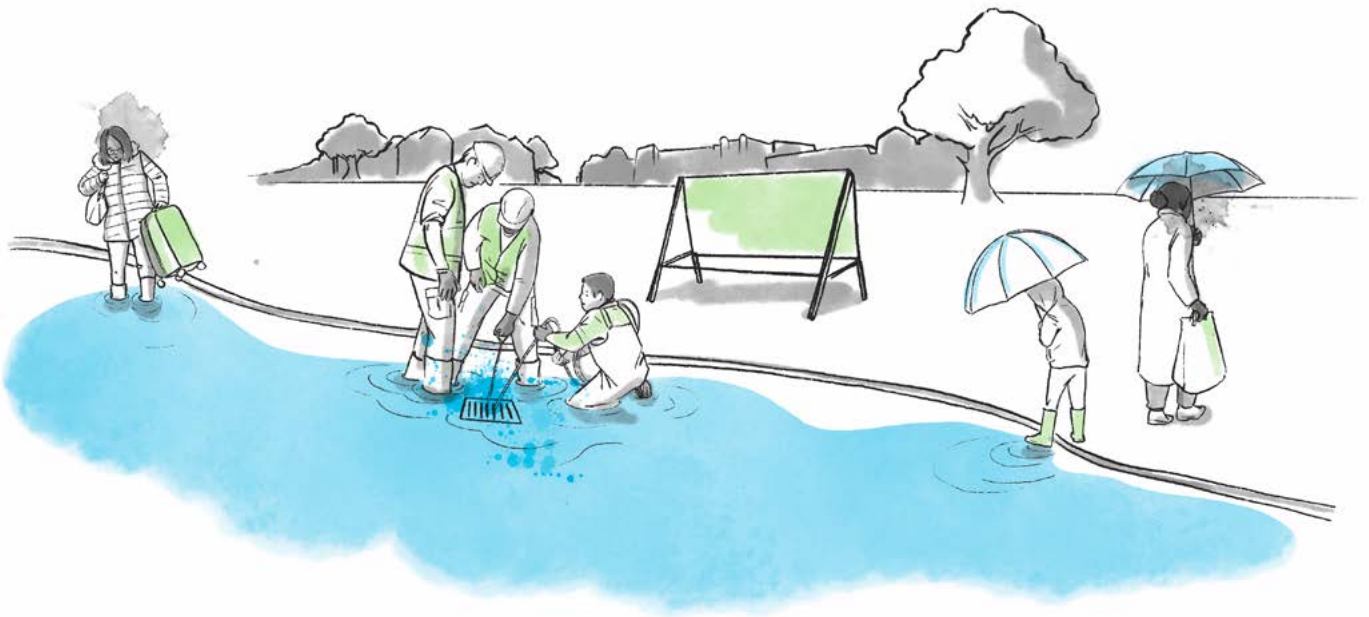
NEXT



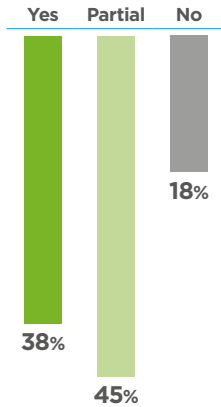
“ Maintaining a regular flow of communication with our employees to keep them safe and well has been more important than ever during the pandemic. ...

It is important that we have an open and honest culture, communicating effectively with our employees and providing opportunities for them to interact and feedback ideas and views which are captured and considered in our decision making. Employees are kept informed of performance and strategy through regular presentations and updates from members of the Board. NEXT has a number of effective workforce engagement mechanisms in place across the Group. This includes an employee forum made up of elected representatives from Head Office who attend meetings at least twice a year with directors and senior managers. These forums encourage open discussion on business issues, policies and the working environment. ”

NEXT, 'Corporate responsibility report to January 2022'²⁰



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



Due to rounding, the percentages do not total 100%.

Flexible working can benefit all employees, including those with caring responsibilities. Employers that encourage a work-life balance recognise that flexible working allows people greater control over how they meet work and non-work demands. As such, flexible working can be an important way to improve employee satisfaction and overall workforce retention.

Benchmark findings

Of the companies assessed, 83% (78% in 2023) report formal commitments to flexible working. Over a third of companies (38%) (38% in 2023) 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 healthy working environment.

Weir Group



“ We work hard to support flexible working where it is practicable within Weir’s global operations. Far more of our employees than ever before are now able to work from home, thereby ensuring greater flexibility, avoiding commuting and allowing more time with family. Flexible working supports workplace mental health by enabling people to organise their time around hobbies, interests, attending medical appointments or therapy without the need to use paid holiday leave. As the mental health charity Mind highlights, ‘having control over your hours can improve your work-life balance’. At Weir we recognise that good working conditions can help to prevent new mental health problems and support those with existing conditions to get on in work and thrive. ”

Weir Group, ‘Be you and belong’²¹

John Wood Group



“ Wood is committed to further developing and maintaining ways of working which result in our clients receiving excellent delivery and simultaneously supports the wellbeing of our employees. As part of this we seek, where we can, to create some flexibility in work location and hours such that our teams can fully contribute to business outcomes, while maintaining a healthy work and home life balance. ”

John Wood Group, ‘Flexible working policy’²²

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

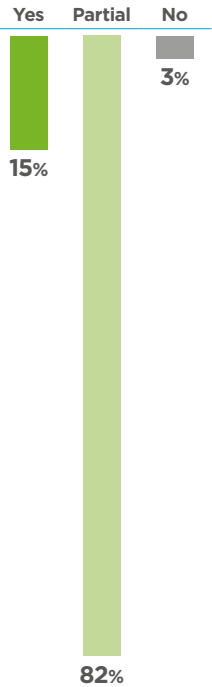
Good workplaces can support good mental health throughout an individual's career by offering them opportunities to make progress and enhance their career pathways. Good workplaces can also provide opportunities to make reasonable adjustments to work schedules, duties and workload when mental health concerns arise.

Benchmark findings

Of the companies assessed, 97% (92% in 2023) report on their commitment to career progression and job adjustment. Of all the companies, 15% (10% in 2023) clearly link these commitments to workplace mental health.

Question 10 looks for companies that commit not only to providing clear career progression pathways but also to accommodating job adjustments and providing additional support as needed on mental health grounds. Examples could include commitments to incorporate mental health in induction processes or performance review processes, or to adjust work schedules or roles to accommodate mental health needs.

Here are two examples of companies linking career progression and job adjustments with mental health.



Barclays



“ During 2022, we enhanced our provision of workplace adjustments for colleagues with disabilities, impairments, mental health challenges or neurodiverse conditions, to remove or reduce barriers and drive consistency in the support we offer globally. ”

Barclays, 'Diversity, equity and inclusion report 2022'²³

Centrica

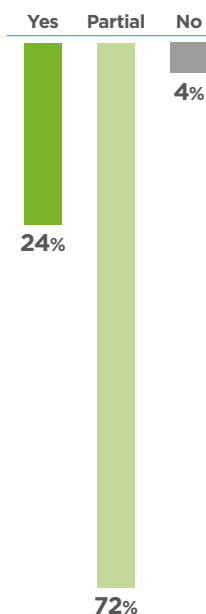


“ Building a more inclusive culture

We support everyone to be their best by embracing 'good work' principles and ensuring wellbeing is considered at every stage of employment. In 2023, we ... provided secure and good job design as well as career progression. These are key foundations for worker wellbeing. From recruitment through to retirement, the different needs of colleagues are considered at each stage of their career. To grow the diverse talent pipeline we need to succeed, we embrace inclusive recruitment practices for current and prospective colleagues with initiatives including diverse shortlists and interview panels wherever possible. ... We also make all reasonable adjustments for current and prospective colleagues who have accessibility needs – whether that's providing extra equipment, tools and training, or adjusting schedules. Training and development opportunities are a key driver of colleagues unlocking their potential and boosting wellbeing, so we've expanded training to support colleagues at different moments in their career as well as providing targeted opportunities to under-represented groups. ”

Centrica, 'Our health & wellbeing statement 2023'²⁴

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. Important frameworks and publications on workplace mental health, such as the ISO 45003 standard²⁵ and the World Health Organization guidelines on mental health at work,²⁶ provide clear links between good work and the absence of bullying and harassment in the workplace. We encourage companies to implement organisational practices aimed at mitigating the impacts of these negative behaviours, and to respond actively and appropriately when incidents of bullying or harassment occur.

Benchmark findings

We found that 96% (92% in 2023) of the assessed companies publish formal positions on anti-bullying and non-harassment. Of all the companies, 24% (18% in 2023) link their 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 linking anti-bullying and non-harassment with mental health.

Glencore



“ A focus on wellbeing, anti-harassment and discipline

Our Group Anti-Harassment Standard sets out the mandatory minimum requirements that must be observed as part of our efforts to protect our people from any form of violence, discrimination and harassment, including sexual harassment, all of which, are clearly defined in the Standard. Many industrial assets continue to develop processes and programmes aimed at further embedding this Standard. Amongst other requirements, all industrial assets and offices are required to have a documented leadership statement committing to a safe and inclusive workplace, a locally available employee assistance programme in place to support employees' emotional and psychological wellbeing and to ensure that the periodic health risk assessments, as outlined in the Group's Health Standard, include factors that increase the likelihood of violence and harassment. ”

Glencore, Annual Report 2023²⁷

FirstGroup



“ FirstGroup ... is committed to a working environment where everyone is treated with dignity and respect. Bullying and harassment, victimisation and discrimination are not acceptable and will not be tolerated. ...

We recognise the physical and psychological harm that can be caused by this type of behaviour and we will take action when needed to investigate reports and create a workplace that is respectful and free from abuses of power. ”

FirstGroup, 'Dignity at work policy'²⁸

**Q12. a) Has the company assigned board or senior management responsibility for workplace mental health?
b) Has the company assigned day-to-day operational management responsibility for workplace mental health?**

Both oversight and implementation responsibilities are important when managing mental health in the workplace. 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).

It is often the case, however, that those charged with oversight are somewhat removed from the details of how to manage workplace mental health effectively on the ground. It is important that specific individuals or committees are made responsible for ensuring that the workplace mental health policy is appropriately implemented and that workplace mental health is effectively managed.

Benchmark findings

Of the companies assessed, 52% (50% in 2023) publish details relating to high-level oversight through board or senior manager

responsibility for mental health strategy and development. Meanwhile, 32% (34% in 2023) of the assessed companies publish details relating to day-to-day management responsibility for workplace mental health, with this responsibility typically residing with the health and safety function or the human resources function. Some companies have appointed chief medical officers, wellbeing managers or similar specialist roles to maintain operational responsibility for workplace mental health.

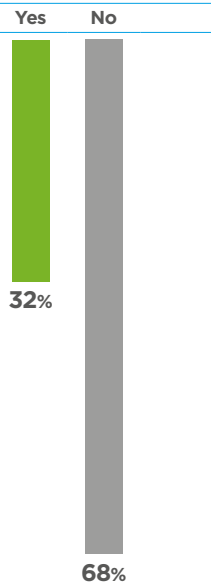
The results highlight that while just over two-thirds (69%) of the companies assessed publish formal policy statements on workplace mental health, most have yet to describe the full governance and management processes they use to ensure the effective implementation of these policy commitments.

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

Assigned board or senior management oversight



Assigned day-to-day operational management



Diageo



“The President, Global Supply Chain and Procurement is the Executive Committee member nominated as the Diageo Health, Safety & Wellbeing champion. Members of the Diageo Executive Committee and our Senior Leadership will be responsible for implementing this Policy within their respective organisations. They are accountable for its outcome and will specify those responsible for implementing the Policy at all levels, including senior managers and front-line managers. ...

The most senior person on site is ultimately accountable for the health, safety and wellbeing of Diageo employees, contractors and visitors at that location, regardless of function or reporting line. All levels of line management are responsible for making sure that resources are available to implement the health, safety and wellbeing Global Risk Management Standards and procedures and ensure that we are all able to comply with these. ”

Diageo, ‘Health, safety & wellbeing: global policy’²⁹

Roles and responsibilities

Role	Responsibility
The Head of Quality and Supply Chain	<ul style="list-style-type: none"> As the principal enterprise risk owner for EHSW, will ensure governance, resources, reporting responsibilities and oversight to effectively manage the EHSW risk.
VP Engineering and Wellness, Health & Safety to establish	<ul style="list-style-type: none"> Monitor and manage EHSW risks within the business/function in compliance with the global EHS management framework, including EHS & Engineering Standards, guidance, tools, templates and training.
Business Unit (BU) General Managers, Leaders and Site Leaders	<ul style="list-style-type: none"> Take on day-to-day responsibility and accountability for EHSW management, including provision of appropriate EHSW governance structures and competent, capable resources.
Line Managers	<ul style="list-style-type: none"> Ensure that the requirements of this Policy Statement are in place, understood and implemented in the area(s) under their responsibility/control.
Haleon Employees at all levels, complementary workers and contractors/visitors	<ul style="list-style-type: none"> Be responsible for their personal health, safety and wellbeing and the safety of others by following the life-saving rules, local site rules and safety procedures. Report hazards and incidents through the appropriate channels.
Local EHS Team	<ul style="list-style-type: none"> Implement and maintain the local EHS Management System including local procedures, guidance, tools, templates and training and escalate risks and emerging trends through appropriate channels.

Haleon, 'Environment, health, safety and wellbeing: our Haleon policy'³⁰

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 implementation. 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.

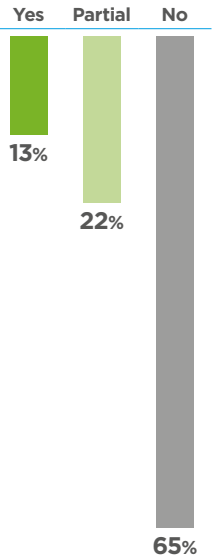
Benchmark findings

We found that 35% (37% in 2023) of the assessed companies publish clear mental health-related objectives and targets. Of all the companies, 13% (12% in 2023) provide a clear description of the steps they

are taking to achieve them. Examples of published objectives and targets include a certain percentage of managers and a certain number of mental health first aiders being trained by year end, the expansion of a company wellbeing programme across all employees, and the number of mental health training hours provided.

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

Here are three examples of companies that publish mental health-related objectives and targets.



Glencore



“ Amongst other requirements, all industrial assets and offices are required to have a documented leadership statement committing to a safe and inclusive workplace, a locally available employee assistance programme in place to support employees’ emotional and psychological wellbeing and to ensure that the periodic health risk assessments, as outlined in the Group’s Health Standard, include factors that increase the likelihood of violence and harassment. To date, these factors have been included in the health risk assessments for our ferroalloys industrial assets, Coal Australia industrial assets and our nickel industrial asset in Sudbury, Ontario. All industrial assets plan to have these factors included by year-end 2024. ”

Glencore, ‘Annual report 2023’³¹



Objectives

It's our commitment that 'every colleague will have access to mental, physical and financial health and wellbeing support that enable them to make positive and proactive choices to thrive in all aspects of life'.

Objective: By end 2024, all line managers will be trained in mental health awareness. New line managers will be trained within their first 11 weeks of employment.

Progress: In 2023, we took steps to update our Mental Health Awareness for Managers eLearning and made it mandatory, signalling the importance we place in line managers having a basic understanding of mental health and the skills to support themselves and their colleagues. To date over 16,000 managers have completed the training.

Colleague Engagement Survey	2022	2023
Colleagues who feel their line manager takes a genuine interest in their wellbeing (%)	70	73

Objective: From 2023, we'll aim to partner with industry experts to improve the mental health and wellbeing resources available to colleagues.

Progress: Throughout 2023/24, we collaborated with industry experts to bring colleagues tools and resources that support their mental, physical and financial wellbeing. These collaborations include; working with Mind on an 'About Anxiety' guide to raise awareness and provide tips on how to manage anxiety, a Summer Wellbeing campaign with Joe Wicks containing exclusive workouts and recipes to support physical and mental wellbeing, and we created a series of one-page guides with Moneyhelper to help colleagues manage their money. As we approached the new year, we enlisted the help of Behaviour Change Expert, Dr Heather McKee on a Healthy Habits Mini Series giving colleagues tips and tricks to form and develop the "skillpower" to make their habits stick.

Colleague Engagement Survey	2021	2022	2023
Colleagues who say the tools and support offered by Sainsbury's enable them to improve their wellbeing (%)	63	65	68

Looking ahead: We'll continue to monitor progress through our colleague engagement survey with the target to maintain or improve performance year on year. We will use this information to continually review how best to support colleagues with their mental, physical and financial wellbeing to ensure we are focusing on the things which matter most to them. Furthermore, we intend to review our mental health policies and processes to ensure they are fair and robust, whilst also exploring opportunities to further integrate our wellbeing support throughout the colleague lifecycle by the end of March 2025.

J Sainsbury, 'Colleague mental health and wellbeing'³²



What next

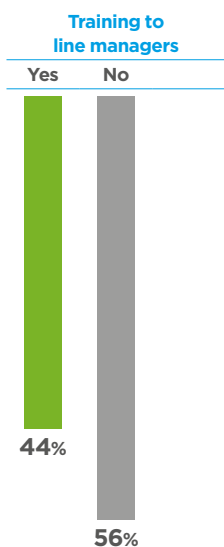
- To scale new EAP and mental health support provision to achieve at least 6% EAP utilisation by end 2026.
- To train 500 wellbeing allies by end 2026.
- ISO 45003 certification at >2 operational Contracts with agreed strategy for scaling across Business Units, whilst maintaining Group certification.
- Retain our CCLA Corporate Mental Health Benchmark Tier 1 status.
- Review of wellbeing services pilot programme within UK Justice & Immigration to inform global services provision.
- Continued development of Workplace Wellbeing research projects in partnership with Sheffield University.

Serco Group, corporate website: 'Health and wellbeing' page³³



Q14. a) Does the company provide mental health training to line managers?

b) Does the company provide mental health training to dedicated individuals (e.g. mental health first aiders)?



Effectively implementing a workplace mental health policy relies on competent managers to oversee the process. It also relies on companies nominating dedicated individuals who are empowered to become points of contact for those experiencing mental ill-health or emotional distress and to nurture a positive attitude towards mental health within the organisation.

Line managers and other designated individuals trained in mental health awareness are equipped to listen, reassure and respond appropriately to workers experiencing mental ill-health. Having such designated roles within an organisation ensures that there are people who are more likely to spot early signs of distress. These people will also be better able to direct individuals to relevant support resources that might prevent progression to long-term sickness.

It is important to clarify that we regard mental health training for all employees as a way of raising awareness, so workforce training is covered elsewhere in the benchmark (see Question 15). Question 14 looks specifically at equipping line managers and designated individuals with

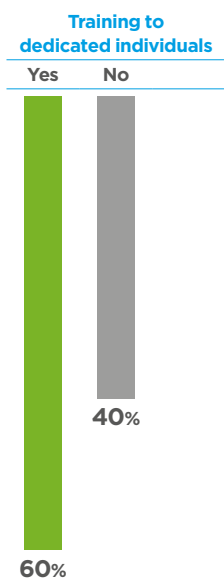
the knowledge and skills to take appropriate and timely action on mental health issues in the workplace.

Benchmark findings

We found that 44% (50% in 2023) of the assessed companies currently report on providing training to line managers, and 60% (54% in 2023) supply evidence of training provision to designated individuals, such as mental health first aiders. Although this latter figure is encouraging, we urge more companies to invest in mental health training for line managers. The World Health Organization guidelines on mental health at work strongly recommend providing manager training as a way of supporting workers' mental wellbeing.³⁴

These results indicate that many companies recognise the importance of creating a supportive culture around workplace mental health and investing in resources to encourage individuals to seek help.

Here are two examples of companies publishing details of their mental health training for line managers or designated colleagues.



Computacenter



“ Our Healthy Leadership training for managers provides expert advice and guidance on how to identify signs of individual and team stress and look after the wellbeing of their team. A new Advanced Healthy Leadership training module is currently being developed. ”

Computacenter, 'Annual report and accounts 2022'³⁵

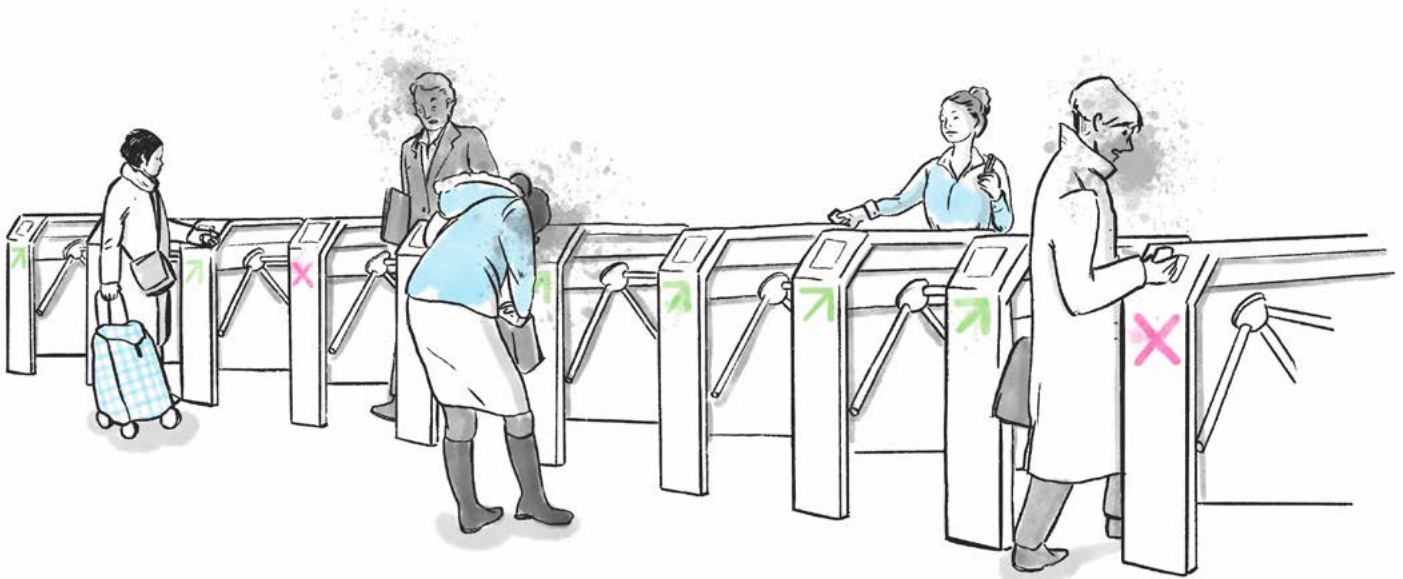
Travis Perkins



“ The safety and wellbeing of colleagues is the Group's number one priority, and this drive to increase the number of accredited MHFAs [mental health first aiders] from 40 to over 250 has been accelerated to proactively manage colleagues' wellbeing in the workplace. ...

Our MHFAs play a key role as ambassadors across all areas of wellbeing; to be the first port of call in the workplace for mental health support for colleagues, raise awareness and encourage positive behaviours amongst our workforce on a voluntary basis, and to identify signs of poor mental health and help individuals access professional support if they need it. ”

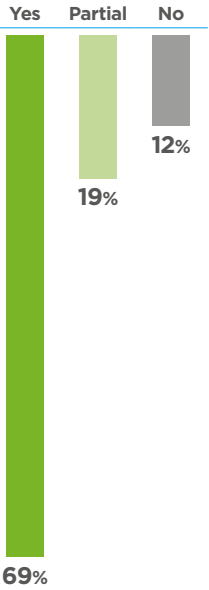
Travis Perkins, 'Travis Perkins plc accelerates mental wellbeing initiatives across the Group'³⁶



Q15. a) Has the company developed formal initiatives or programmes to raise awareness of mental health in the workplace?

b) Has the company developed formal initiatives or programmes to raise awareness of mental health in the workplace that extend beyond employees and contingent workers (e.g. to customers and/or suppliers)?

Formal initiatives or programmes developed



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 workplace mental health.

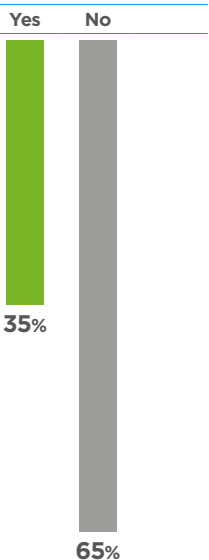
Benchmark findings

Of the companies assessed, 69% (75% in 2023) report multiple awareness-raising initiatives or programmes. Several companies have mature initiatives aimed at increasing awareness and encouraging proactive, preventative behaviours through, for example, workforce mental wellbeing training and internal awareness campaigns.

Of the companies assessed, 35% (31% in 2023) publish details of initiatives that extend beyond the workforce to value chain partners.

Here is an example of one company's internal awareness-raising initiatives and an example of another company's supplier initiative to raise awareness of mental health in the value chain.

Customers and/or suppliers involved?



Hays



“ In support of World Mental Health Day in October 2022, a series of internal ‘Managing Well’ webinars were run for all line managers to learn more about their own wellbeing and how their role as managers impacts the wellbeing of the team around them. Over 500 managers attended and given its success, this webinar has grown to become a half day workshop for all new managers, as part of our people leadership programme. We have set targets to further increase participation, including a further 50 managers in the UK.

Recognising that our personal diversity data and life stage impacts our experience of stress and mental health, this year we are proud to have launched several regular drop-in sessions in conjunction with our employee network groups for Menopause, Carers and REACH (recognising and enabling all colleagues and conditions at Hays). The drop-in sessions provide a safe space to explore lived experience, share ideas and resources, and support our commitment to an open and inclusive culture.

As part of this vision, we were also delighted to welcome a panel of senior leaders to our live discussion on stress management to support ‘Stress Awareness’ month in April 2023. The panel openly discussed their lived experience of stress and their top tips for stress management. ”

Hays, ‘Hays plc annual report & accounts 2023’³⁷

Associated British Foods



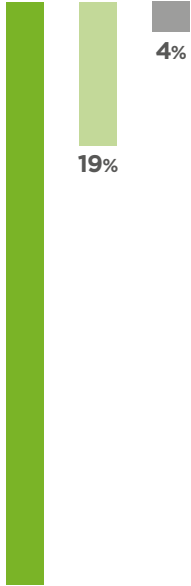
“ In partnership with the British Asian Trust and Sayeeda Foundation, Primark is supporting a programme to improve mental health awareness in five factories in Bangladesh. The programme uses results from the MySpace project in India, which was set up in 2017 and implemented in partnership with St John’s Medical College, to provide practical support to workers’ mental health, including raising awareness of, and reducing the stigma around addressing mental health issues in the workplace. The Moner Kotha (‘mind talk’ in Bengali) program, launched in late 2022, aims to increase awareness of mental health issues, build resilience, self-coping mechanisms, and provide support for workers in the supply chain through training, capacity building, awareness-raising, and the provision of mental health information in the workplace.”

Associated British Foods, ‘Responsibility report 2023’³⁸



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

Yes Partial No



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

Benchmark findings

Encouragingly, 77% (75% in 2023) of the assessed companies provide workers with access to multiple (as opposed to single) mental health support services. It is pleasing

that employers are continuing to report on a variety of support initiatives developed to suit the varying needs within their respective workforces. It is also encouraging that the percentage of companies publishing details of at least one mental health service or support initiative remained consistently high between 2023 (93%) and 2024 (96%). Such services include employee assistance programmes, occupational health support, and on-demand, omni-channel counselling.

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





Supporting mental health

We are committed to reducing the stigma attached to mental health and we are helping to build a better understanding of ways to improve mental wellbeing.

We continue to enhance our health and wellness programme, ensuring colleagues get the support they need, when they need it. We have a wide range of mental health and wellbeing resources available to colleagues, including:

- **Wellbeing champions and mental health first aiders:** In the UK we have over 1,000 wellbeing champions. These voluntary champions promote and encourage wellbeing activities in the workplace and help colleagues find wellbeing resources and support. For our colleagues in the Republic of Ireland and Tesco Bank, we have enrolled Office, Distribution Centre, and Store Manager colleagues onto mental health first aid courses.
- **Access to online mental wellbeing tools:** As part of our Vitality offer, colleagues have access to the Headspace App for more help with managing their mental wellbeing. Our partnerships with Mind and Green Cross also provide mental health awareness training to enable managers to support their team.
- **Promoting the Wellbeing in Retail Guide:** Created with the Samaritans and six other retailers, the guide helps support those struggling with wellbeing issues. This online guide provides information to help workers look after their own mental health, gives advice on how to support others who may be struggling and signposts where to go for extra help.

Providing tools to support our colleagues

- **Employee Assistance Programmes (EAP)** across the Group provides free and confidential advice and support on a range of topics.
- **Workplace adjustments policies:** We continue to review our policies and provide guidance for managers who support colleagues. In the UK, through an independent health services provider, we provide adjustments to colleagues on an individual, unique basis.
- **Tesco Angel Charity support in Central Europe:** Tesco Angel is a charity project established to help and support colleagues in Central Europe, especially those with health problems or those experiencing difficult situations. First launched in Slovakia, colleagues in Czech Republic and Hungary can now access this health and wellbeing support.
- **Financial wellbeing:** Over 150,000 colleagues have engaged with our free online financial education content since 2019, helping to develop money management skills.

Tesco, 'Colleague health, safety and wellbeing'³⁹



“The wellbeing of our employees is one of our key priorities. We provide a wide range of internal and external resources to support mental health at work. From mindfulness and meditation health platforms and webinars through access to wellbeing libraries, employee assistance helpline, Mental Health First Aiders programme, dedicated Wellbeing Committee membership to Udemy classes and many more – these are all designed to keep our employees refreshed and on top of the game.”

Flutter Entertainment, 'Wellbeing'⁴⁰

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



16%

84%

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 communication and provide support on mental health throughout the employment life cycle and make reasonable adjustments when required.

We encourage employers 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. Support should start at the point of recruitment and continue 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 looks for evidence of management processes rather than stated management commitments.

Benchmark findings

We found that 16% of the assessed companies (12% in 2023) report on how mental health is considered during employment, citing initiatives such as including mental health conversations during on-boarding, providing accommodations during the recruitment process, and including dedicated wellbeing discussions during performance reviews. It seems likely that this is an under-reported topic where data is not systematically captured internally, making the area difficult to report on externally.

Some companies report on accessibility and recruitment or role adjustment considerations in relation to disability. It is not always clear in the reporting, however, whether mental health is included in the company's definition of disability. We encourage companies to clarify that mental health is specifically considered in discussions involving workplace adjustments.

Here are two examples of companies' support for mental health during career development.

J D Wetherspoon



“ We support the well-being of our employees on a wide range of physical and mental health issues, including those raised at the recruitment stage. Wetherspoon seeks to make necessary adjustments reasonably required to help our employees to maintain employment and to ensure that they are not harmed by their work.

The company is committed, at all times, to supporting positive mental health in the workplace and assisting our employees, wherever possible, with mental health problems. Our aim is always to encourage positive mental well-being and health in the workplace (and outside of work) – an important part of the company’s commitment to being a Top Employer. ...

In addition, any employee can apply to the independent welfare committee for additional financial, pastoral and/or occupational health support. All requests are considered and responded to weekly.

We offer a range of flexible working arrangements and hours to support employees in different stages of their career and life.”

J D Wetherspoon, ‘Wetherspoon jobs: wellbeing’⁴¹

Spirax Group



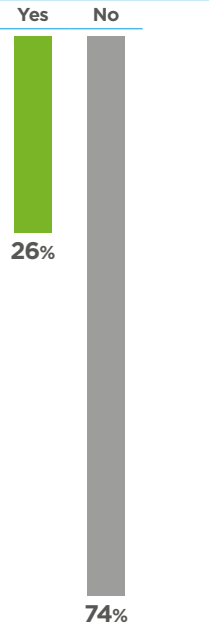
“ We will support colleagues returning to work after time off for mental health or wellbeing reasons. This will be agreed on a case-by-case basis. It could include temporary or permanent adjustments such as:

- Phased returns to work
- Adjustments to role
- New working hours or location
- Changes to the working environment
- Agreeing a Wellbeing Action Plan or other support.”

Spirax Group, ‘Our Group inclusion commitments: mental health and wellbeing’⁴²

**Q18. a) Are employees given the opportunity to directly contribute to the design or development of workplace mental health initiatives?
b) Does the company adapt mental health programmes to local contexts?**

Employees contribute to mental health initiatives



It is good practice for companies to encourage and enable employees to contribute directly to the design and/or development of mental health initiatives as this can support a culture of openness about mental health. It is also good practice for companies to adapt mental health programmes to local contexts based on an assessment of local needs and workforce diversity.

Benchmark findings

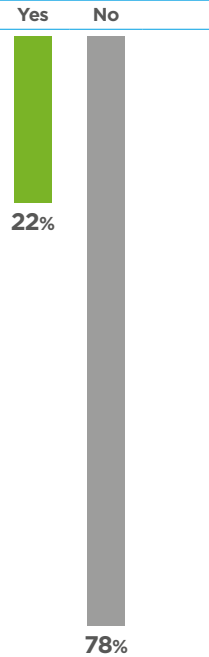
We found that 26% (22% in 2023) of the assessed companies report that employees have directly contributed to the design and/or development of workplace mental health initiatives. This question does not look for evidence of employee participation in voluntary initiatives but instead seeks evidence of activities that are instigated or enhanced by employees. Examples cited by companies include employee networks and employee resource groups focusing on raising the profile of mental health and organising related activities.

Question 18b, on adapting mental health programmes to local contexts, was a new indicator for the benchmark this year. We added it in order to align the methodology more closely with a policy brief published by the World Health Organization (WHO) and the International Labour Organization on the WHO guidelines on mental health at work.⁴³

We are pleased to report that 22% of companies provide sufficient evidence to score the newly available five points for this question. Examples of adaptations include offerings for employees impacted by the war in Ukraine and a framework to enable differentiation of company activities relating to mental health. This question looks for companies to go beyond simply reporting on different initiatives in different geographies and instead to describe how they vary their programmes to meet local needs.

Here is an example of a company involving employees in the design and implementation of a workplace mental health initiative and an example of a company adapting mental health programmes to local contexts.

Adapt programmes to local contexts



Barclays



“ We ... have a number of development and mentorship programmes created and operated by our ERGs [employee resource groups]. One such initiative is our mentorship scheme developed and run by Reach, the Disability, Mental Health and Neurodiversity Resource Group. Recognising the unique strengths and experiences that colleagues with disabilities and/or health conditions bring to Barclays, the Reach mentorship programme was created to provide and support inclusion to colleagues. Combining both traditional and reverse mentoring, a senior leader partners with a more junior colleague who identifies as having a disability or a mental health or neurodiverse condition. ”

Barclays, 'Diversity, equity and inclusion report 2022'⁴⁴

Mondi



“ Mondι Bags Ukraine prioritises employee wellbeing, particularly while the Russia-Ukraine war remains ongoing. We emphasise both the physical and mental safety of our colleagues, and all outlined measures demonstrate our comprehensive approach:

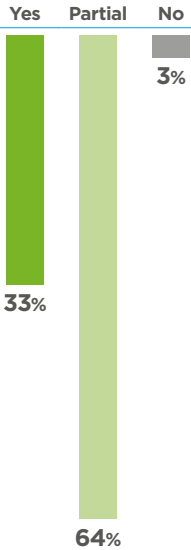
Regular check-ins and communication about safety help our employees feel supported and connected. Providing information on safe routes and instructions for critical situations is a practical way to empower them in navigating the challenges they face.

Offering psychological services through the Employee Assistance Programme and local services is a crucial step. Mental health often takes a toll during crises, and having resources available for employees to seek help is invaluable.

Creating a purposeful and engaging environment is a powerful motivator. It helps maintain a sense of normalcy and also fosters a strong sense of community within the workplace. Knowing that our organisation cares about its employees' families adds an extra layer of support and empathy. In times of crisis, a supportive workplace can make a significant difference. ”

Mondi, 'Sustainable by design'⁴⁵

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 near real-time measurements of 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

Despite the fact that the assessed companies almost universally (97%) measure employee engagement, only

33% (37% in 2023) describe formal processes for doing so and indicate how the resulting data influences their mental health strategy. An example of such processes is the use of insights from annual engagement surveys and pulse surveys to inform company priorities in relation to supporting workplace mental health.

Here are two examples of companies’ approaches to measuring employee engagement and using the resulting data to inform mental health initiatives.



IMI



“ In our 2021 IMI One Big Voice survey, our employees told us they valued more access to immediate mental health resources. In response, we have introduced an Employee Assistance Programme (EAP) – a free, confidential programme providing short-term professional counselling for any work or personal issue. It is also an online resource hub with access to articles, checklists and advice on a wide range of topics around work, life, parenting, health and ageing. ”

IMI, 'Wellbeing'⁴⁶

Entain



“ In 2022, we took an important step by launching Entain's first-ever global wellbeing survey. In partnership with wellbeing specialists at Robertson Cooper, we conducted a comprehensive health and wellbeing assessment including leader interviews, focus groups, and a global survey completed by 9,600 colleagues. The insights we gained are now guiding us to offer tailored and targeted wellbeing solutions across different markets. Globally, we have identified three priorities ... to support the well-being of our people in the coming years:

Mental and Physical Health Education: Informing our colleagues on how to take care of their physical and mental health.

Mental Health Training for all People Managers: Giving managers the tools to support their teams, creating a culture of trust and psychological safety.

Creating a Resilient Workforce: Providing colleagues with the skills and knowledge to build mental fitness and support stress management. ...

The results of our Global Wellbeing Survey uncover a correlation between manager conversations and levels of burnout. Our colleagues who regularly have open conversations with their managers are less likely to experience burnout. Acting on this finding, we rolled out Workplace of Tomorrow, a mental health programme designed to give people managers the tools to support their teams and create a culture of trust and psychological safety. ...

Our Global Wellbeing Survey showed that personal resilience is a common driver for good mental health, productive workdays, advocacy, and performance. In response to this, we are developing Entain's resilience programme, using a human-centred design technique that places our people at the centre of the development process. ...

In parallel with our global campaigns, we are using the insights of our Global Wellbeing Survey to inform local initiatives. Across all our locations, we are developing tailored and targeted activities based on the country-specific needs of our people. ”

Entain, 'Well-me: wellbeing at Entain'⁴⁷

Q20. Does the company independently assure its mental health management system against a recognised framework or standard?

Yes Partial No

2%

9%

89%

Mental health assurance or accreditation schemes, against standards such as ISO 45003,⁴⁸ provide frameworks for managing workplace mental health and support companies seeking to improve and test their approach. They can also play an important role in promoting higher standards and driving best practice.

Benchmark findings

This question was adjusted this year to align the methodology more closely with the World Health Organization (WHO) and International Labour Organization policy brief on the WHO guidelines on mental health at work.⁴⁹ The main alterations were:

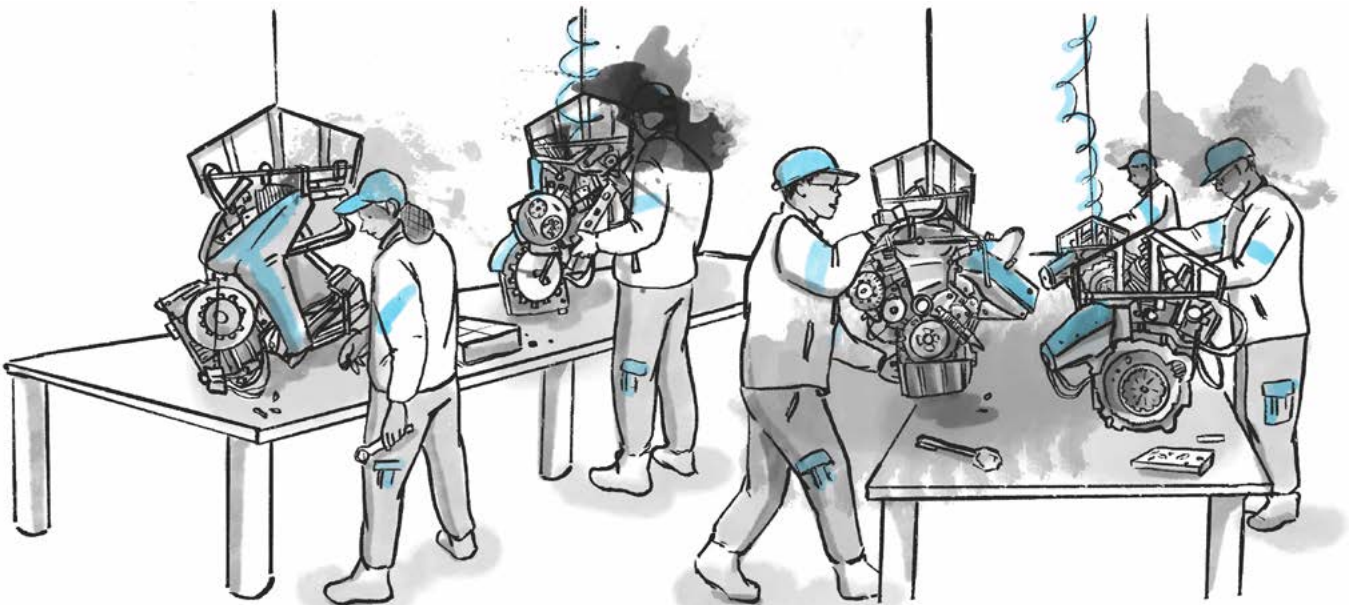
The requirement for full points changed from disclosure of multiple assurance standards to evidence of third-party ISO 45003:2021 certification (covering occupational health and safety management, and psychological health and safety at work).

The number of partial points available changed from five to three.

We have not included year-on-year data for this indicator as it is not comparable.

We found that 2% of the assessed companies report that they have achieved independent assurance of their mental health management system against ISO 45003:2021. Given the relatively recent introduction of the standard, we anticipate that the proportion of companies seeking third-party assurance will increase over time.

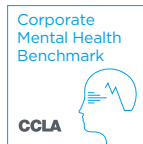
Here are two examples of companies reporting on their approach to independently assuring their workplace mental health programmes to ISO 45003:2021.



Serco Group



We don't believe in marking our own homework so have sought to measure ourselves against the highest industry recognised standards to demonstrate our commitment to your health and wellbeing and identify opportunities for us to go further.



Corporate Mental Health Benchmark

The CCLA corporate mental health benchmark measures us against the other top 100 companies based in the UK. We're thrilled to be 1 of only 2 that have been ranked in Tier 1 for 2 successive years.

ISO 45003

Psychological health and safety at work

ISO 45003

ISO 45003 is the accreditation for management of Psychosocial Risks in the workplace and is considered the gold standard for workplace wellbeing. We're proud to be the first global organisation to achieve this standard and are currently auditing several frontline contracts against the standard.

Serco Group, 'Safe, healthy and thriving colleagues'⁵⁰

Vodafone Group



“ Vodafone Egypt became one of the first companies in the Middle East, as well as in our Vodafone markets, to be verified against ISO 45003:2021 for psychological health and safety at work. ”

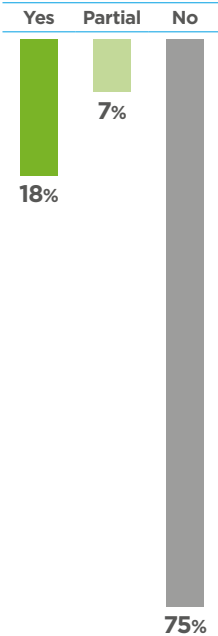
Vodafone Group, 'Annual report 2023'⁵¹

Leadership and innovation

Q21. a) Does the company participate in industry or academic initiatives or partnerships aimed at promoting positive workplace mental health?

b) Does the company engage customers and/or suppliers in initiatives or programmes aimed at promoting positive mental health?

Company participation



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 internationally requires individual companies to:

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

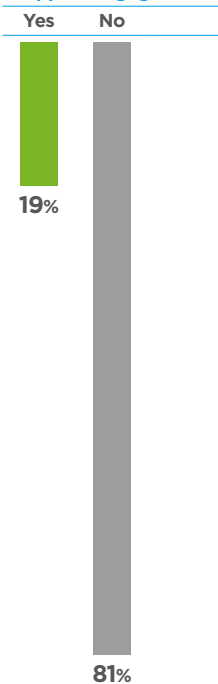
Benchmark findings

Of the companies assessed, 25% (32% in 2023) report on their participation in industry or academic initiatives or partnerships aimed at promoting and improving mental health in the workplace. To receive the maximum score, companies need to demonstrate not only that the initiative or partnership has a clear mental health dimension but also that the company plays a substantial role through dedicating reasonable time, resources or expertise.

We found that 19% of the companies (24% in 2023) demonstrate their involvement in initiatives or partnerships that extend beyond the workforce to include customers, suppliers and/or communities.

Here are two examples of companies that participate in industry initiatives or academic partnerships aimed at promoting workplace mental health.

Customer and/or supplier engagement



BP



“ Partnerships for public health

In 2023 we built on our earlier work with Georgetown University, US, to identify opportunities to build partnerships to support mental health and wellbeing. These included:

An academic partnership with John Hopkins Bloomberg School of Public Health to study the impact of one of our ongoing health and wellbeing initiatives called WELL, with the first results of this study expected in 2024. The learnings from this study are expected to inform scientific literature on community health and wellbeing.

A collaboration between our regional US health team in Houston and the Greater Houston Partnership, to identify knowledge and resource gaps related to mental health in local businesses.”

BP, 'Sustainability report 2023'⁵²

Balfour Beatty



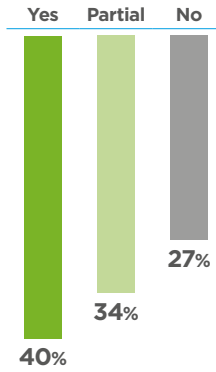
“ Balfour Beatty continues to support and co-chair the Health in Construction Leadership Group (HCLG) and actively participates in its sub-groups. Building on the organisation’s strong affiliation with construction mental health charity Mates in Mind, colleagues from Balfour Beatty took over the chair of the Mental Health Working Group in 2022. ...

Balfour Beatty US took an active part in Suicide Prevention Awareness Month in September to raise awareness of mental health and to create a supportive culture where colleagues and supply chain partners can help support those experiencing mental health challenges. In addition to hosting a suicide prevention webinar with the founding leader of the Construction Industry Alliance for Suicide Prevention (CIASP) Balfour Beatty launched a new dedicated mental health website, Suicide Prevention Awareness, to provide ongoing support to those experiencing difficulties. It is designed to connect individuals to leading support organisations and associated resources, and is available to employees and supply chain partners in both English and Spanish. ...

In the UK, Balfour Beatty maintains a strong partnership with Mates in Mind, and cohosted a stand at the Safer Highways Live event. Balfour Beatty supports the charity’s ambition to tackle mental health in apprentice populations. Committed to relentless collaboration wherever it operates, and recognising the vital importance of charities, contractors and industry groups working together to tackle mental ill health, Balfour Beatty worked with supply chain partner Ford, to support the launch of the mental health campaign ‘Make it Visible’. ”

Balfour Beatty, ‘Annual report and accounts 2022’⁵³

Q22. Does the company provide examples of employee communications on workplace mental health?



Due to rounding, the percentages do not total 100%.

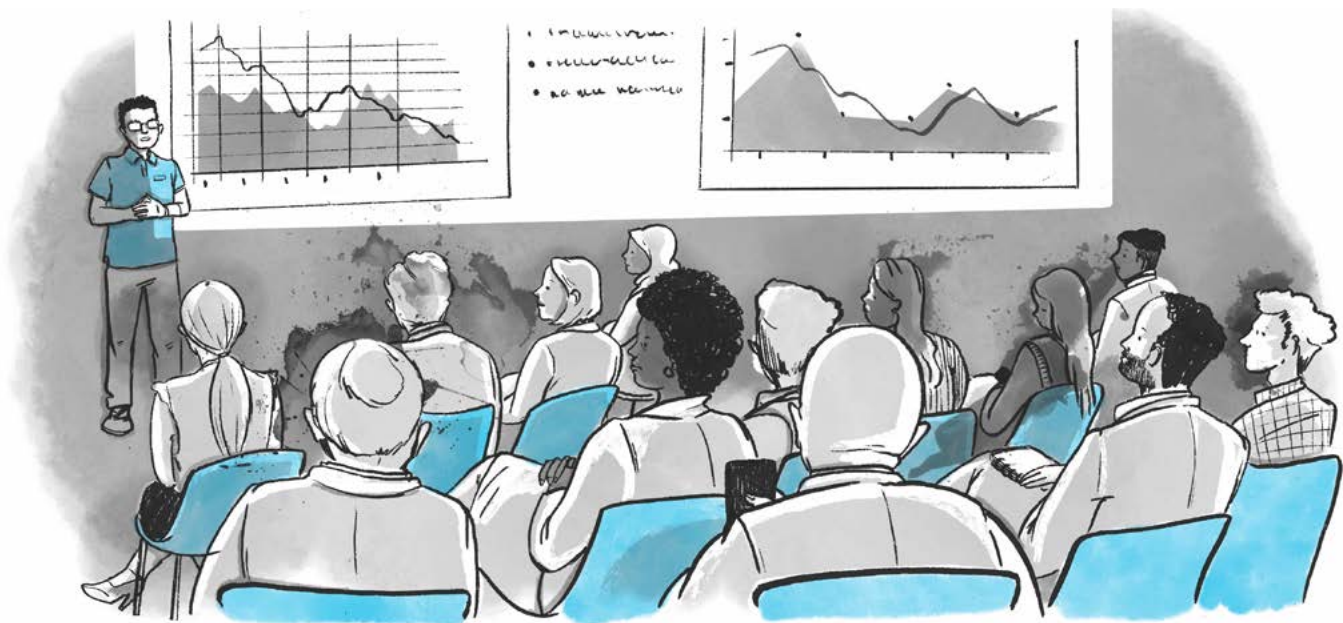
Companies should encourage openness and transparency about mental health across their organisations. Providing opportunities for employees to share personal stories and to participate in internal campaigns can be helpful in engaging employees and other audiences on the issue of mental health.

Benchmark findings

Of the companies assessed, 74% (67% in 2023) publish examples of employee communications related to mental health. Of all the companies, 40% (37% in 2023)

provide multiple examples of continuous and sustained communications or substantial disclosures. The examples provided include social media posts on mental wellbeing and company website articles in which employees share their lived experiences of mental health challenges or self-care activities.

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



The screenshot shows the NatWest Group Careers website. At the top, there is a navigation bar with links for 'Working here', 'Job categories', 'Locations', 'Early Careers', 'Applying', and 'Search Jobs'. A 'Join Talent Community' button is also present. Below the navigation, there is a breadcrumb trail: 'Working here / Meet our people / Coming to terms with anxiety'. The main content area features a purple background with the article title 'Coming to terms with anxiety' in white. To the right of the title is a photograph of a family (a man, a woman, and a baby). Below the title, it says 'Posted by Jon Meyrick, 8 months ago' and '5 min read'. There are social media icons for Facebook, X, LinkedIn, and Email.

Coming to terms with anxiety

Tom Higgins, a Project Manager in our People and Transformation function, was diagnosed with anxiety and stress in 2020. It was a moment that marked the end of one painful journey, and the start of another as he set about rediscovering who he was.

'I'd had physical symptoms – of what I now know is anxiety – for a long time,' Tom recalls. 'Crippling migraines, nausea, and a feeling of not wanting to go out as much. I had test after test, scans, medications, but nothing seemed to change the feelings I was getting. After the incident in the supermarket with my son I knew that I needed to get help.'

NatWest Group, 'Coming to terms with anxiety'⁵⁴

The screenshot shows the Lloyds Bank website. At the top, there is a navigation bar with tabs for 'Personal', 'Business', 'Private Banking', and 'International Banking'. Below this is a dark green header with the Lloyds Bank logo, a 'Menu' button, a search bar with the text 'Help make my business more sustainable.', and a 'Log on' button. Below the header, there is a breadcrumb trail: 'Home > Resource Centre > Business Guides > Mental Health >'. The main content area features a photograph of a smiling woman (Su Pillinger) on the left. To the right of the photo is the article title 'A tale of transformation' and a sub-headline 'Su Pillinger, a Lloyds Bank employee, shares her mental health journey.' Below the photo and title, there are three sections of text: 'Hitting rock bottom', 'An understanding ear', and 'Committed to helping others', each followed by a quote from Su Pillinger.

Hitting rock bottom

"I remember the overwhelming feelings of emptiness and fear that I experienced when I was in the grip of my breakdown. I couldn't sleep, had zero appetite and had no interest in anything going on around me. As a bubbly person, I realised very early on that this was more than simply 'being stressed'."

An understanding ear

"I am forever grateful for the support from my then-line manager, who had personal experience of a similar condition. He went out of his way to ensure I could return to work in a safe environment without too much pressure to get straight back to my normal routine."

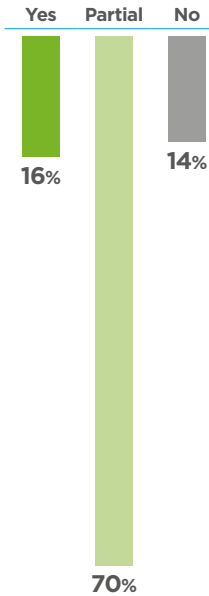
Committed to helping others

"By regularly talking about my condition and learning new ways to cope with situations, I am now in a great place and proud to be a mental health advocate."

Su Pillinger – Lloyds Bank employee

Lloyds Banking Group, 'Mental health in the workplace'⁵⁵

Q23. Does the company publish details of its mental health approach in its annual report and accounts (or equivalent)?



The annual report is an important corporate document disseminated to shareholders that provides an account of the company's financial condition and operations over the previous year. We encourage companies to publish details of their workplace mental health strategies so that shareholders and other stakeholders can evaluate how the company's board is managing the business risks and opportunities presented by mental health.

Benchmark findings

We found that 86% (86% in 2023) of the assessed companies publish workplace mental health disclosures in their annual report and accounts (or equivalent). However, only 16% of all the companies (16% in 2023) provide comprehensive reporting on the commitments they have made and actions they have 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 their annual report.

Imperial Brands



ESG REVIEW *continued*

To capture diverse perspectives, we established a Wellbeing Working Group, which included representatives from different functions and regions. This approach ensured that all areas of the business were involved during the wellbeing strategy development and that the final plan resonated with various stakeholders.

Looking ahead, we plan to establish clear metrics and leading indicators for measuring performance in wellbeing. By tracking the impact of our initiatives, we will be able to assess their effectiveness and identify areas for improvement. This data-driven approach ensures that our Wellbeing strategy remains relevant, impactful and continually evolving to meet the needs of our people.

In May 2023, together with our Disability Employee Resource Group (ERG), we held two events focused on the importance of our wellbeing, specifically targeting anxiety and fear. An external anxiety specialist delivered the session and our people were encouraged to share their experiences with anxiety in and outside the workplace, promoting openness and reducing mental health stigma.

In FY23, 47 employees from nine factories received mental health training. As Wellbeing Champions, they can now better identify the signs of stress, anxiety and depression in themselves and others, how to practise active listening, and to offer support through local networks.

We will continue to develop our approach and strategy for wellbeing in FY24.

Our Wellbeing Plan:

- Develop KPIs to measure our performance.
- Foster a mentally healthy culture by incorporating these principles into People Leader training.
- Run regular initiatives to raise awareness of mental health issues at work.
- Enable local sites to design and implement initiatives addressing local wellbeing needs.

Imperial Brands, 'Driven by a challenger mindset: annual report and accounts 2023'⁵⁶



Taking care of our team

The wellbeing of our people has always been at the heart of how we do business. It's in our code: "We always put wellbeing and safety first". It's also in our Health and Safety policy statement. Our strategy is to build a team of fulfilled, safe, happy and healthy employees in a culture where everyone can thrive.

This year we published guidance on fulfilling the physical, mental and cognitive needs and expectations of our people in relation to their work. We also launched a psychological risk assessment tool to help our managers and safety professionals identify roles and ways of working that could potentially harm our employees' mental health. This was part of meeting our obligations under the Health and Safety at Work Act 1974, and aligns to the recently published ISO45003 ('Occupational health and safety management - Psychological health and safety at work').

We're a founder member of the World Wellbeing Movement. This is a coalition of global leaders from business, civil society and academia who've committed to put wellbeing at the heart of decision making in both business and public policy. We're also an active member of the European Telecommunications Network Operations Association, inputting to the recently announced commitment to protecting all telecommunications workers from violence and harassment in the workplace.

BT Group, 'Annual report 2023'⁵⁷

To minimise risks to our colleagues' health and improve attendance, we have strong health assessment processes and safe systems of work in place. In line with regulations, we run surveillance programmes for colleagues doing jobs that might affect their health, for example around vibration and noise.

We continue to set targets for measures of health and wellbeing, the performance of which are reported to the *Executive Committee* and Board. Sickness absence rate was 3.87% and work-related mental ill health was 8.3%, a 19% reduction over last year.

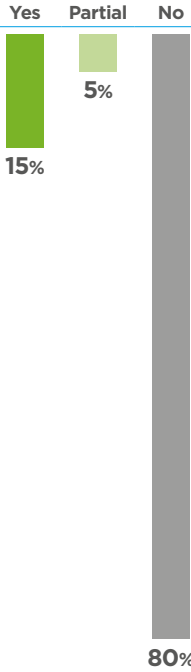
Accelerating our pay award

As part of our 2023 pay review – and following discussions with our unions – we agreed to move forward a pay increase from April to January to help support colleagues facing increased living costs from rising inflation and interest rates.

We also awarded a consolidated cost of living pay rise of £1,500 to 85% of our UK workforce – all our team member and frontline grades and more than half of UK managers.

We wanted to reach as many of our people as possible with a genuinely meaningful raise. Combined with the April 2022 increase, in FY23 we delivered a total salary increase of 15% to our lowest-paid colleagues.

Q24. Does the company report on progress against its objectives or targets related to mental health?



In addition to companies having clear policy commitments and management practices, we encourage them to develop reporting criteria for workplace mental health and to publish details of their progress against objectives or targets. Reporting against objectives serves as an important accountability mechanism.

Benchmark findings

This question was only scored if companies had reported formal objectives for managing mental health in the workplace (as evaluated

in Question 13). We found that 15% (10% in 2023) of the assessed companies provide comprehensive reporting on their progress against objectives. Examples of reported progress include more managers being trained in mental health, expansion of the scope of mental health initiatives, and a reduction in the incidence of mental health-related occupational illness.

Here are three examples of companies reporting on progress against their mental health-related objectives.



Savills



Savills UK Sustainability Targets

	Objective	Measure	Target	Target Year	Status	Page reference
1	Undertake an annual "wellness programme"	Action	Undertake programme	Annual	Achieved	13
2	Ensure that we have trained mental health champions across the business	Number of champions	300	2023	Progressing	13
3	Undertake a Health and Wellbeing gap analysis on three of the existing Savills UK workplaces	Number of gap analyses	3	2023	Achieved	13
4	Implement Health and Wellbeing minimum standards which apply to our UK workspace fit outs over a specified size	% of office fit outs	100%	2023	Progressing	13
5	Maintain an Employee Assistance Program, rated as Excellent	Rating	Excellent	Annual	Achieved	13
6	Support our staff through every stage of their career with relevant development, training, policies and benefits at each stage	Action	Complete review	2023	Achieved	12 - 14
7	Achieve Level 3 Disability Confident Employer award and at least maintain that level thereafter	Action	Level 3	2023	Progressing	11

Savills, 'The multiplier effect: sustainability and society report 2022'⁵⁸

Sage Group



By making wellbeing, and health and safety second nature to everyone at Sage, we ingrain a supportive environment where colleagues feel psychologically safe and supported to take care of their wellbeing and the wellbeing of their colleagues.

Roll out our Colleague Assistance Programme (CAP) in all countries by 2024

Double the number of Healthy Mind Coaches by 2025

- As of July 2023, we've expanded our CAP to include countries without local provision: Belgium, France, India, Israel, Kenya, Malaysia, Morocco, Namibia, Nigeria, Romania, and Singapore.

- Currently 93 Healthy Mind Coaches globally, on track to have 120 by FY25.

Sage Group, 'Sustainability and society report 2023'⁵⁹

SSP Group



**Commitment 8:
Protecting safety and wellbeing**

Each year, ensure appropriate activities to support colleagues' physical, mental and financial wellbeing, in line with our global wellbeing framework, are in place across all our operating regions.

Yearly target: 100% markets with initiatives

97%

In 2023, 97% of markets had wellbeing programmes in place, including 17 with comprehensive activities covering mental, financial and physical wellbeing. 16 have at least one type of wellbeing programme in place. One of our smaller markets is in the process of developing local initiatives.

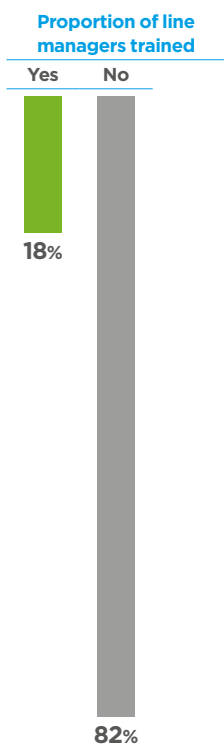
Work with markets to continue improving colleague wellbeing offering covering mental, financial and physical wellbeing.

Continue to strengthen safety incident reporting against standardised KPIs and accident categories and report them externally from 2024.

SSP Group, 'Sustainability Report 2023'⁶⁰

Q25. a) Does the company report on the proportion of line managers that are trained in workplace mental health?

b) Does the company report on the proportion of dedicated individuals that are trained in workplace mental health?



The effective implementation of a mental health strategy and practices relies on managers and dedicated individuals who are competent and confident to oversee the implementation of initiatives and to encourage people to talk freely about their mental health. In doing so, they can help to reduce stigma and encourage early intervention. We encourage companies 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.

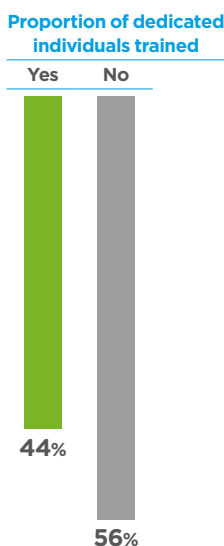
Benchmark findings

In total, 18% of the companies assessed (15% in 2023) report on the proportion of line managers trained in workplace mental health, and 44% (37% in 2023) report on the proportion of dedicated individuals (typically mental health first aiders or champions) who receive such training.

The reported figures are lower than those for the numbers of companies that publish details on the provision of mental health training to line managers and dedicated individuals (44% and 60%, respectively; see Question 14). Rather than indicating a lack of performance monitoring relating to training provision, this disparity could simply reflect the fact that companies have only recently been expected to report this data.

We anticipate that as businesses evolve their performance monitoring on workplace mental health, more will report quantitative performance data on training specifically for line managers and dedicated individuals.

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



Unilever



“ In 2023, over 2,000 line managers and nearly 1,000 employees underwent training on psychological safety. ...

We’ve trained almost 4,000 employees globally to become mental health champions since we launched this programme at the end of 2020. ”

Unilever, ‘Employee health and wellbeing’⁶¹

Whitbread



“ We have continued to invest in Mental Health First Aiders, with 121 people trained across our Operations and Support Centre. ...

Over 2,000 line managers completed online learning modules, helping them to identify issues and support their teams’ and their own wellbeing. ”

Whitbread, ‘Environmental, social and governance report 2022/23’⁶²

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 their mental health and wellbeing approach and to inform future priorities.

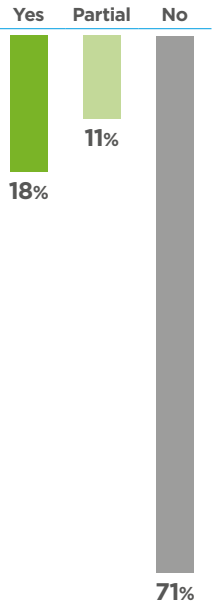
Benchmark findings

Of the companies assessed, 18% (14% in 2023) report on the uptake of multiple mental health initiatives or programmes, and 11% (19% in 2023) provide limited data or partial reporting linked to a single initiative or programme. We hope that companies tracking this data will be able to use it to think strategically about their investment in mental health initiatives. Examples of uptake figures include the number of colleagues

accessing wellbeing services, the number of EAP (Employee Assistance Programme) cases; and the number of colleagues taking part in awareness-raising activities.

While 29% of companies report on the uptake of at least one mental health programme or initiative, this figure is significantly lower than the 88% of companies that conduct such initiatives (as evaluated in Question 15) and the 96% of companies that offer access to mental health support services (as evaluated in Question 16). We continue to encourage companies to monitor and report on the uptake of their various mental health programmes and initiatives.

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



Centrica



“ Our MyHealth package of support performs strongly in providing the right support at the right time. In 2023, we made over 80,000 positive interventions which was 18% higher than the previous year. We see colleagues who engage the service achieve positive results, such as improving overall wellbeing scores, BMI [body mass index] and sickness absence. Moreover, 55% of colleagues who used the service were able to return to work earlier than clinical norms. This equates to around £6.5 million in estimated savings from reduced absence. Colleagues with a health-related issue rated the service very highly with an NPS [net promoter score] of +86, whilst 90% of employees who provided feedback rated the service as effortless to use. ...

Key communication campaigns gained good cut-through with colleagues. For example, our ‘Take 10 for your mind’ campaign led to a 15% increase in visits to use the wellbeing app. ...

Our Code training was completed by 96% of colleagues which was relatively level with our 2022 score of 98%. This ensures strong awareness and commitment to uphold key principles that protect and enhance wellbeing. ”

Centrica, ‘Our health & wellbeing statement 2023’⁶³



 3

Raising awareness during Your Mind Matters Week

Our annual mental health awareness campaign, Your Mind Matters Week, which takes place during the week of World Mental Health Day, reached more than 4,000 colleagues and included around 60 activities across our regions in October 2022, championed by our network of Mental Health First Aiders.

For example, more than 1,700 people in our EMEA/Asia Pacific region joined a series of six Connect & Learn Mental Health Education sessions, rating them 4.5/5 for helpfulness on average.

To further support our people, in April 2022 more than 210 employees in Experian Asia Pacific took part in a webinar on making the most of your energy to avoid risk of burnout, with 98% finding it helpful.

 4

Taking a pause for mental health in Brazil

We started a new movement as part of our holistic 'Respire' ('Breathe') physical and mental wellbeing programme in Brazil this year. The Pause movement invites employees to take breaks from their routine during the day to connect with themselves.

We took steps to create an environment to facilitate this for the 2,000 employees working in our offices, who represent almost half our workforce in Brazil. More than 280 employees paused for one of the quick massage sessions we offered in October 2022, around 1,500 people joined a talk on the importance of self-care and 985 took part in a session on coping strategies, mental health, empathy and emotional intelligence.

Experian, 'The power of you: diversity, equity and inclusion report'⁶⁴

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. It is important, however, for companies to be able to develop appropriate performance metrics to measure 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.

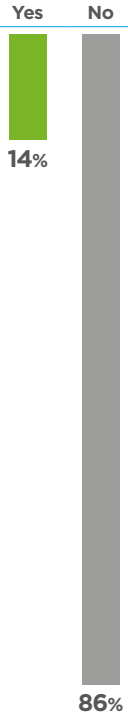
Benchmark findings

Our assessment found that 14% (11% in 2023) of the assessed companies report on 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 are not publicly disclosed. We encourage companies to evaluate the effectiveness of their workplace mental health programmes using appropriate performance metrics.

We appreciate that companies need time to reach a level of confidence in the accuracy and reliability of their data before publishing. Companies typically undergo a process of refining the internal systems they use to capture and collate their metrics. In addition, the sensitive nature of some performance metrics may mean that companies choose not to report them publicly.

The intention of this question 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 companies use to measure workplace mental health effectively.

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





BT Group, 'Wellbeing report 2024'⁶⁵



Key achievements

68%

of colleagues tell us our mental health and wellbeing tools enable them to improve their wellbeing. +3 points vs previous year

73%

of colleagues feel their line manager takes a genuine interest in their wellbeing. +3 points vs previous year

Tier 2

We maintained our position as a Tier 2 employer in the 2023 [CCLA UK Mental Health Benchmark](#).

16,000+

line managers have completed Mental Health Awareness training. 10% of the total workforce

J Sainsbury, 'Colleague mental health and wellbeing'⁶⁶

About the benchmark

Aims and objectives

The CCLA Corporate Mental Health Benchmark is 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 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 stakeholder with a tool for assessing the effectiveness of corporate management of business risks and opportunities associated with mental health across global operations
- define important 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 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 findings from the data.

An Expert Advisory Panel, comprising independent workplace mental health experts and specialist practitioners, supports CCLA and Chronos Sustainability on the development of the benchmark. The panel comprises:

- Elizabeth Sheldon, CCLA (co-chair)
- Lord Dennis Stevenson CBE (co-chair)
- Dr Richard Caddis, BT
- Paul Farmer CBE, Age UK
- Remi Fernandez, United Nations Principles for Responsible Investment
- Dr Shekhar Saxena, Harvard T.H. Chan School of Public Health
- Dr Junko Umihara, Showa Women's University

The panel is responsible for:

- ensuring that the benchmark – including its assessment criteria and scoring methodology – is credible, robust and based on the best available knowledge
- providing independent technical guidance on workplace mental health
- reviewing the positioning of the benchmark's overall findings
- supporting the effective dissemination of the benchmark's findings
- guiding the refinement of the benchmark's criteria and scoring for future 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, inspired by the recommendations set out by the government-commissioned 'Thriving at work' review⁶⁷ and the input of senior representatives from Public Health England, the mental health charity Mind and other leading thinkers on the issue.

The five measures were:

- 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 and b) workplace conditions.
- 4 Train 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 which together had a 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 in assets under management. We 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 employees during the pandemic.

Seventy-four companies replied, and there were wide disparities in the quality of the responses we received. Despite evidence

of some good practice, there were few signs of a strategic, structured focus on mental health. This was in sharp contrast to companies' management approaches to safeguarding employee physical health and safety.

From these engagements, it became apparent that improvements in corporate practice were required, alongside greater transparency, more disclosure and more comprehensive reporting on mental health. These findings led us to explore the development of a corporate benchmark as a tool for defining the 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 outlined a management systems framework designed 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. We received written responses to the consultation from 74 (primarily European) stakeholders including investors, companies, academics and civil society organisations.

In developing the benchmark, we mapped 27 key reference sources (see Chapter 5, on alignment with international frameworks and norms) and used them to create a set of 30 distinct assessment criteria.

'Road test', pilot and inaugural benchmark

In June 2021, we began 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, we conducted a pilot assessment of 30 UK-listed companies based on their market capitalisation (as at 31 August 2021) and the size of their workforce (more than 15,000 employees). These companies represented a combined workforce of more than 3 million employees.

The pilot benchmark was published on 22 December 2021 as an anonymised ranking, with companies also receiving confidential reports of their individual scores and bespoke recommendations. The 2021 pilot benchmark report is available on the CCLA website.⁶⁸

The assessment criteria and scoring were further refined in consultation with the Expert Advisory Panel. The changes were designed to provide more granularity in the data output and to eliminate the risk of double counting. As a result, three criteria were removed and minor refinements were made to two of the criteria. The 2022 benchmark assessment criteria were then published on the CCLA website.⁶⁹

Prior to the assessment period, CCLA wrote to the 100 UK companies and the 100 global companies in the 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 report was published in June 2022.⁷⁰

The first Global 100 benchmark report was published in October 2022.⁷¹

Second annual benchmark

In November 2022, the Expert Advisory Panel agreed to make some minor modifications to the criteria wording and the scoring ahead of the 2023 assessments. The changes and the reasons for making them are detailed in the 2023 benchmark assessment criteria, published on the

CCLA website in February 2023.⁷² As a result of these adjustments, the overall maximum score available reduced from 222 points in 2022 to 212 points in 2023.

Following the publication of the updated criteria, CCLA notified all companies of their inclusion in the 2023 benchmarks and shared the benchmark assessment criteria and programme timeline.

The second annual UK 100 benchmark report was published in June 2023.⁷³

The second annual Global 100+ benchmark (now assessing 110 companies) report was published in October 2023.⁷⁴

Third annual benchmark

In September 2023, the Expert Advisory Panel approved some minor revisions to the benchmark assessment criteria, including adjustments to align the methodology more closely with the recommendations in a policy brief published by the World Health Organization (WHO) and the International Labour Organization (ILO) on the WHO guidelines on mental health at work.⁷⁵ Further details of the gap analysis undertaken between the CCLA Corporate Mental Health Benchmark criteria and the recommendations in the WHO and ILO policy brief are available in the 2023 Global 100+ benchmark report.⁷⁶ The criteria updates resulted in an additional five points being made available so that the overall maximum possible score increased from 212 points in 2023 to 217 points in 2024 (see Appendix 1 for a breakdown of the scoring system).

The revised 2024 benchmark assessment criteria were published on the CCLA website in January 2024.⁷⁷ CCLA subsequently notified companies of their inclusion in the 2024 benchmark, flagged the updated methodology and set out the assessment timeline for the year.

Assessment process

Between 1 March and 3 April 2024, the 101 companies in the 2024 UK benchmark were independently assessed by a team of 13 research analysts and quality reviewers who had been trained in the benchmark methodology and scoring approach.

The focus of the evaluation was on each corporate entity rather than any subsidiary companies. The assessment aim – mirroring investors’ interests – was to evaluate how companies are managing workplace mental health across group operations. Where corporate data was not readily available, scores were awarded to companies managing workplace mental health within specific markets or subsidiaries for certain questions.

The assessment involved a review of the material available at the time of the assessment on companies’ corporate websites, in their annual and sustainability reports and other relevant publications, in press releases available via their corporate websites, and on social media. Scoring was not given for information that was:

- published more than two years ago (except in the case of a policy statement or equivalent)

- published after the date of the assessment period
- published through third-party sources
- available only in a company’s private domain.

The reason for these exclusions is that the core objective of the benchmark is to encourage companies to provide a transparent and accurate account of their current approach to workplace mental health.

Between 3 and 23 April 2024, the 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, 56 companies provided feedback on their preliminary assessment. Subsequently, the scores of 37 companies were revised before the scoring was finalised.

In May 2024, the Expert Advisory Panel convened to review the findings of the 101 UK company assessments. The panel was also invited to review the draft benchmark report prior to its publication on 17 June 2024. On the date of publication, each company was sent its bespoke assessment report.

The 2024 assessment process

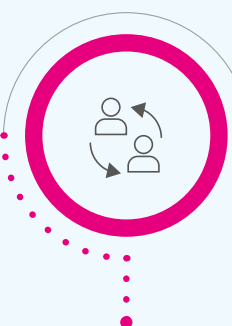
Step 1: 1 March – independent assessment by 13 research analysts



Step 3: Scores adjusted where necessary and rankings finalised



Step 2: April – three-week company engagement period



Step 4: 17 June – Benchmark published and bespoke assessment reports issued



Alignment with international frameworks and norms

At the outset of the project and in developing the initial benchmark criteria, we compared and mapped relevant reference sources. Following the publication of the World Health Organization's (WHO) guidelines on mental health at work and the accompanying joint WHO and International Labour Organization (ILO) policy brief in 2022, we conducted a detailed gap analysis.⁷⁸ This involved comparing the WHO and ILO policy brief with the CCLA Corporate Mental Health Benchmark criteria.

Encouragingly, we found good alignment between the two standards (as explained in Chapter 6 of the 2023 Global 100+ report).⁷⁹ The analysis resulted in some minor modifications to the assessment criteria ahead of the 2024 benchmark iteration, as detailed in the 2024 benchmark assessment criteria.⁸⁰

The corporate mental health benchmark assessment criteria have been developed using the following reference sources and frameworks:

- 'Added value: mental health as a workplace asset', Unum and Mental Health Foundation⁸¹
- 'Advancing duty of care and healthy workplaces: handbook for non-governmental organisations (NGOs)', Global Centre for Healthy Workplaces and Cigna Foundation⁸²
- Business Group on Health (various resources)⁸³
- Canadian Centre for Occupational Health and Safety (various resources)⁸⁴
- 'DIY mental health: survey finds employers taking action to improve access to care', Mercer⁸⁵
- 'EU-Compass for Action on Mental Health and Well-being', European Commission⁸⁶
- 'Health challenges in South African automotive companies: wellness in the workplace', Anna Meyer-Weitz, Friederike Baasner-Weihs and Martin Weihs⁸⁷
- 'Health, work and wellbeing', Institute for Employment Studies⁸⁸
- 'ISO 45003:2021(en): occupational health and safety management – psychological health and safety at work – guidelines for managing psychosocial risks', ISO⁸⁹
- 'The leadership pledge pack', Global Business Collaboration for Better Workplace Mental Health⁹⁰
- 'Managing mental health in the workplace 2019', XpertHR⁹¹
- 'Mental health at work 2018 report: seizing the momentum', Business in the Community and Mercer⁹²
- 'Mental health at work: policy brief', WHO and ILO⁹³
- 'Mental health first aiders: workplace considerations', Institution of Occupational Safety and Health⁹⁴
- 'Mental health in maritime network', Maritime UK⁹⁵
- 'Mental health in the workplace: benchmarking questions', Institution of Occupational Safety and Health⁹⁶
- 'OECD Mental Health Performance Framework', Organisation for Economic Co-operation and Development⁹⁷
- 'People managers' guide to mental health at work', Chartered Institute of Personnel and Development and Mind⁹⁸
- SafeWork NSW (various resources)⁹⁹
- 'Seven domains of wellbeing', Chartered Institute of Personnel and Development¹⁰⁰
- 'Ten step toolkit for employers', Leeds Mindful Employer Network¹⁰¹
- 'Embrace wellbeing' (information on the KeepWell mark), Ibec¹⁰²
- 'Thriving at work', Dennis Stevenson and Paul Farmer¹⁰³
- 'Thriving at Work Global Framework', City Mental Health Alliance¹⁰⁴
- 'WHO Healthy Workplace Framework and Model: background and supporting literature and practices', WHO¹⁰⁵
- 'WHO guidelines on mental health at work', WHO¹⁰⁶
- 'Workplace Wellbeing Index', Mind¹⁰⁷

We are committed to ensuring that the CCLA Corporate Mental Health Benchmark remains relevant and aligned to the latest international frameworks and norms.

A vision for company and investor action

We believe that investors have an important role to play in supporting and encouraging companies to improve 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 forming views on companies and sectors across global capital markets.

Commitment and engagement

Acting on mental ill-health in the workplace will benefit investors, business and society. We call on the companies in this UK 100 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:

- acknowledging workplace mental health as an important consideration for the business and for employees

- signalling that board and senior management will promote mental health in the workplace, recognise the link between mental health and 'good work' principles, and encourage a culture of openness on mental health
- 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
- setting objectives and targets to improve workplace mental health
- reporting annually on progress against the company's mental health policy and objectives.

We hope that investors will use the findings of the 2024 CCLA Corporate Mental Health Benchmark to inform their investment decision-making and to guide their engagement efforts on mental health with investee companies.

Looking ahead

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 it provides investors with an objective evaluation and engagement tool.

We will:

1 Repeat the UK 100 and Global 100+ Corporate Mental Health Benchmarks in 2025

We will conduct the fourth iteration of the UK 100 and Global 100+ benchmarks in 2025. We expect to cover similar scopes of companies and broadly use the same methodology as in 2024 to allow for year-on-year comparison.

We will write to all companies in early 2025 to confirm their inclusion in the 2025 benchmark cycle. We will share with them the benchmark criteria and the timeline for the company assessments and publication of the report.

2 Continue to build investor support for the global investor statement on workplace mental health

In June 2022, we started to build support for the [global investor statement on workplace mental health](#) (see below). The statement outlines what investors expect 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.

We will continue to build this coalition.



The global investor coalition on workplace mental health

Already, the CCLA Corporate Mental Health Benchmark is starting to serve as an important engagement tool and an accountability mechanism for a growing global coalition of institutional investors and asset owners. The [global investor statement on workplace mental health](#)¹⁰⁸ was launched in July 2022 with 29 founding signatories representing \$7 trillion (£5.5 trillion) in assets under management. As this report goes to press, the investor statement has 54 investor signatories with a combined \$9.4 trillion (£7.4 trillion) in assets under management.

Given the level of engagement we are already seeing – both from companies covered by the benchmark and from investors – we are confident that the benchmark will continue to provide incentives for the world's largest businesses to improve.

2024 Benchmark assessment criteria

The criteria against which we assess each company are set out below. Each company is assessed based on information that is publicly available at the time of the assessment. Full details about each question – the rationale, scoring and explanatory notes – are available on the CCLA website.¹⁰⁹

CCLA Corporate Mental Health Benchmark assessment

Section	Maximum achievable score	Weighting (%)*
Management commitment and policy	68	31
Governance and management	77	35
Leadership and innovation	22	10
Performance reporting and impact	50	23
Total score	217	99

*Due to rounding, the percentages do not total 100%.

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	a) Does the policy statement (or equivalent) provide a clear explanation of worker scope? b) Does the policy statement (or equivalent) provide a clear explanation of 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	a) Has the company assigned board or senior management responsibility for workplace mental health? b) Has the company assigned day-to-day operational management responsibility for workplace mental health?	10 points
Q13	Has the company set objectives or targets for the management of mental health in the workplace?	10 points
Q14	a) Does the company provide mental health training to line managers? b) Does the company provide mental health training to dedicated individuals (e.g. mental health first aiders)?	10 points
Q15	a) Has the company developed formal initiatives or programmes to raise awareness of mental health in the workplace? b) Has the company developed formal initiatives or programmes to raise awareness of mental health in the workplace that extend beyond employees and contingent workers (e.g. to customers and/or suppliers)?	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	a) Are employees given the opportunity to directly contribute to the design or development of workplace mental health initiatives? b) Does the company adapt mental health programmes to local contexts?	10 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 independently assure its mental health management system against a recognised framework or standard?	10 points

Leadership and innovation

Question	Criterion	Maximum achievable score
Q21	a) Does the company participate in industry or academic initiatives or partnerships aimed at promoting positive workplace mental health? b) Does the company engage customers and/or suppliers in initiatives or programmes aimed at promoting positive mental health?	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	a) Does the company report on the proportion of line managers that are trained in workplace mental health? b) Does the company report on the proportion of dedicated individuals 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 2024 benchmark

The UK companies covered by the benchmark were selected in January 2024. They were chosen based on a specific set of considerations, covering market capitalisation, workforce size and previous inclusion in the benchmark.

Six companies were removed from the benchmark, three of which – AstraZeneca, HSBC Holdings and Shell – will continue to be assessed in the global benchmark. Seven companies are included in the 2024 benchmark for the first time: Antofagasta, Dowlais Group, Ferrexpo, Haleon, InterContinental Hotels Group, Keller Group and Spirax Group.

Company name	Market capitalisation (GBP millions)	Number of employees	Global Industry Classification Standard (GICS) sector
Admiral Group	7,869	11,000	Financials
Anglo American	24,387	62,241	Materials
Antofagasta	15,606	31,126	Materials
Ashtead Group	21,746	25,355	Industrials
Associated British Foods	17,750	133,000	Consumer staples
Aviva	11,709	21,636	Financials
B&M European Value Retail	5,650	38,301	Consumer discretionary
Babcock International Group	2,270	28,975	Industrials
BAE Systems	35,054	93,100	Industrials
Balfour Beatty	1,839	24,500	Industrials
Barclays	23,132	87,400	Financials
BP	78,298	67,600	Energy
British American Tobacco	52,612	50,397	Consumer staples
BT Group	11,599	98,400	Communication services
Bunzl	10,803	22,451	Industrials
Carnival	1,794	87,000	Consumer discretionary
Centrica	8,355	19,704	Utilities
Coats Group	1,128	20,411	Consumer discretionary
Coca-Cola HBC	8,505	26,580	Consumer staples
Compass Group	37,333	513,707	Consumer discretionary
Computacenter	3,359	17,992	Information technology
Convatec Group	5,079	10,036	Health care
Currys	547	31,717	Consumer discretionary
DCC	5,597	16,100	Industrials
Diageo	62,338	30,237	Consumer staples
Direct Line Insurance Group	2,179	9,387	Financials
Dowlais Group	1,419	24,257	Consumer discretionary
DS Smith	4,087	29,856	Materials
Dunelm Group	2,193	10,572	Consumer discretionary
EasyJet	3,860	13,951	Industrials
Entain	6,079	28,940	Consumer discretionary
Experian	28,897	22,000	Industrials
Ferrexpo	487	10,000	Materials
FirstGroup	1,171	53,323	Industrials

Company name	Market capitalisation (GBP millions)	Number of employees	Global Industry Classification Standard (GICS) sector
Flutter Entertainment	22,737	22,000	Consumer discretionary
Frasers Group	3,823	32,000	Consumer discretionary
Glencore	54,671	141,625	Materials
Grafton Group	1,839	8,826	Industrials
Greggs	2,661	28,493	Consumer discretionary
GSK	64,640	69,400	Health care
Haleon	31,139	24,622	Consumer staples
Hays	1,583	10,778	Industrials
Howden Joinery Group	4,271	12,408	Industrials
IMI	4,139	11,129	Industrials
Imperial Brands	16,481	25,700	Consumer staples
Inchcape	2,926	14,500	Consumer discretionary
Informa	10,799	10,781	Communication services
InterContinental Hotels Group	11,875	12,899	Consumer discretionary
International Consolidated Airlines Group	7,391	66,054	Industrials
International Distributions Services	2,506	162,360	Industrials
Intertek Group	6,924	43,597	Industrials
J D Wetherspoon	1,015	24,771	Consumer discretionary
J Sainsbury	6,786	152,663	Consumer staples
JD Sports Fashion	5,872	75,149	Consumer discretionary
John Wood Group	1,076	35,573	Energy
Johnson Matthey	2,962	12,638	Materials
Keller Group	634	10,000	Industrials
Kingfisher	4,210	82,000	Consumer discretionary
Legal & General Group	14,913	11,520	Financials
Lloyds Banking Group	29,874	59,354	Financials
London Stock Exchange Group	47,332	24,334	Financials
Marks & Spencer Group	5,479	66,210	Consumer staples
Melrose Industries	7,732	43,382	Industrials
Mitchells & Butlers	1,535	46,844	Consumer discretionary
Mitie Group	1,330	72,109	Industrials
Mobico Group	543	46,200	Industrials
Mondi	7,157	21,990	Materials
National Grid	39,409	30,756	Utilities
NatWest Group	18,924	61,400	Financials
NEXT	10,897	44,048	Consumer discretionary
Ocado Group	5,683	19,744	Consumer staples
Pearson	6,826	20,438	Consumer discretionary
Prudential	23,090	14,681	Financials
Reckitt Benckiser Group	40,031	40,000	Consumer staples

Company name	Market capitalisation (GBP millions)	Number of employees	Global Industry Classification Standard (GICS) sector
RELX	59,643	35,700	Industrials
Rentokil Initial	10,441	58,600	Industrials
RHI Magnesita	1,560	15,000	Materials
Rio Tinto	68,885	54,000	Materials
Rolls-Royce Holdings	26,024	41,875	Industrials
Sage Group	11,823	11,574	Information technology
Savills	1,409	40,331	Real estate
Serco Group	1,801	49,960	Industrials
Smith & Nephew	9,429	19,012	Health care
Smiths Group	5,879	15,250	Industrials
Smurfit Kappa Group	7,941	48,624	Materials
Spirax Group	7,375	10,416	Industrials
Spire Healthcare Group	915	15,100	Health care
SSE	20,361	10,754	Utilities
SSP Group	1,797	34,794	Consumer discretionary
Standard Chartered	16,694	83,266	Financials
Tesco	20,927	336,926	Consumer staples
TI Fluid Systems	744	25,600	Consumer discretionary
Travis Perkins	1,700	19,385	Industrials
TUI	2,956	65,413	Consumer discretionary
Unilever	95,762	127,000	Consumer staples
Vesuvius	1,314	11,134	Industrials
Vodafone Group	18,581	104,344	Communication services
Weir Group	4,817	12,032	Industrials
WH Smith	1,702	12,502	Consumer discretionary
Whitbread	6,624	38,723	Consumer discretionary
WPP	8,162	114,129	Communication services
	1,453,708	4,895,672	

Data sources: Sustainalytics and Bloomberg, January 2024.

Recommended reading

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

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Wellcome Trust (2021), 'Putting science to work: understanding what works for workplace mental health', online at <https://cms.wellcome.org/sites/default/files/2021-05/putting-science-work-understanding-workplace-mental-health.pdf>

World Health Organization (2022), 'WHO guidelines on mental health at work', online at <https://iris.who.int/bitstream/handle/10665/363177/9789240053052-eng.pdf>

World Health Organization and International Labour Organization (2022), 'Mental health at work: policy brief', online at <https://iris.who.int/bitstream/handle/10665/362983/9789240057944-eng.pdf>

Corporate commitments

The Global Business Collaboration for Better Workplace Mental Health Leadership Pledge, online at <https://betterworkplacemh.com/sign-the-leadership-pledge>

Mental Health at Work Commitment, online at www.mentalhealthatwork.org.uk/commitment

Glossary

Absenteeism

Absenteeism is 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 means 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.¹¹⁰ The benchmark recognises the components of 'good work' to be diversity, equity and inclusion; flexible working; fair pay and financial wellbeing; board-employee information and consultation; career progression and job adjustment; and the absence of harassment and bullying in the workplace.

Healthy workplace

Definitions of a 'healthy workplace' have evolved over the 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.

According to the World Health Organization:

'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 well-being of all 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 well-being concerns in the psychosocial work environment including organization of work and workplace culture;
- personal health resources in the workplace; and

- ways of participating in the community to improve the health of workers, their families and other members of the community.'¹¹¹

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'.¹¹² 'Poor mental health' or 'mental ill-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.¹¹³

Neurodiversity

Neurodiversity is not regarded as a mental health issue but as 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) and other neurological and developmental conditions, such as attention deficit hyperactivity disorder (ADHD) and learning disabilities. Stigma, a lack of awareness and a lack of appropriate infrastructure (e.g. as might be found in a traditional office setup or staffing structure) 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 everyone.¹¹⁴

Presenteeism

Presenteeism is 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. According to the Care Act 2014, it particularly relates to the following areas:

- personal dignity (including treatment of the individual with respect)
- physical and mental health and emotional well-being
- protection from abuse and neglect
- control by the individual over their day-to-day life (including over care and support ... and the way in which [they] are provided)
- participation in work, education, training or recreation
- social and economic well-being
- domestic, family and personal relationships
- suitability of living accommodation
- the individual's contribution to society.¹¹⁵

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 people's circumstances and 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 how their work is organised.¹¹⁶

Work-related stress

Work-related stress is a response people may have when presented with work demands and pressures that are not matched to their knowledge and abilities and that 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, or little control over work processes.

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WANT TO KNOW MORE?

Please contact:

Amy Browne

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



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