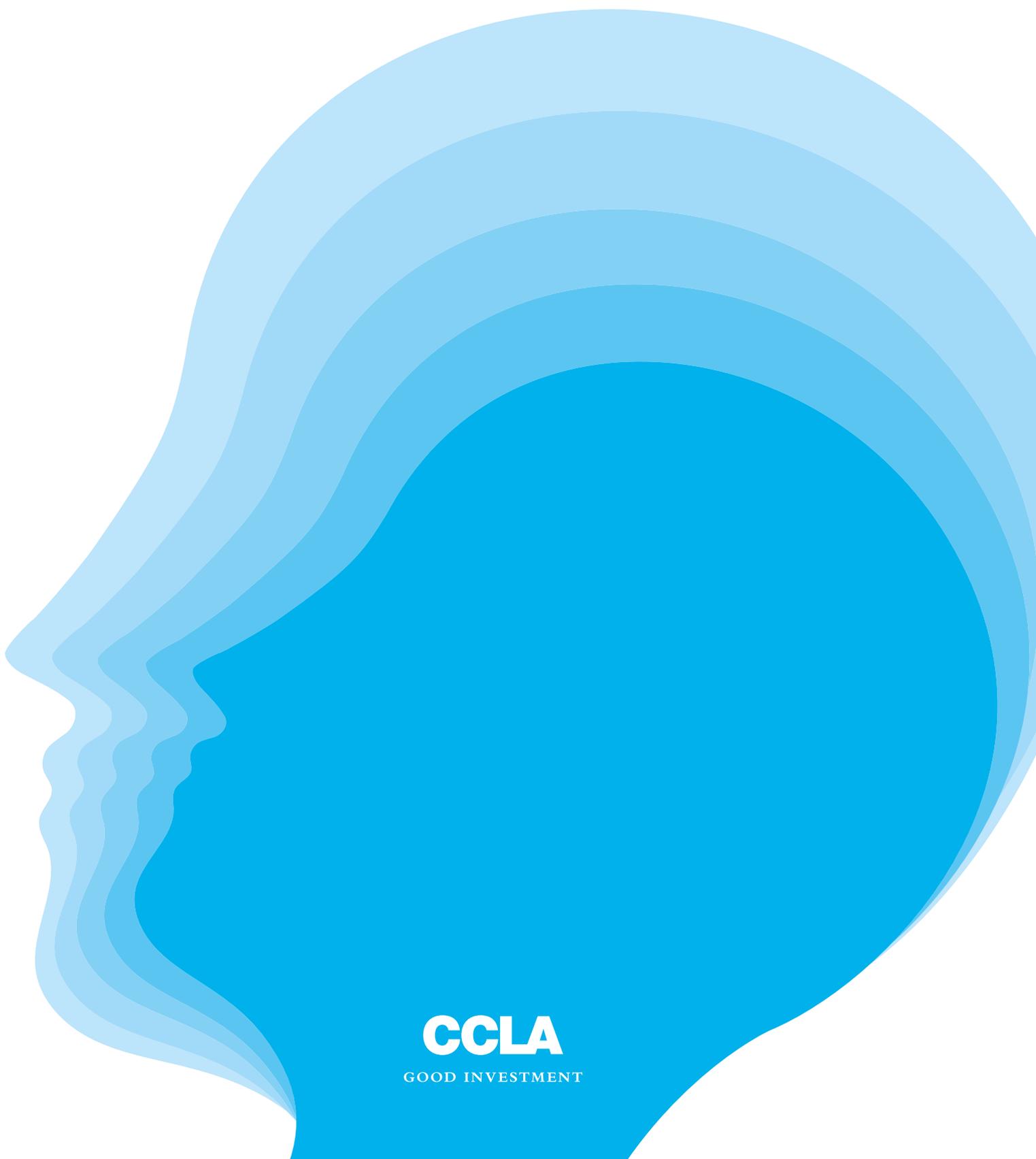


CCLA Corporate
Mental Health Benchmark

UK 100 Report

2022

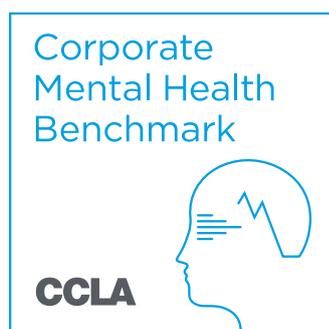


CCLA

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 of the Global Investor Statement on Workplace Mental Health. Please email mentalhealth@ccla.co.uk.

Foreword by

Paul Farmer CBE

In 2017, Lord Dennis Stevenson and I undertook a review into how employers could better support the mental health of people in employment. 'Thriving at Work' revealed that poor mental health at work was costing employers billions of pounds each year with around 300,000 people a year falling out of work due to mental health problems. The cost to our human and financial capital is immense.

Five years on, what has changed? Back then, the estimated cost to business of mental ill-health was £33bn-£42bn each year. In 2020-21, that has risen to £53bn-56bn each year. The human cost, especially during the pandemic, has been equally damaging.

On the other hand, the return on investment of workplace mental health interventions remains overwhelmingly positive. Research conducted in 2017 found that the average return on investment was £4.20 for every £1 invested. In 2020-21, that figure has risen to an impressive £5.30. That is a 430% return on invested capital.

UK leaders are beginning to take note of the enormous business opportunity, but relatively few are talking about it in their public communications. The CCLA Corporate Mental Health Benchmark has been designed to encourage employers to be more open about what they are doing; to share good practice, encourage others, and to be open to investors, customers, and potential staff about their mental health/wellbeing credentials.

Most companies now acknowledge mental health as an important business issue and provide their employees with access to mental health services. Yet just over a third report that they have set objectives and targets on mental health, and only 11% disclose any related key performance indicators.

The aim of the benchmark is to encourage employers to create the conditions under which workers can thrive; this necessitates a 360° view of mental health, from thriving, to struggling, to failing to cope. It also requires clear leadership commitments, watertight policies and cohesive workplace programmes that equip people with the knowledge and skills to support their own (and others') mental health. It is designed to open up a conversation with investors about the role of mental health in assessing the overall health of a business.

CCLA's benchmark creates a structured, scalable way to encourage companies to move forward over time. Evaluating 100 of the UK's largest companies opens the potential to improve the lives of the c.5 million individuals employed or contracted by them.

I very much hope that this report will encourage many employers to be more open about their commitment to one of the greatest challenges our society faces post-pandemic: our mental health.

Foreword by

Peter Hugh Smith

At CCLA, we have been managing investments on behalf of non-profit organisations since 1958. While our primary aim is to deliver strong performance returns to clients, we also believe we have a duty to push for positive change at the companies in which we invest and in the investment management industry. Not only is this the right thing to do but it is also good for business.

The strong correlation between human health and investment returns was thrown into sharp relief during the Covid-19 pandemic. We quickly learned that healthy companies require healthy workers. Yet human health goes beyond a lack of disease. It includes mental health, too.

Inspired by the findings of the 'Thriving at Work' review, CCLA began engaging with companies on mental health in 2019. We were told repeatedly that we were the only investors asking questions about workplace mental health. As a universally relevant topic, this came as a surprise.

Even in 2022, through the benchmarking process, we learned that workplace mental health remains uncharted territory for many investor relations departments. This suggests that until now, the importance of mental health has been lost on the wider investment community.

The CCLA Corporate Mental Health Benchmark is designed to act as a catalyst for change in our industry. The theory is that being able to understand and compare corporate practice on mental health will inform and accelerate progress.

Why mental health? Because investing in the mental health of employees is a financial imperative. Deloitte finds a 430% return on invested capital. In addition, creating a workplace that does no harm to the mental or physical health of workers is a moral necessity. If, as a by-product, we can prevent some of the 300,000 people leaving work every year in the UK due to mental ill-health from doing so, then we all stand to benefit.

It is only in thinking and acting systemically that we can hope to meet the major sustainability challenges of our time. CCLA invites you to share the findings of the Corporate Mental Health Benchmark across your networks. Now is the time for employers to step up and create the conditions under which every individual can thrive.



Executive summary

Covid-19 has placed mental health firmly on the management agenda. Today, public and investor awareness of the importance of workplace mental health is growing, as is the moral and business case for improving it.

The CCLA Corporate Mental Health Benchmark UK 100 ('the benchmark') provides a window on how 100 of the UK's largest companies approach and manage workplace mental health, based on their published information.

Fully integrating mental health into business strategies and reporting cycles takes time and each company is at a different stage in its own journey. Where disclosure on workplace mental health is absent, investors are unable to assess the effectiveness of a company's management controls or its performance relative to peers.

The results of the inaugural CCLA Corporate Mental Health Benchmark UK 100 show that while the case for companies to act on mental health in the workplace is clear, more work is needed to formalise company approaches and to improve company disclosure. Here is a snapshot of our findings; you can read more about the detailed findings and tier rankings on pages 19–53.

44% of benchmark companies have published clear commitments to promoting a culture of openness on mental health. Yet only one in three UK company CEOs are signalling leadership commitment to mental health.

Only one-third of companies recognise the link between 'good work' principles and mental health. These principles include diversity, equality and inclusion, flexible working and job adjustment, and fair pay and financial security.

Two-thirds of UK companies assessed have yet to publish formal objectives aimed at improving workplace mental health. While 93% acknowledge workplace mental health as an important business issue, only 34% of companies publish formal objectives and targets, highlighting that many have not yet translated their policy commitments into action.

Companies need to strengthen their governance and management processes if they are to sustain a strategic focus on workplace mental health. 43% of companies demonstrate that they have assigned board oversight for mental health, but only 23% evidence that they have assigned operational management responsibility for mental health.

There is no shortage of workplace initiatives on mental health. Three-quarters of UK companies assessed have developed workplace initiatives and nine in 10 companies provide access to mental health services. However, reporting on the uptake of these schemes is lagging, which makes it difficult to measure their effectiveness.

Our vision for company and investor action

At CCLA, we believe that investors have a key role to play in helping companies and other actors to deliver systemic change in the way in which mental health is regarded and protected in the workplace.

In order to realise the change that is necessary, we recommend a set of actions for companies and call on investors to encourage companies to take the following steps (see Chapter 3 for full recommendations):

- Acknowledge workplace mental health as an important business issue.
- Signal board and senior management commitment to promoting mental health in the workplace, recognise the link between mental health and 'good work', and encourage a culture of openness.

- Publish a mental health policy statement and make clear the governance and management processes in place to ensure it is implemented.
- Set objectives and targets to improve workplace mental health.
- Report annually on progress.

We hope that the findings and recommendations in this inaugural benchmark will act as a guiding framework for companies; to help strengthen their management approaches and sustain a structural focus on workplace mental health, long after memories of the Covid-19 pandemic have faded.



Setting the scene

Companies have a responsibility to promote mental health in the workplace and to create the conditions under which people can thrive. It is recognised that employment can have a positive impact on an individual's mental health through, for example, providing economic security, social connection, opportunity and a sense of purpose.¹

Furthermore, 'good work' principles – including autonomy, fair pay, work-life balance, opportunities for progression and the absence of bullying and harassment – can help workers' mental health, prevent new mental health problems arising, and support those with existing conditions to feel supported and valued.² However, it is suggested that psychological risks are not being taken as seriously as physical risks in the workplace, with many employers either not identifying or not effectively managing the risks associated with psychological hazards linked to work tasks, equipment and employment arrangements.³

Employers that invest in mental health management systems and those integrating mental health into their business processes can expect positive business outcomes. The latest research by Deloitte suggests that employers can expect an average return of £5.30 for every £1 spent on mental health interventions, gained by reducing the costs associated with absenteeism, presenteeism and staff turnover.⁴

The most recent research on mental health and employers by Deloitte highlights the scale of poor mental health within the UK workforce; the changing nature of work during Covid-19 has put a huge strain on the mental health of employees.⁵ It estimates that the total annual cost of poor mental health to the private sector in the UK was £43–46 billion in 2020–21, an increase of 25% since pre-pandemic estimates in 2019. The report also reveals that, even as we move out of the pandemic, poor mental health continues to be a prominent concern in the UK, affecting people's attitudes towards work as well as their performance at work.

There are other drivers of business concern. Public and investor awareness of the importance of good workplace mental health is growing, as is the moral and business case for improving it. This is evidenced in studies by leading proponents of workplace mental health, including Deloitte, Mind and Mental Health Matters, and in public media campaigns, such as Mind's Time to Change. We are also seeing the emergence of employer-driven networks and multistakeholder partnerships, such as the Global Business Collaboration for Better Workplace Mental Health and the City Mental Health Alliance, as well as the establishment of voluntary standards, such as the ISO 45003 standard on psychological health and safety at work.⁶

While the case for companies to manage mental health is clear, progress is hampered by the lack of a framework to meaningfully assess the business risks and opportunities presented by workplace mental health.

Background to the benchmark

CCLA's mental health engagement programme was launched in February 2019. Building upon recommendations set out by the government-commissioned 'Thriving at Work' review,⁷ and the input of senior representatives from Public Health England, mental health charity Mind, and other leading thinkers on the issue, a set of five ambitious but workable 'best practice' measures were created:

1. To establish a mental health at work plan that outlines the approach to improving and protecting the mental health of employees and regular contractors.
2. To promote mental health awareness among employees and clearly 'signpost' the support provided.
3. To integrate mental health safeguarding into:
 - job design
 - workplace conditions.
4. To train line managers to recognise mental health issues.
5. To monitor and report on employee mental health and wellbeing.

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

Covid-19 gave the engagement programme a new impetus and, in April 2020, CCLA formed a coalition of investors representing £2.2 trillion in assets under management and wrote on their behalf to the CEO of every FTSE 100 company. The letter urged these business leaders to protect the mental health of their 4.7 million employees during the pandemic. Seventy-four companies replied, with a wide disparity in the quality of responses received. Despite evidence of some leading and meaningful practices, there were few signs of a formal, structured focus on mental health, which was in sharp contrast to companies' management approaches to safeguarding physical health and safety.

From these engagements, it became apparent that improvements in corporate practice, alongside greater transparency, disclosure and reporting on mental health, were required. These findings led CCLA to explore the development of a corporate benchmark as a tool for defining the key expectations of companies on mental health and for delivering systemic change in the manner in which workplace mental health is managed. In December 2020, CCLA launched a public consultation on a proposed corporate mental health benchmark, and hosted a webinar entitled 'Driving corporate practice on mental health: an investment perspective'. Responses to the consultation contributed to the development of draft benchmark assessment criteria, which were piloted on 30 companies in August and September 2021. (See Chapter 6 for a detailed description on the development of the CCLA Corporate Mental Health Benchmark methodology.)

Benchmark aims and objectives

CCLA believes that investors have a key role to play in helping companies and other actors to deliver systemic change in the way in which mental health is regarded and protected in the workplace.

The CCLA Corporate Mental Health Benchmark is primarily aimed at investors. It has been designed to assess objectively how listed companies approach and manage workplace mental health based on their published information. The benchmark provides institutional investors with an account of a company's management and associated disclosure practices, and highlights areas where there has been progress and areas where more work is needed. It also, through the regular repeated assessments of companies on their mental health commitments and practices, provides an accountability mechanism, through allowing investors and other stakeholders to assess whether companies are effectively managing the business risks and opportunities presented by workplace mental health.

The aims of the benchmark are to:

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

About this report

This report presents the results of our baseline assessment of 100 UK companies on their management and disclosure of workplace mental health as part of the 2022 CCLA Corporate Mental Health Benchmark. It covers the 100 largest UK-listed companies with more than 10,000 employees.

About the 100 UK companies

Companies were selected based on their market capitalisation (as at January 2022) and their workforce size (companies with 10,000 or more employees). The companies represent 11 industry sectors, which are classified using the Global Industry Classification Standard (GICS) as: Communications, Consumer (Discretionary and Staples), Energy, Finance, Health Care, Industrials, Information Technology, Materials, Real Estate, and Utilities. Together, these companies have a combined workforce of more than five million employees. (See Appendix 2 for the list of companies covered by the 2022 UK benchmark.)

This report sets out our findings based on independent assessments of companies against the CCLA Corporate Mental Health Benchmark criteria. It covers their policies and commitments, their governance and management systems, their leadership on mental health, and their performance. Company assessments were conducted between 1 and 25 March 2022. Companies were invited to review their preliminary assessments prior to the scores being finalised.

This report provides a baseline assessment of how UK listed companies are reporting on workplace mental health and provides important insights into how companies are managing the associated opportunities and risks. It also suggests actions that companies can take in order to create the conditions under which mental health can thrive in the workplace.

(See Chapter 6 for details of the benchmark methodology and approach.)

Benchmark governance

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

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

An Expert Advisory Panel, comprising independent workplace mental health experts and specialist practitioners, provides independent technical guidance on workplace mental health issues and supports CCLA and Chronos Sustainability on the development of the benchmark. Co-chaired by Elizabeth Sheldon (COO, CCLA) and Lord Dennis Stevenson CBE, the panel comprises Elena Espinoza, United Nations Principles for Responsible

Investment (UNPRI); Dr Junko Umihara, Showa Women's University; Paul Farmer CBE, Mind; Dr Richard Caddis, BT; and Dr Shekhar Saxena, Harvard T H Chan School of Public Health.

The panel is responsible for:

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



Methodology and approach

In late 2020, CCLA set out to develop a corporate benchmark on workplace mental health. During the initial phase in December 2020, a public consultation was launched to garner opinion on the scope and design of the benchmark criteria, and the scope of companies to be evaluated. The **consultation document** proposed a management systems framework to ensure that the benchmark paid particular attention to the internal governance conditions necessary for changing and shaping corporate actions on mental health in the workplace. To coincide with the consultation phase, CCLA hosted a webinar entitled 'Driving corporate practice on mental health: an investment perspective'.

Written responses to the consultation were received from 74, primarily European, stakeholders covering investors, companies, academics and civil society organisations. Respondents agreed that the proposed benchmark structure would be important for defining the key expectations of companies on mental health and for delivering systemic change in the manner in which workplace mental health is managed. Respondents provided some helpful suggestions on additional evaluation criteria, including questions on encouraging a culture of openness on mental health, on employee involvement in the design or execution of mental health initiatives and on company disclosures on mental health within the annual report.

Between March and May 2021, a desktop review was conducted of key academic and practitioner literature, international standards and management frameworks, and global initiatives related to workplace mental health. The review findings were discussed with the Expert Advisory Panel and informed the development of 30 draft benchmark criteria. (See Appendix 3 for a list of reference sources.)

In June 2021, the draft criteria were 'road-tested' on the published information of six UK companies. In July 2021, the findings of these initial company evaluations were shared with the Expert Advisory Panel. Some minor modifications to the criteria wording and scoring were made prior to the pilot benchmark assessment criteria being signed off and published on the CCLA website.

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

- Health Workplace Framework and Model, World Health Organization
- ISO 45003 (Psychological Health in the Workplace), British Standards Institution
- Leadership Pledge, Global Collaboration for Better Workplace Mental Health
- Mental Health in the Workplace: Benchmarking Questions, Institute of Occupational Health & Safety
- Mental Health Performance Framework, OECD
- Seven Domains of Wellbeing, Chartered Institute of Personnel and Development
- Ten Step Toolkit for employers, Mindful Employer
- Thriving at Work Global Framework, City Mental Health Alliance
- Thriving at Work Standards (Core and Enhanced), D. Stevenson and P. Farmer
- Workplace Wellbeing Index, Mind

In August and September 2021, CCLA conducted a pilot assessment of 30 FTSE 100 companies based on their market capitalisation (as at 31 August 2021) and the size of their workforce (with the threshold being companies with 15,000 or more employees). These companies represented a combined workforce of more than three million employees. The companies covered by the pilot assessment were invited to review their preliminary findings prior to the results being finalised. The data findings were also shared with the Expert Advisory Panel. On the panel's recommendation, the pilot benchmark results were published as an anonymised ranking, with companies receiving confidential reports of their individual scoring and overall ranking. A report on the findings of the 2021 pilot benchmark was launched on 22 December 2021 on the CCLA mental health website.

In preparation for the inaugural launch of the benchmark of 100 UK companies and 100 global companies in 2022, the assessment criteria and scoring were further refined in consultation with the Expert Advisory Panel. The changes resulted in three criteria being removed. These included Question 20 (on formal systems in place to allow meaningful dialogue to take place between managers and workers on key business, employment and restructuring issues) and Question 29

(on the proportion of the workforce that participate in employee engagement programmes/surveys), for which 100% and 90% respectively of companies in the pilot benchmark had achieved a maximum score, suggesting that the requirements for meeting the criteria were too low. A third question, Question 24 (which looked to evidence of thought leadership activities), was removed because very few companies in the pilot benchmark had achieved any score for this question, suggesting that the requirements for meeting the criteria were too advanced for the current state of play on workplace mental health. This question may be considered for re-introduction to the benchmark in future iterations.

In addition, Question 14 was refined to create a scoring distinction between training for line managers and training for dedicated individuals (i.e. mental health first aiders), and to avoid double scoring with Question 15 (initiative and activities). Also, it was decided to introduce partial scoring for certain criteria in the Management Commitment and Policy section to provide more granularity in the data scoring. Following this, CCLA wrote to the 100 UK companies selected for inclusion in the CCLA Corporate Mental Health Benchmark to inform them of their inclusion in the benchmark and to share the benchmark criteria and programme timeline with them.

Benchmark structure

The 27 benchmark criteria are set out in four core areas (see Appendix 1 for full criteria).

Management commitment and policy

| | |
|--|------------------------------------|
| General acknowledgement of workplace mental health as an important business issue, including discussion of the business risks and opportunities presented. | 73 points available (33% of total) |
| Signalling commitment to workplace mental health within a CEO statement. | |
| Overarching workplace mental health policy (or equivalent) that sets out a formal approach to workplace mental health. | |
| Encouraging an open culture on workplace mental health. | |
| Specific policy positions related to good work, including diversity, equity and inclusion (DEI), flexible working, career adjustment and anti-bullying and non-harassment. | |

Governance and management

| | |
|---|------------------------------------|
| Defined responsibilities for the day-to-day management of workplace mental health as well as strategic oversight of the company's approach. | 77 points available (35% of total) |
| Objectives for the management of workplace mental health (with an explanation of how they are delivered and how progress is monitored). | |
| Policy implementation through initiatives, programmes, training and access to support. | |
| Developing a culture of openness and support that is available throughout an individual's career (i.e. recruitment, on-boarding, career development, review cycles and, when applicable, return to work). | |
| Employee engagement, including meaningful dialogue, participation in the design and delivery of mental health initiatives, and information-gathering specific to workplace mental health. | |

Leadership and innovation

| | |
|--|------------------------------------|
| Company involvement in industry initiatives or partnerships aimed at promoting positive mental health. | 22 points available (10% of total) |
| Communications which promote the company's approach to workplace mental health. | |
| Acknowledgement of performance through notable awards and thought leadership activities. | |

Performance reporting and impact

| | |
|---|--------------------------------------|
| Disclosure on strategic oversight of workplace mental health within the annual report and accounts. | 50 points available (22% of total) |
| Reporting on training initiatives to line managers and employees and uptake of mental health programmes. | |
| Measuring performance through reporting against objectives and against company-defined key performance indicators (KPIs). | |
| | Total of 222 points available (100%) |

Assessment approach

Between 1 and 25 March 2022, the 100 companies were independently assessed by a team of 10 research analysts who had been trained in the benchmark methodology and scoring approach (see Appendix 1).

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

Each company was assessed based on the information that was publicly available on the date the company was assessed. The assessment involved a review of the material on companies’ corporate websites, in their annual and sustainability reports and other relevant publications, in press releases available via the corporate website, and in social media. We did not provide scores for information that was in the private domain, as a core objective of the benchmark is to encourage companies to provide a transparent account of their approach to workplace mental health.

During the period from 31 March to 15 April 2022, these companies were invited to review their preliminary assessments and to highlight any evidence that had been overlooked or misinterpreted during the assessment phase. In total, 47 companies reviewed their preliminary assessments. As a result of this feedback, the reports of 25 companies were revised prior to the scoring being finalised. The panel was convened to review the findings of the 100 UK company assessments in April 2022, and reviewed the draft benchmark report prior to publication. Our expectation is that more companies will engage on their preliminary findings in future iterations of the benchmark, and, while there is no guarantee that company scores will change as a result of feedback, we recognise that engaging in a dialogue on the methodology and the assessment approach can be helpful to companies in understanding the aims and expectations of investors.

Key findings

Fully integrating mental health into business strategies and reporting cycles takes time and each company is at a different stage in its own journey.

The five-tier performance model, shown below, allows us to visualise the relative maturity of company approaches to managing and reporting on workplace mental health.

Within each tier, companies are listed in alphabetical order. While it is important to acknowledge leadership on workplace mental health, we are equally keen to showcase examples of good practice (e.g. innovation or leadership) from companies irrespective of where they sit in the performance chart.

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



Tier 1

- Centrica
- Lloyds Banking Group
- Serco Group

Tier 2

- Anglo American
- Barclays
- BP
- BT Group
- HSBC Holdings
- J Sainsbury
- Tesco

Tier 3

- Associated
- British Foods
- AstraZeneca
- BAE Systems
- Balfour Beatty
- BHP Group
- Coats Group
- Compass Group
- Computacenter
- CRH
- Diageo
- Direct Line Insurance Group
- Entain
- Experian
- Legal & General Group
- National Grid
- NatWest Group
- NEXT
- Ocado Group
- Prudential
- Reckitt Benckiser Group
- RELX
- Rio Tinto
- Royal Mail
- Savills
- Spire Healthcare Group
- Standard Chartered
- Unilever
- Vodafone Group
- WH Smith

Tier 4

- Admiral Group
- Ashtead Group
- Aviva
- Carnival
- Currys
- Dunelm Group
- GlaxoSmithKline
- Grafton Group
- Hays
- Imperial Brands
- Informa
- JD Sports Fashion
- John Wood Group
- Johnson Matthey
- Kingfisher
- Marks & Spencer Group
- Mediclinic International
- Melrose Industries
- Micro Focus International
- Mitchells & Butlers
- Mondi
- National Express Group
- Pearson
- Rolls-Royce Holdings
- Sage Group/The
- Smiths Group
- Smurfit Kappa Group
- SSE
- Travis Perkins
- Weir Group
- WPP

Tier 5

- B&M European Value Retail SA
- Babcock International Group
- British American Tobacco
- Bunzl
- Coca-Cola HBC AG
- DCC
- DS Smith
- easyJet
- Evraz
- Ferguson
- Flutter Entertainment
- Frasers Group
- Glencore
- Greggs
- Howden Joinery Group
- IMI
- Inchcape
- International Consolidated Airlines Group
- Intertek Group
- J D Wetherspoon
- Meggitt
- Polymetal International
- Rentokil Initial
- RHI Magnesita NV
- Royal Dutch Shell
- SSP Group
- TI Fluid Systems
- TUI AG
- Vesuvius
- Whitbread



Headline findings

Covid-19 has placed mental health firmly onto the management agenda, and the findings of this baseline report provide encouraging signs that mental health is acknowledged by companies as an important business issue. However, an overall average score of 35% indicates that more work is needed to formalise company approaches to workplace mental health and to improve company disclosure on this issue.

Our dialogue with some of the companies covered by the benchmark on their preliminary findings suggests that the level of corporate reporting on workplace mental health does not reflect the scale of action being taken by companies. Such a lack of reporting makes it difficult for investors to assess companies accurately on the effectiveness of their management controls or their relative performance on mental health. In repeating the assessment process annually, we hope to foster greater disclosure on workplace mental health and enrich the understanding of the business risks and opportunities presented by mental health among private sector employers. We also expect that the findings of our baseline assessment will be helpful in signalling to companies how they might strengthen their management approaches and sustain a management focus on workplace mental health beyond the pandemic.

Only one in three UK company CEOs has signalled a leadership commitment to mental health

Creating a culture that encourages openness and dialogue on mental health is crucial to eliminating the stigma associated with mental health. Encouragingly, our assessments found that 44% of the 100 companies assessed have a clear position on promoting a culture of openness on mental health. Meanwhile, only 35% of company CEOs have publicly signalled a leadership commitment to promoting mental health in the workplace, which means that it is difficult to gauge the extent to which company leaders are championing mental health within their own organisations.

Only one-third of UK companies recognise the link between ‘good work’ principles and mental health

Good working conditions that provide for healthy, balanced lifestyles and support people to be themselves at work can help to prevent new mental health problems and support those with existing conditions to get on in work and thrive. Good work consists of components such as flexible working, fair pay and financial wellbeing, diversity, equity and inclusion (DEI), recruitment and career progression, and anti-bullying and non-harassment. Our baseline findings reveal that 33% of companies demonstrate through their reporting a clear link between DEI and mental health, 32% of companies link flexible working arrangements and job adjustment with mental health, and 26% of companies recognise the link between mental health and providing fair pay and financial security.

A note on sectoral analysis

The assessment of 100 UK companies provides a useful baseline for analysis of both company and sector performance in subsequent years. In sectors with 10 or more companies, we intend in future iterations to track sector progress, or differentiate between companies by looking at the mean overall average score as well as the variability in scoring.

Two-thirds of UK companies are yet to publish formal objectives aimed at improving workplace mental health

Objectives and targets are the point at which policy commitments are translated into action and where resources and responsibilities are allocated for their delivery. The baseline findings reveal that while 93% of the 100 companies assessed acknowledge workplace mental health as an important business issue, only 34% of the 100 companies have published formal objectives and targets aimed at improving workplace mental health. This indicates that around two-thirds of companies are yet to translate their high-level objectives for mental health into actionable timebound targets.

With four in 10 UK companies demonstrating board oversight and just two in 10 reporting on operational responsibility for mental health, companies need to strengthen their governance and management processes if they are to sustain a strategic focus on workplace mental health

Our baseline findings reveal that while 43% of companies demonstrate that they have assigned board responsibility for mental health, only 23% of companies report on their assigned day-to-day operational responsibility for implementing the mental health policy. The effective implementation of a workplace mental health policy relies on competent managers, who can oversee the implementation of the policy, and dedicated

individuals, who are empowered to become a point of contact for those experiencing mental ill-health or emotional distress, and to nurture a positive culture towards mental health within the organisation. It is often the case that those charged with strategic oversight know less about the specifics of how to manage workplace mental health on an operational basis. Companies are therefore encouraged to assign responsibility for ensuring that the workplace mental health policy is effectively implemented, and that workplace mental health is effectively managed.

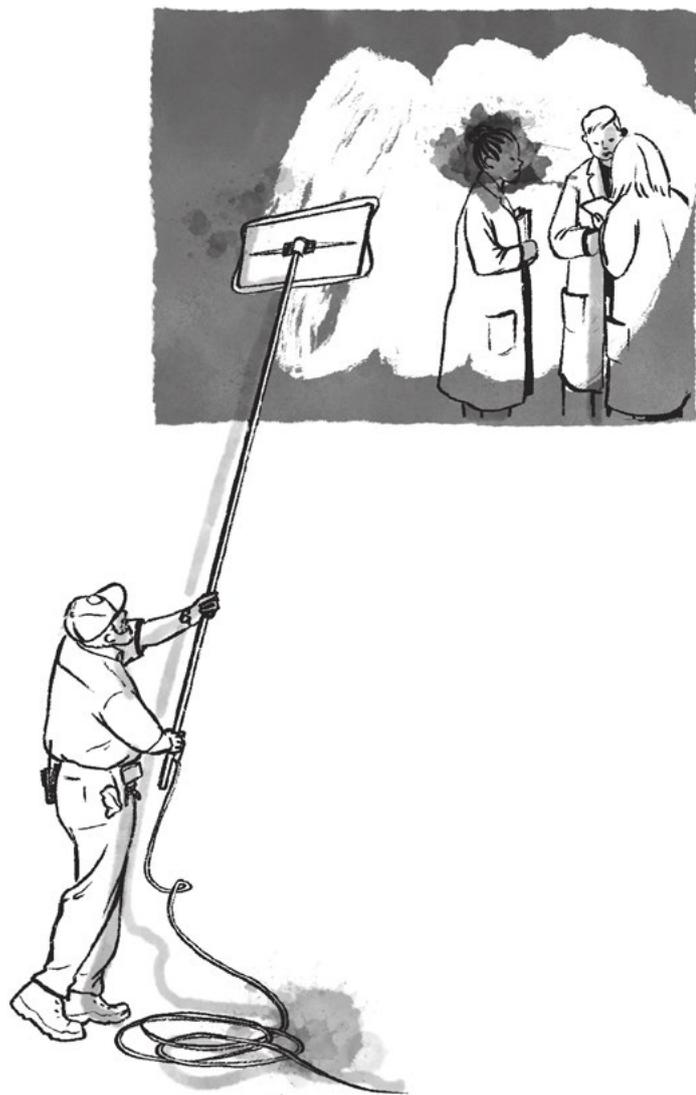
While around three-quarters of UK companies have developed workplace initiatives and nine in 10 companies provide access to mental health services, reporting on the uptake of these schemes is lagging

The baseline findings reveal that 76% of companies have developed multiple workplace initiatives, and 91% of companies provide access to mental health services. However, only around one-third (34%) of the companies currently report on the uptake of their mental health initiatives and just 11% of companies have developed key performance indicators for mental health. We recognise that this is a developing area and that companies would benefit from some best practice examples to understand the types of metrics that could be used to monitor the effectiveness of mental health interventions.

Detailed findings

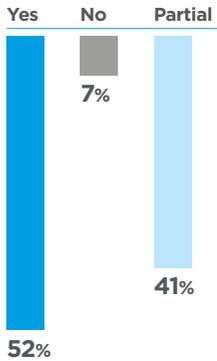
This section of the report looks in detail at the 27 criteria against which companies were assessed and reflects on both the data findings and examples of current and leading practice on workplace mental health.

Good practice exists in companies across all five tiers of the benchmark, shown in the examples on the following pages. We hope that the case studies displayed will inspire companies to develop and strengthen their own approaches to managing and reporting on workplace mental health.



Management commitment and policy

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



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

Benchmark findings

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

As highlighted in the key findings, Covid-19 has accelerated corporate action on mental health as companies have sought to protect the wellbeing of workers. As we transition

out of the pandemic, it will be interesting to track the extent to which companies pay attention to workplace mental health.

When companies recognise that mental health has a significant impact on organisational health and success, they commonly describe the associated risks and opportunities as including reducing sickness and absence rates, employee fulfilment and engagement, optimising performance and productivity, and delivering a duty of care to employees on their health, safety and wellbeing.

Below we highlight five examples of companies signalling their commitment to workplace mental health as a business issue and describing the business drivers for doing so. These include supporting business success, attracting and retaining talent, and being a trusted employer.

Centrica



“Our people are fundamental to us achieving our goals. We work collaboratively to create a culture of mutual trust and respect, where our people feel motivated and able to develop their skills and experience, so that we can be an employer of choice and trusted corporate citizen. We believe that the health and wellbeing of our people is vital to our business success and recognise the potential impact that work can have on their physical and mental health and wellbeing.”

Centrica, 'Our Code'⁸

J Sainsbury



“Our wellbeing commitment: Every colleague will have access to mental health and wellbeing support through tools and other resources that enable them to make positive and proactive choices to thrive in all aspects of life.

Looking after our colleagues: Our colleagues are at the heart of everything we do. They make a big difference to our customers, serving them well day in, day out, and we know that having happy, healthy, and engaged colleagues is critical to the long-term success of our business.”

J Sainsbury, 'Colleague Mental Health and Wellbeing'⁹

Vodafone Group

3

“ We believe that our employees’ experience, their working environment, health, safety and wellbeing, is a key enabler of personal growth and business performance. ”

Vodafone Group, 2020 Annual Report¹⁰



Rolls-Royce

4

“ As a global business, we believe that wellbeing – both physical and mental – is the foundation of being a high-performing organisation. And it’s a crucial part of helping our workforce to innovate and pioneer world-class technology and services. That’s why we want you to feel happy and healthy at work and why we give you the space you need to think clearly and develop your career. ”

Rolls-Royce, ‘Health and Wellbeing at Work’¹¹

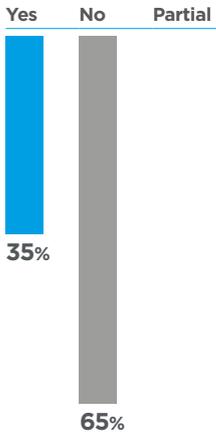
JD Weatherspoon

5

“ 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. Weatherspoon 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. ”

JD Weatherspoon, 2021 Annual Report Supplement¹²

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



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

Benchmark findings

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

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

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

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

Below we highlight an example of a CEO using a video presentation to employees to outline the company's commitment to workplace mental health.

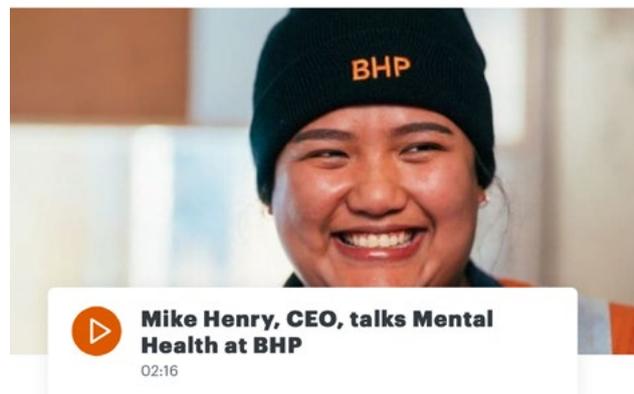
BHP Group



“At BHP, we are committed to supporting the mental wellness of our workforce and those in the communities in which we operate. The first priority in everything we do is keeping people safe and healthy, both physically and mentally. That's not only because it is the right thing to do but workplaces that support better mental health have improved safety, higher productivity and greater work satisfaction.”

Mike Henry, CEO

BHP Group video¹³



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

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

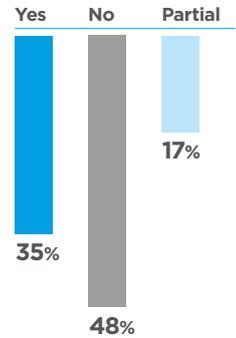
Benchmark findings

Of the 100 companies assessed, 52 companies published a formalised policy statement, either as a stand-alone mental health policy or as an integral part of a health and safety policy or a health, safety and wellbeing policy where mental health was explicitly referenced. Of these, 35 companies included a detailed description of how the policy is to be implemented.

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

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

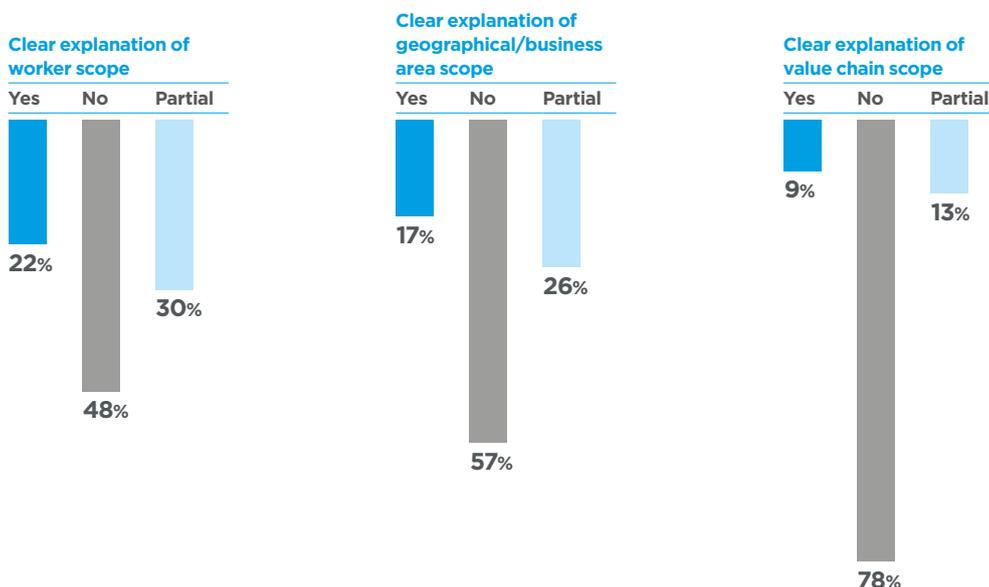
- A clear statement of the reasons why workplace mental health is important to the business (including both the business case and the ethical case for action).
- A commitment to compliance with relevant legislation.
- A clear position regarding expected standards of workplace mental health.
- A description of the processes in place to ensure that the policy is effectively implemented (e.g. senior management oversight, commitments to continuous improvement, training, performance monitoring, corrective action if the policy is not being effectively implemented).
- A commitment to continuous improvement and public reporting on performance.
- A signpost to other corporate commitments which support mental health and good work, such as diversity and inclusion, fair pay, employee consultation and career progression.



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

Understanding the scope of a policy is important to understanding the breadth of a company's commitment to action on workplace mental health. Companies are expected to apply a universal approach to managing workplace mental health covering all workers, including not only

employees but also contingent workers (e.g. contractors, interns, gig workers, temporary staff, etc.), and across all relevant geographies in which the company operates. It is good practice for companies to apply their mental health policies to business partners too (e.g. suppliers, customers).



Benchmark findings

In total, of the 52 companies that publish a formal mental health policy statement:

- Twenty-two companies provide a clear definition of worker scope extending beyond employees to include contingent workers. The remaining 30 companies either state that the policy scope is limited to employees, or they refer more broadly to 'our colleagues' or 'our people', which makes it difficult to determine whether corporate commitments on mental health extend to all workers.
- Seventeen companies provide a clear description of the geographical scope of their policy commitments as being global and extending to all business areas and geographies.

- Nine companies indicate that their mental health policy commitments extend beyond the workforce to include suppliers, customers and/or local communities.

Below we provide two examples of comprehensive mental health policy statements. These companies publish statements with clear commitments to mental health as part of their employee 'wellbeing' strategies. The companies clearly define 'wellbeing' as encompassing both mental and physical health, they specify the scope of their policies, and they describe the processes in place for ensuring the effective implementation of their mental health policy commitments, including outlining their expectations of suppliers to align with these commitments.

Serco Group



“ Serco recognises the importance of employee wellbeing, engagement, retention, and attraction to ensuring a positive and productive working environment. At Serco we define ‘wellbeing’ as having strong relationships – both inside and outside of work, providing employees with good work that is interesting and for which they are rewarded appropriately, an environment where we promote physical and psychological good health and provide early intervention and proactive support to employees to promote their wellbeing.’

‘Applicability: Serco Group covering all business regions, operating companies and business units throughout the world, covering:

- employees, officers, directors and individuals working as consultants and contractors and any other parties acting as representatives or agents of Serco (Employees)
- wholly owned subsidiaries and majority-owned operations

Where a minority interest and in regard to its subcontractors and suppliers Serco encourages alignment with this Standard. ”

Serco Business

serco

Group Standard Employee Wellbeing



Serco Group, ‘Group Standard Employee Wellbeing’¹⁴

Diageo



“ We are extending the remit of the policy, committing to not only prevent illness or injury in the workplace, but also empowering our people to take steps to positively enhance their physical, mental and emotional health when at work. By enabling our people to be healthier and happier, we aim to prevent workplace accidents, improve productivity and in turn drive better overall business performance. ”

“ Who does this apply to? – The Diageo Health, Safety & Wellbeing Policy applies to all Diageo locations, including production facilities, offices, warehouses, visitors’ centres and hospitality facilities. Diageo is committed to protecting employees and others, such as contractors, visitors and neighbours from health and safety risks associated with our activities. As part of our Suppliers Code of Conduct, we expect our suppliers and partners to have a clear health and safety policy statement in place as a minimum requirement. ”

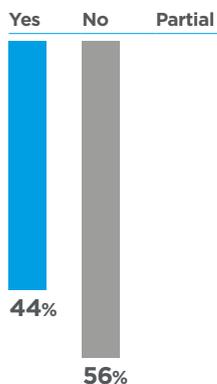


DIAGEO



Diageo, ‘Zero Harm – Health, Safety and Wellbeing’¹⁵

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



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

- proactively changes the way people think and act about mental health by raising awareness and challenging mental health stigma
- encourages two-way conversations about mental health, highlighting the support available at all stages of employment
- empowers employees to champion mental health and positively role model mental health in the workplace
- encourages openness during recruitment and throughout employment and allows reasonable adjustments to be made.

Benchmark findings

Encouragingly, 44 out of the 100 companies assessed provided a commitment to openness and dialogue on mental health either through company charters or leadership pledges or through mental health-related objectives. We note that some companies describe initiatives and programmes that are designed to support an open culture on mental health, although this question was looking for evidence of a formal management commitment to encouraging a culture of openness and dialogue on mental health.

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

Below we provide an example of a company publishing a mental health charter which sets out the company's expected standards of behaviour for workplace mental health, including a commitment to encourage a culture of openness on mental health.

NEXT



“NEXT is an inspiring, exciting and rewarding place to work and we want everyone to feel able to be creative, productive and engaged. NEXT aims to:

- Encourage an environment where mental wellbeing is discussed openly and in a non-judgemental way, eliminating stigma, fear and discrimination
- Help everyone to recognise that for some people maintaining positive mental wellbeing can be a challenge
- Listen to people, taking into account how they feel; respecting that they may want to maintain confidentiality if they are struggling. ”

NEXT, 'Our Approach to Corporate Responsibility'¹⁶

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

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

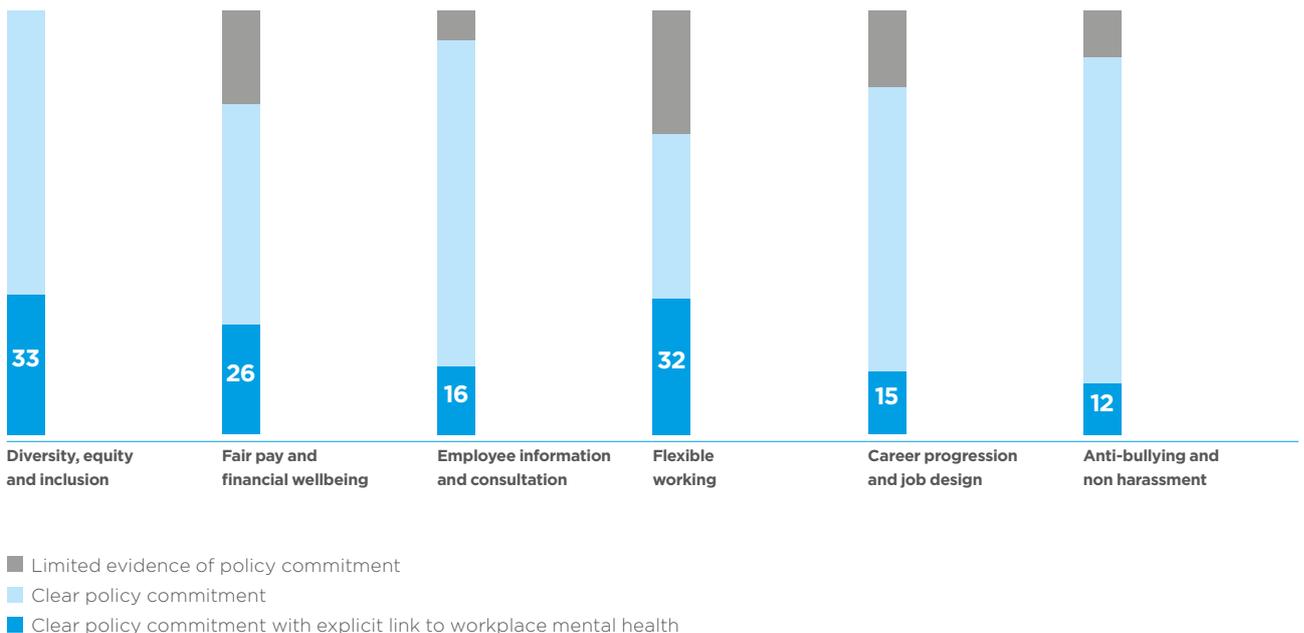
- Q6: Diversity, equity and inclusion
- Q7: Fair pay and financial wellbeing
- Q8: Employee information and consultation
- Q9: Flexible working
- Q10: Job design and role adjustment
- Q11: Anti-bullying and non-harassment

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

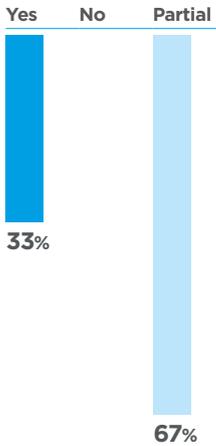
Across all six components, we see evidence of good practice, where companies are making an explicit link between their management commitments and mental health. Notably, four companies, which all appear in tiers 1 and 2, scored across five of the six components. The highest scoring areas were flexible working and diversity, equity and inclusion (DEI) where around one third of the companies (32 and 33 companies respectively) scored maximum points.

Summary of findings

'Good work' policy commitments



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



A clear position on DEI demonstrates that a company values the benefits that differences bring and is committed to fair and equal treatment of people. A diverse work culture that resembles the diversity that exists in society can support talent attraction and retention, encourage innovation and idea exchange, and optimise service levels. DEI has received additional board attention in recent years, accelerated by disclosure standards, investor interest in companies setting representation targets, and heightened public interest in and support for racial justice. Best practice diversity and inclusion programmes recognise the

importance of DEI in fostering a culture of good workplace mental health.

Benchmark findings

Of the 100 companies assessed, 33 publish DEI statements that explicitly link to mental health. These companies recognise that providing a diverse, equitable and inclusive workplace is important for creating the conditions in which people can thrive and where individuals do not feel excluded because of their mental health.

Below we provide examples of companies that demonstrate a clear link between their commitments to DEI and mental health.

Anglo American



“ We strive to create a workplace that is inclusive and empowers every colleague to bring their whole self to work. In 2021, we continued to build on the strategic foundations of inclusion and diversity that we have put in place over the past three years. While there is always more to do, we have made a positive difference in key areas, such as psychological safety and mental wellness. We will continue to embed and launch initiatives that will allow us to realise our vision of a truly inclusive workplace where each of us can reach our full potential. ”

Anglo America (2021)
‘Sustainability Report’¹⁷

Compass Group



“ Diversity & Inclusion: We value all of our employees, regardless of race, sex, colour, origin, ethnicity, religion, beliefs, age, disability, sexual orientation, gender identification or expression, political opinion or background. We do not tolerate harassment or discrimination on these or any other grounds and recognise legally protected status across all of our countries, and we strive to ensure all our people have the opportunity to succeed. This includes a commitment to providing a safe workplace in all our operations where our employees, consultants and contractors working in any of our sites can be assured of a safe and healthy workplace that looks after their physical and mental wellbeing. ”

Compass Group (2021)
‘Human Rights Policy’¹⁸

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

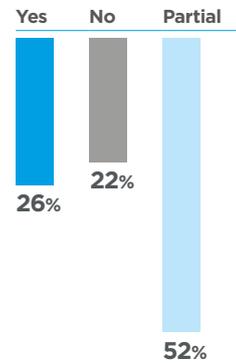
Employers play an important role in improving the financial wellbeing of their workers. This includes paying people enough and fairly, offering secure, good-quality jobs, and providing benefits that extend the value of their pay. It is also good practice to encourage good choices around spending, saving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

Benchmark findings

Of the 100 companies assessed, 26 have published a formal policy that recognises the link between financial wellbeing and mental health. During the assessments, we acknowledged that many companies report commitment to offering fair pay as part of their gender pay gap reports. While this commitment is important and plays a role in supporting good work, this question is looking for companies to recognise their responsibility for supporting the financial wellbeing of their workers.

Companies that recognise the impact that financial concerns can have on mental health, not only commit to being a fair and equitable employer in terms of fair pay, but also take a broader approach to supporting financial wellbeing. Examples of published support include providing tools and services to support financial management and long-term planning, and also specialist support in times of financial distress and concern about job insecurity.

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



Experian

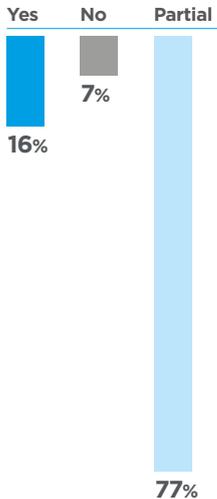


“ At Experian, we are committed to improving the wellbeing and mental health of our employees by providing access to the resources they need to thrive... The four pillars of our wellbeing offering are Mental health, Physical health, Family health and Financial health, and we have a robust system of support for our people should they need it:

- Financial Health offering includes: Talk Money campaign with podcasts on financial wellbeing and education; webinars on will writing and debt. Financial wellbeing hub includes benefits and support to enable our employees to be financially well, e.g. savings, debt management, financial protection, financial planning
- Community Financial Health: We are also committed to assisting consumers in their financial health journeys—something that undoubtedly plays a role in mental health—through initiatives like #CreditChat, products like Experian Boost, and partnerships with organisations dedicated to helping underserved communities.”

Experian, ESG Presentation¹⁹

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



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

It is important to clarify that employee engagement or pulse surveys are evaluated elsewhere in the benchmark. These initiatives are distinct from the focus of this question, which is looking

for evidence of board engagement of employees on topics covering business strategy, culture and values.

Benchmark findings

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

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

Direct Line Insurance Group



“ The Board encourages a culture that celebrates difference and seeks to empower people so that they can thrive. The Board values the involvement and engagement of its employees and continues to listen to employees' views and opinions. The whole Board prides itself on its engagement with the workforce with frequent and consistent engagement by Executive Directors, which has only increased during Covid-19. ”

Direct Line Insurance Group, 2020 Annual Report²⁰

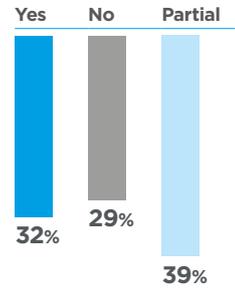
Q9. Do companies support the principles of good work by having a formal position on flexible working?

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

Benchmark findings

Of the 100 companies assessed, 71 report formal commitments to flexible working, with Covid-19 having a distinct impact on working patterns. Encouragingly, 33 companies explicitly link the benefits of flexible working with supporting workplace mental health.

Below we provide an example of a company that recognises the role of flexible working in contributing to a safe and healthy working environment.



AstraZeneca



“ Workforce safety and health

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

Description: Provide a healthy and safe working environment, based on a culture of learning rather than blame. This includes human and operational performance principles, engineering and preventative maintenance, and supporting employee health through flexible ways of working. ”

AstraZeneca, ‘Sustainability Report’²¹



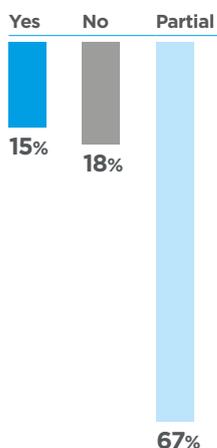
Why it matters

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

Description

Provide a healthy and safe working environment, based on a culture of learning rather than blame. This includes human and operational performance principles, engineering and preventative maintenance, and supporting employee health through flexible ways of working, access to disease prevention and treatment, and mental health services.

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



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

Benchmark findings

Of the 100 companies assessed, 82 report on their commitments to career progression and role adjustment. Of these, 15 companies clearly link these commitments to workplace mental health.

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

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

Associated British Foods



“Employees are supported by their managers and human resources professionals, who help them drive their careers by setting personal objectives and development goals that work for them and their business... The learning journey starts on day one through employee induction programmes and then continues on pathways that best suit each individual. Our training is wide ranging, and varies from role to role, and person to person. The focus is on building skills and interpersonal effectiveness, and addresses specific issues such as health and safety, mental health, driving safety and food safety. If it is appropriate, we also offer colleagues leadership training, coaching or mentoring.”

Associated British Foods, '2021 Responsibility Update' ²²

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

Difficult relationships at work can be stressful and make a job harder to cope with. Key frameworks and publications on workplace mental health, such as the ISO 45003 standard,²³ Mind's Workplace Wellbeing Index,²⁴ the 'Thriving at Work' report²⁵ and the WHO Healthy Workplace Framework and model,²⁶ provide a clear link between good work and the absence of bullying and harassment in the workplace. Companies are encouraged to implement commitments and organisational practices aimed at mitigating the negative impact of these negative behaviours, and to respond actively and appropriately when incidents of bullying or harassment occur.

Benchmark findings

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

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



Serco Group



“ At Serco we define ‘wellbeing’ as having strong relationships – both inside and outside of work – providing employees with good work that is interesting and for which they are rewarded appropriately, an environment where we promote physical and psychological good health and provide early intervention and proactive support to employees to promote their wellbeing.

We are therefore committed to promoting the health and wellbeing of employees. As part of this we will:

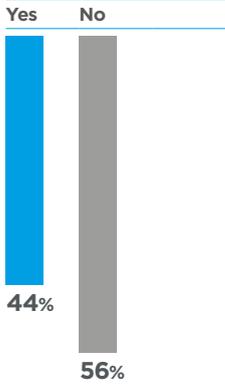
- ...not tolerate and aim to prevent victimisation, bullying or harassment
- not tolerate and aim to prevent incidents of occupational violence, aggression and verbal abuse from external sources including persons in our care, our clients and the general public. ”

Serco Group, ‘Group Standard Employee Wellbeing’²⁷

Governance and management

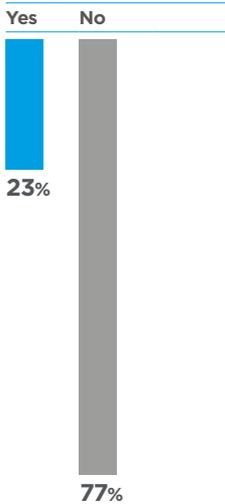
Q12. Do companies assign management responsibility for workplace mental health to an individual or specified committee?

Assigned board or senior manager oversight



When looking at the management of workplace mental health, both oversight and implementation responsibilities are important. Oversight is necessary to ensure that senior management is aware of the business implications of workplace mental health and is prepared to intervene when needed (e.g. if there are tensions between the organisation's workplace mental health policy and other business objectives). However, it is often the case that those charged with oversight remain detached from the specific details of how to effectively manage workplace mental health on the ground. It is therefore important that there are individuals who are responsible for ensuring that the workplace mental health policy is appropriately implemented and that workplace mental health is effectively managed.

Assigned day-to-day operational management



Benchmark findings

Of the 100 companies assessed, 44 publish details of assigned senior management oversight of workplace mental health, through board or committee oversight of mental health strategy and development. Meanwhile, 23 out of the 100 companies assessed published details of how responsibility for the day-to-day management of workplace mental health is assigned, with this responsibility typically residing with health and safety or human resources functions. Several companies have appointed Chief Medical Officers or similar specialist roles to maintain operational responsibility for workplace mental health.

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

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



Senior oversight

“ The Board has ultimate responsibility for ensuring the health and wellbeing of colleagues. Our Group Chief Executive supports the Board in this duty by delegating oversight to the Group People Officer, who reviews plans and performance quarterly to ensure frequent review and oversight, with improvements made as needed. A detailed MyHealth report with key insights and actions is also shared quarterly with wider Business Leaders, HR Partners, safety teams and trade union working groups. This enables key people across the business as well as those connected to our business, to better understand colleague wellbeing and take action in the respective areas they're responsible for. ”

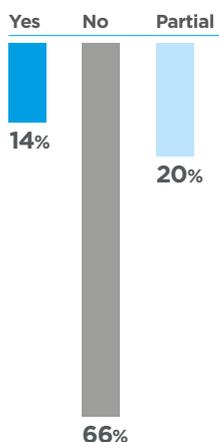
Day-to-day management

“ We've dedicated people in place to ensure the strong day-to-day management of colleague wellbeing via collaboration between the Wellbeing Benefits Team and the Health Care team. Together, they not only manage and enhance the suite of support available for colleagues, but work at ways to

increasingly inspire colleagues to take positive steps to manage their health and wellbeing. Should a colleague need time away from work to get better, absence is recorded in our HR management system to formalise the process and ensure colleagues receive the further help they may need via MyHealth. All sickness absences are passed to our MyHealth Case Management team to assess and triage each absence within 24 to 48 hours, and depending on the nature of sickness, will drive further interventions via MyHealth to ensure appropriate treatment or action is provided with underlying issues identified and addressed wherever possible. It's in everyone's interest for colleagues to get better so line managers will also have guided conversations with the person affected at key stages of absence, to see how they're doing and monitor when and how they're best to come back to work. This may include a phased return so that they don't take on too much too soon. ”

Centrica, 'Our Health and Wellbeing Statement 2021'²⁸

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



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

Benchmark findings

Thirty-four of the 100 companies assessed publish clear mental health-related objectives and targets. Of these, 14 companies provide a clear description of the steps that will be taken to achieve them. Examples of published objectives and targets include expanding the scope

of mental health initiatives to include other geographic markets, implementing awareness-raising initiatives to promote mental health and reduce the stigma associated with mental health, committing to an assessment of a company’s workplace mental health programme against the Mind Wellbeing Index, and investing in mental health training for managers and employees.

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

Below we provide an example of a company publishing mental health-related objectives and targets.

BP

| Objectives | 2025 targets | 2030 aims |
|---|---|--|
| 1. Promote proactive measures to improve the health and wellbeing of our workforce and their families | <ul style="list-style-type: none"> • Launch a health and wellbeing programme, accessible by 100% of our employees and their families, focused on the proactive management of physical and mental health including hygiene, preventative screenings, exercise, nutrition and resilience. | <ul style="list-style-type: none"> • Be recognised as an industry leader in health and wellbeing as we support our workforce and their families in the prevention and treatment of physical and mental health issues. |
| 2. Improve awareness and understanding of mental health challenges in the workplace and broader community | <ul style="list-style-type: none"> • Foster a culture of care by training 100% of all leaders on key mental health challenges, encouraging leaders and employees to openly discuss mental health issues (specific targets to demonstrate shifts agreed by 2023). | <ul style="list-style-type: none"> • Demonstrate a positive shift in awareness and understanding of mental health challenges as a result of our programmes. |
| 3. Create access to and build awareness of physical and mental health resources in the communities where we work | <ul style="list-style-type: none"> • Understand the top health and wellbeing issues facing communities where we work; and allocate 10% of social investment toward sustainable solutions that address priority issues identified. • Develop global and local partnerships to raise awareness and provide public access to mental and physical health resources. • Integrate priority health and wellbeing offers for customers and demonstrate improvements. | <ul style="list-style-type: none"> • Demonstrate measurable improvement of key health and wellbeing metrics both internally and externally. |

BP, 'Corporate Sustainability Reporting' ²⁹

Q14. Do companies provide mental health training to: a) line managers, and b) dedicated individuals (e.g. mental health first aiders)?

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

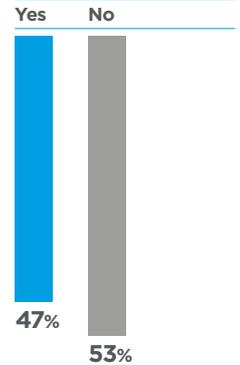
Those trained in mental health awareness are better equipped to listen, reassure and respond appropriately to workers experiencing mental ill-health. This ensures that there are people within an organisation who are more likely to spot early signs of distress, are better able to signpost individuals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

Benchmark findings

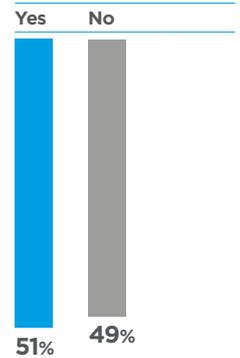
Forty-seven of the 100 companies assessed currently report on providing training to line managers, and 51 companies supply evidence of the provision of training to dedicated individuals, such as mental health first aiders or champions. These results indicate that many companies recognise the importance of creating a supportive culture on workplace mental health and are investing resources to encourage individuals who are experiencing poor mental health to seek help.

Below we provide examples of companies publishing details of mental health training provided to line managers and colleagues.

Line managers



Dedicated individuals



Rio Tinto



“To support the proactive management of mental wellbeing and to give our employees the tools and skills they need to build resilience and positive mental health, we continue to provide and promote the Employee Assistance Programme (EAP), our mental health toolkit and our Peer Support Programme, which has expanded globally to now include 1,200 peer supporters worldwide.”

Rio Tinto, 2021 Annual Report ³⁰

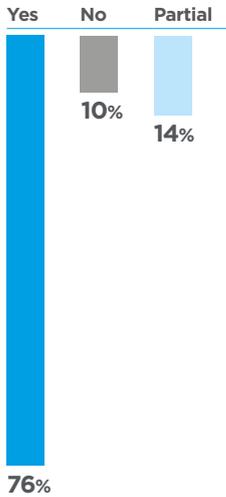
Marks & Spencer Group



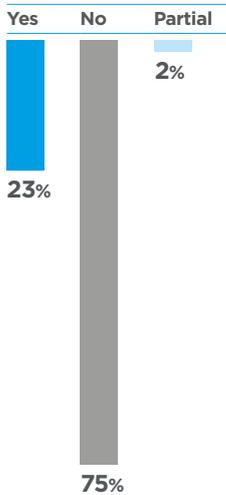
“Our ‘supporting your teams mental health’ training is available to all our Line Managers and colleague representatives, including digitally to help build practical skills and confidence around mental ill health that can be used every day, including being able to spot the signs and symptoms of mental health issues and feeling confident in guiding people towards appropriate support.”

M&S, ‘Mental Wellbeing at M&S 2020 Update’ ³¹

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



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



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

Benchmark findings

Of the 100 companies assessed, 76 report multiple workplace mental health initiatives or programmes. This is encouraging and demonstrates that companies are actively investing in workplace mental health. Several companies show mature and organisation-wide initiatives aimed at raising awareness of mental health and encouraging proactive, preventative behaviours through, for example, whole company awareness training, targeted intervention programmes, peer-to-peer networks and personal resilience courses as well as healthy work practices such as managing workloads and developing mindful behaviours.

This question awarded an additional two points to companies publishing details of initiatives that extend beyond the workforce to value chain partners. In total, 23 out of the 100 companies assessed report on initiatives aimed at supporting customers, suppliers or communities. Examples include programmes aimed at tackling social anxiety, improving self-esteem and building young people's resilience as well as initiatives offering financial guidance and preferential payment terms for small and medium-sized enterprises (SMEs), providing funding and support to communities facing hardship caused by the Covid-19 pandemic, and offering mental health support to survivors of gender-based violence.

Below we provide two examples of companies that have introduced workplace mental health initiatives.

Coats Group



“During the year, we developed six Mental Wellbeing Events for all employees to discuss and share ideas about mental health and wellbeing. Topics covered include Crisis Fatigue, Self Care and how to raise mental health with peers or managers. The majority of talks were open to all employees and were recorded to enable anyone unable to join to access at a later date.”

Coats Group, '2021 Sustainability Report' ³²

Legal & General Group



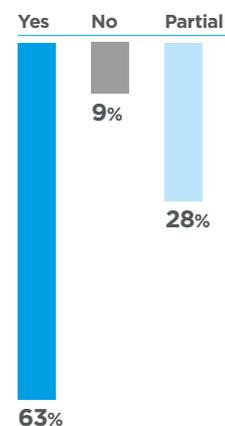
“Mental Health is a leading cause of long-term absences from work. Our Not A Red Card campaign continues to raise awareness, remove stigma and take action around mental health in the workplace.”

Not A Red Card campaign

Mental Health is a leading cause of long-term absences from work. Our Not A Red Card campaign continues to raise awareness, remove stigma and take action around mental health in the workplace.

L&G Group, 'Sustainability & Inclusive Capitalism 2020-2021' and 'Not a Red Card' ³³

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



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

Benchmark findings

Sixty-three of the 100 companies assessed provide worker access to mental health support services. Such services include

access to psychological services without the need for a GP referral, innovative technological approaches such as telemedicine and video counselling, and employee assistance programmes (EAPs) that offer features such as 24-hour, 365-day multi-channel accessibility and support for specific mental health concerns or significant life events, such as illness, bereavement, divorce and financial distress.

Below we provide an example of a company providing access to mental health services and support.

Legal & General Group

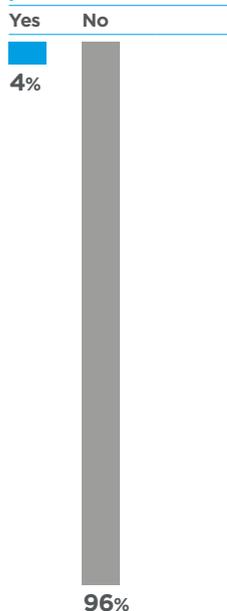


“During 2020, we took material steps to put in place and communicate the availability of support mechanisms. We extended access to our Employee Assistance Programme to cover employees’ direct family; launched a partnership with wellbeing app Unmind; and publicised our network of Mental Health First Aiders.”

L&G Group, ‘Sustainability & Inclusive Capitalism 2020-2021’³⁴

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

At the recruitment process



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

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

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

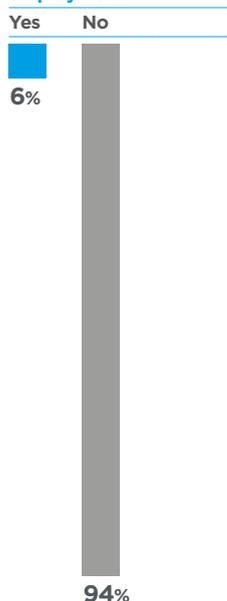
Benchmark findings

Four of the 100 companies assessed report that support for mental health is provided at the recruitment stage. Meanwhile, six companies report that mental health is considered during employment, citing initiatives such as return-to-work guidance for line managers, monitoring stress-related absence (where legally permissible), establishing peer-to-peer networks and implementing regular check-in conversations with employees.

It is noted that many companies report on accessibility and role adjustment considerations in relation to a disability. However, it was not clear in the reporting that mental health is included in companies' definitions of disability and role adjustment, with a majority of programmes appearing to be focused on physical disability.

Below we provide an example of a company's support for mental health at recruitment and during the employment cycle.

Throughout employment



Centrica



“ Adopted and upheld ‘Good Work’ principles. As part of this, we always consider the effect of wellbeing when designing roles and adopt its principles, ensuring meaningful work, fair hours, fair pay and equal opportunities, alongside an environment that’s inclusive and free from discrimination. From recruitment and during the lifespan of a role, we’ll therefore have open discussions with prospective or actual employees, about these stipulations as well as our commitment to make all reasonable adjustments so that they’re happy and productive – whether that’s providing flexible working, extra support or specific accessibility needs. And if we look to change our working practices, we’ll always seek the views of colleagues and trade unions, amongst others, to ensure we fully consider all potential impacts. This allows us to use feedback to further shape and strengthen proposals so that we can come to a solution that works for everyone. ”

Centrica, ‘Health and Wellbeing Statement 2021’³⁵

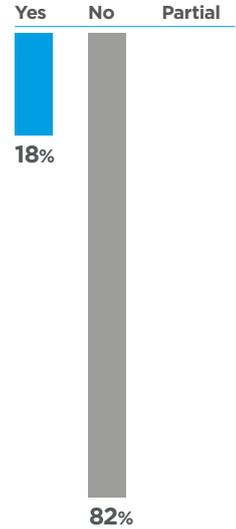
Q18. Are employees given the opportunity to participate in the design or development of workplace mental health initiatives?

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

Benchmark findings

Eighteen of the 100 companies assessed reported that employees had directly contributed to the design or development of workplace mental health initiatives. Examples included a peer-to-peer support network developed and run by volunteers who have lived experience of mental ill-health, and a suicide prevention programme.

Below we provide an example of a company involving employees in the design and implementation of a workplace mental health initiative.



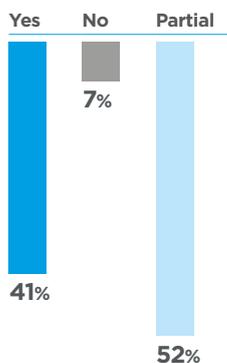
BT Group



“ Our Network (and it’s not mine, it belongs to all volunteers and allies) started as a local initiative in 2016 in my business unit where we recognised a gap in support that we could potentially help fill. I was part of a team of seven that created collateral, a website, governance and an approach that we aligned to Global Wellbeing Policy helping support 400 colleagues. ”

BT Group, Mark on life as Chair of the Peer to Peer Support Network (bt.com)³⁶

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



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

Benchmark findings

Of the 100 companies assessed, 41 describe formal processes for measuring employee engagement and indicate how these data support their mental health strategies. Examples of such processes include using insights from annual engagement surveys

and pulse surveys to develop the company's approach, using online health checks during national lockdowns to identify areas of concern, including on topics such as domestic abuse and burnout, and initiating regular workforce conversations on mental health led by members of the leadership team. The latter, following Pulse and EAP data, indicated rising levels of anxiety among employees.

Below we provide examples of companies' approaches to measuring employee engagement and using the data to inform mental health initiatives.

Reckitt Benckiser Group



“With mental health under increasing pressure due to the pandemic, we wanted to support our employees. Drawing on insights from our employee survey, Glint, we hosted forums to normalise and destigmatise mental health by asking our Global Executive Committee members to share their own experiences.”

Reckitt Benckiser Group, '2020 Sustainability Insights Report' ³⁷

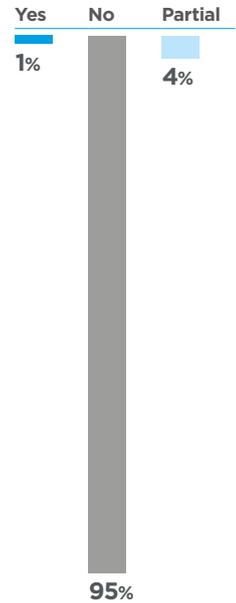
Unilever



“Even though our UniVoice survey in October showed a 9% increase (to 82%) in people who feel Unilever cares about their wellbeing, we know we need to do more to support our people to ensure their physical and mental wellbeing. We also know that people are working longer hours and coping with more distractions at home. This year, more of our people used our employee assistance programmes, available to every single Unilever employee and in many instances their family, with a particular increase in family members engaging with our mental health support. Our online employee support also rose by a third in the year. We started gathering insights weekly through online and SMS health checks to help us quickly identify any areas of concern, such as domestic abuse or burnout.”

Unilever, 2020 Annual Report ³⁸

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



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

Benchmark findings

Five of the 100 companies assessed report that they have conducted third-party assurance of their mental health approach

against recognised frameworks and/or standards. One company has completed a pre-audit process as the first step towards certifying its mental health management system against the newly launched global ISO 45003 standard on occupational health and safety management, which includes psychological health and safety at work.

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

Serco Group



“ Progress in 2021:

- completed a pre-audit for the new ISO 45003 'Psychological health and safety at work' standard.

Our next steps include plans to:

- build on our successful ISO 45003 pre-audit, working towards becoming one of the first businesses of our size to achieve ISO 45003 accreditation
- benchmark our mental health policy and practice against the UK Mind Workplace Wellbeing Index. ”

Serco Group, 'ESG Report' ³⁹

BAE Systems



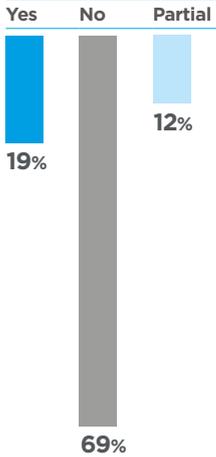
“ Recently we were awarded both a Bronze in Mind's Workplace Wellbeing Index and a Princess Royal Training Award for our approach to mental health awareness in the UK. ”

BAE Systems, 'Supporting Our Employees' Mental Health' ⁴⁰

Leadership and innovation

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

Company participation



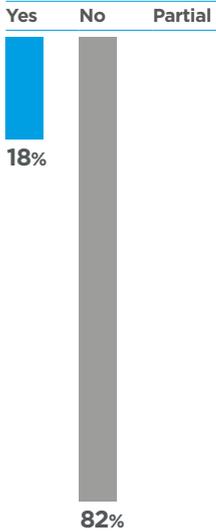
Workplace mental health is a collective matter for businesses and their industry sectors as well as being an individual concern for companies to manage. Making progress and raising standards across the UK requires individual companies to:

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

Some company examples include:

- HSBC Holdings, BHP Group, Unilever: Founding partners to 'The Global Business Collaboration for Better Workplace Mental Health'. Launched in January 2021, this business-led initiative advocates for, and seeks to accelerate, positive change for mental health in the workplace globally.
- Unilever: Founding partner of Heads Together, an initiative which campaigns to tackle the stigma around mental health and raises funds for a series of innovative mental health services.
- BT Group: Founding patron of the National Emergencies Trust, helping over 13,000 charities get food, shelter and mental health support to millions of people in need.
- Legal & General Group: Partnership with Action for Suicide Prevention in Insurance (ASPiIN) to increase awareness of mental health in the fight to recognise the warning signs of suicide and protect vulnerable individuals.
- Lloyds Banking Group: Working with organisations such as Mental Health UK, Surviving Economic Abuse, and independent debt charities to support the financial wellbeing of customers.

Customer or supplier involvement



Benchmark findings

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

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

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

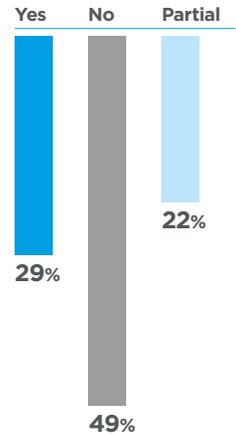
Openness and transparency on mental health should be encouraged across the organisation. Providing opportunities for employees to share personal stories and to participate in internal campaigns can be helpful in engaging employees and other audiences on the issue of mental health.

Benchmark findings

Of the 100 companies assessed, 51 published examples of employee communications related to mental health, with 29 of these companies providing multiple examples across various channels.

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

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



Barclays



“ Barclays is committed to building an open culture that is disability and mental health confident. ‘This is Me’ encourages colleagues to tell their personal stories, changing perceptions of disability, mental health and neurodiversity in the workplace. It builds on sharing authentic stories that capture the whole person, and we provide the support and resources to help everyone to become more disability and mental health confident. ”



This is Me

Barclays is committed to building an open culture that is disability and mental health confident. This is Me encourages colleagues to tell their personal stories, changing perceptions of disability, mental health and neurodiversity in the workplace. It builds on sharing authentic stories that capture the whole person, and we provide the support and resources to help everyone to become more disability and mental health confident.

Barclays, ‘This is Me’⁴¹

HSBC Holdings



“ We all have to navigate our own mental health challenges. Asking for that initial support can be difficult, but the first step to recovery starts with a conversation, and we’re here to have it. Our responsibility to one another is to ensure that everyone, everywhere has someone to turn to for support with their mental health. ”

Hear the stories of our colleagues and how, through overcoming their mental health challenges, they are now supporting others. ”



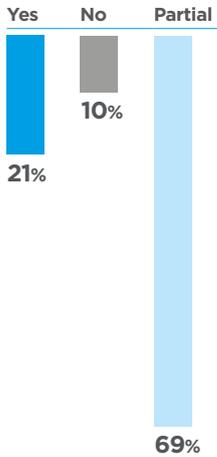
World Mental Health Day

Like Comment Share 65 comments · 1.5K views

HSBC, ‘World Mental Health Day’ (video)⁴²

Performance reporting and impact

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



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

Benchmark findings

Thirty-one of the 100 companies assessed published workplace mental health disclosures in their annual report and accounts, although only 21 companies provided comprehensive reporting on the commitments and actions taken to safeguard and support workplace mental health.

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

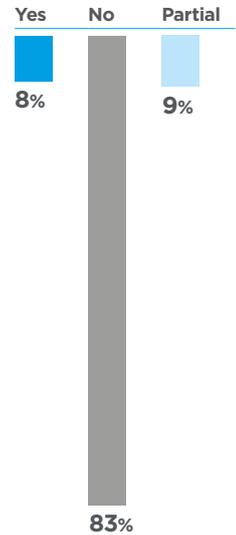
Below we provide an example of a company providing a comprehensive account of its workplace mental health strategy within its annual report.

Royal Mail

“Our number one priority as an employer is to create a safe and healthy working environment for our people. Our goal is to ensure a workplace where everyone is free from injury, with good physical and mental health.”

Royal Mail (2021) 2020–21 Annual Report and Financial Statements⁴³

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



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

Benchmark findings

Eight of the 100 companies assessed provide clear reporting on progress against their objectives. This question was only scored if companies had reported formal objectives for managing mental health in the workplace (as evaluated in Question 13). Examples of reported progress included expanding the scope of mental

health initiatives, increasing investment in workforce and/or value chain programmes, developing performance metrics, increasing the uptake of employee assistance programmes, developing a mental health app, improving the response rate in a mental health survey, and achieving a reduction in absence days linked to mental health.

Below we give examples of those companies which have reported progress against mental health-related objectives covering areas such as increased investment, additional training for line managers, activities to promote an open-culture and awareness-raising activities.

Anglo American



“ Taking care of mental health: In line with our Global Mental Health Framework, in 2021, we provided immediate mental health support to our people by introducing several initiatives through our WeCare programme. We have trained more than 530 mental health first aiders globally, so that they can offer our workers support specific to Covid-19. We also gave all colleagues access to a global mindfulness and guided meditation app, and offered counselling through employee assistance programmes. ”

“ Next steps: In 2022, we will continue to promote industry-leading workplace health principles and processes through our Workplace Health Standard while implementing our health and well-being strategy across our Group operations. We will also finalise our digital health strategy, including rolling out digitally enabled remote care solutions aligned with our Sustainable

Mining Plan. In addition, we will begin performing third-party assurance audits to assess the compliance of our operations with our new Workplace Health Standard. ”



Anglo American (2021) 'Sustainability Report' ⁴⁴



“ Mental health and wellbeing is high on our leadership’s agenda. Our leaders have actively encouraged conversations around mental health to reduce stigma and make it easier for people to ask for help. We increased the number and frequency of our ‘Mental health awareness training for managers’ and our ‘Mental health awareness’ sessions, providing our line managers with the knowledge, skills and confidence to discuss and address mental health concerns in their teams. ”

“ We also held an internal briefing on suicide awareness – covering language, facts, myths, risk factors, warning signs and support – aimed at health professionals, before posting the information for employees on our mental health intranet page. ”

Our aims & objectives

1 2 3 4 5 6 7 8 9 10 11 12 13 14 **15** 16 17 18 19 20

Mental health and wellbeing

The COVID-19 pandemic has demonstrated the continuing importance of supporting mental health and wellbeing. In 2020, we offered employees access to a range of facilities and services relevant to mental health. This included support through, and 24/7 access to, our well-established Employee Assistance Programme.

Mental health and wellbeing is high on our leadership’s agenda. Our leaders have actively encouraged conversations around mental health to reduce stigma and make it easier for people to ask for help. We increased the number and frequency of our ‘Mental health awareness training for managers’ and our ‘Mental health awareness’ sessions, providing our line managers with the knowledge, skills and confidence to discuss and address mental health concerns in their teams.

We also held an internal briefing on suicide awareness – covering language, facts, myths, risk factors, warning signs and support – aimed at health professionals, before posting the information for employees on our mental health intranet page.

In April 2020, we made one of our largest-ever charitable donations to England and Wales mental health charity Mind. This gave the charity the confidence to invest in the technology required to continue to remotely support people facing mental health challenges. In partnership with a wider group of mental health charities they have set up ourfrontline.org to help people working on the frontline in the COVID-19 crisis. The site was accessed 70,000 times in two weeks after it was launched in May 2020.

In April, both bp’s chief executive Bernard Looney and chairman Helge Lund chose to donate 20% of their salaries to mental health charities of their choice for the remainder of 2020.

Throughout the year, we furthered our support for Mind, by donating media space, which aimed to help elevate their presence on platforms such as Bloomberg, CNBC and Reuters and promote their Christmas appeal and Workplace Wellbeing initiative.

“
When leaders demonstrate a culture of care, employees report better wellbeing, we see good safety performance, better retention, higher engagement and satisfaction scores – which all positively influence business performance. ”

Richard Heron
 bp VP health and chief medical officer

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

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

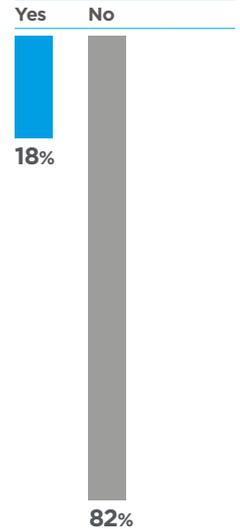
Benchmark findings

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

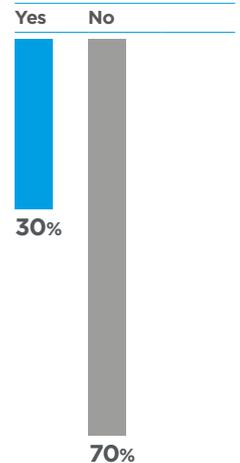
such training. These reported figures are lower than the number of companies reporting commitments to provide mental health training to line managers and dedicated individuals (47 and 50 companies, respectively). However, rather than this finding necessarily indicating a lack of performance monitoring on training provision, it could simply reflect the fact that companies have not previously been expected to report these data. Our expectation is that as companies evolve their reporting on workplace mental health, more companies will publish performance data linked to the proportion of line managers and dedicated individuals receiving mental health training.

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

Line managers



Dedicated individuals



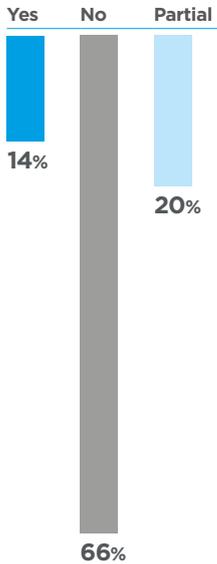
Computacenter



“ We are immensely proud of our strong network of over 70 Mental Health First Aid trained Wellbeing Champions across the UK. These volunteers from around the UK business are passionate about wellbeing, both physical and mental, and play a key role in how we support our people. Our Mental Health First Aiders are there to support and guide our employees and help us destigmatise talking about mental health at work by embedding it into everyday conversations. From a mix of different backgrounds and levels of seniority, they are able to connect with and support our diverse workforce across the UK. ”

Computacenter, 'Diversity, Inclusion and Wellbeing'⁴⁶

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



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

Benchmark findings

Of the 100 companies assessed, 14 companies provide reporting on the uptake of multiple mental health initiatives or programmes, and 20 companies provide limited data or partial reporting linked to a single initiative or programme. Examples include the proportion of employees completing e-learning mental health modules, the proportion of employees participating in workshops dedicated to improving wellbeing, the proportion of

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

While 34 companies report on the uptake of single or multiple mental health programmes or initiatives, this is significantly lower than the 86 companies providing such interventions (as evaluated in Question 15). We encourage companies to monitor and report on the uptake of their various mental health programmes and initiatives.

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

Lloyds Banking Group



“ Our Mental Health Advocate programme continues and we have surpassed our target of training 2,500 colleagues for this role. This network proactively works to raise awareness of mental health and support our colleagues by signposting to professional support. We will continue to work with Mental Health UK to maintain this number of Mental Health Advocates and to ensure that support for this network continues.’

‘The Group has extended our partnership with Headspace for a further two years, offering all colleagues a free subscription to the market-leading meditation app, providing access to mindfulness modules covering a range of topics from stress to self-esteem. These initiatives continue to help us to change our culture around mental health, and empower our colleagues to openly talk

about, and take ownership for, their own wellbeing and take action to support it. Over 18,000 colleagues have registered and 20 per cent are using the Headspace app regularly.’

‘The EAP, run by Validium, provides colleagues and their families with free confidential support and advice on a range of issues from health and wellbeing related issues to financial issues. It is available 24 hours a day, 365 days a year, ensuring that support is always available. From January to October 2021, over 24,000 calls and formal counselling sessions took place. While calls are up 67 per cent, counselling cases are down 10 per cent, indicating that colleagues are taking steps to proactively manage their mental health.’”

Helping Britain Recover Build an inclusive society and organisation



Bupa

All colleagues are offered private medical cover provided by Bupa as a core employee benefit which gives access to good-quality medical care, including accommodation, nursing care and specialist advice. Cover is also available for family members by purchasing additional benefits through Flex, an important element of the reward package, enabling colleagues to select benefits that suit them or a cash equivalent.

Colleague mental health

Our mental health approach allows our colleagues to feel empowered and to prioritise their wellbeing and mental health. We do this by continuing to create a culture where the stigma around mental health conditions is consistently challenged and reduced. As we adapt our new ways of working, we recognise the opportunity we have to further challenge ourselves to adapt the way we work in order to support each colleague's wellbeing.

Our Mental Health Advocate programme continues and we have surpassed our target of training 2,500 colleagues for this role. This network proactively works to raise awareness of mental health and support our colleagues by signposting to professional support. We will continue to work with Mental Health UK to maintain this number of Mental Health Advocates and to ensure that support for this network continues.

Working with Mental Health UK to support our colleagues

Working with Mental Health UK in June 2021, we launched a holistic six-month 'test and learn' pilot to further support colleagues who receive calls from distressed customers who are financially vulnerable. Whilst common practice in the NHS and charity sector, this is an industry-leading pilot and a unique proposition for a commercial organisation.

Two mental health specialists have been seconded into the business from Mental Health UK to work with around 200 colleagues and test a range of colleague wellbeing interventions, including debrief calls, therapeutic coaching, and peer group discussions. Initial findings and feedback from the pilot have been positive:

- 77% of colleagues strongly agree, and agree with the statement: "The colleague mental health support pilot is helping me to maintain or improve my mental health"
- 74% of colleagues strongly agree and agree with the statement: "The colleague mental health support pilot is helping me feel better equipped to support our customers"
- Colleague confidence in discussing their mental health has increased

The pilot has now been extended for a further six months and will focus on the intervention that is proving to be the most beneficial to colleagues. Findings from the pilot will look to inform our future approach.



Optimal Leadership Resilience Programme (OLRP)

Partnering with The Insight Network, OLRP supports 2,000 leaders across the Group to achieve peak leadership performance. The programme, which concludes in 2022, is delivered by a team of highly skilled psychologists and clinicians, and teaches coping strategies and resilience tools.

Headspace

The Group has extended our partnership with Headspace for a further two years, offering all colleagues a free subscription to the market-leading meditation app, providing access to mindfulness modules covering a range of topics from stress to self-esteem. These initiatives continue to help us to change our culture around mental health, and empower our colleagues to openly talk about, and take ownership for their own wellbeing and take action to support it. Over 18,000 colleagues have registered and 20 per cent are using the Headspace app regularly.



Our Employee Assistance programme (EAP)

The EAP, run by Validium, provides colleagues and their families with free confidential support and advice on a range of issues from health and wellbeing related issues to financial issues. It is available 24 hours a day, 365 days a year, ensuring that support is always available. From January to October 2021, over 24,000 calls and formal counselling sessions took place. While calls are up 67 per cent, counselling cases are down 10 per cent, indicating that colleagues are taking steps to proactively manage their mental health.



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

Yes No Partial



11%



89%

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

Benchmark findings

Our assessment found that 11 out of the 100 companies assessed report mental health-related key performance indicators (KPIs). However, some companies have indicated that they are in the process of developing metrics, while other companies have existing metrics but these are reported internally and are not published externally.

Companies are encouraged to evaluate the effectiveness of their workplace mental health programmes using appropriate performance metrics. It is appreciated

that companies need time to reach a level of confidence in the accuracy and reliability of their data before publishing their performance data. Companies typically undergo a process of refining their metrics and the internal systems used to capture and collate these. They will also be interested in reviewing the metrics used by other companies to measure the impact of workplace mental health strategies. The intention, through this benchmark, is to highlight examples of companies' KPIs linked to mental health so that, over time, it will be possible to build a body of knowledge on the metrics used by companies to measure workplace mental health effectively.

Below we provide examples of the types of metrics being used by companies to measure the impact of their mental health strategies. These include KPIs related to employee engagement and wellbeing assessment scores, the return on investment in mental health programmes, and the proportion of employees benefitting from access to support services and flexible working arrangements.

Centrica



“ For colleagues who needed time away from work to manage their mental health and in instances where it's appropriate to measure, over 60% were able to return to work sooner than medical condition averages due to the proactive and effective support provided. This equates to a 12% reduction in average days lost per employee (or 28 days gained), alongside nearly £14 million in avoided costs to the business. Overall, 85% of colleagues who engaged with psychological support services reported an improvement in their condition, which is very positive. Our introduction of Flexible First has led to 92% of colleagues saying that enhanced flexibility in choosing when and how they work has had a positive impact on their work-life balance. ”

Centrica, 'Our Health and Wellbeing Statement 2021' ⁴⁸

Barclays



“ This year, we launched a new Wellbeing Index, with a starting score of 84%, giving us a metric for measuring the wellbeing of colleagues and informing the Be Well programme. We are very pleased to see colleagues’ ability to balance their personal and work demands has improved from 78% in 2020 to 83% in 2021. In time, it will mean we can better understand the impact of particular activities on colleagues’ wellbeing and continue to evolve the Be Well programme offering.”



“ Before launching This is Me in 2013, 3% of Barclays colleagues identified as having a disability or health condition. In 2021, 11% of colleagues say that they consider themselves to have a disability, mental health or neurodiverse condition, as Barclays continues its ambition to become one of the most accessible and inclusive companies.”

Barclays, 2021 Annual Report ⁴⁹

Tesco



“ Commitment: Supporting colleagues to be at their physical and mental best KPI: Percentage colleagues that believe Tesco supports their health and wellbeing within the Every Voice Matters survey

FY 19/20 = 72%

FY 20/21 = 74%

Performance commentary: We have made progress against this KPI, helped by our upweighted colleague wellbeing offer during COVID-19 including access to mental wellbeing tools. We remain below the top quartile benchmark and are aiming to close this and target achieving 76% in 2021/22.”

Tesco, ‘Dashboard – People’ ⁵⁰

Recommended company and investor actions

We acknowledge that workplace mental health is a relatively immature business concern for many companies. Over the past two years management attention has turned, out of necessity, to efforts to support the wellbeing of workers during the Covid-19 pandemic.

Our intention through this benchmark is to provide companies with a robust management systems framework for organising and strengthening their approach to workplace mental health management and reporting. Furthermore, through creating a level playing field, where companies are evaluated against a common set of evaluation criteria, we intend to provide a reliable tool for investors to understand the relative performance of companies based on their reported management commitments, governance and management approaches, and the impacts of their mental health strategies.

We have identified five recommended actions for companies to develop and implement effective management systems and processes on workplace mental health. Companies will need to:

- acknowledge workplace mental health as an important issue for the business and for its employees
- signal board and senior management commitment to promoting mental health in the workplace, to recognise the link between mental health and 'good work' principles, and to encourage a culture of openness on mental health
- publish 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
- set objectives and targets to improve workplace mental health
- report annually on progress against the company's mental health policy and objectives.

We urge investors to use the findings of the CCLA Corporate Mental Health Benchmark to encourage companies to address the risks and opportunities that workplace mental health presents, and to embrace the action points listed above.

Looking ahead

We are committed to developing further the CCLA mental health engagement programme. As well as being a moral imperative, we believe that workplace mental health is potentially material to long-term value creation. As such, we will continue to support companies to promote mental health in the workplace and to provide transparent reporting on the steps the companies take to manage effectively the business risks and opportunities presented by workplace mental health.

This benchmark is an essential step towards better understanding the performance of companies on workplace mental health. It offers a clear framework for companies to structure their management and disclosures on mental health and provides investors with a tool to consider workplace mental health when forming investment views on companies and sectors across global capital markets.

CCLA commits to:

1. Extending the 2022 CCLA Mental Health Benchmark to include 100 global companies

In June 2022, the 100 largest globally listed companies¹ with a workforce of 10,000 or more employees will be assessed against the same criteria and using the same methodology as the UK 100 benchmark. The Expert Advisory Panel will meet in September 2022 to review the findings, prior to the report on findings being published on 10 October 2022 (World Mental Health Day).

2. Launching a Global Investor Statement on Workplace Mental Health

In June 2022, we will launch the first global investor statement to build and signal support for companies to protect and promote employee mental health as an integral part of companies' social responsibility. The statement will outline the expectations of companies to ensure

that business performance is optimised both through a healthy and productive workforce and through the elimination of unnecessary costs associated with poor mental health. It will call 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.

3. Consulting on the 2023 CCLA Corporate Mental Health Benchmark

Following the completion of two benchmarks (the UK 100 and the Global 100), we will review the methodology and consider the need for adjustments to the assessment criteria or scoring. As part of this review, it may be necessary to clarify the wording of some questions or provide additional rationales for the questions being asked. We will summarise any proposed changes to the benchmark assessment criteria, scoring and methodology in a consultation paper to be published at the end of 2022. At the close of the consultation period in early 2023, we will review responses from investors, companies and other stakeholders prior to finalising the benchmark criteria and scoring. We will prepare a written summary of the consultation feedback and publish this on the CCLA website.

4. Repeating the CCLA Mental Health Benchmark of 100 UK and 100 global companies in 2023

We will conduct the second iteration of the UK 100 and Global 100 benchmarks in mid-2023. We expect to cover a similar scope of companies and broadly the same methodology as used in the 2021 benchmarks to allow for year-on-year comparison. We will write to all companies in early 2023 to confirm their inclusion in the 2023 benchmark cycle, and we will share with them the timeline for company assessments and the publication of the benchmark results.

¹ Taken from the MSCI All Country World Index (January 2022).

2022 Benchmark assessment criteria

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

CCLA Corporate Mental Health Benchmark Assessment

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

Management commitment and policy

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

Governance and management

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

Leadership and innovation

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

Performance reporting and impact

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

Appendix 2

List of UK companies covered by the 2022 benchmark

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

| Company name | Market capitalisation (£m) | Number of employees | Sector |
|------------------------------|----------------------------|---------------------|------------------------|
| Admiral Group | 9,068 | 10,837 | Financials |
| Anglo American | 36,479 | 63,000 | Materials |
| Ashtead Group | 28,351 | 19,386 | Industrials |
| Associated British Foods | 15,509 | 127,912 | Consumer staples |
| AstraZeneca | 127,108 | 76,100 | Health care |
| Aviva | 15,118 | 28,596 | Financials |
| B&M European Value Retail SA | 6,322 | 38,835 | Consumer discretionary |
| Babcock International Group | 1,554 | 32,409 | Industrials |
| BAE Systems | 17,681 | 90,000 | Industrials |
| Balfour Beatty | 1,575 | 26,000 | Industrials |
| Barclays | 31,173 | 83,000 | Financials |
| BHP Group | 107,923 | 34,478 | Materials |
| BP | 68,906 | 68,100 | Energy |
| British American Tobacco | 61,325 | 89,182 | Consumer staples |
| BT Group | 17,250 | 99,700 | Communication services |
| Bunzl | 9,886 | 19,853 | Industrials |
| Carnival | 15,719 | 150,000 | Consumer discretionary |
| Centrica | 3,985 | 25,753 | Utilities |
| Coats Group | 978 | 17,308 | Consumer discretionary |
| Coca-Cola HBC AG | 9,000 | 26,767 | Consumer staples |
| Compass Group | 27,796 | 548,143 | Consumer discretionary |
| Computacenter | 3,255 | 16,076 | Information technology |
| CRH | 29,640 | 77,099 | Materials |
| Currys | 1,515 | 36,087 | Consumer discretionary |
| DCC | 5,791 | 13,199 | Industrials |
| Diageo | 92,749 | 27,650 | Consumer staples |
| Direct Line Insurance Group | 3,609 | 10,807 | Financials |
| DS Smith | 5,230 | 29,309 | Materials |
| Dunelm Group | 2,812 | 10,572 | Consumer discretionary |
| easyJet | 4,199 | 14,566 | Industrials |
| Entain | 10,162 | 23,573 | Consumer discretionary |
| Evraz | 8,913 | 67,339 | Materials |
| Experian | 33,057 | 17,608 | Industrials |
| Ferguson | 26,654 | 29,538 | Industrials |
| Flutter Entertainment | 19,213 | 14,000 | Consumer discretionary |
| Frasers Group | 3,576 | 30,000 | Consumer discretionary |
| GlaxoSmithKline | 78,606 | 94,066 | Health care |
| Glencore | 48,711 | 160,000 | Materials |
| Grafton Group | 2,886 | 12,961 | Industrials |
| Greggs | 3,176 | 24,344 | Consumer discretionary |
| Hays | 2,551 | 10,800 | Industrials |

| Company name | Market capitalisation (£m) | Number of employees | Sector |
|---|-----------------------------------|----------------------------|------------------------|
| Howden Joinery Group | 5,348 | 10,000 | Industrials |
| HSBC Holdings | 90,100 | 223,448 | Financials |
| IMI | 4,658 | 10,446 | Industrials |
| Imperial Brands | 15,015 | 32,700 | Consumer staples |
| Inchcape | 3,351 | 15,915 | Consumer discretionary |
| Informa | 7,370 | 10,945 | Communication services |
| International Consolidated Airlines Group | 7,045 | 57,928 | Industrials |
| Intertek Group | 9,222 | 45,092 | Industrials |
| J D Wetherspoon | 1,159 | 23,322 | Consumer discretionary |
| J Sainsbury | 6,567 | 117,000 | Consumer staples |
| JD Sports Fashion | 11,451 | 60,487 | Consumer discretionary |
| John Wood Group | 1,320 | 39,448 | Energy |
| Johnson Matthey | 4,014 | 14,582 | Materials |
| Kingfisher | 7,013 | 66,344 | Consumer discretionary |
| Legal & General Group | 17,415 | 10,046 | Financials |
| Lloyds Banking Group | 33,458 | 61,576 | Financials |
| Marks & Spencer Group | 4,808 | 49,177 | Consumer discretionary |
| Mediclinic International | 2,190 | 33,606 | Health care |
| Meggitt | 5,779 | 12,224 | Industrials |
| Melrose Industries | 6,620 | 51,395 | Industrials |
| Micro Focus International | 1,196 | 11,900 | Information technology |
| Mitchells & Butlers | 1,413 | 45,000 | Consumer discretionary |
| Mondi | 9,002 | 25,700 | Materials |
| National Express Group | 1,460 | 51,753 | Industrials |
| National Grid | 36,967 | 23,683 | Utilities |
| NatWest Group | 24,748 | 59,200 | Financials |
| NEXT | 11,099 | 25,491 | Consumer discretionary |
| Ocado Group | 11,897 | 17,121 | Consumer staples |
| Pearson | 4,574 | 21,335 | Communication services |
| Polymetal International | 6,297 | 12,308 | Materials |
| Prudential | 36,266 | 17,256 | Financials |
| Reckitt Benckiser Group | 44,284 | 43,900 | Consumer staples |
| RELX | 46,453 | 33,200 | Industrials |
| Rentokil Initial | 11,662 | 44,500 | Industrials |
| RHI Magnesita NV | 1,494 | 12,016 | Materials |
| Rio Tinto | 78,476 | 47,474 | Materials |
| Rolls-Royce Holdings | 10,875 | 48,200 | Industrials |
| Royal Dutch Shell | 130,761 | 87,000 | Energy |
| Royal Mail | 4,942 | 158,592 | Industrials |
| Sage Group | 8,134 | 11,785 | Information technology |
| Savills | 1,964 | 39,067 | Real estate |
| Serco Group | 1,666 | 45,330 | Industrials |
| Smiths Group | 6,052 | 22,050 | Industrials |

| Company name | Market capitalisation (£m) | Number of employees | Sector |
|------------------------|-----------------------------------|----------------------------|------------------------|
| Smurfit Kappa Group | 10,335 | 46,000 | Materials |
| Spire Healthcare Group | 981 | 14,176 | Health care |
| SSE | 17,371 | 12,513 | Utilities |
| SSP Group | 1,891 | 21,798 | Consumer discretionary |
| Standard Chartered | 13,505 | 83,657 | Financials |
| Tesco | 21,752 | 214,470 | Consumer staples |
| TI Fluid Systems | 1,249 | 25,692 | Consumer discretionary |
| Travis Perkins | 3,440 | 29,288 | Industrials |
| TUI AG | 3,483 | 46,518 | Consumer discretionary |
| Unilever | 101,517 | 150,000 | Consumer staples |
| Vesuvius | 1,194 | 10,354 | Industrials |
| Vodafone Group | 30,803 | 96,506 | Communication services |
| Weir Group | 4,621 | 13,070 | Industrials |
| WH Smith | 1,846 | 14,514 | Consumer discretionary |
| Whitbread | 6,007 | 32,503 | Consumer discretionary |
| WPP | 12,721 | 102,822 | Communication services |
| | 1,967,313 | 5,158,376 | |

Data source: Bloomberg.

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The Mental Health Work Commitment. Online at www.mentalhealthatwork.org.uk/commitment

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Workplace Wellbeing Index. Online at <https://www.mind.org.uk/workplace/workplace-wellbeing-index>

Corporate commitments

Global Business Collaboration for Better Workplace Mental Health

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

Glossary

Absenteeism

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

Good work

We recognise that employment can have a positive impact on an individual's mental health and that good work is good for mental health. Good work can help prevent new mental health problems and support those with existing conditions to get on in work and thrive.⁵¹ The benchmark recognises the components of good work as diversity, equity and inclusion (DEI), flexible working, fair pay and financial wellbeing, employee information and consultation, career progression and job design, and the absence of harassment and bullying in the workplace.

Healthy workplace

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

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

- ways of participating in the community to improve the health of workers, their families and other members of the community.⁵²

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'.⁵³

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

Mental health at work

'Mental health at work' includes not only mental health problems that have been caused by work, but also those that are brought to and experienced in the workplace.⁵⁴

Presenteeism

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

Wellbeing

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

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

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

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

Workplace wellbeing

'Workplace wellbeing' relates to all aspects of working life, from the quality and safety of the physical environment, to how workers feel about their work, their working environment, the climate at work and work organisation.⁵⁵

Work-related stress

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

Endnotes

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