CCLA Corporate Mental Health Benchmark

Global 100+

Company examples of best practice

2026

CCLA

GOOD INVESTMENT

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Corporate Mental Health Benchmark

CCLA

Engagement, awareness and action are the cornerstones of the CCLA Corporate Mental Health Benchmark. It is these three things that will drive and sustain consistent and measurable change for the benefit of employees, companies and investors alike. The benchmark's logo is designed to give the tool a clear identity and to enable companies and investors to signal their commitment to supporting healthy workplaces. It is available for use by benchmark companies and by signatories to the global investor statement on workplace mental health. Please email amy.browne@ccla.co.uk.

Illustrations by Millie Nice www.millienice.com

Introduction

This document provides examples of company disclosures against each of the assessment criteria used to evaluate companies in the 2026 CCLA Corporate Mental Health Benchmark – Global 100+. For each question, we showcase examples of current and leading practices in workplace mental health reported in the past two years across the companies assessed in this benchmark cycle. We also reflect on the criteria of many of the questions.

Companies across all five performance tiers, and across all regions covered by the benchmark, demonstrate good practice, as illustrated in the following pages. We hope these case studies provide helpful guidance to companies looking to improve their disclosures on workplace mental health. We also hope companies are encouraged to strengthen both their management of and their reporting on workplace mental health.

This is a supplementary document showcasing good practice company case studies for each assessment criterion. Please refer to the 2026 CCLA Corporate Mental Health Benchmark – Global 100+ report for a summary of key findings, a full list and ranking of the companies assessed, and information on the proportions of companies achieving maximum, partial and minimum points for each question.

2026 benchmark assessment criteria

The criteria against which we assess each company are set out below. Each company is assessed against information that is publicly available at the time of the assessment. Full details about each question – including the rationale, scoring and explanatory notes – are available on the CCLA website.[1]

CCLA Corporate Mental Health Benchmark assessment criteria

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

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

Management commitment and policy

Question	Criterion	Maximum achievable score	Companies scoring maximum points (%)	Companies scoring partial points (%)	Companies scoring zero points (%)
Q1	Does the company acknowledge workplace mental health as an important concern for the business?	10	45	49	6
Q2	Is there a statement from the CEO signalling the company's leadership commitment to workplace mental health?	10	15	n/a	85
Q3	Does the company publish an overarching corporate mental health policy (or equivalent)?	10	21	37	42
Q4a	Does the policy statement (or equivalent) provide a clear explanation of worker scope?	5	14	44	42
Q4b	Does the policy statement (or equivalent) provide a clear explanation of geographical and business area scope?	5	33	12	55
Q5	Does the company have a clear management commitment to encouraging a culture of openness on mental health?	10	28	n/a	72
Q6	Does the company support the principles of good work by having a formal commitment to diversity, equity and inclusion (DEI)?	3	16	82	2
Q7	Does the company support the principles of good work by having a formal commitment to fair pay and financial wellbeing?	3	31	62	7
Q8	Does the company support the principles of good work by having a formal position on board-employee information and consultation?	3	1	18	81
Q9	Does the company support the principles of good work by having a formal position on flexible working?	3	28	51	21
Q10	Does the company support the principles of good work by having a formal position on career progression and job adjustment?	3	14	85	1
Q11	Does the company support the principles of good work by having a formal position on anti-bullying and non-harassment, or equivalent?	3	18	80	2

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

Governance and management

Question	Criterion	Maximum achievable score	Companies scoring maximum points (%)	Companies scoring partial points (%)	Companies scoring zero points (%)
Q12a	Has the company assigned board or senior management responsibility for workplace mental health?	5	31	n/a	69
Q12b	Has the company assigned day-to-day operational management responsibility for workplace mental health?	5	31	n/a	69
Q13	Has the company set objectives or targets for the management of mental health in the workplace?	10	11	7	82
Q14a	Does the company provide mental health training to line managers?	5	36	n/a	64
Q14b	Does the company provide mental health training to dedicated individuals (e.g. mental health first aiders)?	5	30	n/a	70
Q15a	Has the company developed formal initiatives or programmes to raise awareness of mental health in the workplace?	5	48	21	31
Q15b	Has the company developed formal initiatives or programmes to raise awareness of mental health that extend beyond employees and contingent workers (e.g. to customers and/or suppliers)?	2	31	n/a	69
Q16	Does the company provide access to mental health services and support either internally or externally?	5	86	12	2
Q17	Does the company encourage openness about mental health and offer appropriate workplace adjustments to workers who require them throughout their career life cycle (e.g. during recruitment, on-boarding, career development, performance reviews and return to work)?	5	15	n/a	85
Q18a	Are employees given the opportunity to directly contribute to the design or development of workplace mental health initiatives?	5	14	n/a	86
Q18b	Does the company adapt mental health programmes to local contexts?	5	10	n/a	90
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	23	73	4
Q20	Does the company independently assure its mental health management system against a recognised framework or standard?	10	0	2	98

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

Leadership and innovation

Question	Criterion	Maximum achievable score	Companies scoring maximum points (%)	Companies scoring partial points (%)	Companies scoring zero points (%)
Q21a	Does the company participate in industry or academic initiatives or partnerships aimed at promoting positive workplace mental health?	10	8	7	85
Q21b	Does the company engage customers and/or suppliers in industry or academic initiatives or programmes aimed at promoting positive workplace mental health?	2	4	n/a	96
Q22	Does the company provide examples of employee communications on workplace mental health?	10	28	40	31

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

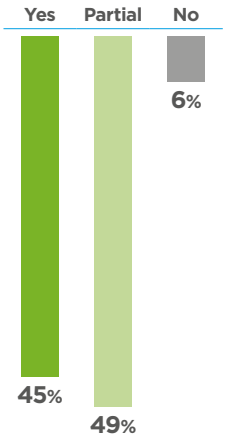
Performance reporting and impact

Question	Criterion	Maximum achievable score	Companies scoring maximum points (%)	Companies scoring partial points (%)	Companies scoring zero points (%)
Q23	Does the company publish details of its mental health approach in its most recent annual report and accounts (or equivalent)?	10	8	45	47
Q24	Does the company report on progress against its objectives or targets related to mental health?	10	9	7	84
Q25a	Does the company report on the number or proportion of line managers that are trained in workplace mental health?	5	13	n/a	87
Q25b	Does the company report on the number or proportion of dedicated individuals that are trained in workplace mental health?	5	15	n/a	85
Q26	Does the company report on the uptake of its mental health programmes or initiatives?	10	17	13	69
Q27	Does the company use key performance indicator(s) to measure and report on the impact of its workplace mental health strategy?	10	10	n/a	90

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

Question-by-question examples of best practice

Management commitment and policy



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

Recognising mental health as a business issue is a crucial first step towards a comprehensive approach to workplace mental wellbeing. Good practice involves clearly articulating the business drivers that underpin the development and implementation of effective mental health management strategies.

Companies that recognise the importance of mental health to organisational success cite business drivers such as innovation, growth, customer service, and improved employee attraction, productivity and retention.

Roche Holding

EMEA

"Inadequately assessing and mitigating psychosocial risks to reduce stress and ill-mental health can present a significant threat to businesses and their workforce. For employees, a lack of support can lead to chronic stress, burnout, anxiety, and a decline in overall health and morale. For the business, these workforce challenges translate directly into critical operational risks. These can include increased absenteeism and presenteeism, higher employee turnover, reduced engagement, and potential impact on safety. Cultivating and prioritizing employee mental health and wellbeing supports an environment where employees can thrive, contribute their best, and feel truly engaged."

Roche Holding, 'Our goals and performance: mental health and wellbeing – people sustainability'[2]

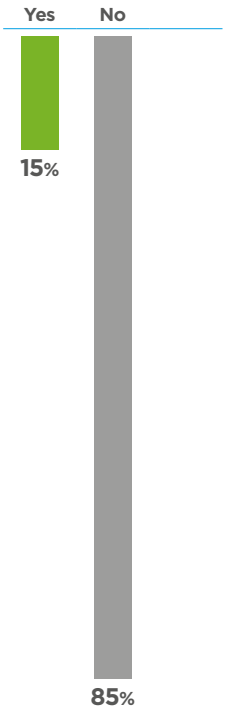
Alibaba Group Holding

Asia-Pacific

"Prioritizing the physical and mental health of our employees is not just about caring for them. It is a strategic investment in our future success and competitiveness. Healthy employees are demonstrably more productive and creative. That is conducive to long-term organizational growth."

Alibaba Group Holding, 'Environmental, social and governance report'[3]

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



CEOs play a pivotal role in fostering a culture of openness around mental health. While other senior figures, such as the chief people officer, may also speak to this issue, a CEO commitment carries particular weight: as the individual ultimately accountable for the organisation's strategy and culture, the CEO can signal that mental health is a core business priority rather than a matter delegated to a single function. A visible CEO commitment is widely recognised as good practice and helps to set the tone across the entire organisation.

Reflections

Some companies highlight support from other executive sponsors through online statements or quotations. While these are valuable, the benchmark specifically expects the CEO – as the organisation's highest-ranking officer – to champion mental health and emphasise its strategic importance.

Some companies also reference CEO commitments on third-party websites or in media coverage. Such external engagement is positive. However, the benchmark encourages companies to publish these commitments within their own disclosures to strengthen transparency and accountability.

Companies that demonstrate strong CEO leadership typically communicate this commitment through channels such as corporate websites, sustainability reports or CEO-endorsed policies.

Schneider Electric

EMEA

"At Schneider Electric, we believe mental health is a critical part of overall well-being and performance. It shapes how people experience work and life. Challenges can affect anyone at any stage. That's why we're committed to a culture of care for ourselves and others, where people can speak up without stigma, seek support at any time, and look out for one another. We invest in awareness, education, and meaningful support, equipping leaders with dedicated training and resources to design work in healthier, more sustainable ways."

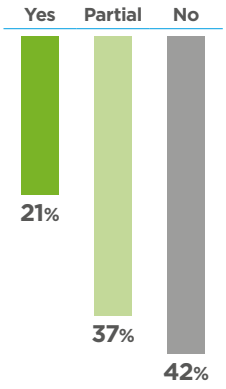
Olivier Blum, CEO, in Schneider Electric, 'Inclusion and care'[4]

Johnson & Johnson

North America

"Taking time for your well-being is crucial to ensure you're at your best for the moments that matter. The health and wellness of our employees, especially mental health, is a top priority for me."

Joaquin Duato, Chairman and CEO, in Johnson & Johnson, 'Care starts here: personalized employee mental health for every journey'[5]



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

It is good practice for companies to formalise their approach to workplace mental health through a dedicated policy (or equivalent document). While the disclosure of a policy does not guarantee effective implementation, its absence can signal that workplace mental health is not a strategic priority.

A comprehensive policy should include:

- a clear statement explaining why workplace mental health is important to the business, including both the business case and the ethical case for action
- a commitment to comply with relevant legislation
- a clear articulation of expected standards of workplace mental health
- a description of implementation processes (e.g. senior management oversight, continuous improvement planning, performance monitoring and corrective actions where needed)
- a commitment to continuous improvement and public reporting on performance
- references to related corporate commitments that support mental health and 'good work', such as on diversity and inclusion, fair pay, employee consultation and career progression.

Reflections

Our research shows that terms such as 'wellbeing' and 'wellness' are widely used in corporate reporting, although their meanings vary considerably. Companies often use these terms to encompass a range of dimensions, including physical, mental, emotional, financial, spiritual and other lifestyle-related factors, and some increasingly use them to describe mental health in particular. Regardless of how the terms are used, we encourage companies to define what they mean and apply the terms coherently and consistently throughout their reporting.

HSBC Holdings

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Mental Health at HSBC

At HSBC, we are committed to supporting positive mental health for all our people (including contingent workers) at every stage of their career, and in every region in which we operate. Everyone at HSBC has a responsibility to help make HSBC a workplace where people feel supported and are empowered to take ownership of their own mental health.

HSBC is committed to meeting recognised good practice standards. We align our global approach to employee wellbeing with the World Health Organization (WHO) Healthy Workplace Model, use the MindForward Alliance's Thriving at Work framework to benchmark our strategy, and where needed we tailor mental health initiatives to meet country-specific requirements, such as our US-specific mental health awareness module.

Our commitment includes making sure that all our people (and contingent workers where local legislation allows) can access support services such as mental health education courses, self-help and guidance via employee networks and communications, and treatment via employee assistance programmes and medical plans.

Day-to-day operational management of workplace mental health support services is owned by the People function, with global and regional leads meeting monthly to discuss engagement and priorities. Wellbeing outcomes are reported to our Group Operating Committee and the Board as part of annual reporting to provide context and inform the Board's workforce engagement activities, as the Board acknowledges the importance of engaging with the Group's workforce through various forums to gain insights, including those on workforce wellbeing and mental health.

From 2019 to 2024, awareness of how to get mental health support increased from 61% to 79%, and the percentage of employees confident in talking to their line manager about mental health increased from 58% to 73%. Whilst this suggests that our wellbeing strategy is improving the mental health culture at HSBC, we recognise there is more to do, including how we measure wellbeing.

In 2025, we introduced a 'Wellbeing Index' to our annual Snapshot survey to focus on where we can make the most positive impact – happiness at work, stress levels, job satisfaction, and sense of purpose – aligning our methodology with the Organisation for Economic Co-operation and Development's (OECD) measures of wellbeing.

In partnership with the University of Oxford's Wellbeing Research Centre, we have used our Snapshot survey to identify the most impactful drivers of wellbeing within the organisation, shaping our immediate wellbeing priorities. Throughout 2026 and 2027, our Group Wellbeing team will deliver on our priorities and support colleagues to feel and perform at their best by updating the wellbeing content within our global mandatory training; leveraging AI tools to provide timely wellbeing support; expanding our peer-to-peer recognition programme; and continuing to provide free access to market-leading wellbeing technology and professional experts.

Further to our immediate priorities, HSBC has set the following long-term objectives to achieve our commitments:

- Regularly review and deliver an action plan to support good mental health in the organisation.
- Take proactive steps to develop and promote our culture and ways of working towards creating positive mental health.
- Empower all our people, including contingent workers, to manage and prioritise their own mental health, and to support one another.

HSBC Holdings

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- Signpost our people to mental health tools and support.

We will measure our impact via our annual employee survey and aim to maintain positive results in:

- Workplace wellbeing; with a ≥ 65% score in the 'Wellbeing Index'.
  - In 2025, our Wellbeing Index was 66%, up 1ppt vs 2024.
- Psychological safety; with a ≥75% score in the 'Inclusion Index'.
  - In 2025, our Inclusion Index was 78%, unchanged vs 2024.

HSBC acknowledges that our employees' feelings of physical and mental wellbeing may be affected – both positively and negatively – by their working conditions. HSBC's approach to creating positive, healthy working conditions is aligned with our values, standards and policies in relation to, for example, Diversity and Inclusion; Health and Safety; Bullying and Harassment; Career Progression; and Flexible Working, as we recognise the connection that each has with mental wellbeing.

HSBC Holdings, 'Mental health at HSBC'[6]

Sanofi

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allwell

Introduction

The health and wellbeing of our patients, our employees, and their families comes first.

As an R&D-driven, AI-powered biopharma company committed to improving people's lives, we have a strong belief in our duty of care to our employees. We strive to provide high-quality healthcare and benefits to all employees.

Our benefits and wellbeing programs are holistic, based on a strong foundation called "All Well": healthy bodies, healthy financials, healthy minds and healthy working culture.

Sanofi aims to support the health of our employees at all stages of one's career, from hire to retire, whether employees are thriving or facing personal life challenges, balancing preventive initiatives with support and care solutions. We are committed to providing a safe and healthy environment for employees, business partners, visitors and contingent workers across the globe.

Sanofi

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All Well *in Action*

allwell

Glocal approach to Wellbeing

Our wellbeing strategy is defined globally but delivered "glocally". Sanofi's Global Benefits & Wellbeing Team establishes strategic priorities, global programs and frameworks, and minimum standards across all four pillars. At the local level, each country designates an AllWell champions network who adapts these global programs to local needs, cultural contexts, and regulatory requirements.

A key example of this approach in action is the All Well Days — local events organized by AllWell champions to highlight global and local benefits and wellbeing solutions focused on preventive care. Champions leverage local data insights, cultural expertise, and global as well as local programs to ensure every program remains relevant to their workforce. All Well Days were held in 40+ countries, reaching 10,000+ employees.

All Well Committee

Global governance meetings are conducted at least twice a year to share and align on the global All Well roadmap.
The committee represents a cross-functional group of representatives across the organization, composed of:

- Global Benefits & Wellbeing Team
- Corporate Communication
- Culture, Inclusion and Experience (CIE)
- Health, Safety & Environment (HSE)
- Learning
- Real Estate & Workplace
- Corporate Social Responsibility (CSR)

All Well Dashboard

Launched in 2025, the All Well dashboard is an internal analytics platform that consolidates data from our benefits programs, allowing us to monitor KPIs such as engagement, utilization and overall impact.
It helps us understand how our initiatives across All Well's four pillars are performing, track progress over time, and make informed, data-driven decisions.

External Partnerships

In 2025, Sanofi actively participated in several external initiatives to advance employee wellbeing and inclusion, including the Engage & Care Coalition, the ILO Global Business and Disability Network and other industry and external networks. These partnerships reflect our commitment to collaborating with leading organizations to drive meaningful change in workplace wellbeing and disability inclusion on a global scale.

Our Path Forward

As we look ahead, Sanofi is committed to elevating its approach to employee wellbeing by developing data-driven strategies that aim to make our benefits proactive, guided by health outcomes and smarter prevention.
To deliver on this ambition, we are focused on three key priorities: First, we aim to make prevention a global standard of care, helping our employees build healthier lives while managing program and benefit costs responsibly. Second, we believe managers play a pivotal role in supporting employee wellbeing, and we are equipping them with the tools and training they need to support their teams proactively and enable sustainable performance. Finally, through timely and targeted communication, we strive to ensure that every employee receives the right support at the right moment, because being there when it matters most is at the heart of what we do.

Healthy *Minds*

allwell

We promote **emotional and mental wellbeing of everyone**. We advocate and offer resources to support individuals and nurture an environment of care and openness.

Mental Health – Breaking Stigma

All Well Show

- A professional interview series featuring colleagues from across Sanofi - narratives that inform, influence, and inspire. Showcases the collective aspects of Sanofi's culture through diverse perspectives.
- Fosters connection by demonstrating that challenges are a universal part of the professional journey. Recognizes that while each individual's path at Sanofi is unique, every colleague has valuable insights to share.
- Creates a more empathetic and supportive workplace community through authentic conversations.

Healthy Minds – Sanofi employees' Voices

- In 2025, we launched a series of employee testimonies sharing their mental health journeys on our internal social media platform.
- Seen by +7,000 employees and receiving more than 200 comments, this serves as a powerful message to reduce stigma and encourage openness in the workplace.

Global Employee Assistance Program (EAP)

- Ensures employees and their household members have support when facing challenges in their lives.
- Provides **confidential 24/7 support** to all employees and families worldwide.
- Offers **6 counselling sessions per person, per topic, per year**.

2026 Objective: Increase EAP utilization by 5% vs 2025 utilization.

2025 KPIs	
All Well Show	• 40 shows/podcast per year published on internal social media platform • 250 + shows/podcasts delivered across 12 seasons since inception
Global EAP	8,309 users* **includes live counselling, digital engagement, trainings and critical event management – employees and/or household members.*

Sanofi

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Healthy *Minds*

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Mental Health – Global prevention and support initiatives

Global Psycho-social Factors Assessments

Surveys and diagnostics across the organization designed to identify workplace stressors and organizational challenges. This recommended framework, aligned with ISO 45003 standards, is already in place in several countries including France, Brazil, Australia and Germany, integrating psycho-social risk management into our health and safety infrastructure. In 2025, a global guideline was released to encourage worldwide deployment. This framework assesses six key psychosocial risk factors: employment perspectives, work organization, work intensity and time, values at work, social relations at work, and managing emotions at work. The aim is to develop targeted action plans to prevent risks, support employee wellbeing, and create healthier, more sustainable work environments where our people can thrive.

Culture Talks – Psychological Safety

Series of films of external thought leaders on our winning culture priorities contextualized by Sanofi Culture Collective members. They help guide teams through an open, honest conversation about how we can each play our part in building a winning culture.
The aim of Culture Talks is to uncover personal and team challenges, connect our people at a deeper level and accelerate our culture transformation.

Mental Health and Wellbeing Employee Training

- Global training program "Winning Healthy Minds".
- Global "Explore More" annual events focused on learning and development, always embedding health and wellbeing topics.

Mental Health and Wellbeing Manager Training

- Global training program "Your Pivotal Role as a Leader" and "Thriving Together - You & Your Team" focused on health.
- Managers are a key audience of Sanofi mental health education, given they hold one of the biggest influences on the employees' mental health daily.
- Materials are shared and promoted in Sanofi's Manager Hub and local OneSupport so any manager may find the existing resources to support their teams, when they are facing struggles.
- Regular employee and manager "check-ins" (at least three per year) with wellbeing as a core topic.

2026 Objective: Expand access to mental health resources for managers globally, ensuring every people manager is equipped to lead with care and confidence.

2025 KPIs	
Mental Health and Wellbeing Trainings	• Since 2023, 1,100 employees participated in our "Winning Healthy Minds" training program • 340 managers completed "Your Pivotal Role as a Leader" training • Over 72K connections to Explore More 2025 in 300+ events locally (webinars/in-person events)

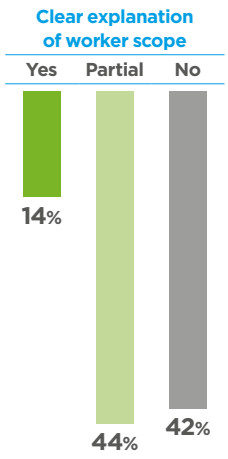
Sanofi, 'Sanofi's approach to employee benefits & wellbeing'[7]

Q4. a) Does the policy statement (or equivalent) provide a clear explanation of worker scope?
b) Does the policy statement (or equivalent) provide a clear explanation of geographical and business area scope?

Understanding the scope of a policy is essential to assessing the breadth of a company's commitment to workplace mental health. To score full points, companies should adopt a universal approach, including employees and contingent workers, across all geographies and business units in which they operate.

We encourage companies to clearly define both worker coverage (employees as well as contingent workers such as contractors, temporary staff, gig workers or interns) and geographical reach (specific areas where the business operates, or global coverage).

Below are two examples of companies providing a clear definition of worker scope, followed by one providing a clear definition of the geographical and business area scope of its mental health policy.

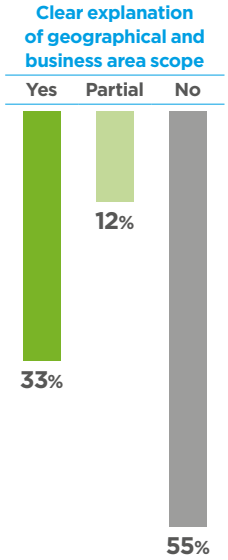


Commonwealth Bank of Australia

Asia-Pacific

"This statement sets out the approach of the Commonwealth Bank of Australia (CBA) and its subsidiaries (together, the Group or the Bank) to workplace mental health, psychological health and wellbeing. It applies to all CBA employees and relevant workers, including secondees and contingent workers."

Commonwealth Bank of Australia, 'Mental health position statement'[8]



Samsung Electronics

Asia-Pacific

"Samsung is committed to providing a safe and healthy workplace environment for its employees, contractors and other business partners in compliance with health laws and regulations, as well as internal requirements. ... This includes efforts to reduce risks to people's health due to internal and external factors such as work accidents, injury, health impacts (including mental health) and pandemics as well as emergency response systems in the event of external safety concerns including natural disasters."

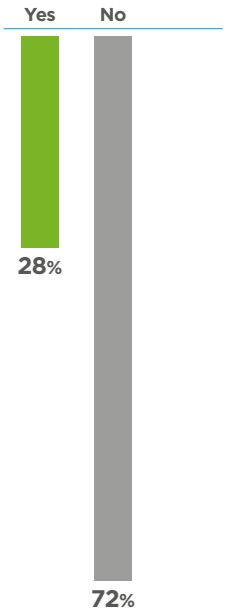
Samsung Electronics, 'Global human rights principles'[9]

LVMH Moët Hennessy Louis Vuitton

EMEA

"[This policy] applies to anyone working on LVMH group sites all over the world, whether they are directly or indirectly employed by the Group."

LVMH Moët Hennessy Louis Vuitton, 'Health and safety policy'[10]



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

A culture that promotes openness and dialogue around mental health – one that actively works to eliminate stigma – significantly impacts the successful implementation of a company's workplace mental health strategy. This question looks for a clear management commitment to a culture that:

- proactively seeks to shift attitudes and behaviour by raising awareness and challenging stigma
- encourages two-way conversations about mental health and highlights the support available at all stages of employment
- empowers employees to champion and positively model mental health in the workplace.

Such commitments are typically embedded in corporate policies, reports or relevant sections of websites.

While some companies describe individual initiatives aimed at encouraging openness around mental health, this question assesses whether there is an overarching, formal management commitment or statement of intent.

Allianz Group

EMEA

"We strive to ensure that mental ill health is treated on par with any physical illness, and to create an environment where employees feel able to disclose a mental health issue without any fear of discrimination, judgement, or harm to their career opportunities."

Allianz Group, 'Health and well-being'[11]

AbbVie

North America

"Your physical and mental health are interconnected. We offer a variety of programs that reduce the stigma around conditions like migraine, menopause and mental health. In doing so, we create space for open dialogue and better access to care, which contributes to stronger individual and team performance."

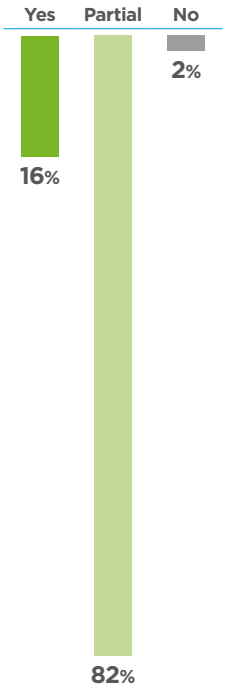
AbbVie, 'Well-being in the workplace'[12]

The benchmark's 'good work' indicators (Questions 6–11)

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, including six 'good work' principles that underpin good working conditions:

- diversity, equity and inclusion (Question 6)
- fair pay and financial wellbeing (Question 7)
- board–employee information and consultation (Question 8)
- flexible working (Question 9)
- career progression and job adjustment (Question 10)
- anti-bullying and non-harassment (Question 11).

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



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

Policies and practices based around DEI support fair treatment, equal opportunities and the integration of varied perspectives. A workforce with a broad mix of skills and experiences can contribute to innovation, effective service delivery, and talent attraction and retention. The benchmark also evaluates companies' inclusion commitments for their role in fostering a supportive and mentally healthy workplace culture.

Leading companies recognise that inclusive workplaces help to protect employees from mental health challenges linked to exclusion or discrimination – whether tied to an existing condition or any other protected characteristic.

MSD

North America

"Our success is built on a culture of inclusion, recognizing the invaluable contributions of each individual. We are dedicated to cultivating a workforce that is diverse in backgrounds, experiences and perspectives, and that is skilled and engaged – qualities critical to our competitiveness."

MSD, 'Impact report 2024/2025'[13]

"Our commitment to diversity, inclusion and belonging further strengthens psychological safety by supporting accessibility and relevance across identities, backgrounds and life stages."

MSD, 'Caring for our people, strengthening our future: 2025–2026 annual well-being report'[14]

Novo Nordisk

EMEA

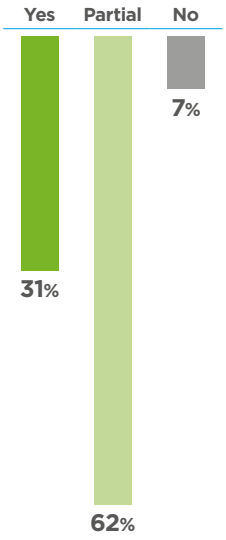
"Novo Nordisk's commitment to recognising diversity, ensuring equity, cultivating inclusion, and fostering belonging is embedded in our Novo Nordisk Way. We fundamentally believe that leveraging diverse perspectives drives value for Novo Nordisk by increasing innovation, leading to better and more nuanced decisions, and stronger risk management. By ensuring access to contribute, equitable opportunities to succeed, and a sense of belonging, we create an environment where everyone can participate in a meaningful way and is enabled to realise their full potential."

Novo Nordisk, 'OneCode: principles for working at Novo Nordisk'[15]

"When diversity is respected, equity is advanced, inclusion is actively practised, and belonging is fostered, employees are more likely to experience psychological safety, supporting mental well-being across the organisation."

Novo Nordisk, 'Mental health and well-being'[16]

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



Employers play a vital role in supporting workforce financial wellbeing – through fair and adequate pay, secure and high-quality employment, and benefits that enhance total compensation. Leading employers also promote informed financial decision-making, offering education, guidance and support on spending, saving and investing.

Companies that fully acknowledge the impact of financial stress on mental health go beyond commitments to fair pay, adopting a more comprehensive approach to financial wellbeing that includes financial literacy training, financial health assessments and access to financial planning tools.

Procter & Gamble

North America

"P&G is committed to fair pay, transparent compensation principles and a diverse and inclusive workplace. … Managing compensation fairly and transparently contributes to the financial wellbeing of our employees and supports a healthy workplace culture, positively impacting mental health and wellbeing overall."

Procter & Gamble, 'Policies & practice: fair pay'[17]

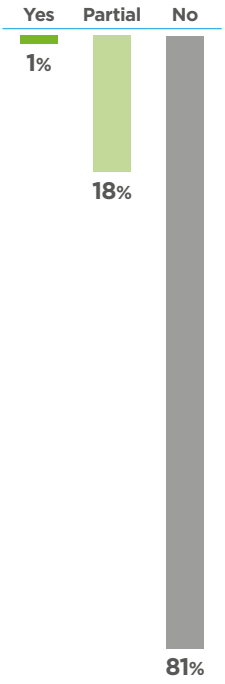
PepsiCo

North America

"We know financial stress impacts both the physical and emotional well-being of our employees. Healthy Money, our financial well-being program, addresses this stress by building financial literacy for our employees, their family members and the communities where we operate. Healthy Money provides support for a variety of financial situations, including managing daily finances (e.g., budgeting, debt management and savings), establishing good money habits for family finances and preparing for retirement."

PepsiCo, 'Employee well-being'[18]

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



Employees are more likely to thrive when they are informed about key strategic decisions and feel heard at the highest levels of the organisation. Effective board-level communication goes beyond sharing updates; it involves actively listening to employee perspectives before making significant business decisions. While legal requirements mandate consultations in certain circumstances (such as redundancies), companies that adopt a broader, more inclusive approach to board engagement foster a workforce that feels valued, connected and aligned with company strategy.

This question seeks evidence that companies recognise the link between meaningful board–employee dialogue and positive workplace mental health. Note that employee engagement and pulse surveys are assessed elsewhere in this benchmark (see Question 19). Question 8 specifically evaluates a company's commitment to board members engaging with employees on decisions linked to business strategy, culture and values.

Reflections

Some companies report health and wellbeing as topics discussed by the board. While this is encouraging, the benchmark assesses more specific areas: whether the company has processes in place to ensure that the board itself engages directly with employees on decisions that affect the workplace, and whether the board recognises that staying informed and engaged on issues that affect employees is important to their mental health.

Such initiatives are distinct from broader employee consultation mechanisms, such as engagement surveys or line manager check-ins, which typically operate independently of the board. We encourage companies to demonstrate this link explicitly, showing not just that health and wellbeing are discussed at board level but also that employee information and consultation are themselves treated as contributors to workforce mental health.

HSBC Holdings

EMEA

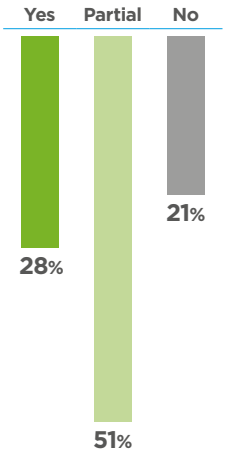
"Our stakeholders include our employees. … Maintaining constructive dialogue with each of our key stakeholder groups is crucial to understanding their interests and perspectives and bringing these into boardroom discussions. … Workforce engagement events helped to ensure continued connectivity between the Board and the workforce, inform Board discussions and decision making and enhance understanding of the Group culture across different geographies."

HSBC Holdings, 'Annual report and accounts 2025'[19]

"Wellbeing outcomes are reported to our Group Operating Committee and the Board as part of annual reporting to provide context and inform the Board's workforce engagement activities, as the Board acknowledges the importance of engaging with the Group's workforce through various forums to gain insights, including those on workforce wellbeing and mental health."

HSBC Holdings, 'Mental health at HSBC'[20]

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



Flexible working benefits all employees, particularly those with caring responsibilities, and empowers people to better balance personal and professional demands. Consequently, it is a valuable strategy for strengthening both employee satisfaction and retention.

Philip Morris International

North America

"We appreciate that flexibility is important for individual well-being, and valued by our employees, especially employees with caring responsibilities. In 2024, we continued Smart Work, a global hybrid work plan that generally allows employees to work remotely part of the time each month, with the remainder spent on-site. The program is deployed and adjusted locally to account for cultural, operational, tax, and legal factors, which vary at the national level. All our markets have implemented Smart Work to fit their local requirements. We use our learnings to fine-tune our guidelines and provide resources to support employees and managers to help manage time productively in the hybrid world, as well as to support an individual's well-being."

Philip Morris International, 'Integrated report 2024'[21]

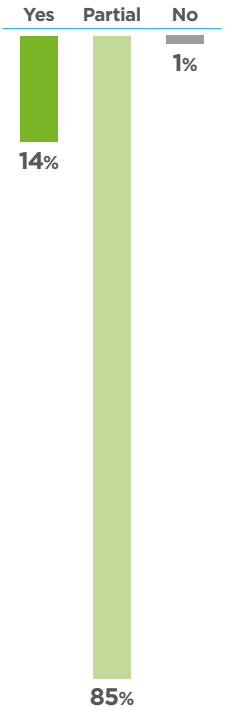
Royal Bank of Canada

North America

"Our policies and programs provide flexible options to support employees' emotional, mental and social wellbeing, which may vary by region, including: … workplace flexibility, including phased retirement for eligible employees who wish to work a reduced work week for a defined period prior to retirement, and flextime options where eligible employees work their assigned core hours with flexible start and finish times, within limits established with the employees' people managers."

Royal Bank of Canada, 'Sustainability report 2025'[22]

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



Supportive workplaces foster good mental health throughout an individual's career by offering growth opportunities and responding to challenges with reasonable adjustments to schedules, responsibilities and tasks. This can help people to stay engaged and productive.

Question 10 assesses whether companies not only offer clear career progression pathways but also provide job adjustments and tailored support for employees' mental health needs. Examples include incorporating mental health discussions into induction and performance reviews, and offering flexible work schedules or modified roles to support employees experiencing mental health challenges.

ServiceNow

North America

"Career growth and mental health go hand in hand. … We believe career development and mental health are directly connected. That's why all people managers have regular growth conversations with their team members and start every growth conversation with a wellbeing check-in – so employees feel supported in growing their careers while also taking care of themselves."

ServiceNow, 'Our mental health commitment'[23]

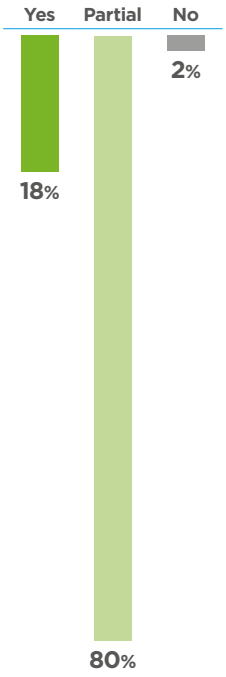
Schneider Electric

EMEA

"The Group actively invests in the training and skills development of its workforce, recognizing the direct correlation between these activities and the well-being and employability of its workforce."

Schneider Electric, '2024 universal registration document: technology for impact'[24]

Q11. Does the company support the principles of good work by having a formal position on anti-bullying and non-harassment, or equivalent?



Difficult workplace relationships can cause significant stress, making it harder to cope at work. Key frameworks, including the ISO 45003:2021 standard[25] and the World Health Organization guidelines on mental health at work,[26] highlight a strong connection between good work and the absence of harassment and bullying. We encourage companies to proactively prevent such behaviours and respond promptly when incidents arise, cultivating a safe, respectful workplace culture. Leading companies explicitly link their efforts in this area to workplace mental health by acknowledging the connection between psychological harm and behaviours such as bullying and harassment.

TotalEnergies

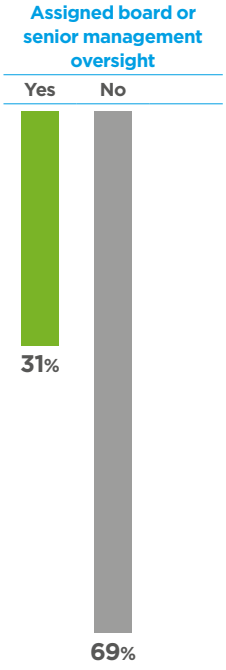
EMEA

"[Concerning] material impacts, risks and opportunities and their interaction with strategy and business model … the mental health and well-being of employees are likely to deteriorate in the event of repeated discriminatory practices, violence or harassment in the workplace. The Company promotes a working environment that respects its corporate values and the principles of its Code of Conduct."

TotalEnergies, 'Universal registration document 2025'[27]

Governance and management

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

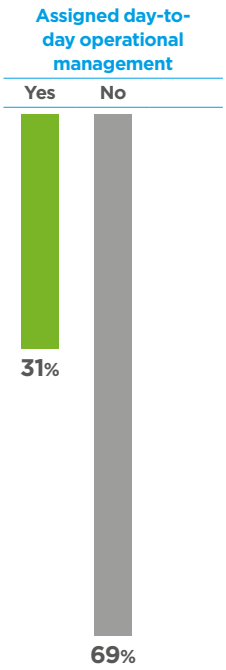


Establishing clear oversight and implementation responsibilities is essential for effective mental health management. Oversight ensures senior management understands the business implications and can intervene when policies conflict with other priorities. However, those responsible are often removed from day-to-day management. Assigning specific responsibilities to individuals or committees is crucial to ensure the operational accountability and effective management of mental health in the workplace.

Some companies report on day-to-day management, typically within health and safety or HR functions, while others go further, appointing dedicated wellbeing managers, chief medical officers or similar specialists.

While many companies publish workplace mental health policy statements (see Question 3), many do not clearly disclose the governance structures supporting their implementation.

Below are two examples of companies assigning strategic oversight for workplace mental health, followed by two examples of companies that describe operational responsibility.



Walmart

North America

"Board and Board Committee Oversight: The Compensation and Management Development Committee (CMDC) of Walmart's Board of Directors oversees Walmart's workforce strategy, which includes the strategic priorities of belonging, well-being, growth, and digital transformation. Management regularly presents to the CMDC and to the Board regarding workforce development, compensation, benefits, recruiting and retention, training and education, as well as culture at all levels of the company."

Walmart, 'Delivering shared value: FY2025 ESG report'[28]

Morgan Stanley

North America

"We support the physical, mental and financial wellbeing of our global workforce and their families by offering programs focusing on awareness, prevention and access … Our Global Wellbeing Board, comprised of senior management from across the Firm's businesses and geographies, continues to shape and advance our wellbeing strategy with a focus on harmonizing our global benefit programs."

Morgan Stanley, 'Annual report … for the year ended December 31, 2025'[29]

Procter & Gamble

North America

“Sameh Magdy [is] Senior Vice President of Human Resources for Global Total Rewards, Employee, Labor Relations and Corporate Services. Among his many responsibilities, Magdy leads the team at P&G that focuses on supporting the physical, mental, financial and work-life wellbeing of employees throughout their career journeys.”

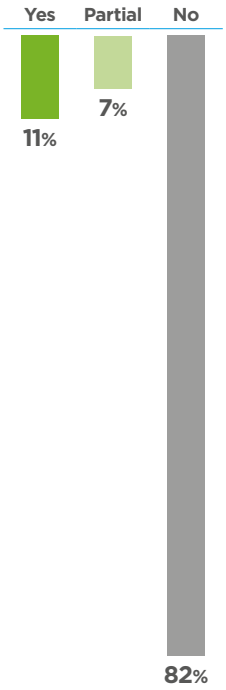
Procter & Gamble, ‘Unlocking peak performance: how P&G prioritizes total employee wellbeing’[30]

Boston Scientific

North America

“Our Employee Wellness Governance team and the Global Well-being Champion Committee work together to promote physical, mental, emotional and social health. Key initiatives include an eLearning course, available to all employees, that introduces mental health concepts and reduces stigma around seeking help.”

Boston Scientific, ‘2024 performance report: advancing science for life’[31]



Q13. Has the company set objectives or targets for the management of mental health in the workplace?

Objectives and targets link policy commitments to measurable outcomes, ensuring resources and responsibilities are clearly assigned. Investors value publicly disclosed objectives as a sign of commitment to continuous improvement, and these objectives also act as an accountability mechanism by setting expectations for regular progress reporting.

Examples of objectives include usage targets for employee assistance programmes, thresholds for employee self-reported mental health metrics, reductions in sickness and absence linked to poor mental health, and time-bound goals for training mental health first aiders.

Novo Nordisk

EMEA

"To improve mental health and well-being we set targets at EVP [executive vice president] level to reduce the share of employees reporting symptoms of stress by 10% year on year. If e.g. an EVP-area has 12% employees reporting symptoms of stress, the target for the following year would be 10.8%. ...

Since 2023, a global Mental Well-being Delivery Model, targeting areas with high stress levels, has been implemented. Eligible business areas are offered customised training and interventions by our internal Organisational Psychologists. In 2025, organisational restructuring affected the implementation of the model. Consequently, only 7 out of 29 large business units accepted the offer and engaged in extensive activities to address root causes of stress. The interventions in these 7 business units impacted more than 1,300 employees. This preventive approach focuses on organisational psychosocial risk factors and leadership accountability, with particular attention to job design and workplace relationships."

Novo Nordisk, 'Mental health and well-being'[32]

Roche Holding

EMEA

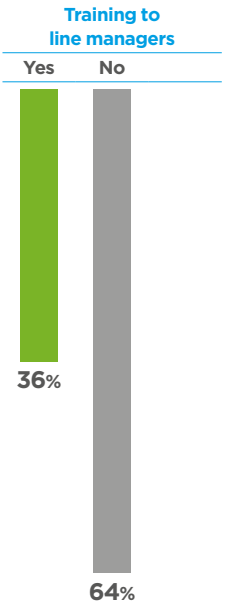
"Our 2029 goal is to increase and sustain the Health and Wellbeing Index Score in the Global Employee Opinion Survey (GEOS) to >75. Additional (but not comprehensive) overarching objectives to achieve by 2030 include:

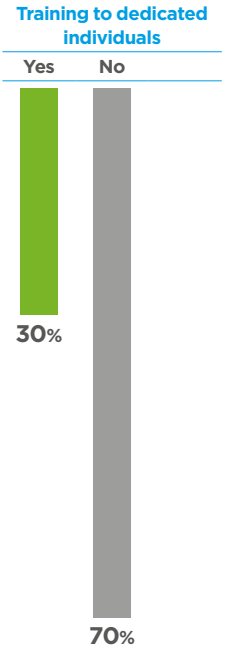
- Review and update of the Group Psychosocial Risk Management Framework aligned with ISO 45003 principles and Incident reporting.
- Mental health integrated as part of the Global SHE [Safety, Security, Health and Environment Protection] Management system under Health aligned with ISO 45001 principles.
- Enhance global mental health first aider training.
- Enhance integration of mental health & wellbeing topics into training, corporate People Practices and communications.
- Increase awareness of mental health resources and support.

The result of our efforts will be measured and tracked through the Health and Wellbeing Index, an embedded component of our annual Global Employee Opinion Survey (GEOS). Results are analyzed annually to identify strengths and gaps, guiding further actions towards our targets. Our 2025 GEOS result for the Health and Wellbeing Index is 76."

Roche Holding, 'Our goals and performance: mental health and wellbeing – people sustainability'[33]

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





Effective implementation of a mental health policy requires both competent managers capable of supporting frontline workers and designated employees empowered to assist colleagues experiencing mental ill-health or distress. When the roles of line managers and designated staff trained in mental health are clearly defined, it means they are better equipped to listen, provide reassurance and respond appropriately to employees facing challenges, ensuring early identification of distress and signposting to relevant support.

General mental health training for all employees is assessed separately (see Question 15). Question 14 specifically evaluates whether companies equip line managers and designated individuals with the knowledge and skills needed to act on mental health issues in a timely, appropriate way.

World Health Organization guidelines on mental health at work strongly recommend training for line managers as a key component of effective workforce strategies.[34]

Reflections

Some companies refer to training 'leaders' or 'managers' without clarifying whether these roles involve line management. We encourage companies to specify when training reaches those actually responsible for managing people, rather than technical, project or senior leaders whose roles may not include direct people management.

Other companies describe line manager training in general terms without confirming whether it covers mental health specifically or whether it is designed to help managers support their teams (rather than cope with their own mental health). Disclosures on mental health first aiders often lack similar detail. We encourage clearer reporting on who is trained, and the purpose and content of that training.

Below is an example of a company providing mental health training to line managers, followed by an example of a company providing mental health training to dedicated individuals.

Shell

EMEA

"Line Managers and Programme Leads, whose teams are entering the programme, are offered training in building psychological safety in their businesses and having conversations about mental health with their teams. This training aims to build a supportive workplace culture and reduce stigma around stress, burnout and mental ill health so that employees feel safe to ask for support and to access professional mental health services."

Shell, 'Employee health and wellbeing'[35]

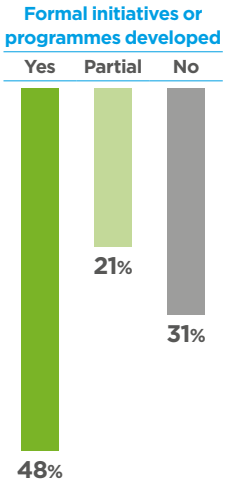
BlackRock

North America

> “BlackRock’s Mental Health Ambassador program has about 400 volunteer ambassadors globally, across all functions and levels of seniority, who receive training on how to talk to people who are struggling and help direct them to our professional health resources.”

BlackRock, ‘How this BlackRock trader is destigmatizing mental health at work’[36]

Q15. a) Has the company developed formal initiatives or programmes to raise awareness of mental health in the workplace?
b) Has the company developed formal initiatives or programmes to raise awareness of mental health that extend beyond employees and contingent workers (e.g. to customers and/or suppliers)?

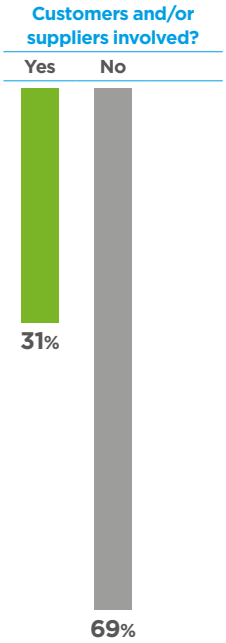


In addition to having a comprehensive workplace mental health policy, companies should implement initiatives that raise awareness and foster a deeper understanding of mental health in the workplace.

Companies should establish programmes aimed at increasing awareness and encouraging preventative approaches to mental wellbeing, such as training and internal awareness campaigns.

They may also provide evidence of initiatives extending beyond their workforce to include suppliers, customers or communities. We encourage companies to use their broader influence to promote mental health awareness across their wider business ecosystem.

Below is an example of one company's internal awareness-raising initiatives, followed by an example of initiatives to raise awareness of mental health in the value chain (among customers).



Mitsubishi UFJ Financial Group

Asia-Pacific

> "Over the past 18 months, we have championed positive change at MUFG around mental health awareness, and implemented strategic measures to achieve our objectives to raise awareness and to provide support for employees, as well as working to end the stigma around mental health illness. We've recognised and proactively supported international campaigns including Time to Talk Day, World Mental Health Day and Mental Health Awareness Week. … We've held numerous interactive sessions and events including mindfulness, building resilience, coping with stress, and exploring confidence, happiness and personal impact and resilience to help our employees obtain the tools they need to recognise and take care of their own mental health."

Mitsubishi UFJ Financial Group, 'Mental health advocacy and awareness'[37]

AIA Group

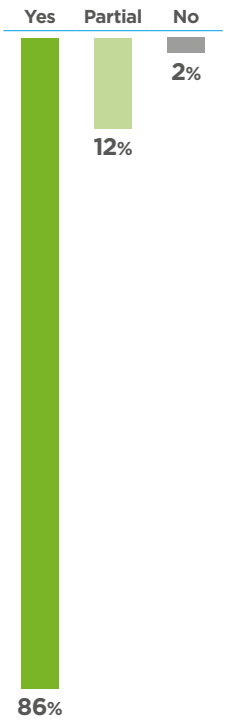
Asia-Pacific

“The AIA Healthiest Schools Programme encourages students aged 5 to 16 to develop healthier habits. It focuses on healthy eating, staying active, supporting mental wellbeing and promoting health and sustainability. …

AIA Voices is a strategic content platform that unites thought leaders, brand ambassadors, and influential creators from across Asia to spark meaningful conversations about health and wellbeing. Through credible expertise, authentic storytelling, and creative content, they help educate, motivate, and inspire millions of people across our four sustainability pillars of wellness: physical, mental, financial, and environmental. …

The AIA Vitality Hub in Hong Kong provides free classes to the people of Hong Kong and has a consistent programme of events to support mental health. It has an ongoing partnership with a network of mental health professionals who hold panels and talks on mental health for the people of Hong Kong, as well as meditation, therapeutic arts and other activities for mental health relief.”

AIA Group, ‘Sustainability report 2025: subsection report – health & wellness’[38]



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

It is essential for companies to provide appropriate mental health support through both internal and external sources. We encourage companies to develop and implement a structured programme that aligns with and strengthens their workplace mental health policy. Common examples of support services include employee assistance programmes, digital mental health apps, and on-demand, multi-channel counselling services. For full points, we look for companies to report on multiple internal and/or external support services.

T-Mobile US

North America

"We work hard to destigmatize mental health concerns and emphasize the importance of receiving preventive therapeutic care. As a result, we've seen a high uptake of our mental health programs. These programs include:

- LiveMagenta, which gives employees and their families the support they need, 24/7/365, including unlimited access to life coaches
- 10 no-cost mental health visits per topic per year
- Virtual therapy through Talkspace
- Unlimited live and on-demand access to mindfulness sessions
- free access to Calm, an app that helps relieve stress and anxiety
- Unlimited money coaching sessions, and more."

T-Mobile US, '2024 corporate responsibility report'[39]

Nike

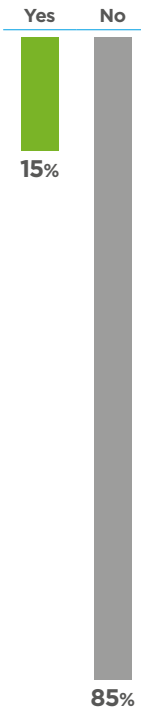
North America

"We have invested, and aim to continue to invest, in our employees through growth and development and holistic well-being initiatives. Our initiatives in this area include: ...

- We provide employees free access to mindfulness and meditation resources, as well as live classes through our sport centers.
- We provide all employees and their families globally with free and confidential visits with a mental health counselor through a third-party provider and our global Employee Assistance Program (EAP)."

Nike, '2025 form 10-K'[40]

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



Mentally healthy workplaces design employment processes that prioritise accessibility, so individuals with existing mental health conditions can access opportunities and request adjustments such as skills training, management support and flexible working.

This question evaluates whether companies actively encourage mental health discussions and provide ongoing support – including reasonable adjustments – throughout the employment life cycle. We encourage a holistic approach that embeds mental health support at every stage, from recruitment and induction to performance reviews, career development, and return-to-work or job adjustment discussions.

Reflections

Some companies commit to workplace adjustments related to wellness, but the focus of this question is on concrete processes, beyond policy commitments. Examples include structured on-boarding and reintegration programmes, counselling following mental health leave, and dedicated wellbeing discussions in performance reviews.

Some companies disclose workplace accommodations related to disability, although it is not always clear whether mental health conditions are explicitly included. We encourage companies to clarify this and to explicitly recognise mental health within adjustment and accommodation discussions.

Goldman Sachs Group

North America

“Just as we are mindful to consider the cultural nuances of mental health, we are also conscious about meeting our people where they are throughout their careers. I can think of a range of touchpoints throughout an employee’s Goldman Sachs career where we tailor mental health programs specifically to different levels.

Last year, we offered targeted resilience sessions to our intern and campus hire populations to ensure our people were beginning the mental health conversation early in their career and were aware of the firm’s resilience resources from the very beginning.”

Jacqueline Arthur, Global Head of Human Capital Management and Corporate & Workplace Solutions, in Goldman Sachs Group, ‘Supporting our people’s mental health’[41]

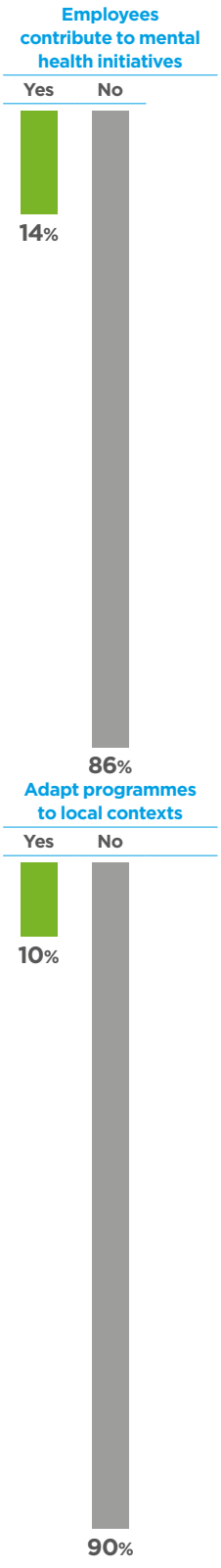
MSD

North America

> “Managers and employees are encouraged to discuss mental well-being at key points across the career lifecycle, including onboarding, development and performance discussions, as well as return-to-work conversations. Where appropriate, workplace adjustments – such as changes to schedule, workload, duties or work location – may be considered to support individual needs.”

MSD, ‘Caring for our people, strengthening our future: 2025–2026 annual well-being report’[142]

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



Good practice involves encouraging and empowering employees to participate in developing mental health initiatives, fostering a culture of openness and inclusivity. Additionally, adapting these programmes to reflect local needs and workforce diversity ensures that they remain relevant and impactful. Tailoring initiatives to specific cultural, geographical or demographic contexts enhances their effectiveness and supports overall wellbeing in the workplace.

Common examples of worker involvement include employee resource groups leading awareness campaigns, developing mental health resources or organising related activities.

In 2024, we introduced Question 18b to align the benchmark with World Health Organization and International Labour Organization guidelines on mental health at work.[43] This indicator assesses how companies adapt workplace mental health programmes to local contexts. Examples include interventions responding to region-specific geopolitical conflicts or demographical challenges.

Reflections

Companies often report generic descriptions in relation to both parts of this question. For Question 18a, we encourage companies to move beyond describing processes and instead report specific examples of employee involvement in shaping and delivering initiatives.

Similarly, for Question 18b, companies should describe how programmes are meaningfully adapted to local needs, rather than simply listing initiatives by geography. For example, they may demonstrate differentiation of programmes according to cultural context (e.g. societal stigma, age, gender or lifestyle factors), geographical context (e.g. proximity to conflicts and natural disasters, or access to local health-care infrastructure), or workforce context (e.g. differences in location and working pattern between head-office-based and on-site work).

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

Toronto-Dominion Bank

North America

"We encourage colleagues to lead and contribute to mental health initiatives in the workplace. For example, as part of our 2025 Mental Health Awareness Month campaign, our Retirement, Benefits & Well-being team hosted a webinar with [the bank's] Chief Medical Officer on staying resilient during challenging times."

Toronto-Dominion Bank, 'TD's approach to mental health in the workplace'[44]

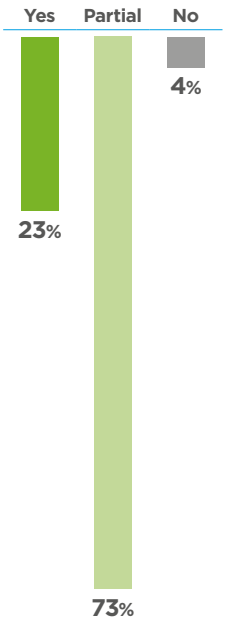
HSBC Holdings

EMEA

> In the wake of regional conflicts we made promotion and support of mental health a priority. We held regular on-site Critical Incident Support across our MENAT [Middle East and North Africa] region, covering Egypt, UAE, Kuwait, Türkiye and Qatar. Across the region, belief that HSBC genuinely cares about its colleagues was at 66%, up 12 percentage points from 2023. We also found that awareness of mental health support at HSBC was at 74%, up six percentage points from 2023.

HSBC Holdings, 'Annual report and accounts 2024'[45]

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



Effective employee engagement measurement systems provide near-real-time insights into employee satisfaction, providing valuable data to management that can shape mental health strategies to ensure they remain responsive to employees' evolving needs and concerns.

Companies that achieve maximum points typically describe processes for measuring engagement, such as annual surveys or more frequent pulse checks. They also commonly provide concrete examples of how they use insights to shape mental health priorities, interventions and initiatives.

BHP Group

Asia-Pacific

"In FY2024, we developed and commenced the introduction of the BHP Psychosocial Health Index, which we will complete in FY2025. This is an assessment tool and confidential platform for employees and contractors to provide feedback on how they experience the physical and psychological aspects of their work environments, the social aspects of their job and the design and management of work, together with an associated measure of physical and mental health that helps us determine where harm may be occurring.

As part of our Psychosocial Risk Assessment Program, we have also expanded our support options, including providing additional pathways for employees and contractors to seek information and support on preventing and managing psychosocial hazards when they occur."

BHP Group, 'Annual report 2024'[146]

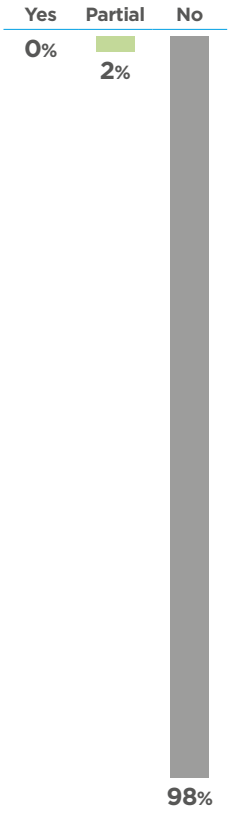
China Construction Bank

Asia-Pacific

"The Bank places great importance on employee concerns and expectations, conducting employee satisfaction surveys annually across the Bank based on the results of satisfaction surveys and analyses in previous years to gain in-depth understanding of the practical problems which employees face in their work and suggestions for improvements in their work areas. The scope of the survey covers all employees across the Bank, involving topics of career development, training and cultivation, remuneration and benefits, strategic identity, corporate culture, working environment and other issues related to employees, so as to comprehensively understand the true feelings and career experience of employees. ... In addition, based on the opinions and suggestions of the survey among primary-level operations in 2024, the Bank studies and formulates the *Key Points of the Primary-Level Outlet Employee Caring Project in 2025*, proposes and promotes 24 measures in multiple aspects such as career development, physical and mental health caring, rights and interest protection, compensation and benefits, and burden reduction and empowerment, to further deepen the support for employees at primary-level outlets."

China Construction Bank, '2025 semi-annual sustainable finance report'[147]

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



Mental health assurance and accreditation schemes, such as those aligned with the ISO 45003:2021 standard,[48] provide valuable frameworks for managing workplace mental health. They help companies to assess and enhance their own management systems, and raise industry standards and foster best practice.

In 2024, this question was revised to better align with World Health Organization and International Labour Organization guidelines on mental health at work.[49] Two key changes were made:

- To achieve maximum points, companies must provide evidence of third-party ISO 45003:2021 certification, which covers both occupational health and safety management and psychological health and safety at work, rather than merely disclosing multiple assurance standards.
- The number of partial points available was reduced from five to three.

Here is an example of a company describing its progress towards independently assuring its workplace mental health programme to ISO 45003:2021.

ServiceNow

North America

"In 2024, we continued our multi-year project to establish a comprehensive occupational health and safety management system covering all workers, aligning with international standards ISO 45001 and ISO 45003. This work aligns with OSHA, ANSI, and the California Code of Regulations (Title 8, Section 5193), and we are collaborating with a vendor to achieve ISO certification."

ServiceNow, 'Global impact report 2025'[50]

Q21. a) Does the company participate in industry or academic initiatives or partnerships aimed at promoting positive workplace mental health?
b) Does the company engage customers and/or suppliers in industry or academic initiatives or programmes aimed at promoting positive workplace mental health?

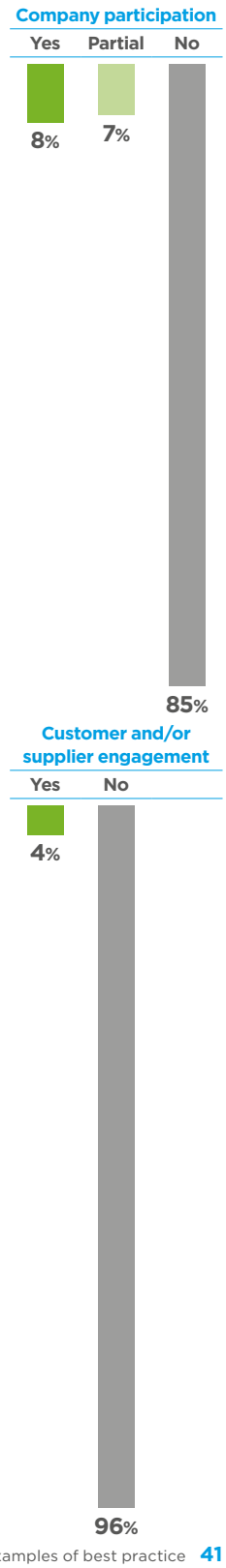
Promoting workplace mental health is a shared responsibility that extends across individual companies, industry sectors and society at large. Advancing progress and elevating standards requires companies to:

- support academic research initiatives focused on enhancing workplace mental health
- share knowledge and expertise with industry peers to drive collective improvement
- engage in public policy discussions to advocate for stronger workplace mental health practices
- participate in industry and stakeholder initiatives aimed at advancing mental health in the workplace.

Reflections

Some companies cite partnerships with mental health service providers (such as app developers) as part of their internal support offerings, or partnerships with external experts that inform the company's own mental health approach. However, this question specifically looks for collaborations with industry peers or academic institutions aimed at driving broader progress – such as sector-wide initiatives to improve workplace mental health – rather than commercial arrangements in which a supplier provides mental health services or products to a company.

Below are three examples of companies participating in industry or academic initiatives aimed at promoting workplace mental health, followed by two examples of companies engaging their value chain on workplace mental-health-related industry initiatives.



Nestlé

EMEA

"Nestlé actively engages with external networks such as the Global Occupational Safety and Health Network (GOSH), the Consumer Goods Forum, and the European Health Network. Through these collaborations, we share our holistic health initiatives, and learn from other companies' best practices, contributing to collective progress and the advancement of the overall health agenda."

Nestlé, 'Workplace health, well-being and safety'[51]

Goldman Sachs Group

North America

"As a founding member of the MindForward Alliance in London (for the [Europe, Middle East and Africa] region) and the City Mental Health Alliance in Hong Kong (for the [Asia-Pacific] region), and as a participant in the National Alliance on Mental Illness (NAMI) Workplace Mental Health Collaborative in the United States, we join with global networks of employers dedicated to transforming workplace culture. By sharing best practices and developing innovative solutions with these partners, we actively contribute to raising mental health awareness, improving early identification, and enhancing access to care for those across the professional landscape."

Goldman Sachs Group, 'The importance of promoting resilience at work'[52]

Novartis

EMEA

"Novartis is a founding member of The Future of Workforce Health Initiative led by Harvard Medical School. It aims to identify cutting-edge solutions and practices for improving employee health and productivity, with a focus on enhancing mental health and wellbeing."

Novartis, 'Caring for the mental health and wellbeing of our people'[53]

Johnson & Johnson

North America

“The J&J Foundation’s $1 million grant to Americares helps [to support] the mental health and wellbeing of health workers during and after disasters. Recognizing the unique layer of distress they face, Americares provides health workers responding to disasters with psychological first aid, crisis stabilization, coping support and specialized training in stress management and resilience building. … This investment enables Americares to maintain rapid response capabilities, quickly deploying emergency response experts, including mental health specialists to support first responders and health workers, and more. Together, this work extends beyond addressing immediate trauma to building sustainable practices that protect the resilience of health workers for whatever challenges may come next.”

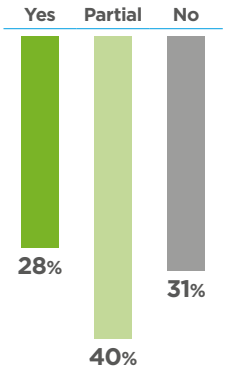
Johnson & Johnson, ‘How Johnson & Johnson supports health workers before, during and after natural disasters’[54]

Shell

EMEA

“Since 2012, Shell introduced the Maritime Partners in Safety programme with the aim of improving safety across the sector by working with the world’s leading 500 shipping and maritime companies. … Shell also commissioned the UK-based Institute of Employment Studies to research the factors that influence psychological and physical health in the seafaring community, the difference well-being has on incidents and safety at sea, and what can be done to help seafarers at work. This research informed the development of the Mental health and well-being resources that are available on Shell’s external portal for its contractors and the global shipping industry.”

Shell, ‘Employee health and wellbeing’[55]



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

Companies should cultivate a culture of openness and transparency around mental health across the organisation. Encouraging employees to share personal stories and participate in internal campaigns is a powerful way to raise awareness and reduce the stigma surrounding mental health issues among staff and wider stakeholders.

Examples typically include corporate social media content focused on mental wellbeing, articles and blogs on company websites in which employees share personal experiences of mental health challenges, and detailed reporting of internal communication mechanisms.

Oracle

4

North America

"We use SLACK as a wellbeing communication channel, with approximately 2,000 employees now following the channel with high levels of engagement. A monthly wellbeing employee newsletter 'My Wellbeing, My Life', together with a dedicated website, contain all the available resources in one place."

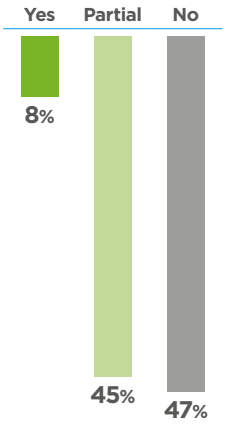
Oracle, 'Encouraging vitality and a healthy quality of life'[56]

"A big part of [employee resource groups'] remit is open communication. Oracle groups like the Military Affiliated Veteran Employee Network (MAVEN) and the Oracle Diverse Abilities Network (ODAN) have already devoted time to mental health discussions by sharing personal experiences and learning resources. ODAN is currently trialing peer-to-peer support which will give members a space to share lows, highs and everything in between in person or via Zoom."

Oracle, 'Making mental health and well-being a community priority'[57]

Performance reporting and impact

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



The annual report is a vital document for shareholders, providing a comprehensive overview of a company's financial performance and operations. We encourage companies to include their workplace mental health strategies within this report. This enables shareholders and other stakeholders to evaluate how the board is addressing the risks and opportunities related to mental health management.

This question does not seek to evaluate the volume of a company's reporting on this topic. Rather, it examines the quality of disclosure on how the board oversees mental health as a strategic issue. Comprehensive reporting may be succinct as long as it includes most of the following elements:

- a clear management commitment to workplace mental health
- an explicit statement of the company's expected standards for mental health in the workplace
- a detailed description of the governance framework overseeing workplace mental health, including board or senior management involvement
- a commitment to continuous improvement and transparent public reporting on performance.

United Parcel Service

North America

"Our board, directly and through the Compensation and Human Capital Committee, is responsible for oversight of human capital matters. Effective oversight is accomplished through a variety of methods and processes including regular updates and discussions around human capital, compensation and benefits, technology initiatives impacting the workforce, physical- and mental health and safety matters. ...] Our Comprehensive Health and Safety Process ("CHSP") is the foundation of our proactive risk management approach. This approach includes physical safety and mental health considerations, spans job functions from package handling to management roles, and is applied across all environments worldwide, from package sorting facilities to our executive offices. ... We support employee health and well-being through various programs, including our 'Industrial Athlete' program, which focuses on physical conditioning, nutrition and fatigue management in addition to providing extensive programming and training designed to reduce stress-related risks, strengthen resilience, and support employees' mental health."

United Parcel Service, 'Notice of annual meeting of shareowners and proxy statement: 2025 annual report on form 10-K'[58]

SAP

EMEA

Our Actions and Targets

IRO Identifier	Sub-Topic	Targets/Metrics
Positive impact S1-IRO4	Health and safety	To achieve the objectives of our policy, we have set the following targets: Business Health Culture Index (BHCI): The BHCI score for 2025 was 81% (2024 (revised): 80%; 2024 (as reported): 78%), which meets the target range of between 80% and 82%. Run Healthy Program:[1] We aim to have 100% of the workforce covered by 2027. For 2025, we achieved 73% (2024: 37%). Management sets and tracks targets, taking historical data and expected developments into consideration and bearing in mind the interests of our own workforce. BHCI is measured twice a year and Run Healthy Program coverage is measured once a year. For more information about the methods used to determine the KPIs and targets, see below.

[1] Does not include employees at SmartRecruiters.

The Global Health, Safety & Well-Being team provides global frameworks and a comprehensive health, safety, and well-being portfolio to enable SAP's business and organizations at all levels to run healthy and safe. At SAP, key health and safety management focus areas are: stress management, self-management, work-life balance support, personal resilience, a psychologically safe work environment, an ergonomically safe office setup, travel medicine, pandemic management, vaccinations, road safety, and general medical prevention. As an enterprise software company, SAP does not have the occupational health and safety issues associated with manufacturing or heavy-industry jobs. Most of our people have sedentary, intellectually demanding jobs in a constantly changing business environment that requires considerable flexibility and agility. SAP therefore has no global workplace accident prevention policy or management system in place. However, local workplace accident prevention programs are in place in several SAP locations around the world. Employees have access to services and enablement resources, and are informed about them in SAP's internal employee portal, monthly newsletters, live information sessions, and campaigns. They can also reach out to the SAP Health team directly. In addition, SAP offers digital solutions such as our SAP generative AI copilot, Joule (for more information, see the Our Product Strategy section) and SAP Health Navigator to guide SAP's people to relevant health content by considering their individual needs and location, and to gather their feedback to drive the highest standards of quality.

Key global health programs include:

- The Employee Assistance Program, which offers 24x7, around-the-clock emotional support and practical advice for all of life's challenges for all of SAP's employees and their immediate family members.
- The Mental Health Initiative, which offers monthly global sessions (such as mental health training for employees and managers) and expert consulting.
- The Mental Health First-Aider Program, which has expanded its reach to cover more countries and train more first aiders in existing countries.
- Ergonomics training, consulting, and sessions with a global reach.
- Activities, such as the Fit@SAP challenge platform, micro breaks with Breakthru, live sessions, and self-paced resources to foster physical activity are accessible to all employees globally. Several of our locations around the world have sports facilities and offer sports and exercise classes.

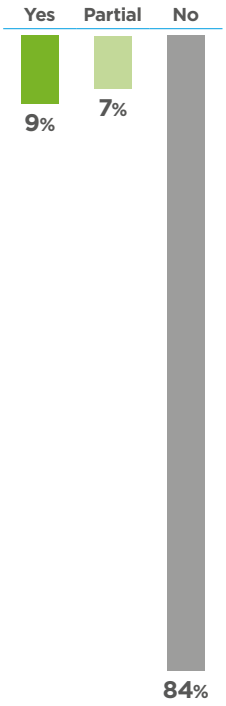
The prevention and mitigation of occupational health and safety impacts is supported by SAP's dedicated crisis management and business continuity frameworks, which support all SAP employees worldwide in global, regional, and local crisis situations. To safeguard our people while traveling on business, we offer medical and security assistance through our Travel Assistance Program.

SAP utilizes the enablement capabilities of global internal multiplier networks such as the Health Ambassador Network, and external training and certification, to ensure health and safety competence across the organization.

Safeguarding the mental health of all our employees is key to our ability to provide innovative solutions for our customers. SAP has a long tradition of acting against stigmatization and of applying the Employee Care Cycle, which covers prevention, early detection, case management, and re-integration. In addition, the Stress Satisfaction Index serves as an early-watch KPI, which SAP monitors to measure resilience on an individual level and to determine courses of action on individual and organizational levels. A Country Health Dashboard (available for countries with at least 50 employees) supports the identification of health risks at country level.

SAP, '2025 SAP integrated report'[59]

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



Beyond publishing policy commitments and management practices, we encourage companies to provide regular progress updates on their mental health objectives or targets. Such reporting enhances transparency and serves as a vital accountability mechanism, helping to maintain focus on continuous improvement in workplace mental health.

This question is assessed only for companies that disclose formal objectives for managing workplace mental health (see Question 13). Examples of ways to report progress include comparing self-reported employee wellbeing metrics against target levels and outlining the proportion of employees covered by support programmes relative to defined targets.

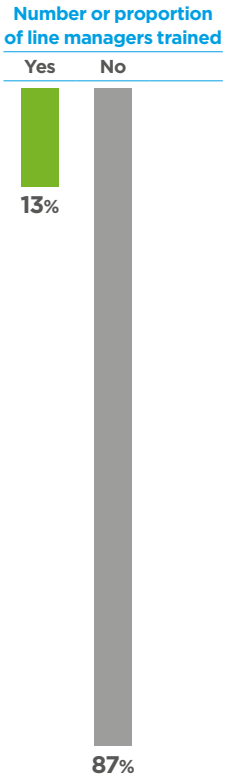
Novo Nordisk

EMEA

"To improve mental health and well-being we set targets at EVP [executive vice president] level to reduce the share of employees reporting symptoms of stress by 10% year on year. … Employees responding that they experienced symptoms of stress increased slightly by 0.2% to 14.0% in 2025 (compared to 13.8% in 2024), hence the target of 10% annual improvement has not been met at company level despite slight reduction in stress levels across most EVP areas."

Novo Nordisk, 'Mental health and well-being'[60]

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



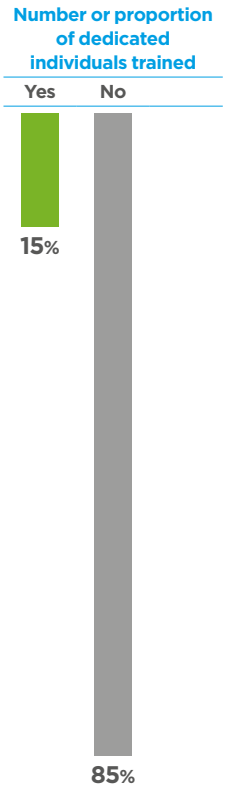
The successful implementation of a mental health strategy relies on managers and designated individuals who are skilled in leading initiatives and creating a supportive environment where employees feel safe discussing their mental health. By fostering openness, they help to reduce stigma and facilitate early intervention.

We encourage companies to invest in training for line managers and designated individuals as this is essential to effectively delivering workplace mental health programmes.

Reflections

Our research finds that the number of companies reporting that training is provided tends to be much lower than corresponding reporting on training on uptake. This suggests that companies may track figures internally but not disclose such data publicly, or that they lack systems and processes for capturing training data. We encourage more consistent reporting of these metrics to demonstrate a commitment to building organisational capacity for supporting workplace mental health.

Below is an example of a company reporting on the number of managers trained in workplace mental health, followed by an example of a company reporting on the number of dedicated individuals trained.



Toronto-Dominion Bank

North America

"In the U.S., we launched a new People Manager training called Notice and Respond. In 2025 we had over 1,800 people managers attend the live training to learn ways to identify a potential mental health crisis within their teams and how to appropriately respond to concerns."

Toronto-Dominion Bank, 'TD's approach to mental health in the workplace'[61]

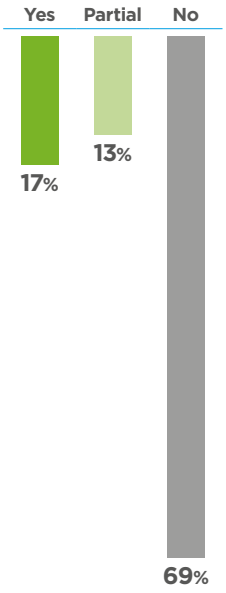
Bristol Myers Squibb

North America

"Scaling peer mental health support globally: We expanded peer-based support through our global Mental Health Allies network, which grew to 500 trained allies in 2025. Expansion into Switzerland and additional regions outside the U.S. increased access to peer support and helped connect colleagues with appropriate resources globally."

Bristol Myers Squibb, '2025 impact report: building a better future'[62]

Q26. Does the company report on the uptake of its mental health programmes or initiatives?



Successful implementation of mental health strategies relies on active employee participation. We encourage companies to track engagement with mental health support and awareness initiatives to assess effectiveness, guide future priorities, and understand where resources will have the greatest impact.

We encourage companies to use their data systematically to inform strategic decisions and evaluate the return on investment of their interventions.

Examples of uptake metrics include the rates at which employees are accessing wellbeing services or apps, and participation rates in training and other awareness-raising activities. For full marks, companies are required to report on the uptake of multiple programmes or initiatives.

Intel

North America

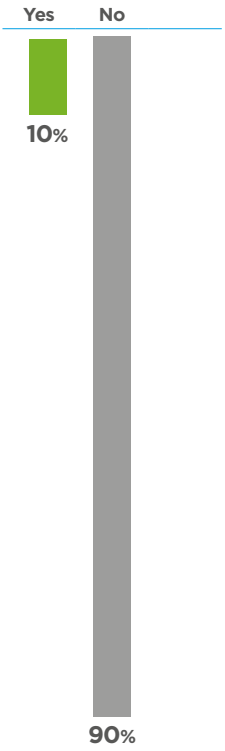
> In 2024, 30% of our employees participated in Intel's global wellness program, known as the Intel® Vitality Program. 38,175 unique individuals participated in at least one wellness service.

Intel, '2024–25 corporate responsibility report'[63]

> Over the course of the year, almost 10,000 employees used Headspace an average of 12 sessions per month.

Intel, '2023–24 corporate responsibility report'[64]

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



Managing workplace mental health is inherently complex, and health-related data must be handled with the utmost care and sensitivity. Nevertheless, it is essential for companies to establish meaningful performance metrics to evaluate the effectiveness of their mental health strategies.

This question does not prescribe specific indicators but encourages companies to develop and implement meaningful qualitative and quantitative metrics tailored to their unique workforce and strategic goals. Companies are best placed to identify the measures that provide the most valuable insights for monitoring progress and fostering continuous improvement in their mental health approach.

We encourage companies to prioritise key performance indicators (KPIs) that directly reflect the impact of their mental health strategies, rather than broader wellbeing measures. We also encourage them to adopt more transparent reporting to strengthen evaluation across the board.

Reflections

We recognise that developing confidence in the accuracy and reliability of such data takes time – many companies first refine internal tracking systems before disclosing information publicly. In addition, the personal and confidential nature of mental health data understandably makes organisations cautious about reporting externally.

Nevertheless, robust measurement matters. Many companies cite specific business risks or opportunities – such as productivity, retention or absenteeism – as drivers for their mental health approach. Without reliable data, they cannot evaluate whether their interventions are effectively addressing these risks or opportunities, or understand the return on their investment.

This question aims to highlight meaningful examples of mental health KPIs, broadening understanding of effective measurement practices and supporting more companies in developing robust, evidence-based approaches.

MSD

North America

“Mental well-being indicators are reviewed alongside broader workforce metrics such as engagement, retention and absence trends to assess the overall impact of our approach, including how employees use available support, how quickly they can access care and whether services deliver meaningful, sustained improvement. … Clinical outcomes demonstrate meaningful improvement across modalities. Eighty percent of employees who engaged in care reported meaningful improvement or recovery, with outcomes sustained over time. Among employees receiving therapy, 79% showed improvement while employees participating in coaching reported an 83% improvement rate, underscoring the value of both approaches in supporting mental well-being.”

MSD, ‘Caring for our people, strengthening our future: 2025–2026 annual wellbeing report’[65]

Toyota Motor

Asia-Pacific

Key KPIs

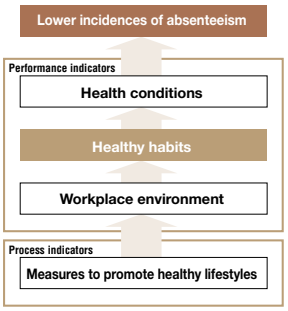
- Review KPIs to gain insight into mental and physical status of health ranging from improving healthy habits to reducing work absences

2023 (Toyota Motor Corporation)

	2023 perspective
Employees on leave	Workforce of 801 employees or less
⟨Physical⟩ Persons on leave for lifestyle-related diseases	5% reduction compared to 2022
⟨Mental⟩ Newly on leave	2% reduction compared to 2022
Recurring absences	5% reduction compared to 2022
⟨Healthy Lifestyle Challenge 8⟩ (Average results from adopting 8 healthy lifestyle habits)	6.4/8

2024 (Toyota Motor Corporation)

				2024 perspective
Ongoing	Employees on leave			Workforce of 801 employees or less
New	Health conditions	Physical	Health score 6 (Average number of applicable cases within the six inspection criteria)	4.37/6
New		Mental	Percentage of people experiencing high levels of stress	18.9%
Ongoing	Healthy habits		Healthy Lifestyle Challenge 8 (Average results from adopting 8 healthy lifestyle habits)	6.4/8
New	Workplace environment		Attitude towards creating healthy lifestyles Percentage of workplaces implementing plans systematically	50%
New	Health measures		⟨Participation rate in company-wide plans⟩ Walking events	20%



Toyota Motor, 'Sustainability data book'[66]

Philip Morris International

North America

"As part of our regular employee listening activities, we used to ask employees each year about their perceptions of well-being. However, simply tracking overall perception of well-being did not reveal the underlying causes. To address this, we conducted an in-depth study in 2021 to identify the main drivers of well-being and distilled them into three key questions included in our company-wide employee survey, which we track annually and together form our Wellbeing Index. The percentage scores of the three questions are combined and calculated as a simple average. We aim to keep this index above 80 percent and will continue to collect data on each dimension, using the results to guide our actions. As of this year, this new aspiration replaced our previous KPI, which focused on the perception of well-being among our employees.

Our Wellbeing Index score, which stood at 82 percent in 2025, was part of our management performance assessment, reflecting our commitment to well-being and company culture."

Philip Morris International, 'Change in motion: PMI value report 2025'[67]

Endnotes

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