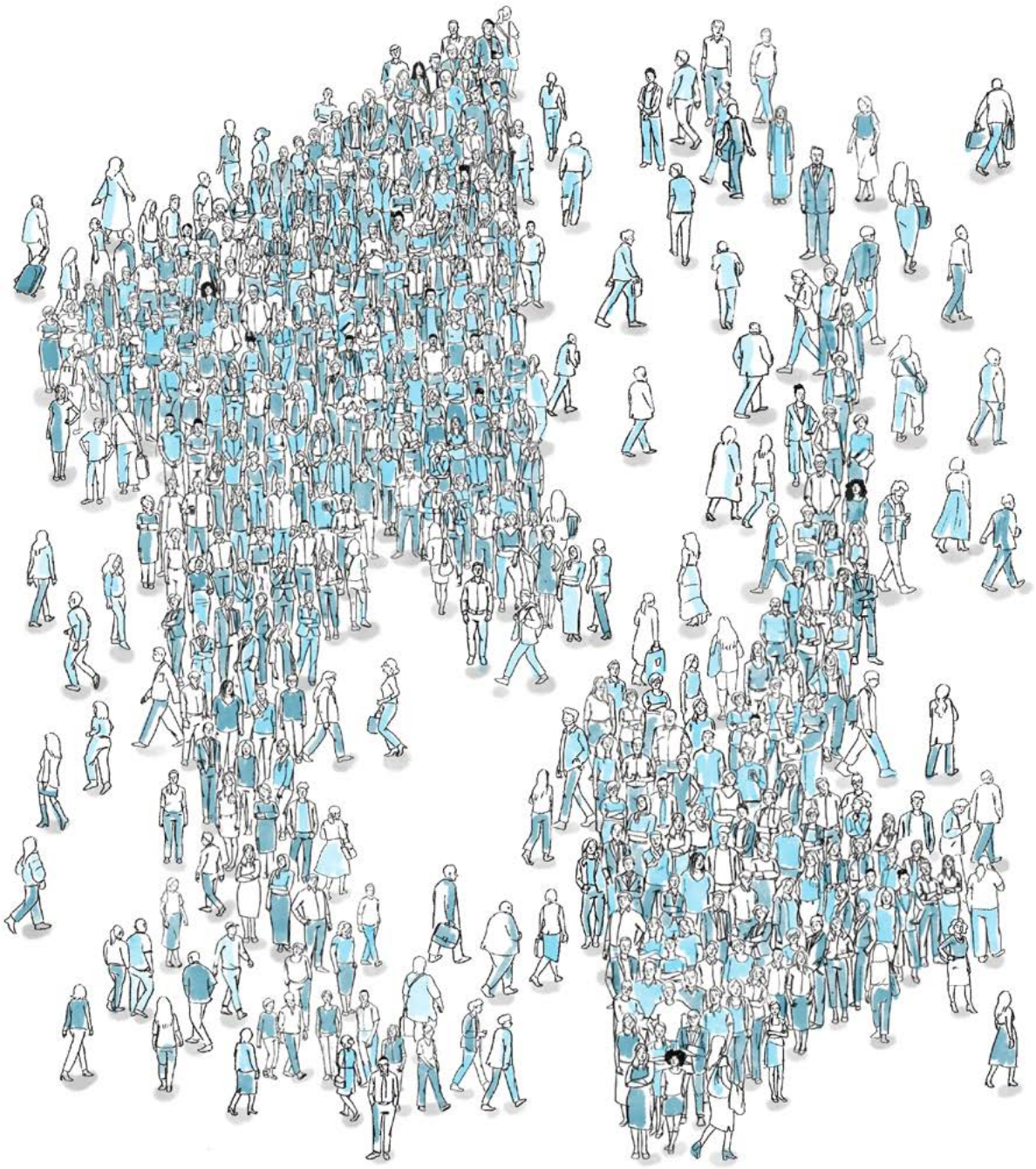
CCLA Corporate Mental Health Benchmark

UK 100

Five-year longitudinal overview

2026



CCLA

GOOD INVESTMENT

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Please note that previous benchmark reports included a chapter featuring company case studies. These are now published in a separate document, 'Company examples of best practice', available on the CCLA website.

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

Acknowledgements

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

First, the **Expert Advisory Panel:**

- Elizabeth Sheldon, Chief Operating Officer and Executive Director at CCLA (co-chair)
- Lord Dennis Stevenson CBE, founder of MQ: Mental Health Research, promoter of the Mental Health (Discrimination) Bill and co-author of the Thriving at Work review (co-chair)
- Dr Ben Allen, Director of Sustainability Issues and Analysis at Principles for Responsible Investment
- Dr Richard Caddis, Chief Medical Officer at Rolls-Royce
- Dr Sarah Hughes, CEO of Mind, and strategic board advisor and founder of The Muse Nine
- Dr Shekhar Saxena, global mental health consultant, former Professor of the Practice of Global Mental Health at Harvard T.H. Chan School of Public Health and former Director of Mental Health at the World Health Organization
- Dr Junko Umihara, Visiting Professor at the Diversity Organization, Showa Women's University.

Second, the **82 benchmarked companies** that made time to engage with the assessment process.

Third, the **55 global investors** that support CCLA's engagement efforts on this topic.

Finally, at CCLA, Dr James Corah and Peter Hugh Smith, and at Chronos Sustainability, Dr Rory Sullivan, Hannah Wakelin, Josie Zenger and the team of analysts that carried out the company assessments.



Working for a better world

Sustainability risks are typically global in reach and systemic in nature. Climate action failure, geopolitical instability, erosion of social cohesion, public health crises – these risks represent system-wide dangers and will eventually affect all companies, regardless of what they do or where they are based.

At CCLA, we seek to engage with companies on problematic areas with the aim of making them better. We also aim to be a catalyst for change in our industry and to kick-start investor action on underserved sustainability risks. Doing so successfully requires us to think outside the confines of our investment portfolios. Rather than just trying to change one company at a time, one topic at a time, we also aim to change the norm – the expected way in which business is done.

The CCLA Corporate Mental Health Benchmark is designed to incentivise major employers to create the working conditions in which every individual can thrive. It is also designed to open a conversation with investors about the role of mental health in assessing the overall health of a business.

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

Foreword

Sojan Joseph MP, Chair of the All Party Parliamentary Group on Mental Health

Before becoming an MP in July 2024, I worked in mental health services in the NHS for 22 years. As a result, when I was elected, the issue of mental health was a key priority of mine.

In some areas – such as willingness to speak about mental health, breaking down stigma, increased awareness and the new Mental Health Act passing into law – we have seen very positive movement. However, we still have a lot of work to do – certain stigmas still remain, we still haven't reached the parity of esteem between mental and physical health, which has been promised by consecutive governments, and mental health services are still yet to recover from austerity.

It is important for businesses to play a role in supporting their employees' mental health, alongside the third sector, thereby assisting the NHS and both central and local government. This is why it is so welcome that 74 companies, with a combined 5.3 million employees worldwide*, have seen an improvement as measured by the Corporate Mental Health Benchmark, set out by CCLA and including guidelines from the World Health Organization and the International Labour Organization.

Measures introduced by the Labour government to strengthen job security, increase pay and improve employment rights will inevitably improve mental health in the workplace. However, we still need to make sure that the issue of mental health remains firmly on the agenda for employers, ensuring that they provide a healthy workspace and working environment for their employees. This is why frameworks such as the CCLA Corporate Mental Health Benchmark are so crucial, as they help to ensure that each sector is reaching its intended targets.

There is also a clear economic case to be made for prioritising mental health as an issue. In the UK, around one in eight young people aged 18–25 is not in education, employment or training (NEET), and this economically inactive demographic also has a disproportionately high level of mental health issues. Furthermore, the cost to employers of having to rehire staff because of the growing number of people with long-term health conditions, including mental health conditions, is damaging to businesses and growth. And this is before we take into account the genuinely beneficial effects work can have on people with mental health issues, providing them with structure and an opportunity to socialise – something that I saw first-hand working as a mental health nurse.

Whether you are an elected representative such as myself, someone setting standards through targets and benchmarks in the third sector, or an employer in the private sector, we all still have a lot of work to do to ensure that mental health stays high on the agenda.

A note on currencies quoted in this report

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

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

	GBP (£)	USD ($)
GBP (£)	1.0	1.36
USD ($)	0.73	1.0

*Figures include both UK and Global benchmarks

Executive summary

We are pleased to present the findings of the 2026 CCLA Corporate Mental Health Benchmark – UK 100. Now in its fifth year, the benchmark has become an important framework for companies seeking to strengthen their approach to managing and reporting on workplace mental health. It also serves as a valuable accountability tool for investors and other stakeholders looking to understand how businesses are addressing the risks and opportunities associated with employee mental health.

The Covid-19 pandemic brought mental health and employee wellbeing into focus for many employers, highlighting the critical importance of psychological safety and support in the workplace. Several years on, these issues remain firmly on the agenda. Organisations are now facing a new wave of challenges, including economic uncertainty, geopolitical instability, rapid technological shifts and the escalating effects of climate change. In this increasingly complex environment, the pressures on employees' mental resilience continue to grow, making it essential for businesses to maintain a strong focus on supporting the mental health and wellbeing of their people.

Employers must also recognise the significant economic cost of failing to address workplace mental health. In England alone, mental ill-health at work is estimated to cost nearly £110 billion each year through staff turnover, presenteeism, economic inactivity and sickness absence.[1] Across Great Britain, 22.1 million working days were lost to work-related stress, depression and anxiety in 2024/2025.[2]

Against this backdrop, strong leadership and robustly designed wellbeing programmes can play a crucial role in reducing both the human and the financial impact of poor mental health at work. Deloitte's 2024 'Mental health and employers' report found that employers see an average return of £4.70 for every £1 invested in employees' physical and mental wellbeing – equivalent to a 370% return on investment – driven by higher productivity and lower levels of absenteeism and presenteeism.[3]

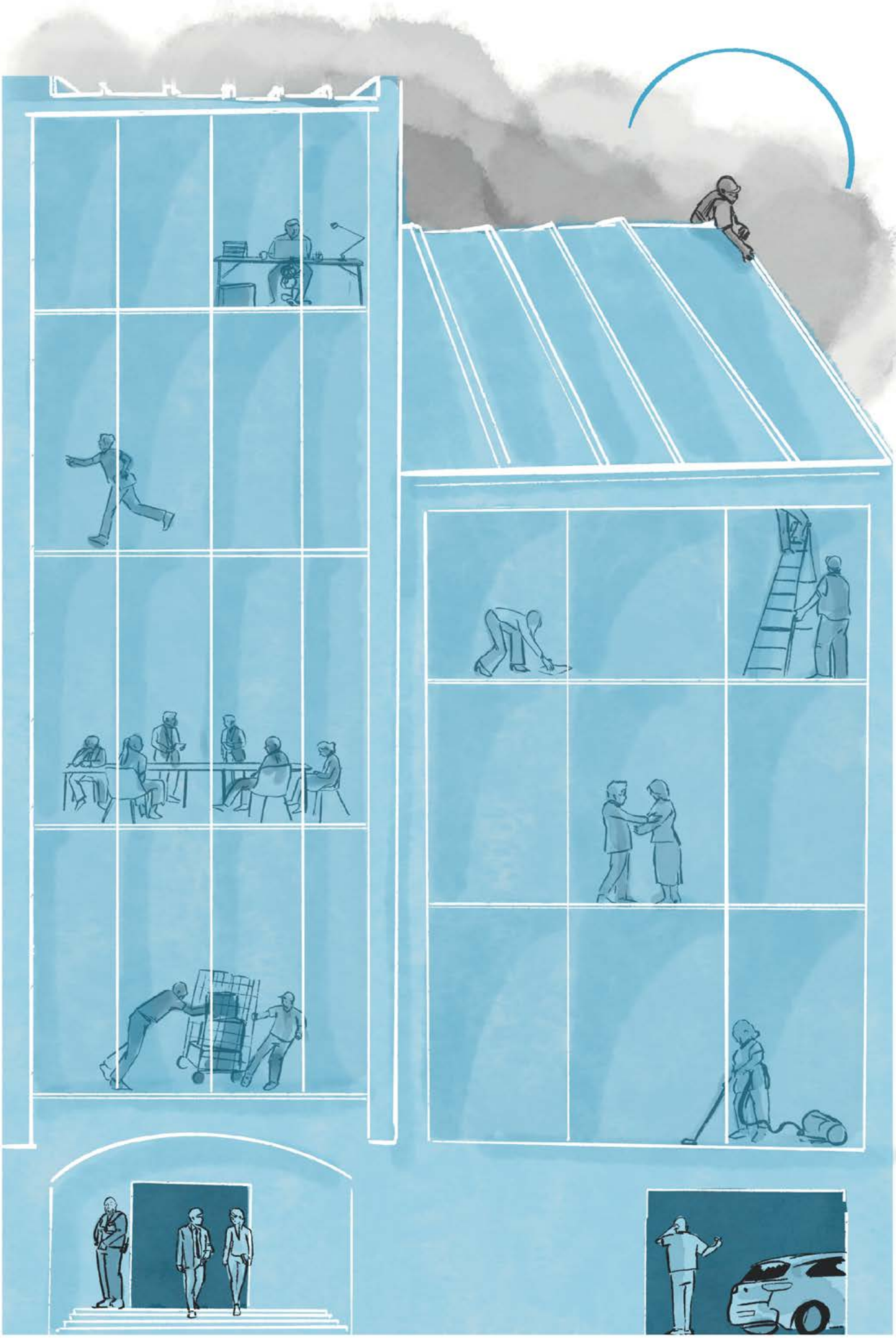
This benchmark assesses the public disclosures of 100 UK-listed companies, selected according to market capitalisation and workforce size.* This year's report also includes a trend analysis, examining how corporate approaches to workplace mental health have evolved since the benchmark was launched in 2022. Drawing on five years of data, the analysis offers insight into the extent to which workplace mental health is becoming embedded within governance, strategy and workforce management across the largest UK-listed companies. It highlights areas of sustained progress, identifies persistent gaps in performance, and explores broader trends in corporate disclosure and management practice.

The combined workforce of the 100 companies covered by the 2026 UK benchmark† is

4.5 million employees

*The 100 businesses selected for inclusion in this benchmark were determined using a specific set of considerations, including market capitalisation, workforce size, investor interest and previous inclusion in the benchmark. All are UK listed.

†See Appendix 3.



2026 performance summary

Of the 100 companies assessed:



have improved their performance tier

These companies improved sufficiently to move up a performance tier, to the implied benefit of over 730,000 workers. Of these companies, 19 moved up one tier and one moved up two tiers.



rank in the top two performance tiers

This is compared to just 10 at the benchmark's outset in 2022. It suggests that more than 1.2 million workers benefit from workplaces with a mature strategic approach to mental health. Thirteen companies achieved performance tier 1, compared to just three at the benchmark's outset.



have increased their score

Of these 55 companies, three improved their overall score by 30 percentage points or more over the past year. A further 15 increased their score by more than 10 percentage points.



sit in the lowest performance tier

Fifteen companies find themselves in performance tier 5. This suggests that over 380,000 people work for businesses that have yet to demonstrate meaningful action to protect and support workplace mental health.

2026 engagement summary

82% of companies engaged with the benchmarking process, compared to 77% last year

- 79 companies engaged directly with CCLA over the past year.
- 53 companies reviewed their preliminary assessment, with many providing substantive feedback.
- 50 companies both engaged with CCLA and reviewed their preliminary assessment.

55 investors, with a combined $10 trillion in assets under management, support engagement efforts

- The global investor statement on workplace mental health[4] was launched in July 2022 with 29 founding signatories representing $7 trillion.
- At the end of 2025, the coalition had grown to 55 investor signatories with a combined $10 trillion in assets under management.*



CCLA
GOOD INVESTMENT

Global investor statement on workplace mental health

As long-term institutional investors, we believe that protecting and promoting good workplace mental health is a business imperative, relevant not only to a company's duty of care to its employees but also to its bottom line.

It is potentially material to long-term value creation and a relevant consideration when forming investment views on companies and sectors across global capital markets.

Employment can have a positive impact on mental health, and the principles good work[1] are proven to support good mental health, prevent new mental health problems from arising and help those with existing conditions to succeed in work.[2]

Effectively managing mental health in the workplace also saves money, through enhanced productivity, increased innovation, reduced absence to sickness, and lower staff turnover. In the UK alone, Deloitte found an average return of £5.30 for every £1 invested in workplace mental health interventions.[3]

We recognise the mutual benefit to investors, businesses and society of taking action on mental ill-health in the workplace. We therefore call on the companies in which we invest to consider the business risks and opportunities associated with mental health. We ask that business performance is optimized, through the elimination of avoidable costs associated with mental ill-health and efforts to create the working conditions under which every individual can thrive.

As responsible investors, and consistent with our fiduciary duty to our beneficiaries, we will seek to use the findings of the CCLA Corporate Mental Health Benchmarks to encourage companies to take the following actions:

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

1 Good work principles include diversity, equity and inclusion; fair pay and financial wellbeing; employee information and consultation; flexible working; career progression and job adjustment; anti-bullying and non-harassment.
2 Stevenson, D. and Farmer, P. (2017) 'Thriving at Work: The Stevenson/Farmer Review of Mental Health and Employers.' Online at https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/658145/thriving-at-work-stevenson-farmer-review.pdf.
3 Deloitte (2022) 'Mental Health and Employers: The Case for Investment – Pandemic and Beyond.' Online at https://www2.deloitte.com/content/dam/Deloitte/uk/Documents/consultancy/deloitte-uk-mental-health-report-2022.pdf.

The global investor coalition on workplace mental health

The CCLA Corporate Mental Health Benchmark serves as an important engagement tool and an accountability mechanism for a growing global coalition of institutional investors and asset owners.

Launched in July 2022, the global investor statement on workplace mental health[5] had 29 founding signatories that together represented $7 trillion (£5.1 trillion) in assets under management. By the end of 2025, the statement had 55 investor signatories representing a combined $10 trillion (£7.3 trillion).*

The statement outlines how investors expect companies to optimise business performance by addressing employee mental health. It focuses both on ensuring a healthy and productive workforce and eliminating unnecessary costs associated with poor mental health. It calls on companies to develop and implement effective management systems and processes on workplace mental health, and to report annually on their workplace mental health strategies and performance.

*Supporting investors' assets under management updated annually.

Key insights into mental health management in 2026

Almost all companies continue to prioritise mental health, with many strengthening their commitments

As in 2025, almost all of the assessed companies (99%) recognise mental wellbeing as a relevant area of management focus. Two thirds (67%) articulate the business case for action by outlining the risks and/or opportunities associated with workplace mental health. In addition, nearly half of the companies (44%) have issued a CEO statement and over half (58%) have published a broader management commitment aimed at fostering a culture of openness around mental health.

Four in five companies have published a workplace mental health policy or equivalent

A workplace mental health policy (or equivalent documentation) signals that a company has adopted a formal approach to managing mental health at work. While the existence of a policy does not in itself guarantee effective implementation, it is encouraging that 82% of the assessed UK companies now publish a formal strategy on workplace mental health, indicating that they regard the issue as a significant business priority. However, only 42% of the companies explain how these policies are put into practice. These companies should consider publishing details of their governance structures, corrective actions and commitments to continuous improvement, as well as clearly defined expectations or standards relating to workplace mental health.

Companies continue to risk failing employees through a lack of targeted mental health training for line managers

Just over half (56%) of the assessed companies report on training provided to line managers. This figure is low in the context of the key influence that line managers have on employees' workplace experience and their frontline role in supporting mental health. Only 32% of the companies report the number of line managers trained. In contrast, more companies focus on the provision of training to individuals with dedicated responsibilities for mental health, such as mental health first aiders: 62% of the companies report such training, and 46% report the number of dedicated individuals trained.

Companies continue to invest in mental health support and awareness, but few use data to measure impact and drive improvement

The assessed companies now almost universally provide mental wellbeing support. Nearly all (99%) offer at least one form of support, such as employee assistance programmes, counselling services or digital mental health apps, while 96% have developed internal initiatives aimed at raising employee awareness and understanding of mental health. However, far fewer companies (41%) are using data and insights to inform their mental health strategy. Similarly, while most companies invest in support services and awareness-raising initiatives, only 47% report on employee uptake and only 23% disclose key performance indicators used to measure the effectiveness of their mental health strategy.

Five-year data summary

For the first time in 2026, we are able to look back at five full years of UK company data. Here is a summary of the findings, with comprehensive analysis in chapter 3.

The UK benchmark continues to drive improvements in company performance, although progress is beginning to slow

The average benchmark scores show a modest but steady increase year on year between 2022 and 2026, with a minimal increase between 2025 and 2026. This suggests sustained but potentially slowing corporate attention to workplace mental health. Overall, the benchmark scores rose from an average of 35% in 2022 to 47% in 2026. The proportion of companies achieving tier 1 status has increased steadily over the five-year period.

Companies are responding to the benchmark criteria, with distinct patterns of progress emerging over time

Analysis of company performance over the five-year period reveals a number of distinct 'company journeys' in how organisations have responded to the benchmark criteria. Some have maintained a consistently strong performance ('high performers') while others have demonstrated slower but sustained improvement ('significant improvers' or 'gradual improvers'). In contrast, some companies have shown limited progress or declining performance ('inconsistent performers', 'backsliders' or 'low performers').

These diverging trajectories point to a growing gap between companies that are embedding increasingly mature approaches to workplace mental health and those where progress has stalled. See Chapter 3 for more information on these company journeys.

Performance across all assessment pillars has improved, although progress remains uneven

The most significant improvements from 2022 to 2026 can be seen in the management commitment and policy pillar, where the average score has increased by 17 percentage points. This reflects stronger leadership engagement, governance structures and management systems. The governance and management, and performance reporting and impact pillars have also seen significant increases. Leadership and innovation has seen the smallest increase, largely due to methodological changes in the benchmark.[6]

Performance has improved across almost all benchmark criteria, with some criteria more strongly linked to overall success

Nearly all of the individual benchmark criteria have recorded improvements over the five-year period, with a majority of the questions improving their average score by more than 10 percentage points. Analysis of individual criteria against companies' overall scores shows positive correlations with several management commitment and policy criteria. This suggests that companies demonstrating stronger strategic intent and leadership engagement tend to perform better in the benchmark overall.

Our recommendations for employers

We encourage all listed companies – regardless of size, location or sector – to reflect on the findings in this report and take meaningful action to strengthen workplace mental health. In particular, we recommend that companies:



1. **Demonstrate a leadership commitment to mental health at the highest level.** Publish a clear statement from the CEO setting out the company's commitment to workplace mental health and its strategic importance.

2. **Develop and publish a robust workplace mental health policy.** Ensure the policy has a clearly defined scope (covering all workers and geographies), supported by detailed implementation plans, governance arrangements and accountability mechanisms.

3. **Set measurable mental health objectives and report on progress.** Establish clear mental health targets or performance indicators and disclose progress regularly to demonstrate accountability and impact.

4. **Promote good work practices that support mental wellbeing.** Provide fair pay and secure, supportive working conditions, while prioritising flexibility, open dialogue, career development opportunities and appropriate role adjustments.

5. **Engage employees in programme design and awareness-raising.** Involve employees in actively shaping mental health initiatives to ensure programmes are relevant, inclusive and effective, while continuing to build awareness and reduce stigma across the organisation.

6. **Support line managers with training and practical tools.** Equip managers to recognise, respond to and support mental health concerns within their teams through appropriate training, guidance and resources.

7. **Collaborate externally to advance best practice.** Work with industry peers, investors, academic institutions and other external partners to share learning, strengthen standards and promote effective approaches to workplace mental health.

Chapter 1

Company ranking 2026

The companies in this benchmark were selected using a range of criteria, including market capitalisation, workforce size, investor interest and previous inclusion in the benchmark. All of the assessed companies are listed in the UK.

In 2026 the benchmark assessed 100 companies, consistent with the number of companies assessed in 2025. Five companies – Bakkavor Group, Direct Line Insurance Group, International Distribution Services, John Wood Group and TI Fluid Systems – were removed from the benchmark following mergers and acquisitions or delisting activity. Five companies – Georgia Capital, Hikma Pharmaceuticals, Jet2, Lion Finance Group and Volex – were added and assessed for the first time.

The 100 companies assessed represent 11 industry sectors, classified according to the Global Industry Classification Standard (GICS): communication services, consumer discretionary, consumer staples, energy, financials, health care, industrials, information technology, materials, real estate and utilities.



Assessment methodology

Independent company assessments and quality assurance took place between 2 March and 6 April 2026. During April, all companies were invited to review their preliminary assessments. Scores were finalised in May.

The benchmark evaluates companies against 27 assessment criteria using information publicly disclosed at the time of the assessment. These criteria are organised across four thematic pillars:

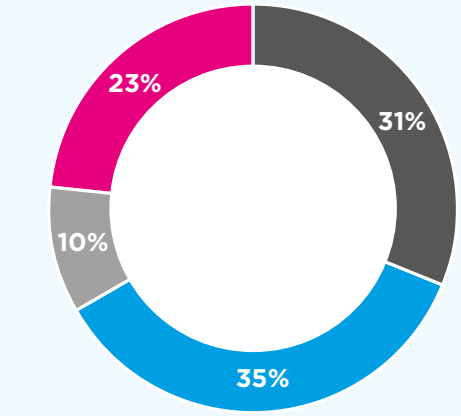
- management commitment and policy
- governance and management
- leadership and innovation
- performance reporting and impact.

Each pillar is weighted as illustrated opposite (see Appendix 2 for the full benchmark assessment criteria).

The rankings are based on each company's overall score as a percentage of the maximum points available in the 2026 benchmark.

Companies are ranked across five performance tiers (set out below). This enables investors and other stakeholders to assess relative performance according to the maturity and comprehensiveness of each company's approach to workplace mental health.

Weighting by assessment pillar (% of points available)



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

Tier	Overall performance score range	Tier description
1	81%–100%	Companies are leading the way on workplace mental health management and disclosure
2	61%–80%	Companies are well on the way to demonstrating a strategic approach to workplace mental health management and disclosure
3	41%–60%	Companies are on the way to developing robust systems for workplace mental health management and disclosure
4	21%–40%	Companies are on the journey and have begun to formalise their approach to workplace mental health management and disclosure
5	0%–20%	Companies are at the start of the journey to adopting a formal approach to workplace mental health management and disclosure

Tier ranking

Within each tier, companies are listed in alphabetical order.

Best → **Work to do**

Tier 1	Tier 2	Tier 3	Tier 4	Tier 5
▲ Admiral Group	△ Anglo American	△ Ashtead Group	Antofagasta	▽ B&M European Value Retail
△ Barclays	△ Associated British Foods	▽ BAE Systems	△ Babcock International Group	British American Tobacco
BT Group	Aviva	▽ BP	Carnival	Bunzl
Centrica	Balfour Beatty	Coats Group	Coca-Cola HBC	▽ Currys
Entain	△ Firstgroup	Compass Group	Convatec Group	DCC
Experian	Hays	Computacenter	Cranswick	easyJet
J Sainsbury	Lloyds Banking Group	▽ Diageo	▽ Dunelm Group	▽ Frasers Group
Legal & General Group	△ Mitie Group	△ Ferrexpo	Greencore Group	○ Georgia Capital
△ National Grid	NatWest Group	Glencore	△ Greggs	Inchcape
Prudential	NEXT	Grafton Group	GSK	▽ Informa
Rio Tinto	Ocado Group	Haleon	○ Hikma Pharmaceuticals	▼ InterContinental Hotels Group
Serco Group	△ Rolls-Royce Holdings	Intertek Group	△ Howden Joinery Group	International Airlines Group
Weir Group	Spirax Group	△ J D Wetherspoon	IMI	Pearson
		△ Johnson Matthey	▽ Imperial Brands	▽ RHI Magnesita
		△ Kier Group	JD Sports Fashion	○ Volex
		Marks & Spencer Group	○ Jet2	
		△ Mobico Group	▽ Keller Group	
		Mondi	Kingfisher	
		Reckitt Benckiser Group	○ Lion Finance Group	
		Sage Group	London Stock Exchange Group	
		Savills	△ Melrose Industries	
		△ Smiths Group	Mitchells & Butlers	
		SSE	RELX	
		▽ Standard Chartered	Rentokil Initial	
		Tesco	▽ Smith & Nephew	
		▽ Unilever	Spire Healthcare Group	
		Vodafone Group	SSP Group	
		WH Smith	Travis Perkins	
			△ Vesuvius	
			▽ Whitbread	
			WPP	

Key:

- ▲ Up two tiers
- △ Up one tier
- ▽ Down one tier
- ▼ Down two tiers
- ○ New to the CCLA Corporate Mental Health Benchmark in 2026
- | Engaged with benchmarking process*

*These comprise the 79 companies that engaged with CCLA during the year and the 53 that reviewed and commented on their preliminary assessment report.

While public disclosures on workplace mental health may not always capture the full extent of the activity taking place within organisations, the benchmark methodology deliberately prioritises public reporting, rather than privately disclosed evidence, in order to promote transparency, comparability and accountability.

The benchmark also seeks to reflect the most current reporting practices by assessing the latest available disclosures. Inconsistent, incomplete or outdated reporting can make it difficult for investors to accurately evaluate how a company is managing workplace mental health risks and opportunities, particularly in comparison with industry peers. Through repeated annual assessments, the benchmark aims to encourage greater transparency, strengthen corporate disclosure practices and deepen understanding of the business implications of workplace mental health.

We hope the findings from this year's benchmark will support companies in strengthening – and continuously improving – their approach to managing mental health in the workplace.

Overall average scores

In 2026, the overall average score across all benchmarked companies increased slightly to 47% (46% in 2025). This suggests companies are continuing to maintain their approach to managing the risks and opportunities associated with workplace mental health.

Among the 81 trend companies (i.e. those assessed consistently over the past five years), the overall average score increased from 47% in 2025 to 49% in 2026, indicating a continued improvement among longer-term participants in the benchmark.



Chapter 2

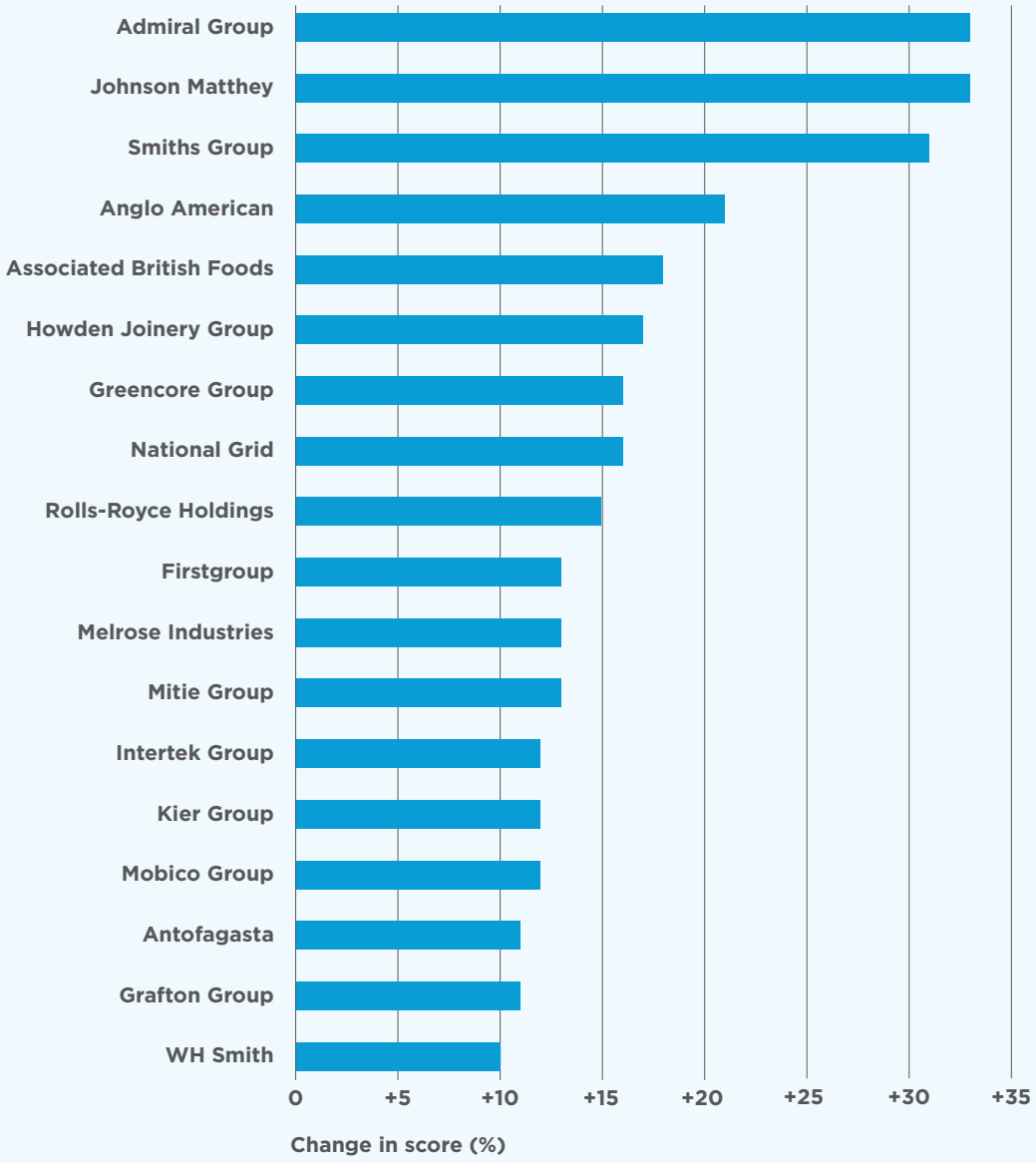
Performance analysis 2026

Most improved companies 2025–2026

Overall, 55 companies increased their score between 2025 and 2026. For three companies, the increase was 30 percentage points or more. A further 15 increased their score by more than 10 percentage points.

The following 18 companies recorded an improvement of 10 percentage points or more between 2025 and 2026.

Companies improved by ten percentage points or more



Top performers by assessment pillar

Here, we list the companies that achieved the highest scores in 2026 by assessment pillar.

Management commitment and policy

Position	Company
= 1	Centrica
= 1	Experian
= 1	Weir Group
= 4	Admiral Group
= 4	Aviva
= 4	Entain
= 4	Intertek Group
= 4	J Sainsbury
= 9	Anglo American
= 9	Associated British Foods
= 9	BT Group
= 9	Grafton Group
= 9	Legal & General Group
= 9	Spirax Group

Leadership and innovation

Position	Company
= 1	Admiral Group
= 1	BT Group
= 1	Centrica
= 1	Lloyds Banking Group
= 1	Prudential
= 1	Rio Tinto
= 7	Experian
= 7	J Sainsbury
= 7	National Grid
= 7	NEXT
= 7	Serco Group

Governance and management

Position	Company
= 1	Serco Group
= 2	BT Group
= 3	Experian
= 3	J Sainsbury
= 5	Anglo American
= 5	Associated British Foods
= 5	Aviva
= 5	Barclays
= 5	Centrica
= 5	Entain
= 5	Legal & General Group
= 5	Prudential
= 5	Weir Group

Performance reporting and impact

Position	Company
= 1	BT Group
= 1	Centrica
= 1	Hays
= 1	Serco Group
= 1	Weir Group
= 6	Entain
= 6	Experian
= 6	J Sainsbury
= 6	Legal & General Group
= 6	Rio Tinto

Performance by assessment pillar

The following chart shows the performance of each company in the benchmark across the four assessment pillars. The companies are listed in alphabetical order with tier boundaries applied to their performance in each assessment pillar.

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

Highest **Lowest**

*These companies are new to the CCLA Corporate Mental Health Benchmark in 2026.

Company	Tier	Management commitment and policy	Governance and management	Leadership and innovation	Performance reporting and impact
International Airlines Group	5				
Intertek Group	3				
J D Wetherspoon	3				
J Sainsbury	1				
JD Sports Fashion	4				
Jet2*	4				
Johnson Matthey	3				
Keller Group	4				
Kier Group	3				
Kingfisher	4				
Legal & General Group	1				
Lion Finance Group*	4				
Lloyds Banking Group	2				
London Stock Exchange Group	4				
Marks & Spencer Group	3				
Melrose Industries	4				
Mitchells & Butlers	4				
Mitie Group	2				
Mobico Group	3				
Mondi	3				
National Grid	1				
NatWest Group	2				
NEXT	2				
Ocado Group	2				
Pearson	5				
Prudential	1				
Reckitt Benckiser Group	3				
RELX	4				
Rentokil Initial	4				
RHI Magnesita	5				
Rio Tinto	1				
Rolls-Royce Holdings	2				
Sage Group	3				
Savills	3				
Serco Group	1				
Smith & Nephew	4				
Smiths Group	3				
Spirax Group	2				
Spire Healthcare Group	4				
SSE	3				
SSP Group	4				
Standard Chartered	3				
Tesco	3				
Travis Perkins	4				
Unilever	3				
Vesuvius	4				
Vodafone Group	3				
Volex*	5				
Weir Group	1				
WH Smith	3				
Whitbread	4				
WPP	4				

Highest **Lowest**

*These companies are new to the CCLA Corporate Mental Health Benchmark in 2026.

Performance by sector

The four largest sectors in the benchmark, indicated in the table below, represent 76% of the companies evaluated this year. Sectors with fewer than 10 companies (namely communication services, energy, health care, information technology, materials, real estate and utilities) have been excluded from the analysis to minimise sampling errors.

Sector	Management commitment and policy (%)	Governance and management (%)	Leadership and innovation (%)	Performance reporting and impact (%)	Overall average score (%)
Consumer discretionary	47	38	22	24	36
Consumer staples	63	50	40	36	50
Financials	73	59	53	53	61
Industrials	61	46	29	36	47
Benchmark average	**59**	**47**	**34**	**36**	**47**

Refer to Appendix 3 for a full list of companies and sectors.



76% of the companies in the UK benchmark represent four industry sectors: consumer discretionary, consumer staples, financials and industrials.

Performance by assessment criteria

We analysed the changes in score for each benchmark question between 2025 and 2026 to better understand where companies are making progress as well as areas where progress has been limited or absent. Only Question 17 showed a marked change (i.e. greater than 10 percentage points) in the proportion of companies achieving maximum points. This indicates that performance has broadly been stable across the individual indicators year on year.

Refer to Appendix 2 for the full assessment criteria. A complete list of the percentages of companies scoring minimum, partial or maximum points for each assessment criterion – along with examples of current and leading practices in workplace mental health that were observed in the 2026 benchmark cycle – is available on the CCLA website.[7]

Highest-performing assessment criteria

The following table shows the five questions on which companies achieved the highest scores in 2026.

Question number	Question text	Companies scoring maximum points (%)
16	Does the company provide access to mental health services and support either internally or externally?	86
15a	Has the company developed formal initiatives or programmes to raise awareness of mental health in the workplace?	69
1	Does the company acknowledge workplace mental health as an important concern for the business?	67
12a	Has the company assigned board or senior management responsibility for workplace mental health?	66
14b	Does the company provide mental health training to dedicated individuals (e.g. mental health first aiders)?	62
Key:	● Management commitment and policy ● Governance and management	

Lowest-performing assessment criteria

The following table highlights the questions on which companies achieved the lowest scores in 2026.

Question number	Question text	Companies scoring maximum points (%)
20	Does the company independently assure its mental health management system against a recognised framework or standard?	4
21b	Does the company engage customers and/or suppliers in industry or academic initiatives or programmes aimed at promoting positive workplace mental health?	11
8	Does the company support the principles of good work by having a formal position on board–employee information and consultation?	15
21a	Does the company participate in industry or academic initiatives or partnerships aimed at promoting positive workplace mental health?	16
13	Has the company set objectives or targets for the management of mental health in the workplace?	19

Key: Management commitment and policy; Leadership and innovation; Governance and management



Chapter 3

Five-year analysis 2022–2026

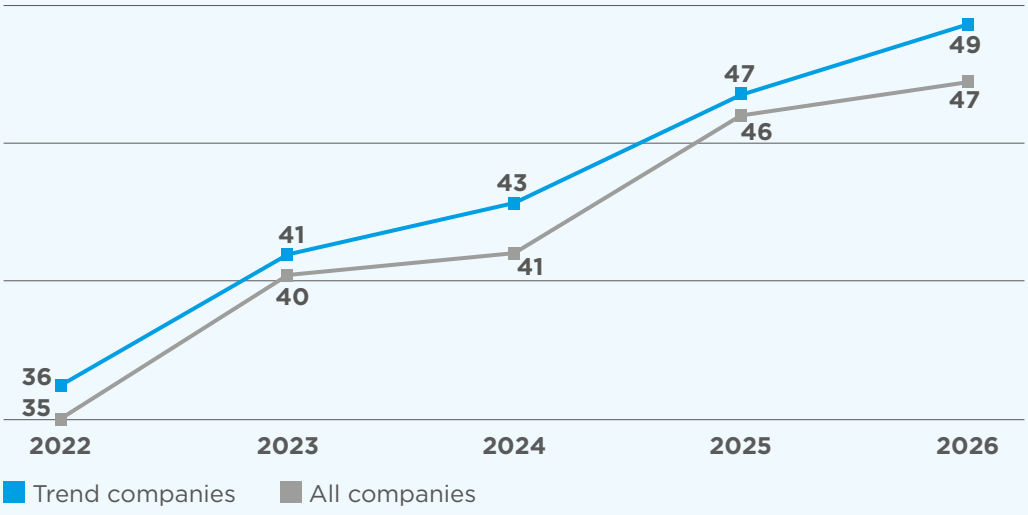
Since its launch in 2022, the CCLA Corporate Mental Health Benchmark has provided a longitudinal perspective on how major companies are managing and reporting on workplace mental health. Over five years, it has tracked the extent to which workplace mental health considerations have become embedded within corporate governance, management systems, workforce practices and public disclosure.

This chapter examines trends in benchmark performance between 2022 and 2026, highlighting areas of progress, persistent gaps and emerging patterns. The findings offer insight into how corporate approaches to workplace mental health are evolving over time in the UK, and where further improvement is still needed.

Overall average scores

As the chart below shows, the overall average score on the benchmark has increased every year, although the rate of improvement has slowed this year. Looking at all the companies in the scope of the benchmark, the average score increased by 12 percentage points between 2022 and 2026, from 35% in 2022 to 47% in 2026. For the 81 'trend companies' that have consistently fallen within the scope of the benchmark across the five-year period, this figure increased by 13 percentage points, from 36% in 2022 to 49% in 2026.

Average score changes 2022–2026

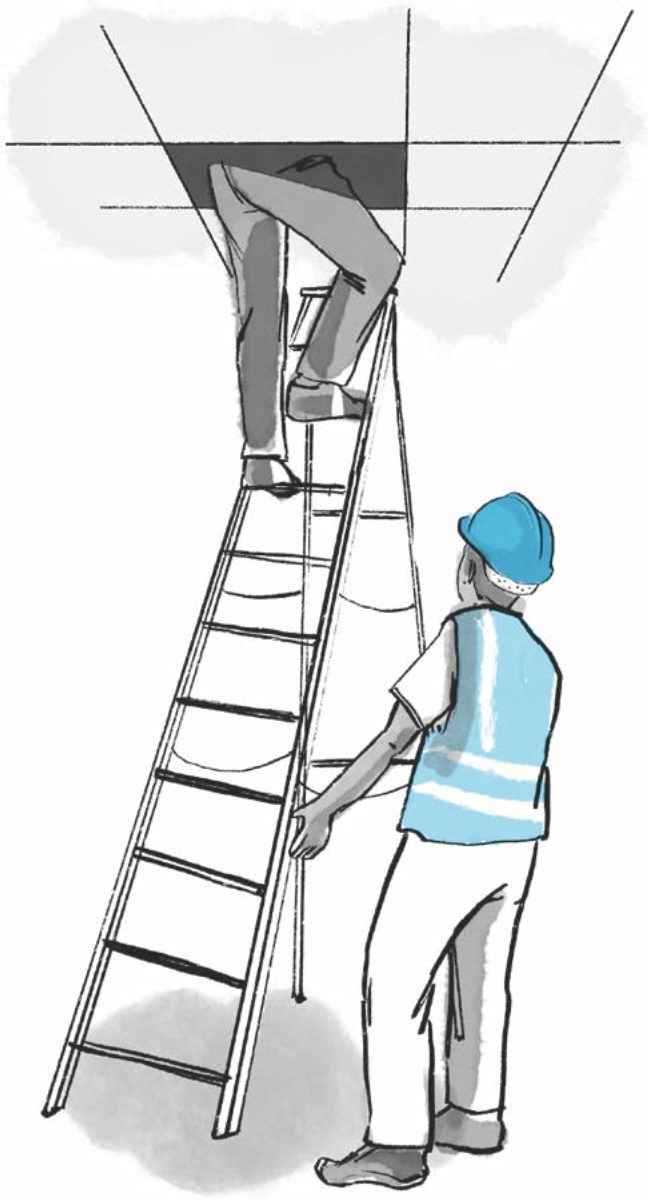


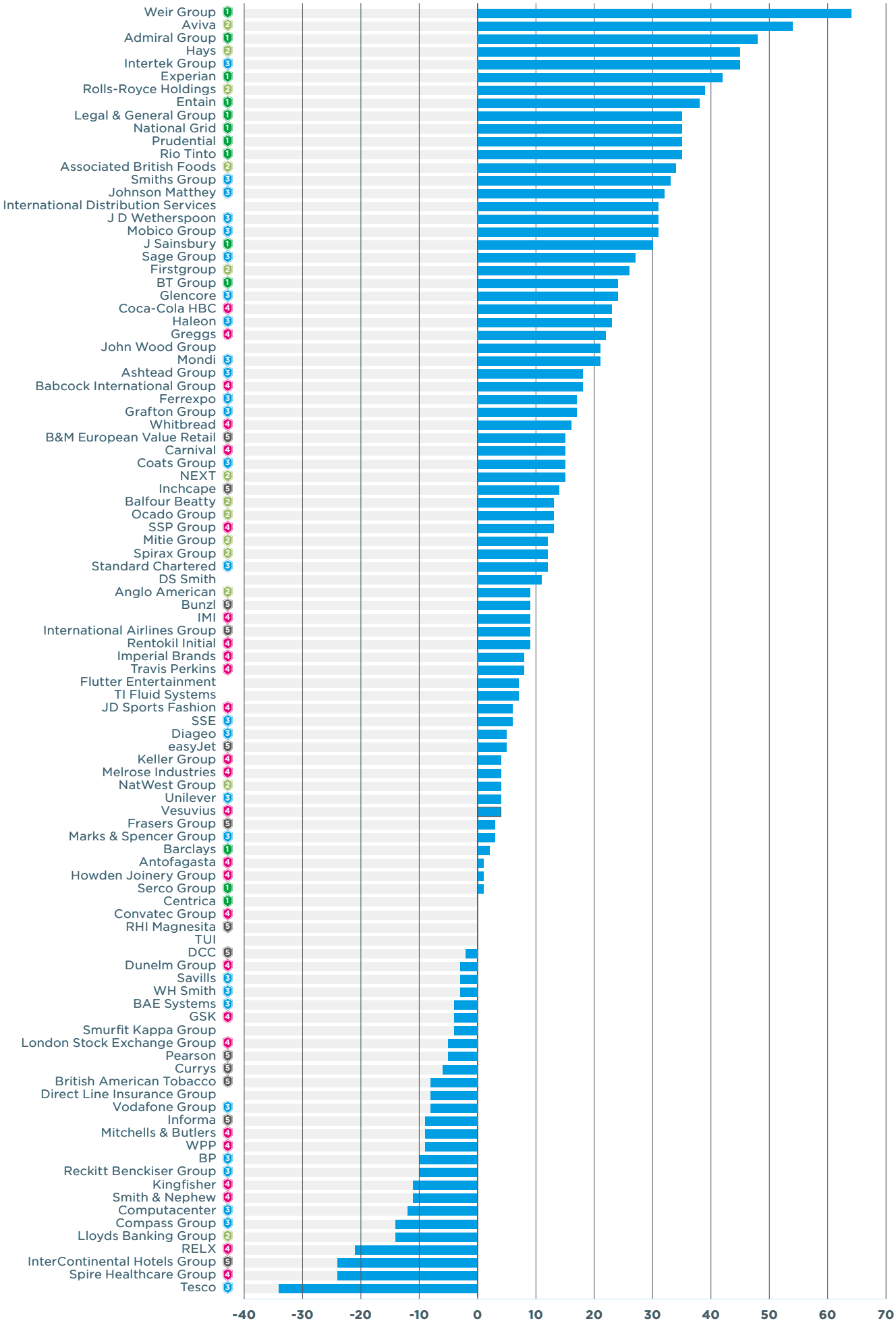
Five-year performance by company

Companies with the largest score changes

The chart below lists all companies that have been included in the benchmark for at least three of the past five years. It shows the score changes (either increase or decrease) for each of these companies over their time in the benchmark. Of the 100 companies listed, 69 increased their score, 27 decreased their score and 4 retained the same score from the first to the latest year they were included in the benchmark.

The top 10 improvers have all been included in the benchmark continuously from 2022 to 2026. Eight of the 10 companies with the largest decreases in score have also been part of the benchmark through all five years; Smith & Nephew was added in 2023 and InterContinental Hotels Group was added in 2024.



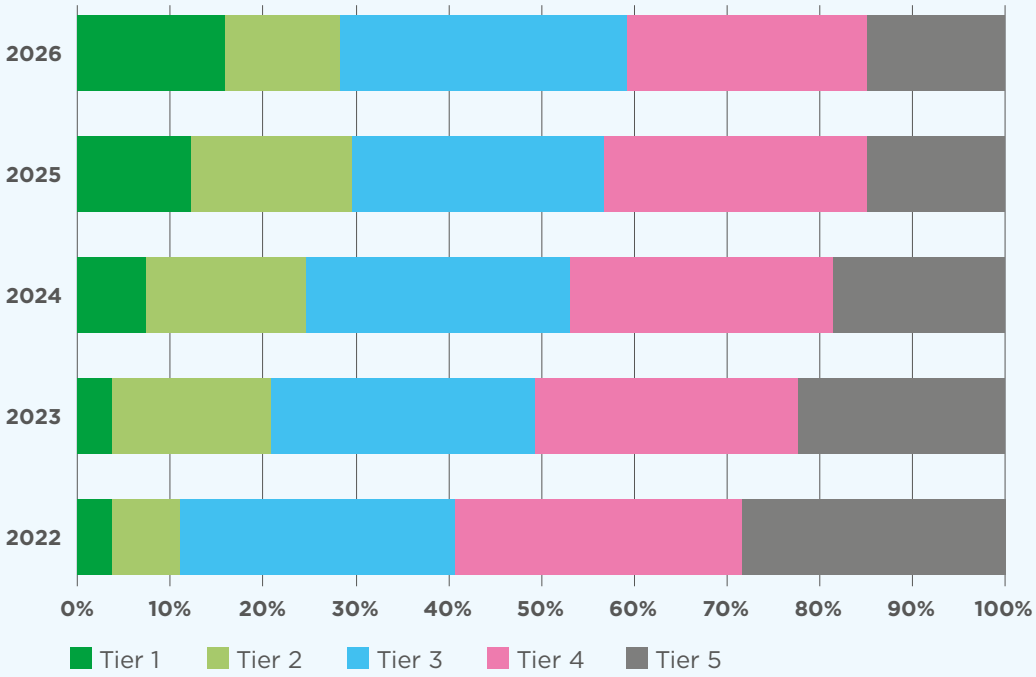


This chart includes all companies that were included in the benchmark for at least three of the years from 2022 to 2026. Those companies listed without a tier ranking were not included in the 2026 benchmark, but were previously in the benchmark for three consecutive years.

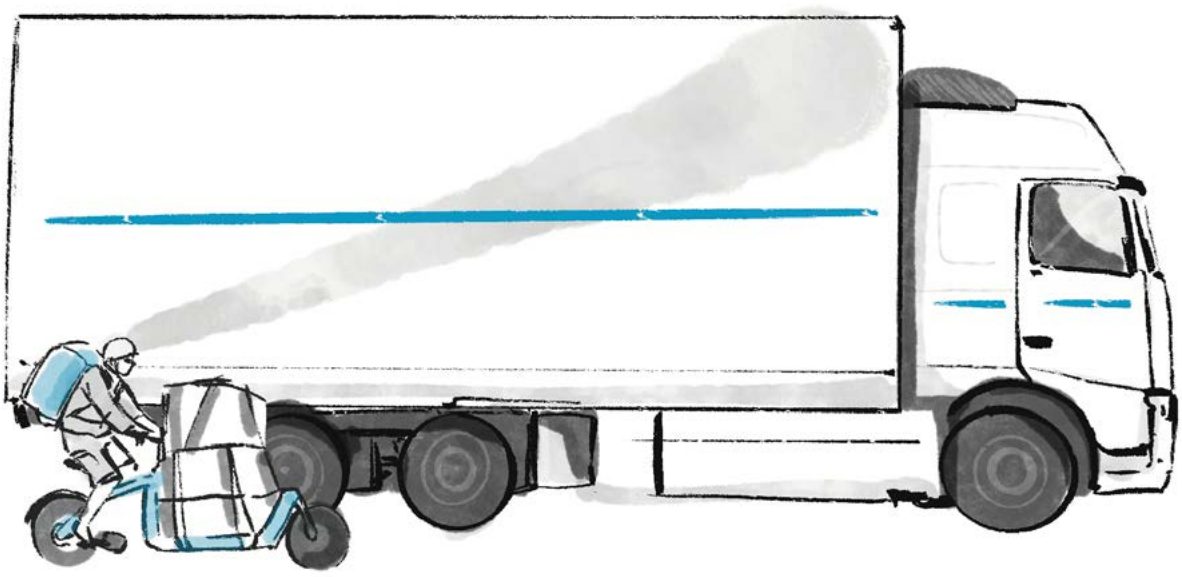
Change in tier distribution

The chart below shows the year-on-year changes in the proportions of companies in each performance tier for the 81 trend companies in the benchmark across all five years.

Tier distribution of trend companies 2022–2026

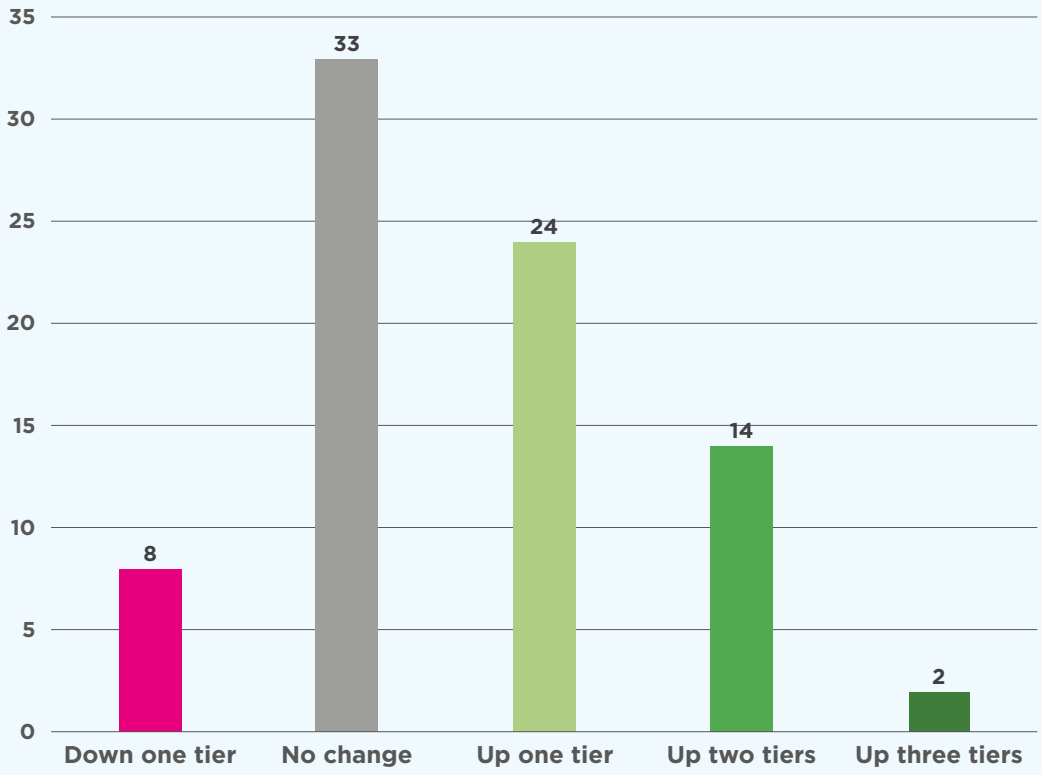


The chart includes only the 81 'trend companies' that have appeared in the benchmark every year from 2022 to 2026.



The chart below shows the overall changes in performance tier among the 81 trend companies between 2022 and 2026; 40 companies improved by at least one tier.

Tier changes among trend companies 2022–2026



The chart includes only the 81 ‘trend companies’ that have appeared in the benchmark every year from 2022 to 2026.

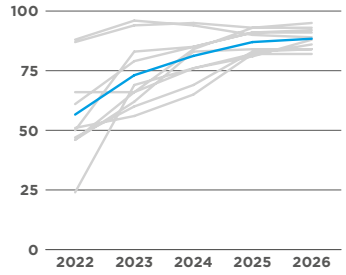
Company journeys

The charts on the next page illustrate the ‘company journeys’ of the 81 trend companies that have been included in the benchmark across all five years. The companies have been grouped according to patterns in their performance over time, resulting in six distinct clusters. These groupings are illustrative of underlying trajectories rather than fixed categories, and they do not imply that companies will remain within a given cluster in the future.

Overall, the analysis highlights a growing divergence between higher- and lower-performing companies within the benchmark.

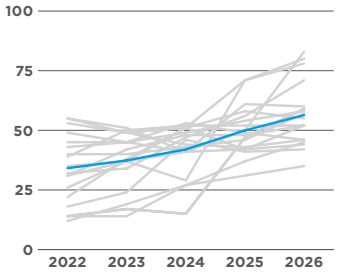
Average score changes 2022–2026

High performers



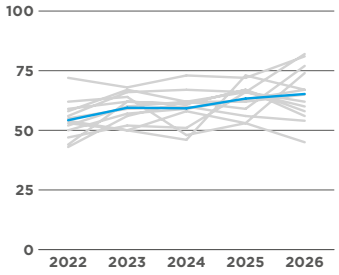
- BT Group
- Centrica
- Entain
- Experian
- J Sainsbury
- Legal & General Group
- Prudential
- Rio Tinto
- Serco Group
- Weir Group

Significant improvers



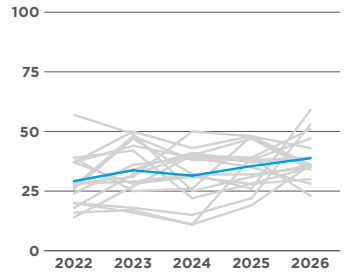
- Admiral Group
- Aviva
- Coats Group
- Compass Group
- Computacenter
- Grafton Group
- Hays
- Mondi
- Rolls-Royce Holdings
- Sage Group
- SSE
- Standard Chartered
- Vodafone Group
- WH Smith
- Coca-Cola HBC
- Intertek Group
- J D Wetherspoon
- Glencore

Gradual improvers



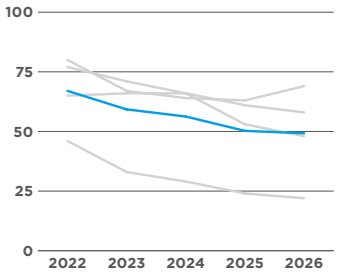
- Anglo American
- Associated British Foods
- BAE Systems
- Balfour Beatty
- Diageo
- National Grid
- NatWest Group
- NEXT
- Ocado Group
- Reckitt Benckiser Group
- Savills
- Barclays
- Unilever

Inconsistent performers



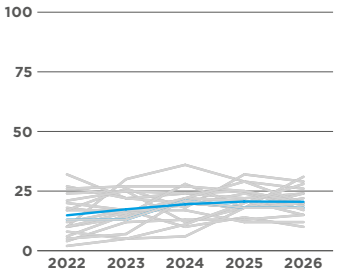
- Ashtead Group
- Carnival
- Dunelm Group
- GSK
- IMI
- Imperial Brands
- JD Sports Fashion
- Johnson Matthey
- Kingfisher
- Marks & Spencer Group
- RELX
- Travis Perkins
- Whitbread
- Howden Joinery Group
- Mobico Group
- Smiths Group
- WPP

Backsliders



- Spire Healthcare Group
- BP
- Lloyds Banking Group
- Tesco

Low performers



- B&M European Value Retail
- Babcock International Group
- British American Tobacco
- Bunzl
- Currys
- DCC
- easyJet
- Frasers Group
- Greggs
- Inchcape
- Informa
- International Airlines Group
- Melrose Industries
- Mitchells & Butlers
- Pearson
- Rentokil Initial
- RHI Magnesita
- SSP Group
- Vesuvius

The charts include only the 81 'trend companies' that have appeared in the benchmark every year from 2022 to 2026.

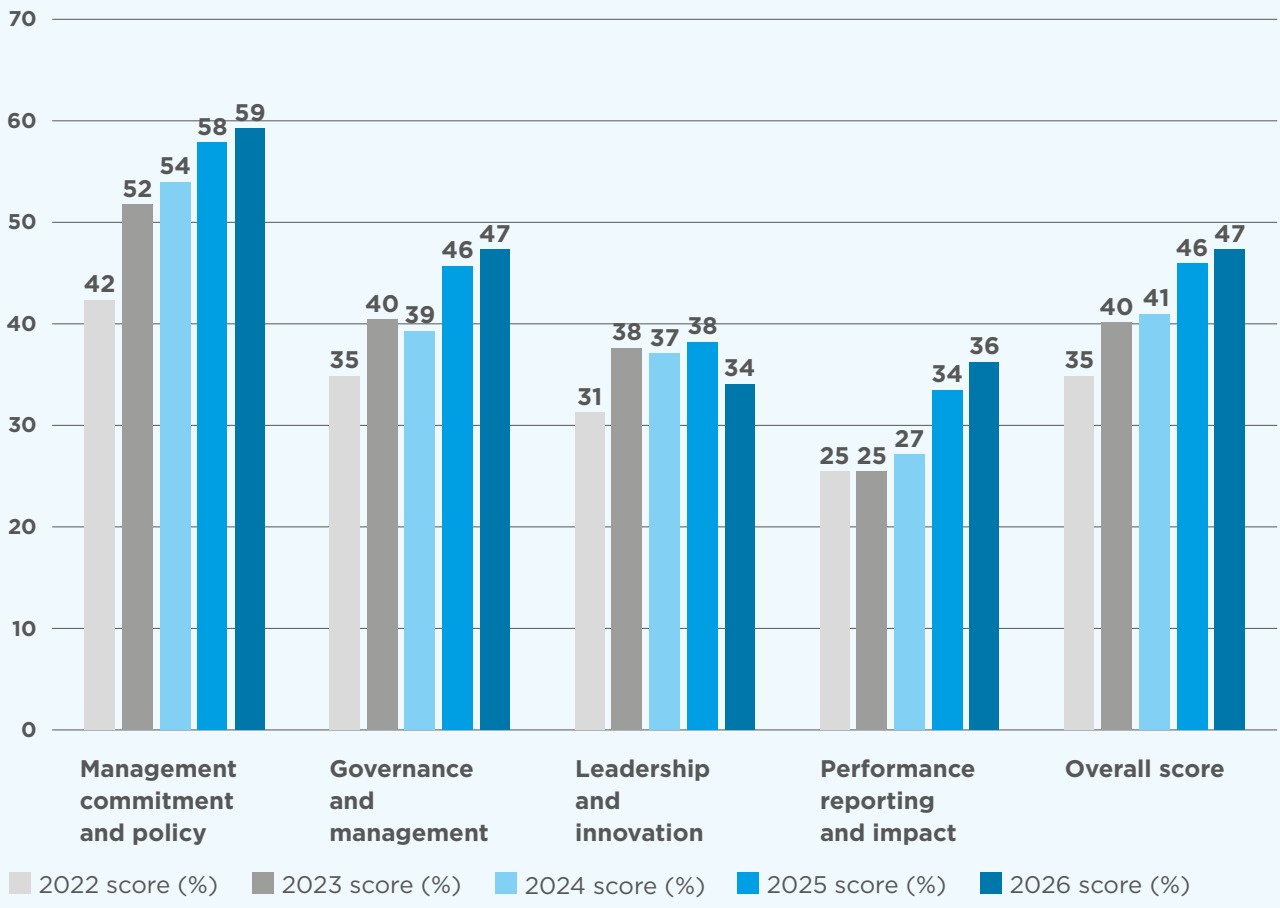
Five-year performance analysis by benchmark criteria

Changes in score by assessment pillar

The chart below shows the year-on-year average scores across the four assessment pillars, for all companies appearing in the benchmark in that year. Overall, the scores have generally improved over the five-year period, although the rate of progress has varied between the pillars.

Three out of the four pillars show steady improvements in their average scores. The smaller increase observed in the leadership and innovation pillar is likely attributable to methodological changes introduced over the 2022–2026 period.[8]

Average score by pillar 2022–2026



The chart includes all companies that appeared in the benchmark at least once from 2022 to 2026.

Change in average question score

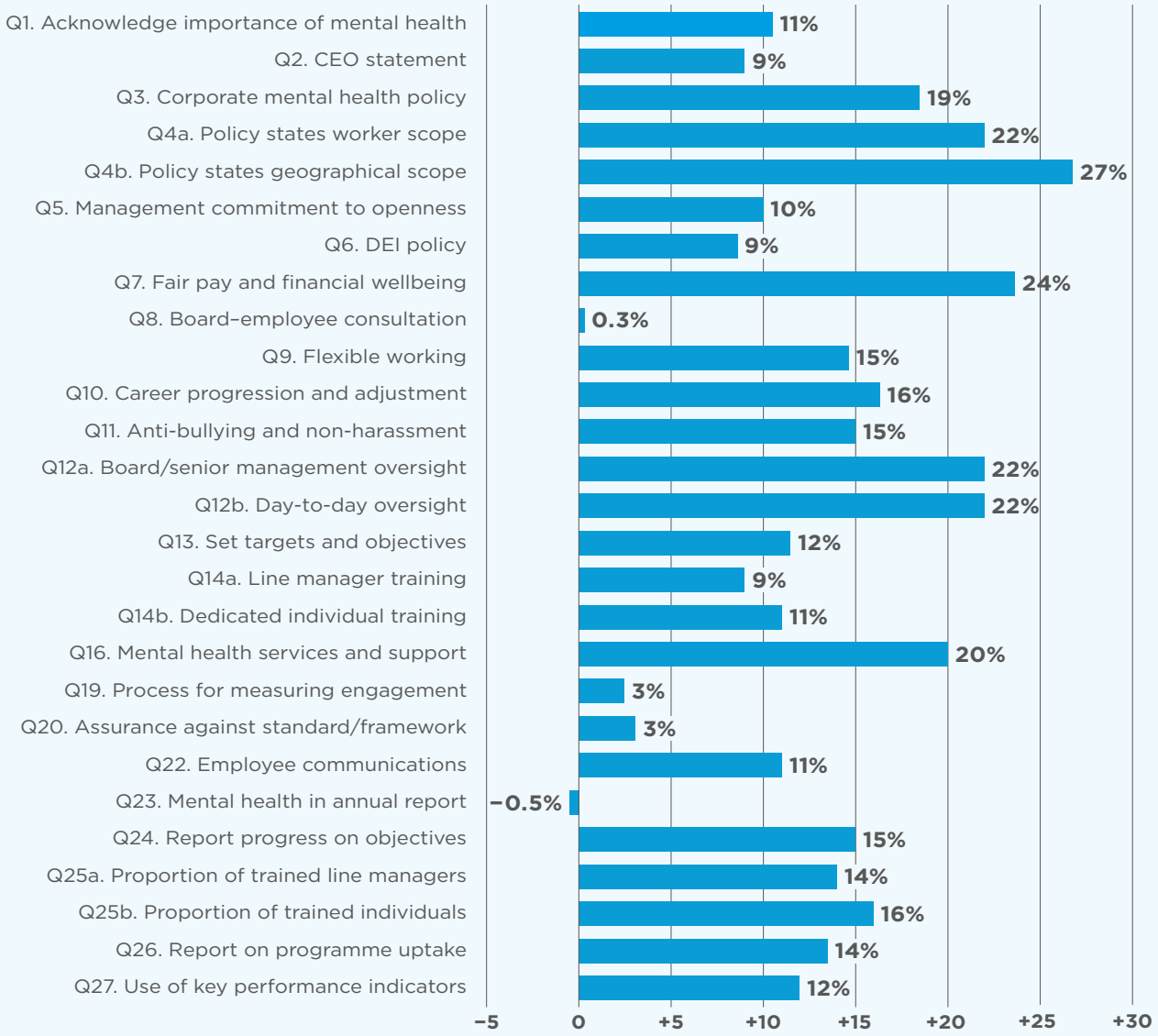
The chart on the next page presents the relative changes in average score for each assessment criterion for the 81 trend companies assessed across all years. The data has been normalised to account for differences in the maximum points available per indicator.

The best-performing question in this regard is Question 14a, where companies on average received 27% more points in 2026 than in 2022.

The analysis shows that nearly all questions have seen an increase in their average score over the five-year period, with a majority of the scores improving by 10% or more. Only Questions 8 and 23 have recorded a very small change or a decline in their average score over time, which is attributed to methodological changes that introduced stricter criteria.*

Questions 15, 17, 18 and 21 have been excluded from this analysis due to changes in the methodology meaning that their structure is not directly comparable across the full five-year period.

Changes in average question scores 2022-2026



The chart includes only the 81 'trend companies' that have appeared in the benchmark every year from 2022 to 2026.

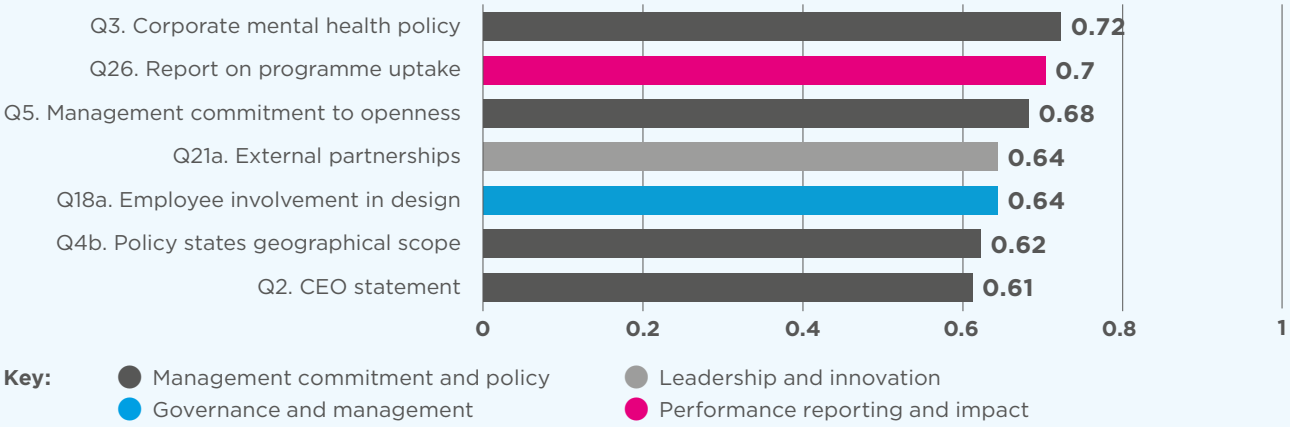
*Question 8 now assesses a company's formal position on 'board–employee information and consultation'. In 2022, it assessed 'employee information and consultation'. Question 23 now assess disclosures in a company's most recent annual report and accounts. Prior to 2025, it assessed the past two annual reports and accounts.

Questions correlated with high overall score

We looked for correlations between companies' performance on individual questions and their overall benchmark score. The chart below highlights seven questions that show reasonably strong and statistically significant correlations, indicating that performance on these measures is a strong predictor of overall outcomes in the benchmark.

The strongest correlations are observed for questions in the management commitment and policy pillar (Questions 2, 3, 4b and 5), suggesting that strategic intent and visible leadership commitment are closely associated with higher overall scores. The correlations found for the remaining questions (18a, 21a and 26) may indicate that companies which go beyond stated policy commitments by demonstrating employee involvement, active industry leadership and regular performance reporting tend to achieve stronger overall performance in the benchmark.

Top seven correlations between questions and overall score 2022–2026



The chart includes all companies that appeared in the benchmark at least once from 2022 to 2026. Higher numbers mean a stronger correlation, with 1 indicating a perfect correlation.

Chapter 4

Alignment with international frameworks and norms

"This benchmark, aligned with the World Health Organization (WHO) guidelines and policy recommendations from the International Labour Organization, offers a clear-eyed view of how 120 of the world's largest listed companies are responding."

Anil Soni, CEO, WHO Foundation[39]

At the outset of the project and in developing the initial benchmark criteria, we compared and mapped relevant reference sources. Following the publication of the World Health Organization's (WHO) guidelines on mental health at work and the accompanying joint WHO and International Labour Organization (ILO) policy brief in 2022, we conducted a detailed gap analysis.[9] This involved comparing the WHO and ILO policy brief with the CCLA Corporate Mental Health Benchmark criteria.

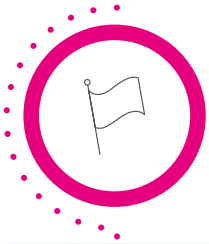
Encouragingly, we found good alignment between the two standards (as explained in Chapter 6 of the 2023 Global 100+ report).[10] The analysis resulted in some minor modifications to the assessment criteria ahead of the 2024 benchmark iteration, as detailed in the 2024 benchmark assessment criteria.[11]

The Corporate Mental Health Benchmark assessment criteria have been developed using the following reference sources and frameworks. Designations are for illustrative purposes only and are based on the geographical focus of the frameworks and reports rather than the geographical reach of the institutions cited.



International

- 'Advancing duty of care and healthy workplaces: handbook for non-governmental organisations (NGOs)', Global Centre for Healthy Workplaces and Cigna Foundation[12]
- Business Group on Health (various resources)[13]
- 'ISO 45003:2021(en): occupational health and safety management – psychological health and safety at work – guidelines for managing psychosocial risks', ISO[14]
- 'The leadership pledge pack', MindForward Alliance[15]
- 'Mental health at work: policy brief', WHO and ILO[16]
- 'Mental health first aiders: workplace considerations', Institution of Occupational Safety and Health[17]
- 'Mental health in the workplace: benchmarking questions', Institution of Occupational Safety and Health[18]
- 'Thriving at Work Framework', MindForward Alliance[19]
- 'WHO Healthy Workplace Framework and Model: background and supporting literature and practices', WHO[20]
- 'WHO guidelines on mental health at work', WHO[21]



National

- 'Added value: mental health as a workplace asset', Unum and Mental Health Foundation[22]
- Canadian Centre for Occupational Health and Safety (various resources)[23]
- 'DIY mental health: survey finds employers taking action to improve access to care', Mercer[24]
- 'Health challenges in South African automotive companies: wellness in the workplace', Anna Meyer-Weitz, Friederike Baasner-Weihs and Martin Weihs[25]
- 'Managing mental health in the workplace 2019', XpertHR[26]
- 'Mental health at work 2018 report: seizing the momentum', Business in the Community and Mercer[27]
- 'Mental health in maritime network', Maritime UK[28]
- 'People managers' guide to mental health', Chartered Institute of Personnel and Development and Mind[29]
- SafeWork NSW (various resources)[30]
- 'Seven domains of wellbeing', Chartered Institute of Personnel and Development[31]
- '10 step toolkit for employers', Leeds Mindful Employer Network[32]
- 'Embrace wellbeing' (information on the KeepWell mark), Ibec[33]
- 'Thriving at work', Dennis Stevenson and Paul Farmer[34]



Regional

- 'EU-Compass for Action on Mental Health and Well-being', European Commission[35]
- 'Health, work and wellbeing', Institute for Employment Studies[36]
- 'OECD Mental Health Performance Framework', Organisation for Economic Co-operation and Development[37]
- 'Workplace Wellbeing Index', Mind[38]

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

Appendix 1

About the benchmark

Aims and objectives

The CCLA Corporate Mental Health Benchmark assesses how listed companies manage and report on workplace mental health based on public disclosures. It provides institutional investors with an overview of corporate practices on mental health, serving as an accountability tool. Annual assessments enable stakeholders to track both absolute and relative company progress over time.

The aims of the benchmark are to:

- ensure corporate efforts focus on activities that positively support mental health at work
- encourage greater disclosure and improve understanding of the business risks and opportunities associated with workplace mental health among private sector employers
- equip investors and other stakeholders with a tool to assess how effectively companies manage these risks and opportunities across global operations
- set clear expectations on workplace mental health and provide an accessible framework for evaluating corporate practice.

Governance

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

Chronos Sustainability, a specialist sustainability advisory firm with experience in benchmark design and implementation, advises CCLA on the development of the framework, conducts independent company assessments, and leads analysis of the benchmark data and findings.

An Expert Advisory Panel, comprising independent workplace mental health experts and specialist practitioners, supports CCLA and Chronos Sustainability on the evolution of the benchmark. The panel was established in 2021, with members appointed for an initial three-year term, which may be extended for a further three years by mutual agreement. The panel comprises:

- Elizabeth Sheldon, Chief Operating Officer and Executive Director at CCLA (co-chair)
- Lord Dennis Stevenson CBE, founder of MQ: Mental Health Research, promoter of the Mental Health (Discrimination) Bill and co-author of the Thriving at Work review (co-chair)
- Dr Ben Allen, Director of Sustainability Issues and Analysis at Principles for Responsible Investment
- Dr Richard Caddis, Chief Medical Officer at Rolls-Royce
- Dr Sarah Hughes, CEO of Mind, and strategic board advisor and founder of The Muse Nine
- Dr Shekhar Saxena, global mental health consultant, former Professor of the Practice of Global Mental Health at Harvard T.H. Chan School of Public Health and former Director of Mental Health at the World Health Organization
- Dr Junko Umihara, Visiting Professor at the Diversity Organization, Showa Women's University.

The panel is responsible for:

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

Evolution

Genesis

CCLA's mental health engagement programme was launched in February 2019. It introduced a set of practical 'best practice' measures informed by the government-commissioned 'Thriving at work' review[40] and incorporating input from senior representatives at Public Health England, the mental health charity Mind and other leading experts.

The five measures were:

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

These measures were put to a select group of CCLA's investee companies, representing a combined workforce of approximately 400,000 people. While some businesses were already exceeding the minimum legislative standards, others had made little or no progress at the time. CCLA was also advised that it was, at that point, the only investor actively engaging companies on workplace mental health.

Covid-19 gave the engagement programme a new impetus. In April 2020, CCLA formed a coalition of investors representing £2.2 trillion in assets under management[41] and wrote to the CEOs of every FTSE 100 company, urging them to protect the mental health of their employees during the pandemic.

We received responses from 74 companies, with wide variation in quality. While there were examples of good practice, there was limited evidence of a consistent, strategic approach to mental health, particularly when compared to companies' established frameworks for managing physical health and safety.

These engagements highlighted the need for stronger corporate practice, alongside greater transparency, disclosure and reporting on workplace mental health. As a result, we began to explore the development of a corporate benchmark as a tool for setting clear expectations for companies in this area.

Consultation and academic review

In December 2020, CCLA launched a public consultation on a proposed corporate mental health benchmark. The consultation document set out a management systems framework designed to ensure that the benchmark focused on the internal governance conditions needed to drive meaningful change in corporate approaches to workplace mental health. We received written responses from 74 stakeholders, primarily based in Europe, including investors, companies, academics and civil society organisations.[42]

In developing the benchmark, we reviewed 27 key reference sources (see Chapter 4, on alignment with international frameworks and norms). We used these to inform a set of 30 distinct assessment criteria.

‘Road test’, pilot and inaugural benchmark

In June 2021, we began testing the first iteration of the benchmark. The 30 assessment criteria were road-tested using publicly available information from six UK companies. Findings were shared with the Expert Advisory Panel in July 2021, resulting in minor refinements to the criteria.

Between August and September 2021, we conducted a pilot assessment of 30 UK-listed companies selected by market capitalisation (as at 31 August 2021) and workforce size (more than 15,000 employees). Together, these companies represented a combined workforce of over 3 million employees.

The pilot benchmark was published on 22 December 2021 as an anonymised ranking. Participating companies received confidential reports containing their individual scores and tailored recommendations. The 2021 pilot benchmark report is available on the CCLA website.[43]

Following the pilot, the assessment criteria were further refined in consultation with the Expert Advisory Panel. Changes were introduced to improve data granularity and remove the risk of double counting, including the removal of three criteria and minor refinements to two others. The revised 2022 benchmark assessment criteria were subsequently published on the CCLA website.[44]

Ahead of the 2022 assessment period, CCLA wrote to the 100 UK companies and 100 global companies within the scope of the 2022 CCLA Corporate Mental Health Benchmarks to notify them of their inclusion and to share the assessment criteria and timeline.

The first UK 100 benchmark report was published in June 2022,[45] followed by the first Global 100 benchmark report in October 2022.[46]

Second, third and fourth annual benchmarks

The second, third and fourth annual benchmarks were published between 2023 and 2025.

Ahead of each cycle, the Expert Advisory Panel introduced incremental refinements to the assessment criteria, primarily involving minor wording clarifications and adjustments to the scoring. For the 2023 assessment cycle, methodological changes reduced the maximum achievable score from 222 to 212. In 2024, further revisions were made to align the methodology more closely with World Health Organization and International Labour Organization guidance on mental health at work. These updates increased the maximum score to 217. In preparation for the 2025 cycle, only minor clarifications were introduced, with no substantial methodological changes.

The second annual UK 100 and Global 100+ benchmark reports were published in June and October 2023 respectively.[47] The third annual reports were released in June and October 2024,[48] and the fourth were released in June and October 2025.[49] Detailed accounts of methodology, results and year-on-year changes are available in each report.

Fifth annual benchmark

In May 2025, the Expert Advisory Panel supported minor refinements to the explanatory notes accompanying the assessment criteria, informed by learnings from the 2025 assessment cycle. These changes did not constitute substantive methodological updates. The revised criteria were published on the CCLA website in January 2026, ahead of the year’s assessment period.[50] The update also clarified accepted evidence sources for each criterion, including guidance on the use of group versus subsidiary-level disclosures.

Between 2 March and 6 April 2026, the 100 companies in the 2026 UK benchmark were independently assessed by a team of nine research analysts and quality assurance reviewers trained in the benchmark methodology and scoring approach (see Appendix 2).

The assessment focused on corporate entities rather than subsidiaries. In line with investor priorities, the aim was to evaluate how companies manage workplace mental health across group-wide operations. Partial credit was awarded where companies demonstrated management of workplace mental health within clearly signposted subsidiaries.

The assessments were based on publicly available information at the time of review, including corporate websites, annual and sustainability reports and other relevant publications, press releases available via corporate websites, and relevant social media content. No credit was given for information that:

- had been published more than two years prior to the assessment (except in the case of formal policy statements or equivalent)
- was published after the date of the assessment
- had only been published through third-party sources
- was only available through private or restricted domains.

These exclusions reflect the benchmark's core objective of encouraging transparent and accurate disclosure of corporate approaches to workplace mental health.

Between 7 and 27 April 2026, companies were invited to review their preliminary assessments via an online portal and to highlight any evidence that had been overlooked or misinterpreted. In total, 53 companies submitted feedback, resulting in score revisions for 25 companies. Following final quality assurance checks, all scores were finalised.

Additional analysis was conducted on longitudinal data from 2022 to 2026 to mark the five-year milestone of the benchmark.

In May 2026, the Expert Advisory Panel met to review the findings of the 100 UK company assessments and consider a draft of this report prior to its publication on 1 July 2026. Upon publication, each company received its bespoke assessment report.

The 2026 assessment process

Step 1: March – independent company assessments by nine research analysts and quality assurance reviewers

Step 2: April – three-week company engagement period

Step 3: Scores adjusted where necessary and rankings finalised

Step 4: 1 July – benchmark published and bespoke assessment reports issued

Appendix 2

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 (see Appendix 1). Full details about each question – including the rationale, scoring and explanatory notes – are available on the CCLA website.[51]

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

Governance and management

Question	Criterion	Maximum achievable score
Q12	a) Has the company assigned board or senior management responsibility for workplace mental health? b) Has the company assigned day-to-day operational management responsibility for workplace mental health?	10
Q13	Has the company set objectives or targets for the management of mental health in the workplace?	10
Q14	a) Does the company provide mental health training to line managers? b) Does the company provide mental health training to dedicated individuals (e.g. mental health first aiders)?	10
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)?	7
Q16	Does the company provide access to mental health services and support either internally or externally?	5
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
Q18	a) Are employees given the opportunity to directly contribute to the design or development of workplace mental health initiatives? b) Does the company adapt mental health programmes to local contexts?	10
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
Q20	Does the company independently assure its mental health management system against a recognised framework or standard?	10

Leadership and innovation

Question	Criterion	Maximum achievable score
Q21	a) Does the company participate in industry or academic initiatives or partnerships aimed at promoting positive workplace mental health? b) Does the company engage customers and/or suppliers in industry or academic initiatives or programmes aimed at promoting positive workplace mental health?	12
Q22	Does the company provide examples of employee communications on workplace mental health?	10

Performance reporting and impact

Question	Criterion	Maximum achievable score
Q23	Does the company publish details of its mental health approach in its most recent annual report and accounts (or equivalent)?	10
Q24	Does the company report on progress against its objectives or targets related to mental health?	10
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?	10
Q26	Does the company report on the uptake of its mental health programmes or initiatives?	10
Q27	Does the company use key performance indicator(s) to measure and report on the impact of its workplace mental health strategy?	10

Appendix 3

List of UK companies covered by the 2026 benchmark

The 100 companies covered by the benchmark were chosen in January 2026. They were selected using specific criteria relating to market capitalisation, workforce size and prior inclusion in the benchmark.

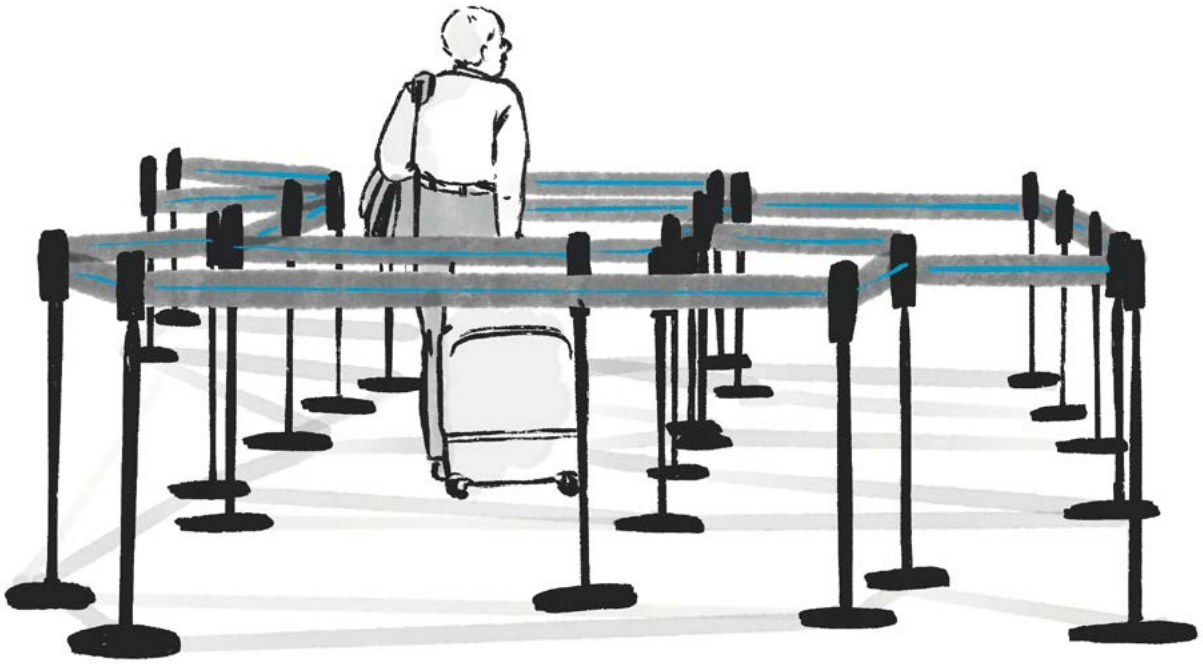
Five companies – Bakkavor Group, Direct Line Insurance Group, International Distribution Services, John Wood Group and TI Fluid Systems – were removed from the benchmark following mergers and acquisitions or delisting. Another five companies – Georgia Capital, Hikma Pharmaceuticals, Jet2, Lion Finance Group and Volex – were added and assessed for the first time.

Company name	Market capitalisation (USD million)	Number of employees	GICS sector
Admiral Group	13,085	15,000	Financials
Anglo American	48,883	55,000	Materials
Antofagasta	43,480	8,095	Materials
Ashtead Group	28,839	25,382	Industrials
Associated British Foods	20,480	138,000	Consumer staples
Aviva	28,142	29,076	Financials
B&M European Value Retail	2,282	32,662	Consumer discretionary
Babcock International Group	8,389	26,858	Industrials
BAE Systems	69,277	109,700	Industrials
Balfour Beatty	4,732	27,311	Industrials
Barclays	89,387	91,500	Financials
BP	91,589	100,500	Energy
British American Tobacco	123,909	48,989	Consumer staples
BT Group	24,675	85,300	Communication services
Bunzl	9,070	25,019	Industrials
Carnival	4,442	115,000	Consumer discretionary
Centrica	10,765	21,704	Utilities
Coats Group	2,179	16,000	Consumer discretionary
Coca-Cola HBC	18,785	33,000	Consumer staples
Compass Group	53,973	590,000	Consumer discretionary
Computacenter	4,187	20,081	Information technology
Convatec Group	6,551	10,000	Health care
Cranswick	3,618	12,432	Consumer staples
Currys	1,891	24,457	Consumer discretionary
DCC	5,312	16,700	Industrials
Diageo	48,019	29,860	Consumer staples
Dunelm Group	3,060	12,308	Consumer discretionary
easyJet	5,206	17,639	Industrials
Entain	6,595	34,594	Consumer discretionary
Experian	41,505	23,300	Industrials
Ferrexpo	430	8,542	Materials
Firstgroup	1,442	30,763	Industrials
Frasers Group	4,107	31,022	Consumer discretionary
Georgia Capital	1,480	20,259	Financials
Glencore	64,668	150,000	Materials
Grafton Group	2,421	9,429	Industrials

Company name	Market capitalisation (USD million)	Number of employees	GICS sector
Greencore Group	1,513	13,381	Consumer staples
Greggs	2,311	32,250	Consumer discretionary
GSK	99,750	68,629	Health care
Haleon	44,899	24,561	Consumer staples
Hays	1,210	9,523	Industrials
Hikma Pharmaceuticals	4,626	9,500	Health care
Howden Joinery Group	6,056	12,206	Industrials
IMI	8,266	10,000	Industrials
Imperial Brands	33,797	25,600	Consumer staples
Inchcape	3,777	16,000	Consumer discretionary
Informa	15,390	13,092	Communication services
InterContinental Hotels Group	21,441	12,587	Consumer discretionary
International Airlines Group	18,320	75,786	Industrials
Intertek Group	9,608	45,000	Industrials
J Sainsbury	10,019	145,000	Consumer staples
JD Sports Fashion	5,725	90,364	Consumer discretionary
J D Wetherspoon	1,121	42,081	Consumer discretionary
Jet2	3,760	15,205	Industrials
Johnson Matthey	4,819	10,644	Materials
Keller Group	1,593	10,000	Industrials
Kier Group	1,331	10,361	Industrials
Kingfisher	7,314	57,617	Consumer discretionary
Legal & General Group	20,070	11,876	Financials
Lion Finance Group	5,459	12,894	Financials
Lloyds Banking Group	78,229	61,228	Financials
London Stock Exchange Group	62,507	27,038	Financials
Marks & Spencer Group	9,131	63,493	Consumer staples
Melrose Industries	9,987	13,032	Industrials
Mitchells & Butlers	2,106	50,455	Consumer discretionary
Mitie Group	3,008	76,420	Industrials
Mobico Group	129	45,899	Industrials
Mondi	5,392	21,800	Materials
National Grid	76,177	31,645	Utilities
NatWest Group	70,444	59,200	Financials
NEXT	22,529	50,945	Consumer discretionary
Ocado Group	2,661	21,156	Consumer staples
Pearson	9,046	17,116	Consumer discretionary
Prudential	39,447	15,456	Financials
Reckitt Benckiser Group	54,503	35,139	Consumer staples
RELX	74,138	36,400	Industrials
Rentokil Initial	15,205	65,632	Industrials
RHI Magnesita	1,769	16,052	Materials
Rio Tinto	101,113	59,594	Materials

Company name	Market capitalisation (USD million)	Number of employees	GICS sector
Rolls-Royce Holdings	130,185	42,211	Industrials
Sage Group	14,034	11,170	Information technology
Savills	1,937	42,451	Real estate
Serco Group	3,800	50,000	Industrials
Smith & Nephew	14,136	17,000	Health care
Smiths Group	10,325	16,950	Industrials
Spirax Group	6,753	9,910	Industrials
Spire Healthcare Group	905	15,703	Health care
SSE	35,342	14,880	Utilities
SSP Group	2,219	41,665	Consumer discretionary
Standard Chartered	56,109	85,007	Financials
Tesco	38,627	341,108	Consumer staples
Travis Perkins	1,817	17,594	Industrials
Unilever	142,455	125,000	Consumer staples
Vesuvius	1,325	11,133	Industrials
Vodafone Group	31,839	86,702	Communication services
Volex	1,040	13,000	Industrials
Weir Group	9,938	11,435	Industrials
WH Smith	1,087	14,451	Consumer discretionary
Whitbread	5,933	31,613	Consumer discretionary
WPP	4,897	104,000	Communication services
	2,381,251	**4,545,322**	

Data sources: Sustainalytics and Bloomberg, January 2026.



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Corporate commitments

The Mental Health at Work Commitment, online at www.mind.org.uk/news-campaigns/campaigns/mental-health-at-work-commitment

The MindForward Alliance Leadership Pledge, online at https://mindforwardalliance.com/What-we-do/Leadership-Pledge

Glossary

Absenteeism

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

Good work

We recognise that employment can have a positive impact on an individual's mental health and that 'good work' is good for mental health. Good work can help to prevent new mental health problems and support people with existing conditions to get on in work and thrive.[52] The benchmark recognises the components of good work to be diversity, equity and inclusion; flexible working; fair pay and financial wellbeing; board–employee information and consultation; career progression and job adjustment; and the absence of harassment and bullying in the workplace.

Healthy workplace

Definitions of a 'healthy workplace' have evolved over the past decades, from an almost exclusive focus on the physical work environment (traditional occupational health and safety, dealing with physical, chemical, biological and ergonomic hazards) to a much broader definition that includes lifestyle and psychosocial factors as well.

According to the World Health Organization:

'A healthy workplace is one in which workers and managers collaborate to use a continual improvement process to protect and promote the health, safety and well-being of all workers and the sustainability of the workplace by considering the following, based on identified needs:

- health and safety concerns in the physical work environment;
- health, safety and well-being concerns in the psychosocial work environment including organization of work and workplace culture;
- personal health resources in the workplace; and
- ways of participating in the community to improve the health of workers, their families and other members of the community.'[53]

Mental health

Mental health is not the same as 'mental ill-health'. It is a continuum that includes emotional wellbeing, mental health conditions and mental illness. We all have mental health, just as we all have physical health. The World Health Organization defines good mental health as 'a state of wellbeing in which every individual realises his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully and is able to make a contribution to his or her society'.[54] 'Poor mental health' or 'mental ill-health' includes the full spectrum from common mental health conditions, such as anxiety and depression, to more severe illnesses, such as bipolar disorder and schizophrenia.

Mental health at work

Mental health at work includes not only mental health problems that have been caused by work but also those that are brought to and experienced in the workplace.[55]

Neurodiversity

Neurodiversity is not regarded as a mental health issue but as a disability issue. The word 'neurodiversity' refers to the diversity among all people but is often more specifically used in the context of autism spectrum disorder (ASD) and other neurological and developmental conditions, such as attention deficit hyperactivity disorder (ADHD) and learning disabilities. Stigma, a lack of awareness and a lack of appropriate infrastructure (e.g. as might be found in a traditional office setup or staffing structure) can lead to the exclusion of people with neurodevelopmental differences. Understanding and embracing neurodiversity in communities, schools, health-care settings and workplaces can improve inclusivity for everyone.[56]

Presenteeism

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

Psychosocial safety

Psychosocial safety is concerned with risk factors ('psychosocial risks') related to the design and management of work that have the potential to cause psychological harm. Examples include workload, pace of work, physical work environment and job security. Psychosocial safety also takes account of how the social, cultural and interpersonal aspects of the workplace impact individuals.

Wellbeing

'Wellbeing' is a broad concept. According to the Care Act 2014, it particularly relates to the following areas:

- 'personal dignity (including treatment of the individual with respect)
- physical and mental health and emotional well-being
- protection from abuse and neglect
- control by the individual over their day-to-day life (including over care and support … and the way in which [they] are provided)
- participation in work, education, training or recreation
- social and economic well-being
- domestic, family and personal relationships
- suitability of living accommodation
- the individual's contribution to society'.[57]

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

Workplace wellbeing

Workplace wellbeing relates to all aspects of working life, from the quality and safety of the physical environment to how workers feel about their work, their working environment, the climate at work and how their work is organised.[58]

Work-related stress

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

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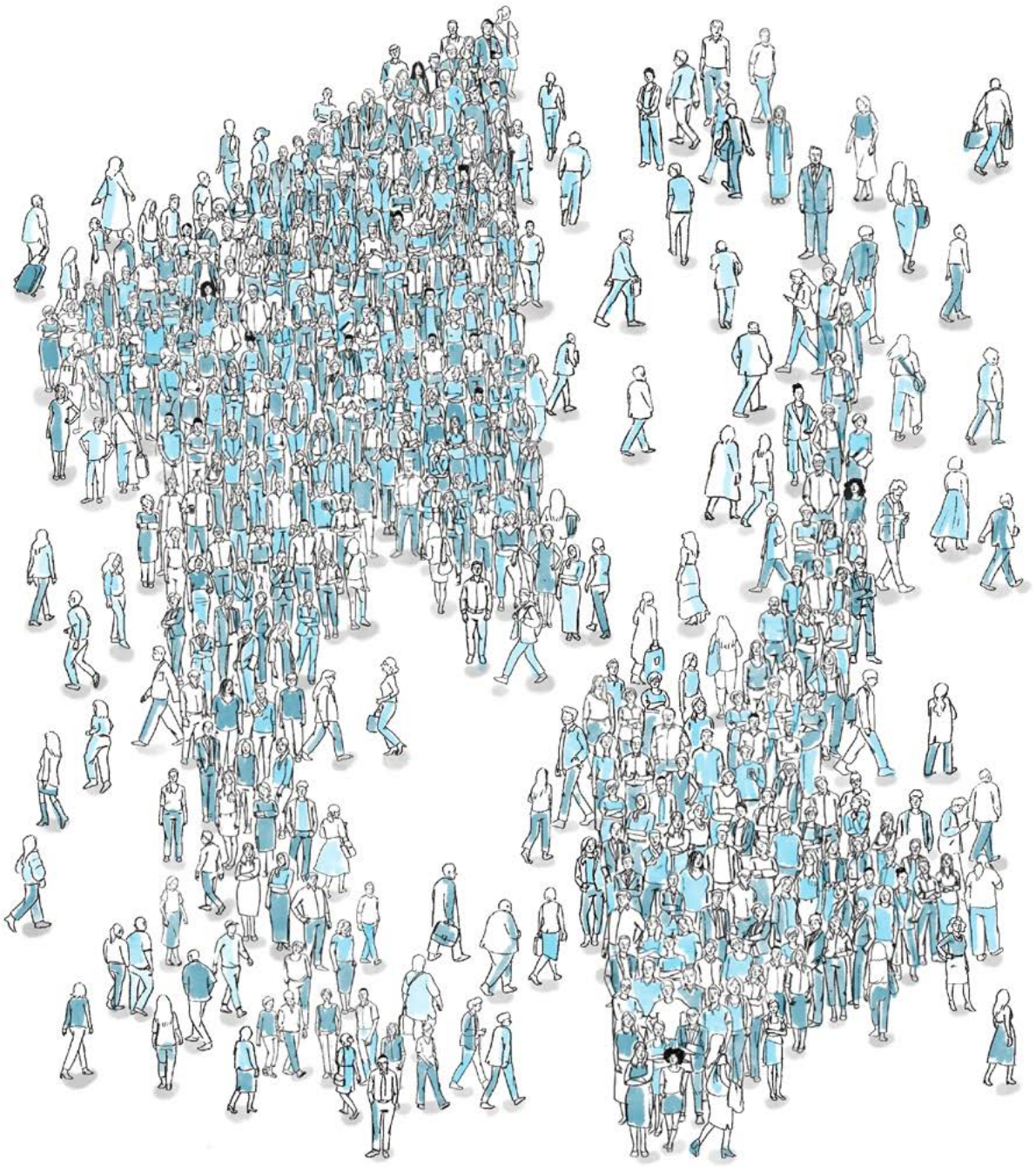
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