

# CCLA Corporate Mental Health Benchmark Pilot Assessment Criteria

## Introduction

We believe that the human and economic costs associated with poor workplace mental health represent an increasingly substantial obstacle to corporate success. As investors, we place great emphasis on stewardship in pushing for positive change at the companies in which we invest. We have been leading engagement initiatives on workplace mental health since 2019; the CCLA Corporate Mental Health Benchmark is the culmination of this work.

## Background

In April 2020, we gathered a coalition of investors with £2.2 trillion in assets under management and wrote on their behalf to the CEO of every FTSE 100 company. The letter urged these leaders to protect the mental health of their 4.7 million employees during the pandemic.

We have commissioned Chronos Sustainability to build the CCLA Corporate Mental Health Benchmark and have convened an Expert Advisory Panel to guide our work. Members include the original architects of the government-commissioned 'Thriving at Work' review, Paul Farmer (CEO, Mind) and Lord Dennis Stevenson (former Chair, HBOS). Also, Richard Caddis (Chief Medical Officer, BT) and Elena Espinoza (Principles for Responsible Investment). We have undergone a six-week public consultation into the scope and design of the Benchmark and have now finalised the assessment criteria for the UK pilot.

Our pilot started in August 2021 and includes the 30 largest UK-listed companies by market capitalisation, with more than 15,000 employees. Our assessment will be based on public information only.

After we have completed our preliminary assessment, we will share these with the companies who will have a month to come back to us with suggested amendments or to point us to any information in the public domain that we may have missed. Our Expert Advisory Panel members will undertake a final technical review before the results are finalised.

The following pages show the criteria against which each company will be assessed. Each criterion will be evaluated by an assessor, a reviewer and a moderator.

## CCLA Corporate Mental Health Benchmark Assessment

Section	Maximum achievable score
Management commitment and policy	73
Governance and management	97
Innovation and leadership	32
Performance reporting and impact	60
Total score	262

# Management commitment and policy

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## Question 1

Does the company acknowledge workplace mental health as an important issue for the business?

### Rationale

Acknowledging mental health as a business issue is an important first step towards implementing a comprehensive approach to workplace mental health. It is good practice for companies to describe the business risks and opportunities presented by workplace mental health.

### Scoring

- 0 No evidence that mental health is regarded as a relevant business issue.
- 5 The company identifies mental health as a relevant business issue but does not provide a clear explanation of the drivers for managing workplace mental health.
- 10 The company identifies mental health as a relevant business issue and provides a clear description of the risks and opportunities that can present through mental health in the workplace.

Maximum achievable score 10

### Explanatory notes

- This question is looking for an acknowledgement by the company that workplace mental health is recognised as an important business issue.
- Companies that acknowledge mental health as a business issue and set out the reasons why mental health might be a business issue (e.g. rising mental health concerns and public awareness, loss of productivity and outgoings, sickness and absence rates, supporting recruitment and retention) are awarded the maximum points.

- Companies that acknowledge workplace mental health as a business issue but do not set out the drivers for managing mental health are awarded partial points.
- The score does not take account of the importance assigned by companies to workplace mental health (e.g. relative to other corporate responsibility issues).
- The inclusion of mental health as a principal risk or as an explicit subject in a materiality matrix, even if considered to be a low priority, is sufficient for partial points to be awarded for this question.

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## Question 2

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

### Rationale

It is good practice for companies to signal their commitment to workplace mental health at the highest level of leadership.

### Scoring

- 0 No evidence of CEO statement on workplace mental health.
- 10 Clear evidence of the CEO signalling the company's leadership commitment to workplace mental health.

Maximum achievable score 10

### Explanatory notes

- Companies should signal their absolute commitment to workplace mental health via a CEO statement or signatory to relevant codes, policies and/or programmes.
- Companies that publish a statement in the annual report and accounts signalling the CEO's commitment to workplace mental health are awarded maximum points.

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### Question 3

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

### Rationale

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

### Scoring

- 
- |       |   |
|-------|---|
| 0     | No evidence of a formal policy statement (or equivalent) on workplace mental health.  |
| <hr/> |   |
| 5     | The company has a broad commitment to workplace mental health in a policy statement (or equivalent) but provides no description of how the policy is to be implemented.   |
| <hr/> |   |
| 10    | The company demonstrates a clear commitment to workplace mental health in a policy statement (or equivalent) and provides a description of the processes in place to ensure that the policy is effectively implemented. |
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Maximum achievable score 10

### Explanatory notes

- The assessment does not differentiate between companies that publish stand-alone workplace mental health policies and companies that incorporate workplace mental health into wider health and safety or employee well-being policies (or equivalent).
- Companies that publish a clear statement of commitment to workplace mental health and/or workplace mental health-related principles that provide a starting point for the company's accountability to its stakeholders are awarded 5 points.

- Policies issued by company subsidiaries are not considered as overarching policies, and companies with such policies but no overarching (i.e. at the parent company level) policy are therefore not awarded points for this question. These policies are considered when deciding whether to award points for Questions 1 and 6-11.
- Policies focused on specific workplace management issues (e.g. diversity and inclusion where workplace mental health is mentioned in passing) are not considered as overarching policies. These policies are considered when deciding whether to award points for Questions 1 and 6-11.
- Companies that supplement these commitments or principles with details of how they are to be implemented are awarded a score of 10 points. To score maximum points, company workplace mental health policies need to include most/all of the following:
  - A clear statement of the reasons why workplace mental health is important to the business (including both the business case and the ethical case for action)
  - A commitment to compliance with relevant legislation
  - A clear position regarding expected standards of workplace mental health
  - A description of the processes in place to ensure that the policy is effectively implemented (e.g. senior management oversight, commitments to continuous improvement, performance monitoring, corrective action if the policy is not being effectively implemented)
  - A commitment to continuous improvement and public reporting on performance.
  - Signpost to other corporate commitments which support mental health and good work, such as diversity and inclusion, fair pay, employee consultation, career progression.

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**Question 4**

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

**Rationale**

Understanding the scope of a policy is important to understanding the breadth of a company's commitment to action on workplace mental health. Companies are expected to apply a universal approach to managing workplace mental health covering all workers, including contingent workers (e.g. contractors, interns, gig workers, temporary staff, etc.), and all relevant geographies in which the company operates. It is good practice for companies to extend the scope of their mental health policies to business partners (e.g. suppliers, customers).

**Scoring****4a. Worker scope**

- 
- |       |   |
|-------|---|
| 0     | Worker scope is not specified.                              |
| <hr/> |   |
| 1     | Worker scope is not clearly defined.                        |
| <hr/> |   |
| 3     | Scope is limited to employees.                              |
| <hr/> |   |
| 5     | Scope is universal to all employees and contingent workers. |

**4b. Geographical and business area scope**

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- |       |  |
|-------|--|
| 0     | Geographical or business area scope is not specified.                                |
| <hr/> |  |
| 1     | Geographical and business area scope is not clearly defined.                         |
| <hr/> |  |
| 3     | Scope is partially described to include some geographies or business areas.          |
| <hr/> |  |
| 5     | Scope is relevant to all business areas and geographies where the business operates. |
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**4c. Value chain scope**

- 
- |       |   |
|-------|---|
| 0     | Value chain scope is not specified.   |
| <hr/> |   |
| 1     | Value chain scope is not clearly defined.   |
| <hr/> |   |
| 3     | Scope is partially described to include some business partners.                               |
| <hr/> |   |
| 5     | Scope extends to all business partners within the value chain (e.g. customers and suppliers). |
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Maximum achievable score 15

**Explanatory notes**

- This question is only scored if question 3 has been met.
- The sub-questions on workers, geography/business areas and value chain are scored separately (i.e. companies could score maximum points in each of the three sub-questions, and the scores for each sub-question do not influence the scores awarded for the other sub-questions).
- The question acknowledges that policies can vary from market to market, across geographies/business areas and can extend to the value chain. Companies are given credit if they clearly specify the limits to the application of their mental health policies.
- Contingent workers may include long-term contractors, interns, gig workers, temporary staff (i.e. individuals that are distinct from employees but are treated as workers).
- Suppliers relates to suppliers of good and services, but can also include contractors and consultants (e.g. IT consultant) whose mental health may be impacted by a company's terms and conditions of work.
- Customers relates to business customers whose mental health may be impacted by a company's terms and conditions of work.

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**Question 5**

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

**Rationale**

A culture that encourages openness and dialogue on mental health and works towards eliminating stigma will support the effectiveness of a company's workplace mental health strategy and its implementation.

**Scoring**

0 No evidence of management commitment to encouraging a culture of openness on mental health.

10 Clear evidence of management commitment to encouraging a culture of openness on workplace mental health.

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Maximum achievable score 10

**Explanatory notes**

- This question is looking for a clear management commitment to encouraging a culture that supports openness on mental health. To score maximum points, the company should demonstrate action in most/all of the following areas:
  - A culture which proactively changes the way people think and act about mental health by raising awareness and challenging mental health stigma
  - A culture which encourages two-way conversations about mental health and highlight the support available at all stages of employment
  - A culture which empowers employees to champion mental health and positively role model mental health in the workplace.
  - A culture which encourages openness during recruitment and throughout employment and allows reasonable adjustments to be made.

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**Question 6**

Does the company support the principles of 'good work' (or 'decent work') by having a formal commitment to Diversity, Equity and Inclusion (DEI)?

**Rationale**

Creating good working conditions for employees can help to prevent new mental health problems and support those with existing conditions to get on in work and thrive. It is good practice for companies to signal their commitment to good work through relevant workplace standards or policies.

A clear position on diversity and inclusion demonstrates that a company values the benefits that differences bring and is committed to fair and equal treatment of people. A diverse work culture that resembles the diversity that exists in society can support talent attraction and retention, innovation and idea exchange, and service levels. Best practice diversity and inclusion programs will recognise workplace mental health as a DEI issue.

**Scoring**

0 No evidence of a formal position on DEI.

1 The company has a formal position on DEI.

3 The company has a formal position on DEI and establishes a clear link to good work and workplace mental health.

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Maximum achievable score 3

**Explanatory notes**

- This question is looking for a clear position on promoting the principles of good work through a DEI policy.

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**Question 7**

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

**Rationale**

Creating good working conditions for employees can help to prevent new mental health problems and support those with existing conditions to get on in work and thrive. Good work consists of components such as fair pay and job security. It is good practice for companies to signal their commitment to good work through relevant workplace standards or policies.

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

**Scoring**

- 0 No evidence of a formal position on fair pay and financial wellbeing.
- 1 The company has a formal position on fair pay and financial wellbeing.
- 3 The company has a formal position on fair pay and financial wellbeing and establishes a clear link to good work and workplace mental health.

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Maximum achievable score 3

**Explanatory notes**

This question is looking for a clear position on promoting the principles of good work through a fair pay and financial wellbeing policy.

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**Question 8**

Does the company support the principles of good work by having a formal position on employee information and consultation, or equivalent?

**Rationale**

Creating good working conditions for employees can help to prevent new mental health problems and support those with existing conditions to get on in work and thrive. Good work consists of components such as fair pay, job security, flexible working, good working conditions, education and training, staff consultation and representation and the absence of discrimination, bullying and harassment. It is good practice for companies to signal their position on good work through relevant workplace policies (or equivalent).

Consultation involves employers not only giving information to employees but also listening to them and taking account of what they say before making decisions on key business matters. Whilst there are certain scenarios where employers are legally obliged to inform and consult with employees (such as redundancy), a company that takes a broader approach to employee consultation and representation are likely to benefit from increased employee engagement and a positive working environment where individuals and organisations can thrive.

**Scoring**

- 0 No evidence of a formal position on employee information and consultation.
- 1 The company has a formal position on employee information and consultation.
- 3 The company has a formal position on employee information and consultation and establishes a clear link to good work and workplace mental health.

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Maximum achievable score 3

### Explanatory notes

This question is looking for a clear position on promoting the principles of good work through an employee information and consultation policy.

### Question 9

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

#### Rationale

Creating good working conditions for employees can help to prevent new mental health problems and support those with existing conditions to get on in work and thrive. Good work consists of components such as flexible working and good working conditions. It is good practice for companies to signal their position on good work through relevant workplace policies, standards or procedures.

Flexible working can benefit all employees, including those with caring responsibilities. Workplaces that give permission to have a work/life balance and endorse flexible working allow workers greater control over balancing work commitments with non-work demands.

#### Scoring

- 0 No evidence of a formal position on flexible working.
- 1 The company has a formal position on flexible working.
- 3 The company has a formal position on flexible working and establishes a clear link to good work and workplace mental health.

Maximum achievable score 3

### Explanatory notes

This question is looking for a clear position on promoting the principles of good work through a flexible working policy.

### Question 10

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

#### Rationale

Creating good working conditions for employees can help to prevent new mental health problems and support those with existing conditions to get on in work and thrive. Good work consists of components such as control, autonomy, the opportunity for progression, education and training. It is good practice for companies to signal their commitment to good work through relevant workplace policies, standards or procedures.

Good workplaces support employee wellbeing throughout an individual's career by offering opportunities to progress and enhance career pathways, but also by providing opportunity to make reasonable adjustments to work schedules, duties and loads when managing mental health concerns.

#### Scoring

- 0 No evidence of a formal position on career progression and job adjustment.
- 1 The company has a formal position on career progression and job adjustment.
- 3 The company has a formal position on career progression and job adjustment and establishes a clear link to good work and workplace mental health.

Maximum achievable score 3

### Explanatory notes

This question is looking for a clear position on promoting the principles of good work through a career progression and job adjustment policy.

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**Question 11**

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

**Rationale**

Creating good working conditions for employees can help to prevent new mental health problems and support those with existing conditions to get on in work and thrive. It is good practice for companies to signal their commitment to Good Work and healthy workplaces through relevant workplace policies (or equivalent).

Difficult relationships at work can be stressful and make a job harder to cope with. Key frameworks and publications on workplace mental health, such as Mind's Wellbeing Index, The Thriving at Work Report and Deloitte UK Workplace Mental Health agree that good work consists of the absence of bullying and harassment. Companies must have strong policy and organisational practices to mitigate the risk of these negative behaviours, and to act appropriately when incidents occur.

**Scoring**

- |   |  |
|---|--|
| 0 | No evidence of a formal position on anti-bullying and non-harassment (or equivalent).  |
| 1 | The company has a formal position on anti-bullying and non-harassment.   |
| 3 | The company has a formal position on anti-bullying and non-harassment and establishes a clear link to good work and workplace mental health. |

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Maximum achievable score 3

This question is looking for a clear position on promoting the principles of good work through an anti-bullying and non-harassment policy.

# Governance and management

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## Question 12

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

### Rationale

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

### Scoring

12a. Board or senior management responsibility

0 No evidence of board or senior management oversight.

5 The company has published details of how the board or senior management oversee the implementation of the company's workplace mental health policy.

12b. Management responsibility

0 No evidence of assigned day-to-day operational management of mental health in the workplace.

5 The company has assigned day-to-day operational management for workplace mental health.

Maximum achievable score 10

### Explanatory notes

- This question is looking to identify companies that demonstrate senior ownership for workplace mental health, drive board-level accountability and have a clear governance structure for management and reporting.
- For the purposes of scoring on day-to-day responsibility, the question is not looking for named individuals, but evidence of roles with responsibility for workplace mental health. (e.g. a statement that this is the responsibility of a dedicated expert (medical officer), or a statement that responsibility is divided among a number of functions, with information on the various roles and responsibilities).
- The two sub-questions are scored separately (i.e. companies could score 5 points for publishing details of who is responsible for workplace mental health on a day-to-day basis and 5 points for publishing details of senior management responsibility for overseeing the workplace mental health policy).

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## Question 13

Has the company set objectives for the management of mental health in the workplace?

### Rationale

Objectives are the point where policy commitments are translated into action, and where resources and responsibilities are allocated for the delivery of these objectives.

### Scoring

0 No published objectives.

5 The company has published objectives but with no or limited information on how these are to be achieved.

10 The company has published objectives and set out the steps that will be taken to achieve these objectives.

Maximum achievable score 10

### Explanatory notes

- This question is looking for evidence of explicit mental health related objectives, and for evidence that the company has a clear plan for achieving these objectives.
- For the purposes of scoring, we do not differentiate between objectives relating to process (e.g. to formalise a company's mental health management system, to introduce audits) and performance (e.g. to reduce sickness absence days, to increase uptake on mental health initiatives). Similarly qualitative and/or quantitative objectives/targets are appropriate.
- Companies with multiple objectives, but without further information on how these are to be achieved, are awarded 5 points.
- Companies are awarded maximum points if they provide information on how the objectives and targets are to be achieved, such as specifying the main actions to be taken, by indicating the time frame, by indicating the financial and other resources required.

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### Question 14

Does the company provide:

- a) mental health training to line managers and individuals with assigned responsibilities for mental health?
- b) educational training to increase mental health literacy of all workers?

### Rationale

The effective implementation of a workplace mental health policy relies on managers who are competent to oversee the implementation of the policy, and is reinforced when workers are supported to take steps to improve, protect or maintain their own mental health.

### Scoring

- |   |  |
|---|--|
| 0 | No information provided on training.   |
| 5 | The company provides specific training to line managers and /or individuals with assigned responsibilities for mental health (e.g. mental health first aiders or champions). |
| 5 | The company provides educational opportunities to workers that support mental health, generally and in the workplace.  |

Maximum achievable score 10

### Explanatory notes

- Question 14a is looking for evidence of training initiatives to managers and/or mental health champions that support them to be able to identify and support all aspects of mental health in the workplace, and where to signpost for support.
- Training can be delivered by internal mental health trainers or external providers.
- Question 14b recognises companies that act to increase the mental health literacy of all staff and provide opportunities for staff to learn about how to manage their own mental health.
- The questions are scored separately (i.e. companies could score maximum points in each of the two sub-questions, and the scores for each sub-question do not influence the scores awarded for the other sub-questions).

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**Question 15**

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

**Rationale**

In addition to having a clear policy on mental health in the workplace, companies should develop and deliver systemic programme of activity that support the management of mental health in the workplace.

**Scoring**

0 No evidence of formal initiatives or programmes.

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5 Evidence of a single initiative.

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10 Evidence of a single but substantial initiative or multiple initiatives.

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2 Additional: Evidence of initiatives extending beyond employees and contingent workers, e.g. to customers and/or suppliers.

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Maximum achievable score 12

**Explanatory notes**

- This question is looking for evidence of mental health initiatives or programmes that support employees across the organisation and promote mental health in the workplace. There will be broad types of response to this question, and it may include communication strategies, intranet mental health sites, use of technology to support positive mental health, awareness days, etc.
- A single but substantial initiative is given equal scoring to multiple initiatives or programmes.
- The question on supply chain initiatives provides an additional two points to companies publishing details of initiatives which may include but are not limited to education, support and preferential payment terms for SMEs, service level reviews, etc.

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**Question 16**

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

**Rationale**

It is important for companies to provide appropriate support on mental health to workers through internal or external resources.

**Scoring**

0 No evidence of provision of mental health services.

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5 The company has published details of a single support initiative.

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10 The company has published details of multiple support initiatives.

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Maximum achievable score 10

**Explanatory notes**

Companies that take mental health seriously will provide access to services that support mental health in the workplace, examples can include but are not limited to an employee assistance plan (EAP), support lines, digital support, occupational health, NHS links, financial management advice, etc.

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**Question 17**

Does the company encourage openness about mental health during the recruitment process and throughout employment, offering appropriate workplace adjustments to workers who require them?

**Rationale**

This question is looking to assess whether companies support mental health at all points of an individual's employment with them, from recruitment to on-boarding to career development, and will make reasonable adjustments (job design, flexible working) as and when required.

**Scoring**

- 0 No evidence of mental health policy being considered at key points in career life cycle.
- 5 The company makes reference to mental health awareness, support and/or training during the recruitment process.
- 5 The company makes reference to mental health awareness, support and/or training during employment (on-boarding, development, return to work and review cycles).

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Maximum achievable score 10

**Explanatory notes**

This question is looking for companies to adopt a holistic approach to mental health at all stages of the career with the company.

Managers should be encouraged and supported to consider employee mental health in all aspects of a role, including during interview stage, induction, one-to-one meetings, team meetings and return-to-work meetings.

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**Question 18**

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

**Rationale**

It is good practice for companies to encourage and enable employees to participate and contribute to the design or development of internal mental health initiatives. This will strengthen a culture of openness on mental health.

**Scoring**

- 0 The company does not evidence that employees are able to participate in the design or delivery of mental health initiatives.
- 5 The company provides examples of how employees are able to participate in the design or development of mental health initiatives.

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Maximum achievable score 5

**Explanatory notes**

- The purpose of this question is to encourage companies to create an open and progressive culture for mental health by enabling employees to participate in mental health initiatives.
- This may take the form of mental health first aid training, employee engagement forums which focus on mental health, or opportunities to create initiatives.

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**Question 19**

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

**Rationale**

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

**Scoring**

- 0 The company provides no information on the processes in place to measure employee engagement.
- 5 The company describes its formal process for measuring employee engagement.
- 10 The company describes its formal process for measuring employee engagement and indicates how employee data supports its mental health strategy.

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Maximum achievable score 10

**Explanatory notes**

- This question is looking to confirm that the company encourages open communication and uses employee insights to build improvement over time. Surveys can highlight issues which can impact negatively on workplace mental health such as such as work overload and poor manager-employee relations.
- Companies that deliver dedicated mental health surveys are awarded full points.

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**Question 20**

Does the company have formal systems in place to allow meaningful dialogue to take place between managers and workers on key business, employment and restructuring issues? (e.g. employee panel or council, unions).

**Rationale**

This question is looking for evidence that the company encourages open communications and is transparent in its actions which can impact on the workforce.

**Scoring**

- 0 No description of formal systems in place to allow meaning dialogue.
- 10 The company has formal systems in place to allow meaningful dialogue.

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Maximum achievable score 10

**Explanatory notes**

- Companies that publish details of employee engagement systems such as councils, panels, unions are awarded full points.

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**Question 21**

Does the company conduct third party assurance of its mental health strategy and practices, or observe recognised frameworks?

**Rationale**

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

**Scoring**

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|----|--|
| 0  | No third-party assurance standard or framework specified.      |
| 5  | Evidence of a single assurance standard.                       |
| 10 | The company publishes details of multiple assurance standards. |

Maximum achievable score 10

**Explanatory notes**

This question recognises companies that align or test their mental health approach with recognised frameworks and/or standards. Examples can include but are not limited to the Thriving at Work Core and Enhanced Standards, Mind's Workplace Wellbeing Index and the global ISO45003 standard.

# Innovation and leadership

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## Question 22

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

### Rationale

Workplace mental health is a collective issue for corporations as well as being an individual issue for companies to manage. Making progress and raising standards across the UK requires individual companies to support research and development programmes to improve workplace mental health, to share their knowledge and expertise with their industry peers, to play a supportive role in public policy debates around workplace mental health, and to support industry and stakeholder initiatives directed at improving workplace mental health. Companies that share knowledge across their value chain are considered as leading the field.

### Scoring

- 0 No evidence of company involvement in industry initiatives or partnerships aimed at promoting positive mental health in the workplace.

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- 5 Evidence of company involvement in one industry initiative or partnership aimed at promoting positive mental health in the workplace.

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- 10 Evidence of company involvement in multiple industry initiatives or single significant partnership aimed at promoting positive mental health in the workplace.

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- 2 Additional: Evidence of extending engagement of customers and/or suppliers in initiatives or programmes aimed at promoting positive mental health.

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Maximum achievable score 12

### Explanatory notes

- Only those industry initiatives or partnerships that are explicitly directed at improving mental health in the workplace are eligible to be scored.
- In order to receive a score of 10 points, it is necessary for companies to demonstrate not only that the initiatives had a meaningful mental health dimension but that the company had played a significant role in the initiative. That is, companies had to demonstrate that they are dedicating significant time, resources or expertise to the initiatives in question.
- Companies can score an additional two points for publishing details of initiatives and partnerships delivered across the value chain (i.e. customers/suppliers.)

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**Question 23**

Does the company provide examples of employee communications (e.g. blogs, case studies, internal campaigns, social media etc.) on workplace mental health?

**Rationale**

Openness and transparency on mental health should be seen across the organisation. Providing an opportunity for employees to share personal stories and receive support from internal campaigns will strengthen the management of mental health in the workplace.

This question is looking for companies to promote their mental health communications strategy to share good practice across the industry.

**Scoring**

- 0 No evidence of employee communications on mental health.
- 5 At least one example of employee communications on workplace mental health.
- 10 One substantial employee communication or multiple examples of communications on workplace mental health.

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Maximum achievable score 10

**Explanatory notes**

- The activities that could be considered in this question are broadly defined. Examples include but are not limited to:
  - Employee communications on the company's website. Note: This is not just about providing information in the corporate responsibility/people section of the website but making mental health an integral part of employee communications and engagement.
  - Social media campaigns.

- In order to receive a score of 5 or 10, the focus of activities has to be on mental health.
- A single but substantial communication is given equal scoring to multiple communications.
- Social media channels referenced by corporate website are reviewed for recent content (<12 months old).

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**Question 24**

Is the company a recognised thought leader for its approach to corporate mental health practices?

**Rationale**

Companies leading the field on workplace mental health can promote good practice through receipt of recognised awards, publications or presentations which promote good practice and encourage others to adopt similar approaches.

**Scoring**

- 0 No evidence of external recognition and/or thought leadership.
- 5 The company provides an example of external recognition for its approach to workplace mental health initiatives or an example of thought leadership.
- 10 The company gives multiple examples of external recognition.

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Maximum achievable score 10

**Explanatory notes**

- Companies can promote and be rewarded for good practices through awards such as The Great British Wellbeing Awards, UK Best Workplace's, Mind's Index Awards, Mindful Partners Workplace Mental Health Award.
- Companies may also be recognised for their leadership on workplace mental health through industry presentations or publications.

# Performance reporting and impact

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## Question 25

Does the company publish details of its mental health approach in its annual report?

### Rationale

The annual report is a key channel for corporate disclosure. It is made available to shareholders and other stakeholders who use it to evaluate a company's performance and to make investment decisions. Companies are expected to publish details of their workplace mental health strategy and practices so that investors and other interested parties can appraise their approaches.

### Scoring

0 No reporting on workplace mental health in the annual report.

10 The company reports on workplace mental health in the annual report.

Maximum achievable score 10

### Explanatory notes

- This question is looking for companies to signal their position on mental health with appropriate disclosure of their workplace mental health strategy and/or practices in the annual report.
- Points are only awarded if the company is explicit about the actions that have been taken to safeguard and support workplace mental health, such as details of the initiatives or programmes delivered during the financial year.

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## Question 26

Does the company report on progress against its mental health-related objectives?

### Rationale

In addition to having clear policy commitments and management practices, companies are expected to develop reporting criteria for workplace mental health and publish details of progress made against objectives set. Examples can include (but are not limited to) number of people trained in mental health, development of initiatives, expansion of communication programme around mental health, uptake EAP, use of apps, response rates to mental health surveys, reduction in absence days.)

### Scoring

0 No reporting on progress against mental health-related objectives.

5 Partial reporting on progress against mental-health related objectives.

10 Comprehensive reporting on progress against mental-health related objectives.

Maximum achievable score 10

### Explanatory notes

- This question is looking specifically for explicit monitoring data, this can be quantitative (i.e. x% of people trained in mental health awareness) or qualitative (development of support activities), and based on process or performance.

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**Question 27**

Does the company report on the proportion of line managers or dedicated individuals in workplace mental health?

**Rationale**

The effective implementation of mental health strategy and practices relies on managers, and other dedicated individuals, who are competent and confident to oversee delivery initiatives and to support people to talk more freely about their mental health, reducing stigma and promoting early intervention. An educational programme for employees supports awareness of, and a positive culture for, mental health.

**Scoring**

- 0 No reporting.
- 5 The company reports on the proportion of line managers trained in workplace mental health.
- 5 The company reports on the proportion of dedicated individuals trained in workplace mental health.

Maximum achievable score 10

**Explanatory notes**

- This question is looking for explicit reporting of the number of people trained in mental health. It is helpful if companies express this data as a proportion of the total number of employees (e.g. 500 people received training (5% of the workforce))
- Questions are scored separately.

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**Question 28**

Does the company report on the uptake of its mental health programme and/initiatives?

**Rationale**

The effective implementation of mental health strategy and practices relies on the effective communication and delivery of initiatives and programmes.

**Scoring**

- 0 No reporting on the uptake of mental health programmes or initiatives.
- 5 Partial reporting on the uptake of mental health programmes or initiatives.
- 10 Comprehensive reporting on the uptake of mental health programmes or initiatives.

Maximum achievable score 10

**Explanatory notes**

- This question is looking for explicit reporting of the number of people accessing mental health initiatives and programmes. Examples might include but are not limited to the number of people using apps, actively taking part in awareness days, attending awareness sessions, etc.

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**Question 29**

Does the company report the proportion of the workforce that participate in employee engagement programmes/survey?

**Rationale**

Data from engagement surveys can support the effectiveness of workplace mental health strategy and the design of initiatives. Companies are expected to report on the uptake of engagement surveys.

**Scoring**

- 0 No reporting of the uptake of employee engagement surveys.
- 10 The company reports of the proportion of the workforce that respond to employee engagement survey.

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Maximum achievable score 10

**Explanatory notes**

- Workplace mental health strategy should use data gathered from employment engagement surveys as this will provide real time feedback on the effectiveness of initiatives and indicate where intervention may be required at a system level.

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**Question 30**

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

**Rationale**

Companies that identify the importance of good workplace mental health and adopt appropriate strategies and practices which positively impact workplace mental health are encouraged to develop metrics to demonstrate performance. Examples may include but are not limited to return on investment (ROI) linked to mental health strategy and initiatives, reduction in sickness absence, turnover, morale, etc.

**Scoring**

- 0 No evidence of impact reporting related to mental health strategy.
- 10 The company reports on the impact of its mental health strategy.

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Maximum achievable score 10

**Explanatory notes**

- This question is looking for explicit reporting of results that have been determined as indicating the effectiveness of the workplace mental health strategy.
- Companies are expected to determine appropriate key performance indicators linked to their business case for mental health (turnover, morale, engagement, absence days, intervention).

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**WANT TO KNOW MORE?**

Please contact:

**Amy Browne**

Stewardship Lead  
[amy.browne@ccla.co.uk](mailto:amy.browne@ccla.co.uk)  
020 7489 6030

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