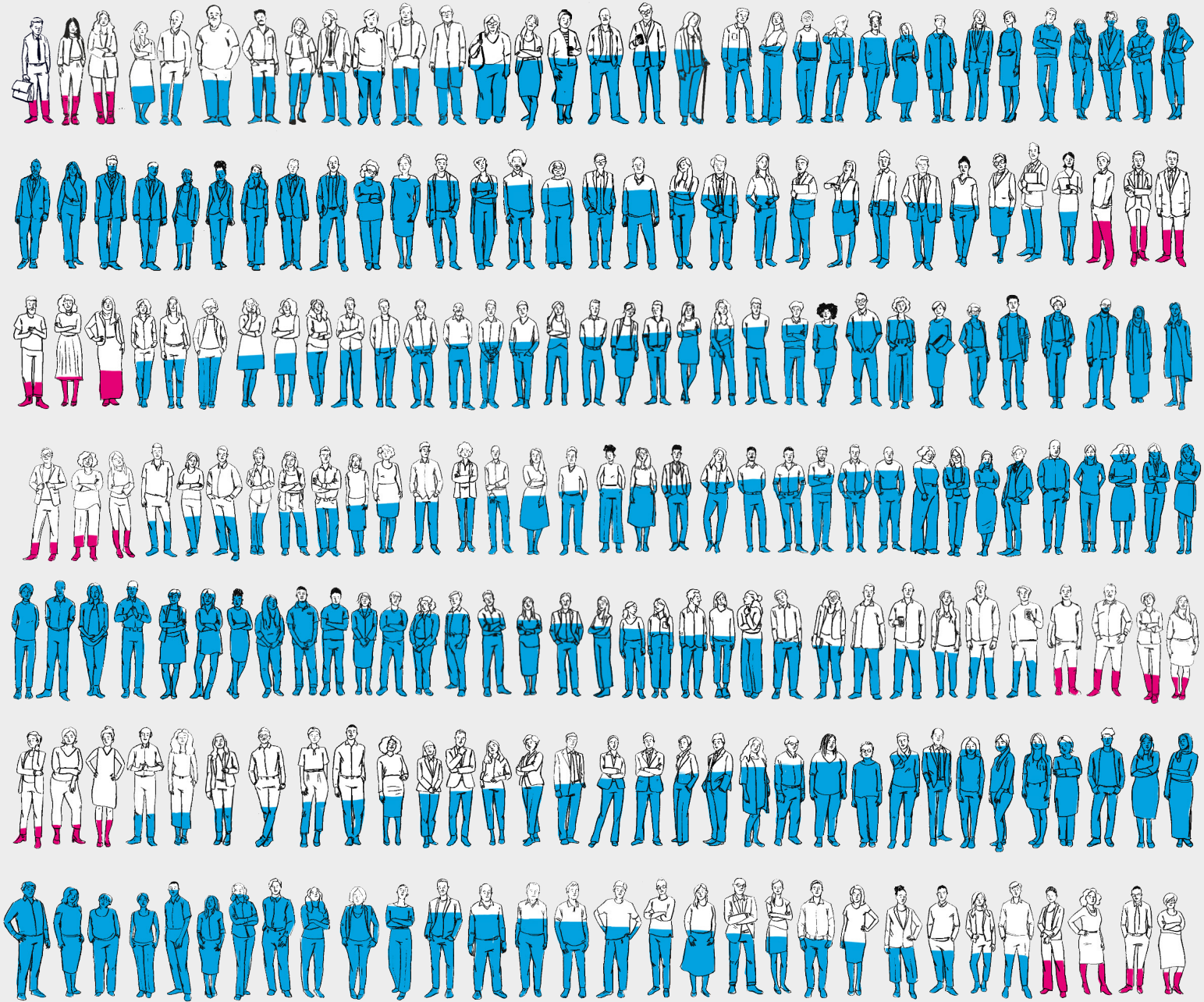


# CCLA Corporate Mental Health Benchmark UK 100

Corporate  
Mental Health  
Benchmark



2025

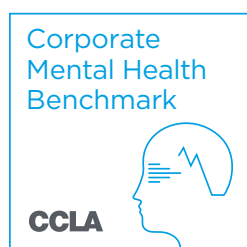


**CCLA**

GOOD INVESTMENT

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

# Acknowledgements

This report has been prepared by CCLA and Chronos Sustainability Limited. The lead authors were Amy Browne (CCLA), Nicky Amos (Chronos Sustainability) and Hannah Wakelin (Chronos Sustainability).

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

First, the **Expert Advisory Panel**:

- Elizabeth Sheldon, CCLA (co-chair)
- Lord Dennis Stevenson CBE (co-chair)
- Dr Richard Caddis, Rolls-Royce
- Remi Fernandez, Principles for Responsible Investment
- Dr Sarah Hughes, Mind
- Dr Shekhar Saxena, Harvard T.H. Chan School of Public Health
- Dr Junko Umihara, Showa Women's University

Second, the **77 benchmarked companies** that made time to engage with the assessment process.

Third, the **56 global investors** that support CCLA's engagement efforts on this topic.

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

## Lord Dennis Stevenson CBE

In 2017 the then Prime Minister, Theresa May, asked Paul Farmer and me to undertake an independent review into how employers can better support the mental health of all people currently in employment. The review, known as Thriving at Work, revealed that the UK was facing a mental health challenge at work that was much larger than we had thought. It quickly became clear that employers were losing billions of pounds because employees are less productive, less effective, or off sick. Subsequent crises – from the Covid-19 pandemic to war and major economic and political upheaval – have placed further strain on companies and their employees.

While there are significant challenges associated with assessing and comparing companies on a topic as complex and poorly understood as mental health, four years on I would go as far as saying that the CCLA Corporate Mental Health Benchmark has become a hugely important, almost indispensable tool for measuring how businesses are managing the mental health of their employees.

The good news is that over a quarter of the companies surveyed now appear in the top two tiers of the benchmark. This compares to just 10% in 2022. Even better is the clear improvement evidenced by the vast majority of companies since the benchmark's first iteration.

The less good news is that a staggering 55% of CEOs still do not appear to be involved in promoting good mental health in their companies, which perhaps explains why about three quarters of the companies assessed do not seem to report how many of their managers are trained in mental health. Without CEO backing, the work being undertaken by committed individuals inside companies risks becoming fragmented, lacking in direction and sidelined or deprioritised when budgets are stretched.

In 2025, while the picture is certainly positive, there is a long way to go. Well done, CCLA... and keep up the good work!

## A note on currencies quoted in this report

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

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

	GBP (£)	USD (\$)
GBP (£)	1.0	1.33
USD (\$)	0.75	1.0



# Executive summary

The Covid-19 pandemic brought mental health and employee wellbeing into sharp focus for many employers, highlighting the critical importance of psychological safety and support in the workplace. However, more than three years on, the challenges have not subsided. Instead, a new wave of uncertainty – driven by global political instability, economic volatility and the escalating impact of climate change – is creating fresh pressures on both organisations and their people. Against this backdrop of renewed strain on employees' mental resilience, businesses must continue to prioritise the mental health of their people.

Moreover, they must be alive to the economic impact of failing to take these developments seriously. In England alone, mental ill-health at work is estimated to cost nearly £110 billion annually due to factors such as staff turnover, presenteeism, economic inactivity and sickness absence.<sup>1</sup> More than 16 million working days were lost in Great Britain in 2023/24 due to work-related stress, depression or anxiety.<sup>2</sup>

The good news is that with committed leaders and thoughtful programmes, the cost to employers of poor workplace mental health can be mitigated. The 2024 Deloitte report 'Mental health and employers' found that for every £1 invested in employees' physical and mental wellbeing, companies can expect an average return of £4.70, driven by increased productivity and reductions in both absenteeism and presenteeism.<sup>3</sup>

We are delighted to present the findings of the 2025 CCLA Corporate Mental Health Benchmark – UK 100. Now in its fourth consecutive year, the benchmark is regarded by many as a useful framework for companies seeking to organise and continually improve their management of, and reporting on, mental health in the workplace. It also provides an important accountability mechanism for investors and other stakeholders who want to understand how companies are managing the business risks and opportunities presented by workplace mental health.

In the 2025 benchmark, we evaluated the public disclosures of 100 UK-listed companies, selected based on market capitalisation and workforce size.\* Annual benchmarking of the UK's largest listed businesses, combined with sustained investor engagement, continues to increase awareness, help to disseminate examples of good practice and ultimately drive positive change in employee mental health.

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Over 4.7 million employees –  
the combined workforce of the  
100 UK companies covered  
by the 2025 benchmark

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

# Performance summary 2024–25

Of the 100 companies...



21

have improved  
their performance  
tier

These 21 companies improved sufficiently over the past year to move up at least one performance tier, to the implied benefit of over 800,000 workers. Three companies moved up two tiers.



26

now rank in  
the top two  
performance tiers

This compares to just 10 companies at the benchmark's outset in 2022. It suggests that more than 1.3 million people now work for businesses with a mature strategic approach to mental health.



53

increased their  
score over the  
past year

Of these 53 companies, 18 improved their overall score by 10 percentage points or more, with three companies increasing their score by more than 30 percentage points.



13

sit in the lowest  
performance tier

This suggests that more than 300,000 people work for businesses that have not demonstrated significant steps to protect the mental health of their people.

# Engagement summary

## 77% of companies engaged with the benchmarking process, compared to 69% last year

- 68 engaged directly with CCLA over the past year.
- 61 reviewed their preliminary assessment, with many providing substantive feedback.
- 54 both engaged with CCLA and reviewed their preliminary assessment.

## 56 investors, with a combined \$10.2 trillion support engagement efforts

- The global investor statement on workplace mental health<sup>4</sup> was launched in July 2022 with 29 founding signatories.
- By the end of 2024, the investor coalition had grown to 56 investor signatories with a combined \$10.2 trillion (£7.7 trillion) in assets under management.



# Key insights

## Companies continue to prioritise workplace mental health

Virtually all assessed companies (99%) recognise mental health as a significant business concern and 79% have formalised their commitments in a mental health policy (or equivalent). The key business drivers for managing employee mental wellbeing include workforce resilience and productivity, employee recruitment and absenteeism, and business growth.

## Almost half of CEOs are actively championing mental health

As the most senior executive, the CEO is in a unique position to influence company culture and to advocate for mental wellbeing. Of the assessed companies, 45% publicly disclose a leadership commitment from their CEO on mental health – up from 42% in 2024. While 56% of companies have committed to fostering a culture of openness around mental health, greater leadership is needed to match ambition with action.

## Companies are making progress in strengthening their governance around workplace mental health, but day-to-day operational oversight remains a gap

Nearly two-thirds of assessed companies (65%) now assign board-level or senior management responsibility for mental health – up from 52% last year. The proportion assigning day-to-day operational responsibility has also risen, reaching 40% compared to 32% in 2024. Despite this progress, more companies need to clearly define both oversight and implementation roles to ensure meaningful delivery of their mental health strategy.

## Despite investing in mental health initiatives and support, companies are failing to monitor their effectiveness

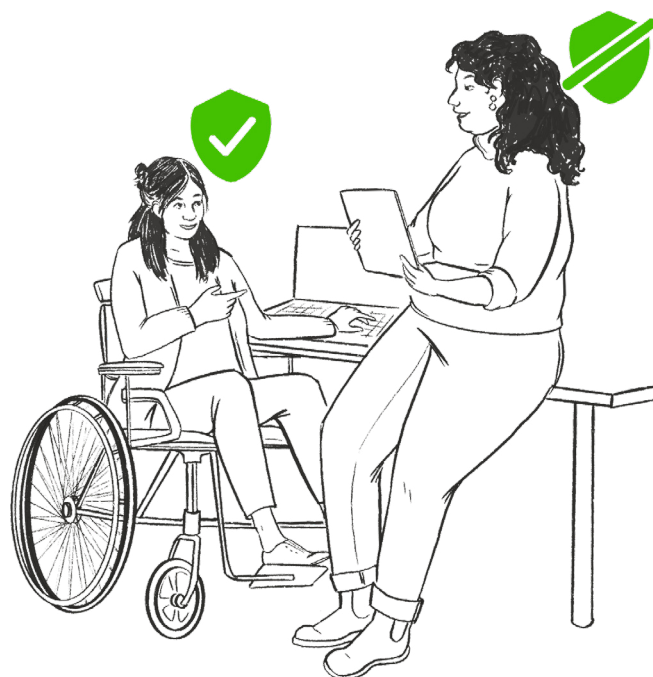
Despite significant investment in mental health awareness and support services, many of the assessed companies fail to evaluate the effectiveness of their initiatives. Although 92% of companies run awareness-raising initiatives and all offer support services, only 40% report on employee uptake and just 21% publish key performance indicators aimed at measuring impact on mental health. This lack of measurement limits companies' ability to understand what's working – and where improvements are needed.

## Line managers at nearly half of the assessed companies remain under-equipped to address workplace mental health

Line managers play a frontline role in safeguarding employee mental wellbeing. While 51% of the assessed companies report providing mental health training to line managers, 49% appear to offer no such support. By contrast, 66% of companies provide training to individuals with dedicated mental health responsibilities, such as mental health first aiders, highlighting a gap in broader managerial preparedness.

# Our recommendations for employers

We encourage all listed companies – regardless of size, location or industry – to review the findings in this report and take meaningful action on mental health. Specifically, we recommend the following steps:



**1** Demonstrate a leadership commitment to mental health at the highest level – for example, through a published CEO statement affirming the company's stance and priorities.



**2** Publish a workplace mental health policy with a clearly defined scope and a detailed plan for implementation and accountability.



**5** Raise awareness and engage employees in shaping mental health programmes to ensure relevance, inclusivity and effectiveness.



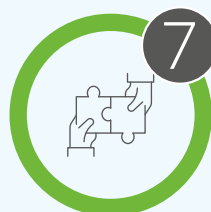
**3** Set clear mental health objectives or targets and report regularly on progress to demonstrate impact.



**6** Equip line managers with appropriate training and tools to identify, support and respond to mental health concerns within their teams.



**4** Provide employees with good working conditions that support positive mental health. Pay workers fairly and prioritise flexibility, job security and opportunities for career progression.



**7** Collaborate with external partners – including industry peers and academic institutions – to share insights and promote best practices in workplace mental health.

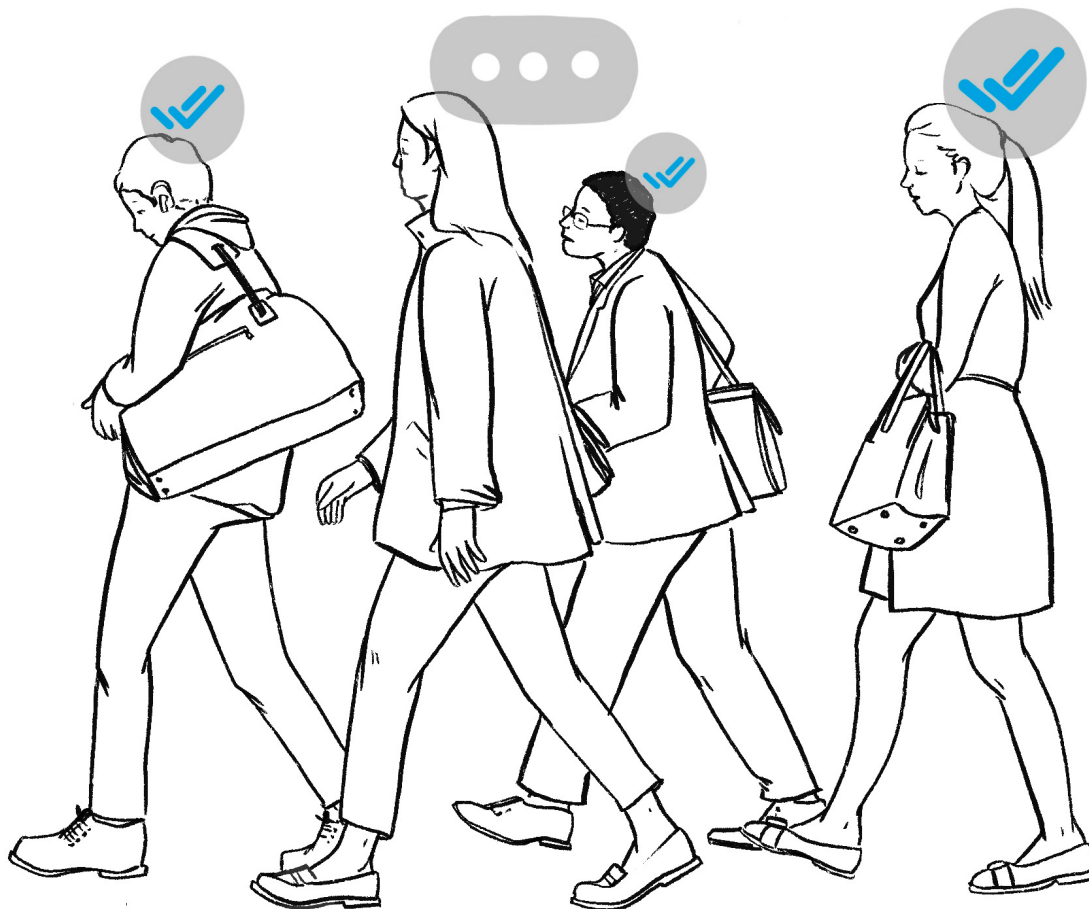


# Company ranking

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

This year, we assessed 100 companies (compared to 101 companies in 2024). We removed five companies from the benchmark – Dowlais Group, DS Smith, Flutter Entertainment, Smurfit Kappa Group and TUI – due to corporate actions or changes to location of listing. We added four new companies: Bakkavor Group, Cranswick, Greencore Group and Kier Group.

The 100 companies in this benchmark represent 11 industry sectors, which are classified using the Global Industry Classification Standard (GICS) as communication services, consumer discretionary, consumer staples, energy, financials, health care, industrials, information technology, materials, real estate and utilities.



# Assessment methodology

Independent company assessments and quality assurance took place between 3 March and 2 April 2025. All companies were invited to review their preliminary assessments during April before we finalised the scores in May.

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

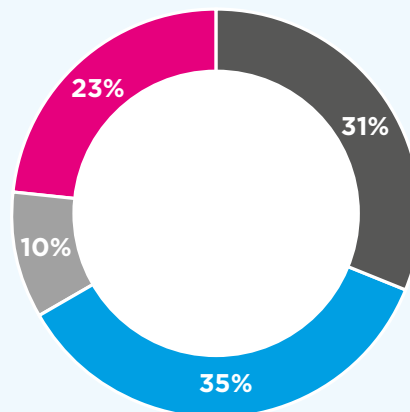
- management commitment and policy
- governance and management
- leadership and innovation
- performance reporting and impact

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

The rankings are based on each company's overall score as a percentage of the maximum points available in the 2025 UK 100 benchmark.






Companies are ranked across five performance tiers (set out below). This enables us to evaluate the performance of businesses in the benchmark based on the maturity of their approach to workplace mental health.

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



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

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

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

# Tier ranking

Within each tier, companies are listed in alphabetical order.

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

## Key:

- ▲ Up two tiers
- △ Up one tier
- ▽ Down one tier
- New to the benchmark in 2025
- Engaged with benchmarking process

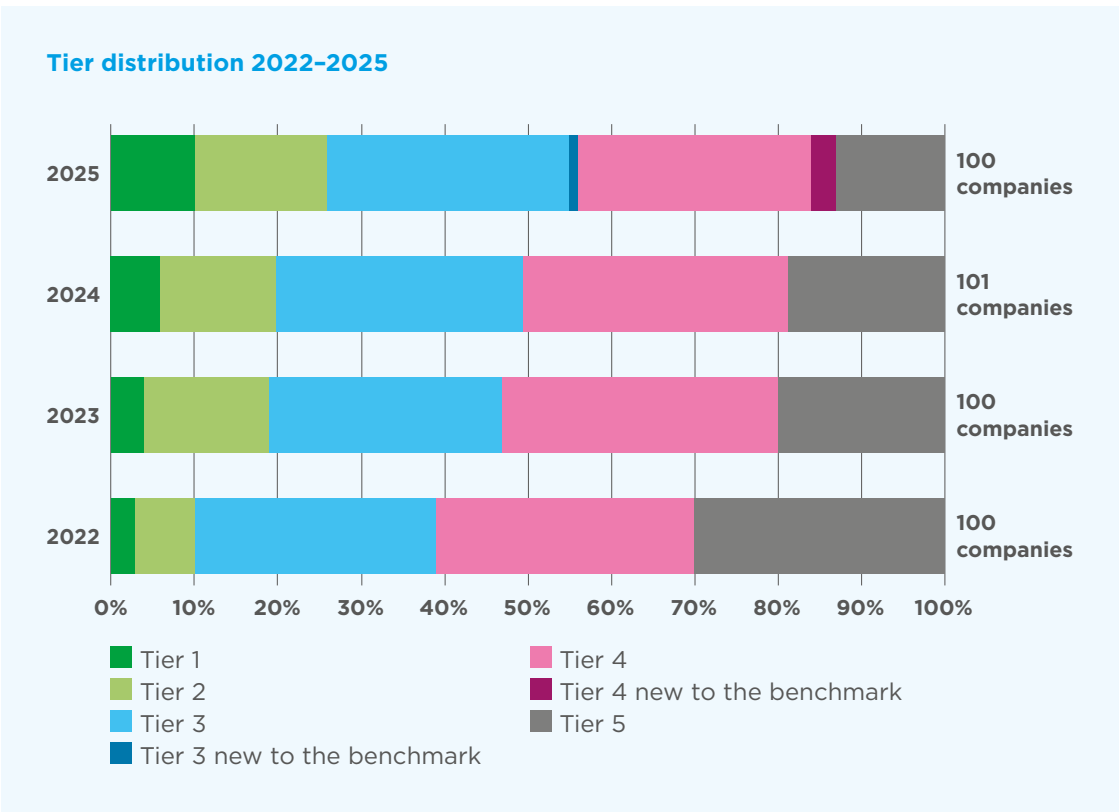
Discussions with some of the benchmarked companies indicate that corporate disclosures on workplace mental health may not fully capture the extent of the activity occurring on the ground. Inconsistent or outdated reporting makes it challenging for investors to accurately evaluate a company's management practices and assess its performance – relative to its industry peers – on mental health.

Through repeated annual assessments, we aim to encourage greater transparency around workplace mental health and deepen understanding of the associated business risks and opportunities.

We hope the findings from these assessments will help companies to strengthen – and continually improve – their management focus on mental health in the workplace.

## Tier distribution

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



# Average scores

## Overall average scores

The overall average score for the benchmarked companies rose to 46% this year, up from 41% last year. This positive trend suggests that more companies are recognising the importance of proactively managing the business risks and opportunities associated with workplace mental health.

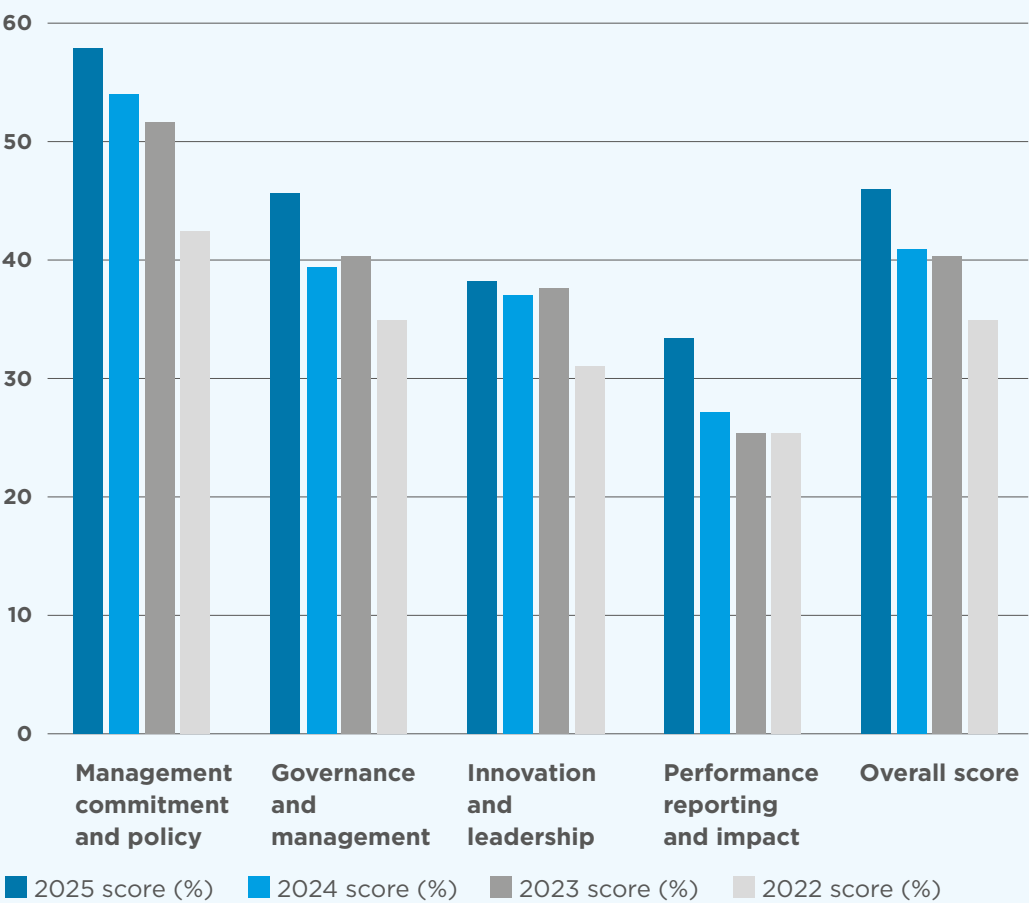
For the 85 companies that have appeared in the benchmark over the past four years, the overall average score has increased to 47% in 2025 from 36% in 2022.

## Average scores by assessment pillar

This chart illustrates the year-on-year changes in average score across the four assessment pillars. It shows steady progress in the management commitment and policy pillar. The remaining three pillars exhibit more varied, yet generally positive, performance trends.

Companies continue to score highest in the management commitment and policy pillar, reflecting a sustained focus on formalising management commitments to mental health. Encouragingly, the governance and management and performance reporting and impact pillars have shown the most improvement since last year – suggesting growing attention to implementation and accountability.

Average score by pillar 2022-2025



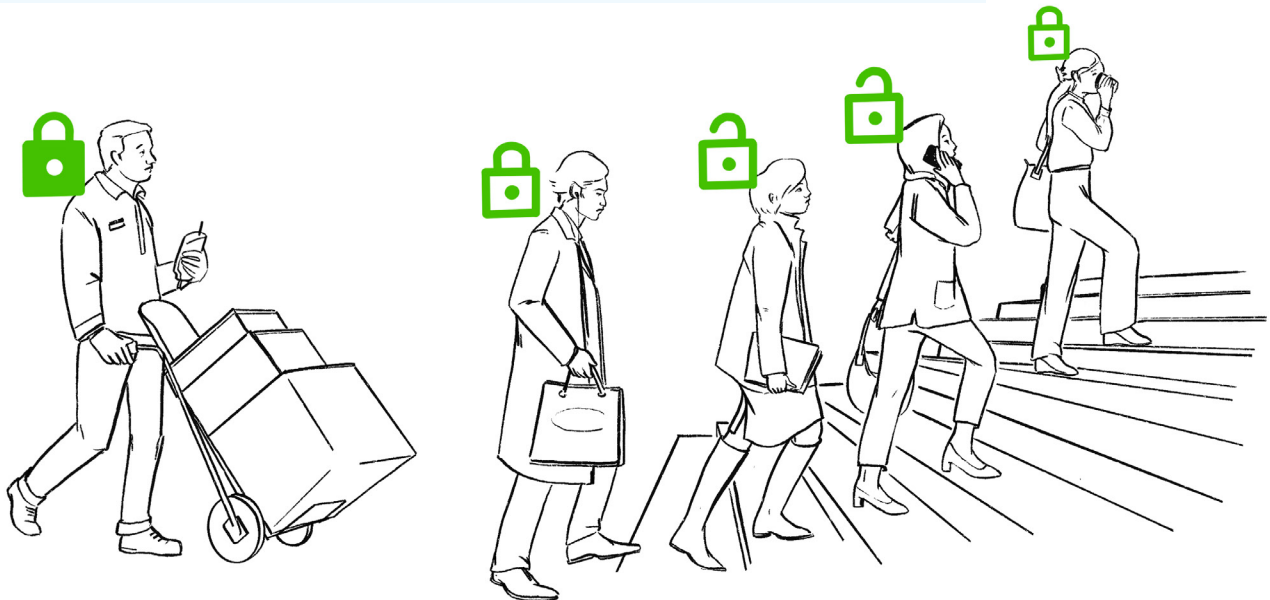
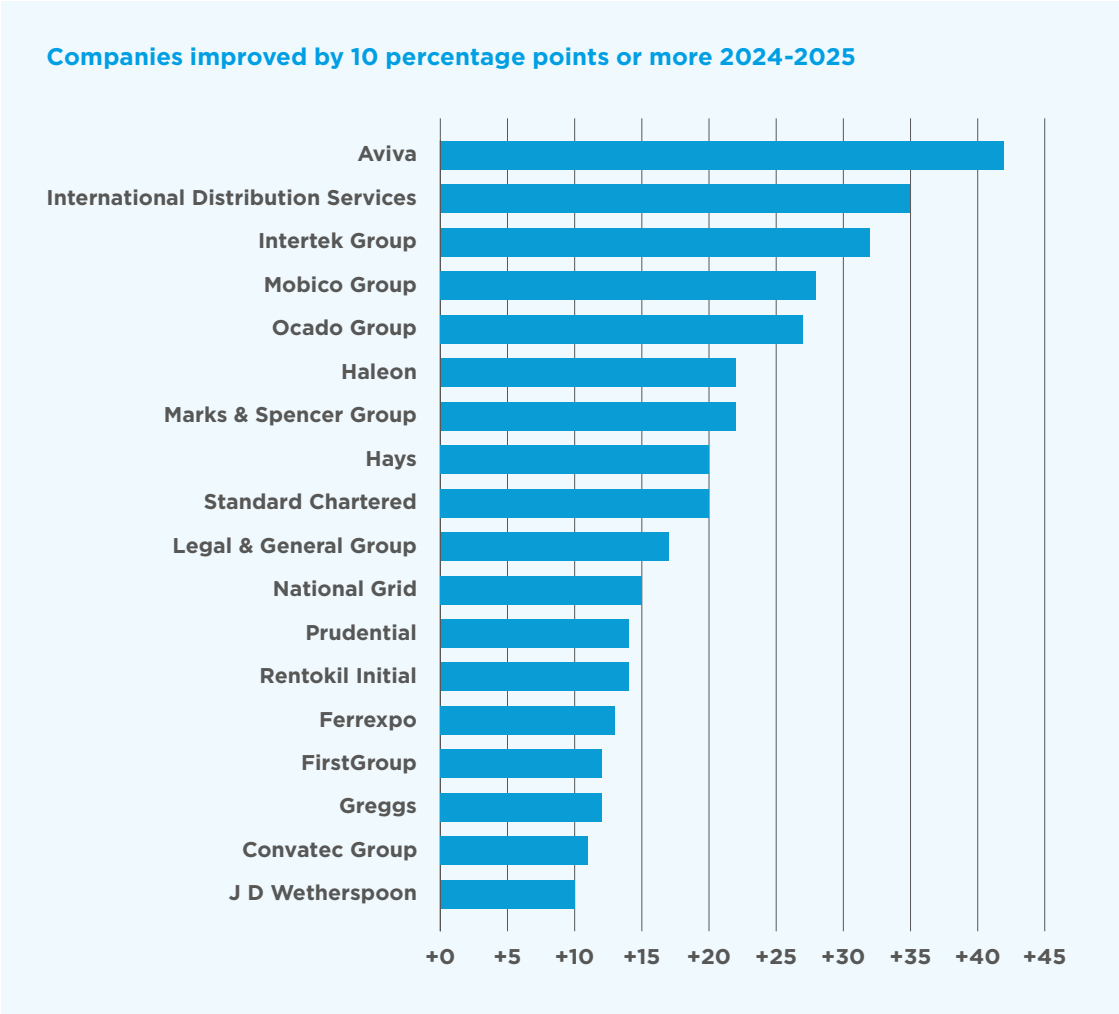
The number of companies was 100 in 2022 and 2023, 101 in 2024, and 100 in 2025.



# Performance analysis

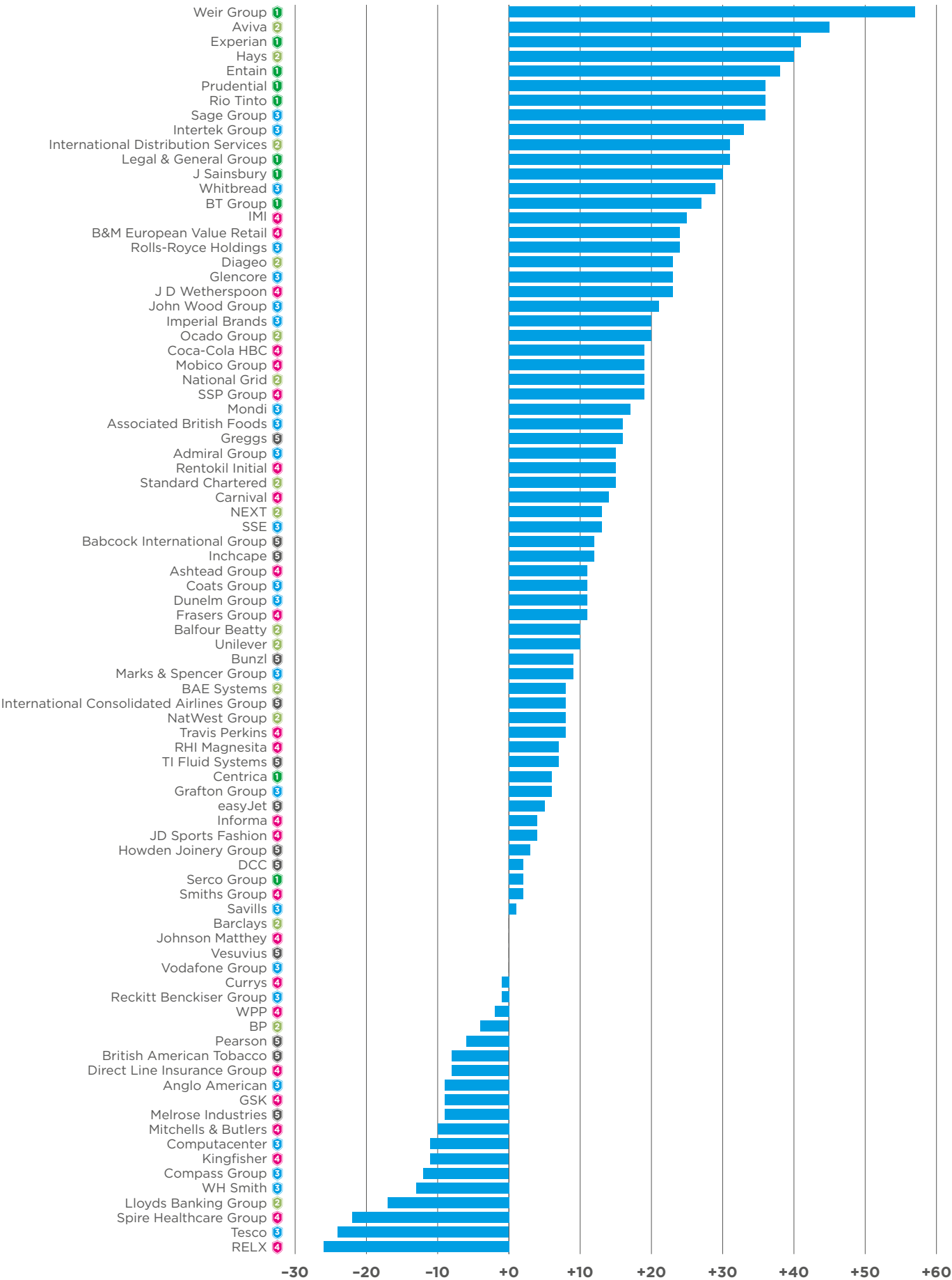
## Most improved companies 2024–2025

The following companies demonstrated an improvement of 10 percentage points or more between 2024 and 2025.



# Trend company analysis 2022–2025

The chart below shows the percentage point change in score over four years for the 85 ‘trend companies’ that have appeared in the benchmark since its inception in 2022. Companies’ 2025 performance tiers are indicated by the tier badges.



# Top performers by assessment pillar

Here, we list the companies achieving the highest scores in 2025 by assessment pillar.

## Management commitment and policy

Position	Company
= 1	Prudential
= 1	Experian
= 1	Centrica
= 1	Weir Group
5	Entain
6	Barclays
= 7	Aviva
= 7	Intertek Group
= 7	Legal & General Group
10	Coats Group

## Leadership and innovation

Position	Company
= 1	BT Group
= 1	Serco Group
= 1	Centrica
= 1	Rio Tinto
= 1	Experian
= 1	Standard Chartered
= 7	BP
= 7	NEXT
= 7	Prudential
= 7	Unilever
= 7	J Sainsbury
= 7	Legal & General Group

## Governance and management

Position	Company
1	Serco Group
2	BT Group
= 3	Entain
= 3	Centrica
= 3	J Sainsbury
= 6	Experian
= 6	Prudential
= 8	Legal & General Group
= 8	Weir Group
10	Reckitt Benckiser Group

## Performance reporting and impact

Position	Company
= 1	BT Group
= 1	Serco Group
= 3	Experian
= 3	Rio Tinto
= 3	Centrica
= 3	J Sainsbury
= 7	Entain
= 7	NatWest Group
= 7	Hays
= 7	Legal & General Group



# Performance by assessment pillar

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

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

**Key:** ● First quintile ● Second quintile ● Third quintile ● Fourth quintile ● Fifth quintile

\*These companies are new to the CCLA Corporate Mental Health Benchmark in 2025.

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

**Key:** ● First quintile ● Second quintile ● Third quintile ● Fourth quintile ● Fifth quintile

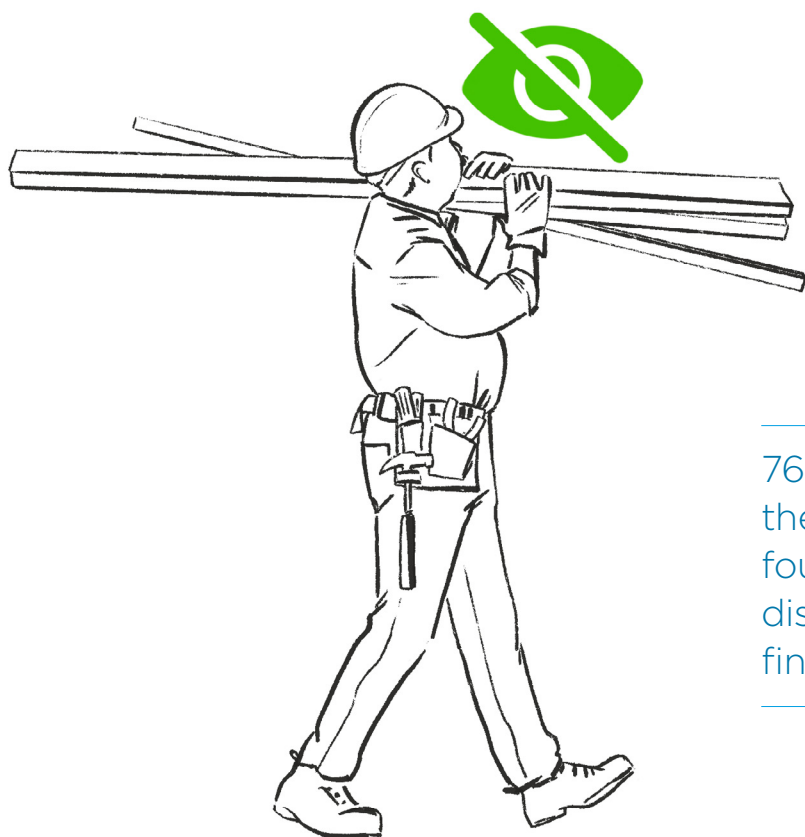
\*These companies are new to the CCLA Corporate Mental Health Benchmark in 2025.



## Sectoral performance

The four largest sectors, 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 (%)
Financials	78	55	66	49	62
Consumer staples	63	50	43	37	50
Industrials	57	44	32	30	44
Consumer discretionary	46	39	24	25	36
<b>Benchmark average</b>	<b>58</b>	<b>46</b>	<b>38</b>	<b>34</b>	<b>46</b>



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

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# Performance by assessment criteria

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

Refer to Appendix 1 for the full assessment criteria.

The following assessment criteria showed a marked (i.e. over 10 percentage points) improvement in the proportion of companies scoring the maximum number of points.

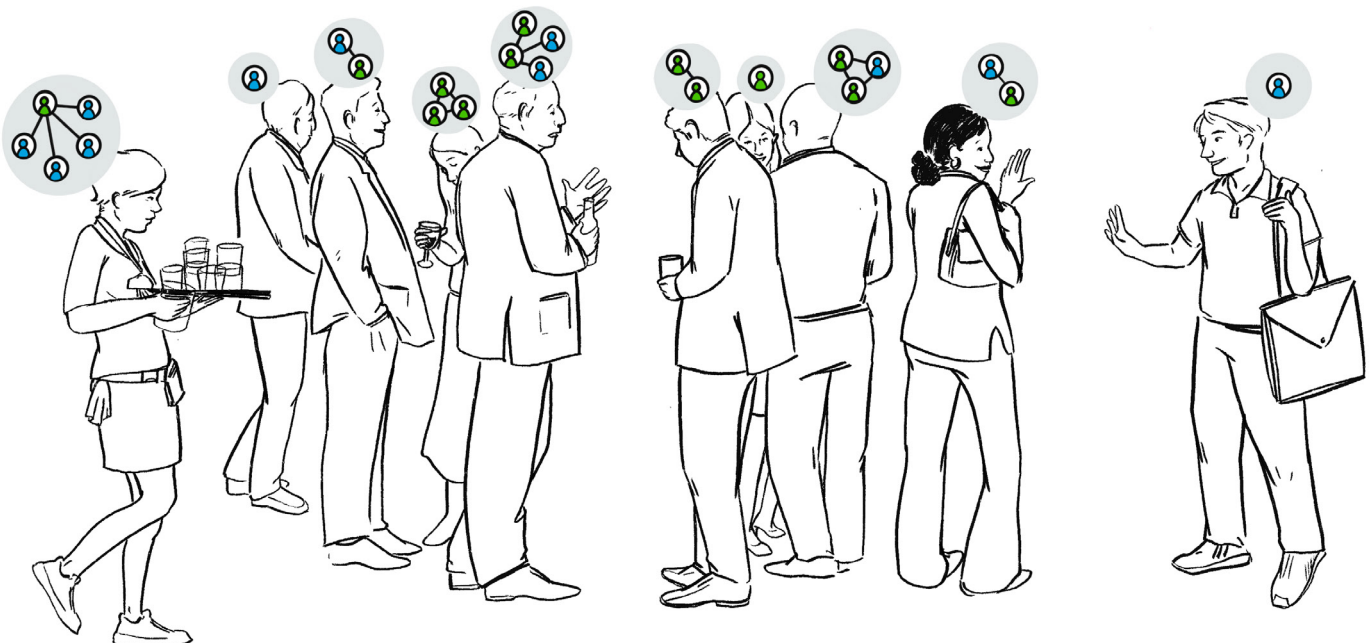
Question number	Question text	Companies scoring maximum points (2025) (%)	Companies scoring maximum points (2024) (%)	Points difference (%)
15b	Has the company developed formal initiatives or programmes to raise awareness of mental health that extend beyond employees and contingent workers (e.g. to customers and/or suppliers)?	49	35	+14
12a	Has the company assigned board or senior management responsibility for workplace mental health?	65	52	+13
6	Does the company support the principles of good work by having a formal commitment to diversity, equity and inclusion (DEI)?	43	31	+12
17	Does the company encourage openness about mental health and offer appropriate workplace adjustments to workers who require them throughout their career life cycle (e.g. during recruitment, on-boarding, career development, performance reviews and return to work)?	28	16	+12
19	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?	45	33	+12
10	Does the company support the principles of good work by having a formal position on career progression and job adjustment?	26	15	+11
26	Does the company report on the uptake of its mental health programmes or initiatives?	29	18	+11
<b>Key:</b> <span>● Management commitment and policy</span> <span>● Leadership and innovation</span> <span>● Governance and management</span> <span>● Performance reporting and impact</span>				

No assessment criteria showed a marked (i.e. over 10 percentage points) deterioration in the proportion of companies scoring maximum points.

### Top-performing assessment criteria

The following table shows the questions on which companies scored highest in 2025.

Question number	Question text	Companies scoring maximum points (%)
16	Does the company provide access to mental health services and support either internally or externally?	82
15a	Has the company developed formal initiatives or programmes to raise awareness of mental health in the workplace?	75
1	Does the company acknowledge workplace mental health as an important concern for the business?	67
14b	Does the company provide mental health training to dedicated individuals (e.g. mental health first aiders)?	66
12a	Has the company assigned board or senior management responsibility for workplace mental health?	65
5	Does the company have a clear management commitment to encouraging a culture of openness on mental health?	56
7	Does the company support the principles of good work by having a formal commitment to fair pay and financial wellbeing?	54
14a	Does the company provide mental health training to line managers?	51
<b>Key:</b> <span style="display: inline-block; width: 10px; height: 10px; background-color: #3498db; border-radius: 50%; margin-right: 5px;"></span> Management commitment and policy <span style="display: inline-block; width: 10px; height: 10px; background-color: #95a5a6; border-radius: 50%; margin-left: 20px; margin-right: 5px;"></span> Leadership and innovation <span style="display: inline-block; width: 10px; height: 10px; background-color: #2980b9; border-radius: 50%; margin-left: 20px; margin-right: 5px;"></span> Governance and management <span style="display: inline-block; width: 10px; height: 10px; background-color: #e91e63; border-radius: 50%; margin-left: 20px;"></span> Performance reporting and impact		



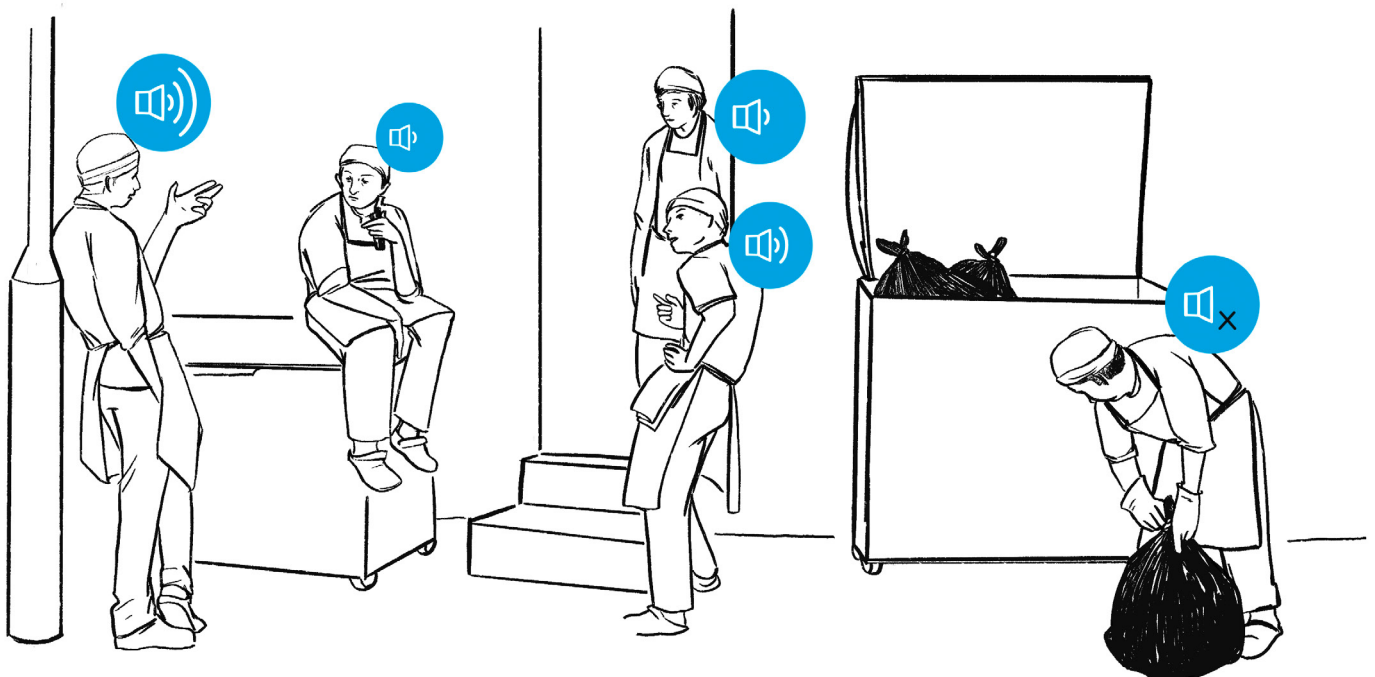
### Bottom-performing assessment criteria

The following table highlights the questions on which companies performed least well in 2025. All four pillars are represented.

Question number	Question text	Companies scoring maximum points (%)
20	Does the company independently assure its mental health management system against a recognised framework or standard?	2
21b	Does the company engage customers and/or suppliers in industry or academic initiatives or programmes aimed at promoting positive workplace mental health?	13
8	Does the company support the principles of good work by having a formal position on board-employee information and consultation?	14
23	Does the company publish details of its mental health approach in its most recent annual report and accounts (or equivalent)?	15
13	Has the company set objectives or targets for the management of mental health in the workplace?	19
24	Does the company report on progress against its objectives or targets related to mental health?	20

**Key:**

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



# About the benchmark

## Aims and objectives

The CCLA Corporate Mental Health Benchmark is designed to evaluate how listed companies approach and manage workplace mental health based on their public reporting. It provides institutional investors with an account of a company's management and associated disclosure practices on mental health, thereby acting as an important accountability mechanism for investors. Annual benchmark assessments allow stakeholders to track a company's absolute and relative progress over time.

The aims of the benchmark are to:

- ensure that corporate efforts are directed towards activities that positively support the mental health of people at work

- encourage greater disclosure on workplace mental health and enhance understanding of the business risks and opportunities presented by mental health among private sector employers
- equip investors and other stakeholders with a tool for assessing the effectiveness of corporate management of business risks and opportunities associated with mental health across global operations
- define important expectations on workplace mental health, providing investors with an accessible way to understand and evaluate corporate practices.

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## Governance

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

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

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

- Elizabeth Sheldon, CCLA (co-chair)
- Lord Dennis Stevenson CBE (co-chair)

- Dr Richard Caddis, Rolls-Royce
- Remi Fernandez, Principles for Responsible Investment
- Dr Sarah Hughes, Mind
- Dr Shekhar Saxena, Harvard T.H. Chan School of Public Health
- Dr Junko Umihara, Showa Women's University

The panel is responsible for:

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



# Evolution

## Genesis

CCLA's mental health engagement programme was launched in February 2019. A set of ambitious but workable 'best practice' measures were created, inspired by the recommendations set out in the government-commissioned 'Thriving at work' review<sup>5</sup> and the input of senior representatives from Public Health England, the mental health charity Mind and other leading thinkers on the issue.

The five measures were:

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

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

Covid-19 gave the engagement programme a new impetus and, in April 2020, CCLA formed a coalition of investors representing £2.2 trillion in assets under management. We wrote on their behalf to the CEO of every FTSE 100 company. The letter urged these business leaders to protect the mental health of their employees during the pandemic.

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

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

From these engagements, it became apparent that improvements in corporate practice were required, alongside greater transparency, more disclosure and more comprehensive reporting on mental health. These findings led us to explore the development of a corporate benchmark as a tool for defining the expectations of companies in this space.

## Consultation and academic review

In December 2020, CCLA launched a public consultation on a proposed corporate mental health benchmark. The consultation document outlined a management systems framework designed to ensure that the benchmark paid particular attention to the internal governance conditions necessary to change and shape corporate actions on mental health in the workplace. We received written responses to the consultation from 74 (primarily European) stakeholders including investors, companies, academics and civil society organisations.

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

## 'Road test', pilot and inaugural benchmark

In June 2021, we began testing the first iteration of the CCLA Corporate Mental Health Benchmark. Thirty assessment criteria were road-tested on the published information of six UK companies. In July 2021, the findings were shared with the Expert Advisory Panel, resulting in some minor modifications to the assessment criteria.

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

The pilot benchmark was published on 22 December 2021 as an anonymised ranking, with companies also receiving confidential reports of their individual scores and bespoke recommendations. The 2021 pilot benchmark report is available on the CCLA website.<sup>6</sup>

The assessment criteria and scoring were further refined in consultation with the Expert Advisory Panel. The changes were designed to provide more granularity in the data output and to eliminate the risk of double counting. As a result, three criteria were removed and minor refinements were made to two of the criteria. The 2022 benchmark assessment criteria were then published on the CCLA website.<sup>7</sup>

Prior to the assessment period, CCLA wrote to the 100 UK companies and the 100 global companies in the scope of the 2022 CCLA Corporate Mental Health Benchmarks to inform them of their inclusion and to share the benchmark assessment criteria and programme timeline.

The first UK 100 benchmark report was published in June 2022.<sup>8</sup>

The first Global 100 benchmark report was published in October 2022.<sup>9</sup>

## Second annual benchmark

In November 2022, the Expert Advisory Panel agreed to make some minor modifications to the criteria wording and the scoring ahead of the 2023 assessments. The changes and the reasons for making them are detailed in the 2023 benchmark assessment criteria, published on the CCLA website in February 2023.<sup>10</sup> As a result of these adjustments, the overall maximum score available reduced from 222 points in 2022 to 212 points in 2023.

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

The second annual UK 100 benchmark report was published in June 2023.<sup>11</sup>

The second annual Global 100+ benchmark report (now assessing 110 companies) was published in October 2023.<sup>12</sup>

## Third annual benchmark

In September 2023, the Expert Advisory Panel approved some minor revisions to the benchmark assessment criteria, including adjustments to align the methodology more closely with the recommendations in a policy brief published by the World Health Organization (WHO) and the International Labour Organization (ILO) on the WHO guidelines on mental health at work.<sup>13</sup> Further details of the gap analysis undertaken between the CCLA Corporate Mental Health Benchmark criteria and the recommendations in the WHO and ILO policy brief are available in the 2023 Global 100+ benchmark report.<sup>14</sup> The criteria updates resulted in an additional five points being made available so that the overall maximum possible score increased from 212 points in 2023 to 217 points in 2024, with this total maintained in 2025 (see Appendix 1 for a breakdown of the scoring system).

The revised 2024 benchmark assessment criteria were published on the CCLA website in January 2024.<sup>15</sup> CCLA subsequently notified companies of their inclusion in the 2024 benchmark, flagged the updated methodology and set out the assessment timeline for the year.

The third annual UK 100 benchmark report was released in June 2024,<sup>16</sup> followed by the third annual Global 100+ benchmark report (now covering 119 companies) in October 2024.<sup>17</sup>

## Fourth annual benchmark

Between 3 March and 2 April 2025, the 100 companies in the 2025 UK benchmark were independently assessed by a team of 13 research analysts and quality reviewers who had been trained in the benchmark methodology and scoring approach (see Appendix 1).

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

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

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

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

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

Between 2 and 24 April 2025, the companies were invited to review and comment on their preliminary assessments via an online portal and to highlight any evidence that had been overlooked or misinterpreted during the assessment phase. In total, 61 companies provided feedback on their preliminary assessment, and as a result the scores of 40 companies were revised. After final quality checks, the scores were finalised.

In May 2025, the Expert Advisory Panel convened to review the findings of the 100 UK company assessments. The panel was also invited to review a draft of the benchmark report prior to its publication on 17 June 2025. Finally, each company was sent its bespoke assessment report.

### The 2025 assessment process

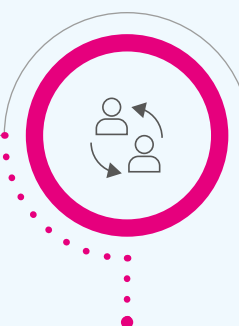
**Step 1:** March – independent assessment by 13 research analysts



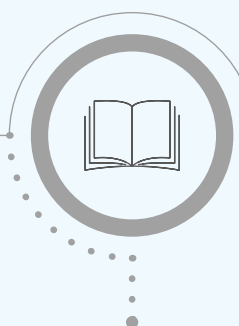
**Step 3:** Scores adjusted where necessary and rankings finalised



**Step 2:** April – three-week company review period



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

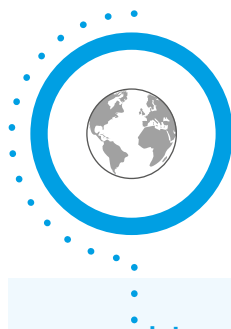


# Alignment with international frameworks and norms

At the outset of the project and in developing the initial benchmark criteria, we compared and mapped relevant reference sources. Following the publication of the World Health Organization's (WHO) guidelines on mental health at work and the accompanying joint WHO and International Labour Organization (ILO) policy brief in 2022, we conducted a detailed gap analysis.<sup>18</sup> This involved comparing the WHO and ILO policy brief with the CCLA Corporate Mental Health Benchmark criteria.

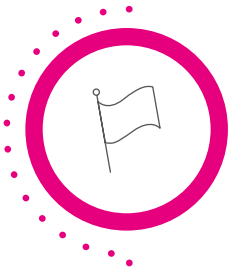
Encouragingly, we found good alignment between the two standards (as explained in Chapter 6 of the 2023 Global 100+ report).<sup>19</sup> The analysis resulted in some minor modifications to the assessment criteria ahead of the 2024 benchmark iteration, as detailed in the 2024 benchmark assessment criteria.<sup>20</sup>

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<sup>21</sup>
- Business Group on Health (various resources)<sup>22</sup>
- 'ISO 45003:2021(en): occupational health and safety management – psychological health and safety at work – guidelines for managing psychosocial risks', ISO<sup>23</sup>
- 'The leadership pledge pack', MindForward Alliance<sup>24</sup>
- 'Mental health at work: policy brief', WHO and ILO<sup>25</sup>
- 'Mental health first aiders: workplace considerations', Institution of Occupational Safety and Health<sup>26</sup>
- 'Mental health in the workplace: benchmarking questions', Institution of Occupational Safety and Health<sup>27</sup>
- 'Thriving at Work Framework', MindForward Alliance<sup>28</sup>
- 'WHO Healthy Workplace Framework and Model: background and supporting literature and practices', WHO<sup>29</sup>
- 'WHO guidelines on mental health at work', WHO<sup>30</sup>



### ◆ National

- 'Added value: mental health as a workplace asset', Unum and Mental Health Foundation<sup>31</sup>
- Canadian Centre for Occupational Health and Safety (various resources)<sup>32</sup>
- 'DIY mental health: survey finds employers taking action to improve access to care', Mercer<sup>33</sup>
- 'Health challenges in South African automotive companies: wellness in the workplace', Anna Meyer-Weitz, Friederike Baasner-Weihs and Martin Weihs<sup>34</sup>
- 'Managing mental health in the workplace 2019', XpertHR<sup>35</sup>
- 'Mental health at work 2018 report: seizing the momentum', Business in the Community and Mercer<sup>36</sup>
- 'Mental health in maritime network', Maritime UK<sup>37</sup>
- 'People managers' guide to mental health', Chartered Institute of Personnel and Development and Mind<sup>38</sup>
- SafeWork NSW (various resources)<sup>39</sup>
- 'Seven domains of wellbeing', Chartered Institute of Personnel and Development<sup>40</sup>
- '10 step toolkit for employers', Leeds Mindful Employer Network<sup>41</sup>
- 'Embrace wellbeing' (information on the KeepWell mark), Ibec<sup>42</sup>
- 'Thriving at work', Dennis Stevenson and Paul Farmer<sup>43</sup>



### ◆ Regional

- 'EU-Compass for Action on Mental Health and Well-being', European Commission<sup>44</sup>
- 'Health, work and wellbeing', Institute for Employment Studies<sup>45</sup>
- 'OECD Mental Health Performance Framework', Organisation for Economic Co-operation and Development<sup>46</sup>
- 'Workplace Wellbeing Index', Mind<sup>47</sup>

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

# A vision for company and investor action

We believe that investors have an important role to play in supporting and encouraging companies to improve their approach to workplace mental health. Protecting and promoting good workplace mental health is a business imperative, relevant not only to a company's duty of care to its employees but also to its bottom line. It is potentially material to long-term value creation and a relevant consideration for investors forming views on companies and sectors across global capital markets.

## Commitment and engagement

Acting on mental ill-health in the workplace will benefit investors, business and society. We call on the companies in this UK 100 benchmark to consider the business risks and opportunities associated with mental health. We ask that business performance is optimised through the elimination of avoidable costs associated with mental ill-health, as well as efforts to create the working conditions under which every individual can thrive.

We encourage companies to develop and implement effective management systems and processes on workplace mental health by:

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

We hope that investors will use the findings of the 2025 CCLA Corporate Mental Health Benchmark to inform their investment decision-making and to guide their engagement efforts on mental health with investee companies.

## Looking ahead

As investors, we believe that workplace mental health is potentially material to long-term value creation. This benchmark is an essential step towards a better understanding of the relative performance of companies on workplace mental health. It offers a clear framework around which businesses can structure their management and disclosures, and it provides investors with an objective evaluation and engagement tool.

We will:

## 1 Repeat the UK 100 and Global 100+ Corporate Mental Health Benchmarks in 2026

We will conduct the fifth iteration of the UK 100 and Global 100+ benchmarks in 2026. We expect to cover a similar methodology and company scope as in 2025 to allow for year-on-year comparison.

We will write to all companies in early 2026 to confirm their inclusion in the 2026 benchmark cycle. We will share with them the benchmark criteria and the timeline for the company assessments and publication of the report.

## 2 Continue to build investor support for the Global Investor Statement on Workplace Mental Health

In June 2022, we started to build support for the Global Investor Statement on Workplace Mental Health (see below). The statement outlines what investors expect of companies to ensure that business performance is optimised, through both a healthy and productive workforce and the elimination of unnecessary costs associated with poor mental health. It calls on investors to encourage companies to develop and implement effective management systems and processes on workplace mental health, and to report annually on their workplace mental health strategies and performance.



## 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. The Global Investor Statement on Workplace Mental Health<sup>48</sup> was launched in July 2022 with 29 founding signatories representing \$7 trillion (£5.3 trillion) in assets under management. At the end of 2024, the investor statement had 56 investor signatories with a combined \$10.2 trillion (£7.7 trillion) in assets under management.\*

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

\*Supporting investors' assets under management updated annually.



# 2025 benchmark assessment criteria

The criteria against which we assess each company are set out below. Each company is assessed based on information that is publicly available at the time of the assessment. Full details about each question – the rationale, scoring and explanatory notes – are available on the CCLA website.<sup>49</sup>

## 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
<b>Total score</b>	<b>217</b>	<b>99</b>

\*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 2

# List of UK companies covered by the 2025 benchmark

The UK companies covered by the benchmark were selected in January 2025. They were chosen based on a specific set of considerations, covering market capitalisation, workforce size, and previous inclusion in the benchmark.

Five companies were removed from the benchmark. Four companies are included in the benchmark for the first time: Bakkavor Group, Cranswick, Greencore Group and Kier Group.

Company name	Market capitalisation (GBP millions)	Number of employees	Global Industry Classification Standard (GICS) sector
Admiral Group	8,086	13,000	Financials
Anglo American	31,484	58,000	Materials
Antofagasta	17,351	7,753	Materials
Ashtead Group	23,449	25,372	Industrials
Associated British Foods	14,345	138,000	Consumer staples
Aviva	13,177	23,247	Financials
B&M European Value Retail	3,202	41,115	Consumer discretionary
Babcock International Group	2,503	25,163	Industrials
BAE Systems	37,122	100,000	Industrials
Bakkavor Group	808	18,100	Consumer staples
Balfour Beatty	2,268	26,000	Industrials
Barclays	42,285	92,400	Financials
BP	68,580	87,800	Energy
British American Tobacco	65,044	46,725	Consumer staples
BT Group	13,994	91,700	Communication services
Bunzl	11,341	24,528	Industrials
Carnival	27,133	106,000	Consumer discretionary
Centrica	6,953	21,069	Utilities
Coats Group	1,497	15,000	Consumer discretionary
Coca-Cola HBC	10,133	32,799	Consumer staples
Compass Group	45,661	579,126	Consumer discretionary
Computacenter	2,206	20,000	Information technology
Convatec Group	4,891	10,136	Health care
Cranswick	2,694	15,000	Consumer staples
Currys	1,030	33,000	Consumer discretionary
DCC	5,374	16,600	Industrials
Diageo	53,704	30,092	Consumer staples
Direct Line Insurance Group	3,431	10,131	Financials
Dunelm Group	1,985	11,909	Consumer discretionary
easyJet	3,839	16,697	Industrials
Entain	4,347	29,582	Consumer discretionary
Experian	34,960	22,500	Industrials
Ferrexpo	653	10,000	Materials
FirstGroup	966	30,000	Industrials
Frasers Group	2,695	32,378	Consumer discretionary

Company name	Market capitalisation (GBP millions)	Number of employees	Global Industry Classification Standard (GICS) sector
Glencore	46,588	150,000	Materials
Grafton Group	1,792	8,824	Industrials
Greencore Group	797	13,429	Consumer staples
Greggs	2,182	31,632	Consumer discretionary
GSK	56,104	70,200	Health care
Haleon	33,325	25,408	Consumer staples
Hays	1,230	11,100	Industrials
Howden Joinery Group	4,307	12,000	Industrials
IMI	5,017	10,000	Industrials
Imperial Brands	21,648	25,600	Consumer staples
Inchcape	2,925	18,000	Consumer discretionary
Informa	11,118	12,295	Communication services
InterContinental Hotels Group	16,497	14,436	Consumer discretionary
International Consolidated Airlines Group	15,720	71,794	Industrials
International Distribution Services	3,496	163,255	Industrials
Intertek Group	8,070	44,000	Industrials
J D Wetherspoon	745	42,077	Consumer discretionary
J Sainsbury	6,091	117,000	Consumer staples
JD Sports Fashion	4,349	83,852	Consumer discretionary
John Wood Group	482	35,000	Energy
Johnson Matthey	2,299	11,685	Materials
Keller Group	994	9,500	Industrials
Kier Group	658	10,000	Industrials
Kingfisher	4,525	59,604	Consumer discretionary
Legal & General Group	13,637	11,956	Financials
Lloyds Banking Group	37,013	62,569	Financials
London Stock Exchange Group	62,392	26,230	Financials
Marks & Spencer Group	6,961	65,848	Consumer staples
Melrose Industries	7,430	17,234	Industrials
Mitchells & Butlers	1,448	50,455	Consumer discretionary
Mitie Group	1,453	39,157	Industrials
Mobico Group	474	47,700	Industrials
Mondi	5,326	21,200	Materials
National Grid	47,405	31,425	Utilities
NatWest Group	33,611	60,700	Financials
NEXT	11,610	31,947	Consumer discretionary
Ocado Group	2,746	18,869	Consumer staples
Pearson	8,455	17,612	Consumer discretionary
Prudential	17,370	15,030	Financials
Reckitt Benckiser Group	34,533	40,000	Consumer staples

Company name	Market capitalisation (GBP millions)	Number of employees	Global Industry Classification Standard (GICS) sector
RELX	74,190	36,500	Industrials
Rentokil Initial	9,608	63,551	Industrials
RHI Magnesita	1,628	22,000	Materials
Rio Tinto	86,024	57,174	Materials
Rolls-Royce Holdings	50,740	41,810	Industrials
Sage Group	13,189	10,789	Information technology
Savills	1,492	42,072	Real estate
Serco Group	1,573	50,000	Industrials
Smith & Nephew	8,976	18,000	Health care
Smiths Group	6,335	15,750	Industrials
Spirax Group	5,473	10,000	Industrials
Spire Healthcare Group	950	14,500	Health care
SSE	17,479	14,980	Utilities
SSP Group	1,403	41,665	Consumer discretionary
Standard Chartered	25,952	85,007	Financials
Tesco	24,635	336,712	Consumer staples
TI Fluid Systems	966	20,880	Consumer discretionary
Travis Perkins	1,476	18,680	Industrials
Unilever	113,978	128,377	Consumer staples
Vesuvius	1,045	11,302	Industrials
Vodafone Group	17,596	85,225	Communication services
Weir Group	6,033	12,638	Industrials
WH Smith	1,545	14,451	Consumer discretionary
Whitbread	5,132	36,700	Consumer discretionary
WPP	8,056	111,000	Communication services
	<b>1,597,491</b>	<b>4,769,308</b>	

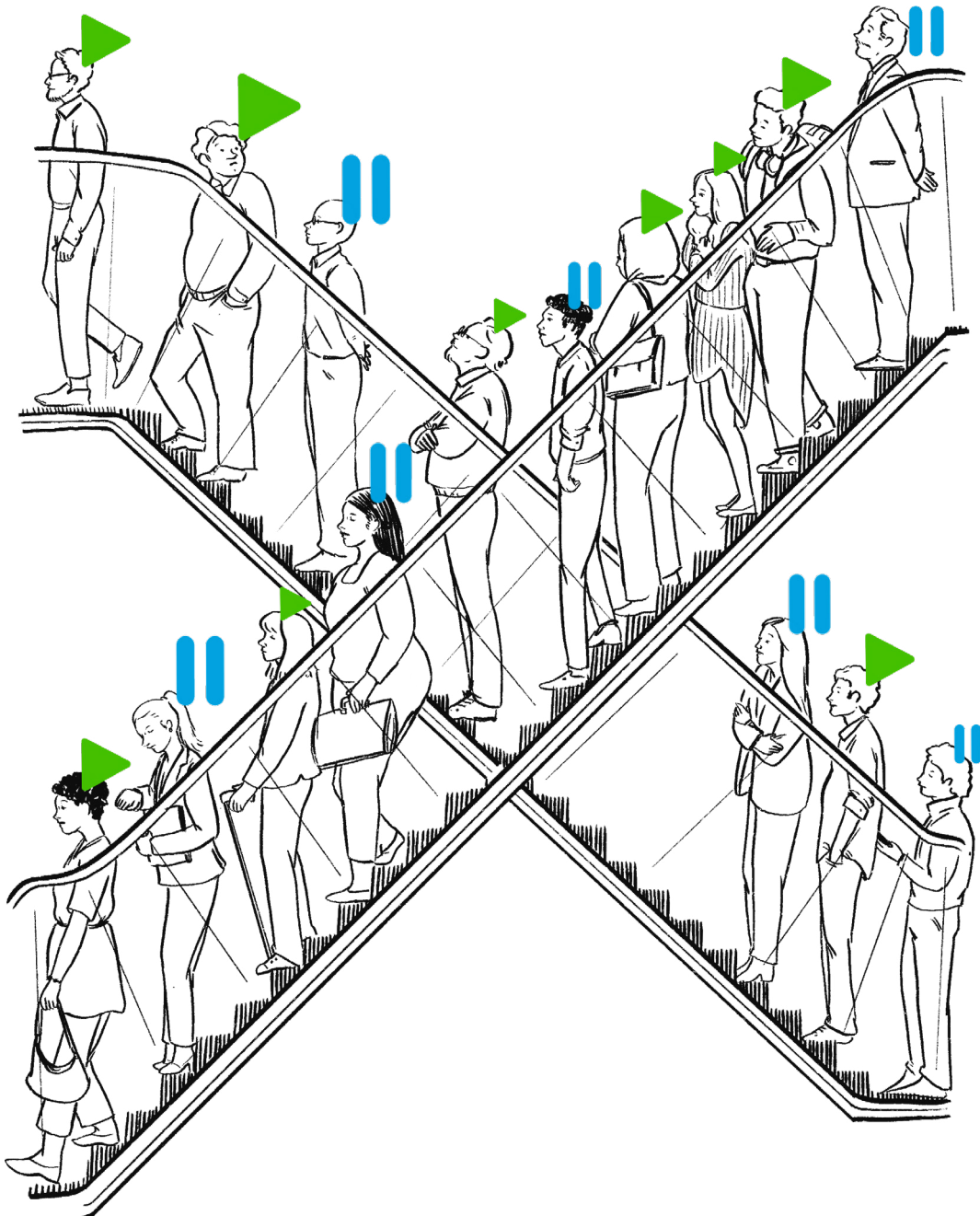
Data sources: Sustainalytics and Bloomberg, January 2025.  
Market capitalisation figures rounded to millions.

## Case studies

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

Good practice is evident in companies across all five performance tiers, as illustrated in the following pages. We hope that the featured case studies will inspire companies to develop and improve their own approaches to managing and reporting on workplace mental health.

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





# Management commitment and policy

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

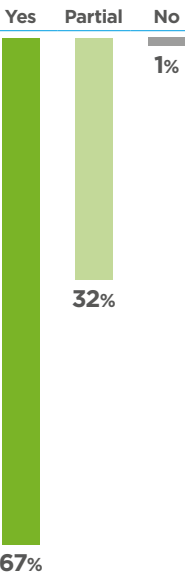
Recognising mental health as a business issue is a critical first step towards establishing a comprehensive approach to workplace mental wellbeing. It is considered good practice for companies to clearly articulate the business drivers behind their efforts to develop and implement effective mental health management strategies.

### Benchmark findings

Encouragingly, 99% of the assessed companies (up from 93% in 2024) acknowledge workplace mental health as an important business issue. Just over

two-thirds of the companies (67%) (up from 65% in 2024) describe the business risks and opportunities associated with mental health in the workplace. The companies that recognise the significance of mental health in organisational success reference business drivers including workforce resilience and productivity, employee recruitment, retention and absenteeism, and business growth.

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



### Carnival



“ We believe that creating an environment where employee wellbeing is valued and supported to foster optimal health and wellness of our employees are not only important topics in corporations and boardrooms world-wide, but they are actions which are critically important to sustaining the success of our business. We strive to achieve greater performance and satisfaction through wellness standards focused on the financial, benefits, safety, psychological, social and physical needs of our employees. In addition, we believe a focus on wellness will lead to greater employee satisfaction, reduced turnover and identification as an employer of choice. ”

Carnival, ‘Annual report 2024’<sup>50</sup>

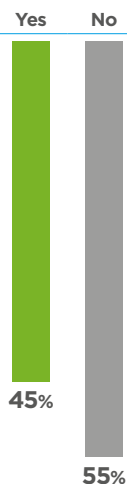
### Sage Group



“ Prioritising colleague wellbeing, health, and safety helps drive a high-performance culture, reduces presenteeism, and attracts and retains talent. We take a holistic approach to wellbeing, considering mental wellbeing, physical wellbeing, financial wellbeing, social wellbeing, and career wellbeing. ”

Sage Group, ‘The multiplier effect: sustainability and society report 2024’<sup>51</sup>

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



CEOs can play a pivotal role in shaping a culture of openness and transparency around mental health. Demonstrating personal commitment to workplace mental wellbeing is widely regarded as good practice for senior leaders and can set the tone for the entire organisation.

### Benchmark findings

Of the companies assessed, 45% (up from 42% in 2024) publish evidence of a statement from the CEO on promoting workplace mental health.

During the assessment process, we observed that some companies highlight the support of other executive sponsors, such as the chief medical officer, through online statements or quotes. While these contributions are valuable, the benchmark specifically looks to the CEO – as the company's most senior

officer – to visibly champion mental health and signal its strategic importance. Some companies referenced CEO commitments on third-party websites or in media coverage; however, while external engagement is commendable, the benchmark encourages inclusion of such commitments in the company's own public disclosures to ensure maximum transparency and accountability.

Businesses that understand the value of CEO leadership on mental health use a range of communication channels to demonstrate their commitment. These include CEO statements in sustainability reports, messages on company websites, and corporate policies formally endorsed or signed by the CEO.

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

### Barclays



“Looking after ourselves, and each other, is the foundation that underpins our personal and professional success. It is important that every Barclays colleague feels empowered to focus on their physical and mental wellbeing, and we provide a range of supportive resources, assistance and benefits to help them do so.”

C.S. Venkatakrisnan (Group Chief Executive), Barclays, 'Be your best at Barclays'<sup>52</sup>

### Diageo



“At Diageo, we are committed to supporting the mental health and wellbeing of our people. We want all 30,237 employees to be physically and mentally thriving, financially secure and socially connected, enabling them to be their best both at work and home. Diageo plays an active role in nurturing an open and inclusive culture, finding opportunities to normalise mental health conversations and prioritising wellbeing through the provision of progressive policies and supportive tools.”

Debra Crew (CEO), Diageo, 'Wellbeing'<sup>53</sup>

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

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

Benchmark findings

We found that 79% of the assessed companies (up from 69% in 2024) publish a formal policy statement, either as a standalone mental health policy or as an integral part of another corporate policy. Of all the companies, 43% (no change from 2024) provide a detailed description of the processes in place to ensure the policy is effectively implemented.

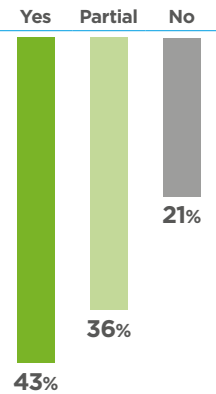
A comprehensive policy should include the following:

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

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

Our benchmark research shows that the term ‘wellbeing’ is widely used in corporate reporting, though its meaning often varies. As the term can refer to physical, mental or other aspects of health or lifestyle-related factors, we encourage companies to clearly define how they use it. While many companies explicitly include mental health within their definition of ‘wellbeing’, others do not make this clear. Several companies adopt a broader view, framing ‘wellbeing’ as a combination of financial, emotional, physical and lifestyle-related factors.

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





## Safety and Occupational Health Policy

We value human life above all else and protecting the safety, health, mental wellbeing and security of our employees and those who work on our behalf is a core value for Mondi.

We are striving to be a business without fatalities and life-altering injuries or occupational diseases. We have a systematic approach in focusing on our top fatal and life altering risks in all our operations and strive to engineer these risks out and implement robust controls.

We have processes in place to minimise injuries or put our neighbours or operations at risk. We can achieve our objective of everybody returning home safely through strong accountable leadership and a culture that creates a work environment where employees and contractors are able to work safely with a focus on people, engagement, learning, identifying risks, implementing appropriate risk controls and measuring control effectiveness regularly.

We comply with applicable laws and are guided by internationally recognised principles. Through effective safety management, we work to ensure that all our operations have fundamentally safe, well-designed plant, equipment and infrastructure.

**We take responsibility for the development and implementation of local safety and health management systems and to meet our objectives, we will:**

- Meet all relevant local, national and regional laws and regulations
- Act in accordance with internationally declared human rights and standards, including the United Nations (UN) Sustainable Development Goals; the ten principles of the UN Global Compact; the International Bill of Human Rights; the UN Guiding Principles on Business and Human Rights; and the International Labour Organization's Declaration on Fundamental Principles and Rights at Work
- Set non-negotiable performance requirements for material risk, validate training, learning and competencies and ensure processes are effectively implemented by adopting standards, practice notes and performance requirements, designed to provide a safe and healthy working environment for all
- Identify and assess the risks associated with our operations
- Develop and implement operational controls to mitigate effectively the impact of those risks
- Monitor and maintain our hazard recognition, risk assessment and operational control activities to ensure they are current and effective
- React to correct gaps in our controls and continuously improve system stability
- Deliver continuous improvement in our performance through effectively identifying hazards and reducing risks and impacts
- Work towards ISO 45001 certification at all our mills and ensure the relevant certifications at our converting and forestry operations

- Expect our managers to provide effective leadership by ensuring that all managers, employees and contractors are aware of these commitments and are educated, trained and understand their specific responsibilities as a condition of employment or contract
- Continue our drive in social psychology of risk and understanding the psychological and social dynamics of individuals and teams in our overall safety and health approach
- Continuously promote an interdependent safety culture where everybody looks after their own safety as well as that of others
- Prepare for emergencies with open communication of our safety, security and health risks and concerns to assure emergency preparedness and community right-to-know
- Provide access to programmes to support employees' physical and mental wellbeing
- We recognise the human tragedy caused by the HIV/Aids epidemic and have a clear programme for addressing HIV/Aids in the workplace in our South African operations

Andrew King, Group CEO, January 2025

Sustainable Development Policies

4

Sustainable Development Policies

5

Mondi, 'Sustainable Development Management System: sustainable development policies'<sup>54</sup>

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

Understanding the scope of a policy is essential to assessing the breadth of a company’s commitment to workplace mental health. To score highly, companies must adopt a universal approach that applies to all workers – including employees and contingent workers such as contractors, interns, gig workers and temporary staff – across all geographies and business units in which they operate.

**Benchmark findings**

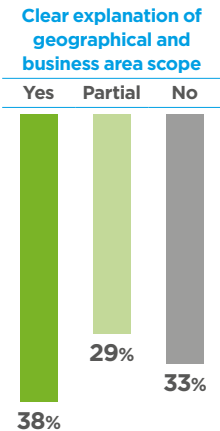
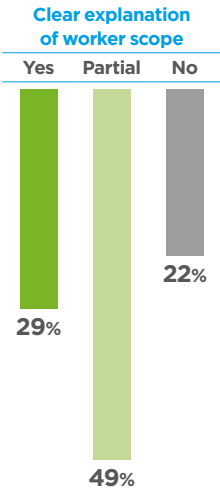
We found that 79% of the companies have published a formal mental health policy.

For the first part of the question, 29% of all the assessed companies (down from 31% in 2024) provide a clear definition of worker scope extending beyond employees to include contingent workers. We found that almost half of the companies (49%, up from 38% in 2024) either indicate that the policy’s scope is limited to employees or refer more broadly to, for example, ‘our people’. In these cases, it is difficult to determine whether a company’s corporate commitments to mental health extend to all workers.

For the second part of the question, 38% of all the assessed companies (up from 34% in 2024) clearly state that the scope of their policy extends to all business areas or geographies. We found that 29% (up from 28% in 2024) either imply the scope but do not explicitly define it (e.g. by referring to ‘our workplaces’) or describe only a partial scope in terms of specified business operations.

We encourage companies to outline, more explicitly, the scope of their mental health policy in terms of both worker and geographical/business coverage.

Here is an example of a company providing a clear definition of the worker and geographical/business scopes of its mental health policy.

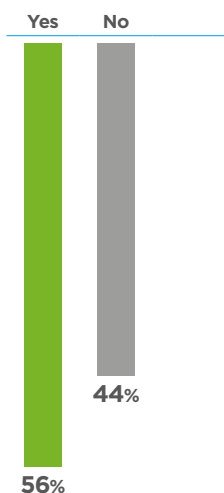


**Johnson Matthey**



“ This policy applies to everyone who works for us whether on a permanent or temporary basis, in any of our Group businesses, anywhere in the world, including all employees, contractors and temporary staff (collectively, ‘Workers’) unless otherwise specified. ”

Johnson Matthey, ‘Environmental, health and safety policy statement’<sup>55</sup>



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

A culture that promotes openness and dialogue around mental health – while actively working to eliminate stigma – significantly strengthens the effectiveness of a company’s workplace mental health strategy and supports its successful implementation. This question looks for companies to make clear statements indicating a management commitment to develop a culture that:

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

### Benchmark findings

We found that 56% of the companies assessed (no change from 2024) publish a commitment to openness and discussion around mental health. Companies that recognise the importance of a supportive culture for workplace mental health highlight their commitments within corporate policies, reports or relevant website pages.

Some companies describe initiatives aimed at fostering a culture of openness around mental health. However, this question specifically seeks evidence of a formal statement of intent – such as a published commitment or policy position – rather than a collection of individual activities.

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

### Intertek Group



“ We promote a culture of openness around mental health and wellbeing. ”

Intertek Group, ‘The power of amazing: strategic report – annual report & accounts 2024’<sup>56</sup>

### Savills



“ We want our workplaces to have a culture of openness and help eradicate the stigma of mental health through educational events, skill building and awareness raising. ”

Savills, ‘Annual report and accounts 2023: helping people thrive through places and spaces’<sup>57</sup>

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

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

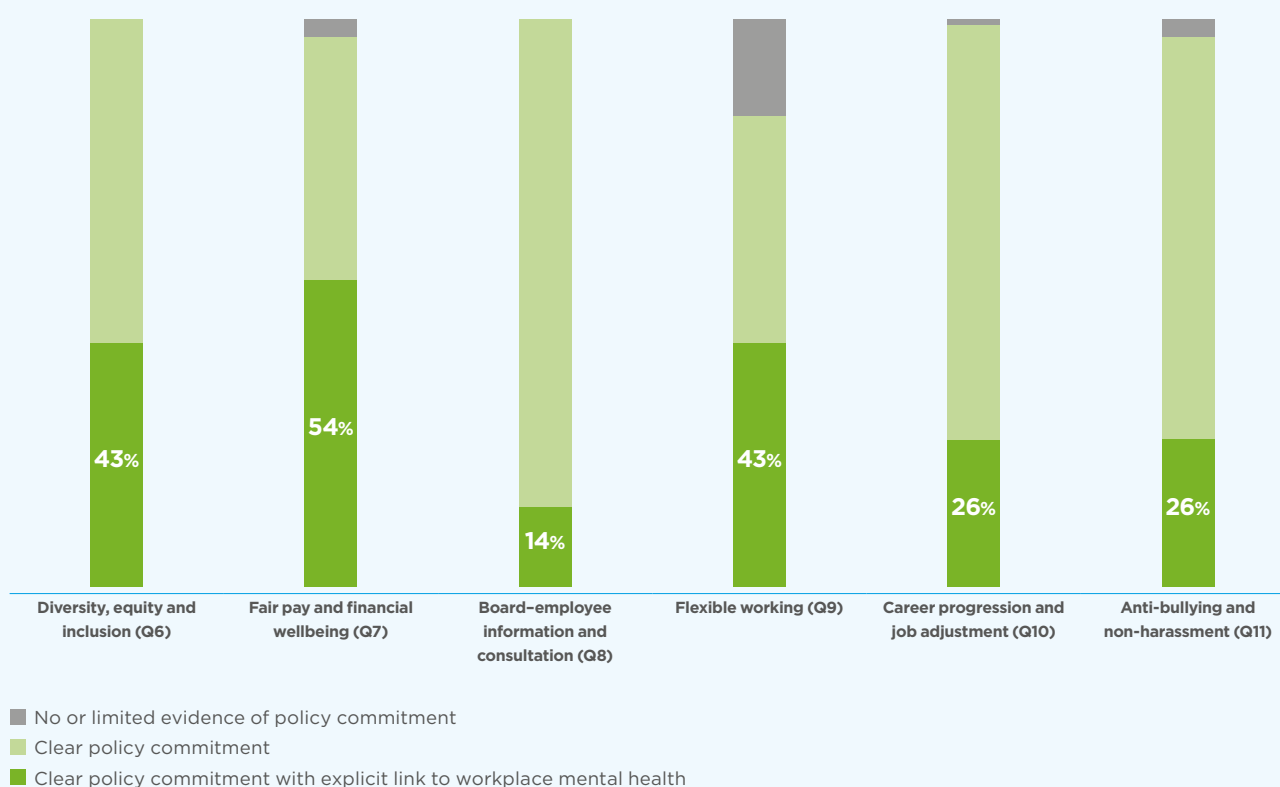
1. Diversity, equity and inclusion (Question 6)
2. Fair pay and financial wellbeing (Question 7)
3. Board-employee information and consultation (Question 8)
4. Flexible working (Question 9)
5. Career progression and job adjustment (Question 10)
6. Anti-bullying and non-harassment (Question 11)

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

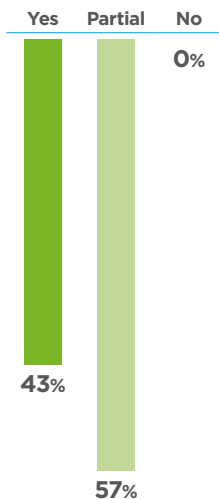
Across all six questions, we see evidence of good practice where companies are making a clear link between their management commitments and mental health. Notably, five companies scored maximum points across all 'good work' indicators: Centrica, Experian, J Sainsbury, Prudential and Weir Group.

Overall, the highest-scoring area is fair pay and financial wellbeing, where over half of the companies (54%) scored maximum points.

### Summary of findings: 'good work' policy commitments







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

A clear stance on DEI signals a company's commitment to fairness, equal treatment and the valuing of diverse perspectives. A workforce that reflects the broader diversity of society can enhance talent attraction and retention, stimulate innovation and improve service delivery. DEI has gained increasing attention at the board level in recent years, driven by evolving disclosure standards, rising investor expectations around representation targets and growing public advocacy for racial justice. Leading DEI programmes also recognise the integral role that inclusion plays in fostering a mentally healthy workplace culture.

### Benchmark findings

Among the companies assessed, 43% (up from 31% in 2024) have published DEI statements that explicitly reference mental health – a notable year-on-year increase, particularly in light of the recent broader pushback against DEI initiatives. These companies acknowledge that fostering a diverse, equitable and inclusive workplace is essential to creating conditions where people can thrive mentally and where no one feels excluded due to mental ill-health.

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

### Coca-Cola HBC



“Diversity, equity & inclusion (DEI) is key for diversity of thinking and fostering psychological safety throughout our organisation, so everyone feels they are respected and belong.”

Coca-Cola HBC, '2024 integrated annual report'<sup>58</sup>

### Dunelm Group



“We are committed to maintaining an environment which engenders diversity and equality whilst outlawing discrimination. ... Discrimination can cause stress, anxiety and illness and have a serious impact on the physical and mental well-being of the individual.”

Dunelm Group, 'Equality and diversity policy'<sup>59</sup>

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

Employers play a vital role in supporting the financial wellbeing of their workforce. This includes ensuring fair and adequate pay; offering secure, high-quality employment; and providing benefits that enhance the overall value of compensation. Leading employers also promote informed financial decision-making by offering access to financial education, guidance and support around spending, saving and investing.

Benchmark findings

Encouragingly, of the companies assessed, 54% (up from 49% in 2024) have published a formal policy that recognises the link between financial wellbeing and mental health.

Companies that fully acknowledge the impact of financial stress on mental health go beyond committing to fair and equitable pay – they also adopt a comprehensive approach to financial wellbeing. Common forms of support include financial literacy training, financial health checks, and access to tools that help employees plan and manage their finances effectively.

Here are two specific examples.



Aviva



“Colleague mental health can also be impacted by an individual’s sense of financial wellbeing. Aviva is a UK Living Wage employer and we’re proud to also be accredited for Living Hours and Living Pension too. We also provide financial education to all colleagues.”

Aviva, ‘Mental health at Aviva’<sup>60</sup>

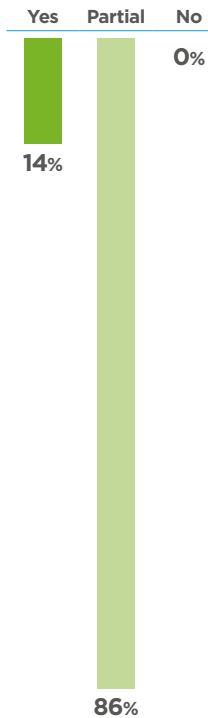
Legal & General Group



“Financial stress can significantly impact mental health, leading to anxiety, depression and other health-related challenges. Poor mental health can also affect decision making, leading to potential financial instability. We seek to support all our employees with financial wellbeing, now and for the long term.”

Legal & General Group, ‘Social impact report 2024’<sup>61</sup>

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



Employees are more likely to thrive when they are informed about key strategic decisions and feel that their voices are being heard at the highest levels of the organisation. Effective board-level information and consultation go beyond simply sharing updates – they involve actively listening to employee perspectives before making significant business decisions. While legal requirements mandate consultations in certain circumstances (such as redundancy), companies that adopt a broader, more inclusive approach to employee engagement foster a workforce that feels valued, connected to the company’s culture and aligned with its strategy. This question seeks evidence that companies recognise the link between meaningful board-employee dialogue and positive workplace mental health.

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

### Benchmark findings

All the companies assessed (100%, up from 97% in 2024) report on board-employee information and consultation, likely reflecting the reporting requirements under Section 172 of the Companies Act 2006. However, only 14% (down from 17% in 2024) explicitly acknowledge the role of employee consultation by the board as a key contributor to positive mental health. This highlights a missed opportunity to strengthen the connection between employee engagement and good mental health.

Here is an example of a company linking board-employee information and consultation with mental health.

### Weir Group



“At Weir we know that open and supportive Board-employee communication, including information sharing and consultation, is crucial for fostering a positive workplace environment and supporting employee mental health, as it can reduce stress, increase trust and promote a sense of belonging.”

Weir Group, ‘Health & wellbeing’<sup>62</sup>

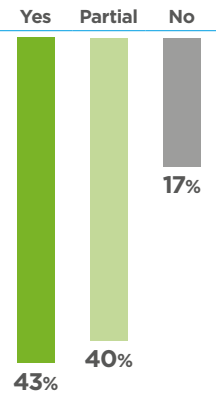
Q9. Does the company support the principles of good work by having a formal position on flexible working?

Flexible working offers benefits to all employees, particularly those with caring responsibilities. Employers that promote work-life balance understand that flexible arrangements give individuals greater control over how they manage both professional and personal demands. As a result, flexible working can take a key role in boosting employee satisfaction and enhancing workforce retention.

Benchmark findings

Of the companies assessed, 83% (no change from 2024) report formal commitments to flexible working. We also found that 43% (up from 38% in 2024) explicitly link the benefits of flexible working with supporting workplace mental health.

Here is an example of a company that recognises the role of flexible working in contributing to a healthy professional environment.

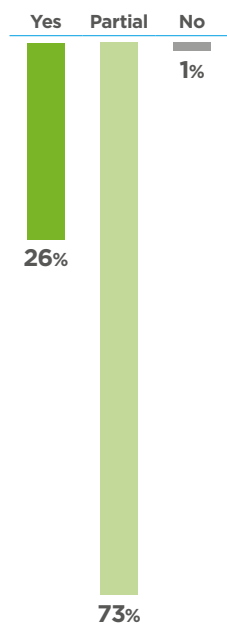


Ashtead Group



“When our staff are on top form, they provide the best service to our customers. We promote employee well-being on a daily basis. We recognise the link between mental health and well-being, flexible working and managing work related stress. That is why we offer remote work opportunities where the role allows for it. In some roles, remote work opportunities may not be possible (for instance drivers and technicians), but flexibility is still possible through proactive shift management.”

Ashtead Group, ‘Runway 4 success: annual report & accounts 2024’<sup>63</sup>



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

Supportive workplaces promote good mental health throughout an individual's career by offering opportunities for growth and career development. They also accommodate employees' needs when mental health challenges arise – through reasonable adjustments to work schedules, responsibilities or workloads – helping individuals remain engaged and productive at work.

### Benchmark findings

Of the companies assessed, 99% (up from 97% in 2024) report on their commitment to career progression and job adjustment. Of all the companies, 26% (up from 15% in 2024) explicitly link these commitments to workplace mental health.

Question 10 assesses whether companies demonstrate a commitment not only to offering clear career progression pathways but also to making job adjustments and providing tailored support for mental health needs. Examples of good practice include integrating mental health considerations into induction and performance review processes, and offering flexible work schedules or modified roles to support employees experiencing mental health challenges.

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

### Bakkavor Group



“ We are committed to making reasonable adjustments (whether on a temporary, phased or longer-term basis, subject to further reviews, where appropriate) for colleagues with mental health conditions to ensure that they can perform their job effectively and stay well. Colleagues are encouraged to communicate their needs with their Line Manager or Supervisor, SEF Rep, Wellbeing Champion, Occupational Health contact or the Human Resources Team. ”

Bakkavor Group, 'Mental health at work policy'<sup>64</sup>

### Prudential



“ At Prudential, we recognise that mental wellbeing is central to our overall health, productivity, resilience, ability to manage stress, and our relationships with others.

We offer a wide range of resources and tools to support our people's wellbeing. These include comprehensive medical benefits, a digital wellbeing coaching app, reasonable accommodations and hybrid working throughout an individual's career. Adaptations are implemented at local level as necessary. ”

Prudential, 'Diversity, equity, inclusion'<sup>65</sup>

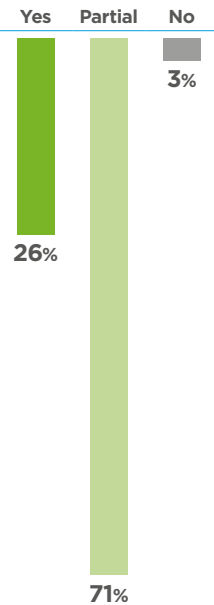
Q11. Does the company support the principles of good work by having a formal position on anti-bullying and non-harassment, or equivalent?

Challenging workplace relationships can create significant stress and make it harder for individuals to cope at work. Key frameworks on workplace mental health, such as the ISO 45003:2021 standard<sup>66</sup> and the World Health Organization guidelines on mental health at work,<sup>67</sup> highlight the strong connection between good work and the absence of bullying and harassment. Companies are encouraged to adopt proactive organisational practices that prevent such behaviours and to respond swiftly and appropriately when incidents occur, fostering a safe and respectful work environment.

Benchmark findings

We found that 97% of the assessed companies (up from 96% in 2024) publish formal positions on anti-bullying and non-harassment. However, only just over a quarter (26%, up from 24% in 2024) explicitly link these policy commitments to workplace mental health by acknowledging the need for systems that prevent the psychological harm caused by unacceptable behaviours such as bullying or harassment.

Here are two examples of companies linking anti-bullying and non-harassment with mental health.



J Sainsbury



“ We have a zero-tolerance policy on discrimination, bullying, harassment, sexual harassment, victimisation or any other treatment towards individuals or groups which has a negative impact on the way they feel at work. ... We recognise that experiencing discrimination, bullying, harassment or victimisation of any kind may have an impact on an individual’s mental health. ”

J Sainsbury, ‘Human rights policy’<sup>68</sup>

Spirax Group

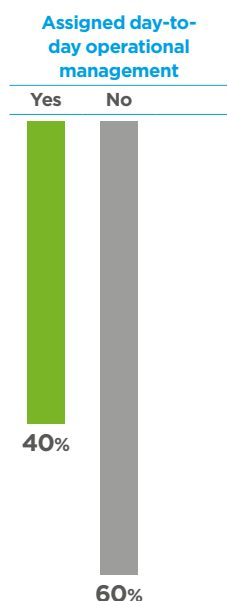
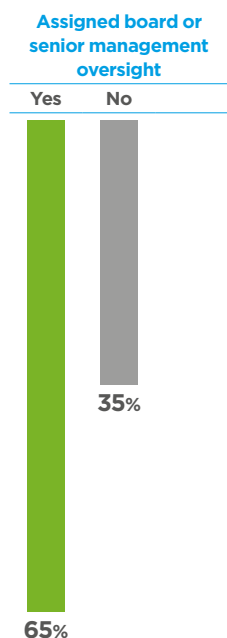


“ We will not tolerate any form of bullying, discrimination or harassment. These can significantly impact the mental health or wider wellbeing of colleagues. This includes, but is not limited to, sexism, sexual harassment, racism, ageism, ableism, homophobia, biphobia, transphobia and any form of discrimination based on pregnancy status, faith or other protected characteristics, for example. ”

Spirax Group, ‘Our group inclusion commitments: mental health and wellbeing’<sup>69</sup>

# Governance and management

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



Both oversight and implementation are crucial in managing workplace mental health. Oversight ensures that senior management understands the business implications of mental health and is prepared to intervene when necessary – such as when there are conflicts between the organisation’s workplace mental health policy and other business objectives. However, those overseeing the policy are often distanced from the day-to-day management of mental health at work. It is essential to assign specific individuals or committees with the responsibility to ensure the effective implementation of the policy and the management of mental health in the workplace.

## Benchmark findings

Among the companies assessed, 65% (up from 52% in 2024) disclose high-level oversight, with board or senior management taking responsibility for mental health strategy and development. Meanwhile,

40% (up from 32% in 2024) report on day-to-day management responsibilities for workplace mental health, typically within the health and safety or human resources functions. Some companies have appointed chief medical officers, wellbeing managers or similar specialist roles to oversee the operational aspects of mental health.

The results reveal that while over three-quarters (79%, up from 69% in 2024) of the assessed companies publish workplace mental health policy statements, many still fall short in detailing governance structures that ensure effective implementation of these policies. However, it is encouraging to see a significant increase in companies disclosing high-level oversight of mental wellbeing practices.

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

## J D Wetherspoon



“ James Ullman, personnel and audit director, has board responsibility for overall workplace mental health and well-being. Tom Ball, people director, is responsible for day-to-day operational management, including chairing the welfare committee. ”

J D Wetherspoon, ‘Employees’ physical and mental health and well-being’<sup>70</sup>

## Mitie Group



“ The CEO is responsible for ... reviewing, endorsing, and supporting this policy’s aims. ... The Group Human Resources (HR) Director is responsible for ... administering this policy on behalf of the CEO ... and developing and rolling out the supporting strategies to drive continual performance improvement.. ”

Mitie Group, ‘People policy’<sup>71</sup>



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

Objectives and targets serve as the critical link between policy commitments and actionable outcomes, ensuring that resources and responsibilities are allocated for effective implementation. Investors highly value the publication of clear objectives, as they demonstrate a company's commitment to ongoing improvement in addressing a specific business issue. Furthermore, investors recognise that publicly stated objectives establish an important accountability mechanism, setting the expectation that companies will provide regular updates on their progress.

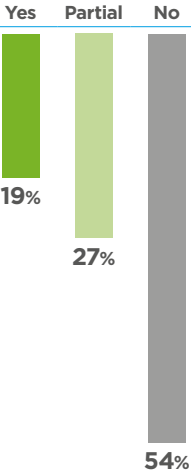
Benchmark findings

We found that 46% of the assessed companies (up from 35% in 2024) publish clear objectives and targets related to mental health. Out of all the companies, 19%

(up from 13% in 2024) provide a detailed description of the steps they are taking to achieve these goals. Examples of objectives include rolling out mental health first aider training, launching new employee assistance programmes and setting time-bound targets for a specified number of managers to be trained on mental health.

However, as only about one-fifth of companies (19%) outline the specific actions needed to achieve their objectives and targets, it appears that this area of disclosure remains underdeveloped. It is possible that some companies have set internal objectives but have not yet made them public.

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



BT Group



Engagement

How we engage our colleagues

To build a team of fulfilled, safe, happy and healthy colleagues, in culture where everyone can thrive, we have to engage them with the subject. We have three stages to our engagement plan: inform, support and promote.

What we do	Inform and educate managers and colleagues	Support services, resources and tools	Promote wellbeing strategy
	<p>Develop focused, evidence-based wellbeing campaigns to educate and promote the importance of wellbeing.</p>	<p>Provide clinical and professional governance on all wellbeing services, ensuring the support and resources are easily accessible by all colleagues.</p>	<p>Work with stakeholders across all parts of the business to embed a consistent and integrated approach to wellbeing as a core part of our culture.</p>
Priority areas	<p>Support HR programmes addressing psychological wellbeing for colleagues and managers.</p> <p>Develop modular MH training boxset in podcast format to address key issues e.g. Burnout, Anxiety, Loneliness, Grief &amp; Bereavement.</p> <p>Educate managers and leaders on their responsibility for the prevention of Psychosocial risk to colleagues.</p>	<p>Conduct a gap analysis against ISO45003 based on audit and implement required changes.</p> <p>Targeted CFU &amp; Networks Partnership Support Plan. Where identified need (potential for harm). Criteria: mental health absence, perform, engagement, turnover e.g. Pilot Health Coaches intervention.</p> <p>Peer2PeerSupport Network Global rollout</p>	<p>Refine Wellbeing Explained's governance, and standards and normalise governance and compliance. Align standards and governance with ISO45003.</p> <p>Enrolling Leadership in the embedding of wellbeing into the culture of BT by implementing targets &amp; measures: internal reporting; and annual wellbeing report.</p> <p>Support HR team working on the implementation of Leadership standards and the BT code to ensure wellbeing is at the heart of change.</p>
Shared priorities	<p>Leadership sponsorship</p> <p>Simple and easy to access procedures, policies and processes</p> <p>Vendor and supplier management</p> <p>Effective governance</p>		

BT Group, 'Wellbeing report 2024'<sup>72</sup>



### In Focus: Progress on mental health in the UK&I

Last year we set out our two-year wellbeing plan with a sharp focus on mental health (MH), and we are pleased to report significant progress against our mental health goals in the UK&I.

We continue to enable all employees to make positive choices for their wellbeing, at every stage of their life and career. We have worked hard to ensure MH remains front and centre of our UK&I wellbeing agenda, recognising its links to financial, physical, and social strategy and the principles of good work.

In our strategy we seek to understand the root causes of the challenges faced by our people. The emphasis is on prevention, ensuring leaders and line managers have the confidence and knowledge to support wellbeing and can effectively signpost to best-in-class support and resources.

This year we worked closely with our employee networks to further understand how to continuously improve access to and engagement with our initiatives. We further extended our reach, focusing on clients and candidates. We were delighted to be 'Highly Commended' for the Employee Initiative Of The Year at the Inside Out Awards for our partnership with Band Of Builders, which saw us supporting the charity's efforts to raise awareness, reduce stigma and signpost mental health support within the construction industry.

### UK&I key achievements for FY24 & mental health goals for FY25

Area of focus	FY24 Goal	Progress	Moving forward
Mental Health First Aid roll out	Train 50 MHFAs	73 MHFAs trained in-house and our MHFAs have held over 200 mental health first aid conversations	Reach 100 MHFAs. Evolve our MHFA programme to better support MHFAs to include opportunities to reflect, learn and continue to develop their MHFA skills
Improve MH literacy of senior leaders	Deliver one MHFA leadership cohort	Two leadership cohorts totalling 22 senior leaders including our UK&I CEO and COO completed MHFA training	Deliver one MHFA leadership cohort
Ensure managers have the skills and knowledge to support employee wellbeing	Train 50 managers in our in-house Managing Well workshop	122 managers successfully completed Managing Well, gaining knowledge and tools to support their own mental wellbeing and that of their team	Train a further 50 managers  Develop and launch Leading Well, aimed at senior leadership
Ensure employees feel well supported by their manager	Ensure Your Voice score for 'My manager cares about my wellbeing' is 85%+	2024 Your Voice score for 'My manager cares about my wellbeing', 87%	Maintain our score at over 85%
CCLA Mental Health Index	Improve on our 2023 score	We were recognised as a top improver from 2023 to 2024, moving from Tier 4 to Tier 3	Improve on our 2024 score, particularly in relation to performance reporting and impact
Ensure our wellbeing initiatives and programmes are fit for purpose	Ensure Your Voice score for 'Hays provides the programmes and initiatives to support my health and wellbeing' is 75%+	2024 Your Voice score for 'Hays provides the programmes and initiatives to support my wellbeing', 75%	Maintain our score at 75%
Provide easy-to-access, inclusive specialist mental health support for our employees and their immediate family	Implement Sonder to replace our traditional EAP, digital doctor, and our proactive wellbeing tool POWR	Successfully implemented Sonder, achieving 40% activation in the first six months	Achieve 50% activation rates
Create a safe space for employees who identify as male to talk about their health and access relevant help and support	Set up a men's health forum	November 2023: ran a successful men's health panel discussion, with senior leaders sharing lived ill-health experiences  January 2024: held two men's health focus groups to learn from employees on creating an intervention to support men's health  March 2023: launched our men's health drop-in, a bi-monthly peer-to-peer call for experience sharing	Continue to evolve the men's health drop-in

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

Effective implementation of a workplace mental health policy requires competent managers to oversee the process, as well as the nomination of dedicated individuals who are empowered to support employees experiencing mental ill-health or emotional distress. These individuals play a crucial role in fostering a positive attitude towards mental health within the organisation.

Line managers and other designated individuals trained in mental health awareness are better equipped to listen, reassure and respond appropriately to employees facing mental health challenges. Having these designated roles ensures there are people who can identify early signs of distress and direct individuals to relevant support resources, potentially preventing the progression to long-term sickness.

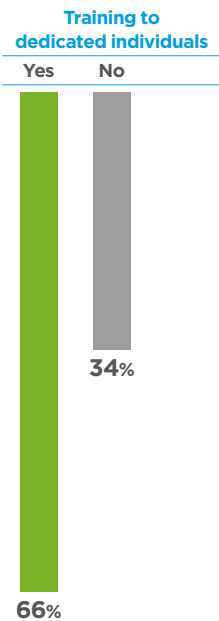
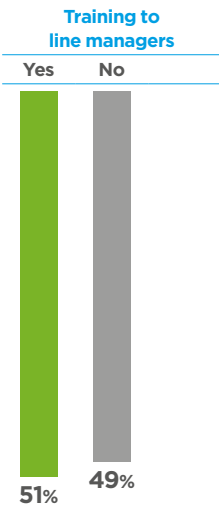
It is important to note that mental health training for all employees serves as a general awareness-raising tool and is addressed separately in the benchmark (see Question 15). Question 14 specifically focuses on equipping line managers and designated individuals with the necessary knowledge and skills to take appropriate and timely action on mental health issues in the workplace.

**Benchmark findings**

We found that 51% of the assessed companies (up from 44% in 2024) report on providing mental health training to line managers, while 66% (up from 60% in 2024) provide evidence of training for designated individuals, such as mental health first aiders. While this latter statistic is encouraging, we continue to urge more companies to invest in mental health training specifically for line managers. The World Health Organization guidelines on mental health at work strongly recommend providing manager training to support workers' mental wellbeing.<sup>74</sup>

During the assessment process, we observed some corporate reporting that conflated training for line managers with that for designated individuals. We encourage companies to clearly distinguish between the two groups in their disclosures. The benchmark seeks separate reports to highlight the distinct roles of line managers and peer volunteers in supporting workplace mental health.

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



**John Wood Group**



“ We have delivered specifically developed training to over 2,000 of our line managers and supervisors to not only enable better recognition and allow for earlier intervention and support, but also really look at how we can address the factors that may contribute to poor mental health. ... We have provided regular training sessions to our global mental Wellbeing Champions with ongoing support and communication. ”

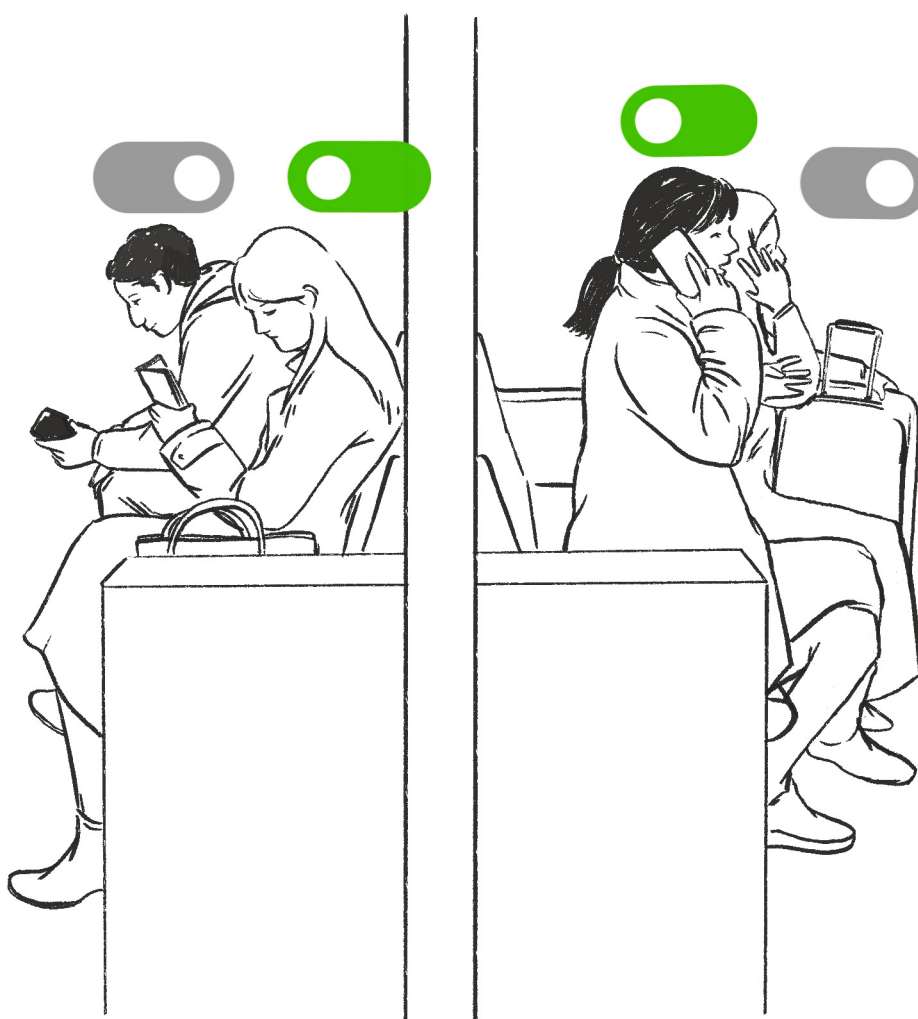
John Wood Group, ‘Design the future: annual report and financial statements 2023’<sup>75</sup>

## National Grid



“ Our managers undergo training in the prevention and management of mental wellbeing risks in the workplace, which includes awareness of our internal work-related stress management procedures and support pathways. Our goal is for all managers to complete this training and this is currently mandated in some of our UK businesses. ... In addition, we have a network of Mental Health First Aiders throughout the organisation, all of whom have completed accredited training within the last two years to qualify as Mental Health First Aiders. ”

National Grid, 'Health and wellbeing'<sup>76</sup>



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

In addition to having a clear workplace mental health policy, companies should actively develop and implement initiatives designed to raise awareness and promote a deeper understanding of mental health in the workplace and beyond.

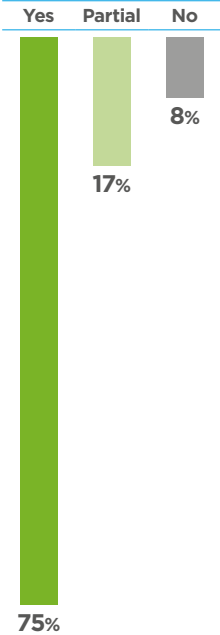
**Benchmark findings**

Among the companies assessed, 75% (up from 69% in 2024) report having multiple awareness-raising initiatives or programmes. Many of these companies have well-established initiatives aimed at boosting awareness and fostering proactive, preventative behaviours, such as workforce mental wellbeing training and internal awareness campaigns.

Additionally, 49% of companies (up from 35% in 2024) publish initiatives that extend beyond their workforce to value chain partners. This increase demonstrates a positive trend, with companies using their broader sphere of influence to promote mental health awareness.

Here is an example of one company’s internal awareness-raising initiatives, followed by two examples of initiatives to raise awareness of mental health in the value chain.

Formal initiatives or programmes developed



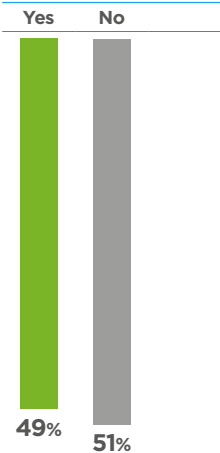
Balfour Beatty



“ In the UK, Balfour Beatty maintains its Manage the Conversation, Start the Conversation, and Listen, Support and Signpost training. ... In the UK, Balfour Beatty marked Mental Health Awareness Week (MHAW) with a campaign on the week’s theme of anxiety. A series of webinars and panel discussions attended by various guest speakers including representatives from Mates in Mind, the Lighthouse charity and Mental Health Runner were held on related topics including how to identify and support someone experiencing anxiety. ”

Balfour Beatty, ‘Building new futures: annual report and accounts 2023’<sup>77</sup>

Customers and/or suppliers involved?



Admiral Group



“ Formed during the Covid pandemic, our Affordability team, has helped to further focus on how we look after vulnerable policyholders. With high inflation and the high cost of living in the UK, the team has been working with our most impacted policyholders to get their insurance payments back on track. The team plays a pivotal role in helping customers who are struggling, as well as those dealing with other concerns such as terminal illness, loss of employment, disability, and mental health. ”

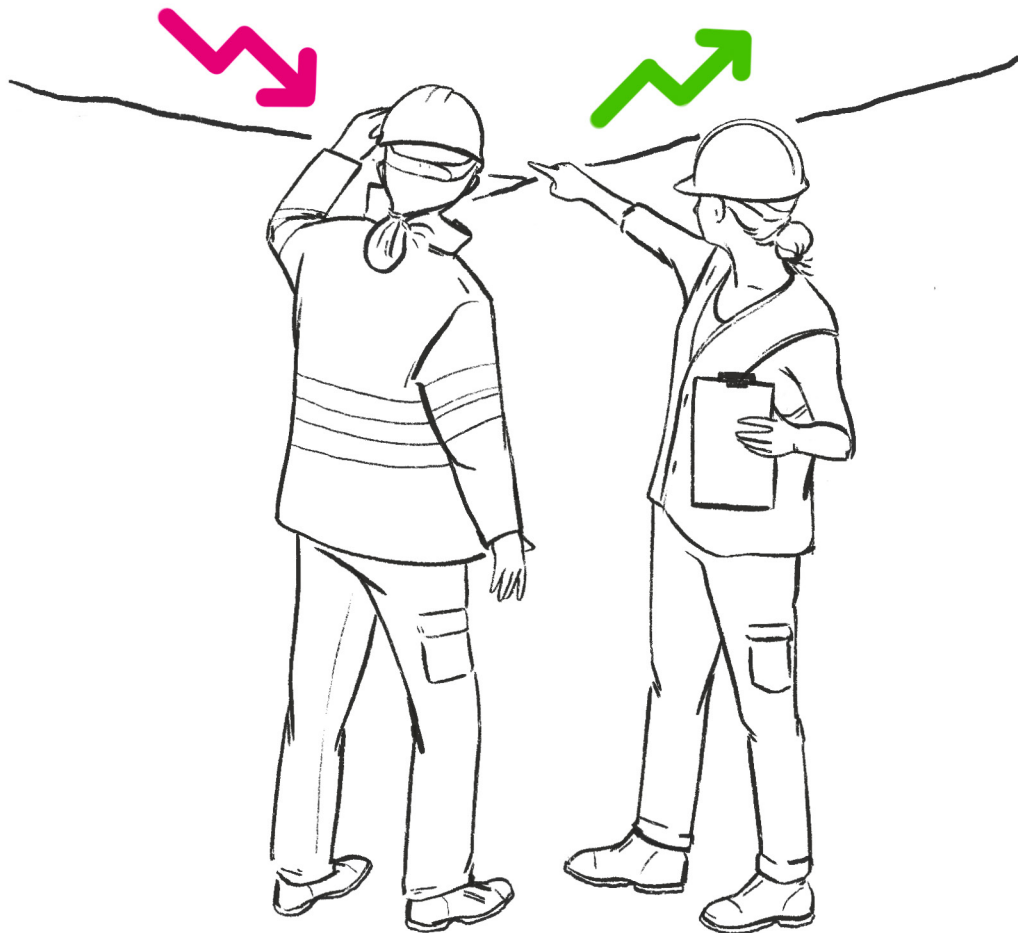
Admiral Group, ‘Celebrating 30 years: better together – annual report and accounts 2023’<sup>78</sup>

## Grafton Group



“ The research of 100 tradespeople examining their attitudes towards mental health was carried out to launch ‘How’s the Head?’ a new campaign from Chadwicks which aims to raise awareness of the importance of discussing mental health among this audience. ”

Grafton Group, ‘Chadwicks How’s the Head campaign’<sup>79</sup>



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

It is crucial for companies to offer appropriate mental health support to their workers through both internal and external resources. Beyond having a clear mental health policy, companies are encouraged to establish and implement a structured programme of activities that aligns with and reinforces this policy.

Benchmark findings

Encouragingly, 82% of the assessed companies (up from 77% in 2024) provide workers with access to multiple mental health support services, making this the best-performing indicator in the benchmark.

It is promising to see employers continue to report a wide range of support initiatives tailored to meet the diverse needs of their workforce. Additionally, it is encouraging that the percentage of companies publishing details of at least one mental health service or support initiative remains consistently high, increasing from 96% in 2024 to 100% in 2025. These services include employee assistance programmes, occupational health support, and on-demand, omni-channel counselling.

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

Yes Partial No  
0%

18%

82%

Babcock International Group



“ We have made some great progress this year across our four wellbeing pillars (Mental, Social, Financial and Physical), including: ...

Launching a new **Employee Assistance Programme**, providing proactive wellbeing resources as well as in-the-moment support and guidance on both work and life issues

Rolling out **health assessments**, including Stress Risk Assessments, enabling staff and managers to understand and mitigate key risk areas. ”

Babcock International Group, ‘What we do matters: annual report and financial statements 2024’<sup>80</sup>

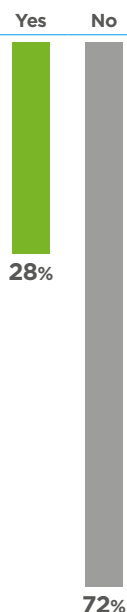
Cranswick



“ The team is supported by ... our colleague Feed your Wellbeing app which provides advice and tips on our four wellbeing pillars; mental health, physical health, financial and culture. Colleagues can also access additional support, including counselling and crisis grants. ”

Cranswick, ‘Creating a culture that prioritises employee wellbeing’<sup>81</sup>

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



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

This question evaluates whether companies actively promote communication on, and provide ongoing support for, mental health throughout the employment life cycle, while also making reasonable adjustments when required.

We encourage employers to adopt a holistic approach to mental health, considering the support that can be offered at every stage of an individual's career with the company. This support should begin during recruitment and continue throughout the induction programme, performance management reviews, discussions on career progression and, where relevant, return-to-work meetings or conversations about job adjustments. This question focuses on the presence of management processes that enable mental health support, rather than just stated commitments.

**Benchmark findings**

We found that 28% of the assessed companies (up from 16% in 2024) report on how mental health is considered throughout the employment life cycle. These companies cite initiatives such as incorporating mental health discussions during on-boarding, providing mental health-related accommodations during recruitment, and including dedicated wellbeing conversations in performance reviews. While we are encouraged by the year-on-year increase, it is likely that this remains an under-reported area, with data not consistently captured internally, making it challenging to report externally.

Some companies do report on accessibility and role adjustment considerations in relation to disability, but it is not always clear whether mental health is included within their definition of disability. We encourage companies to explicitly clarify that mental health is part of the conversation when discussing workplace adjustments.

Here are two examples of companies' support for mental health during the career life cycle.

**Experian**



“ We provide employees with services throughout their career journey, from recruitment and onboarding to career development, review cycles, and, where applicable, location-specific return-to-work processes for those recovering from mental health problems. ... Work Stress Risk Assessment (UK&I) [is] used for colleagues with stress-related absences to identify additional support or adjustments before or after returning to work. ”

Experian, 'Global approach to mental health and wellbeing'<sup>182</sup>

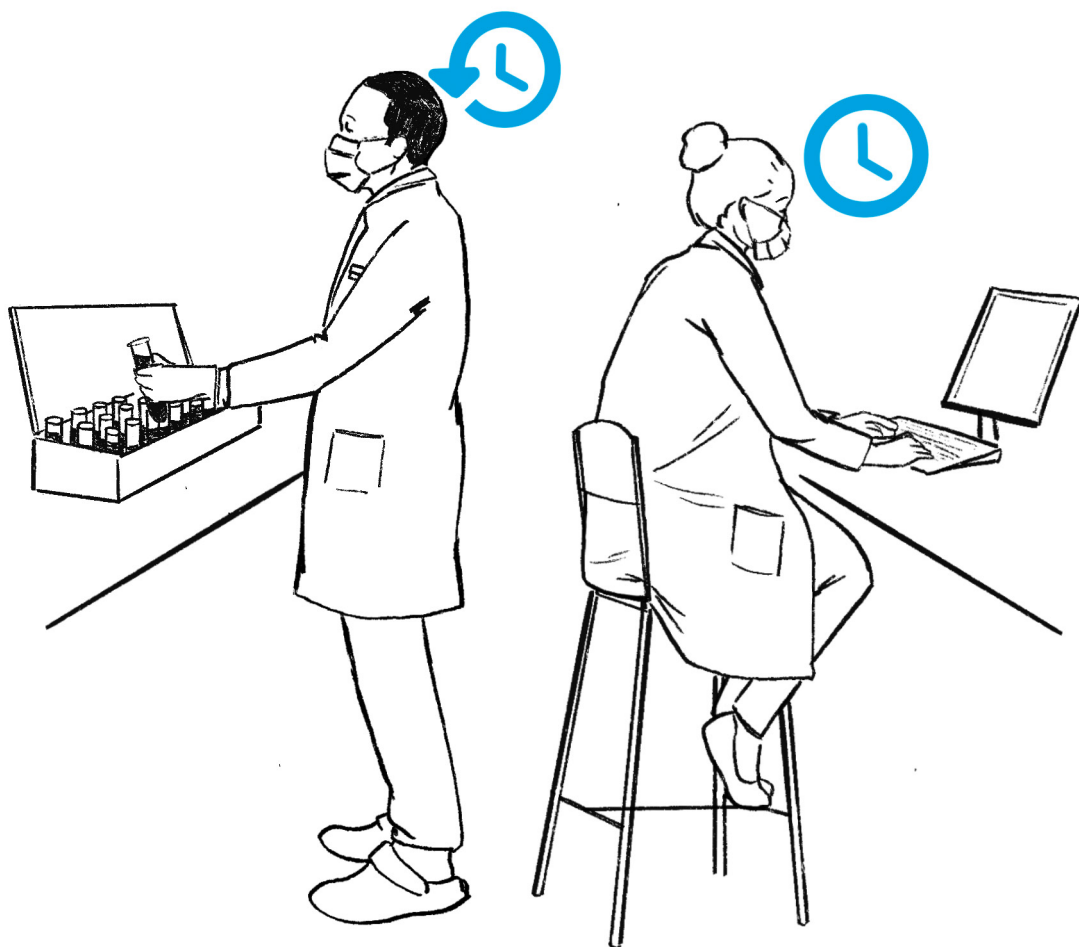


## Rentokil Initial

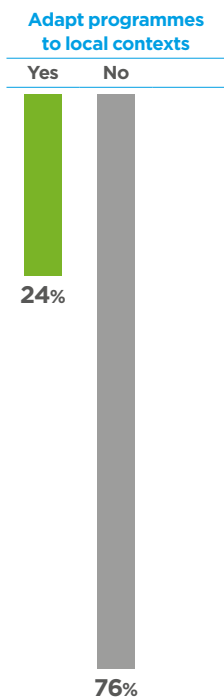
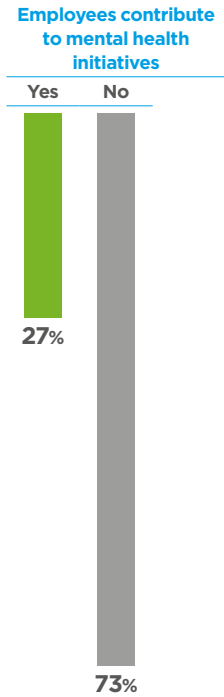


“ In the UK we have introduced a workplace adjustment document - which has been created to capture any mental health diagnosis, workplace adjustments and support process, and ask colleagues to complete this with their line manager on a voluntary basis and review and update accordingly. The record is strictly confidential. ”

Rentokil Initial, 'Responsible business report 2024'<sup>83</sup>



**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?**



It is good practice for companies to actively encourage and empower employees to contribute to the design and development of mental health initiatives, as this fosters a culture of openness and inclusivity. Additionally, adapting mental health programmes to address local needs and workforce diversity ensures that initiatives are relevant and impactful. Tailoring these programmes based on specific cultural, regional and demographic factors can enhance their effectiveness and promote better overall wellbeing in the workplace.

**Benchmark findings**

We found that 27% of the assessed companies (up from 26% in 2024) report that employees have directly contributed to the design and/or development of workplace mental health initiatives. This question specifically seeks evidence of initiatives driven or enhanced by employees, rather than voluntary participation in existing programmes. Common examples include employee resource groups and employee networks focusing on raising mental health awareness, creating resources and organising related activities.

Additionally, we introduced Question 18b in last year's benchmark to better align with the World Health Organization (WHO) and International Labour Organization policy brief on the WHO guidelines on mental health at work.<sup>84</sup> This indicator examines how companies adapt mental health programmes to local contexts. We are pleased to report that 24% of the companies (up from 22% in 2024) provided sufficient evidence to score points for this question. Examples of adaptations include mental health support for employees affected by the war in Ukraine and tailored interventions in response to specific local societal events. We encourage companies to go beyond reporting different initiatives across geographies and instead provide clear evidence of how they adjust their programmes to meet the unique needs of local employees.

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

**InterContinental Hotels Group**



“ Our DAWN [employee resource group] has partnered with Women of a Certain Stage to produce a series of podcasts on the menopause. Each episode helps colleagues appreciate the impact of the menopause on their physical and mental health, and provides guidance on how to talk about a stage of life that directly impacts 50% of the population. ”

InterContinental Hotels Group, 'How we're creating Room to Belong: progress report 2023'<sup>85</sup>

## BP



“ Responding to racially motivated social unrest in the UK in July, we took swift action to reassure colleagues and support their psychological wellbeing and safety. We established a taskforce that conducted listening sessions, and provided resources to support staff in conversations about the violence. ”

BP, 'Sustainability report 2024'<sup>86</sup>

## Ferrexpo



“ The 'Ferrexpo Wellbeing and Psychological Support Project' has been operating since February 2022. The objective of this project is to support mental health issues that employees and their families are experiencing as a result of the war [in Ukraine]. Its implementation helped employees understand that seeking psychological support is acceptable. Access to anonymous consultations with leading specialists allows employees to work through crisis situations. ”

Ferrexpo, 'Remaining determined: responsible business report 2023'<sup>87</sup>

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



Effective systems for measuring employee engagement offer near real-time insights into employee satisfaction and provide valuable data to management. This engagement data can be instrumental in shaping, refining or adjusting a company's approach to mental health, ensuring that strategies remain aligned to employees' needs and concerns.

**Benchmark findings**

Although nearly all the assessed companies (99%) measure employee engagement, less than half (45%, up from 33% in 2024)

demonstrate how the resulting data informs their mental health strategy. Companies that score full points for this question typically provide detailed processes for measuring engagement, such as through annual engagement surveys or pulse surveys, and clearly explain how these insights shape their priorities and initiatives for supporting workplace mental health.

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

**NEXT**



“During the year, we launched our second Group-wide employee engagement survey, Your Voice Counts, where employees were invited to provide feedback and suggestions on their employment at NEXT. The engagement results and feedback were presented by each business area to the Directors with the support of HR Managers. The approach provided the focus for the Business Review Meetings, which allow open discussion on key business issues, policies and the working environment in different parts of the business, with actions agreed on issues raised. ... Our colleagues told us that we have more work to do on supporting mental wellbeing, following which we launched a wellbeing site for employees and mental health training for managers.”

NEXT, '2023 corporate responsibility report to January 2023'<sup>88</sup>

## Weir Group

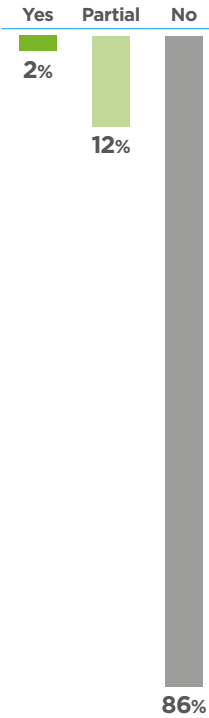


“ We use our regular global employee survey to ask our people about how supported they feel when it comes to their mental health and wellbeing. This insight enables us to take a proactive and preventative approach to employee health and wellbeing by considering how our various health and wellbeing initiatives and support are impacting employee engagement, and allows us to involve employees in the design of solutions, as teams work together on the feedback they share. For example, in every survey we ask questions including, ‘Employee health and wellbeing is a priority at Weir.’ and ‘I have the necessary mental and physical health to perform effectively at work.’ The insights from these questions allow us to measure [sic] employee perceptions of our efforts to prioritise employee physical, mental, and social wellbeing. Examples of how the insights from our global survey have been used to design mental health and wellbeing solutions can be found in our AME [Africa and the Middle East], China and APAC [Asia-Pacific] case studies. All of these regions used employee feedback to further enhance and design their wellbeing (including mental wellbeing) offerings to people in those regions. ”

Weir Group, ‘Health & wellbeing’<sup>89</sup>



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



Mental health assurance or accreditation schemes, such as those based on the ISO 45003:2021 standard,<sup>90</sup> offer valuable frameworks for managing workplace mental health. These schemes not only help companies to assess and enhance their approach but also play a key role in promoting higher standards and driving best practices within the industry.

### Benchmark findings

Last year, this question was adjusted to better align with the World Health Organization (WHO) and International Labour Organization's policy brief on the WHO guidelines on mental health at work.<sup>91</sup> There were two key changes.

First, full points now require evidence of third-party ISO 45003:2021 certification, which covers both occupational health and safety management and psychological health and safety at work, rather than simply disclosing multiple assurance standards.

Second, the number of partial points available decreased from five to three.

We found that 2% of the assessed companies (no change from 2024) report achieving independent assurance of their mental health management system against ISO 45003:2021. Given the relatively recent introduction of the standard, we expect the proportion of companies seeking third-party assurance to grow over time.

Here is an example of a company reporting on its approach to independently assuring its workplace mental health programme to ISO 45003:2021.

### Serco Group



“ We also retained our ISO 45003 Group certification. ”

Serco Group, 'Annual report and accounts 2024'<sup>92</sup>

# Leadership and innovation

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

Workplace mental health is a collective responsibility that spans individual companies, their industry sectors and the broader community. Achieving progress and raising standards requires companies to:

- support academic research and development initiatives focused on improving workplace mental health
- share their knowledge and expertise with industry peers to foster collective improvement
- engage in public policy discussions to advocate for better workplace mental health practices
- actively support industry and stakeholder initiatives aimed at advancing mental health in the workplace.

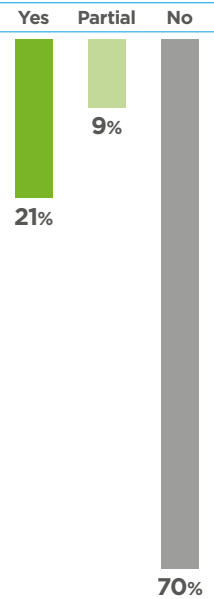
**Benchmark findings**

Of the companies assessed, 30% (up from 25% in 2024) report participating in industry or academic initiatives or partnerships focused on advancing workplace mental health. Additionally, 13% of companies (down from 19% in 2024) demonstrate involvement in industry or academic initiatives or partnerships that extend beyond the workforce to engage customers and/or suppliers.

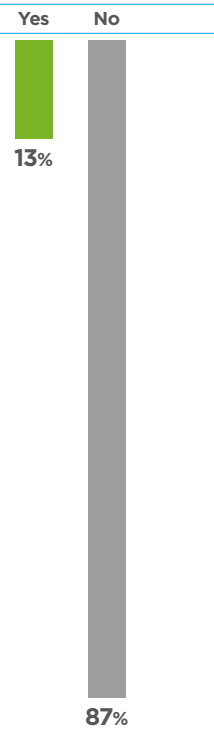
Some companies cited paid partnerships with mental health service providers as part of their efforts. However, it is important to note that for this question, the focus is on collaborations with industry peers or academic institutions aimed at driving broader progress in workplace mental health practices.

Here is an example of a company participating in an industry initiative aimed at promoting workplace mental health, followed by an example of a company involving its suppliers in an industry-academic initiative.

Company participation



Customer and/or supplier engagement



Rio Tinto



“[We] contributed to industry-wide improvements of psychosocial risk management as an active member of the Minerals Council of Australia (MCA) Psychosocial Risk Management Working Group, and through our participation in the ICMM Psychosocial Risk and Worker Wellbeing Management Working Group, which is helping to build a standard for our industry and shape a new definition of psychological health.”

Rio Tinto, 'Annual report 2024'<sup>93</sup>

## Associated British Foods



“ Our My Space programme in India has become a leading example of how workplaces can change attitudes and behaviours around mental health. The programme trains selected staff to become lay counsellors who support colleagues experiencing poor mental health or stress. In the long term, improved dialogue and understanding of mental health can reduce the stigma. We run the programme in partnership with St John’s Medical College, India. ... To encourage others in adopting similar programmes, the programme was used as an example of best practice by St John’s at the International Congress on Occupational Health held in Marrakech, Morocco. The programme was well received, with attendees noting that it was a robust programme to support employees and reduce the mental health knowledge gap. Many also said that having an international brand support the programme sets an example for other businesses to invest in mental health. St John’s Medical College received a fellowship to present a paper and case studies, which included My Space, at the World Congress on Safety and Health at Work, in Sydney, Australia in November 2023. Similarly, we have presented My Space alongside the Tirupur Exporters Association, raising awareness of the benefits a programme like this delivers to businesses and workers. ”

Associated British Foods, ‘Primark sustainability and ethics progress report 2023/24’<sup>94</sup>



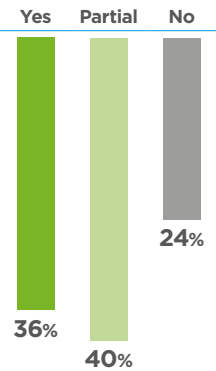
Q22. Does the company provide examples of employee communications on workplace mental health?

Companies should foster a culture of openness and transparency around mental health throughout their organisations. Encouraging employees to share personal stories and participate in internal campaigns can be an effective way to engage staff and other stakeholders, raising awareness and reducing stigma associated with mental health issues.

Benchmark findings

Of the companies assessed, 76% (up from 74% in 2024) share examples of employee communications related to mental health. In total, 36% (down from 40% in 2024) offer multiple examples of ongoing, sustained communications or substantial disclosures. These examples include social media posts on mental wellbeing and articles on company websites where employees share their personal experiences with mental health challenges or self-care practices.

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



Marks & Spencer Group



“Inclusion, diversity, and mental health go hand in hand and our Health and Wellbeing network forms part of our community of colleague networks. ... Formed by almost 3000 colleagues, it is an internal platform led by colleagues, for colleagues, to share stories and support their peers – and forms part of our initiative to give colleagues a safe space to discuss mental health.”

Marks & Spencer Group, 'Colleague wellbeing'<sup>95</sup>

## This is Me™

We have partnered with NGO **Community Business** for a 2-year sponsorship of the “This is Me” storytelling campaign.

As part of this impactful campaign, we encourage colleagues from across the organisation to share their personal stories, igniting conversations and diminishing the stigma of mental illness, neurodiversity and disabilities in our workplace.



### Objectives:

- 1 Normalise conversations around mental health, neurodiversity and disability
- 2 Guide managers and Mental Health First Aiders (MHFA) on how to promote and support good mental wellbeing throughout the employee lifecycle
- 3 Establish Prudential's reputation as a leader in supporting employees' mental health

### “This is Me” stories

Hear from Prudential colleagues who share their powerful stories.



Catherine Chia, Chief Human Resources Officer, kicks-off two-year sponsorship of “This is Me” with her personal experience with burnout.

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

The annual report is a key corporate document shared with shareholders offering a view of the company's financial performance and operations over the past year. We encourage companies to include details of their workplace mental health strategies in this report, allowing shareholders and other stakeholders to assess how the board is managing the business risks and opportunities associated with mental health.

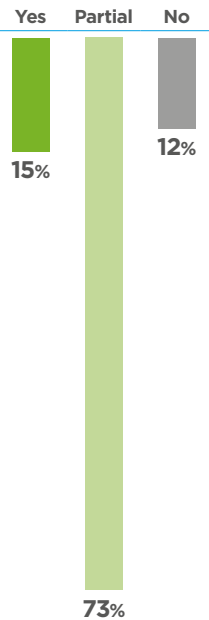
Benchmark findings

We found that 88% (up from 86% in 2024) of the assessed companies include workplace mental health disclosures in their annual report and accounts (or equivalent). However, only 15% of all the companies (down from 16% in 2024) provide comprehensive reporting on the specific commitments made and the actions taken to safeguard and support workplace mental health.

Companies that provide comprehensive reporting on workplace mental health typically include:

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

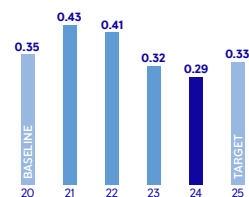
Here is an example of a company providing a comprehensive account of workplace mental health strategies within its most recent annual report.



## SUSTAINABILITY

Our safety index is a proactive global measure consisting of five leading indicators: senior leadership safety walks; safety case improvement activity; HSE alert response; close-out of HSE non-conformances; and accountable person engagement. In 2024, we achieved a safety index score of 96%, exceeding our 94% target, an improvement of 2% from 2023. 2025 is the fifth year of a five-year plan for our safety index. We will review this metric and make changes, to ensure that we continue to drive progress on our journey to improving safety at Rolls-Royce.

We continue to target world class and better TRI rates across our business. Our total reportable injuries (TRI) rate continued to decline, reaching 0.29 per 100 employees, a decrease from 2023 (0.32). There was a total of 126 TRIs in 2024 with 16 incidents resulting in major injuries. When incidents occur, we share learnings across the Group to improve controls and prevent recurrence. Knowledge-sharing is a key part of our transformation, reinforcing safety as our top priority.

TRI rate (per 100 employees)<sup>1</sup>

<sup>1</sup> Our TRI rate shows the Group TRI performance (absolute and rate). External assurance over the TRI data is provided by Bureau Veritas (see page 211)

## Supporting colleagues to LiveWell

Our LiveWell programme empowers colleagues to take personal responsibility for their health and wellbeing while supporting others to do the same at a local level. This global, evidence-based accreditation scheme helps sites, facilities and teams assess their workplace across three key areas: healthy bodies; healthy minds; and healthy workplaces. It enables teams to set data-driven goals and remove barriers to wellbeing. Currently, LiveWell operates in 21 countries, covering 84 workplaces globally.

We provide tools and resources to support mental, physical and financial wellbeing through our internal wellbeing site and run events year-round. Our 2024 World Mental Health Day promotion included interactive workshops led by internal and external experts, with over 21,000 colleagues participating and significant engagement on internal channels. In June, we also hosted our financial wellbeing event, money for humans, focused on mindful financing.

Mental health remains a key focus. It is identified as a risk on our HSE risk profiles, with regular reporting to the Executive Team on related absence trends and support service uptake. In 2024, we conducted a gap analysis with external specialists against the ISO 45003 standard for psychological health and safety, shaping our 2025 strategy for managing workplace mental health risks. Data from our workplace pressure risk assessment tool, further informs risk mitigation efforts.

Leaders play a critical role in managing and supporting good mental health at work and we make mental health training a requirement for our leadership roles. Our global mental health champion network, a group of trained volunteers offering guidance and support, grew by 18% to 855 champions across 13 countries. We continue to expand this network, sharing best practices and providing new toolkits to help champions and leaders connect colleagues with support resources.

“We promote a growth and experimentation mindset, encouraging curiosity and continuous learning to drive better outcomes.”

## A skills-powered organisation

Skills, capabilities and learning are central to transforming how we work, think and simplify operations. Moving to a skills-powered organisation makes us more agile, adaptive and resilient. By focusing on skills rather than job structures, we can better identify, develop and deploy critical expertise to align with our strategic priorities.

A key example is the creation of our ET&S function (see page 46), which leverages skills across the Group. This new function has helped close skills gaps through internal mobility, reducing costs by minimising external hiring. We map colleague skills to strategic priorities, enhancing both individual growth and organisational capability. Our skills profiles system achieved 40% global uptake in 2024, up from 20% in 2023.

To drive skills-based workforce planning, we launched the Enterprise Capability Committee (ECC), which reviews divisional plans and optimises productivity by aligning skills with business needs. We also use gigs, being short-term, project-based tasks, to enhance learning and embed agile ways of working. Digital systems and AI power an internal marketplace where colleagues can drive their own learning and skill development. This dynamic skills ecosystem enables colleagues to take ownership of their growth while enabling the business to utilise talent more effectively.

Our skills-powered approach has gained external recognition, featuring in case studies with Gartner and AON. In the UK, we contribute to government and industry forums to shape education policies that better prepare young people for employment.

Skills development is embedded in Leatro, our Group-wide learning platform, enabling colleagues to learn flexibly. In 2024, we launched the Winning Together learning hub, which now offers over 4,000 programmes aligned with our strategic priorities and tagged with relevant skills. We continuously refresh these resources to meet evolving business needs.

Aligned with Our Code and Group policies, we also run an annual mandatory learning programme covering values, behaviours and compliance. In 2024, 98% of our colleagues completed all mandatory learning (2023: 96%). Our continued investment in learning and development in 2024 was £28m (2023: £20.8m), delivering over 1 million hours of formal learning (2023: over 757,000 hours).

## SUSTAINABILITY

**Driving a culture of high performance and engagement**

We continue to reinforce a culture of meritocracy to drive high-performance and business transformation.

This is critical to our business and leadership strategies and in how we attract and retain talent by fostering a positive work environment where everyone feels valued, respected, safe and empowered to thrive.

Throughout the course of 2024, we have taken a more outcomes and systems-focused approach to drive change for increased cultural engagement by:

- Embedding new purpose and behaviours to ensure we are explicitly clear on what is most important to us and what we expect to see consistently from all employees. The behaviours have been integrated into our talent system to further reinforce and make this stick when it comes to how we hire, assess, select, reward and recognise individuals. One of our key behaviours is 'do the right thing' which looks to bolster a culture of caring which is created through respect, fairness and transparency.
- Creating a new engagement index and assessment methodology. 77% of colleagues (-2pts vs benchmark) responded favourably about their work environment, agreeing they feel valued, respected and empowered to thrive, a strong foundation for future measurement.
- Launching new leadership expectations which reinforces the need to build a high trust environment, as well as zero tolerance for mediocrity where we always hire the best people to build talent and capabilities. These new expectations have been communicated and are a cornerstone to our leadership strategy and system.
- Implementing a new enterprise talent system which ensures a progressive, standardised approach to how we source, attract, develop and retain the best talent. For example, we have a much more comprehensive approach to conducting talent reviews to ensure we have better line of site and visibility of talent across the organisation, and maintain focussed on transferable skills so we can consider broader career paths for individuals. We continue to offer additional support to candidates who declare a disability at the application stage and support our assessors and interviewers to ensure a fair process for all. We are committed to fair and equal consideration for applicants with disabilities and actively support employees who become disabled while working with us by making adjustments to enable their continued employment.
- Celebrating the uniqueness of all colleagues through our 'being like me' campaign. This remains a powerful engagement tool, inviting all to share their unique personal experiences and learn from one another. Since its introduction we have seen over 137 individuals voluntarily take part. It is an important part of our journey to embed a culture of care into the workplace.

"Leaders play a critical role in managing and supporting good mental health at work and we make mental health training a requirement for our leadership roles."

- Continued emphasis on health, safety and wellbeing, fostering a strong speak-up culture. In 2024, 21,000 colleagues engaged in world mental health day sessions. We achieved a 96% safety index score, surpassing our 94% target and improving by 2% from 2023. Our TRI rate dropped to 0.29, a 12% improvement from 2023.

**Enabling high performance**

We are embedding a differentiated performance culture where clear expectations, continuous improvement and disciplined monitoring drive results. Our performance management framework, implemented in 2023, aligns individual goals with strategic priorities, ensuring a focus on high-impact actions and continuous improvement.

We connect reward and recognise both business success and individual contributions with differentiated outcomes for those delivering the greatest impact. Our core programme for leaders and most colleagues includes regular check-ins, performance reviews and biannual calibration, fostering accountability and alignment with our strategic priorities.

Our agile, outcome-focused approach encourages ongoing performance conversations, ensuring individuals understand what good looks like to continuously learn and improve.

**Your Shares: Gifted**

In September 2024, we launched the Your Shares: Gifted employee share plan, awarding 150 shares to every employee. With 99% workforce participation, this initiative has transformed our share ownership culture, strengthening alignment with our purpose and strategy.

In 2025, we are introducing Your Shares: Matched, enabling colleagues to continue sharing in our success through affordable share ownership.

**Sharing in our success**

In 2024, we enabled colleagues to share in our success through the Your Shares: Gifted global employee share plan (see page 107). Our global incentive arrangements align directly with the Group's strategy, cascading from Executive Director incentive metrics (see pages 99 and 100). The Executive Team have clear performance contracts linked to strategic priorities and personal reward packages.

Aligned with this, we increased pay transparency in 2024 by sharing US and UK leadership pay scales to build trust and to reinforce a high-performance culture.

We remain committed to fair pay globally, conforming to all national pay laws and progressing our work on living wage standards in line with the Corporate Sustainability Reporting Directive (CSRD). In the UK, we pay above Living Wage Foundation standards and require suppliers to meet minimum/fair wage commitments via our global supplier code of conduct.

## SUSTAINABILITY

Our total reward philosophy is built on five key principles:



**Differentiated for our employees** – we seek to offer flexible, merit-based choices to support our workforce and promote inclusion



**A great colleague experience** – we aim to be simple, engaging, valued, fair and understood



**Attractively positioned** – to ensure we retain core competencies and support the growth of skills and capabilities required for the future



**Clearly aligned to delivering high performance** – rewarding achievement of ambitious short-term and long-term targets



**Broader than financial reward** – we care about employee wellbeing, creating an environment where everyone can be at their best with career development and recognition

### Community and STEM outreach

We are committed to increasing access to quality education and supporting underrepresented young people in STEM, helping them achieve their aspirations and overcome barriers to success. Our STEM programmes engage and inspire young people to develop the critical skills needed for a career in STEM, by demonstrating how science, technology, engineering and maths can help solve real-world challenges.

In 2024, our STEM ambassadors supported programmes worldwide:

- In India, we continued to support our Wings4Her programme for girls in underprivileged communities by providing tutoring, mentoring, career guidance and scholarships. Working with governmental pre-university colleges, our support enabled 400 girls to continue STEM studies.
- In the UK, we celebrated 20 years of the Schools Prize and have awarded £1.6m to more than 600 schools since 2004. The Schools Prize also provides continuous professional development for the teachers through our partnership with STEM Learning, supporting more than 300 teachers and estimated to impact the learning of 28,000 students in 2024.

“We care about employee wellbeing, creating an environment where everyone can be at their best with career development and recognition.”

We reached over one million people through STEM in 2024 and are now 45% towards our goal of inspiring 25 million young innovators by 2030. Our people are at the heart of all our programmes and contributed 58,785 hours (2023: 37,680) to community investment and education outreach programmes in 2024. Our global charitable contributions and community investment for 2024 totalled £4.3m (2023: £4.3m), including £398,000 from a share forfeiture programme carried out in earlier years.

### Looking ahead

In 2025, we will continue to embed our purpose and behaviours, reinforcing new ways of working, to drive efficiency, operational excellence and strategic execution. Our focus remains on building a sustainably distinctive business that benefits all our stakeholders.

Our 2024 performance reflects One Rolls-Royce in action, united in delivering our mid-term targets and beyond, shaping the future with innovation and impact.

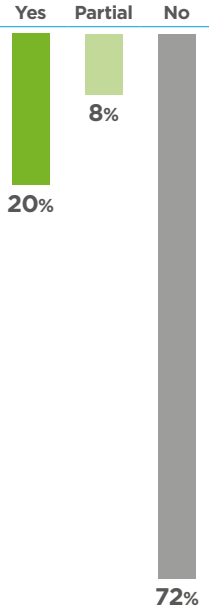
## Q24. Does the company report on progress against its objectives or targets related to mental health?

In addition to companies having clear policy commitments and management practices, we encourage them to establish reporting criteria for workplace mental health and regularly publish progress updates against set objectives or targets. Reporting on these objectives not only demonstrates transparency but also serves as a crucial accountability mechanism, ensuring that companies remain focused on their commitments and drive continuous improvement.

### Benchmark findings

This question was scored only for companies that had reported formal objectives for managing workplace mental health (as evaluated in Question 13). We found that 20% (up from 15% in 2024) of the assessed companies provide comprehensive reporting on their progress towards these objectives. Examples of such progress include an increase in the number of managers trained in mental health, the expansion of mental health initiatives across global operations and a reduction in the incidence of mental health-related occupational illnesses.

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



## Aviva



### Our 2024 actions, measures and performance

Action	Performance																				
Deliver communications that reinforce our open culture in relation to mental health and measure the success of these by ensuring the results for health and wellbeing questions in our September 2024 annual employee engagement survey remain at or above benchmark data.	<p>Our annual engagement survey report highlights a positive view of our overall health and wellbeing programmes, communications and culture, with positive increases across the metrics, against declining scores in the benchmarks for three out of four measure s.</p> <table><tr><th></th><th>2024 (2023)</th><th>Global Financial Services Benchmark</th><th>High Performing Companies Benchmark</th></tr><tr><td>Aviva values my health and wellbeing</td><td>86% (83%)</td><td>76% (79%)</td><td>74% (77%)</td></tr><tr><td>My team leader/manager is effective at caring about my health and wellbeing</td><td>91% (90%)</td><td>76% (79%)</td><td>74% (77%)</td></tr><tr><td>Generally, I believe my workload is sustainable</td><td>74% (72%)</td><td>68% (70%)</td><td>68% (71%)</td></tr><tr><td>I have the flexibility I need to meet my work and personal responsibilities</td><td>87% (83%)</td><td>84% (77%)</td><td>83% (76%)</td></tr></table>		2024 (2023)	Global Financial Services Benchmark	High Performing Companies Benchmark	Aviva values my health and wellbeing	86% (83%)	76% (79%)	74% (77%)	My team leader/manager is effective at caring about my health and wellbeing	91% (90%)	76% (79%)	74% (77%)	Generally, I believe my workload is sustainable	74% (72%)	68% (70%)	68% (71%)	I have the flexibility I need to meet my work and personal responsibilities	87% (83%)	84% (77%)	83% (76%)
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I have the flexibility I need to meet my work and personal responsibilities	87% (83%)	84% (77%)	83% (76%)																		
Understand if diverse communities' results for health and wellbeing questions in our annual survey differ .	We've reviewed the data in line with our six Aviva Communities (employee resource groups) and identified some where the wellbeing scores differ from the company norm.																				
Deliver communications to promote mental health support tools and measure the success by tracking changes in usage data and sickness absence rates.	<p>A large range of communications were shared with colleagues (webinars, intranet content etc) which is a factor impacting usage rates for the following company-funded mental health support tools available to all colleagues:</p> <ol style="list-style-type: none"><li>1. Headspace (extends to up to 5 family and friends) – 33% of colleagues registered</li><li>2. Aviva Digicare+ Workplace App (extends to partner/children) – 788 mental health consultations</li><li>3. EAP usage (available to all) – 2,832 interactions in 2024</li><li>4. Thrive App – 17% of colleagues registered</li><li>5. Group Income Protection (GIP) – 444 referrals in 2024 relating to mental ill health</li></ol> <p>Sickness absence rates for mental ill health in 2024 (2023) - <b>UK – 0.7% (0.6%), Ireland 0.6% (0.3%)</b>. To note - we've recently changed the process for capturing sickness absence data in Ireland, which may be impacting this data point.</p>																				
Build an online version of our Workplace Adjustment Passport into our HR systems, allowing us to understand how many colleagues have a passport in place.	Delivered an online Workplace Adjustment Passport. 938 colleagues having an online passport in place. An additional 384 colleagues have an offline Workplace Adjustment Passport which may convert to online.																				
Provide mental health awareness training for team leaders/wellbeing leads and measure completion rates.	<p>83% of leaders/wellbeing leads have completed mental health awareness training</p> <p>16% are in their open renewal/new starter window</p> <p>1% have not completed the training in the required window</p> <p>Case Managers who support colleagues through our GIP rehabilitation programme are all qualified Mental Health First Aiders</p>																				
Create a new sub-network of Aviva Ability community with a specific focus on mental health and engage with them to provide employee voice in the design of our mental health support.	The new Aviva Ability Mental Health Sub Network was created in Q4 2024. Communications were delivered to invite colleagues to join the network. The Steering Committee has been formed, and Co-Chairs appointed. The Committee is developing plans for 2025.																				

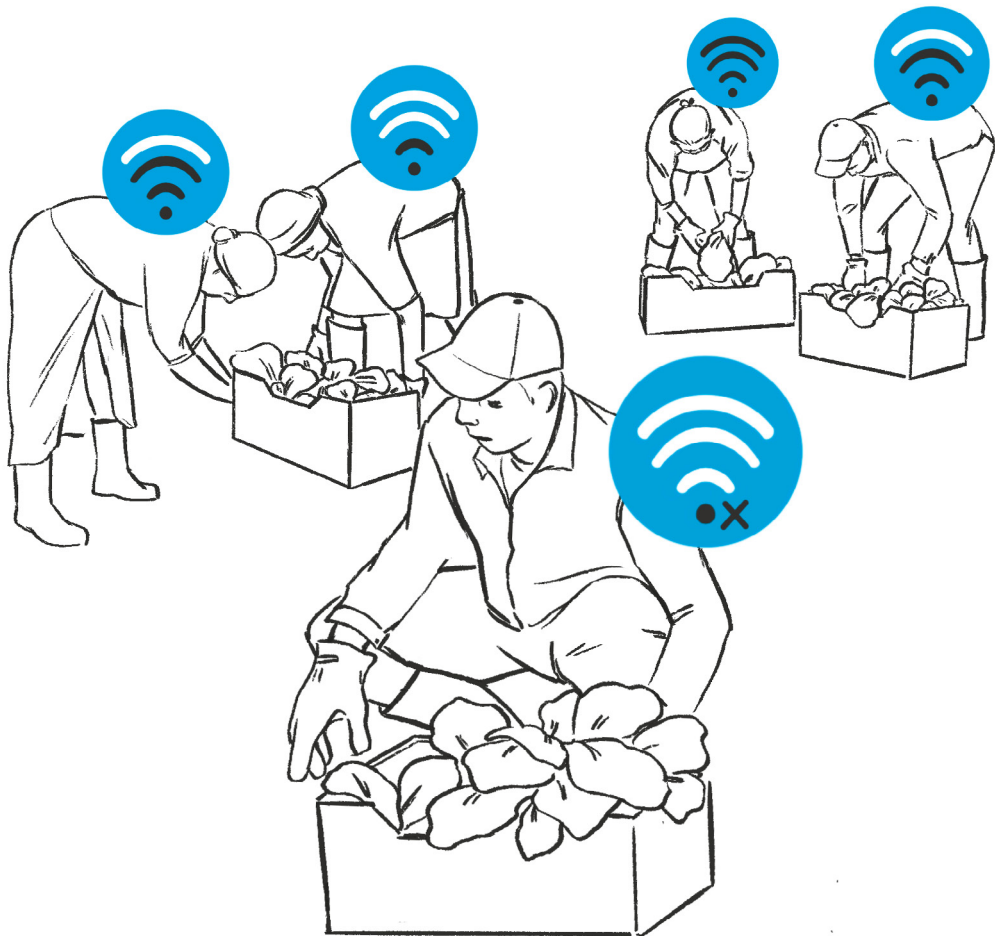
Aviva, 'Mental health at Aviva'<sup>98</sup>

## WH Smith



“ [We have an ongoing programme to] ensure all managers receive mental wellbeing training. ... Currently 44 per cent of managers have been trained and measures are in place to close this gap by the end of the next financial year. ... [We also aim to] maintain at least as many mental health first aiders as physical first aiders. ... We have at least as many mental health first aiders as physical first aiders.. ”

WH Smith, 'Sustainability addendum 2024'<sup>99</sup>





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

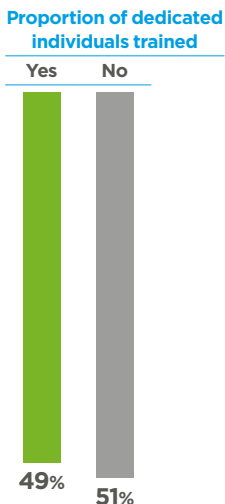
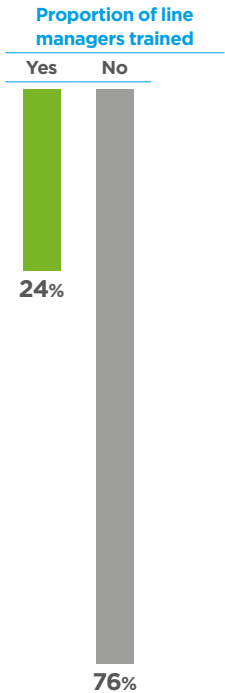
The effective implementation of a mental health strategy and practices depends on managers and dedicated individuals who are both skilled and competent in overseeing initiatives and fostering an environment where employees feel comfortable discussing their mental health. By doing so, these managers and dedicated individuals can help to reduce stigma and promote early intervention. We strongly encourage companies to invest in the provision of mental health training for line managers and dedicated individuals, as this is crucial for the effective execution of workplace mental health programmes.

**Benchmark findings**

A total of 24% of the assessed companies (up from 18% in 2024) report on the proportion of line managers trained in workplace mental health, while 49% (up from 44% in 2024) provide figures for training of dedicated individuals, such as mental health first aiders or champions.

These percentages are notably lower than the numbers of companies that disclose offering such training to line managers and dedicated individuals – 51% for line managers and 66% for dedicated individuals (see Question 14). This suggests that while many companies are likely tracking training attendance internally, few are publishing this data. We encourage companies to report this data to enhance transparency and demonstrate their commitment to mental health capacity-building.

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



J Sainsbury



“11,600+ line managers have completed Mental Health Awareness training, 8% of the total workforce. ... We meet regularly with our Wellbeing Champions (1.3% of our workforce) to train them on mental health and various wellbeing topics, increase knowledge of benefit providers and provide guidance materials aligned with their responsibilities, to enable them to effectively help and signpost our colleagues to appropriate support.”

J Sainsbury, ‘Colleague mental health and wellbeing’<sup>100</sup>

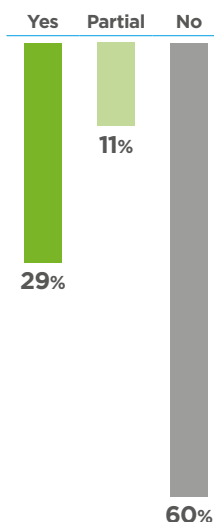
Serco Group



“Some key highlights from 2022–24 include: ... 97% Managers trained in mental health awareness ... 260 Trained wellbeing allies.”

Serco Group, ‘Safe, healthy and thriving colleagues’<sup>101</sup>

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



The successful implementation of a workplace mental health strategy depends on active employee participation in relevant initiatives and programmes. To evaluate the effectiveness of their approach and guide future priorities, companies are encouraged to monitor and track employee engagement with these initiatives. Measuring uptake provides valuable insights into what is working, highlights areas for improvement and helps to ensure that resources are targeted where they are most needed.

### Benchmark findings

Of the companies assessed, 29% (up from 18% in 2024) report on the uptake of multiple mental health initiatives or programmes, while a further 11% (no change from 2024) provide limited or partial data related to a single initiative. The increase in companies tracking multiple forms of uptake is a positive development, and we encourage those that do so to use this data to inform strategic decision-making and evaluate the return on investment in mental health initiatives.

Examples of reported uptake data include the number of employees accessing wellbeing services or apps, the number of employee assistance programme cases, and participation rates in awareness-raising activities such as whole-workforce training.

However, despite 40% of companies reporting on the uptake of at least one mental health initiative, this figure remains significantly lower than the 92% of companies that run such initiatives (as assessed in Question 15) and the 100% that offer access to mental health support services (as assessed in Question 16). We continue to encourage companies to systematically track and disclose uptake data to better understand impact and ensure the effectiveness of their mental health support efforts.

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

### Haleon



“11,709 individuals made use of the range of tools and initiatives at Haleon to support employees’ health and wellbeing. These include our free 24/7 confidential global Employee Assistance Programme (EAP) ... and a MyWellbeing programme and on-demand themed webinars. [Additionally,] 1,976 individuals participated in our World Mental Health Day initiative. To raise awareness of mental health in the workplace, start conversations and provide practical advice, we: ... Ran a global event – Mindfulness: Your Key to Mental Wellbeing – in four languages with 1,591 in attendance.”

Haleon, ‘2024 responsible business report’<sup>102</sup>

## Reckitt Benckiser Group

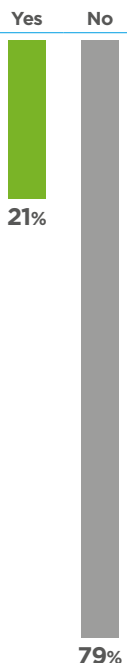


“ In 2024, almost 15,000 attendees [came] to Better Life events. ... Launched in January 2024, the Better Life Journey-For-All, available in 14 languages, provides all Reckitt employees with a holistic wellbeing assessment with the offer of one-to-one support from a coach-on-demand. Over 860 employees created wellbeing assessment profiles, and results were used to curate upcoming content for employees. ”

Reckitt Benckiser Group, 'Powerbrands with impact: annual report and accounts 2024'<sup>103</sup>



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



Managing workplace mental health is inherently complex, and health-related data must be handled with care and sensitivity. Nonetheless, it is essential for companies to establish meaningful performance metrics to assess the effectiveness – and overall impact – of their mental health strategies. The intention of this question is not to prescribe specific indicators, but rather to encourage companies to develop and apply performance metrics – both qualitative and quantitative – that are tailored to their unique workforce and strategic objectives. Companies are best positioned to determine which measures will yield the most valuable insights for monitoring progress and driving continuous improvement in their mental health approach.

### Benchmark findings

Our assessment found that 21% (up from 14% in 2024) of the assessed companies publicly report on mental health-related key performance indicators (KPIs). We

encourage more companies to adopt and disclose appropriate performance metrics to evaluate the effectiveness of their workplace mental health programmes.

We recognise that building confidence in the accuracy and reliability of such data takes time. Many companies refine internal systems before reaching a stage where they are comfortable disclosing sensitive metrics. Understandably, the personal and private nature of some mental health data may also lead companies to withhold public reporting.

The aim of this question is to showcase emerging examples of KPIs linked to mental health. By doing so, we hope to expand the body of knowledge around meaningful measurement and to support more companies in developing robust, evidence-based approaches to workplace mental health management.

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

### Experian



“ Highlights of progress measures: [our] Employee Sentiment [metric shows that] this is a psychologically and emotionally healthy place to work: 78% (FY24), FY23 (76%), FY22 (72%). ”

Experian, ‘Global approach to mental health and wellbeing’<sup>104</sup>

### Legal & General Group



“ In the UK, we continue to monitor sickness and absence trends that contribute to time off work. Within our total UK workforce, in 2024, 2.4% of days were lost due to sickness and, of this, 33% related to psychological ill health, a year-on-year increase of 5%. ”

Legal & General Group, ‘Social impact report 2024’<sup>105</sup>

# Recommended reading

BSI (n.d.), 'Health and wellbeing in the workplace', online at [www.bsigroup.com/globalassets/localfiles/en-nz/45001/health\\_and\\_wellbeing\\_whitepaper\\_bsi0251\\_1903\\_nz.pdf](http://www.bsigroup.com/globalassets/localfiles/en-nz/45001/health_and_wellbeing_whitepaper_bsi0251_1903_nz.pdf)

Burton, Joan (2010), 'WHO Healthy Workplace Framework and Model: background and supporting literature and practices', World Health Organization, online at [https://iris.who.int/bitstream/handle/10665/113144/9789241500241\\_eng.pdf](https://iris.who.int/bitstream/handle/10665/113144/9789241500241_eng.pdf)

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## Corporate commitments

The Global Business Collaboration for Better Workplace Mental Health Leadership Pledge, online at <https://mindforwardalliance.com/What-we-do/Leadership-Pledge>

The Mental Health at Work Commitment, online at [www.mind.org.uk/news-campaigns/campaigns/mental-health-at-work-commitment](http://www.mind.org.uk/news-campaigns/campaigns/mental-health-at-work-commitment)

# Glossary

## Absenteeism

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

## Good work

We recognise that employment can have a positive impact on an individual's mental health and that 'good work' is good for mental health. 'Good work' can help to prevent new mental health problems and support those with existing conditions to get on in work and thrive.<sup>106</sup> 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.'<sup>107</sup>

## 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'.<sup>108</sup> '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.<sup>109</sup>

## 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.<sup>110</sup>

### **Presenteeism**

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

### **Wellbeing**

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

- ‘personal dignity (including treatment of the individual with respect)
- physical and mental health and emotional well-being
- protection from abuse and neglect
- control by the individual over their day-to-day life (including over care and support ... and the way in which [they] are provided)
- participation in work, education, training or recreation
- social and economic well-being
- domestic, family and personal relationships
- suitability of living accommodation
- the individual’s contribution to society’.<sup>111</sup>

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.<sup>112</sup>

### **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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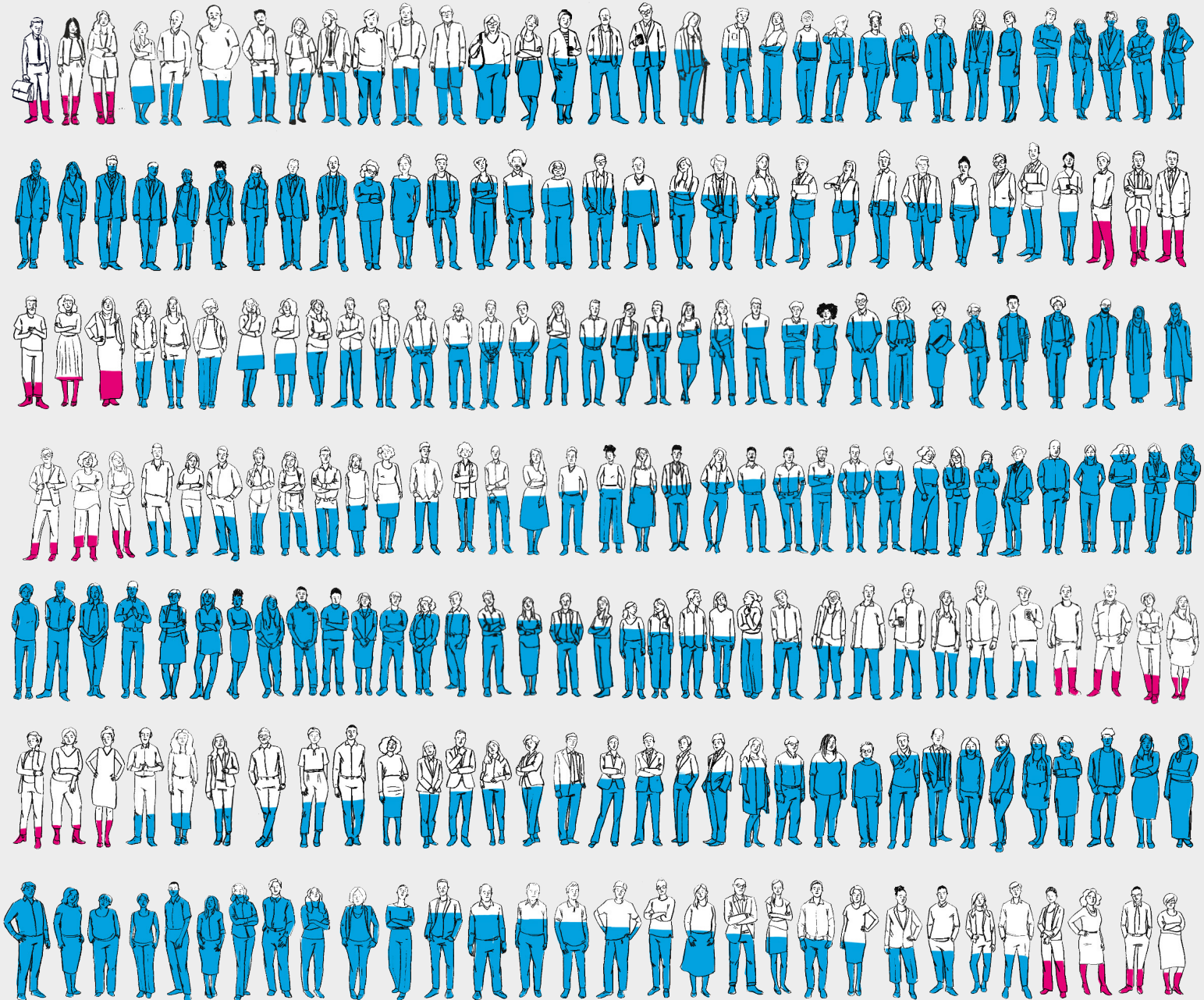
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Please contact:

**Amy Browne**

Director of Stewardship  
amy.browne@ccla.co.uk  
020 7489 6030



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