

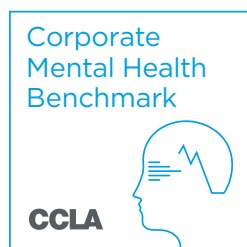
CCLA Corporate Mental Health Benchmark UK 100



Company examples of best practice
2026

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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.

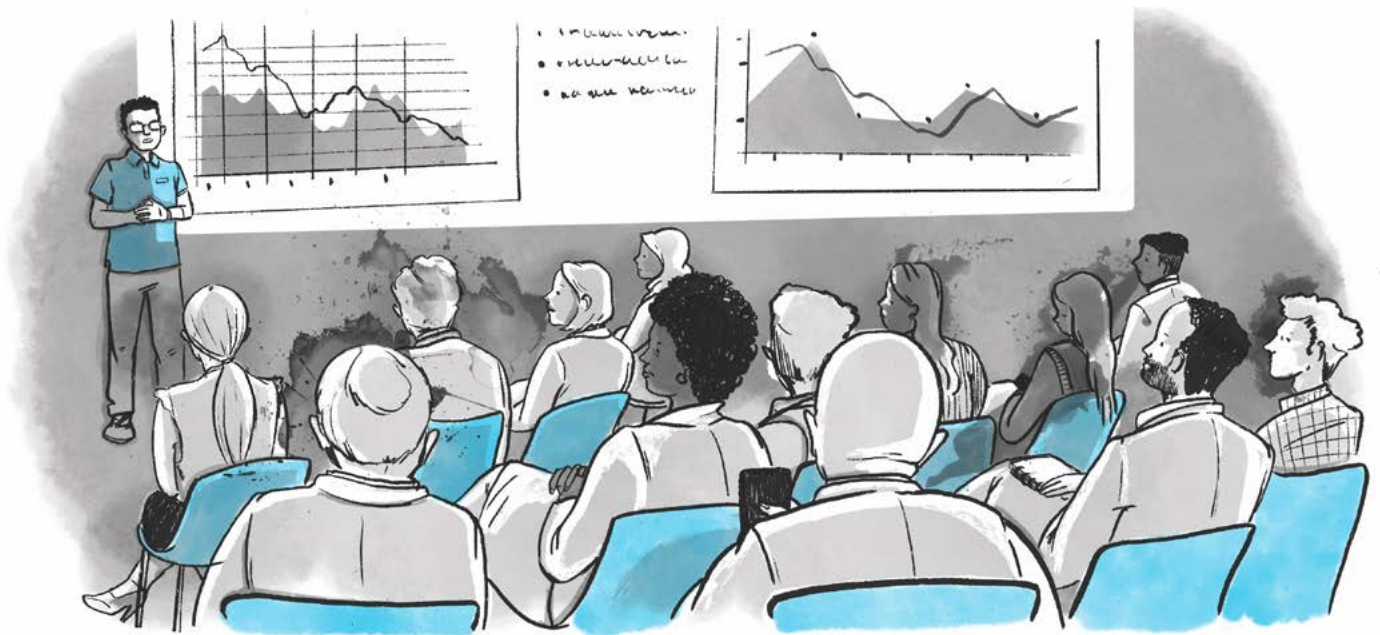
Introduction

This document provides an in-depth analysis of the 27 assessment criteria used to evaluate companies in the 2026 CCLA Corporate Mental Health Benchmark – UK 100. Previously included as a chapter within the benchmark report, the case studies now appear separately in a format that we hope will help to guide and inform workplace health practitioners across industries.

In the following pages, we present the results of the 2026 benchmark for each one of the 27 assessment criteria and show the assessed companies' average performance. For each question, we also showcase examples of current and leading practices in workplace mental health that were observed during the 2026 benchmark cycle.

Companies across all five performance tiers demonstrated good practice, as illustrated in the following pages. We hope the examples will provide guidance to companies looking to improve their disclosure on workplace mental health, and encourage companies to strengthen both their management of and their reporting on workplace mental health.

This is a supplementary document showcasing good practice company case studies for each assessment criteria. Please refer to the 2026 CCLA Corporate Mental Health Benchmark UK 100 Report for a summary of key findings, company ranking, and a full list of companies.



2026 benchmark assessment criteria

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

CCLA Corporate Mental Health Benchmark assessment criteria

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

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

Management commitment and policy

Question	Criterion	Maximum achievable score
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	<p>a) Has the company assigned board or senior management responsibility for workplace mental health?</p> <p>b) Has the company assigned day-to-day operational management responsibility for workplace mental health?</p>	10
Q13	Has the company set objectives or targets for the management of mental health in the workplace?	10
Q14	<p>a) Does the company provide mental health training to line managers?</p> <p>b) Does the company provide mental health training to dedicated individuals (e.g. mental health first aiders)?</p>	10
Q15	<p>a) Has the company developed formal initiatives or programmes to raise awareness of mental health in the workplace?</p> <p>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)?</p>	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	<p>a) Are employees given the opportunity to directly contribute to the design or development of workplace mental health initiatives?</p> <p>b) Does the company adapt mental health programmes to local contexts?</p>	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

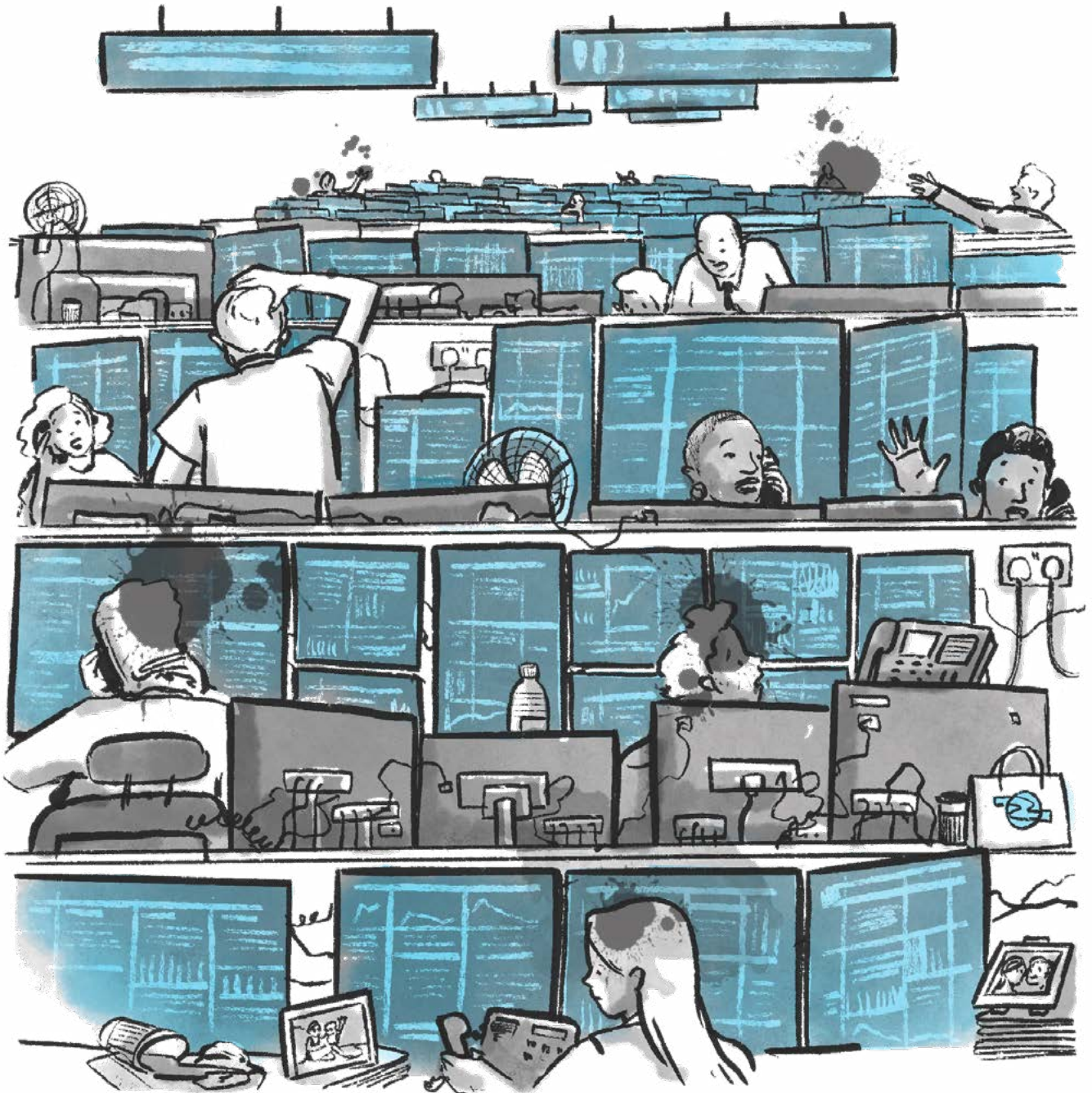
Leadership and innovation

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

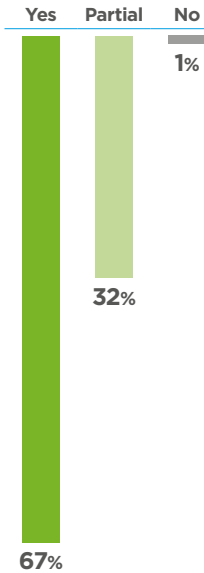
Question	Criterion	Maximum achievable score
Q23	Does the company publish details of its mental health approach in its most recent annual report and accounts (or equivalent)?	10
Q24	Does the company report on progress against its objectives or targets related to mental health?	10
Q25	a) Does the company 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

Question-by-question examples of best practice



Management commitment and policy

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



Recognising mental health as a business issue is a crucial first step towards building a comprehensive approach to workplace mental wellbeing. Good practice involves companies clearly articulating the business drivers that underpin their efforts to develop and implement effective mental health management strategies.

Benchmark findings

Encouragingly, 99% of the assessed companies acknowledge workplace mental health as an important business issue, while 67% also outline the associated business risks and opportunities. Companies that acknowledge the importance of mental health to organisational success frequently cite drivers such as innovation, growth, improved customer service, and stronger employee attraction, productivity and retention.

Below are two examples of companies that publicly recognise workplace mental health as a business priority and describe the related drivers.

Standard Chartered



“As well as being the right thing to do, prioritising wellbeing at work boosts productivity and sustainable high performance. Employees with strong wellbeing are 2.5x more likely to be happy. The 100 happiest companies outperform the S&P 500 by 20 per cent. Mentally healthy organisations are 220% likelier to meet financial targets.”

Standard Chartered, ‘Transforming our approach to wellbeing’²

Hikma Pharmaceuticals



“Our wellbeing framework is built on a holistic approach that supports every aspect of our colleagues’ lives – mental, physical, emotional, social, and financial. We recognise that true wellbeing extends beyond the workplace, which is why many of our initiatives also include support for employees’ families. This commitment goes hand in hand with our focus on inclusion and creating a psychologically safe work environment – where people feel they belong, are valued, and can speak up without fear. When employees feel supported and included, they are more engaged, resilient, and motivated to contribute. This is why our wellbeing and inclusion strategies are deeply connected to our broader business goals and our promise to put better health within reach, every day.”

Hikma Pharmaceuticals, ‘Acting responsibly: sustainability report 2024’³

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

CEOs play a pivotal role in fostering a culture of openness and transparency around mental health. Their visible personal commitment to workplace mental wellbeing is widely recognised as good practice and helps to set the tone across the entire organisation.

Benchmark findings

Of the companies assessed, 44% publish evidence of a statement from the CEO promoting workplace mental health (down slightly from 45% in 2025).

Reflection

During the assessment process, we observed that some companies highlight support from other executive sponsors through online statements or quotations. While this is valuable, the benchmark specifically expects the CEO – as the organisation's highest-ranking officer – to champion mental health and emphasise its strategic importance.

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

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



Below are two examples of company CEOs signalling leadership on workplace mental health.

Rentokil Initial



“Following our most recent all-colleague survey we have logged some 18,000 local actions in response to the results. This includes an enhanced focus on mental health commitments, launching Health, Wellbeing and Resilience training this year, with c.600 managers trained to date. I am committed to supporting the health and safety of all colleagues, including mental health.”

Andy Ransom (CEO), Rentokil Initial, 'Protecting people. Enhancing lives. Preserving our planet. Responsible business report 2024'⁴

Smiths Group



“ At Smiths we are committed to doing business the right way. Supporting the mental health and wellbeing of our colleagues is central to this, aligned with our values: Integrity, Respect, Ownership, Customer Focus and Passion, and our number one priority, safety. Our values guide everything we do and drive shared success.

We strive to create a fair, safe, inclusive and respectful workplace where colleagues feel they belong, are heard and valued. This culture of care improves quality of life and strengthens our business. When people feel respected, they are motivated and innovative, which drives our productivity and success. Failing to spot signs of ill health risks damaging individuals and the company.

Building these healthy environments is everyone’s responsibility, but our commitment is led from the top and cascaded to every part of the business through the ownership and expertise of our People, Excellence and Health & Safety teams. ”

Roland Carter (CEO), Smiths Group, ‘Mental health and wellbeing statement’⁵



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

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

Benchmark findings

We found that 82% of the assessed companies (up from 79% in 2025) publish a formal policy statement, either as a stand-alone mental health policy or as part of a broader corporate disclosure. However, only 42% provide a detailed description of the processes in place to ensure effective implementation of the policy.

A comprehensive policy should include:

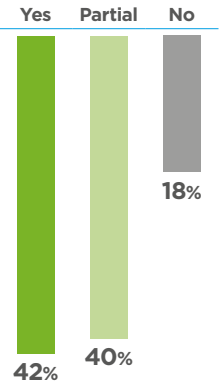
- a clear statement explaining why workplace mental health is important to the business, including both the business case and the ethical case for action
- a commitment to comply with relevant legislation
- a clear articulation of expected standards of workplace mental health
- a description of implementation processes (e.g. senior management oversight, continuous improvement planning, performance monitoring and corrective actions where needed)

- a commitment to continuous improvement and public reporting on performance
- references to related corporate commitments that support mental health and 'good work', such as on diversity and inclusion, fair pay, employee consultation and career progression.

Reflections

Our research for this benchmark shows that terms such as 'wellbeing' and 'wellness' are widely used in corporate reporting, though their meanings vary considerably. These terms can encompass a broad range of dimensions - including physical, mental, emotional, financial and spiritual - as well as other lifestyle-related factors. We therefore encourage companies to clearly define how they use these terms. While many explicitly include mental health within their definitions, others do not make this clear. Several companies adopt a more holistic framing of wellbeing or wellness, encompassing financial, emotional, physical and lifestyle-related dimensions.

On the next page is one example of a company's policy disclosure.





Introduction

At Grafton, we believe colleague safety, health and wellness are key to driving engagement and business success. By integrating wellness into daily work, we address the factors that contribute to wellness and empower colleagues with resources to support their wellbeing. This approach fosters a culture of trust, inclusivity, and respect, while enhancing productivity and aligning with our long-term strategic goals. Our Wellness at Work Policy sets out our strategy and approach to supporting colleague wellbeing. It establishes a consistent baseline standard for all colleagues, whether office-based, site-based, or working in branches, across our businesses in the Island of Ireland, Great Britain, Northern Europe, and Iberia.

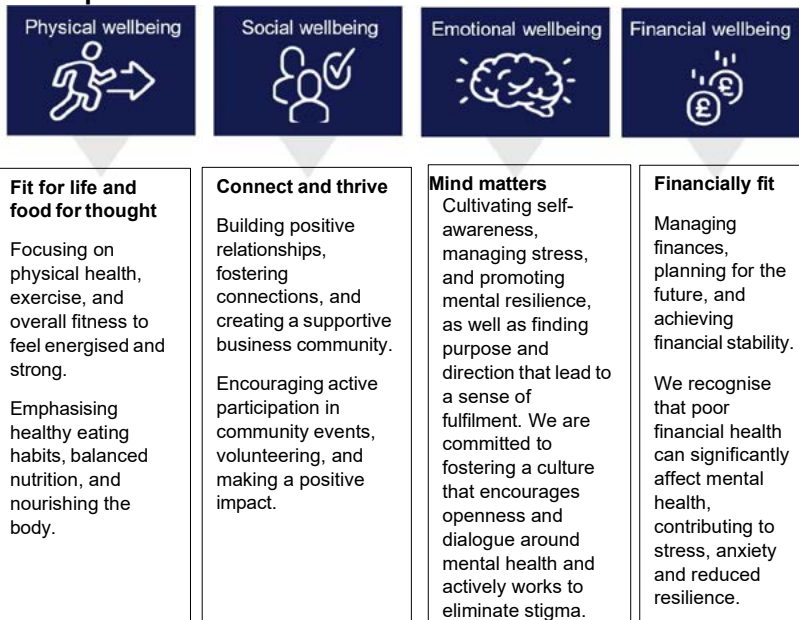
While this policy is designed for Grafton colleagues, we acknowledge that non-employee workers, such as agency staff, contractors, and temporary workers, may also operate within our businesses. Whilst we acknowledge that their direct employer retains responsibility for their legal duty of care, at Grafton we will always seek to promote and ensure a safe and inclusive working environment for everyone involved in our operations.

Wellness at work in Grafton

1. Defining wellness at work

Wellness is a holistic approach to health that encourages balance in all aspects of life to achieve a state of optimal wellbeing. Unlike merely focusing on the absence of illness or injury, wellness is proactive and aims to improve the quality of life by fostering health in multiple dimensions. It generally includes the following key components:

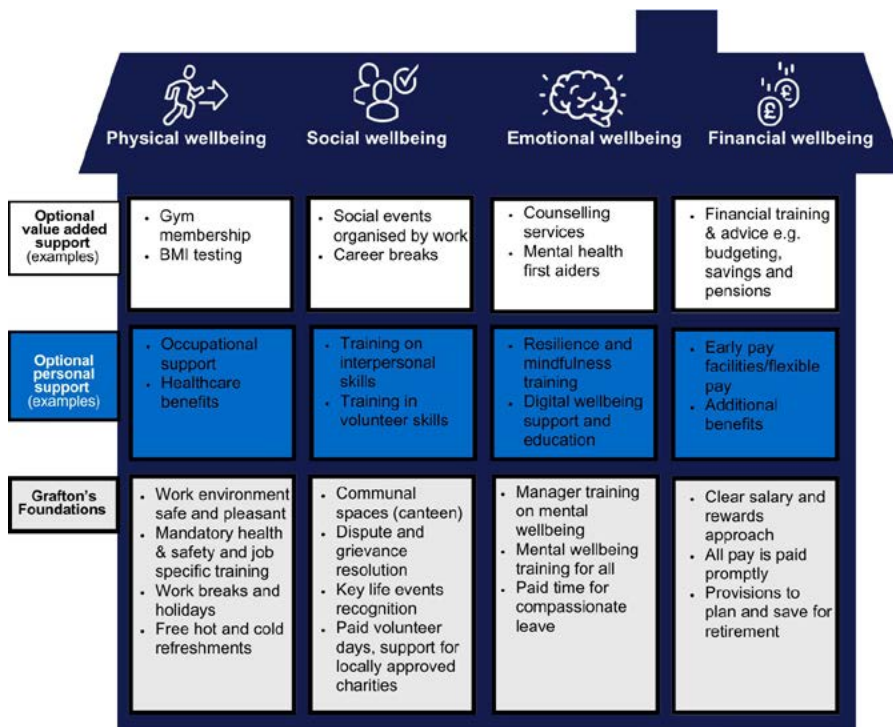
2. The four pillars of wellness





3. Wellbeing hierarchy

Creating a shared ownership of wellbeing with colleagues to ensure we partner with and support them to manage and improve their own wellbeing.



Grafton's baseline standards

All our businesses provide the foundation level of support.

Value added support

Some of our businesses will go beyond personal support providing additional services and initiatives to enhance the overall colleague wellness experience where appropriate.

4. Designed and implemented locally

Each of our businesses provide local resources and programmes to support our colleague's wellness at work. These wellness resources and programmes are designed to meet the local colleague needs and to be in keeping with the local culture and compliant with the relevant legislation and regulations.

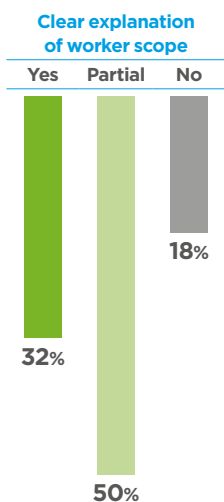
Many of our businesses offer flexible scheduling and hybrid working arrangements where appropriate to business needs, supporting work-life balance and contributing to colleague wellbeing. These practices align with our commitment to good work principles that promote mental health, openness, and inclusion.

We encourage all our businesses to view wellness, including mental health, through a diversity, equality and inclusion lens to ensure we are being equitable and fair with support that can affect colleagues' health and financial outcomes.

Grafton Group Wellness at Work Policy V2 2026



- 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 achieve full points, companies should adopt an approach that applies universally 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.

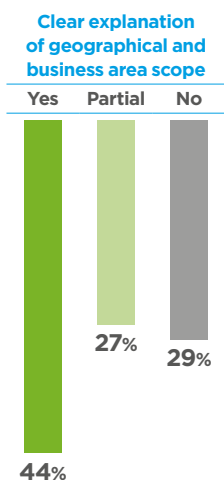
Benchmark findings

We found that 82% of the assessed companies publish a formal mental health policy (see Question 3). However, only 32% (up from 29% in 2025) provide a clear definition of worker scope that extends beyond employees to include contingent workers. A further 50% either state that the policy applies only to employees or use broader terms such as ‘our people’ without clearly defining coverage. As a result, it is often difficult to determine whether corporate mental health commitments extend to all workers.

For the second part of the question, 44% of companies (up from 38% in 2025) clearly state that their policy applies to all business areas and geographies. Meanwhile, 27% (down from 29% in 2025) either imply scope without defining it (e.g. by referring to ‘our workplaces’) or describe a partial scope limited to specified business operations.

We encourage companies to more clearly define the scope of their mental health policies, in terms of both worker coverage and geographical and business reach.

Below is an example of a company providing a clear definition of worker scope, followed by an example of a company providing a clear definition of the geographical and business area scope of its mental health policy.



Melrose Industries



“ This policy applies to all individuals working at all levels throughout the Group, including senior managers, officers, directors, employees (whether permanent, fixed-term, or temporary), contractors, trainees, casual workers/agency staff, volunteers, or any other person working for the Group throughout the world (collectively referred to as ‘Group Associates’ for the purposes of this policy). ”

Melrose Industries, ‘Human rights policy’⁷

Mitie Group



“ This policy supports our commitment to providing a rewarding, fair and sustainable working environment for our people. It applies to all individuals who work with us or for us as employees, agency workers or contractors, in all our operating countries. ”

Mitie Group, ‘People policy’⁸

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 also 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

The benchmark found that 58% of the assessed companies (up from 56% in 2025) publish a commitment to fostering open conversations around mental health. Companies that recognise the importance of a supportive workplace culture often embed such commitments in corporate policies, reports or relevant sections of their websites.

While some companies describe initiatives aimed at encouraging openness around mental health, this question specifically assesses whether there is an overarching, formal statement of intent, rather than a collection of individual activities.

Below are two examples of companies setting out a clear commitment to promoting a culture of openness on mental health in the workplace.



JD Sports Fashion



“Mental health is one of the biggest challenges facing the world today. Our leadership team, including myself, have committed to creating a culture of openness, where colleagues can talk freely and easily about mental health and receive the support they need.”

JD Sports Fashion, ‘Strong and agile: annual report and accounts 2025’⁹

Lion Finance Group



“Our goal is to foster an environment where employees can openly prioritise their well-being and access support whenever needed. ... Our human rights, ethics, and grievance management frameworks promote a respectful and inclusive environment where employees feel safe to raise concerns and seek support. These structures play an important preventive role by addressing workplace stressors early and reinforcing a culture of trust and mutual respect. ... [In 2025] we hosted an online webinar on Workvivo with psychologist Tamar Tandashvili titled ‘How to Take Care of Our Mental Health.’ The session offered practical insights on maintaining mental well-being and created a safe space for open discussion where employees could ask questions and engage directly with a mental health professional. Through such initiatives, we aim to normalise conversations about mental health, reduce stigma, and encourage employees to seek support whenever needed.”

Lion Finance Group, ‘2025 sustainability report: from strategy to impact’¹⁰

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

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

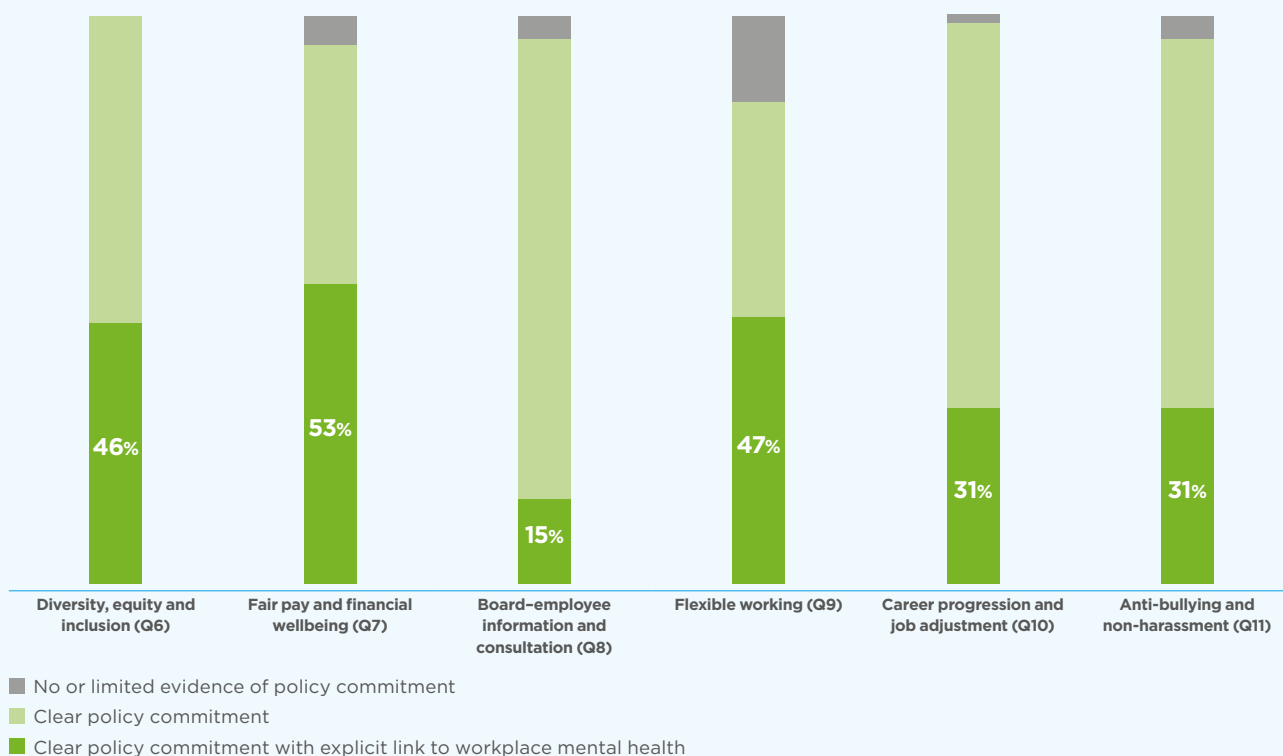
- diversity, equity and inclusion (Question 6)
- fair pay and financial wellbeing (Question 7)
- board-employee information and consultation (Question 8)
- flexible working (Question 9)
- career progression and job adjustment (Question 10)
- anti-bullying and non-harassment (Question 11).

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

Across all six questions, the vast majority of companies make clear management commitments. However, fewer companies connect these commitments with mental health. Notably, six companies scored maximum points across all 'good work' indicators: Centrica, Experian, J Sainsbury, J D Wetherspoon, Prudential and Weir Group.

Overall, the highest-scoring area is fair pay and financial wellbeing, for which 53% of companies 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)?

For the purposes of this benchmark, DEI means policies and practices that support fair treatment, equal access to opportunities and the integration of varied perspectives within the workforce. The benchmark recognises that a workforce with a broad mix of skills and experiences can contribute to innovation, effective service delivery, and talent attraction and retention. It also evaluates inclusion commitments for their role in fostering a supportive and mentally healthy workplace culture.

Benchmark findings

Among the companies assessed, 100% publish DEI positions and, within this group, 46% explicitly reference mental

health (up from 43% in 2025). These companies recognise that fostering an inclusive workplace culture helps to create conditions in which individuals can maintain positive mental health and are protected from mental health challenges arising from exclusion or discrimination – whether related to an existing mental health condition or any other protected characteristic. While this benchmark assesses UK companies, these stable results are notable given recent increased scrutiny and evolving discourse around DEI initiatives globally.

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



Hays



“ Diversity, Equity, Inclusion and Wellbeing are integral to everything we do – shaping a better future for ourselves, our colleagues, and our customers. We’re building a culture that empowers people to be bold, curious, and collaborative, where every voice is valued, every person is included, and wellbeing is a shared priority. ... Mental health is a cornerstone of our wellbeing strategy and a vital part of our inclusive culture. We believe that inclusion is essential to wellbeing, and wellbeing is essential to performance. That’s why our approach is embedded across our business, aligning with our DEI goals and broader strategic priorities. ”

Hays, ‘Diversity, equity, inclusion and wellbeing at Hays’¹¹

Sage Group



“ Our DEI strategy is intricately tied to the core of our business success, aiming to dismantle barriers and develop an environment where everyone can thrive. ... Our inclusive approach is fundamental to protecting and promoting colleague mental health – creating a workplace where everyone feels safe, valued, and empowered to do their best work. [The appendix to this statement contains] high-level description of our Diversity, Equity, and Inclusion Policy [and other policies]. ... These policies help us manage our material [impacts, risks and opportunities] and reinforce our commitment to fostering a respectful, inclusive environment where mental health and wellbeing are protected and prioritised. ”

Sage Group, ‘Non-financial statement 2025’¹²

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 by ensuring fair and adequate pay, providing secure and high-quality employment, and offering benefits that enhance total compensation. Leading employers also promote informed financial decision-making through access to financial education, guidance, and support on spending, saving and investing.

Benchmark findings

We found that 95% of the benchmarked companies publish a formal position on fair pay and financial wellbeing, while 53% recognise the link to workplace mental health.

Companies that fully acknowledge the impact of financial stress on mental health go beyond commitments to fair and equitable pay, adopting a more comprehensive approach to financial wellbeing. Common support measures include financial literacy training, financial health assessments, and access to tools that help employees plan and manage their finances effectively.

Below are two examples of companies recognising the link between fair pay and financial wellbeing and mental health.

Barclays



“ We know that good financial wellbeing positively supports other aspects of our wellbeing, including our mental and physical health. We’re committed to helping you manage your financial wellbeing, providing you with educational resources, including tools for debt management, budgeting and planning, protection against risks, and more. ... A key aspect of financial wellbeing is paying you fairly for the work you do. Fair pay doesn’t just mean paying the right salary – it means awarding the right incentives, providing the right benefits and giving the right support in the workplace as well. ”

Barclays, ‘Be your best at Barclays’¹³

National Grid



“ Our ambition is to support our people in thriving when it comes to their health and wellbeing, and we are committed to creating a workplace built on ‘good work’ principles. This means promoting diversity, equity and inclusion; supporting professional growth; ensuring fair pay and financial wellbeing support; offering flexible working where possible; and maintaining a culture free from bullying and harassment. By embedding these values, we aim to proactively reduce risk of mental ill-health and empower those with existing conditions to thrive. ”

National Grid, ‘Supporting our people’¹⁴

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 their voices are heard at the highest levels of the organisation. Effective board-level communication goes beyond simply sharing updates; it involves actively listening to employee perspectives before making significant business decisions. While legal requirements mandate consultations in certain cases (such as redundancies), 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.

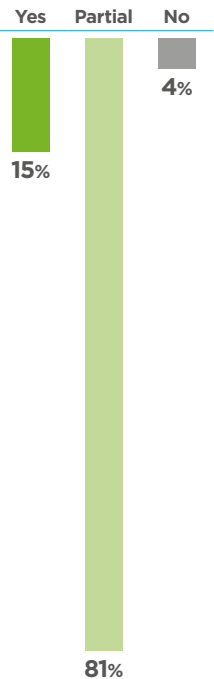
This question seeks evidence that companies recognise the link between meaningful board–employee dialogue and positive workplace mental health.

It is important to note that employee engagement and pulse surveys are assessed elsewhere in this benchmark (see Question 19). Question 8 specifically evaluates a company’s commitment to board-level engagement with employees on topics relating to business strategy, culture and values.

Benchmark findings

Of the assessed companies, 96% report on their approach to board–employee information and consultation, reflecting the reporting requirements under Section 172 of the Companies Act 2006. However, only 15% explicitly recognise two-way dialogue between the board and the workforce as a key factor in promoting positive mental health. These companies recognise that a lack of transparency around board-level decisions affecting employees can contribute to poorer mental health outcomes. Conversely, when employees are given opportunities to hear directly from the board and to provide inputs and feedback on decisions, they are more likely to feel engaged, valued and recognised.

Below are two examples of companies linking board–employee information and consultation with mental health.



Centrica



“ Having formal structures for colleague involvement ensures decisions are informed by real experience, strengthening trust, reducing uncertainty and supporting better mental health. This two-way dialogue leads to more effective, people-centred health and wellbeing initiatives. ... In cases where the Board considers changes to the business that could impact colleagues, we always seek colleague input to inform, refine, and strengthen proposals. ”

Centrica, ‘Our health and wellbeing statement 2025’¹⁵

BAE Systems



“ The security, safety, wellbeing, skills, capabilities and commitment of our people are critical to ensuring the long-term viability of our business and delivering the innovation needed to solve our customers’ complex challenges. Effective engagement enables our employees to contribute to improving business performance and helps us to create an environment in which everyone is safe, valued and can fulfil their potential. [Board-level engagements included] multiple site visits during the year covering the UK, US, Kingdom of Saudi Arabia and Australia, undertaken in accordance with the national security requirements of the UK and other relevant nations. Whether a site visit is with the full Board, a Board Committee, or individual directors, they will meet with employees and senior leaders to engage on a range of topics. [Key board actions in 2025 included] informal engagement with a global cohort of high-potential employees who gave members of the Board a view of employee experiences. ”

BAE Systems, ‘Annual report 2025’¹⁶



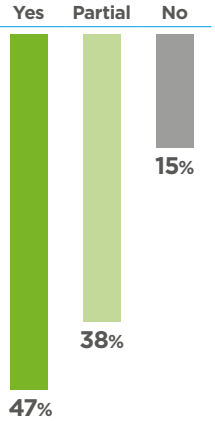
Q9. Does the company support the principles of good work by having a formal position on flexible working?

Flexible working offers benefits for all employees, particularly those with caring responsibilities. Employers who promote work-life balance recognise that flexible arrangements empower individuals to better manage the demands of their personal and professional lives. Consequently, flexible working is a valuable strategy for enhancing employee satisfaction and strengthening workforce retention.

Benchmark findings

Of the companies assessed, 85% (up from 83% in 2025) report formal commitments to flexible working. We also found that 47% explicitly link the benefits of flexible working to supporting employees' mental health.

Below are two examples of companies that recognise the role of flexible working in supporting mental wellbeing.



Hays



“ For our people to flourish we recognise the importance of providing a flexible work environment which helps to balance work and home life commitments and includes a safe and vibrant working space. Hybrid working helps to reinforce our passion for people and showcase our ability to be innovative and embrace new ways of working. But flexibility isn't just about where or when we work, it's about how we work. At Hays, we're committed to building a workplace where mental health is prioritised. By offering adaptable working options and tailored support, we help reduce stress, promote emotional wellbeing, and foster a healthier, more sustainable work-life balance. ”

Hays, 'Wellbeing at Hays'¹⁷

Johnson Matthey



“ [We] are committed to creating a dynamic, agile and inclusive working culture where employees are trusted, empowered and supported to work in a smarter way; a way that benefits both the individual and the Company. Smart working provides Johnson Matthey employees with a level of influence over how, when and where they work; reflecting a relationship of trust that considers individual needs whilst also recognising that any Smart working arrangement must equally meet the requirements of our business. ... Smart working fundamentally benefits the business by creating a culture in which employees feel trusted, empowered, engaged and motivated to give additional discretionary effort. This culture is underpinned by the benefits that smart working directly provides to employees and to their families:

- **Wellbeing:** both psychological and physical, including reduced stress, greater sense of control and better integration of a healthy lifestyle.
- **Work-life Balance:** enabling individuals to meet their non-work responsibilities, through fulfilling parenting and caring roles, as well as pursuing wider personal interests. ...

Examples of SMART working

- **Flexible Working** – A type of working arrangement that gives some degree of flexibility on how long, where and when employees work. The flexibility can be in terms of working time, working location and the pattern of working usually in the form of a formal contractual change. ”

Johnson Matthey, 'Global smart working policy'¹⁸

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

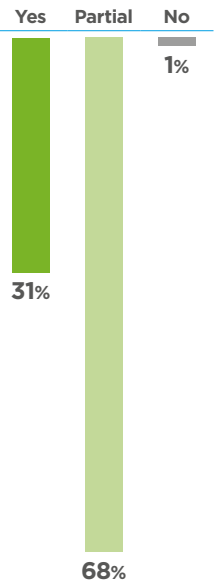
Supportive workplaces foster good mental health throughout an individual's career by providing opportunities for growth and professional development. They respond to employees' mental health challenges by offering reasonable adjustments to work schedules, responsibilities or tasks, helping individuals to stay engaged and productive.

Benchmark findings

Of the companies assessed, 99% report on their commitment to career progression and job adjustment. Roughly one third (31%, up from 26% in 2025) explicitly link these position statements to workplace mental health.

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

Below are examples of companies linking career progression with mental health.



Intertek Group



“ We are an equal opportunities employer and offer career progression to all. We seek to offer a variety of ways to support the needs of our people. ... Requests for reasonable adjustments to support employee wellbeing and personal situations are managed during recruitment, onboarding, career development, performance reviews and return-to-work processes. ... Job security provides employees with a sense of emotional and financial stability, which can reduce stress and anxiety, allow them to focus on their work and personal development, increase their levels of motivation, loyalty and overall better wellbeing. Employees with a sense of security are more likely to have higher job satisfaction and increased engagement. ”

Intertek Group, 'Strategic report: annual report and accounts 2025'¹⁹

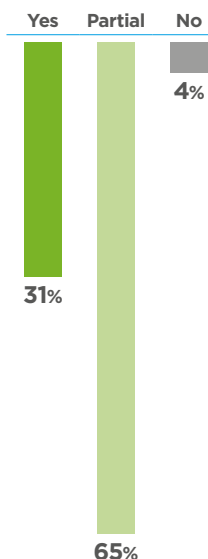
Barclays



“ Barclays is committed to providing all colleagues with the support and tools they need to have a productive and fulfilling career. We can consider making adjustments to remove or reduce barriers colleagues might face if they have a disability, health concern or mental health condition. We also ensure opportunities for training, career development and promotion are available to all. ”

Barclays, 'Annual report 2025'²⁰

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



Difficult workplace relationships can cause significant stress and make it harder for individuals to cope at work. Key frameworks on workplace mental health, such as the ISO 45003:2021 standard²¹ and the World Health Organization guidelines on mental health at work,²² highlight a strong connection between good work and the absence of harassment and bullying. Companies are encouraged to adopt proactive organisational practices to prevent such behaviours and to respond promptly and effectively when incidents arise, thereby cultivating a safe and respectful workplace culture.

Benchmark findings

The benchmark found that 96% of the assessed companies publish formal positions on anti-bullying and non-harassment. Moreover, 31% explicitly link such a policy commitment to workplace mental health by acknowledging the connection between psychological harm and unacceptable behaviours such as bullying or harassment.

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

Coats Group



“Our approach aligns with the Mental Health Foundation’s principles of good work [including] maintaining zero tolerance for bullying and harassment. Through these measures, and ongoing global feedback and monitoring, we continue to build a workplace where people feel supported, respected, and able to thrive.”

Coats Group, ‘2025 sustainability report’²³

Weir Group



“We can also go further by role modelling the link between ‘good work’ principles and mental health. As I’ve noted above, for me this starts with culture and meaningful work aligned to one’s purpose and values. It is also about ... the absence of bullying and harassment [which] can help employees’ mental health, prevent new mental health problems arising, and support those with existing conditions to feel supported and valued.”

Weir Group, ‘Creating a sustainable culture of wellbeing’²⁴

Governance and management

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

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

Benchmark findings

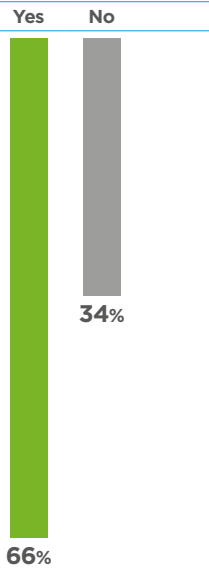
Among the companies assessed, 66% (up from 65% in 2025) disclose high-level oversight, indicating that board or senior management hold responsibility

for workplace mental health strategy and its implementation. In contrast, 45% (up from 40% in 2025) report on day-to-day management of workplace mental health, typically within the health and safety or human resources function. Some companies also report appointing dedicated wellbeing managers, chief medical officers or similar specialists to oversee operational delivery.

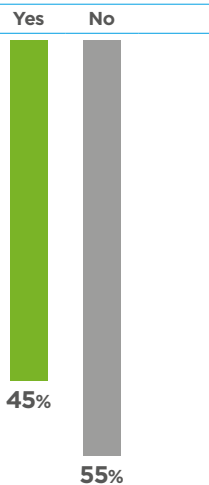
Our research shows that 82% of the assessed companies publish a workplace mental health policy statement (see Question 3). However, our findings from Question 12 caution that many do not clearly disclose the governance structures that support implementation of these policies.

Below is an example of a company that has assigned strategic oversight for workplace mental health, followed by an example of a company that describes operational responsibility.

Assigned board or senior management oversight



Assigned day-to-day operational management



Experian



“ Our CEO sets the company’s commitment for ensuring the health and wellbeing of employees. We have defined responsibilities for the day-to-day management of workplace mental health, as well as strategic oversight of our approach:

- CEO: sets the company’s commitment to promoting mental health in the workplace.
- Board of Directors: the Global Chief Inclusion, Belonging and Talent Acquisition Officer provides an update to the Operating Committee (OpCo) and the Board of Directors annually and the Board holds the Global Chief Inclusion, Belonging and Talent Acquisition Officer accountable on delivery of the strategy. ...
- Chief People Officer: owns the overall people strategy with oversight for the global wellbeing strategy.
- Global Chief Inclusion, Belonging and Talent Acquisition Officer: owns the global wellbeing strategy. Within their team the Global Head of Employee Resource Groups & Wellbeing and the Global Wellbeing Lead are accountable for delivering the strategic implementation of solutions, training, and tools to drive company-wide awareness of wellbeing. The Global Inclusion and Belonging team are accountable for ensuring the strategy is effectively implemented and monitored and tak[ing] corrective action if it’s not. ”

Experian, ‘Global approach to mental health and wellbeing’²⁵

Aviva



“Day-to-day support for colleague mental health is managed by leaders and in some operational areas by dedicated Wellbeing Leads. Our strategy and delivery of programmes and initiatives is led by our Colleague Health and Wellbeing Benefits Manager. This is overseen by our Group Chief People Officer who is part of the Aviva Group Executive Committee.”

Aviva, 'Mental health at Aviva'²⁶



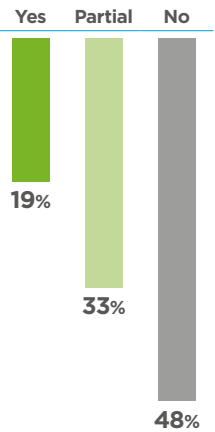
Q13. Has the company set objectives or targets for the management of mental health in the workplace?

Objectives and targets serve as a crucial link between policy commitments and measurable outcomes, ensuring resources and responsibilities are clearly assigned for effective implementation. Investors place high value on the public disclosure of clear objectives, seeing it as a sign of a company's dedication to continuous improvement on key business issues. Furthermore, publicly stated objectives act as an important accountability mechanism by setting expectations for regular progress reporting.

Benchmark findings

The benchmark found that 52% of the assessed companies (up from 46% in 2025) publish clear objectives and targets related to workplace mental health. However, only 19% describe the specific actions they are taking to achieve these goals. Examples of objectives include setting defined usage targets for employee assistance programmes, establishing thresholds for employee self-reported mental health metrics and setting time-bound goals for training a specified number of mental health first aiders.

Below are two examples of companies that publish mental-health-related objectives and targets and outline the necessary steps to achieve them.



Centrica



“ With our health and wellbeing strategy proving effective, our 2026 focus areas will remain broadly unchanged. We'll focus on proactive intervention, growing our inclusive culture and strengthening wellbeing conversations as we evolve and integrate our support package to ensure it continues to meet the needs of our colleagues and their families, as well as our customers and communities. ...

Empowering colleagues with accessible and responsive wellbeing support –

In 2026, we'll continue to work towards a culture where everyone feels comfortable discussing mental health and confident in seeking support. ... As cost-of-living pressures persist – and with financial stress continuing to affect mental health and overall wellbeing – we'll maintain our focus on initiatives that help colleagues save for the future and strengthen their financial security. ...

Creating a culture where everyone feels able to belong and thrive – [We]

aim to further increase the number of line managers completing mental health training to strengthen their ability to support their team. ”

Centrica, 'Our health and wellbeing statement 2025'²⁷

Our 2025 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 2025 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 measures.</p> <table border="1"> <thead> <tr> <th></th> <th>2025 (2024)</th> <th>Global Financial Services Benchmark</th> <th>High Performing Companies Benchmark</th> </tr> </thead> <tbody> <tr> <td>Aviva values my health and wellbeing</td> <td>87% (86%)</td> <td>73% (76%)</td> <td>73% (74%)</td> </tr> <tr> <td>My team leader/manager cares about my health and wellbeing</td> <td>94% (91%)</td> <td>66% (76%)</td> <td>70% (74%)</td> </tr> <tr> <td>Generally, I believe my workload is sustainable</td> <td>77% (74%)</td> <td>66% (68%)</td> <td>70% (68%)</td> </tr> <tr> <td>I have the flexibility I need to meet my work and personal responsibilities</td> <td>89% (87%)</td> <td>85% (84%)</td> <td>83% (83%)</td> </tr> </tbody> </table>		2025 (2024)	Global Financial Services Benchmark	High Performing Companies Benchmark	Aviva values my health and wellbeing	87% (86%)	73% (76%)	73% (74%)	My team leader/manager cares about my health and wellbeing	94% (91%)	66% (76%)	70% (74%)	Generally, I believe my workload is sustainable	77% (74%)	66% (68%)	70% (68%)	I have the flexibility I need to meet my work and personal responsibilities	89% (87%)	85% (84%)	83% (83%)
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Seek feedback from the Aviva Ability Mental Health Network and all Aviva Communities (employee resource groups) to understand how we can support those groups currently scoring lower for health and wellbeing questions in the annual engagement survey and create an action plan to close the differences.	<p>Ongoing conversations with the Aviva Ability Mental Health Network have shaped communication activity and strategy in relation to mental wellbeing. As a result of suggestions from this Network, these activities have been implemented (some employee led):</p> <ul style="list-style-type: none"> • #MentalHealthMonday campaign on internal social channel highlighting support available and busting myths • New Mental health hub on intranet • Campaigns in offices during Mental Health Awareness Week and World Mental Health Day (tailored by location) • Webinars on mental health and resilience supporting bereavement and child mental health • Tailored events in Ireland on resilience to support mental health during business change 																				
Deliver communications to promote mental health support tools and measure the success by tracking changes in usage data and sickness absence rates.	<p>We introduced Aviva funded Private Medical Benefit for all UK colleagues in 2025 and positioned how this benefit interacts with existing wellbeing support. Through Private Medical Benefit, colleagues can access a Mental Health Pathway (providing a range of treatment options including online cognitive behavioural therapy, remote talking therapies, face-to-face treatment, psychiatrist/psychiatric specialist assessment and in-patient treatment).</p> <p>Ongoing health related colleague communications have continued to impact usage for a range of Aviva-funded mental health benefits and support:</p> <ol style="list-style-type: none"> 1. Headspace (extends to up to 5 family and friends): 36% of colleagues registered 2. Aviva Digicare+ Workplace App (extends to partner/children): c.820 mental health consultations 3. Employee Assistance Programme: c.3,000 interactions in 2025 4. Thrive App: 7% of colleagues registered 5. Group Income Protection (GIP): c.400 referrals in 2025 relating to mental ill health <p>Sickness absence rates for mental ill health in 2025 (2024): UK 0.7% (0.7%) and Ireland 0.4% (0.6%).</p>																				

Promote the use of Workplace Adjustment Passports and identify how many relate to mental health.	<p>Over 2,400 colleagues have a Workplace Adjustment Passport currently in place (with c.1,500 in place for medical reasons, c.550 for caring responsibilities and c.370 for temporary personal circumstances).</p> <p>As mental health can be a contributing factor to any reason for a Workplace Adjustment Passport, we don't separately record how many relate to mental ill health.</p>
Provide mental health awareness training for team leaders/wellbeing leads and measure completion rates.	<p>90% of leaders/wellbeing leads have completed mental health awareness training</p> <p>Over 80 Case Managers who support colleagues and customers through our Group Income Protection rehabilitation programme are qualified Mental Health First Aiders</p>

What next - 2026 actions

1. Reinforce our open mental health culture through regular communications, measured by keeping September 2025 employee engagement survey health and wellbeing scores at or above benchmark.
2. Promote mental-health support tools and track success through usage data and sickness-absence trends.
3. Raise awareness of Workplace Adjustment Passports and monitor total volume.
4. Continue to provide mental-health awareness training for team leaders and wellbeing leads and monitor completion rates.
5. Keep working closely with the Aviva Ability Mental Health network to gather feedback and evolve the mental health support available to colleagues.

- 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 support frontline workers, and dedicated employees empowered to assist colleagues experiencing mental ill-health or emotional distress. These individuals play a vital role in fostering a positive mental health culture within an organisation.

Line managers and designated staff trained in mental health are better equipped to listen, provide reassurance and respond appropriately to employees facing challenges. Clearly defined roles ensure early identification of distress and signposting to relevant support, helping to prevent long-term sickness.

General mental health training for all employees is assessed separately in this benchmark (see Question 15). Question 14 specifically evaluates whether companies are equipping line managers and dedicated individuals with the knowledge and skills needed to take timely and appropriate action on workplace mental health issues.

Benchmark findings

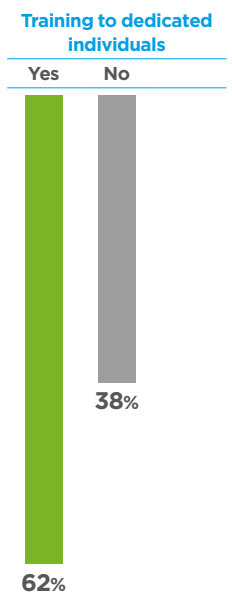
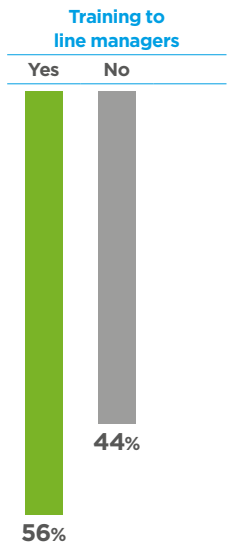
The benchmark found that 56% of the assessed companies (up from 51% in 2025) report providing mental health training to line managers, while 62% disclose training for dedicated individuals, such as mental health first aiders (down from 66% in 2025). The increase in line manager training is encouraging, and we continue to advocate for further adoption, particularly given the importance of line managers in supporting employee wellbeing. The World Health Organization guidelines on mental health at work strongly recommend such training as a key component of effective workforce mental health strategies.²⁹

Reflections

During the assessment process, we observed that some companies refer to the training of ‘leaders’ and ‘managers’ without specifying whether such roles are responsible for line management. We encourage companies to clarify when training is provided to those responsible for people management, rather than technical or project managers or senior leaders.

We also observed that some companies refer to training of line managers in general terms without specifying whether it includes mental health content or is designed to equip managers to support mental wellbeing. In some cases, reported training focused primarily on helping managers cope with their own stress and avoid burnout, rather than on supporting the mental health of their teams. Similarly, disclosures relating to mental health first aiders often lack detail on the nature of the training provided. We encourage companies to be more explicit in their reporting, clearly stating when mental health training is delivered to either line managers or designated individuals, and outlining the purpose and contents of that training.

On the next page is an example of a company publishing details of mental health training for line managers, followed by an example of a company describing training provided to designated colleagues.



Legal & General Group



“ Following the wellbeing survey, we addressed [the resulting] insights by ... developing capabilities [through] introducing a wellbeing module to our mandatory Health & Safety training and piloting mental health training for line managers. ”

Legal & General Group, 'Social impact report 2025'³⁰

Spire Healthcare Group



“ Mental health and wellbeing

Colleagues working in our hospitals hold emotional and challenging roles. Our network of trained volunteer mental health first aiders support colleagues at our hospital sites. In 2024, we ran new and refreshed training to ensure our first aiders have the support they need and the opportunity to acquire additional skillsets that prioritise self-care before helping their colleagues. ”

Spire Healthcare Group, 'Annual report and accounts 2024'³¹

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

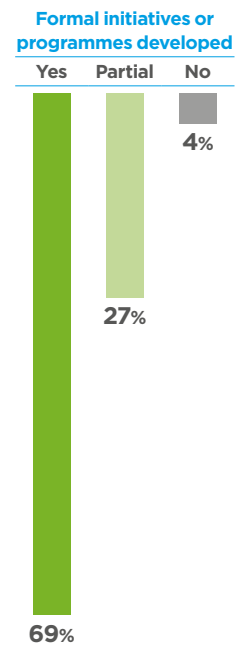
In addition to having a comprehensive workplace mental health policy, companies should design and implement initiatives that raise awareness and foster a deeper understanding of mental health in the workplace.

Benchmark findings

Among the companies assessed, 69% (down from 75% in 2025) report multiple mental health awareness-raising initiatives or programmes, while 96% (up from 92% in 2025) disclose at least one initiative. Many companies now have well-established programmes aimed at increasing awareness and encouraging proactive, preventative approaches to mental wellbeing, including organisation-wide training and internal awareness campaigns.

In addition, 48% of the companies (down from 49% in 2025) provide evidence of initiatives that extend beyond their direct workforce to include suppliers, contractors and other value chain partners. We encourage companies to use their broader influence to help promote mental health awareness and support for mental health across their wider business ecosystem.

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



J Sainsbury



“ We hold a number of colleague wellbeing campaigns throughout the year to raise awareness of key wellbeing topics which are aimed at reducing stigma and creating a culture of openness towards mental, physical, and financial wellbeing. ... Outside of our campaigns, we have a regular drumbeat of communication through our internal social media channels to keep our wellbeing conversations alive. Examples of our campaigns include Mental Health Awareness Week, World Suicide Prevention Day, Financial Wellbeing and Healthy Habits. ”

J Sainsbury, ‘Our approach to colleague health and wellbeing’³²



Firstgroup



“ A ground-breaking partnership between First Bus and Suicide Prevention UK [SPUK] has helped bus drivers and passengers recognise the signs of suicide, raise awareness across the network and ensure more people in crisis know that support is available. ...

Launched in 2024, the partnership brought together SPUK’s frontline expertise and First Bus’ reach across the west of England.

At its heart was the ‘There is someone...’ campaign, a simple but powerful message designed to remind people in crisis that help is available, and that someone is there to listen.

The collaboration included:

- Enhanced suicide prevention training for bus drivers, helping them recognise physical, visual and behavioural signs of distress
- Guidance on identifying suicide high-risk locations along bus routes
- Clear processes for drivers to get help quickly if they are concerned about a passenger
- An on-board awareness campaign across more than 500 buses, reaching up to 1.5 million passengers every week
- Free bus travel for Suicide Prevention UK volunteers while on patrol. ”

Firstgroup, ‘Helping save lives on the bus network’³³

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

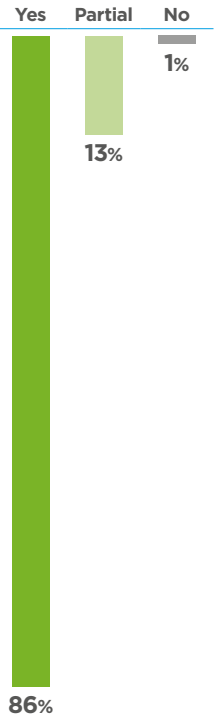
It is essential for companies to provide appropriate mental health support to their workforce through both internal and external sources. Beyond having a clear mental health policy, companies should develop and implement a structured programme that aligns with and strengthens this policy.

Benchmark findings

Encouragingly, 86% of the assessed companies (up from 82% in 2025) report offering multiple mental health support services to employees, rather than a single service alone, making this the highest-performing indicator in the benchmark. It is positive to see employers continuing to provide a broad range of initiatives designed to meet the diverse needs of their workforce.

Overall, 99% of companies (down from 100% in 2025) report offering at least one mental health support service or mechanism. Common examples include employee assistance programmes, digital mental health apps, and on-demand, multi-channel counselling services.

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



Smith & Nephew



“ Smith+Nephew recognises that employee wellbeing and community health are deeply interconnected. Using regionally tailored approaches, we drive our mental and physical wellbeing agenda through global HSE [health, safety and environment] programmes and EIG [employee inclusion] groups, including:

- Employee Assistance Programme counselling and coaching that helps employees meet their overall wellness goals, plus a library of tools, videos and exercises to support employees and their households with stress management and other wellness topics.
- Mental health first aid champions are trained to help identify when help is needed, identify the level of support required and signpost people towards doctors, helplines or organisations that may offer counselling, professional support and treatments. ...
- Our Imposter Syndrome First Aiders programme features employee volunteers trained in assessing and coaching other employees looking to increase their self-confidence at work. Researchers describe ‘imposter syndrome’ as intense feelings that one’s achievements are undeserved, leading to stress and anxiety in the workplace. Imposter Syndrome First Aiders educate and inform employees about Imposter Syndrome to develop talent, remove obstacles and empower individuals to have the courage to fulfil their potential, helping to create high performance teams. ”

Smith & Nephew, ‘Life unlimited: sustainability report 2025’³⁴

London Stock Exchange Group

“ Our approach to wellbeing is holistic, with resources supporting colleagues’ mental, physical, financial and social wellbeing. Some of the key offerings include:

- Access to the Employee Assistance Programme (EAP), which provides confidential and anonymous support to colleagues, contractors, and their household members for a wide range of practical or emotional needs. The EAP is available 24/7 and in multiple languages. ...
- In the UK, colleagues can access the Peppy Digital Health App for support with fertility, menopause and mental health, as well as the Thrive mental health app, which helps them manage their mood and build resilience with customised methods.
- Our global monthly wellbeing initiatives are delivered through TELUS, WorkLife Central, and Peppy, covering a variety of wellbeing themes each month.
- To further strengthen our support network, LSEG has approximately 149 wellbeing and mental health awareness champions across the group. These champions are trained to provide friendly, non-judgemental listening and support. This year, we have also introduced initiatives focused on mental health awareness for managers, including workshops and various Manager Mental Health training courses. ”

London Stock Exchange Group, ‘Inclusion and development at LSEG’³⁵



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. This ensures that individuals with existing mental health conditions can access opportunities and request necessary adjustments, such as skills training, management support and flexible working arrangements.

This question evaluates whether companies actively encourage mental health discussions and provide ongoing support throughout the employment life cycle, including making reasonable adjustments when needed.

We encourage employers to adopt a holistic approach by embedding mental health support at every stage – from recruitment and induction to performance reviews, career development conversations, and, where relevant, return-to-work meetings or job adjustment discussions. This question focuses on the existence of concrete processes that facilitate mental health dialogue and adjustments, beyond just policy commitments.

Benchmark findings

We found that 39% of the assessed companies (up from 28% in 2025) report on how mental health is addressed throughout the employment life cycle. Although disclosure in this area remains relatively limited, the increase is encouraging. Reported initiatives include structured on-boarding and reintegration programmes, counselling support following periods of mental health leave, and dedicated wellbeing discussions as part of performance reviews.

Reflections

Some companies also disclose workplace accommodations related to disability, although it is not always clear whether they include mental health conditions in their definition of disability. We encourage companies to clarify this in their reporting and to explicitly recognise mental health within discussions of workplace adjustments and accommodations.

Below are two examples of company support for mental health during the career life cycle.



BAE Systems



“ Personal development reviews and regular one-to-ones help employees who are living with mental health problems discuss their work activities and objectives with their Manager, and can give the opportunity to discuss other training, support, or issues that may be impacting their mental health at work. ... During the on-boarding process, prospective and new employees can confidentially share any mental health concerns that may need support. ”

BAE Systems, 'Mental health fact sheet'³⁶

Johnson Matthey



“ Our global wellbeing standard ensures support and reasonable adjustments are available at every stage of your JM [Johnson Matthey] journey.

Starting out: During onboarding, you'll be introduced to our wellbeing resources and our commitment to mental health.

Day-to-day support: Our internal EHS [environmental, health and safety] procedures, alongside the support from our Wellbeing Ambassadors and EGRs [employee resource groups], allow you to confidentially discuss and agree on any adjustments you need with your manager.

Returning to work: We offer supportive, phased return-to-work plans for anyone who has been absent due to health reasons. This is multi-functional by working closely with our employees, our people services team, occupational health and other partners as and when required. ”

Johnson Matthey, 'Mental health - our commitment to our people'³⁷

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

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

Benchmark findings

We found that 35% of the assessed companies (up from 27% in 2025) report employee involvement in the design and/ or development of workplace mental health initiatives. This question specifically looks for evidence of programmes that are shaped, led or enhanced by employees, rather than simply relying on voluntary participation in existing initiatives. Common examples include employee resource groups or networks leading awareness campaigns, developing mental health resources or organising related activities.

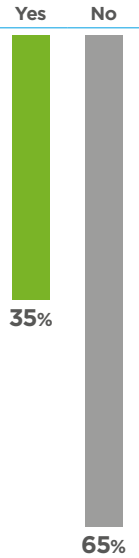
In 2024, we introduced Question 18b to align the benchmark with World Health Organization and International Labour Organization guidance on mental health at work.³⁸ This indicator assesses how companies adapt workplace mental health programmes to local contexts. We found that 22% of companies (down from 24% in 2025) provide sufficient evidence of such adaptations. Examples include tailored interventions responding to region-specific conflicts or wider societal challenges.

Reflections

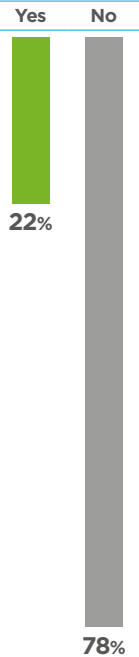
We encourage companies to go beyond generic descriptions of consultation processes and instead provide specific examples of how employees are actively involved in shaping and delivering workplace mental health initiatives. Similarly, we encourage companies to go beyond simply describing different initiatives across geographies and instead demonstrate how local programmes are meaningfully adapted to reflect the specific needs of local employees.

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

Employees contribute to mental health initiatives



Adapt programmes to local contexts



Prudential



“ PRUCommunities serve as a platform for our employees to celebrate diverse cultures and shared identities within our organisation. These employee-led networks promote inclusion, enhance the visibility of under-represented groups, and strengthen connections among our people, fostering a more welcoming and equitable work environment.

- PRUAbility was established in 2023 to raise awareness and provide support for neurodivergent and disabled individuals within our organisation and communities. During the year, the community focused on awareness initiatives, including organising a family movie night. The featured film emphasised the importance of emotional intelligence and explored diverse emotional perspectives. It encouraged attendees to embrace their own emotions while respecting those facing unique challenges. Following the movie, our NGO Partner, the Sensational Foundation, facilitated a discussion, providing valuable insights into neurodiversity, disability and the impact on mental health.
- In October, we hosted the fourth Prudential Recharge Day, dedicated [sic] a day off to our people to unplug from work. Our We Do Wellness community members encouraged our people to share stories and photos that captured how they spent the day recharging and connecting with family and friends. ”

Prudential, 'Building inclusive futures in Asia and Africa: sustainability report 2024'³⁹

Glencore



“ Many of the inhabitants of La Guajira, the region of Colombia where Cerrejón [a subsidiary of Glencore] operates, face health issues such as obesity, cholesterol and diabetes. Recognising that a positive approach to wellbeing involves making healthy choices at home, at work and in everyday life, the Cerrejón en Movimiento programme includes activities that take place in the workplace and at home to include family and community members.

Initially, the programme focused on physical activity and workshops on healthy eating. It then incorporated a 'Vida Plena' (Full Life) pillar. This pillar provides tools to help manage stress and strengthen the participants' mental and emotional capabilities. ...

Today, the programme aims to strengthen both physical and mental health, recognising their close, two-way relationship. ...

During 2024, over 4,000 activities promoting mental and emotional wellbeing were scheduled by nutritionists, physical trainers, psychologists, and health experts. Over 8,500 community members also participated in these activities. ”

Glencore, '2024 sustainability report: energising today, advancing tomorrow'⁴⁰

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

Effective employee engagement measurement systems provide near real-time insights into employee satisfaction and deliver valuable data to management. These data can be instrumental in shaping, refining and adapting mental health strategies to ensure they remain responsive to employees' evolving needs and concerns.

Benchmark findings

While nearly all the assessed companies (99%, unchanged from 2025) measure employee engagement, only two fifths

(41%, down from 45% in 2025) clearly demonstrate how these data inform their mental health strategy. Companies achieving maximum points typically describe robust processes for measuring engagement, such as annual surveys or more frequent pulse checks, and provide concrete examples of how they use insights to shape mental health priorities, interventions and initiatives.

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



B&M European Value Retail



“ We continued to build our colleague engagement survey this year, for B&M UK and Heron Foods employees. The B&M UK response rate was 71% and we were pleased to see high levels of employee engagement.

Based on the feedback from our colleagues through the engagement surveys and regular listening sessions, we implemented several additional steps. As a result, the following outputs have been implemented by the senior management team:

- a new Employee Assistance Programme (EAP) launched across the business;
- mental Health First Aiders re-published and communicated, ensuring trained colleagues can spot and support colleagues exhibiting mental health challenges. ”

B&M European Value Retail, 'Big brands, big savings: annual report and accounts 2024'⁴¹

Lloyds Banking Group



“ In 2025, we strengthened how we listen to colleagues by introducing six surveys and reinstating joiner and leaver surveys, creating a continuous view of sentiment across the colleague lifecycle. With over 64,000 colleagues, this approach ensures timely insights across roles and locations. ...

We actively listen to colleagues through focus groups and surveys, review internal data, and draw insights from our wellbeing services to ensure we design propositions that meet the mental health and wellbeing needs of colleagues. These insights shape a flexible framework built on four pillars:

1. Embedding wellbeing into everyday workflows
2. Strengthening proactive wellbeing support
3. Optimising clinical and specialist services
4. Data-driven decision making.”

Lloyds Banking Group, ‘Sustainability report 2025’⁴²

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 aligned with the ISO 45003:2021 standard,⁴³ provide valuable frameworks for managing workplace mental health. Beyond helping companies to assess and enhance their management systems, these schemes play a crucial role in raising industry standards and fostering best practices.

Benchmark findings

In 2024, this question was revised to better align with guidelines from the World Health Organization and International Labour Organization on mental health at work.⁴⁴

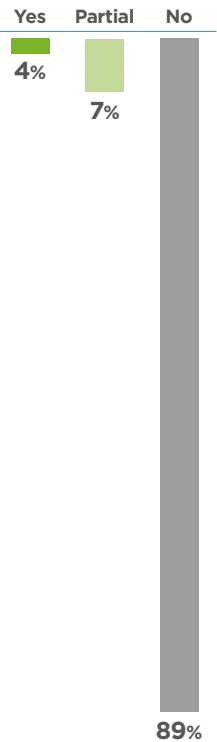
Two key changes were made:

- First, to achieve maximum points, companies must now provide evidence of third-party certification under ISO 45003:2021, which covers both occupational health and safety management and psychological health and safety at work, rather than merely disclosing multiple assurance standards.

- Second, the number of partial points available was reduced from five to three.

We found that 4% of the assessed companies (up from 2% in 2025) have achieved third-party assurance against ISO 45003:2021. Given the standard's relatively recent introduction, we anticipate increased adoption over time. A further 7% of companies (down from 12% in 2025) provide evidence of third-party certification against a local country-level standard and/or evidence of preparation towards independent assurance against ISO 45003:2021.

Below is an example of a company describing its achievement of assuring its workplace mental health programmes to ISO 45003:2021, followed by an example of a company providing evidence of third-party certification against a local country-level standard.



Balfour Beatty



“ In December 2024, Balfour Beatty achieved ISO 45003 accreditation, the first global standard for managing psychological health and safety at work. This prestigious certification affirms the quality of our business processes and demonstrates our ongoing commitment to addressing mental health within the construction industry. ”

Balfour Beatty, 'Building new futures: annual report and accounts 2024'⁴⁵

Grafton Group



“ Woodie’s has been accredited with The KeepWell Mark, Ibec’s workplace wellbeing accreditation, reinforcing its commitment to investing in its most valuable asset – its people.

The KeepWell Mark is an evidence-based accreditation that acknowledges Irish employers who prioritise workplace wellbeing. It provides a structured framework to help businesses benchmark and improve their wellbeing initiatives, ensuring a comprehensive approach to employee health and safety. Ibec, Ireland’s largest business representative organisation, influences government policies, provides professional services, and supports businesses across various sectors to improve operations and employee wellbeing. ”

Grafton Group, ‘Equality, equity, diversity and inclusion’⁴⁶

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?

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

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

Benchmark findings

Among the companies assessed, 28% (down from 30% in 2025) report participating in industry or academic initiatives or partnerships focused on advancing workplace mental health. In addition, 11% (down from 13% in 2025) demonstrate involvement in initiatives that extend beyond their own workforce to engage customers and/or suppliers.

While some companies reference partnerships with mental health service providers as part of their internal support provision, this question specifically focuses on collaborations with industry peers or academic institutions aimed at driving broader progress in workplace mental health.

Below 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 initiative.

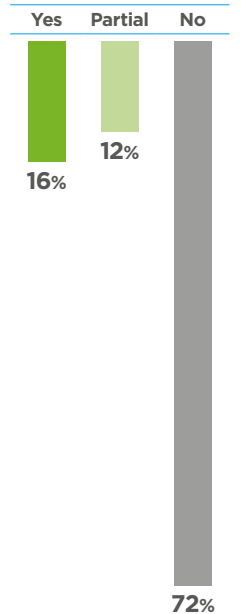
J Sainsbury



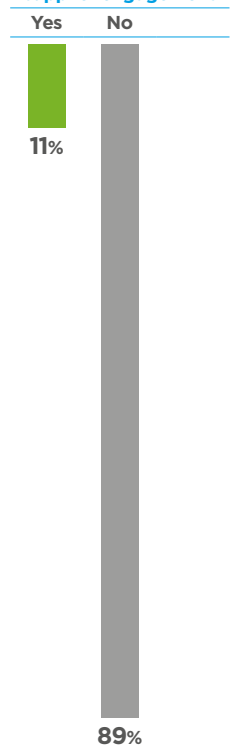
“To further support colleagues we collaborated with the Samaritans and six other leading retailers on a ‘Wellbeing in Retail’ guide which is designed to help retail workers look after their own mental health, get advice on how to support others who may be struggling and signpost where to go for help.”

J Sainsbury, ‘Our approach to colleague health and wellbeing’⁴⁷

Company participation



Customer and/or supplier engagement



Associated British Foods



“ Primark’s* 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 factory 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. Primark runs the programme in partnership with St John’s Medical College, India. In 2025, the programme has started segregating workplace and personal issues, so that steps can be taken to alleviate those related to work. My Space has also added art therapy and physical health discussions to its curriculum and strengthened engagement with migrant workers through tailored training to overcome language barriers.

To further this agenda, Primark established the Workplace Mental Health Network in 2023, inviting other international apparel brands to build a network of experience in enhancing the availability of mental health support for workers in supply chains. The aim is to encourage knowledge sharing and to build a platform of resources for those involved. As of 2025, there are nine global brands participating in the programme.”

Associated British Foods, ‘2025 responsibility report’⁴⁸

*A subsidiary of Associated British Foods.

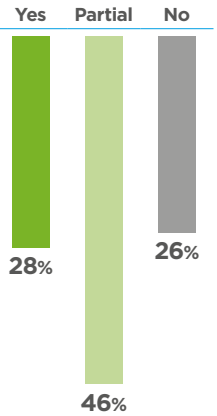
Q22. Does the company provide examples of employee communications on workplace mental health?

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

Benchmark findings

Among the companies assessed, 74% (down from 76% in 2025) provide examples of employee communications relating to mental health. However, only 28% (down from 36% in 2025) demonstrate multiple instances of sustained, ongoing communications or more comprehensive disclosures. These examples typically include corporate social media content focused on mental wellbeing and articles published on company websites in which employees share personal experiences of mental health challenges or approaches to self-care.

Below are two examples of companies' approaches to employee communications where colleagues are encouraged to be open about, and raise awareness of, mental health.



BT Group



“ Numerous events were held throughout October, with one live event having more than 2,000 participants listening to a panel and presentation as part of a successful Guinness World Record attempt. The BT Tower also lit up with a message of support.

The ‘posts’ during the campaign reached more than 18,000 colleagues and the videos were viewed more than 5,000 times. ”

BT Group, ‘Wellbeing report 2024’⁴⁹

Jet2



Jen Clegg is the Talent Acquisition Partner for some of our Commercial teams in Head Office and has 8 years of recruitment experience covering IT, Corporate & Customer Service. Jen has recently become a MHFAider [mental health first aider] through Jet2 & MHFA England [Mental Health First Aid England] & shares some of her top tips on how to prioritise your Mental Health in the workplace. ...

Move

Movement for Mental Health was this year's Mental Health Awareness Week theme & personally, my mental health thrives when I get outdoors. Don't underestimate the power of a quick walk & some fresh air come rain or shine (mostly rain if you live in Leeds let's face it). Perhaps you have time for a jog or gym session during your lunch break, or some stretching/yoga, particularly if you're working from home. Use your time wisely & get moving.

Take Regular Breaks

So simple but often overlooked. How many of us are guilty of skipping lunch or not moving from your desk for what turns out to be hours on end? Regular breaks throughout the workday are essential for maintaining mental clarity and reducing stress. Take a look at time management tools such as The Pomodoro Technique which involves working for 25 minutes followed by a 5-minute break. Using that break to stretch, take a walk or simply nip outside can have a huge boost on your Mental Health & keeps you focussed & stress levels down – it's a win win.

Communicate

Your Manager is there to support you. Perhaps you are struggling with a task & need some guidance – speak with your manager about how you're feeling & if you need support. Being fully supported at work will give your Mental Health a boost. The same goes for your colleagues, it could be your peers in your team or somebody from another department. You spend a lot of hours with your colleagues, so get to know them, communicate with them & find common interests. They can also offer practical help such as sharing workload.

Jet2, 'Mental health matters'⁵⁰

Performance reporting and impact

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

The annual report serves as a vital document for shareholders, providing a comprehensive overview of a company's financial performance and operations over the past year. We encourage companies to incorporate details of their workplace mental health strategies within this report, enabling shareholders and other stakeholders to evaluate how the board is addressing risks and opportunities relating to mental health management.

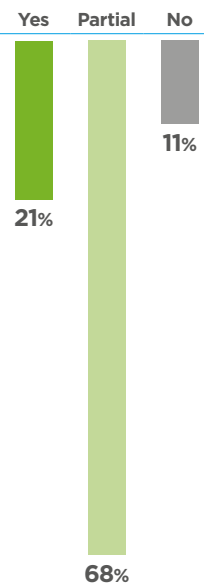
Benchmark findings

We found that 89% of the assessed companies (up slightly from 88% in 2025) include disclosures on workplace mental health in their annual report and accounts (or equivalent). However, only 21% (up from 15% in 2025) provide comprehensive reporting that sets out specific commitments and actions to protect workplace mental health.

Companies that offer comprehensive reporting typically include:

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

On the next page are two examples of companies providing a comprehensive account of workplace mental health strategies within their most recent annual report.



Workplace mental health

The mental health and wellbeing of our employees, clients and third parties connected with our business is of paramount importance, and we are committed to continuously improving our approach in this area.

We promote a culture of openness around mental health and wellbeing, which is driven by our Group Executive Committee through our Group Executive Vice President, Human Resources and rolled out across the business by our regional Human Resources Directors and their teams of experienced Human Resources ('HR') professionals. Our local HR networks tailor our support programmes to cater to the unique needs in their regions.

To support this approach, we have an employee assistance programme ('EAP') in every country we operate in. These EAP programmes offer a broad range of support services, such as counselling and mental health and wellbeing support.

We also have additional resources on our employee intranet, and our global wellbeing programme Kindness, which offers a series of bitesize e-learning modules providing helpful guidance and tips on a range of topics to support mental wellbeing, such as building resilience and mindfulness. Kindness is available to our colleagues through Lucie, our global learning management system.

In 2025, we developed the next iteration of our Kindness initiative to provide training on mental health. The first phase of this programme's rollout required all UK-based managers to complete training on key mental health issues and how to support any of their people experiencing these.

To ensure that we are offering the right support to our global colleagues, we track and review progress against the goals of our Group Health, Safety and Wellbeing Policy each year, making improvements to our approach as necessary.

In action

Mental health training launched to support workplace wellbeing

As we developed the next stage of our successful Kindness global wellbeing programme, we focused on providing mental health training to our UK line managers.

With people in the UK increasingly seeking out mental health support, this carefully curated initiative saw the launch of five interactive e-learning modules focused on stress, pressure and mental health in the workplace. The modules were designed to help our colleagues identify concerns early and support each other effectively, as well as giving them greater confidence to champion mental health awareness among their teams.

While the new training was initially targeted at our people managers in the UK, it was also made available to all colleagues through Lucie, our global learning management system, alongside the pre-existing series of Kindness training modules.

The expansion of Kindness reflects our strong commitment to workplace wellbeing and tailoring support to where it is most needed to encourage all our colleagues to play their role in building an increasingly compassionate, resilient company culture.

In 2025, the new Kindness e-learning modules were completed by 94.2% of our UK-based line managers.

Mental health and wellbeing

We continue to make mental health and wider wellbeing a priority for our Group. In 2024, we embedded further targets on mental health into our **Group Health and Safety Excellence Framework**. These now include a requirement for each operating company to hold at least one mental health-focused colleague event annually and to develop a Mental Health Action Plan based on the six themes of the MindForward Alliance (previously the Global Business Collaboration for Better Workplace Mental Health) leadership pledge.

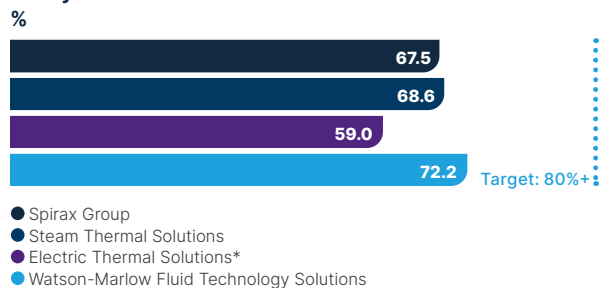
During the year, we were also included in the CCLA Corporate Mental Health UK Benchmark for the first time. Using publicly available information, this assesses the mental health commitment and achievements of the 100 largest UK-listed companies with more than 10,000 employees. We entered the benchmark in Tier 3 (of 5), one of only two new entrants to achieve this. The benchmark ranked us in the top quintile on management commitment and policy, with suggestions around how to further strengthen our focus on mental health governance, innovation and performance reporting.

Measuring our safety culture

To further support our H&S journey and evolution, we completed the independent Safety Culture Index (SCI) across our Group. As a leading measure of H&S performance, the SCI is a multi-category survey designed to categorise individual perceptions, beliefs, experiences and behaviours across a range of safety dimensions within an organisation. With 6,542 completed surveys and a participation rate of 68% the Group score* was 67.5% which places the Group in the 6th highest category, 'sustainable' (out of 7). The SCI score ranges from -50 (Unsustainable/Volatile) to 80+% (High Performing) and are outlined in the chart below. This baseline highlights a positive H&S culture baseline.

Mental health was also embedded as a theme in our global **Health & Safety culture survey** – an assessment of how colleagues feel about all aspects of health, safety and wellbeing in every operating country. We will be analysing the results of this and next steps in 2025.

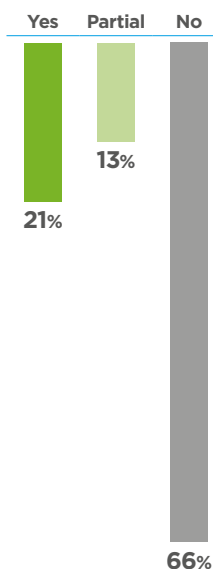
Safety Culture Index Score



Focus for 2025

- Introduction of silver level for our Group-wide H&S Excellence Framework
- Implement actions following the Safety Culture Index Survey
- Develop a competency pathway for Group H&S professionals
- Use of localised H&S analytics to target risk reduction and prevention methodologies
- Expand the Group Thematic H&S Assurance Programme with additional risk controls
- Mental health and wellbeing will be themes in our 2025 global Colleague Engagement Survey

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



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

Benchmark findings

For this question, we only considered companies that report formal objectives for managing workplace mental health

(as evaluated in Question 13). We found that 21% of these companies (up slightly from 20% in 2025) provide comprehensive reporting on progress against their objectives, while a further 13% provide partial reporting. Examples of reporting include self-reported employee wellbeing metrics against target levels, and disclosure of the proportion of employees covered by employee assistance programmes relative to defined targets.

Below is an example of a company reporting on progress against its mental-health-related objective.

Legal & General Group



Goals and Progress

This year, we remained consistent in the goals referenced last year:

- Progressive improvement in capturing employee sentiment. We aim to better understand the driving forces behind why employees feel the way they do about their work and wellbeing and in 2025, we ran a dedicated wellbeing survey.
- Maintain the Thriving at Work benchmark status of 'Excelling' or above. This year, we achieved 'Excelling' in the MindForward Alliance (UK) assessment and moved from Tier 2 to Tier 1 in the CCLA Corporate Mental Health Benchmark UK 100, reflecting stronger performance across all criteria: management commitment, governance, leadership, innovation, and impact reporting.
- Expanding the provision of mental health support. In 2025, we increased the number of Mental Health First Aiders (MHFAs) and now have 187 across the organisation (31.5% increase since 2024).

In 2026, our goals will continue to evolve as part of our new I&W [inclusion and wellbeing] strategy:

- Maturing the existing strategy to represent a broader, multi-dimensional approach, including maintaining an intersectional lens and integrating wellbeing considerations. This will include working towards achieving Disability Confident Level 1 certification and participating in the UK Government's Keep Britain Working campaign.
- Maintain the Thriving at Work benchmark status of 'Excelling' or above, with a particular goal of improving the number of line managers who are trained on the topic of mental health through the introduction of new group-wide training and resources.
- We will look to extend our MHFAs network of support internationally by inviting colleagues outside of the UK to participate in the training. 🗣️

Legal & General Group, 'Social impact report 2025'⁵³

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

The successful implementation of a mental health strategy relies on managers and designated individuals who are both skilled and competent in leading initiatives and creating a supportive environment where employees feel safe discussing their mental health. By fostering openness, these groups can help to reduce stigma and encourage early intervention. We strongly encourage companies to invest in mental health training for line managers and designated individuals as this is essential to effectively delivering workplace mental health programmes.

Benchmark findings

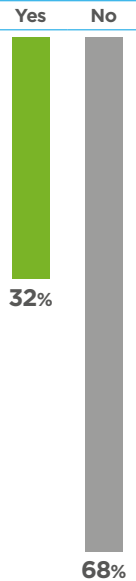
We found that 32% of the assessed companies (up from 24% in 2025) report the number or proportion of line managers trained in workplace mental health, while 46% (down from 49% in 2025) disclose equivalent data for designated individuals such as mental health first aiders.

Reflections

Notably, these figures are lower than the proportions of companies reporting that such training is provided (56% for line managers and 62% for dedicated individuals, see Question 14). This gap suggests that, while many companies are likely tracking training participation internally, fewer are publicly disclosing this information. We encourage companies to improve their transparency by reporting these metrics more consistently so as to demonstrate their commitment to building organisational capacity in workplace mental health.

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

Number or proportion of line managers trained



GSK



“ To enable our managers to better care for their teams by identifying and responding to their people’s challenges, 92% of managers have undertaken mental health training since the end of 2019. ”

GSK, ‘Annual report 2025’⁵⁴

Number or proportion of dedicated individuals trained



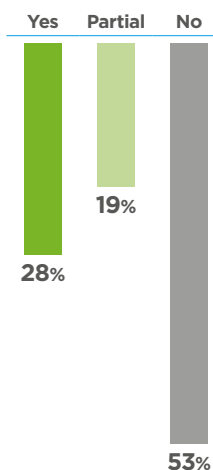
Ashtead Group



“ This year, as part of this initiative [Let’s Talk Mental Health programme], more than 88 team members completed a two-day professional Mental Health First Aider course and now serve as trained mental health ambassadors across the business. ... Alongside our first aiders, the programme raises awareness of mental health issues more widely across our workforce and is delivering mental health awareness training for line managers to enhance their knowledge and support skills. More than 393 line managers have received mental health awareness training. ”

Ashtead Group, ‘Sustainability report 2025’⁵⁵

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



The successful implementation of a workplace mental health strategy relies on active employee participation in related initiatives and programmes. We encourage companies to monitor and track this engagement to assess the effectiveness of their efforts and to guide future priorities. Measuring employee uptake offers valuable insights into what is working well and where improvements are needed, while also helping to ensure that resources are allocated where they can have the greatest impact.

Benchmark findings

Of the companies assessed, 47% report on the uptake of at least one mental health initiative (up from 40% in 2025). However, many provide only limited or partial data relating to a single initiative, with just 28% reporting uptake across multiple initiatives. We encourage companies to use this data more systematically to inform their strategic decision-making and evaluate the effectiveness and return on investment of their mental health interventions.

Examples of uptake metrics include the number of employees accessing wellbeing services or apps, and participation rates in awareness-raising activities such as organisation-wide training programmes.

Reflections

Although 47% of companies report uptake data for at least one initiative or service, this remains significantly lower than the 96% that run awareness initiatives (see Question 15) and the 99% that offer mental health support services (see Question 16). We continue to encourage companies to track and disclose uptake data more consistently to improve their understanding of impact and strengthen the effectiveness of their workplace mental health programmes.

Below is an example of a company reporting on the uptake of its mental health initiatives.

BP



“ We offered bespoke mental health training on ‘thriving’ through change, which has been completed more than 4,000 times and included a leader-specific module. ...

Our bespoke mental health education programme, Healthy Minds, provides elearning modules for all bp employees.

Since its launch in 2024, more than 14,000 modules have been completed and more than 75% of our senior leaders have engaged in the programme. ”

BP, ‘Annual report 2025’⁵⁶

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

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

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

Benchmark findings

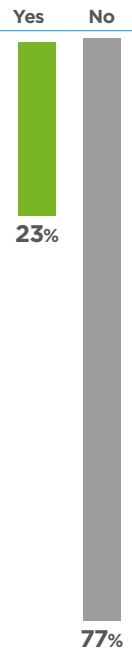
We found that 23% of the assessed companies publicly report mental-health-related key performance indicators (KPIs), a slight increase from 21% in 2025. We encourage companies to prioritise disclosure of KPIs that directly reflect the impact of their mental health strategies, rather than broader measures of general employee wellbeing. We also encourage wider adoption and transparent reporting of relevant performance measures to strengthen evaluation of workplace mental health programmes.

Reflections

We recognise that developing confidence in the accuracy and reliability of this data takes time, as many companies must first refine internal tracking systems before feeling able to disclose sensitive information publicly. In addition, the personal and confidential nature of mental health data can understandably make organisations cautious about reporting externally.

This question is intended to highlight a range of meaningful examples of mental health KPIs. By sharing these examples, we aim to broaden understanding of effective measurement practices and support more companies in developing robust, evidence-based approaches to managing workplace mental health.

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



National Grid



“As part of the Group Safety, Health, and Wellbeing Performance Framework, we track two Key Performance Indicators (KPIs) focused specifically on mental health and wellbeing. Our colleague engagement survey, Grid:voice, includes a Wellbeing Index, with a global target of achieving an annual score of 78%. In 2025, we reached 77%, reflecting strong progress toward this goal.

In 2024, we introduced a new business-wide KPI related to monitoring our Organisational Stress Risk Assessment performance, which is reported on a quarterly-basis. This metric which is reviewed internally on an annual basis ensures that there is a line of sight for leadership to the management of work-related stress risk at a team-level. It demonstrates our ongoing commitment to fostering a proactive health and wellbeing culture where our people can thrive.”

National Grid, ‘Health and wellbeing’⁵⁷

Entain



“Our self-booking coaching and therapy services continued to be a trusted source of high-quality, innovative support, with engagement remaining strong throughout the year. ... These sessions contributed to significant, measurable improvements, including reductions of 36% in anxiety and 31% in low mood, moving average cases from clinical to mild levels, based on pre- and post-clinical assessments. Among colleagues who completed pre- and post-therapy assessments, absenteeism fell by an average of 5.8 hours per person.”

Entain, ‘Determination at play: annual report 2025’⁵⁸

Mitie Group



“Mitie, in collaboration with leading mental healthcare provider Vita Health Group, is proud to announce the outstanding success of its Enhanced Psychological Therapy Service (PTS). Designed to improve workplace mental wellbeing and ease pressure on NHS services, the programme is demonstrating measurable, life-changing impact.

Since its launch, the service has helped participating employees achieve a 96% return-to-work rate – underscoring its powerful role in recovery and reintegration. ...

[Our] social value return on investment [for] delivering Mental Health First Aid training [was] £1,347 per individual.”

Mitie Group, ‘Pathways to sustainable futures: ESG report 2025’⁵⁹

Johnson Matthey



“ **Annual employee engagement survey:** We use real-time feedback on psychological safety, workload, and stress to continuously reshape our wellbeing programs throughout the year, ensuring they respond to our people’s evolving needs. ... Despite a year of significant organisational change, reported workplace stress among our employees remains lower than the external market benchmark (50% vs. 51.7%). ”

Johnson Matthey, ‘Mental health – our commitment to our people’⁶⁰

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Endnotes

- 1 CCLA (2026), 'CCLA Corporate Mental Health Benchmark: assessment criteria 2026', online at www.ccla.co.uk/documents/mental-health-benchmark-assessment-criteria-2026/download?inline
- 2 Standard Chartered (2026), 'Transforming our approach to wellbeing', online at www.sc.com/en/about/diversity-and-inclusion/wellbeing
- 3 Hikma Pharmaceuticals (2024), 'Acting responsibly: sustainability report 2024', online at www.hikma.com/media/32hpszshb/hikma_sr2024.pdf
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