

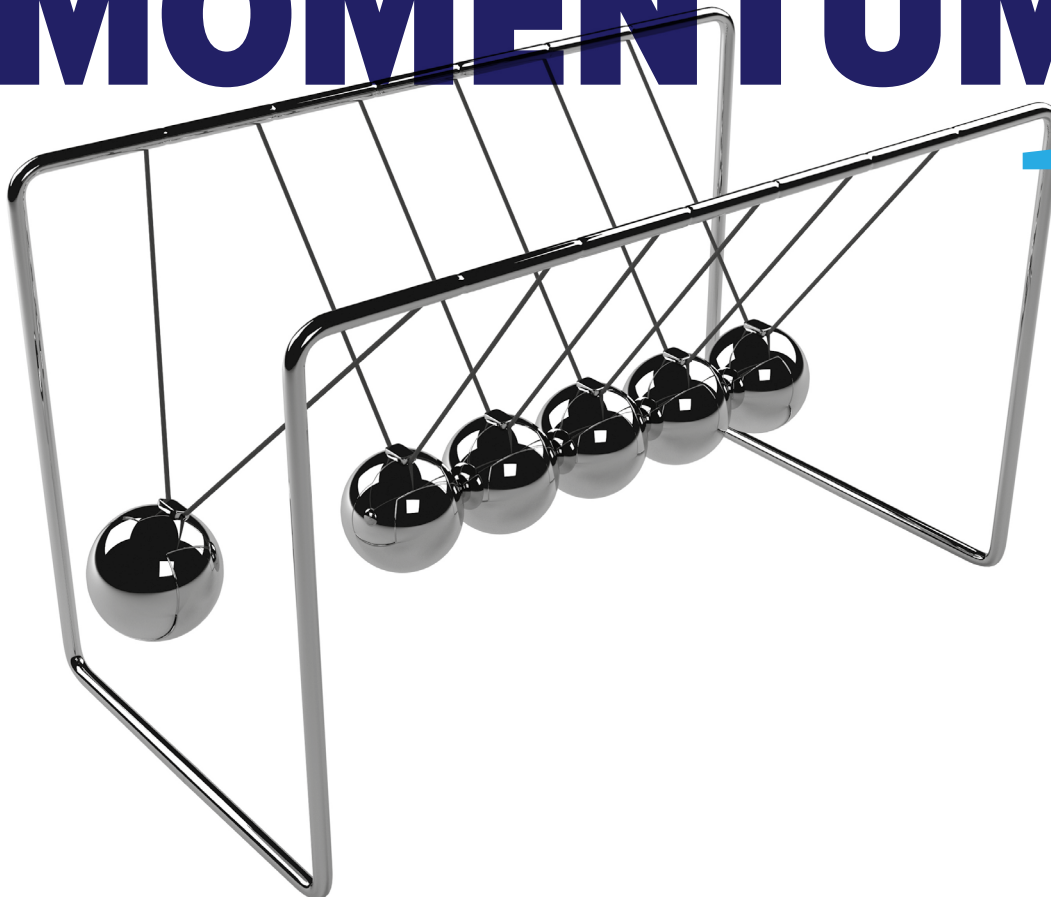


The Prince's
Responsible
Business Network



Mental Health at Work 2018 Report

SEIZING THE MOMENTUM



In conjunction with



Survey partner



Supported by BITC Wellbeing Leadership Team



National partners



CONTENTS

Foreword from Tony Wood, Partner and UK Managing Director, Mercer Marsh Benefits	4
Foreword from Louise Aston, Wellbeing Director, Business in the Community	5
Expert overview from Dr Wolfgang Seidl, Partner, Workplace Health Consulting Leader, Mercer Marsh Benefits	6
Executive summary	9
Summary overview	12
1 The importance of ‘good work’	14
2 Normalising mental health	20
3 Financial wellbeing and insecurity	28
4 Reasonable adjustments	35
5 Translating theory into action	47
6 Training for line managers	55
SPOTLIGHTS AND INSIGHTS:	63
• Disconnect between senior leaders and employee perception	64
• Long and enduring mental health conditions	66
• Gender	69
• Age	73
• Ethnicity	76
• Lesbian, Gay, Bisexual and Transgender, and others (LGBT+)	80
SECTORS IN FOCUS:	85
• Small and Medium-sized Enterprises (SMEs)	86
• Professional services	89
• Media and technology	92
• Financial services	97
Calls to action and recommendations	105
Definitions	112
Methodology	112
Acknowledgements	113

FOREWORD

BY TONY WOOD

WE HAVE MADE PROGRESS, BUT WE STILL HAVE A LONG WAY TO GO. THAT'S HOW I WOULD DESCRIBE THE RESULTS OF OUR LATEST SURVEY OF UK EMPLOYEES

Three years ago, when we launched the first Business in the Community Mental Health at Work report, we set ambitious targets for employers. Our aim was to transform the conversation about mental health in the workplace, inspire senior leaders to truly connect with all their staff, and equip line managers with the skills to manage mental health effectively.

We have made progress, but we still have a long way to go. That's how I would describe the results of our latest survey of UK employees.

All the important indicators are moving in the right direction. More people feel able to talk about their mental health at work. More managers are willing and able to have difficult conversations about mental health. More organisations are ready to make the adjustments needed to help people with mental health issues, just as they would with physical health issues.

Despite this good news, we are all acutely aware of the scale of the challenge before us. Much remains to be done. Too many people still feel unable to share their concerns with colleagues or their line manager. Many employees are frustrated by their organisation's reluctance to put in place the support they feel will help them manage their condition. Shockingly, some face demotion or even dismissal simply for being honest and open about their mental health.

The UK is more vibrant and diverse than ever, and the workplace is changing, too. Organisations will prosper if they embrace the rich mix of age, gender, race and sexual orientation that represents modern Britain. The challenge for employers is to foster a culture where every person can thrive and make the fullest contribution. This means celebrating employees' successes, but also standing by them when life gets tough.

And life is getting tougher. The Mental Health at Work report shows that financial worries and job instability have become part of daily life for employees; even for many in apparently good positions on higher salaries. Pay has not kept up with the cost of living, and more people feel they have no control over their finances.

These are the moments when a responsible employer stands above the rest. While no organisation is immune to financial pressure, it is critical to foster an inclusive and supportive culture of respect and trust. This provides the most solid foundation for any approach to mental health and wellbeing. As always, doing the right thing for your people is also doing the right thing for your business.

This report has important learnings for all organisations. We call on all employers to build on the significant contribution they already make to the nation's mental health and wellbeing.



Tony Wood
Partner and UK
Managing Director,
Mercer Marsh
Benefits

FOREWORD

BY LOUISE ASTON

IT'S AN EXCITING TIME FOR MENTAL HEALTH. WE'VE REACHED AN UNPRECEDENTED TIPPING POINT OF PUBLIC AWARENESS

Campaigns like Heads Together and Time to Change have transformed the national conversation. People in all walks of life feel able to talk more openly about their mental health. At the same time, demand for mental health care has risen to unprecedented levels and the National Health Service and social care sectors are struggling to cope. Funding to treat mental illness falls short of what is required, and waiting lists grow longer.

The Stevenson / Farmer review, [Thriving at Work](#), backed by the Government, has stressed the critical importance of helping employees to thrive at work, and there will never be a more auspicious moment to lead from the front on mental health. The time for employers to respond is now. A national movement has coalesced around mental health, including business, healthcare professionals and charities. All employers have an opportunity to become part of this movement and to help speed up the momentum to normalise mental health conversations.

Many employers have already seized this opportunity. Their commitment to workplace mental health is making a profound difference to their employees and line managers, who feel valued and supported in an inclusive organisation. But as our latest survey of workplace mental health shows, too many employees still feel that poor mental health will be a blight on their career and prospects. They hide their concerns and suffer in silence, putting their health at greater risk, and making it more unlikely they will fulfil their potential.

Saying 'we care about mental health' is not enough. Actions speak louder than words. Many leaders make a commitment to mental health at work but fail to ensure that their good intentions translate into genuine engagement at all levels of their organisation. Mental health and wellbeing must be embedded in the organisational culture. The best employers go even further, working with contractors and suppliers to ensure that everybody connected to the organisation can call on the right support when they need it.

Business in the Community's [Responsible Business Map](#) identifies health and wellbeing as key issues businesses need to address to achieve long-term financial value. Our [Workwell Model](#) provides a framework for embedding health and wellbeing into organisational culture, demonstrating the benefits of taking a strategic, integrated approach that supports thriving people, thriving business and thriving communities. There is no health without mental health and in partnership with Public Health England we have developed a suite of interconnected toolkits for employers that take a whole person approach to mental and physical health.

Business is at its best when people are at their best. A positive approach to mental health at work is a key determinant in becoming an employer of choice. When people want to work for you because they feel valued and supported, you can recruit and retain the best talent to create winning teams. Thriving at work is a winning formula for all.



Louise Aston
Wellbeing Director,
Business in the
Community

EXPERT OVERVIEW

BY DR WOLFGANG SEIDL

THE ANATOMY OF DECLINING PERFORMANCE: WHY A DISJOINTED APPROACH TO MENTAL HEALTH DOESN'T WORK

As the health of the workforce continues to deteriorate, the focus must shift from disconnected tactical initiatives to joined-up strategic solutions.

The health of the workforce is continuing to deteriorate. Presenteeism, when people come to work but are too sick to perform very well, has hit a record-high due to increases in common mental health issues, such as depression and anxiety. Meanwhile, this year's Mental Health at Work report shows that 61% of employees have experienced mental health problems due to work or where work was a related factor, and one in three have been formally diagnosed with a mental health issue.

Despite this, just 16% felt able to disclose a mental health issue to their manager or HR. Most worrying of all, 11% of respondents said that after they had disclosed a mental health issue, they were subjected to disciplinary procedures, demotion or dismissal.

Unsurprisingly therefore, mental health remains one of the most difficult topics to talk about at work. Those surveyed said they felt more comfortable talking about seven other equality and social issues, including race, age, physical health and religious belief.

In last year's report it was identified that employees felt only less able to discuss LGBT+ issues and this year we put the spotlight on the intersectionality of diversity

to shed light on the effects on mental health. LGBT+ people are significantly more likely to have experienced a mental health condition (81%) and 46% have been formally diagnosed.

In addition, the report highlighted the connection between financial wellness and health, the impact of line manager capabilities, and the ecosystem of our work environment, be it a large company or an SME.

A disjointed approach isn't working

A major issue is that few managers know what to say or do with someone who discloses a mental health issue. If you have a back problem, the chances are your manager would have a clearly defined care pathway, featuring a physical assessment, recommended adjustments and support to put these into practice while you recovered.

But if you admitted to struggling with extreme anxiety or feelings of low self-worth, your manager will most likely lack the confidence in what to do next. They might attempt to tell you to pull yourself together or think they should be able to tell you about what they did the time they felt like you. But what if they'd never felt like that? What use is a standalone mindfulness seminar or one-off mental health day to someone who can't come into work because they've developed a debilitating anxiety disorder?



Dr Wolfgang Seidl
Partner and
Workplace Health
Consulting Leader,
Mercer Marsh
Benefits

If the latest figures teach us anything, it's that record investment in disjointed, tactical wellbeing initiatives are failing to deliver. Instead, strategic and evidence-based mental health pathways must be created and used to normalise people's experience of recovering from and managing mental health issues, in much the same way that physical assessments and workplace adjustments have normalised people's experience of, and willingness to seek help with, musculoskeletal issues.

Such mental health pathways should include proactive elements, such as training managers to spot the early warning signs of troubled employees, and resilience training to educate people about how to sustain good mental health. Also essential are reactive elements, such as a triage model for ensuring employees in need of further support are given clinically appropriate referrals into relevant treatment options. Only once there is a pragmatic response to mental health and people can see others being given help to deal with an issue impacting on their health will they too become motivated to seek the support that is still so clearly needed.

Perhaps seen as a luxury by some of our time-poor managers, empathy should be instilled as a key quality for those discharging their duty of care. It's not rocket science and can be learned in a very short training session. In fact, many clients planning line manager training have asked me recently if empathy can be learned at all. And the literature is very clear – it can!

We can't treat mental health in isolation

At the same time, we need to stop treating physical and mental health in isolation and start viewing people as 'joined-up' human beings, so that we can start creating policies that address wellbeing as a whole. This is important because if someone is struggling to manage their income, they will likely not only experience stress and anxiety but also sleep loss, causing them to want to eat unhealthily because they feel tired.

They might not yet have any physical or mental health issues, and may even consider themselves to be healthy. But by encouraging them to look at their financial health, you can help them to prevent physical and emotional health issues developing further down the line.

The report highlights that one-quarter of employees are struggling to make ends meet and financial concerns have caused three-fifths to experience mental health symptoms. The figure is even higher among younger workers.

Only by treating mental health as an aspect of health like any other and creating strategic joined-up solutions that look at the wellbeing of people in their entirety will we be able to start boosting the health of the workforce once more and achieve measurable outcomes.

EXPERT OVERVIEW

BY DR WOLFGANG SEIDL

There is still a fundamental issue with the way we talk about mental health. If someone is sick with influenza we say “they have flu”, never “they are flu”. The implication is that this is something from which they can recover. Yet if someone is sick with depression, we say “they are depressed”, as if this now defines them entirely. It would be far better to say “they have depression”, with the implication that there is a clear treatment pathway in place.

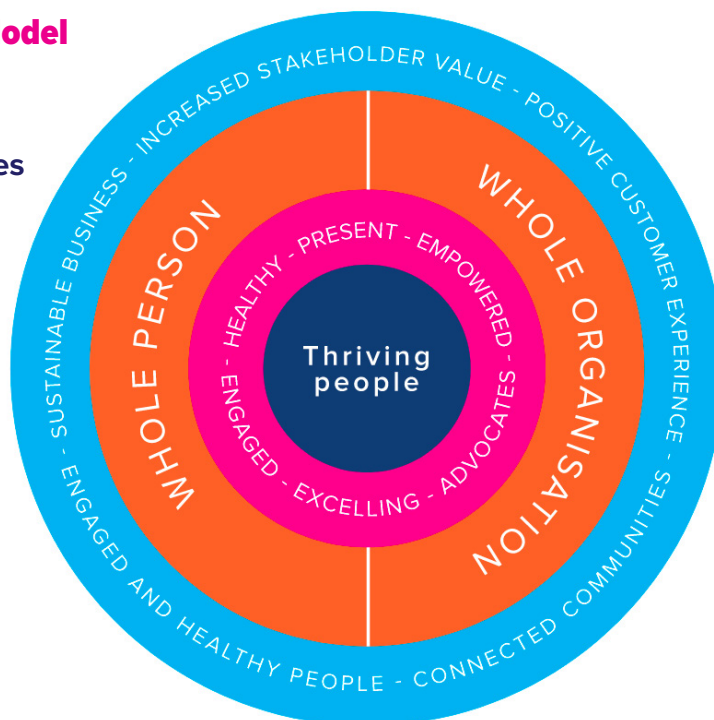
Going forward, we need to accept that people naturally feel more comfortable talking about their energy levels and the concept of feeling flat or lethargic, than they do about their mental health directly, yet these symptoms are often part of a depression and can be a good way to aid the conversation. At the same time, we need to stop trying to divide humans into two halves, their physical and emotional

components, and start creating at least bio-psycho-social policies that look at their health as a whole.

We have split health into physical and mental components for too long. For example in healthcare, we have built hospitals for bodies without minds and other hospitals for minds without bodies, and this unhelpful division also plays out in health and wellbeing programmes at work. We must take a step back from putting such an explicit focus on mental health, and look at the whole human being. As highlighted by Business in the Community’s Workwell model, an integrated approach to health and wellbeing is essential. Taking a holistic approach helps give employers the opportunity to create people-led policies that prevent problems from arising in the first place.

BITC's Workwell Model

Thriving people
Thriving business
Thriving communities



EXECUTIVE SUMMARY

MENTAL HEALTH HAS A MUCH HIGHER PROFILE THAN IT DID A GENERATION AGO, BUT THE JOB IS FAR FROM DONE

We have made huge strides in both awareness and action, and employers are increasingly taking an active role in supporting good mental health and wellbeing in the workplace. However, as our third national mental health at work survey, part of a three-year collaborative project with business and eight national partners, demonstrates, the prevalence and impact of mental health issues is severe, and employers need to urgently ramp up the breadth and quality of support they're providing.

Unlike physical health, the foundation building blocks for mental health are not yet well established. It is vital these are put in place if real progress is to be made.

There is a lack of measurable evidence of what interventions are effective and no consensus yet regarding guidance on reasonable adjustments for mental health at work. Employers are still ill-prepared to accommodate or make reasonable adjustments for those with mental health issues as they do for people with physical health.

Employers need to work together to urgently increase the speed of action to ensure mental health is truly embedded into organisational culture and all employees are fully supported.

Despite progress, too many employees continue to suffer in silence at work, unable to fulfil their potential through a fear of prejudice and exclusion.

Financial wellbeing is an urgent concern. The rise of the gig economy, the increase in self-employment and temporary or zero hours contracts, the prevalence of in-work poverty and the uncertainty of Brexit, are all increasing the challenge of maintaining and improving employee mental health.

Three out of five employees (61%) have experienced mental health issues due to work or where work was a related factor. This has remained consistent throughout the three years of the project.

One in three of the UK workforce have been formally diagnosed with a mental health condition at some point in their lifetime, most commonly depression or general anxiety. Six per cent of employees have been living with a formally diagnosed condition for more than 10 years (including depression, general anxiety, panic attacks and eating disorders).

There is still a disconnect between what senior leaders believe about the support provided and the reality of employees day-to-day. CEOs and board members are more likely than those with no managerial responsibility to believe that their organisation supports its staff.

61%

of employees have experienced mental health issues due to work or where work was a related factor

64%

of managers have had to put the interests of their organisation above staff wellbeing at some point

54%

of employees feel comfortable talking generally in the workplace about mental health issues

EXECUTIVE SUMMARY

Just 60% of employees feel their line manager is genuinely concerned for their wellbeing, although this is rising (58% in 2017, 55% in 2016). 64% of managers put the interests of their organisation above staff wellbeing at some point (and 12% do so every day). Lack of high-quality mental health training for line managers continues to be a pivotal issue.

Good employee mental health is crucial to running a successful, sustainable organisation.

Those companies taking bold, innovative action to foster good mental health at work are reaping the benefits, through improved staff recruitment and retention. But more must be done to ensure that these practices and the positive impact they have are adopted across all employment sectors, particularly by small and medium-sized enterprises.

Places of work mirror issues in today's society, including the shift towards self-employment in the gig economy. Anxiety over financial wellbeing is clearly prevalent, reflecting job insecurity as well as broader concerns about the UK economy. This is having an impact on workplace mental health, and employers must adopt inclusive approaches that work for all.

Intersectionality increasingly features as a focal point in discussions about workplace mental health, and our survey emphasises the need for a targeted approach by employers to make a connection.

Differences between the genders and between generations are striking. Black, Asian and minority ethnic (BAME) employees are less likely to talk openly at work and seek help from colleagues or line managers, and BAME managers feel they are less likely to be given the support they need to help employees. Similarly, Lesbian, Gay, Bisexual and Transgender and other (LGBT+) employees are disproportionately more likely to have mental health issues, and are less likely to talk about them.

Now really is the time for employers to do everything they can to support the mental health of their employees.

The profile of mental health issues has never been higher. Public Health England is planning a three-year mental health marketing programme called 'Every Mind Matters' which will launch next Spring, to raise awareness of the fact that looking after mental health is as important as physical health.

There is also the [Heads Together's Mental Health at Work gateway portal for employers](#), and momentum is building with the [Where's Your Head At?](#) campaign to call for change to health and safety law so it protects mental health in the same way as physical health – a call which BITC is pleased to support.

In this report you'll find compelling evidence of the scale of the challenge we face on mental health in the workplace, alongside the positive impact progressive employers are making to tackle it. If every employer took these three steps, we would deliver the change in mental health at work we need.

6%

of employees have been living with a formally diagnosed condition for more than 10 years

1 in 3

of the UK workforce have been formally diagnosed with a mental health condition at some point in their lifetime

We must strike while the iron's hot, which is why we are urging all employers to urgently take three steps to improve mental health in the workplace:

CALLS TO ACTION FOR EMPLOYERS:

TALK

Break the culture of silence that surrounds mental health by signing the [Time to Change Employer's Pledge](#)

TRAIN

Invest in basic mental health literacy for all employees and first aid training in mental health to support line manager capability

TAKE ACTION

Implement practical actions from our [Mental Health Toolkit for Employers](#)

It is an exciting time to be part of the conversation on improving mental health in the workplace. Many businesses have made great progress in tackling the stigma around mental health, but there is still more to do to create a culture where employees feel comfortable talking about their mental health in the workplace.

Improving mental health related stigma cannot be achieved by a purely top-down or bottom up approach. Senior executives must lead by example, but also work with employees across the organisation to encourage good conversations about mental health and identify role models who are willing to talk openly about their experiences. Businesses must provide support for those experiencing mental health challenges across the whole spectrum of conditions, and should adopt a flexible and employee-centric approach.

I would encourage all businesses to challenge themselves on what more they can do to support their colleagues, and ensure that a positive approach to mental health and wellbeing is embedded in the culture of the organisation. Promoting good mental health in the workplace is vital to the UK economy, and I'm delighted that BITC are supporting employers and employees to take action to help everyone thrive at work.

David Oldfield, Chair, BITC Wellbeing Leadership Team, CEO,
Commercial Banking, Lloyds Banking Group

SUMMARY OVERVIEW

POSITIVE IMPROVEMENTS ARE BEING MADE BUT THE PACE OF CHANGE IS TOO SLOW

2018

71%

of employees say they have the confidence to recognise the signs of poor mental health

2016

64%

2018

45%

of employees believe that their organisation does well in supporting those with mental health issues

2016

40%

2018

49%

of employees experiencing a mental health issue reported that there had been no resulting changes or actions taken

2016

56%

2018

60%

of employees feel their line manager is genuinely concerned for their wellbeing

2016

55%

2018

30%

of line managers have taken part in mental health training

2016

22%

2018

85%

of managers now acknowledge that employee wellbeing is their responsibility

2016

76%

URGENT CHANGE IS STILL NEEDED

61%

of employees have experienced a mental health issue due to work or where work was a contributing factor

11%

of respondents who disclosed a mental health issue subsequently faced disciplinary action, demotion or dismissal

Just
16%

of employees felt able to disclose a mental health issue to their manager

30%

of managers report not having any workplace facilities or services that could help wellbeing and mental health

A DISCONNECT PERSISTS BETWEEN THE VISION AND REALITY

58%

of senior leaders think that their organisation supports its staff

but only

42%

of employees with no managerial responsibility said that staff with mental health issues are supported

85%

of managers acknowledge that employee wellbeing is their responsibility

but only

30%

of line managers report that they have received any training

KEY CONCERNS

34%

report that their financial situation negatively affects their mental health

however

56%

of employees do not feel comfortable talking about money issues at work

37%

of those aged 18-29 have been formally diagnosed with a mental health condition

compared to

29%

of employees over 50

81%

of LGBT+ people have experienced a mental health condition

with

72%

having experienced mental health issues as a result of work

68%

of managers still believe that there are barriers to providing support for the mental wellbeing of those they manage

THE IMPORTANCE OF GOOD WORK



- **Colleagues are increasingly supportive of those with mental health issues**
- **Larger organisations are more likely to provide support**
- **Employees risk demotion and even dismissal for disclosing a mental health issue**

GOOD WORK IS CRITICAL TO SUPPORTING MENTAL HEALTH AND WELLBEING IN THE WORKPLACE

‘Good work’ can mean different things to different people, but most agree that it consists of autonomy, flexible working, fair pay, work life balance and opportunities for progression, training and the absence of bullying and harassment.

Good work can help prevent mental health issues and support those with existing conditions to remain in work and thrive.

All employers and employees should recognise the benefits of good work, including those with mental health issues who may be off sick or out of work.

Good work is reinforced by an employer’s positive response when an employee has a mental health issue. In addition to providing support, employers and line managers can send a message to other employees that they are willing and able to manage mental health issues just as they would a physical health issue. This helps to reduce the stigma and fosters a more open culture across the workplace.

Our survey shows that half of employees experiencing a mental health issue (49%) reported that there had been no resulting changes or actions taken (51% in 2017, 56% in 2016). However, where the employee had disclosed to a line manager or human resources it was more likely that steps had been taken to support them. Positive or neutral actions were taken in 71% of cases after disclosure.

Being given support with their workload was the number one action that those experiencing a mental health issue would have appreciated (30%), followed by time spent working from home and periods of time off work.

Younger employees were more likely to say that time at home or flexible working would have been beneficial, while older people more often said that something other than those listed would have been helpful.

BAME employees were also more likely than white employees to say that periods of time off work or flexible working would have been useful solutions, along with coaching or mentoring and telling them where they could get advice or information. LGBT+ employees more commonly mentioned redesigning their job or an internal move.

It is encouraging that managerial actions seem to align with employee preferences in that half (47%) have provided support for their employee’s workload. In our latest survey managers were less likely to arrange time off work (30%) than in previous years (38% in 2016). This may be further exacerbated by pressures on resourcing within organisations leading to a feeling that more must be done with less.

47%

of managers have provided workload support for their employee suffering from mental health issues, aligning with employee preferences

49%

of employees experiencing a mental health issue reported that there had been no changes or actions taken

THE IMPORTANCE OF GOOD WORK

Signposting employees to sources of advice or information (36%) was a trusted response. Managers were also likely to offer counselling, flexible working and coaching or mentoring.

Many of these actions were significantly more likely in large organisations, particularly referrals for counselling or psychotherapy (36% of managers in organisations of 250 employees or more).

84% of managers (up slightly from 81% in 2017) report that colleagues were either very (37%) or quite (46%) supportive when changes were made to assist a person with a mental health issue. However, only 66% (down from 71% in 2017) thought that their HR department had been supportive and almost one-third (30%) had not. There were similar figures in terms of support from senior managers in the organisation. 68% considered that they had been supportive and 30% that they had not.

Once again, the survey raises a concern about the number of people whose jobs were put at risk after they disclosed a mental health issue to a line manager or HR.

11% of cases where the employee disclosed to their line manager or human resources the employee was subject to disciplinary procedures, dismissal or demotion, a figure that contrasts with 8% of those who did not approach their line manager or HR.

The Stevenson / Farmer review has called on the Government to set clearer expectations of employers, who tell us they often do not feel clear on their minimum legal and regulatory responsibilities when it comes to mental health, nor confident in fulfilling these responsibilities.

The review concluded that legislation does not currently provide sufficient protections for individuals with fluctuating mental health conditions, and does not give employers clear accountability for providing reasonable adjustments. The findings of our latest survey illustrate why legal clarity is so important.

84%

of managers report that colleagues were either very or quite supportive when changes were made to assist a person with a mental health issue

36%

of managers have signposted employees to sources of advice and information

PETER CHEESE, CHIEF EXECUTIVE OFFICER, CIPD**Matthew Taylor's review of modern working practices shone a light on the importance of good work to better health outcomes.**

As the review says, “the shape and content of work and individual health and wellbeing are strongly related.” Good work covers a broad spectrum, ranging from effective job design, fair pay, good working conditions and work-life balance to social and peer support and competent and empathetic line management. We also have to better understand and manage how we use technology to counter the ‘always on’ culture and virtual presenteeism that is becoming endemic.

The CIPD's own work in measuring job quality shows that health and wellbeing form its single most important dimension, and that someone's job can have a positive or negative impact on their mental health. It is no coincidence that our research also shows stress and mental ill health are now two of the three top causes of long-term sickness absence.

Paying attention to job quality provides the scope for organisations to both promote good mental wellbeing and make positive adjustments to support someone if they experience poor mental health.

The foundation for good work is a well-designed job that is challenging but has achievable targets and deadlines, and yet from our work we know that a substantial number of people have workloads that are to some extent unmanageable. The potential this creates for work-related stress and poor mental health is significant. It is not surprising, therefore, that BITC's Mental Health at Work survey shows that being given support with their workload was the number one action that those experiencing a mental health issue would have appreciated (30%).

For almost half of employees with a mental health issue the organisation had not taken any steps to adjust their work or working environment. For a meaningful discussion to take place about supportive changes to their work, the individual needs to take the brave step of disclosure. This is far more likely to happen in organisations where there is good quality people management and the employment relationship is based on mutual trust and respect, a concept which lies at the core of good work.

THE IMPORTANCE OF GOOD WORK

EXPERT VIEW



LESLEY GILES, DIRECTOR, THE WORK FOUNDATION

As this report shows, the importance of good mental health at work is increasingly recognised and undoubtedly, work quality has a vital role in securing it.

‘Good work’ is characterised by a strong sense of purpose, where there is space for people to have control over what they do, and actively contribute, and demands are manageable. This benefits everybody. It alleviates stress, reduces the risk of anxiety and depression, and helps maintain good health. Not only do individuals benefit from more good work, businesses do too. A healthier – and happier – workforce is more productive.

But, in a modern and dynamic global economy, the hard reality is that more good work is not inevitable, and with persistent productivity problems, there is a growing risk of poor working practices and conditions. So how can we create more good work?

There’s certainly a lot that Government can do to support more businesses to improve, and recent policy developments are creating a positive climate to change, with a focus on a new place-based industrial strategy and an explicit commitment by Government to promote and track good work, following recommendations from the Taylor Review. But businesses must also act themselves if we are to secure sufficient take up in scale. There is no one-size-fits-all solution to improving mental health at work. Different approaches are needed in different industries, businesses, types of work and for different employees. But, businesses can be encouraged to collaborate across their sectors, building a sense of community around shared concerns, spreading good practices, and learning from the leading frontier performers, to develop better, more-tailored approaches that work for their employees as a whole.

LORD DENNIS STEVENSON, CO-AUTHOR OF THRIVING AT WORK REPORT

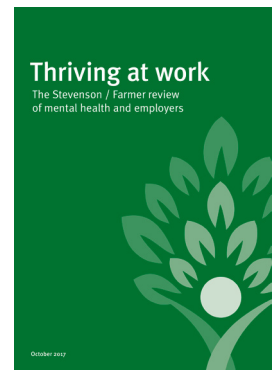
BITC have been at the forefront of trying to normalise the issue of mental health in our society.

It is not, therefore, surprising they should produce this excellent work, coinciding as it does with the [Thriving at Work](#) review that Paul Farmer and I produced on mental health in the workplace for the Prime Minister. And I'm bound to approve it since it implicitly and explicitly endorses our approach!

There are a number of steps leaders of organisations can take to convert their positive vision for good workplace mental health into action. First, it is great that you want to massively increase your interest because it will genuinely improve your profits. Second, read the Thriving at Work review for practical suggestions.

Third, your overriding objective should be to achieve understanding that we all have mental health just as we have physical health; that mental health is not an illness but something we learn to manage like our physical health.

Finally, if I could only give one piece of advice, it would be to identify successful people in the organisation who have either themselves had mental health issues or have confronted them in their family and ask them to talk about them publicly.



Tackling the barriers for equality with physical health

NORMALISING MENTAL HEALTH



- **Mental health issues are prevalent in the workplace**
- **Employees are likely to hide mental health issues because of stigma**
- **Line managers are now better placed to offer help**
- **Younger employees are at higher risk of mental health issues**

MENTAL HEALTH ISSUES ARE VERY COMMON IN THE WORKPLACE, ALTHOUGH THEY ARE OFTEN HIDDEN BECAUSE OF FEAR OF REPERCUSSIONS

Our survey shows that three out of five employees (61%) have experienced a mental health issue due to work or where work was a contributing factor at some point in their career (60% in 2017, 62% in 2016). Almost one-third have been formally diagnosed with a mental health condition at some point in their life. Five per cent have had formal diagnosis in the last year and a further 13 per cent had been diagnosed between a year and five years ago.

Mental health is for ‘shirkers’ is a common view.

Depression is the most commonly reported diagnosis (22%), followed by general anxiety (15%) and panic attacks (6%).

Younger people are most likely to have been diagnosed (37% of 18-29s), especially anxiety (21%) and eating disorders (5%). Around half of LGBT+ employees report having a formal diagnosis for a mental health condition (46%), compared to 30% of non-LGBT+ people. This rises to 60% of lesbians, 51% of bisexual people and 59% of employees who would define their sexuality in another way.

More than half of employees with disabilities (54%) are likely to have been formally diagnosed. This rises to two-thirds (64%) of those with a disability that significantly limits their day-to-day activities.

Support for mental health issues in the workplace still needs significant action to truly embed an open culture into organisations.

Steps for supporting those with mental health issues need to be established. Stigma will then be more easily broken down.

The prevalence of mental health issues highlighted by the survey reinforces the importance for employers to adopt a whole-person, integrated approach to mental and physical health at work. The Business in the Community and Public Health England's [Mental Health Toolkit for Employers](#) is the ideal starting point for senior practitioners and line managers to introduce a preventative approach to mental health and wellbeing while implementing the six Core Standards advocated in the Stevenson / Farmer review.

61%
of employees have experienced a mental health issue due to work or where work was a contributing factor

37%
of 18-29 year olds have been diagnosed with a mental health issue, higher than any other age group

NORMALISING MENTAL HEALTH

The toolkit supports the implementation of six Mental Health Core Standards advocated in the [Stevenson / Farmer Review of Mental Health and Employers](#).

These are:

- Produce, implement and communicate mental health at work plan
- Develop mental health awareness among employees
- Encourage open conversations about mental health and the support available when employees are struggling
- Provide employees with good working conditions and ensure they have a healthy work life balance and opportunities for development
- Promote effective people management through line managers and supervisors
- Routinely monitor employee mental health and wellbeing

The good news from our survey findings is that all positive actions taken by employers were felt to have been beneficial. For example, 94% of employees who were offered flexible working found it to be helpful; 76% who were signposted to information or advice elsewhere; and 74% who were supported to change roles and responsibilities within their organisation.

If real change is going to take place, SMEs must accept that they also have a duty of care to support their employees' mental health and wellbeing.

Our survey shows consistently that support is more likely to be provided in larger organisations. Employees in large organisations were more likely to have received some mental health training (21%) than in small businesses (14%) or micro businesses (11%).

46%

of LGBT+ employees report having a formal diagnosis for a mental health condition compared to 30% of non-LGBT+ employees

21%

of employees in large organisations were provided with support, much higher than those in small businesses



PAUL FARMER, CHIEF EXECUTIVE, MIND

We're beginning to see the quiet evolution in how employers view mental health, with organisations putting in place proactive initiatives to support employee wellbeing. However, the workplace continues to have a significant impact on our mental health.

Not only has mental health gained more recognition across workplaces, it has also moved up the political agenda. In January 2017, the Prime Minister commissioned an independent review exploring how employers can better support the mental health of every employee, including people with mental health issues or poor wellbeing. It didn't just focus on keeping people in work, but suggested how they could thrive. The [Thriving at Work](#) review was led by Lord Dennis Stevenson and myself.

Thriving at Work sets out six mental health core standards for employers, drawn from best practice and the available evidence base. The report also outlines a series of more ambitious enhanced standards for employers who can and should do more to lead the way. It has a vision which includes that in ten years' time employees will have "good work", which contributes positively to their mental health, our society and our economy. To support this, all organisations, whatever their size, will be equipped with the awareness and tools to address and prevent mental ill health caused or worsened by work. Organisations will be equipped to support individuals with a mental health condition to thrive and the proportion of people with a long-term mental health condition who leave employment each year will be dramatically reduced.

To achieve this vision, despite the progress we've made, there's still some way to go. Findings from the 2017/18 Mind Workplace Wellbeing Index highlight that mental health still does not have parity with physical health. 59 per cent of employees who have experience of a mental

health problem said they would always go to work with poor mental health, even if they would benefit from time off. In contrast, only 27 per cent would always go to work if they were experiencing poor physical health.

Organisations need to focus on ensuring both managers and employees feel comfortable supporting colleagues. This will help to break down stigma so that nobody feels unsupported when experiencing poor mental health at work. Having employees with experience of mental health issues drive activity and share their experiences is a powerful way to reduce stigma and encourage an open culture around mental health in the workplace. It's important that organisations put in place a comprehensive strategy to help employees stay well at work, to tackle the work-related causes of mental health issues and to support those who are experiencing a mental health issue. This could include measuring levels of mental health issues and the organisation's progress in tackling them. This will not only improve transparency and accountability but can be important in and of itself because often, it's what's measured that gets managed. We're already seeing great examples of organisations which join up their approaches to physical and mental health.

There's clearly still work to be done to achieve our goal of mainstreaming good mental health and making it a core business priority for all employers. However, it's been wonderful to see such an increase in the level of interest in mental health at work and the challenge now is to ensure that increased awareness is well-directed and engagement is turned into action.

NORMALISING MENTAL HEALTH

IMPACT STORY

nationalgrid

NATIONAL GRID

National Grid is one of the largest investor-owned energy companies in the world, and was named Responsible Business of the Year 2014 by Business in the Community (BITC).

It owns and manages the grids that connect people to the energy they need in the Britain and the North-Eastern states of the United States, from whatever the source.

National Grid is a champion member of the BITC's wellbeing campaign and has sponsored a unique link to BITC's national mental health at work survey since 2016. Since its mental wellbeing programme launched, the aim has been to tackle mental health-related stigma and discrimination in the workplace. National Grid is doing this by equipping its managers to deal effectively with employee mental wellbeing, and supporting employees to look after their mental wellbeing and perform at their best.

As the programme has evolved, the culture of silence around mental health is changing. More employees are spotting the early signs and symptoms of poor mental wellbeing and coming forward to seek support from line managers. Between the 2016 and 2017

BITC survey, National Grid saw a 16% increase in how comfortable employees were in talking to their line managers about a mental health issue.

In 2017, a number of employees came forward expressing concerns regarding their mental wellbeing, which included suicidal thoughts. With a comprehensive mental wellbeing programme already in place, National Grid's Wellbeing and Health team was able to swiftly support those affected, by working with different sections of the organisation.

Previously, National Grid has supported the development of BITC and Public Health England's [suicide prevention](#) and [postvention](#) toolkits. The company has now produced its own suicide prevention pathway and guide that has since been embedded into the organisation's policy on managing mental health at work.

GWENT POLICE



Although members of the emergency services are particularly at risk of experiencing a mental health problems, they are often less likely than other workers to ask for support.

To help address this, Gwent Police began working with Mind in 2017 as part of its Blue Light Programme. Mind’s initiative provides mental health support for emergency staff and volunteers from ambulance, fire, police and search and rescue services across England and Wales. Gwent Police signed the Time to Change Wales Organisational Pledge in 2014, and committed to support the mental health of its 2000 members. They also put in place a dedicated Force Mental Health Liaison Officer to support with policies, procedures, training and legislation.

Amanda Williams, Inspector and Mental Health Liaison Officer for Gwent Police says:

“In the past two years there has been a notable difference in how mental health and well-being is viewed. At Chief Officer level, we have a team who are genuinely interested and there has been significant financial investment into this area of work within Gwent Police.”

“Thousands of staff and volunteers across our services have actively challenged mental health stigma, learnt more about mental health and made positive changes in their approach to wellbeing with the support of the Blue Light Programme.”

Organisational change like this requires a coordinated effort. To help keep the police force well, Gwent Police also has a trained workforce of over 50 Wellbeing Ambassadors, a dedicated mental health and wellbeing department and over 80 Trauma Risk Management Practitioners. Officers, staff, and supervisors are also encouraged to use Mind’s Wellness Action Plans, and safe spaces in Newport Central Police Station have been created to give officers and staff the opportunity for respite and calmness in their busy day. All 300 managers have taken part in mental health training, and more than 1500 staff have attended mental health awareness days. In addition, a mental health peer support group has been set up.

Gwent Police continues to develop and adapt to ensure it is best supporting employees. Measures such as staff wellbeing surveys will inform future wellbeing developments and Gwent Police’s psychological research team continues to carry out ground breaking research in trauma prevention.

NORMALISING MENTAL HEALTH

IMPACT STORY

ROYAL MAIL GROUP



Royal Mail Group (RMG) is one of the UK's largest employers and is committed to effective support strategies and tools that can make a positive difference to its employees who are directly or indirectly affected by mental health issues.

Within RMG the most prevalent mental-health conditions are stress, depression and anxiety. There is a strong relationship between employee wellbeing and engagement, performance and attendance.

There is a clear commercial requirement to maximise employee attendance and a corporate-social responsibility to give long-term focus in this area. At the heart of the company's mental health strategy is the aim to improve the wellbeing of its employees.

RMG's five-year mental health strategy 'Because Healthy Minds Matter' launched in October 2017. It is sponsored by Dr Shaun Davis, Global Director of Safety, Health, Wellbeing & Sustainability and has four aims:

- 1. Increase awareness**
- 2. Decrease stigma**
- 3. Signpost to tools and support**
- 4. Know where to get help in a crisis**

The strategy and plan consider the complexities and individual experience of mental health, the role of managers and value of peer-to-peer support. The company recognises that its success is dependent on broader organisational development, and central to its aims is the need to end the silence by decreasing the stigma associated with mental ill-health.

The company's strategic approach has been clear and pared-down in a large, multi-sited organisation. The strategy sets out to make a difference over time in the areas that will most affect change.

Leadership and trade union engagement are key to achieving the company's aims as well as starting conversations about mental health and supporting the 'normalisation' of mental health conditions. The company has introduced a simple acronym, ACT:

ACKNOWLEDGE

If you or someone close to you isn't their "usual" self.

COMMUNICATE

If you are not feeling okay speak to someone about it. If you are worried about someone else, ask them if they are okay and encourage them to talk and take time to listen.

TAKE ACTION

Find out what support is available and encourage others to do the same.

While manager education has been a key strand of activity, RMG is also communicating with employees through multi-media campaigns.

Since October 2017 the company has:

- Designed and delivered multi-media campaigns including the ‘[Everyday People video](#)’ launched by the company’s Corporate Social Responsibility and Community Investment teams
- Included Suicide Prevention Awareness in its communications
- 9,500 managers have completed the ‘Because Healthy Minds Matter’ e-learning course
- ‘Because Healthy Minds Matter’ e-learning has been adapted and added to the company’s Feeling First Class Portal for all employees to access
- Sent support ‘z-cards’ into all units
- Launched a mental health peer-to-peer ambassador pilot
- Set up a mental health advisory board to review progress
- Continued to promote its 24/7 ‘First Class Support’ helpline and direct access to counselling
- 1,311 attendees have attended the Mental Health First Aid Awareness Course
- Extended the Mental Health First Aid Awareness course to its 5,500 physical First Aiders.

The company recognises that identifying measures of success is challenging for mental health programmes. However, early next year it will take a temperature check on progress, by looking across

a number of indicators. The company is also working towards including a key mental health question within its annual employee engagement survey. As a responsible employer RMG believes that supporting mental wellbeing in the workplace is the right thing to do.

Caroline Benson, Postwoman, Royal Mail Group, talks about how her manager has supported her:

“The support I have received from both my first and second line manager has been invaluable. Through getting to know me better as a person as well as having a general understanding of my mental health condition, my line manager can spot when support is required and is able to make small adjustments to my role.”

“Encouraging and giving me the opportunity to get involved with pieces of work outside of my usual job role has really made me feel a valued member of the workplace.”

Dr Shaun Davis, Global Director of Safety, Health, Wellbeing & Sustainability says:

“Since launching our five-year mental health strategy a year ago, I am more convinced than ever of the importance of mental wellbeing workplace tools, support and signposting. We will continue to invest in our mental health aims, work with our mental health charities and other organisations to make a difference to people’s mental wellbeing.”

FINANCIAL WELLBEING AND INSECURITY



- **Employees struggle to deal with the demands and insecurities of the workplace**
- **Financial insecurity contributing to burden of poor mental health**
- **Very few feel employers support those experiencing financial difficulties**
- **Fewer than half of employees satisfied with current financial situation**
- **Most employees reluctant to talk about money issues at work**

FINANCIAL WELLBEING HAS COME TO THE FORE OVER THE THREE YEARS OF THE MENTAL HEALTH AT WORK REPORT

Austerity, economic instability and the emergence of the gig economy have had a significant impact on people in work and this is being reflected in their emotional wellbeing.

Increasingly, employers and line managers are becoming aware that employees are struggling to cope with the harsh realities of 21st century work.

However, our survey shows that only 17% of employees believe that their employer supports those with financial difficulties, and one-third feel that they don't do this well.

Just 46% of employees are satisfied with their current financial situation, and one-quarter are struggling to make ends meet. One in eight employees (12%) believe it is likely they could lose their job within the next 12 months.

Two-thirds of employees say that their mental health and wellbeing is affected by their personal job security (66%) and by the state of the economy (65%) – concerns which may worsen in the run up to Brexit. The study exposes the causal relationship between finances and mental health, with 34% reporting that their financial situation negatively affects their mental health

and 21% stating that their mental health negatively affects their financial situation, with more than a third (36%) reporting that they spend more money than usual when they are feeling down. Younger workers are more likely to feel the impact of their finances, with 90% saying their mental health is affected by the cost of living.

As with many issues in the modern workplace, intersectionality plays an important role. Women, younger employees and LGBT+ employees are most likely to feel that they have little or no control over their day-to-day finances.

Financial concerns have also caused three-fifths to experience a negative mental health symptom, including loss of sleep, stress, lack of concentration, and fatigue. This is most likely to affect younger employees, with stress being the most likely problem.

Those with the lowest household income are more likely to report a mental health diagnosis: 43% of those earning up to £25,000 a year, 33% of those earning between £25,000 and £70,000, and 25% of those earning more than £70,000.

17%

of employees believe that their employer supports those with financial difficulties

66%

of employees say that their mental health and wellbeing is affected by their personal job security

FINANCIAL WELLBEING AND INSECURITY

A barrier to engagement on financial issues is that the majority of employees (56%) do not feel comfortable talking about money issues at work. When this is combined with the general reluctance to talk about mental health at work, the challenge to line managers is clear.

Employees are less likely to be able to realise their full potential if they are anxious about their financial situation.

Only 28% said their financial situation would have no bearing on their ability to perform at work, either positively or negatively.

With economic uncertainty likely to continue, the importance of active listening, humanity and compassion is increased. Employers have a role in educating employees in financial literacy and signposting to appropriate sources of professional support.

56%

of employees do not feel comfortable talking about money issues at work

90%

of younger workers say their mental health is affected by the cost of living



EVE READ, CONSULTING LEADER, DC PENSIONS & INDIVIDUAL WEALTH, MERCER UK

We have long suspected the link between mental health and financial wellbeing, but this survey presents compelling evidence of a strong two-way relationship, i.e. financial issues cause mental health issues and vice versa.

It therefore doesn't make sense to tackle these two issues in isolation and workplaces that are currently excluding financial wellbeing from their wellbeing agenda are missing a trick.

The survey results demonstrate perfectly the extent of the impact of financial issues on wellbeing and mental health. With more than one in four employees "just about managing" or not managing to keep control of their finances and 35% reporting that their financial situation negatively impacts their mental health, it's easy to draw a link between financial wellbeing and mental health in the workplace. It's also not much of a surprise given the intersectionality of both wellbeing issues and inequality, but still disappointing that women, younger, LGBT+ and BAME employees fare worse than average fairly consistently across the study.

Unsecured debts (excluding student loans) are now higher than at their previous all-time peak in 2008 and this impacts individuals across all socioeconomic groups, not just those on lower incomes, as is often assumed. With the cost of borrowing likely to increase and the uncertainty surrounding Brexit, problems are expected to escalate in the short to medium term.

Signposting readily available professional and free support services such as those offered by organisations like Christians

Against Poverty, Citizens Advice and Step Change alongside training for line managers on how to help a colleague in financial difficulty, does not need to incur any hard cost. However, there's a strong argument that committing additional expenditure to financial wellbeing would have a positive impact on productivity and general wellbeing in the workplace – generating an overall uplift in a company's bottom line.

Many employers are delivering financial education to their staff yet it doesn't go far enough. More paternalistic employers have implemented additional support services such as hardship loans, pay advances and company-sponsored telephone guidance. Many have provided salary deducted loans to their workforce which particularly when focused on debt consolidation can help employees gain more control over their finances. Other companies are recognising that expensive benefits like a pension are not what some parts of their workforce need, particularly their younger employees, and are allowing individuals to choose where best to allocate a company contribution to improve their financial security. Employers can provide access to products and services that an individual can't otherwise access. Moreover, many employees trust their employer over a financial advisor – trust that could be leveraged to increase financial security and decrease the associated stress of the workforce.

FINANCIAL WELLBEING AND INSECURITY

IMPACT STORY

MERCER



A global manufacturing company with a medium-sized presence in the UK suspected that their UK staff were enduring financial difficulty.

There had been financial restrictions for the employer leading to less overtime for staff, and some employees had asked for advances on their pay.

To help address this, Mercer ran an anonymous survey of staff on behalf of the organisation, which helped to understand the issues and which locations were impacted most.

The survey showed that only 30% of staff were on track for their financial goals, and that 20% would need to borrow to cover an unexpected expense. It also showed that retirement was the number one priority, with debt and future planning being joint number two.

Mercer worked with the manufacturing company to find a solution to these issues, focusing on the following areas:

- Pension planning
- Budgeting and how an employee can better organise their banking, including mobile apps
- Debt support
- Money saving ideas, including comparison websites and cashback websites

The intervention was delivered in two ways: financial wellness presentations to all staff, and follow up one-to-one sessions on the sites with employees with the greatest need.

This helped deliver something swiftly and in-person, that all staff could benefit from. The staff presentations gave the opportunity for individuals to ask questions and for the direction to be influenced by the needs of the group. Where there were deeper issues, the additional intervention was designed to provide additional support.

Each employee that attended a staff presentation provided feedback on how helpful they found it: the average score was 4.8 out of 5. The manufacturing company will likely continue to survey the population about financial difficulty to identify whether progress has been made and whether new issues have come to the fore which they should now focus support on.



MERCER

A large UK organisation is keen to challenge the status quo of traditional benefit design structures.

This company was particularly concerned that pension arrangements were becoming increasingly less valued by the youngest and also more senior well remunerated employees – and not meeting the increasingly complex and varied financial needs of the wider workforce.

The organisation used both surveys and focus groups to test these concerns. The findings showed that their employees did indeed need support with lots of financial aspects that weren't delivered through the current workplace offering – including debt management and shorter-term savings plans to help them get on the housing ladder.

The company intends to make a number of sequenced changes to their benefits package, driven by the desire to improve employee retention and continue to attract the best new talent.

Working alongside Mercer, this organisation selected suitable providers to not only make available an institutionally priced ISA savings vehicle, but also – in future – will allow employees the ability to unlock company funding that traditionally has only been directed to pension savings. In addition, the organisation is also considering the future implementation of salary deducted loans and assessing the potential to provide accelerated student loan repayment options, amongst others.

Informed by an understanding of behavioural science and how individuals are driven to take action, the organisation is also taking a number of more unusual steps in order to achieve high usage of the new and existing benefits. For example, all of the new benefits will be made available from within their current flex benefit system. Where at all possible they will provide “frictionless” implementation, reducing the barriers which might otherwise prevent people taking advantage of the benefits made available.

They are also keen to explore future ways to provide increased automation of decision-making and more personalised benefit selections; this means that the company and Mercer select a suggested “default” package, with the individual being able to override this if they want to.

The intention is that these steps will increase the take-up, implementation and valuing of the benefits, ensuring that inertia and complexity don't prevent employees from improving their financial situation and becoming better equipped to understand and then meet their personal financial goals supported by the employer's workplace benefits offering.

The company is expecting to run further focus groups to understand what new challenges are emerging and what improvements have been achieved on the back of these changes.

FINANCIAL WELLBEING AND INSECURITY

IMPACT STORY

**SALARY
FINANCE**

ASESH SARKAR, CEO, SALARY FINANCE

The Mental Health at Work research shines a light on the prevalence of mental health issues at work and their intrinsic link to financial stress.

The data shows that 43% of employees are unhappy with their financial situation, with 34% of those explicitly stating that it has affected their mental health.

In practice, it is likely that money worries have an even bigger impact. The data also shows 45% of those with money worries reported a lack of sleep. Sleep deprivation can cause performance issues at work and troubled relationships with colleagues, which can further compound mental health issues. The data is supported by Salary Finance's own research which has shown similar findings.

This Report also highlights that only 17% of employees believe that they will get support from their employer. There is a real opportunity for progressive employers to

take a more proactive role in addressing mental health issues at work and in particular helping their employees reduce financial stress, through for example the provision of financial education and employee benefits like salary-linked savings and loans, to build financial resilience.

The Mental Health at Work Report makes a very strong case for employers to take greater social responsibility, and work together with financial wellbeing providers to implement solutions that increase financial wellbeing of employees and thereby reduce mental health issues at work, making it a genuine win-win for everyone.

REASONABLE ADJUSTMENTS



- **Managers want access to a broader range of support**
- **Complex conditions prove challenging for organisations**
- **Employees reluctant to use EAPs for mental health issues**
- **Demand grows for individual, tailored approach to mental health**

OUR SURVEY SUGGESTS THAT EMPLOYERS ARE GETTING BETTER AT RESPONDING TO EMPLOYEES WHO NEED SUPPORT FOR MENTAL HEALTH ISSUES

But progress is slow and the response is uneven, even within sectors and within individual organisations. Some 300,000 employees with long-term mental health issues lose their jobs every year, according to the Stevenson / Farmer review. This is a higher rate than those with physical health conditions, and could be mitigated if reasonable adjustments were made.

An appalling 300,000 employees with a long-term mental health issue lose their job each year, and at a much higher rate than those with physical health conditions that may have been prevented if reasonable adjustments had been made.

But, as our survey findings illustrate, these are not always appropriate adjustments. Work is often part of the solution, but many employees still feel unable to approach their line manager about mental health, and the response sometimes falls short of what they feel they need to help manage their health needs.

When an employee suffers physical ill-health, an employer generally knows how to respond. Line managers are aware of their legal obligations but their response is also informed by empathy and a personal understanding of what the employee is going through.

Reasonable adjustment is made to enable an employee to remain in work or to return to work. This does not always apply when it comes to mental health issues.

An employer's response to a mental health problem is often complicated by a lack of confidence at different levels of the organisation regarding mental health and wellbeing.

Employers do not feel clear on their minimum legal and regulatory responsibilities when it comes to mental health, nor confident in fulfilling these responsibilities.

Line managers lack the training they need to guide them through initial conversations about mental health and are unfamiliar with internal protocols and processes.

11%

of respondents who disclosed a mental health issue faced disciplinary action, demotion or dismissal

71%

of cases where a mental health issue was disclosed, a positive or neutral action was taken

It is clear that many people are impeded from fulfilling their full potential in the workplace and are often sidelined because of mental health. In 11% of cases where the employee disclosed to their line manager or human resources department, the employee was subject to disciplinary procedures, dismissal or demotion. This helps to explain why fewer than one in three (30%) of those with mental health issues involved anyone at work, and just 16% disclosed them to their line manager or HR.

Half of those experiencing mental health issues in the workplace say that no actions were taken by their employer in response.

In 71% of cases where a mental health issue was disclosed, a positive or neutral action was taken (for example time off work, or support with their workload). All of the positive actions were felt to have been helpful by the vast majority of those experiencing mental health issues. In particular, employees welcomed support with their workload, flexible working, the opportunity to work from home and redesigning their job. Internal job moves were the least helpful, as was being told where to find information about mental health, although three quarters still found these useful. Our survey indicates that actions by managers broadly align with what employees wanted.

People who disclosed a mental health issue were most likely to be offered periods of time off work (28%) and support with their workload (25%). 21% were referred for counselling or psychotherapy.

Managers would like to have access to a broader range of support than is generally available to them to support staff.

Three in ten managers (30%) report not having any of a number of workplace facilities or services that could help wellbeing and mental health. Only 27% have Employee Assistance Programmes, and 24% have occupational healthcare.

Larger organisations (with more than 100 employees) were more likely to offer an Employee Assistance Program (EAP), which has become an important resource for many employers. Significantly, only 13% of employees said they would use an EAP to help them with a mental health issue, which raises questions about the current EAP approach. Employers also need to consider how to support line managers in their response to complex conditions, such as depression or panic attacks. While three out of four managers (77%) feel confident about responding to stress, this falls to 64% for panic attacks and 65% for depression.

28%

of people who disclosed a mental health issue were offered time off work, this was the most common form of support offered

30%

of managers report not having any workplace facilities or services that could help wellbeing and mental health

REASONABLE ADJUSTMENTS

The survey demonstrates that different groups welcome different responses, confirming that a ‘one size fits all approach’ is not appropriate to address mental health issues.

Each response must be tailored to the individual, and listen to what the individual needs. The time has come to end tick-box approaches to mental health support.

Employers have experience in making reasonable adjustments in the workplace to enable an employee recovering from physical ill-health to stay in work or to return to work. Colleagues are also generally well disposed to sharing any additional workload when somebody is in treatment or recovering from a physical illness. However, the same does not apply for mental health, particularly for long and enduring mental health issues or for fluctuating mental health conditions.

There are big gaps in people’s understanding, which can cause mistrust and put obstacles in the way of a positive and collaborative response.

The Stevenson / Farmer review on mental health and employers has identified this as a significant barrier to supporting mental health in the workplace. It has asked the Government to set clearer expectations of employers regarding mental health, including clarification of the legal provisions through the Equality Act 2010 (the relevant equalities legislation in England, Scotland and Wales). The review says that this legislation does not provide sufficient protections for individuals with fluctuating mental health conditions, and does not give employers clear accountability for providing reasonable adjustments.

The review also recommends a change in the law to strengthen protections for employees with mental health conditions and to clarify the role of employers in providing reasonable adjustments.

In addition, Stevenson / Farmer asks the Equality and Human Rights Commission adopts a more proactive role in monitoring and taking enforcement action against employers that discriminate against individuals on the grounds of mental health.

Only
13%

of employees said they would use an EAP to help them with a mental health issue

77%

of managers feel confident about responding to stress, but this falls to 64% for panic attacks and 65% for depression

MARK ALLAN, COMMERCIAL DIRECTOR, BUPA UK INSURANCE

It's encouraging to see that the majority of employees would feel supported if they had a mental health issue.

However, there's no room for complacency, poor mental health can affect someone's ability to do their best work as much as poor physical health.

The report highlights that there's still a disconnect between what employers believe they're offering and what employees see on the ground. We partner with large and small businesses across the UK, and the most successful mental health strategies we see are those that have engagement at the most senior level. Empowering leaders to feel comfortable discussing mental health concerns with colleagues completely changes the culture, and encourages everyone to be more aware of the symptoms. This is one of the reasons our Insurance Executive team are now trained Mental Health First Aiders and we launched an online manager guide which has tools to have a conversation about their mental health and wellbeing in the workplace.

There isn't a silver bullet to tackling mental health and the research makes it clear that a one-size fits all approach won't work. There are a range of mental health tools and products that employers can offer their people from employee assistance programmes; to private medical insurance. We encourage businesses to use their internal information such as their absence and sickness data to understand the support their people may need, and regularly review engagement levels to ensure that they have invested in a mental health strategy that is fit-for-purpose, and allows their people to thrive.

REASONABLE ADJUSTMENTS

EXPERT VIEW

DR STEVEN BOORMAN CBE, DIRECTOR OF EMPLOYEE HEALTH, EMPACTIS, AND CHAIR OF THE COUNCIL FOR WORK AND HEALTH



While I have worked for many years, with many different employers, as a specialist in occupational health, and therefore should not be surprised by findings in this report, I do find the data reported here deeply shocking.

With recent major reviews such as Thriving at Work from Lord Stevenson and Paul Farmer, and Matthew Taylor’s review on “Good Work” it is worrying that while there is growing recognition that managers should accept responsibility for employee wellbeing, improvements in support since the original report in 2016 have fallen back. Too many employees are frightened to disclose a mental health need for fear of negative consequence or lack of action. The report also clearly highlights key needs to improve support for those with financial worries and for taking action to address the discrimination experienced by those in the LGBT+ communities.

I am pleased that the Government’s Work and Health Unit has recently asked The Council for Work and Health to undertake work to provide a resource for health care practitioners, employees and employers to enable positive and open conversations on reasonable adjustments to work and the workplace to better fit workers health needs. This report highlights how important it is that line managers are not afraid to act to support the many workers who experience mental ill health. It is time that all employers take this responsibility seriously and do not perpetuate the culture of silence that results in less than half of workers in this survey being willing to talk to their managers about mental health needs.

PUBLIC HEALTH ENGLAND



Public Health
England

Protecting and improving
the nation's health

There is clear evidence proving that a range of prevention activities promotes good mental health and reduces some of the impacts of poor mental health.

These actions have also been shown to be cost effective, as an investment in activities that improve health outcomes.

[A report by Public Health England](#)

strengthens the economic case for action on mental health. It considers the return on investment (ROI) for interventions for which there is evidence that they can help reduce the risk or incidence of mental health issues. These include promoting mental health and wellbeing in the workplace.

The model chosen was a universal mental health promotion programme delivered in a white collar workplace with 500 employees. The intervention consists of a health risk appraisal questionnaire, unlimited access to a personalised web portal to encourage healthy lifestyle behaviours including interactive behavioural changes via online, fortnightly e-mail communications to provide practical tips for self-care, in addition to

paper-based information packs, including a newsletter, stress management, sleep, nutritional advice, and physical activity, and four off-line seminars touching on the most common wellness issues over a 12-month period.

Public Health England found that with a reach of 10% of employees, better wellbeing at work has an overall ROI of £2.37 for every £1 invested in the programme. Potentially it can help to avoid costs to the business from the avoidance of sickness absence and presenteeism.

This analysis may be conservative as it does not take account of the substantial costs that are associated with dealing with staff turnover when individuals leave work because of their health. There may also be additional reputational benefits to businesses that are perceived as being healthy places to work.

REASONABLE ADJUSTMENTS

IMPACT STORY



MALCOLM HOLLIS

Malcolm Hollis are commercial building consultants operating in the UK, Ireland and Mainland Europe. They have a long-established reputation for offering practical, commercially-minded expert advice spanning all property sectors.

Over the last two years, Malcolm Hollis have worked with Mental Health at Work in implementing a robust and rigorous programme around mental health, taking People Managers through a bespoke leadership development day and supporting this with Mental Health Champions who have additional training in listening and signposting, acting as advocates within the firm. This programme has helped to embed mental health as an ongoing aspect of working life bringing parity with physical health, addressing myths, and equipping all individuals with language and skills to manage mental health.

Malcolm Hollis are passionate believers that having invested in recruiting the right individuals within the organisation that People Managers should work to ensure that these individuals are supported to remain in the workplace though any periods of fluctuating mental health, which may mean making reasonable adjustments.

Examples of some successful adjustments are; a young individual, working in a city centre office, experienced sudden and unexplained onset of anxiety attacks and one impact of this was that getting on public transport to work became impossible.

Malcolm Hollis moved the individual's office location so that they were able to cycle or walk to work.

Another young individual living in an office in the South of England but with a history of depression had a sudden recurrence. During the most recent period of illness, the individual moved back to their family in another part of the UK for support. Malcolm Hollis arranged for their phased return to work to begin in a regional office until they were well enough to return. They are now back at work and are in full health.

In addition to this, employees are given time off to go to counselling sessions and in many occasions additional sessions will be funded by the firm when EAP support has been maximised.

This gives all employees the opportunity to thrive with the full support of the organisation, and avoids issues becoming a more serious barrier to work or requiring long-term absence. The organisation then maximises an expensive recruitment process and retains talented individuals.

STORIES FROM EMPLOYEES WHO WEREN'T SUPPORTED

There is no reason that such an appallingly high number of people should lose their jobs every year due to poor mental health.

The Stevenson / Farmer review shows that 300,000 people leave work every year with a mental health condition who might have been retained if appropriate reasonable adjustments had been actioned. With adequate support, including reasonable adjustments from employers, everyone should be able to remain in work in the long-term. But, that is simply not the case currently, the following stories of real employees show the impact of not receiving adequate support from an employer.

Adam*

“Adam (52) felt his mental health made him a target for bullying at work. After a ‘perfect storm’ including family illness and the threat of redundancy, Adam made the decision to take a redundancy package from his role in IT and move to a new organisation to work part-time.

Adam suffers with minor memory impairment following a brain injury – for a long time this impairment was manageable, however, the introduction of a redundancy consultation, a new team leader, and dealing with his mother’s poor health meant that Adam’s stress levels were high, and he started to miss information at work. He began to experience symptoms of depression, including negative thoughts and a loss of interest.

When Adam’s team leader questioned his performance, he explained what he was experiencing and hoped that this would lead to better understanding and support. In reality his team leader “used that against me to make further demands.”

Adam also spoke to HR who arranged an occupational health appointment, and helped to organise support from a CBT therapist and a brain injury foundation, which made Adam feel like they cared. “Initially I felt very good about the help, they’ve taken it seriously and have been positive.”

But Adam began to feel that his use of the support was being held against him. In one meeting it was suggested that he “shouldn’t be here” and his manager said that he should claim incapacity benefit. Adam sought advice and gathered evidence of malpractice by his employer. However, when Adam was offered redundancy and early retirement, he decided to accept it. “I think my confidence had been so shattered. I just thought well, OK.”

Adam believes he was too trusting of his employer. In future he would be reticent to speak about his personal issues in the workplace; “I think perhaps other people just don’t care about that thing at the end

*Names have been anonymised

REASONABLE ADJUSTMENTS

IMPACT STORY

STORIES WHERE EMPLOYEES WEREN'T SUPPORTED CONTINUED

of the day, they don't give a monkey's, really. I think I overestimated the connection."

Adam says: "I was very committed to my job and to be told that I wasn't very good at it was very sad. I felt let down by them...that led to a sense of loss."

Amy*

"Six months ago, Amy (38) left her job at a large financial services organisation following disciplinary action, after her mental health started to affect her work. Amy describes the experience she had as "horrific" and it has left her feeling "once bitten, twice shy" about discussing her mental health at work in future.

Amy previously considered herself to have good mental health. However, following the death of her father she struggled to cope, and was diagnosed with anxiety and depression by her doctor. "I lost my dad and it was like something switched in my brain. I went from being positive to seeing the bad in everything; I made mistakes at work and couldn't take in information."

Amy began to make small mistakes at work, which were picked up by her line manager. After being pulled up for these errors and threatened with disciplinary action, Amy felt she had to take "reactive action" and explained to her line manager what she was going through.

Amy suggested that a temporary reduction of responsibility would help to relieve pressure. Her line manager gave her the number for an EAP and said, if she continued to make mistakes, she would be subject to disciplinary action. "I felt completely unsupported and that my job was at risk. I thought 'if I do end up leaving, then I'll have a disciplinary under my belt.' Your thoughts spiral out of control. You think 'I'll have to find a new job, I have a mortgage to pay.'"

Amy was diagnosed with work-related stress and continued to struggle with concentration at work. After another mistake she faced a disciplinary panel and had to 'tell my story all over again to strangers'. HR dismissed the case but Amy was asked to take a stress test and still felt unsupported. "It was a case of 'fill that in, hand it in, that's that.' They didn't discuss it or ask how I was feeling. At that point I started looking for another job."

Julia*

"Julia (37) resigned from her job as a teacher after being bullied by management over a period of 6 months; during which her GP subscribed medication to treat anxiety/depression. She's now happier in a lower-skilled, administrative role. Julia felt that her mental health was used as a way to oust her – workplace culture is key in making people feel confident in speaking up about their mental health.

Work had always been stressful due to high workloads and unmet training needs, but Julia didn't realise how stressed she was until she experienced a panic attack on the way to work.

"I was shaking and crying. When I got close to work, my stomach would take a turn, I'd have diarrhoea. I wasn't in a good place."

Julia's anxiety continued and when her line manager came into her office, she took the opportunity to tell her how she was feeling and flag that she was unable to cope. "At first she said that it was OK and not to worry, but then she used what I told her as a way to attack me – she ranked the pressure up. She wanted me to resign."

Her line manager started to give Julia constant lesson observations, instructed colleagues to give her negative feedback on her performance and increased her workload until she was working 17-hour days. The anxiety caused headaches and on one occasion Julia accidentally overdosed on medication, causing her to faint in class.

Meetings were held in a very open and public space where pupils could observe her crying. "I was told that my anxiety was just an 'excuse' and that they didn't care how I was feeling."

Julia involved her union rep, but her employer "deliberately" gave vague information, and no clear goals /

performance objectives were set. When she resigned she was offered a five-figure sum not to pursue a tribunal complaint for bullying and harassment.

Two years on, Julia is still angry about the way that she was treated and feels that employers are able to "hang employees out to dry." Julia says that if she found herself in a similar position again, she would leave sooner and not stick around to "try to fight it."

John*

"Five months ago, John retired from work as a teacher. His decision was heavily influenced by his experiences of how the workplace approached his anxiety and depression related to workplace bullying. A lack of sensitivity and backlash from his manager led John to take long-term sick leave.

John, (67) had worked as a teacher for many years before experiencing mental health issues. A change in management resulted in an increase in workload. Over time, this led to feelings of anxiety and worthlessness and an "inability to function properly day-to-day."

John had hoped that by sharing his concerns around his mental health, he would be supported by his line manager. He did not expect the insensitive reaction he got. Following his disclosure, John felt he was "deliberately intimidated" and "guilt tripped". "Because I was a teacher,

*Names have been anonymised

REASONABLE ADJUSTMENTS

IMPACT STORY

STORIES WHERE EMPLOYEES WEREN'T SUPPORTED CONTINUED

what was said to me time and time again was about who's going to look after my class if I wasn't there, and this burdened me more."

His manager called him into frequent meetings where John was often "reduced to tears", contributing to his deteriorating mental health. He was eventually threatened with disciplinary action. By this time John says he was fearful of going into school and he had considered taking his life.

He took six months sick leave to work on his mental wellbeing. When John returned to school, he says he received support from HR to settle back in and was signposted to specialist support, which felt like "having a huge light switched on." But he remained sceptical of his line manager's assistance. "I was naturally very wary of him. He'd reduced me to tears before, and I expected he could do it again."

John's experience led him to his decision to retire. He describes his experience as like "dealing with a monster" but says that, having received support from HR and specialist psychological input he hopes he would be more assertive if a similar situation arose in future. John says: "Anxiety and stress isn't something that is easily identifiable, so they need to be vigilant of signs of stress and have people who are experienced in dealing with mental health issues."

George*

George works in logistics at a manufacturing plant. Following difficulties managing workplace stress, George faced the threat of disciplinary action and took time off work to cope."

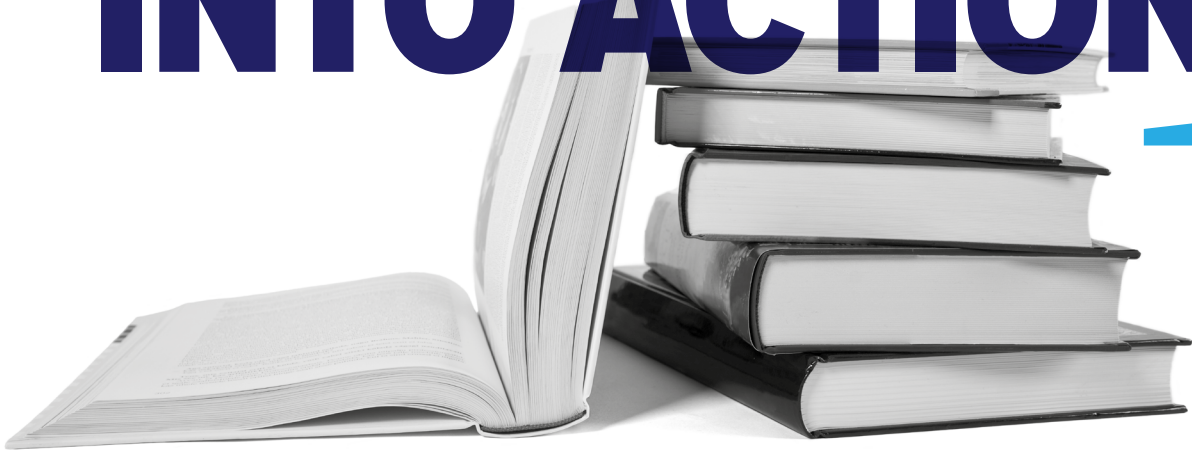
George, 39, has taken periods of sickness absence on and off in the past. The most recent one was two months ago. He feels the workplace is the main contributor to his mental health issues. Long hours and a busy work schedule mean that he often missed out on opportunities to socialise. "I was feeling pretty down about anything, any form of creativity had gone and it was very, very difficult to enjoy anything...it was difficult to strike up a conversation as I was worrying."

*George met with his line manager after an unmanageable increase in workload led to high levels of stress. He expected "a reassessment of responsibility" but was told to "hang in there". When another employee left, George was given more work and was faced with the threat of disciplinary action if he did not comply. "They didn't give a s**t about my quality of life or my ability to see friends." George feels that mental health issues are likely to be "brushed under the carpet" until there is a "full-blown crisis."*

The stress that George experienced led him to take sick leave in order to cope with his mental health. Now back at work, George says things have improved, but plans to resign if a similar situation arises in future."

*Names have been anonymised

TRANSLATING THEORY INTO ACTION



- More people believe their organisation supports mental health
- Training in mental health is still not widely available to line managers
- Less than half of employees would feel confident talking to line managers about their mental health
- Most people seek help outside work for mental health issues

THE CRITICAL IMPORTANCE OF WORKPLACE MENTAL HEALTH IS BECOMING MORE WIDELY RECOGNISED BY SENIOR LEADERS

But we have a long way to go to achieve parity of esteem for mental and physical health.

There is a significant gap between the aspiration of senior leaders and the delivery of meaningful support that reaches all levels of the workplace. The challenge now is to translate theory into action.

The proportion of employees who believe that their organisation does well in supporting those with mental health issues is rising but still stands at less than half (45%, up from 40% in 2016).

My employer has a sickness related absence performance procedure which is very rigid and does not take into account reason for absence nor how long.

By contrast, 58% of senior leaders such as CEOs and board members think that their organisation supports its staff, broadly unchanged from 60% two years ago. This is significantly higher than those with no managerial responsibility, among whom just 42% said that staff with mental health issues are supported.

68% of managers still believe that there are barriers to providing support for the mental wellbeing of those they manage. The main perceived barrier remains not having had any training on mental health. Despite widespread acknowledgment of the importance of mental health at work, only 19% of all employees and 30% of line managers report that they have received any training. Although this is disappointing, it does represent an improvement from 2017 (16% of employees and 24% of managers).

Just over half (54%) feel comfortable talking generally in the workplace about mental health issues (50% in 2016) but only 44% would feel comfortable talking to their line manager about their own mental health.

58%

of senior leaders such as CEOs and board members think that their organisation supports its staff

54%

of employees feel comfortable talking generally in the workplace about mental health issues

Those who have experienced a mental health issue have more concerns about doing so than those who have not.

One-quarter of employees have approached someone else in the workplace because they were concerned about their mental health. This is higher among managers (32%) and women (27%).

Relatively few of those who have experienced mental health issues involve anyone at work (30%, 25% in 2016). Just 16% have disclosed it specifically to their manager or human resources. Our survey shows that the main barrier is an unwillingness to 'make it formal' (32%). But the fear of negative consequences is also strong (27%) as is a belief that they would not be able to offer any support (28%).

These findings paint a picture of organisations which make a commitment to support mental health but fail to adopt the approaches needed to ensure that theory is translated into action.

Some people feel the time has come for employers to be required to report on mental health actions in the same way as the gender pay gap. The Stevenson / Farmer review recommends an increase in transparency and accountability around mental health through internal and external reporting. Investors are demanding a clearer and more consistent way to understand how organisations are managing their people, their most important asset.

The importance of leadership also shines through. Senior executives need to be role models, both in terms of their own mental health and that of their employees. A personal commitment to mental health and wellbeing helps to break down barriers that stand in the way of effective support across the organisation.

The organisation I work for has a mental health policy, but in reality, there is still a huge stigma around these issues.

68%

of managers still believe that there are barriers to providing support for the mental wellbeing of those they manage

32%

of employees said that the main barrier is an unwillingness to 'make it formal'

TRANSLATING THEORY INTO ACTION

EXPERT VIEW



PROFESSOR SIR CARY COOPER, CBE, ALLIANCE MANCHESTER BUSINESS SCHOOL, UNIVERSITY OF MANCHESTER

The results of this survey show clearly several things.

First that we need to arm managers with more communications techniques that would enable their staff to approach them with mental health issues, so that employees feel safe to be prepared to open up, and not feel that opening up may adversely affect them at work. Second, some managers are naturally gifted in terms of their social and interpersonal skills but some are not. Many of the latter are trainable but there will also be some who are untrainable and should not be in a 'people management' job. In terms of getting the right people in management roles, we need to reform our selection procedures in organisations to prioritise the emotional intelligence (EQ) skills of social sensitivity, empathy and compassion as primary competences for any managerial role.

As W.H.Auden wrote in his poem *The Unknown Citizen* "Was he free? Was he happy? The question is absurd: had anything been wrong, we should certainly have heard". Managers cannot afford to wait until it is too late when it comes to the mental health and wellbeing of their subordinates, we need managers with fine-tuned social and empathy skills. And finally, HR should not just 'talk the talk' about mental health but also 'walk the talk' by

creating a culture where managers and their staff truly understand that talking about their mental health issues is not only encouraged and acceptable but also that it won't lead to job loss and lack of promotion, otherwise there will be no open communication.

We have been there before in the world of work. Professor Kornhauser in his 1965 book *The Mental Health of the Industrial Worker*, said: "Mental health is not so much a freedom from specific frustrations as it is an overall balanced relationship to the world, which permits a person to maintain a realistic, positive belief in himself and his purposeful activities. Insofar as his entire job and life situation facilitate and support such feelings of adequacy, inner security, and meaningfulness of his existence, it can be presumed that his mental health will tend to be good. What is important in a negative way is not any single characteristic of his situation but everything that deprives the person of purpose and zest, that leaves him with negative feelings about himself, with anxieties, tensions, a sense of lostness, emptiness, and futility." That is the 'culture challenge' of all organisations big and small, private and public!

**RACHAEL DAVIDSON, GENERAL COUNSEL, NATIONAL GRID
VENTURES, NATIONAL GRID**

National Grid understands the importance of mental wellbeing for its workforce and is continuing to enhance the support it provides, including encouraging good conversations, providing readily accessible tools, and reducing the stigma people can still feel in talking about their mental health. We still have work we can do in our business so everyone can feel supported in addressing mental health issues.

Performing individual and targeted surveys, as part of our support of the BITC Mental Health Survey, has helped us understand areas we need to target. The results have helped us to see that we needed to provide more support for managers in developing confidence in speaking to others about issues and our Suicide Prevention Pathway and accompanying material is a good example of the work that we have done in response to our survey results.

TRANSLATING THEORY INTO ACTION

IMPACT STORY



HELEN HONEYMAN, HEAD OF HR POLICY, PRODUCTS AND GOVERNANCE, RBS

At RBS, the company's vision is to be the number one bank for customer service, trust and advocacy.

The company recognises that investing in the wellbeing of its employees is a key factor in achieving this bold ambition.

"If your people are not at the top of your work list when you get in, please put them there, and leave them there. Take an interest in their issues and find out their ideas," said Ross McEwan, our Chief Executive, when he sent out a clear message in 2014 that leaders play a key role in the ability, motivation and engagement of the company's people. Simultaneously, the company also changed its approach to mental health.

The company reviewed its approach in alignment with Mercer's Wellness Barrier. In doing so, it acknowledged that its approach to supporting employees' mental health was reactive, and had focused on two categories of employees: the ill, and the long-term disabled. This was a turning point for the company, and led it to implement a research-based wellbeing strategy, which supports all employees, regardless of their mental health state.

Mental and emotional wellbeing now represents one of the company's four pillars of wellbeing strategy, alongside; physical health, social wellbeing and financial wellbeing. RBS knows that mental health cannot be considered in isolation from other aspects of employee wellbeing. To best support its people, RBS considers wellbeing holistically, by acknowledging interconnections across wellbeing pillars. For example, it has recently focused on the relationship between financial wellbeing and mental health with its employee-led financial learning programme, Money and Me.

RBS' approach to mental health is multi-dimensional and encompasses a variety of resources; line manager and employee mental health training, mental health support guides called Moments that Matter, bitesize learning on topics such as stress and resilience, and bank-wide support for external initiatives including Time to Change and the #1in4 campaign. This approach is underpinned by a number of factors; engagement and advocacy at all levels of the organisation, bank-wide communications, clearly defined priorities, leadership commitment and executive sponsorship for wellbeing, and leveraging the support of suppliers and external partners.

Investing in mental health has positively impacted our employees. Our data illustrates that employees are accessing support earlier.

There has also been a cultural shift in the number of people who will openly discuss mental health at work, particularly during Mental Health Awareness Week and World Mental Health Day. The bank also has more than 26,000 employees on its internal social media Wellbeing page, which enables informal engagement between colleagues and sharing of best practices and resources.

Despite transforming the company's approach to employee wellbeing, its work is not complete. Through continuing to listen to what its employees are saying, and improving the bank's proposition based on external research, it will achieve the best possible outcomes for employees, and subsequently, its customers.



BT

Challenge

Mental health issues impact BT's business with increased number of sick days due to stress and anxiety, leading to greater workloads for employees, and associated impact on customer service. When employees face mental health issues, they may not be aware of the available services or might be anxious of raising concerns.

To address this, BT proposed a company-wide network that could become an early port of call for people experiencing mental health issues.

Approach

On World Mental Health Day 2017, the company launched its Peer to Peer Support network. This involves people who have expertise in mental health issues being trained in mental health first aid and ensuring they can listen to concerns. They then become active volunteers to support people, and are contactable either via email, phone or face to face. They provide a "listening ear" to those needing support, and can signpost to company-provided help (such as the company's Employee Assistance Programme) or externally (including NHS resources).

Delivery

A core team of employees voluntarily run the support network, with an approved code of conduct to ensure confidentiality and appropriate behaviours are understood. Health and Wellbeing resources are collated on an easily accessible intranet site, and people seeking support can search the list of peer supporters by location or by "mental health experience". Contact is made on a one-to-one basis and in confidence. Non-confidential information (such as the length of any support session, or first-time support sessions) is logged to help analyse and track support.

Impact

Since the launch of the Peer to Peer Support Network, 150 employees across the UK have been trained, with 80 more in process. The support material available on the Peer to Peer website has been accessed thousands of times. More than 8,000 managers have received BT's managing mental health training, and contributes towards a positive and supportive approach to mental health issues at BT.

TRANSLATING THEORY INTO ACTION

IMPACT STORY

COSTAIN

The Costain logo consists of a blue square with the word "COSTAIN" in white, uppercase, sans-serif font centered within it.

Costain is a smart infrastructure solutions company that aims to improve people's lives by deploying technology-based engineering solutions to meet urgent national needs across the UK's energy, water and transportation infrastructures.

Costain people are at the heart of the business. Health and wellbeing remain a top priority to enable all employees to thrive and be at their best every day.

Tony Bickerstaff, Chief Financial Officer for Costain said: "We recognise that everyone who works for and with Costain, can experience life events which can lead to worry, stress or anxiety issues. In 2017, we extended our Employee Assistance Programme (EAP) to provide support to all supply chain partners as well as Costain employees. By doing this, we have been able to give the entire workforce the opportunity to access valuable support when they need it the most."

This industry first initiative offers practical help and advice on issues such as financial, legal, workplace, consumer, family and health (including mental wellbeing) and has been made accessible to over 20,000 employees and supply chain partners working on Costain contracts.

The programme offers free confidential advice to employees via a 24/7 helpline and also provides additional emotional support through telephone or face-to-face counselling sessions.

All employees and supply chain staff are made aware of the support available from the EAP programme as part of the induction process and have access to an online portal where staff can go for mini-health checks, personalised health risk assessments and have access to fact sheets on a broad range of health topics.

Results have shown that since extending the provision of the EAP, the utilisation of the service has increased significantly. Latest figures for the last twelve months show an increase of approximately 50% based on the previous year statistics.

Data from the EAP also revealed that 37% of the calls that they received within the last year related to employees seeking help or advice on mental health issues.

Costain remains committed to tackling the stigma around mental health. Currently 45% of all line managers have attended mental health awareness training and 291 members of staff have trained to become Mental Health First Aiders.

TRAINING FOR LINE MANAGERS



- **Managers are recognising that employee wellbeing is their responsibility**
- **Lack of training cited as biggest barrier to providing support**
- **Most managers feel they were supportive when asked for help**
- **Many employees with mental health issues still do not seek support at work**

LINE MANAGERS CAN PLAY A CRITICAL ROLE IN HELPING TO FOSTER A CULTURE WHERE EMPLOYEES FEEL ABLE TO TALK OPENLY ABOUT MENTAL HEALTH AND TO ASK FOR SUPPORT WHEN THEY NEED IT

But line managers are under pressure from all sides, including demands to meet tough performance targets. It is essential to give them the support they need to make a difference. Above all, they need training to give them the confidence to take positive action around mental health.

There has been a strongly positive shift in the proportion of managers who acknowledge that employee wellbeing is their responsibility.

This now stands at 85%, up from 76% in 2016. This is hugely encouraging, yet it also represents a real missed opportunity. Line managers are willing to help but not always able to, due to a lack of training and access to relevant support.

Part of the issue was that my manager made me feel like I was less capable than my colleagues through intimidation and belittling, so I actively didn't want to ask for help as I already felt like I was a problem.

There has also been an increase in the number of those who have confidence to recognise the signs of poor mental health to 71% in 2018 from 64% in 2016. However, the number of those lacking confidence is still too high (25% feel either 'not very confident' or 'not at all confident'). Women have more confidence, with 77% of women feeling that way, compared to 69% of men.

The scale of the challenge for line managers is clear from our survey. 39% have been approached by someone wanting to talk about a mental health issue, 10% within the last month. The vast majority of managers (92%) feel they were helpful and handled the situation well. This is despite the fact that more than one fifth of managers did not talk to or receive support from anyone else in the workplace on the most recent occasion. 30% of managers say that their organisation does not have a range of workplace facilities or services that might support the wellbeing of employees.

Managers believe that lack of appropriate training is the most significant barrier to offering support to employees.

85%

of managers acknowledge that employee wellbeing is their responsibility

39%

of managers have been approached by someone wanting to talk about a mental health issue

Training was cited by 29% of managers, ahead of lack of time (25%), a focus on performance targets (23%) and lack of resources (20%).

More line managers are receiving mental health training, which is encouraging. The proportion of managers who have taken part in mental health training has risen to 30% in 2018 from 22% in 2016, but progress is slow. It is not acceptable for 67% of line managers to have received no training in mental health, as part of general training, management training or a specific mental health course.

The good news is that line managers understand the importance of training in mental health and are keen to learn.

More than one-third of managers would welcome some specific basic training on mental health conditions (38%), training on how to manage employee wellbeing (36%), and training on how to talk to employees about wellbeing (34%) to aid them in supporting the mental health and wellbeing of their employees.

Adoption of the Mental Health Core Standards, as proposed by the Stephenson Farmer Mental Health Review, provides an opportunity to embed mental health training for line managers, with common standards and competencies. Professional bodies with responsibility for training or accrediting professional qualifications can play a significant role by including workplace mental health in training programmes and assessments.

My manager's respect and understanding would have been helpful. Instead, when I returned it was clear she and my colleagues thought I was a 'wimp' or 'not capable'.

30%

of managers say their organisation does not have a range of facilities or services to support the wellbeing of employees

38%

of managers would welcome some specific basic training on mental health conditions

TRAINING FOR LINE MANAGERS

EXPERT VIEW

KATE COOPER, HEAD OF RESEARCH, POLICY AND STANDARDS, THE INSTITUTE OF LEADERSHIP AND MANAGEMENT



It is extremely encouraging to see how many more managers, now 85%, recognise the important role they play in employee wellbeing.

This increased willingness to engage with mental health as a work place issue is reflected in improved confidence in a manager's ability to deal with mental health issues they may encounter.

A significant percentage of managers recognise the need for more training but the pace of change means the need to keep on learning is a feature of many managerial roles.

Good leaders and managers are not only aware of the mental health of their staff, they are attuned to their whole wellbeing and appreciate that we bring our whole selves to work. The qualities and capabilities that make good leaders and managers include empathy, listening, agreeing clear expectations, being authentic and trustworthy, and these all contribute to ensuring that supporting good mental health is a high priority. But the benefits of such an approach are more far reaching. They make good business sense.



ALISON PAY, MANAGING DIRECTOR, MENTAL HEALTH AT WORK

At Mental Health at Work we are fortunate to work with organisations across the country who are leading the change in the way mental health is managed within the workplace, bringing parity with physical health through equipping employees with both an understanding of mental health and the skills to manage it.

We are encouraged to see the positive trends in this report amongst line managers and the importance in the role they hold in recognising and supporting mental health and that demand in this group for increased training is high.

However, mental health issues amongst the population in employment have remained consistent over the three years of the report. Trends for the younger workforce are concerning, with a higher level of formal diagnoses of mental health issues amongst this population at 37%, than those more established employees whilst over half indicating a reluctance to talk about mental health at work for fear of negative career consequences.

Everyone has mental health and if organisations are to fully leverage the talent of their entire workforce, we need an approach that normalises mental

health and encourages openness. This means continuing to raise awareness and understanding around mental health, bringing natural and authentic conversations and equipping individuals with the skills to manage it including the right signposting and trusted support across the continuum of health.

At Mental Health at Work we believe that this should be part of a bespoke and long-term strategy, built around a framework and embedded into process across the employee lifecycle.

Understandably, many organisations are unsure where to start and we hope that this report and the broad range of initiatives highlighted through case studies, inspires more to begin their mental health programme.

TRAINING FOR LINE MANAGERS

EXPERT VIEW

JAAN MADAN, HEAD OF CLIENT EXPERIENCE TEAM, MENTAL HEALTH FIRST AID, ENGLAND



MHFA England

This report echoes what we at Mental Health First Aid (MHFA) England have seen in recent years in our work with employers.

Organisations have a greater understanding than ever that the only way to thrive is to support the mental wellbeing of their workforce. But while there has been significant progress over recent years, we know there is scope to do more, and mental health is still not on every employer's agenda.

Line managers are the linchpin between senior leaders and the rest of the workforce. It is encouraging to see an increasing awareness that employee wellbeing is a core part of a line manager's responsibility, and a growing recognition of the need for more training around employee mental health.

But it is vital that line managers understand how they too benefit from mental health training. By equipping line managers with the skills and confidence to support their

own wellbeing as well as that of their teams, we can empower them to excel in their role and build productive, supportive and healthy teams. Building a future where wellbeing is part of a manager's core competencies will also help to create mentally healthy organisations where every employee has access to support to thrive in their work.

As we continue to strive for equality in how we approach mental health at work, we welcome the findings of this report. It is further indication that the workplace is ready for legislative change to bring mental health first aid in line with physical first aid. We cannot afford to have a two-tier workforce, with some employers taking strides in supporting the mental wellbeing of their employees, while others are left behind.

NATASHA DEVON, MENTAL HEALTH CAMPAIGNER



Young people find themselves in a particularly difficult position at work. Because they are just starting out they often don't have the confidence to say 'this isn't working for me.'

If you have been working for five or ten years it is easier to have a conversation with a line manager about adjustments at work that will make a positive difference.

It is good to see that more young people do feel able to ask for support at work. We are definitely moving in the right direction. But we have to be wary of the illusion of action created through discussion about mental health. Having a conversation about mental health is good, but there has to be a commitment to provide effective support at work when it is needed.

One big difference between physical health and mental health is that it is difficult to reverse the label for mental health.

There is an expectation that an employee with a physical illness will get better, so any adjustment is temporary. But with a mental health issue it is assumed that it is never going to go away and therefore will always be an issue. Yet mental illness can be managed, just like diabetes can be managed.

We need a change in health and safety law to establish parity between physical and mental health. First aid at work is compulsory but it only covers physical health. Having mental health first aiders at work makes a big difference in how organisations respond to mental health issues.

TRAINING FOR LINE MANAGERS

IMPACT STORY

LAING O'ROURKE

LAING O'ROURKE

Laing O'Rourke has more than 100 workplaces in the UK, a mixture of construction and infrastructure projects, manufacturing facilities, plant depots and offices.

It employs approximately 5,000 tradespeople and operatives, along with a further 3,500 professional and office-based staff.

Their strategy is to make 2018 their healthiest year yet by delivering initiatives based around wellbeing; health risk management; fitness for work and a healthy workplace. Silvana Martin, Health and Wellbeing Lead for the UK, says: "Our aim is to keep our people healthy and well and in work, while reducing ill-health and sickness absence."

Laing O'Rourke has been at the forefront of mental health and wellbeing in the construction industry since 2015, developing initiatives to support staff. "From our sickness absence data we recognise that mental health is one of our biggest health risks and sickness absence issues so we have addressed this," says Silvana.

In October 2015, Laing O'Rourke partnered with Mind, the mental health charity. Since then, the organisation has taken a number of practical steps towards supporting the mental health of its staff. A key milestone of this journey has been training more than 400 line managers in Mind's Mental Health Awareness course. In addition, Laing

O'Rourke has made training available for staff on mindfulness and resilience, managing mental health in the workplace, how to lead a healthier, happier lifestyle, and run specific training for mental health champions.

On Time to Talk Day 2016 a dedicated mental health 'toolbox talk' was launched for all employees. Laing O'Rourke's employee assistance provider also hosted a special stress-management webinar for staff. To maintain this momentum, Laing O'Rourke has also recruited a team of mental health champions from across the business. These volunteers are essential in challenging stigma in the workplace, making conversations about mental health commonplace and encouraging those who need help to feel comfortable asking for it.

Laing O'Rourke achieved silver in Mind's Workplace Wellbeing Index 2017/18 which helps to assess the company's mental health policy and practice and identify areas of achievement, as well as improve the overall organisational approach to mental health.

Laing O'Rourke's aim is "to ensure our people understand that mental health is just as important as physical health."

SPOTLIGHTS AND INSIGHTS



SPOTLIGHT ON:

DISCONNECT BETWEEN SENIOR LEADERS AND EMPLOYEE PERCEPTION

58%

of CEOs and board members think their organisation supports its staff

compared to

42%

of employees with no managerial responsibility

68%

of managers believe there are barriers to offering support, the most significant of which is not having had appropriate training

43%

of managers believe their organisation does well to support with financial difficulties

compared to

14%

of employees with no managerial responsibility

DISCONNECT BETWEEN SENIOR LEADERS AND EMPLOYEE PERCEPTION

THERE CONTINUES TO BE A DISCONNECT BETWEEN SENIOR LEADERS WHO BELIEVE THEIR ORGANISATION PROVIDES GOOD SUPPORT AROUND MENTAL HEALTH, AND WHAT IS ACTUALLY HAPPENING IN THE WORKPLACE

Chief executives and board members are more likely than those with no managerial responsibility to think their organisation supports its staff (58%, against just 42%). By contrast, the proportion of employees who believe their organisation does well in supporting those with mental health issues has risen by 5% but remains less than half (45%, up from 40% in 2016).

We have targets, there is no room for treating each other like people.

68% of managers still believe that there are barriers to providing support for the mental wellbeing of those that they manage. The main perceived barrier remains not having had any training on mental health and still only 19% of all employees and 30% of line managers report that they have received any, although both of these figures represent an improvement since 2017 (16% of employees and 24% of managers).

The same is true for support with financial difficulties, with one-third feeling that their employer does not support employees well. Those in senior positions are more likely to believe their organisation does well than those without any managerial responsibility (43% compared to 14%).

12% of managers believe that every day they face situations where they put the interests of their organisation above the wellbeing of team members (10% in 2017, 11% in 2016). Another 21% feel that this happens often and 32% sometimes.

The number of employees who believe that their manager is genuinely concerned about their wellbeing has risen to 60% from 55% in 2016. However, 20% feel that their manager is not concerned. Women and younger people are most positive and employees in their 50s the least positive.

12%

of managers face situations every day where they put the interests of their organisation before their team members

20%

of employees feel that their manager is not concerned about their wellbeing

SPOTLIGHT ON:

LONG AND ENDURING MENTAL HEALTH CONDITIONS

24%

of employees with a long or enduring mental health condition seek help from their line manager or HR department

compared to

16%

of the general workforce

46%

of employees with long or enduring conditions have visited a GP the last time they had a mental health issue

compared to

29%

of all those with a mental health issue

76%

of employees with a long or enduring mental health condition say that their mental health is affected by their personal job security

compared to

66%

of all employees

LONG AND ENDURING MENTAL HEALTH CONDITIONS

EMPLOYEES WITH LONG AND ENDURING MENTAL HEALTH CONDITIONS ARE SIGNIFICANTLY MORE COMFORTABLE TALKING ABOUT THEIR MENTAL HEALTH

They are more likely to seek help, including disclosure to a line manager or human resources department (24%) compared to 16% of the general workforce.

They are more likely to have visited a GP the last time they had a mental health issue (46%, compared to 29% of all those with a mental health issue). As a result, they are more likely to have taken some action themselves or had a response from their workplace.

People with a long-term condition appreciate support with their workload but have a stronger need than others with mental health issues for access to counselling and psychotherapy. They are less likely to feel that no action was necessary to support them.

Financial concerns and job security have a greater impact on people with a long-term condition. They are more likely to say that their mental health is affected by their personal job security (76%) compared to all employees (66%), as well as personal debt (73%, against 59%). They feel more negative about their current financial situation (57%, compared to 43%). This group is also more likely to spend more money than usual when they are feeling down and feel less in control of their day-to-day finances. The need to include financial wellness in approaches to workplace mental health is clear.

57%

feel more negative about their current financial situation

46%

of employees with a long-term mental health problem say their mental health negatively affects their financial situation

LONG AND ENDURING MENTAL HEALTH CONDITIONS

IMPACT STORY



KPMG

We want to enable everyone at KPMG to maintain healthy working and personal lives.

We understand that all of our colleagues have to juggle many different priorities, and also that workplace adjustments are an important factor in supporting this. It is important to KPMG that our culture creates a positive work-life fit that supports sustainable performance which allows our employees as well as the organisation to thrive and grow. We work with employees with both mental and physical health needs to put in place adjustments that support them to work in a way that helps them fulfil their role and manage their health.

At KPMG, as with all health issues, support for mental health needs or illness begins during recruitment, when we ask our candidates whether they would like any adjustments or support during the interview process. When they join us, we ask our colleagues about any medical history, including mental health issue or illness, so that we can provide appropriate medical support and workplace adjustments, with clinical advice from our occupational health provider if necessary. Once part of our organisation, any colleague requiring supporting with their mental health is referred to our independent doctor-led

occupational health service for advice on managing their condition and to enable us to put in place any workplace adjustments that will help. We have a dedicated physician supported by a very small pool of other practitioners to ensure familiarity with KPMG's policies, support programmes and the environment and culture within which our people work.

We are working to emphasise the responsibility of our leaders and managers for colleagues' wellbeing, demonstrated through building trust, empathy and a safe working environment where colleagues feel they can openly ask for the support they may need. We are also releasing training for all colleagues in October on how to support colleagues with mental health issues in the workplace.

We provide a range of adjustments for colleagues, for example our intelligent working policy, which may include mental health issues / illness. An example of this could be a colleague commuting to the office outside of rush hour and/or working at home on a particular day(s) per week.

SPOTLIGHT ON: GENDER

86%

of non-binary people have reported having experienced the symptoms of poor mental health related to work, more than any other section of the LGBT+ community

58%

of women are comfortable talking about mental health in the workplace

14%

of male employees with mental health issues disclosed it to their line manager or human resources

25%

of men stated that they have previously had a formal diagnosis of a mental health condition

compared to

39%

of women

and

52%

of non-binary people

58%

of those who are non-binary or prefer to self-define believe that their organisation does not do well in supporting employees with mental health issues

compared to

26%

of men

and

29%

of women

77%

of female managers feel confident in recognising the symptoms of poor mental health

compared to

69%

of male managers

GENDER

WOMEN ARE MUCH MORE LIKELY TO TALK ABOUT MENTAL HEALTH, BOTH THEIR OWN AND OTHERS, BUT ARE STILL MORE LIKELY TO SUFFER SYMPTOMS

Women and non-binary people are more likely than men to report having experienced the symptoms of poor mental health related to work (86% of non-binary people and 65% of women, compared to 57% of men). Likewise, while 25% of men stated that they have had a formal diagnosis of a mental health condition in the past, the figure for women was 39% and the figure for non-binary people was 52%.

Women feel more comfortable than men and non-binary people in talking about mental health in the workplace (58% compared to 50% and 45% respectively).

As a man, you can't talk about this without consequences.

Men with experience of mental health issues related to work are far less likely to seek support than other people. Two-fifths (38%) of men sought no support from anyone during the most recent occurrence, compared to 23% of women. Only 24% of men involved any person or service at work, compared to more than one-third (35%) of women. Significantly more women than men accessed support from friends, family members and colleagues, while non-binary people more commonly used websites, an EAP or a charity.

Male employees with mental health issues were less likely to have disclosed to their line manager or human resources (14%, compared to 18% of women) and so it was less likely that any actions would be taken in response.

Gender bias is alive and well when it comes to mental health and men need to be more supported, and women not made to feel as though it's 'typical weakness'.

Male managers have less confidence in recognising the symptoms of poor mental health – just 69% would feel confident in doing so, compared to 77% of women.

Those who are non-binary or prefer to self-define are significantly more likely to believe that their organisation does not do well in supporting employees with mental health issues (58%) compared to males (26%) or females (29%).

38%

of men sought no support from anyone during their most recent occurrence of a mental health issue

compared to

23%

of women

69%

of male managers have confidence in recognising the symptoms of poor mental health

compared to

77%

of women



CHLOE CHAMBRAUD, GENDER EQUALITY DIRECTOR, BUSINESS IN THE COMMUNITY

The results from the Mental Health at Work survey show that in mental health too, there is a gender gap.

Men, women and non-binary people differ in how self-aware they are about their own mental health, how comfortable they are in talking about it and how confident they feel in seeking help. Understanding these specific challenges is instrumental to provide all individuals with the support they need.

The high levels of reporting symptoms of poor mental health related to work amongst non-binary people and women need to be addressed. According to our [Equal Lives research](#), there is a strong link between taking on caring responsibilities and poor mental health. The burden of juggling home, work and family falls disproportionately on women, leaving them more vulnerable to experiencing mental health issues.

But if women seem to experience mental health issues in greater numbers, they are also more likely to talk about it and seek help early. On the contrary, it is saddening to see that 'men don't cry' portrayal of masculinity is still preventing thousands of men from talking about their distress and accessing support. Indeed, that two-fifths of men sought no support from anyone during the most recent occurrence of a mental health issue indicates that there are significant improvements to be made.

Creating a culture where it is acceptable to talk about mental health and the factors contributing to poor mental health – such as responsibilities outside of work – is key to creating a safe, supportive and positive environment where everyone can thrive.

MACE

Challenge

Mace is an international construction and consultancy organisation with nearly 6,000 employees across 50 countries. Risks to health and wellbeing are varied and complex – ranging from by-products of construction, for those working on sites, to psychosocial risks. Wellbeing is subjective, and often misunderstood, so creating a common definition is critical to delivering a sustainable approach.

Approach

Working with Robertson Cooper, Mace carried out a Wellbeing Survey in November 2017, gathering information from 68% of employees across the global business. Interviews were held with members of the Board and senior leaders in the organisation to understand perceptions on health and wellbeing. Adding this to data from other health benefits, HR and Health and Safety measures, a picture of the wellbeing of the business was built.

The survey collected information on physical and mental wellbeing, productivity, engagement, resilience, motivations and stressors. This enabled Mace to design a wellbeing strategy tailored to the specific needs of different business sectors and teams. It also offered employees an opportunity to feedback on what helps and hinders them to have good days at work.

Solution

Overall the wellbeing of Mace employees was largely good, but having data anonymised to business unit level allowed more local issues to be identified and

addressed. From the survey a number of key themes were identified; and analysis of the data demonstrated a positive association between sites reporting higher wellbeing and those reporting higher self-perceived productivity. Employees each received an individual report on their wellbeing and business reports were disseminated to business unit leaders to enable them to host a conversation about the findings.

A wellbeing framework of resources and information has been developed using the themes from the survey. This includes template Health and Wellbeing Plans to enable business units to develop local plans aligned to the overarching framework. A mental health awareness and training programme has also been set up, and Mace Manager training will incorporate a focus on behavioural competencies that foster good wellbeing in teams.

In order to create a sustainable programme for wellbeing, it needs to be based on both organisational trends and feedback from all levels of the organisation, including the Group Board. Through the survey the company identified areas for improvement and Mace has now linked these with the Mace 2022 Business Plan with KPIs to track progress. The survey will run annually to 2022 to allow for long-term measurement of the impact and effectiveness of initiatives and programmes designed to improve health and wellbeing in the organisation.

By setting the programme up strategically and ensuring it is linked to business metrics, Mace aims to ensure its long-term success.

SPOTLIGHT ON: AGE

45%

of those aged 18-29
feel comfortable
talking about
mental health
issues at work

compared to

57%

of those over 50

40%

of those in their
20s would feel
comfortable talking
to their manager
about a mental
health issue

compared to

48%

of those in their
40s and 60s

29%

of younger managers
aged 18-29 think
that they have
no resources or
materials to support
their employees

compared to

19%

of all employees
older than them

AGE

YOUNG PEOPLE, NEW TO THE WORLD OF WORK, SHOULD BE GIVEN THE SUPPORT AND ENCOURAGEMENT THEY NEED TO SPEAK OPENLY ABOUT MENTAL HEALTH WITHOUT FEARING THAT IT WILL HAVE A NEGATIVE IMPACT ON THEIR JOB PROSPECTS

Our survey shows that young people, including young line managers, are less likely to discuss and respond to mental health issues in the workplace. This is despite a higher level of reported mental health issues among younger people. 37% of those aged 18-29 reported having been formally diagnosed with a mental health condition, compared to just 30% of employees over 50.

45% of those aged 18-29 feel comfortable talking about mental health issues at work, compared to 57% of those over 50. Those in their 20s feel less comfortable talking to their manager about a mental health issue. 40% of them would feel comfortable doing so compared to 48% of those in their 40s and 60s, yet they are actually more likely to feel that their manager is concerned about their wellbeing (66% of those in their 20s), than older employees (54% in their 50s).

Younger managers aged 18-29 are more likely to see barriers to supporting their employees overall than their older counterparts. In particular, they think that they have no resources or materials to support them (29% compared to 19% of all older than them), and that they'd be unsure where to get support for them (24% compared to 13% in their 50s).

37%

of those aged 18-29 reported having been formally diagnosed with a mental health condition

compared to

30%

of employees over 50

ANNE WILLMOT, AGE DIRECTOR, BUSINESS IN THE COMMUNITY**It is deeply concerning that such significant differences exist between older and younger employees' mental health.**

The higher level of mental health issues among young people in the survey is disturbing – 37% of those aged 18-29 have been formally diagnosed with a mental health condition, compared to 30% of employees over 50. Unfortunately, it is not surprising. It is no secret that the mental health of young people in the UK today is at crisis point. A holistic, national response is needed, and essential to that is the role employers can play in supporting people at work.

Whilst young people's needs are clearly not being met, the survey shows that workers of all ages can be affected by poor mental health. Older workers feel more comfortable talking about mental health at work, yet they are less likely to feel that their manager

cares about their mental wellbeing. As the population ages, people are working longer than ever before to save enough for a comfortable retirement. Many of those over 50 are taking on increased caring responsibilities whilst working, which is also having a significant effect on their mental health and wellbeing.

The survey reinforces the fact that employers urgently need to transform their workplace culture and practices to better respond to the mental health of all their employees, with a particular focus on young people. They must ensure that the range of support they offer, and the culture that they have created, truly works for people of *all* ages.

SPOTLIGHT ON: ETHNICITY

38%

of BAME employees
feel okay discussing
mental health

compared to

56%

of white employees

24%

of BAME employees
who experienced
mental health
issues consulted
with their GP

compared to

30%

of white employees

25%

of BAME employees
are more likely to
have received
training in mental
health at work

compared to

18%

of white employees

24%

of BAME
employees who
have experienced
mental health
issues would have
preferred periods
of time off work

compared to

15%

of white employees

83%

of BAME managers
believe that what
they do as a manager
affects the wellbeing
of their employees

compared to

89%

of white managers

ETHNICITY

EMPLOYEES FROM A BLACK, ASIAN OR MINORITY ETHNIC (BAME) BACKGROUND ARE LESS COMFORTABLE TALKING ABOUT ALL DIVERSITY ISSUES IN THE WORKPLACE

With 38% of BAME employees feeling okay discussing mental health compared to 56% of white employees.

While BAME employees are less likely to have experienced the symptoms of poor mental health in general, or to have been formally diagnosed, they are equally likely to have experienced a mental health issue as a result of work. Three percent have had a formal diagnosis in the last year while 15% have been living with a mental health condition for more than one year. 61% have experienced mental health issues that are related to work.

BAME employees who experienced mental health issues were significantly less likely than white employees to have consulted their GP (24%, compared to 30%). But they were equally likely to have disclosed their issues to their line manager or HR.

There was a greater preference among BAME employees who have experienced mental health issues for periods off work (24%, compared to 15% of white employees), flexible working (20%, compared to 14%), and coaching or mentoring (14%, compared to 10%).

BAME employees are more likely to have received training in mental health at work (25%, compared to 18% of white employees). Despite this, BAME managers are less likely to believe that what they do as a manager affects the wellbeing of their employees (83%, compared to 89% of white managers).

15%

of BAME employees have been living with a mental health condition for more than one year

61%

of BAME employees have experienced mental health issues that are related to work

COUNCILLOR JACQUI DYER MBE, TRUSTEE, THE MENTAL HEALTH FOUNDATION

This research suggests that BAME respondents were less comfortable talking about mental health in the workplace. More widely, we know that BAME people are more likely to be diagnosed with some mental health problems, and are more likely to experience poor outcomes from treatment.

These differences may be explained by a range of factors, including poverty, racism and the challenges mainstream mental health services have supporting diverse cultural and other needs.

This research shows that BAME employees are less comfortable talking about all diversity issues that white employees – showing that we need to do more to create environments where everyone can be authentic at work. This is even more crucial where people have more than one protected characteristic – for example being from a BAME community and living with a mental health issue.

The research implies that safe and mentally healthy workplaces can be protective of BAME mental health – where they address racism and other discrimination and/or provide mental health support that otherwise might be hard to access.

The research shows that BAME employees act similarly to their white colleagues in ‘work related’ behaviours – such as likelihood of disclosing to a manager or HR – but they are less likely than white colleagues to seek GP support. This speaks to the need to make community services more accessible, but also to the potential value to BAME staff of employee benefits and support.

Most UK workplaces benefit from ethnic diversity, representing different cultural experiences and norms. It is important to consider the cultural frames that apply to people’s experiences of distress and of pressure and work-related challenge in any approach to mental health at work – organisational or national.



SANDRA KERR OBE, RACE EQUALITY DIRECTOR, BUSINESS IN THE COMMUNITY

The workplace culture and environment needs to be inclusive to allow ethnic minority employees to feel 'safe' to talk about issues that are affecting them without the fear of a backlash, or negative perceptions and stereotypes being applied.

The BITC Race at Work 2015 survey highlighted that one in four BAME employees in the workplace said they had experienced racial harassment or bullying from a manager or colleague. This gives greater context to the challenges being faced by BAME workers which will inevitably contribute to the low numbers not speaking out. This also includes where there is a lack of fairness and transparency in the workplace about pathways to career progression and promotion, alongside how issues regarding racial harassment and bullying are tackled. These topics, if handled poorly, will inevitably discourage BAME workers from speaking up about any mental health issues they may be experiencing.

The University of Manchester conducted a qualitative analysis into more than 5,000 comments linked to the 2015 survey which raised a key issue of the lack of BAME

people working in the Diversity and Inclusion and HR functions. This becomes a barrier where an individual may want to turn to someone who they feel will understand the context of their cultural heritage.

BITC encourages employers to support employee network and resource groups to create a safe space for employees to discuss the issues that they face in the workplace.

We would especially recommend the cross organisational mentoring model that creates supportive spaces for employees to talk about their development and progression and key issues they are facing in their workplaces with people from outside their business.

SPOTLIGHT ON: LGBT+

72%

of LGBT+ employees have experienced mental health issues as a result of work

28%

of LGBT+ owners, CEOs, managing directors and board members have been encouraged to hide that they are LGBT+

26%

of LGBT+ employees feel uncomfortable about being open about their sexual orientation at work

23%

of BAME LGBT+ employees experienced negativity from customers and clients

compared to

12%

of white LGBT+ employees

26%

of LGBT+ employees say that they have hidden or disguised that they are LGBT+ at work because they were afraid of discrimination

this rises to

35%

of those aged 18 to 29

9%

feel that they did not get a job or promotion in the last year because they are LGBT+

LGBT+ PEOPLE ARE SIGNIFICANTLY MORE LIKELY TO HAVE EXPERIENCED A MENTAL HEALTH CONDITION (81%) AND FOR IT TO HAVE BEEN FORMALLY DIAGNOSED (46%)

Almost three quarters (72%) have experienced mental health issues as a result of work.

LGBT+ employees who have experienced mental health issues were more likely than average to have seen some changes, both positive (44%) and negative (12%).

An important factor is that many LGBT+ people are unable to be open about their sexuality at work. 60% of LGBT+ employees feel comfortable about being open about their sexual orientation at work, but more than one-quarter (26%) feel uncomfortable.

Echoing this, one-quarter (26%) of LGBT+ employees say that they have hidden or disguised that they are LGBT+ at work in the last year because they were afraid of discrimination. This rises to 29% for bisexuals, 32% of LGBT+ managers, and 35% of those aged 18 to 29.

9% of LGBT+ employees have been encouraged by a work colleague to hide that they are LGBT+ in the last year. This is higher among BAME LGBT+ employees (16%). Worryingly, this figure is significantly higher among those in charge, rising to nearly three in ten (28%) of LGBT+ owners, chief executives, managing directors and board members.

BAME LGBT+ employees are more than twice as likely as white employees to have experienced negativity from customers and clients (23%, compared to 11%). 7% have been physically attacked by colleagues or customers in the last year, rising to 13% of blue collar workers, 15% of BAME people, one in five (20%) non-binary people and nearly a third (30%) of senior leaders.

Nearly one in ten (9%) feel that they did not get a job or promotion in the last year because they are LGBT+, and 6% said that being LGBT+ was a significant factor in losing a job in the last year.

81%

of LGBT+ employees experienced a mental health condition. A lot more than the general population

60%

of LGBT+ employees feel comfortable about being open about their sexual orientation at work

ORI CHANDLER, MANAGING DIRECTOR, INVOLVE

We were proud to be asked to partner with Business in the Community for this report, with the inclusion of LGBT+ statistics for the first time.

We know that LGBT+ people are disproportionately more likely to have mental health issues and less likely to talk about them.

Only 60% of LGBT+ employees feel comfortable being open about their sexual orientation at work, while 32% of LGBT+ managers have disguised that they are LGBT+ due to fear of discrimination. These statistics point to just a couple of the contributory reasons why LGBT+ employees may have an increased likelihood of mental health issues, and businesses must play a

role in supporting them. The data collected for this report helps inform businesses that they need to have policies in place which meet the real needs of the LGBT+ workforce. These parameters have not previously been measured together, which provides a solid catalyst for action. As we always say; what gets measured, gets done.

We hope that these findings encourage businesses to focus on ways to address the mental health of their employees, and take steps to foster environments where they can succeed and be their best selves.



BUPA

With over 20,000 employees, Bupa UK is as diverse as the five million customers we serve – and we want our people to bring their whole self to work.

Bupa’s purpose is to help people live longer, healthier, happier lives. For our people this means we want to support them with their physical and mental wellbeing. Part of this is promoting a positive workplace which celebrates diversity, embracing all talents and backgrounds.

We’ve made huge strides in recent years to nurture work places that are consciously inclusive, but we can never be complacent. In today’s world many people face mental health challenges – so we’re passionate about making sure we build workplaces where people can be open about the challenges they face and get the support they need.

Our CEO, David Hynam, leads from the front, building an open, inclusive culture. We recently launched our Everyone’s Welcome pledge, and for our National Inclusion Week, we’re launching ‘Be you at Bupa’ campaign.

In 2016, an employee network called DiverCity was set up by colleagues in Coventry. This is committed to raising awareness and understanding of all areas of diversity and inclusion including LGBT+, gender, race, mental health, ability and working families. We now have DiverCity networks across the UK, and David Hynam is an active sponsor.

We also invest in our people’s wellbeing. Performance Energy training for our people helps them identify what matters to them most so that they can be at their best not just at work but in all areas of life. In May we also launched our mental health plan for our people which

is aligned with the Mental Health Advantage we offer our corporate customers. Our Insurance Executive team are all Mental Health First Aiders, with plans to extend training to many more.

Open conversations underpin all we do. We use colleague stories as a powerful way to support inclusion along with active involvement in events such as World Mental Health Day and Pride. Being open is one of our values and our mental health approach plus our inclusion strategy mean that our people know they can be themselves and get support if they need it.

Angela Kay, Product Consultant, speaks passionately about setting up DiverCity: “Bupa has supported me to be me – never questioning who I am in anything I do. Be You at Bupa to me means to be your true self at work, without facing any barriers or prejudice. I’m proud to work in an environment where we’re all included for our uniqueness and celebrated for who we are.”

A colleague speaks about his experiences at Bupa: “I found a team that were so accepting of what makes us all individually unique. As a member of DiverCity, promoting the needs of the LGBTQ+ and BAME communities amongst others, I found the confidence to speak up in both my personal and professional life.”

Our goal is to make sure everyone is always welcome and to support people to be open. The bigger the conversation, the more inclusive our organisation becomes.



IBM

Our records indicated that more employees were taking time off for stress, and that managers were failing to spot the warning signs.

To address this, the Country General Manager and his Leadership Team agreed a plan of action. This included IBM signing the 'Time to Change' pledge, working to remove the stigma around mental health. As part of this, every office participates in our annual 'Time to Talk' day, with managers and business leaders encouraged to have conversations about wellbeing with their employees. **In addition, the LGBT+ Network ran a session on mental health awareness with Islington Mind on LGBT+ and Mental Health.**

Mindfulness sessions – which are open to everyone – were also introduced, taking place for 15 minutes every Monday morning. These sessions are now offered to IBM employees globally, and run by volunteers.

We have an active on-line community called 'Managing Stress at Work', which offers practical advice on mental wellbeing and coaching to support employees returning to work after an absence for stress.

Manager and employee education are another important pillar of the IBM's holistic IBM approach. Virtual and face to face training sessions are offered to all. Managers are now equipped to spot the warning signs of stress and are trained to have difficult conversations where they can share concerns about an employee's wellbeing. In November 2018 there will be special sessions on Men's Mental Health as part of International Men's Day.

The global benefits team offer a 24-7 Employee Assistance Programme, and our health scheme has enhanced cover for talking therapies and allows for self-referral.

Leaders within IBM talk and write about the importance of mental health, and this has helped to remove the stigma. We also have brave role models who are willing to talk about their experiences, which are shared in cross business communications.

SECTORS IN FOCUS



SECTOR IN FOCUS:

SMEs

Small and medium-sized enterprises (SMEs) are the backbone of the UK economy, accounting for 99% of all businesses. It is critical for SMEs to foster an open and inclusive approach to mental health if we are to make real, sustainable progress in the workplace.

Our survey shows that SMEs lag behind the positive change that is taking place in larger companies. Employees in the largest organisations are more confident talking about mental health, and more open about sensitive issues such as race, gender and sexuality. They are also more likely to receive training around mental health issues and have access to support, including an EAP and occupational therapy.

It may not be possible for smaller businesses to have formal policies for every situation. But they can still develop a clear, positive culture and approach on mental health and communicate this clearly to staff.

To help seek advice and support, small businesses can access the free [Fit for Work Adviceline](#) service provided by NHS occupational health services. They can also access [Mental Health Toolkit for Employers](#), developed by BITC in partnership with Public Health England.

MARTIN MCTAGUE, POLICY AND ADVOCACY CHAIRMAN, FEDERATION OF SMALL BUSINESSES

In the Federation of Small Businesses, we have self-employed members and employers in every sector, region and nation in the UK.

What they all have in common is the importance of health to their business, whether for themselves or their staff. No employer can thrive unless their team does, and for our self-employed members, their health and their businesses are often intertwined.

There is an urgent need for everybody to do better, but I think there has been real progress in recent times on more people understanding the importance of looking after our and others' mental health. FSB will be shortly repeating our successful wellbeing campaign from last year – focused on a menu of options small businesses can take to try and help the mental and physical health of themselves and their staff, from starting a conversation, to managing a return to work.

We know that for most employers, employing people and creating work is one of their major motivations and a source of real pride. So, it's only natural that should extend to making the workplace as positive for mental health as it can be. With increasing numbers of people entering self-employment – which can be a great way to work and for which we are unashamed advocates – the challenges involved, including isolation and often loneliness, necessitate an

ever-greater focus on how we can make every type of work more supportive of good mental health.

Our average employer has eight members of staff and we know that means the challenges in small businesses are often different. People can feel more confident talking to each other in a tightknit team, but on the other hand, a business owner doesn't usually have access to the kind of HR support your average line manager would.

For me, making progress in small businesses is about building on these relative strengths and finding creative ways to tackle the challenges that come with being small. At FSB, we want to work with larger businesses on how they can work with their supply chains to share best practice and make training easier to access and run.

There are often bottom-line benefits from acting to help yourself and your staff with your mental health – but for most small businesses I don't really think that's the main point. We all want to be as happy and healthy as we can – because historically mental health hasn't had the same attention as physical health, we have a huge opportunity to make a big difference in getting there. We should take it.

FORSTER COMMUNICATIONS

Working in a media focused industry with deadlines that don't always fit into the nine-to-five model means that PR is regularly named as one of the more stressful jobs in the UK. But we're committed to doing things differently at Forster.

We have been pushing the boundaries of what best practice means for our industry and SMEs across the UK for the last 22 years. Last year we were named 'Britain's Healthiest Workplace' in the SME category by Vitality. We were also awarded 'Best for the World' in Workers and Governance categories by B Corp, a certification for companies who meet rigorous standards of social and environmental performance, accountability, and transparency.

Creating an inclusive culture is at the heart of everything we do. Strongly embedded flexible working practices, including flexible start and finish times and the option to work from home, are offered to all employees. Our Learning and Development programme is structured around our company values and we build into personal development reviews a discussion on the individual's personal needs, making sure that regular check-ins and reasonable adjustments are being made to their environment or workload.

We incentivise and provide training on areas around our employees' physical health, which we know is fundamentally linked to mental health. For example, employees can accrue 'pedal points', earning time off by cycling or walking to work, as well as earning 50p per mile for cycling or walking to meetings. This has helped ensure that almost a third of our employees now cycle to work. We also run sessions with nutritionists and mindfulness experts and hold regular running and walking clubs.

Crucially, we provide specific support and training on mental health. This ranges from themed activities to help reduce the stigma, like paid-for coffee catch ups on Time to Talk day, to training on having sensitive

conversations or managing your relationship with your smartphone. We ask for anonymous feedback through our annual employee survey and have a trained mental health first-aider. Underlying all of this is regular reporting to the Board across all these areas, ensuring mental health issues are being discussed at that level.

We are a social change PR agency, which inevitably means working with emotionally-charged topics. So we've also made sure that employees are given headspace after especially difficult interviews or meetings.

Findings from Britain's Healthiest Workplace showed that we had 30% lower rates of health related presenteeism and absenteeism than the UK average. 41% of our employees are subject to at least one dimension of work-related stress (demands, support, change, relationships strains or role clarity) but 67% had felt that our work-life balance interventions had improved their health and wellbeing. All employees who participated in the survey (96% of the company took part) were within the healthy range for mental wellbeing.

Our internal tracking shows that our employees take on average two days of sick per year, 15% less than our sector average. 93% of employees feel they have access to information and education to help them stay resilient and cope at work.

As a small company with around 20 permanent employees, we know that the most successful ways of supporting employee wellbeing are often the simplest. We advocate trying new wellbeing initiatives and, most importantly, talking to our employees – this means we find out what support or benefits they particularly appreciate.

SECTOR IN FOCUS:

PROFESSIONAL SERVICES

67% of those working in professional services (including IT, marketing, consultancy, law and real estate) report that they have experienced symptoms of poor mental health related to work, a figure which is significantly higher than most other sectors. 43% said they would not feel comfortable approaching someone they were worried about at work.

33% have been formally diagnosed with a mental health condition at some point in their lives, a level that is consistent with the workforce as a whole.

More than one-quarter (28%) disclosed their most recent occurrence to someone in the workplace but just 12% talked to their line manager or to human resources. 29% of those uncomfortable talking to their line manager said they were because said mental health was not talked about in the office.

This group were also more likely to say that they did not have an HR/occupational health function.

Managers in professional services are no more or less likely to have had experience with those with mental health issues. However, they do not feel as confident that they would recognise the symptoms of poor mental health as those in other sectors.

PROFESSIONAL SERVICES

EXPERT VIEW

SIOBHAN MARTIN, EXECUTIVE DIRECTOR HR (UK), MERCER



The survey highlights how widespread symptoms of poor mental health related to work have become in the Professional Services (including IT, marketing, consultancy, law and real estate).

Two thirds of individuals working in professional services reported that they have experienced symptoms of poor mental health related to work – more than any other sectors. This is despite the number of employees in this sector who have been formally diagnosed with a mental health condition at some point in their lives (33%) being at a level that is consistent with the workforce as a whole.

With the increased uncertainty, workloads and technology that can make it difficult to switch off, mental health has emerged over the last few years as a boardroom concern across the professional services sector. The impact on businesses in terms of absence, presenteeism, engagement and retention of colleagues is now well recognised and many firms attempt to manage these risks in much the same way as physical ill health. It is, therefore, not surprising to see that the survey indicates Professional Services

employees have a higher than average level of access to EAPs (44%, compared to 25%), occupational healthcare services (28%), subsidised exercise classes/gym membership (22%) and mindfulness programmes (13%).

The impact of these interventions will always be limited if the prevailing corporate culture or the actions of an individual line manager are unsympathetic to the needs of colleagues. Employees in professional services are less comfortable than the workforce as a whole in talking to their manager about their mental health (40%). To tackle this issue, businesses need to have confidence to openly discuss wellbeing more broadly, rather than limiting training and discussions to the signs or symptoms around ill health. By adopting a strategy that considers wellbeing as a whole, it is feasible to support colleagues to take actions that may prevent issues arising in the future.



BETH ROBINSON, CHAIR OF THE MENTAL HEALTH AT MERCER GROUP

In 2017 the Mental Health@Mercer group was established following a conversation between two colleagues.

Their goal was to create an internal resource to reduce stigmatisation of mental health whilst signposting support to all colleagues. The introduction of the group was facilitated by the launch of Mercer’s Mental Health and Stress policy.

A Mental Health strategy which seeks to normalise mental health has been developed. We want colleagues to understand and recognise that nobody is at their best every day. Much in the same way that our physical health constantly fluctuates, so does our mental health.

Senior leaders are aware that mental health issues represent a risk for the business; we want colleagues to feel they can be open about their mental health and appropriate support will be provided. This momentum has been used to launch the Mental Health@Mercer group. A launch event was held to draw attention to the group with an internal intranet site set up too. The internal

site is the hub for our content and collateral including personal stories, symptom checkers and guides on how to help others are included.

A key focus of the group is to empower everyone in the business to be aware of mental health and have the basic knowledge required to be able to assist colleagues who are struggling, as well as being conscious of their own mental health. Since the launch of the group 70 individuals have signed up and been trained as mental health first aiders.

We provide monthly wellbeing seminars to provide support across mental health, resiliency and mindfulness topics. We have received strong feedback from colleagues that they now feel more confident that they can speak to someone about their mental health. The Mental Health@Mercer group is being used as a template for others to follow.

SECTOR IN FOCUS:

MEDIA AND TECHNOLOGY

As a group, media and technology employees are less comfortable talking about equality issues, including mental health (43% compared to 54% of all employees). This is despite a similar level of experience with mental health among this group compared to all employees.

Employees in the sector are significantly less likely than average to believe that their organisation supports employees with mental health issues well (37% compared to 45% for all sectors), although they are similarly likely as average to believe that their organisation cares about their wellbeing (59%).

Media and tech managers are as likely as managers in other sectors to believe there are no barriers to supporting the wellbeing of their employees, though they are slightly more likely to feel that they lack confidence to talk to their employees about their mental health (16% compared to 12% of all managers).

Media and tech employees are as likely as employees in other sectors to feel uncomfortable about talking to their manager about their mental health (53%), but their reasons are different. They are significantly more likely to say that they do not want to make it formal, and because it is not a topic that is talked about in the office.

This lack of confidence may be related to the fact that they are less likely to have mental health training at work. 16% have had some training in this sector, compared to 19% overall.

MEDIA AND TECHNOLOGY

IMPACT STORY



FUJITSU

Strengthening the level of awareness around mental health has been a part of Fujitsu's wellbeing strategy for some time. Whilst awareness will always form part of our activities, the company needed to move the conversation on to help best support line managers in creating a positive mental health culture.

Challenge

The response an individual receives from their line manager when first talking about their mental health often sets the tone or perception of any future support, so it's vital for employers that they get this conversation right.

Ian Howarth, Wellbeing Specialist at Fujitsu, says: "Having spoken with a number of line managers, it became clear that it wasn't that they didn't want to help, it was more that they were conscious of saying the wrong thing. They could signpost to our Employee Assistance Programme and engage HR. But often such positive action can still appear quite a 'cold' solution to the individual, when in that moment they may be sharing something very personal, be feeling emotional, and looking for certain reassurances. We needed to address this and equip our line managers with the skills and resources to hold positive conversations around mental health."

Approach

An article by Ian outlining 'Top 10 tips' for holding positive conversations around mental health was used to form a series of roundtables with line managers across Mental Health Awareness Week.

One of the key reasons for the sessions' success was that they were delivered through peer to peer learning. Having important messages delivered by Senior Managers really resonated with attendees, and helped encourage the idea that supporting employees was the responsibility of all line managers, not just HR.

The roundtable forum was also important in providing a productive and open discussion space. It helped ensure that managers felt comfortable being able to talk about what unnerved them when having conversations around mental health.

MEDIA AND TECHNOLOGY

IMPACT STORY

FUJITSU CONTINUED

Outcome

During Mental Health Awareness Week the company ran eight sessions across six locations, reaching 65 line managers. Feedback was really positive, and the company emphasised that line managers didn't have to have all the answers, but instead an appreciation for how critical their initial reaction could be and how they could best support an individual. This message was very well received.

There were several key factors that helped make the sessions a success:

- Ambition for the sessions was matched by a desire from senior managers to be involved
- Preparing a brief for the facilitators ensured consistency of message
- Each session had a presence from the company's HR team
- Creating a take away from the session – a postcard which summarised the top ten tips – helped sustain the messages and action

Within a few weeks, the company had five more sessions confirmed, and is continuing with this programme throughout 2018.

Neil Futers, Head of Operations, who facilitated a session, said:

"Stress, depression or anxiety have been shown to account for a significant proportion of all work-related ill health cases in Britain. I want to help my team support each other to address this, and ensure everyone feels empowered to discuss their concerns without stigma attached."

MEDIACOM

Establishing a Mental Health Programme

The Challenge

MediaCom is the UK's largest media agency. Over the last 18 months it has developed and implemented a mental health programme.

For MediaCom, the catalyst to creating a robust programme came out of an inclusion event in 2017 when Jonny Benjamin and Neil Laybourn came into the office to talk about their experience when Jonny was attempting to jump from Waterloo Bridge and Neil talked him down. Years later they got back in touch and now talk about their experience.

This was followed by Mental Health Week, inviting speakers from charities such as Mind and Stonewall in addition to sessions on mindfulness. They also had individual employees sharing their own personal stories, raising awareness more broadly. It quickly became obvious that more needed to be done to support employee mental health, helping them know how to support themselves, particularly given the relatively young profile of the workforce in a client focused, creative organisation, often living and working away from family and friends for the first time.

The Approach and Delivery

The next step was to start equipping the organisation with skills to manage mental health. This began with Mental Health Allies, a group of volunteer employees who listen and signpost for any employee with a mental health concern. This programme was delivered by Mental Health at Work in facilitated groups of 16 individuals from across the organisation. The role of the Mental Health Ally is to listen, without offering advice, signpost where the employee can go for more help such as Employee Assistance Programme and, in a worst-case scenario, to help safeguard.

MediaCom now has more than 40 Allies who get together regularly to share experiences in confidence and discuss the scenario, helping to build their knowledge and confidence. Some Allies are now looking at masterclasses on specific mental health issues, such as anxiety, to deepen their knowledge and understanding.

MEDIA AND TECHNOLOGY

IMPACT STORY

MEDIACOM CONTINUED

The Impact

The programme has been very well received, both by employees and leadership. MediaCom has rapidly moved to the next phase, working with Mental Health at Work to introduce bespoke line manager training across the organisation, including at a senior level, to work alongside Allies.

Allies continue to grow in experience and help drive the agenda across MediaCom, ensuring mental health stays in focus through awareness activities, in addition to providing support when it is required. The programme has been so successful that MediaCom is now working on a campaign with Book of Man, a support network, to campaign for Allies in other organisations.

MediaCom's advice when setting up a Mental Health programme is to have a plan in place. Start small with an event such as your own Mental Health Week, raising awareness and beginning to dispel stigma. Don't be surprised if once you raise the topic you'll need to quickly look into skills to manage mental health to take the action that employees need, maintain the focus and to keep the conversation going.

SECTOR IN FOCUS:

FINANCIAL SERVICES

66% of employees in this sector have experienced a mental health condition as a result of work and 32% have been formally diagnosed with a mental health condition. Both are broadly in line with the workforce as a whole.

Employees in financial services who experience mental health issues are as likely to have approached someone in the workplace (29%) as employees in other sectors (30%). They were slightly more likely than the average employee to have received positive or neutral responses from their workplace (39%, compared to 34% across all sectors).

Findings related to financial services are affected by the size and professional services status of the employer. 61% of financial services respondents to this study worked in an organisation with at least 1,000 staff. Employees have a higher than average level of access to EAPs (44%, compared to 25%), occupational healthcare services (28%), subsidised exercise classes/ gym membership (22%) and mindfulness programmes (13%).



FRANCESCA RIDLEY, WORKPLACE HEALTH CONSULTANT, MERCER

This impact story is from a large financial services organisation that recently has made a considerable effort to reduce the stigma of mental health and to increase support available to employees.

Like many other organisations the company has a Mental Health Policy. A qualitative analysis was conducted to investigate the themes within the policy which may have contributed towards improved mental health metrics. Rather than the policy being a collection of rules and procedures (which is commonplace), the policy had overarching themes that are outlined here:

Education

Within the policy an explicit aim is to “reduce discrimination and stigma by increasing awareness and understanding”. Typically, a reader of this policy would be a line manager who would be unlikely to have received any formal mental health training. By including statistics and definitions at the beginning of the policy document it sets the scene and facilitates a base level of knowledge for the main policy content.

Stigma

A lack of education can lead to increased stigma. The policy outlines that mental health can affect anyone and no individual is immune. The 2010 Equality Act is referenced to remind readers of the legal obligations

the business has to not discriminate based on mental health. The policy explains the requirements in layman’s terms to maximise understanding and reduce risk. The policy also discusses how the business does not assume that an employee with a mental health condition will take any more time off than an employee without a diagnosis.

Business Responsibility

Through adhering to the 2010 Equality Act, the policy outlines that the business has a responsibility for its employees’ mental health. It was evident through the policy wording and processes in place that the organisation has a real sense of responsibility towards the mental health of their employees. For employees and managers alike, the fact their employer has a Mental Health and Stress Policy, and one that is well-written in such a positive tone, will likely increase feelings of inclusion and belonging, especially among employees with a mental health diagnosis. Consequently, the organisation is demonstrating its commitment to the duty of care to employees in a public document.

Business Need

Senior business leaders are aware that to be successful financially the workforce needs to be productive. They understand the negative effect poor mental health can have on productivity. A workplace has a higher chance of being successful where mental health is discussed and treated with sensitivity and without discrimination, as opposed to ignoring the ubiquitous challenge of mental health where the risk of burnout is high.

The four themes identified are likely to have contributed to improved metrics, such as reduced absence rates and stigma. However, it cannot be ruled out that even under a good mental health policy, employees are still underreporting mental health conditions for fear of consequences or embarrassment, an issue that is difficult to rectify through policy alone.

FINANCIAL SERVICES

EXPERT VIEW

FIONA CANNON, OBE, GROUP DIRECTOR, RESPONSIBLE BUSINESS AND INCLUSION, LLOYDS BANKING GROUP



Mental health awareness within Financial Services is just as important as within any other sector, and in order to remove stigma, organisations must create a culture of openness and support for their colleagues.

At Lloyds Banking Group we recognised that an old-fashioned approach, focusing purely on clinically diagnosed conditions, did not support colleagues in the modern workplace who may be experiencing conditions, such as anxiety, grief, sleep deprivation, and low self-esteem, as examples. We moved to focus on a spectrum of wellbeing and encouraged colleagues to share their experiences of mental health and speak openly without fear of judgment.

Organisations should focus on the prevention of mental ill-health as well as support for colleagues who are already experiencing a mental health condition. Lloyds Banking Group colleagues have 24/7 access to an Employee Assistance

Programme, an occupational healthcare service, in-house mental health and resilience training, and subsidised access to an online mindfulness app. Physical health and mental health are also treated equally under the Group's private medical benefit cover.

We recognise that we all have mental health, just as we all have physical health, and mental ill-health is an issue like any physical health challenge. With the right culture of support, employees can experience mental health challenges at times, or live with an ongoing mental health condition, and still succeed and thrive at work.



THB

Challenge

THB is headquartered in London, where it operates one of the largest and most successful Lloyd's broking operations in the speciality market sector.

The HR team developed a learning and development strategy for employees, with technical training and workshops to increase resilience, confidence and effectiveness, both at work and outside work.

The team was eager to incorporate the topic of mental health and to encourage more open conversations around the issue, in an industry which is both traditional and male dominated. HR wanted employees to feel confident about raising problems around mental health, where previously they may have felt that even raising the subject would be frowned upon. The aim was to increase awareness and dispel some of the myths around mental health and mental illness, while setting out the preferred language for inclusion and parity, in support of THB's diversity and inclusion strategy.

THB also wanted managers to consider ways in which to respond to mental health issues within their teams and build on their existing levels of skill, ensuring they were

aware of their responsibilities and their duty of care. Having reviewed potential partners, THB chose Mental Health at Work (MHaW), for the dynamic style and clinical expertise of the facilitators.

Approach and Delivery

THB began by working with MHaW to deliver awareness raising sessions for all line managers across its offices in London, Cheltenham, East Grinstead and Peterborough. This programme was delivered in facilitated groups of 16 individuals, promoting an understanding of mental health within the workplace and the appropriate language to use. The training introduced the line manager's Duty of Care under the Equality Act and the role of the line manager, including noticing changes, having conversations around mental health and signposting both internally and externally. A bespoke and relevant impact story was used to introduce a possible scenario from a line manager's perspective to facilitate effective learning.

The programme was then complemented by awareness raising sessions for non-line managers, covering similar content, but using an impact story centred around oneself, or a colleague.

FINANCIAL SERVICES

IMPACT STORY

THB CONTINUED

Impact

These programmes have rapidly built momentum around awareness of mental health in the workplace and the importance of breaking down stigma to achieve the most effective results from both individuals and teams.

The number of individuals self-reporting has increased, as has the number of referrals to THB's Employee Assistance helpline.

Managers are more confident and competent when dealing with issues and are referring them to the relevant assistance points earlier.

Although not all events are mandatory, attendance has been excellent, with managers requesting that all their teams have reserved places.



JO BERRIMAN, WORKPLACE HEALTH CONSULTANT, MERCER

Creating a Mentally Healthy Workplace

Background

The client is a large financial institution who is highly regarded in the wellbeing space having previously won several awards. In 2017 the UK arm of the business signed up to the Agreement on the Prevention of Work-Related Stress: European Social Charter. Prior to the project the organisation had many interventions in place in addition to a stress management policy, what was missing was an overarching programme and coordination.

What we did

After benchmarking against other organisations it was concluded that the client was ahead of most in terms of the interventions in place and services on offer. We did not need to change what the client was doing, but simply how they communicated and joined up the service offerings to gain the most benefit.

1. We firstly met with the client to agree scoping and project steps including timescales.
2. We gathered data – including existing documentation e.g. policies and procedures.

3. We met with a client stakeholder group which comprised of key personnel from different areas of HR at the request of the client. The aim was to discuss and agree the content of the strategy, including how it would be communicated and disseminated throughout the business. There was discussion regarding content but also the best way of engaging with the business. The output of this stage was an agreed agenda and key metrics.

Outcomes

- Mental Health Strategy: Clarification of the overarching themes and cohesion to individual elements.
- Action Planning: The actions that needed to happen and who is responsible for each.
- Stress risk management: Agreement on the most appropriate process for organisational and individual risk assessment to be put in place through consultation with Occupational Health. The strategy is clinically and organisationally appropriate.

JO BERRIMAN, WORKPLACE HEALTH CONSULTANT, MERCER CONTINUED

- **Change Agents:** Discussed training of mental health first aiders, and engagement with external campaigns such as Time to Change and line manager training.
- **Training & Information:** Training was planned out in a staged approach, one location at a time.
- **Communications & Marketing:** To increase employee awareness, embed into culture, and engage key stakeholders.
- **Governance:** Who are the responsible stakeholders? – Ongoing governance structure to ensure all key stakeholders understand what is required of them, linked with training and information e.g. for line managers.
- **Evaluation & Measurement:** A project such as this can take two to three years to embed into culture, therefore a strategy for ongoing evaluation was agreed with key metrics.

Conclusion

To be considered as ‘best in class’, in addition to our excellent tactical interventions, organisations must commit to sustained momentum in terms of the strategic management of mental health at work. Organisations must have a joined-up strategy with clear lines of communication. Positive organisational outcomes – outcomes of having a formalised strategy in place – are that stigma around mental health will be reduced, employees suffering with mental health conditions will feel more supported, and ultimately work-related stress will be better managed.

CALL TO ACTION

and recommendations



CALL TO ACTION

EMPLOYERS MUST WAKE UP TO THE PREVALENCE AND IMPACT OF MENTAL HEALTH ISSUES IN THE WORKPLACE AND MAKE IT THEIR PRIORITY TO ESTABLISH PARITY BETWEEN PHYSICAL AND MENTAL HEALTH

While the government and others are putting in more resources and developing new initiatives, businesses have the opportunity to step up and make direct changes to the way they think about and tackle mental health issues, starting with the core and enhanced standards outlined in the Stevenson / Farmer review.

In the third year of Business in the Community's National Mental Health Survey, we celebrate the progress that has been made. Good practice exists

in some organisations. But for the vast majority of employees, mental health is still a no-go area. The subject cannot be shared with colleagues or managers for fear of discrimination and victimisation.

Managers must reset their approach to make the same reasonable adjustment for mental health as physical health to enable people with mental health issues to remain in or return to work.

We urge employers to implement three calls to action that will give new purpose to campaigning for equality for mental health:

CALLS TO ACTION FOR EMPLOYERS:

TALK

Break the culture of silence that surrounds mental health by signing the [Time to Change Employer's Pledge](#)

TRAIN

Invest in basic mental health literacy for all employees and first aid training in mental health to support line manager capability

TAKE ACTION

Implement practical actions from our [Mental Health Toolkit for Employers](#)

RECOMMENDATIONS

FOR EMPLOYERS, SENIOR PRACTITIONERS, BUSINESS LEADERS AND LINE MANAGERS

We have used the results from the survey along with the available best practice to produce a series of recommendations for employers on how they can radically improve the support provided in the workplace, from the leadership at the top through to support on the ground. Every employer is at a different stage so we have included a range of recommendations under each section, from the basic building blocks that all employers should be putting in place to the more ambitious and progressive.

IN THE BOARDROOM

Senior leaders need to lead from the front, creating a supportive culture that encourages employees to feel comfortable about mental health issues, providing the right resources, acting as role models and setting the right example:

- **Sign the [Time to Change Employer Pledge](#)**, a public commitment to tackle the culture of silence that surrounds mental health.
- **Use the [Business in the Community and Public Health England Mental Health Toolkit for Employers](#)**. It will help you take simple, positive actions to build a culture that champions good mental health.
- **Send a clear message** that mental health and physical health have the same priority.
- **Adopt a zero-tolerance approach** to stigma.
- **Appoint a mental health champion** to your senior team, to drive better mental health and encourage all leaders to act as role models.
- **Adopt a targeted approach:** one size does not fit all.
- **Ensure that leadership and management teams lead by example** by attending mental health training to develop awareness, confidence and capability in managing mental health.
- **Embed wellbeing at the heart of your organisational culture** by adopting Business in the Community's [Workwell Model](#).
- **Make employee wellbeing a core objective** for the organisation and report on your progress internally and externally.

END THE DISCONNECT

As this report shows, many more employers have to walk the talk and not be complacent about how they are supporting employees on mental health issues. They need to close the gap between what senior managers think and what is really happening on the ground and give line managers the permission and tools they need to better support employees. Start by challenging the mental health support on offer in your workplace; it may not be as good as you think it is. Don't wait to be told. Find out what your teams think and be prepared to make changes.

- **Identify and remove organisational barriers** preventing line managers from effectively managing and supporting colleagues with mental health issues.
- **Commit to making very real improvements whatever the starting point.** Take action to build on successes and use these to prioritise and drive improvements. Challenge colleagues to be as ambitious as you about mental health.
- **Seek employee feedback** with a range of informal and formal mechanisms to understand where your gaps exist, including annual and pulse surveys, focus groups and employee forums. Report back with findings and communicate what you are going to do in response to them.
- **Take part in the free annual [Britain's Healthiest Workplace initiative](#)**, with questions aligned to Business in the Community's [Workwell Model](#), providing both employer and employee feedback on health and wellbeing.
- **Take part in [Mind's Workplace Wellbeing Index](#)**, a benchmark of best policy and practice in workplace mental health which allows your organisation to find out from the staff perspective how effective your policies and practices are and receive Mind's recommendations on areas to improve. You will also be benchmarked against other organisations participating in the Index and receive public recognition for the work you are doing.

CALL TO ACTION AND RECOMMENDATIONS

ON THE GROUND

Creating a supportive culture means reaching out to all employees across your organisation, so they are informed and empowered on mental health.

- **Signpost external guidance and support** to all employees.
 - **Instil an understanding that everyone has a state of mental health**, just as they do physical health. Use awareness campaigns to communicate this message, such as Time to Talk Day, Mental Health Awareness Week and World Mental Health Day.
 - **Share Business in the Community's [Listen Up: Let's Talk Mental Health](#)** with all employees. This guide contains practical tips on how to start a conversation with someone you are concerned about and how to talk about your own mental health.
 - **Support employees to have the confidence** to start a conversation about mental health with colleagues they are concerned about.
 - **Empower line managers through training** and resources to develop their skills, knowledge and mental health literacy.
 - **Provide as much first aid training for mental health** as you do for physical health and make sure all employees know who has been trained.
 - **Create a network of mental health champions** who can lead by example, raise awareness and share information to promote positive messaging about mental health. Supporting and developing this network will help it to flourish.
-

CONSIDER THE IMPACT OF FINANCIAL WELLBEING ON MENTAL HEALTH

Our survey demonstrates a two-way causal relationship between financial wellbeing and mental health; issues in one area can create problems in the other. One solution to improving mental health is to tackle one or more of the underlying causes, of which financial wellbeing is an important one.

- **Integrate financial wellbeing into your organisation's Health & Wellbeing policy** and be explicit about what's available or acceptable within your organisation to people with financial issues – e.g. pay advances, hardship loans, time off to sort financial issues, travel loans, access to EAP, money counselling or other support services.
 - **Additionally, there are lots of financial wellbeing interventions that can now be made via the workplace** – e.g. financial education to target improving employee financial understanding or how to make best use of existing benefits; making available salary deducted savings, in order to create a financial buffer; or offering salary-deducted lower cost loans to help employees who are in debt or have unexpected expenditure but no savings. One or more of these initiatives might be appropriate for your workforce, either as part of a financial wellbeing strategy or modification to your employee benefits package.
 - **Include awareness of financial issues in line manager employee wellbeing training** and equip them with information about what solutions are available as part of the overall employee benefits package.
 - **Signpost colleagues** (staff, line managers and HR) to organisations that offer free help and guidance on money issues such as:
 - Money Advice Service (general money issues)
 - The Pensions Advisory Service (for pension specific issues)
 - Step Change (personal debt counselling)
 - Christians Against Poverty (debt support and general money support)
 - Citizens Advice (online information and personal counselling)
-

EMPOWER LINE MANAGERS

Line managers are the most important link in the chain when it comes to supporting good mental health in the workplace. Good line managers will be proactive, empathetic and know how to build relationships and trust so employees feel they can talk about any mental health concerns.

- **Give managers the support they need to manage their own wellbeing**, with appropriate resources and training. Help them free up time in their day to manage employee mental health.
 - **Regularly promote to line managers** the support at their disposal to foster good mental health.
 - **Improve the confidence and capability of managers** to have conversations about mental health.
 - **Train as many line managers as possible** in how to make mental health part of the conversations they have with the people they manage and build their ability to notice changes in their team members and take the right action.
 - **Introduce training about performance and mental health**, emphasising the importance of being supportive and flexible.
 - **Empower managers to develop skill sets within their teams**, to ensure there is first aid provision for mental health.
 - **Encourage line managers to seek support** when managing a colleague with mental health issues, from HR, Occupational Health, an EAP or their own line manager.
 - **Make flexibility and empathy the watch words** for being a good line manager and empower them to support employees through changes to working practices such as flexible working.
-

BE PROACTIVE NOT REACTIVE

Mental health issues have a huge impact in the workplace, so it is in the interests of all employers to be proactive in fostering better mental health and wellbeing in their workplaces so they can reduce that impact.

- **Ensure every employee has access** to (and knows where to find) appropriate support to stay well and to help manage mental ill health. Issue regular reminders.
 - **Prevention is better than cure.** Create a work environment that promotes mental wellbeing using a framework like Business in the Community's Workwell Model.
 - **Give employees a clear and positive wellbeing offering**, starting at induction, and reinforced on a regular basis, including resources to support employee resilience and mental wellbeing.
 - **HR and any additional specialist support functions must proactively engage with employees**, so that they feel they have a safe space to discuss mental health.
 - The nature of employment continues to change, with more people working on a self-employed or zero hours basis. **Organisations should treat people fairly regardless of contract type and aim to build an inclusive workplace.**
 - **Marginalised groups can be disproportionately affected by mental health issues** so create a more inclusive culture and be aware of the specific needs different people have.
 - **Ask employees** to help create and adapt solutions to their mental health support needs.
-

CALL TO ACTION AND RECOMMENDATIONS

SUPPORT PEOPLE TO STAY AT WORK OR RETURN TO WORK

Work absence is a huge drain on businesses and other organisations so it makes sense to do everything you can to help employees remain at work and do their jobs, or return as soon as they can.

- **Be ready to take steps to enable people to remain in work when possible**, and take a phased approach to return to work after a period of ill health.
- **Be aware of the link between mental and physical health issues** and take a holistic approach to promoting physical and mental wellbeing.
- **Make changes to the workplace** to better support someone dealing with a mental health issue so they can remain productive and at work if appropriate.
- **Always seek the full agreement of an employee** for any changes you want to make.
- You'll find guidance on the types of changes you can make in the [Thriving at Work Annex](#) which include:
 - Adapting the work environment
 - Providing flexibility in working hours
 - Transferring to a different position (temporary or permanent)
 - Allocating some duties to another person to lighten the workload
 - Allowing absence for treatment or rehabilitation
 - Providing the opportunity to work from home
 - Extra training

REINFORCE AND TAILOR MENTAL HEALTH SUPPORT FOR MINORITY GROUPS

The evidence shows that young people, BAME and LGBT+ employees are at a particular disadvantage at work, with their own unique sets of challenges.

- **You should identify and address barriers** that exist in your own organisations specifically for LGBT+ and BAME employees.
 - **Be explicit about the responsibility of line managers** towards younger employees, BAME and LGBT+ employees and educate them around these unique challenges.
 - **Ensure all line managers are able to address the mental health issues of an employee** no matter their gender, orientation or background.
 - **Use induction courses** to emphasise the importance of mental health and wellbeing with the organisation, and to signpost ways in which support is provided. Highlight specific support and networks for LGBT+ and BAME colleagues.
 - **Challenge Mental Health champions** to create links with their LGBT+ and BAME networks or sponsors, to create targeted awareness and support.
 - **Embed mental health and wellbeing into apprenticeship schemes** and give apprentices opportunities to contribute to policies around health and wellbeing.
 - **Use the Business in the Community Diversity Benchmark and/or Stonewall's Workplace Equality Index** to help evaluate your progress on inclusion for LGBT+ and BAME staff, and inform evidence-based decision-making around workplace diversity.
-

SMALL AND MEDIUM-SIZED ORGANISATIONS

All employers, whatever their size, can do more to promote better mental health at work and it doesn't need to take a huge amount of time and resources.

- **Use the free resources produced for awareness days** like World Mental Health Day to promote better mental health on a regular basis.
 - **Seek out the free support and information** available through resources like the Business in the Community and Public Health England [Mental Health Toolkit for Employers](#).
 - **Encourage senior people to lead by example** through being open and encouraging conversations about mental health.
 - **Provide one person with first aid training in mental health** and encourage them to share what they have learnt with others.
-

DEFINITIONS

Common mental health issues:

Those mental health issues, such as depression and anxiety, that affect more people than other mental health problems. NICE estimates that common mental health issues affect up to 15% of people at any one time in the UK.

Long-term mental health conditions:

A formally diagnosed mental health condition which has affected someone for a year or longer.

Short-term mental health conditions:

A formally diagnosed condition affecting someone for less than a year.

Mental health diagnosis:

Meaning a doctor has assessed the condition. To assess diagnose a mental health issue, doctors will look at factors such as the person's experiences (groupings of certain feelings, behaviours and physical symptoms may suggest different diagnoses), how long the experiences have lasted, and the impact it is having on their life.

Parity of esteem:

Valuing mental health equally with physical health.

For more information and an 'A-Z' of commonly used terms relating to mental health, visit [Mind's website](#).

Note – the small base size of transgender respondents to the survey means it was not possible to analyse the results of this group individually. However, transgender respondents are included in the overall LGBT+ statistics.

METHODOLOGY

The National Employee Mental Wellbeing Survey is a comprehensive assessment of workplace mental health in the UK.

It is based on the key findings from a YouGov panel survey of 4,626 full and part-time employees in the UK that is representative of gender, age, race, industry sector, region and business size, excluding sole traders and those working alone. The survey explores mental health and wellbeing in the workplace with many questions tailored for managers and those who have a manager.

Fieldwork was undertaken between 14th May and 19th June. The survey was carried out online.

Differences have been drawn between previous years where relevant.

ACKNOWLEDGEMENTS

BUSINESS IN THE COMMUNITY WOULD LIKE TO THANK THE FOLLOWING INDIVIDUALS AND ORGANISATIONS:

Wellbeing Leadership Team:

- **David Oldfield (Chair)**
CEO, Commercial Banking,
Lloyds Banking Group
- **Susannah Clements**
Group Director of People,
Anglian Water Group
- **Mark Allan**
Commercial Director, UK Insurance BUPA
- **Tony Bickerstaff**
Chief Financial Officer, Costain,
Costain Group
- **Dr Arif Jiwany**
Head of Employee Health and
Wellbeing, GB & Ireland, GSK
- **Jane Brydon**
HR Director, HEINEKEN
- **Fiona Cannon OBE**
Group Director, Responsible Business
and Inclusion, Lloyds Banking Group
- **Judith Butler**
Engagement and Responsible
Business Director, Commercial Banking,
Lloyds Banking Group
- **Tony Wood**
UK Managing Director, Mercer
Marsh Benefits
- **Rachael Davidson**
UK General Counsel, National Grid
- **Dr Davina Deniszczyc**
Charity & Market Development
Director, Nuffield Health
- **Chris Young**
UHR Global Diversity and Inclusion
Director, P&G Northern Europe

- **Dr Fiona Adshead**
Independent Wellbeing, Sustainability
and Public Health Advisor
- **Dr Justin Varney**
National Lead for Adult Health and
Wellbeing, Public Health England
- **Dr Shaun Davis**
Global Director of Safety, Wellbeing
and Sustainability, Royal Mail Group
- **Suzanne Hughes**
Director of Culture and HR, Santander
- **Dr Vedat Mizrahi**
Medical and Occupational Health Director,
Unilever Europe and UK & Ireland

Our contributor:

In conjunction with [Mercer](#)

Our partners:

- Chartered Institute of Personnel
and Development
- INvolve
- Mental Health at Work
- Mental Health First Aid England
- MIND
- Salary Finance
- The Institute of Leadership
and Management
- The Work Foundation

ACKNOWLEDGEMENTS

Our supporters that promoted the public survey link:

- Action for Happiness
- Aviva
- Braworth Consulting
- BUPA
- Business Healthy
- Centre for Mental Health
- Centrica
- Costain Group
- Council for Work and Health
- DWP
- Forster Communications
- Gowling WLG
- Ikea
- Kingfisher Digital
- Law Care Ltd
- Mad World
- Mazars
- Minds@Work
- PRCA
- REBA
- Schroders
- Second Mile Consulting Ltd
- Stantec
- Swindon Mindful Employers Network
- TFL
- The Association of Occupational Health Nurse Practitioners
- Thomsons Online Benefits
- Thrive in the City
- TUC
- Unmind

Businesses who are taking action:

- ABT
- Bupa
- Costain
- Forster Communications
- Fujitsu
- Gwent Police
- IBM
- KPMG
- Laing O'Rourke
- Lloyds Banking Group
- Mace
- Malcom Hollis
- MediaCom
- Mercer
- National Grid
- RBS
- Royal Mail Group
- Salary Finance
- THB

This report was written and designed with support from Forster Communications.



The Prince's
Responsible
Business Network



Business in the Community

137 Shepherdess Walk
London N1 7RQ

www.bitc.org.uk

Chairman: Jeremy Darroch

Business in the Community is a registered charity in England and Wales (297716) and Scotland (SC046226). Company limited by guarantee No. 1619253.