



# Mental Health at Work Report 2017

National Employee Mental Wellbeing  
Survey Findings 2017

Three out of five employees have experienced mental health issues in the past year because of work. *A pervasive culture of workplace silence.* Employers more aware of the need to offer more support at work. **Leadership is critical to embed mental health and wellbeing in corporate culture.** Workplace mental health needs to be a boardroom issue. Younger employees more likely to have mental health issues. *A sense of urgency about mental health transcending the business world.* Line managers see employee wellbeing as their responsibility. **Grounds for optimism. Take ownership in your workplace. Empower line managers.** Respond to and support employees. *Talk, train and take action.*

**Employers and employees must work together to resolve our mental health crisis. Now is the time to end the disconnect.**

Survey partner

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# Foreword

by Tony Wood



**Employers are paying more attention to the mental health and wellbeing of their workforce than ever before. Organisations have learned that it makes good business sense to support their employees, and understand that it is the right thing to do.**

When Theresa May pledged to prioritise mental health during her premiership, she made it clear that she expected employers to acknowledge the duty of care they owe to their employees, and to the wider community. It is a sign of the progress we have made in recognising the importance of employee mental health and wellbeing that many employers agree with the Prime Minister and can point to transformative work that has taken place within their organisations.

At Mercer we know from our own work with organisations that employee health is now given the highest priority. The most effective policy adopts a whole system approach to wellbeing, in which mental health is recognised alongside physical health, training and personal development as one of the essential building blocks to help employees fulfil their potential.

Leadership is critical to embed mental health and wellbeing in corporate culture. Workplace mental health needs to be a boardroom issue. We must not underestimate how fearful many employees still are of talking about their mental health at work, which forces them to suffer in silence. It can only help when senior managers lead by example, talking about mental health and advocating reasonable adjustments at work for people with mental health issues as well as physical health needs.

Business in the Community's second *Mental Health at Work Report* provides a unique insight into the state of workplace mental health in the UK. It shows how much progress has been made, and sets out what our priorities must be in order to build on our achievements and to make sure that this progress is sustained. We are proud to launch this year's report in line with this year's World Mental Health Day 2017 – the theme of which, appropriately, is mental health in the workplace.

I am optimistic that our third and final report, this time next year, will give us the opportunity to reflect on the fact that thousands of employees with mental health issues have been helped on their journey because we accepted the challenge set by Business in the Community. The stigma of mental health is an injustice that cannot be tolerated, and your commitment will ensure that it is banished from the workplace.

**Tony Wood**  
UK Managing Director, Mercer Marsh Benefits

# Foreword

by Louise Aston

**BUSINESS  
IN THE  
COMMUNITY**



**Mental health understanding and prominence of the issue has now reached an unprecedented level, and through the support of national awareness-raising campaigns Heads Together and Time to Change, along with business-led movement City Mental Health Alliance, we are at a tipping point.**

And in our latest *Mental Health at Work Report* there really is some good news that should be celebrated. You can't help but feel uplifted knowing that more people feel comfortable talking about mental health at work than a year ago. Or that more line managers recognise that employee mental health and wellbeing forms part of their responsibilities. Or even that more employees believe that their organisations care about their wellbeing.

However, against this backdrop of public awareness, it is disappointing that the aspirations of many employers are not translating into effective action or making a significant difference. Although there has been some incremental improvement, the findings of our 2017 YouGov survey remain disturbing and there is much that makes me frustrated and angry.

My biggest frustration is the very real threat of disciplinary action, demotion or dismissal for employees experiencing mental ill health. This is a huge injustice. We must challenge the myth that people cannot perform at their best if they have a mental health issue. The elephant in the room is the way we manage performance, and the need to make reasonable adjustment for people with physical OR mental health issues. To achieve this requires a transformative cultural shift by senior executives, by HR and by occupational health, all working together to end discrimination against mental health issues.

It is also clear that too many senior leaders still do not understand what it is like on the 'shop floor'. There is a damaging and wasteful disconnect between what the boardroom thinks is happening and the lived experience of workers with mental health issues. Leaders need to lead, and inspire. Employers must listen to what employees tell them about what they need, so the best support for mental health can be delivered.

What makes me angry is the way in which younger employees are being left behind, even as we make some progress with workplace mental health. Younger people are telling us consistently that they are afraid to talk about mental health at work, and lack the confidence to discuss an issue with a line manager.

We know that senior leaders care, increasingly, about the mental health and wellbeing of people in their organisations. In most boardrooms, the conversation has moved beyond "Can we afford it?" to "How can we do it?" The challenge for every organisation is to make sure the ambition for mental health and wellbeing is turned into reality.

Achieving our ambition of improving mental health at work requires an ongoing collective effort by all employers. Along with our strategic partners, Mental Health at Work, Mental Health First Aid, Mind, The Institute of Leadership and Management and The Work Foundation, Business in the Community is committed to addressing the injustices and inequalities that surround mental health at work.

**Louise Aston**  
Wellbeing Director, Business in the Community

# Foreword

by Peter Simpson



**There is plenty of good news in Business in the Community's latest *Mental Health at Work Report*. In the year since our first report, more line managers acknowledge that they share responsibility for the mental health and wellbeing of their employees.**

More employees believe that their organisations are committed to supporting their mental health and wellbeing. Across the workforce there is a sense that barriers to good mental health at work are being removed.

We are moving in the right direction, but we should be under no illusion about the scale of the task ahead. There has been progress but it is from a low base. Many line managers do not have access to the mental health training they need to turn their concern into practical support for members of their team. They want to learn how to recognise the signs of poor mental health, and how to begin those difficult conversations with men and women who may need help. And employers are still uncertain about what represents a 'reasonable adjustment' to help employees stay in work, or return to work after time off through illness.

Responsible employers have moved beyond discussion about whether it makes business sense to support mental health, to consider the most effective way to reach all employees. At Anglian Water we have taken this a step further, to include our supply chain in the conversation about employee development, including physical and mental health. We have 15-year contracts with our Alliance partners, which include a commitment to work together on the development of all our people. Our ambition is to extend this even further, to reach the SMEs who are also an important part of our supply chain. Many of our suppliers already adopt positive policies and practices, so often we learn from them as they learn from us.

Workplace mental health is about teamwork, just as safety is about colleagues looking out for each other, and making sure that everybody is in a good place. Business in the Community's *Mental Health at Work Report* shows that we have taken a decisive step towards achieving this.

**Peter Simpson**  
CEO, Anglian Water Group  
Chair, Business in the Community Wellbeing Leadership Team

# Executive summary

**Business is waking up to the scale of poor mental health in the workplace, but there is still a long way to go. Our second National Employee Mental Wellbeing Survey in partnership with YouGov, part of a three-year collaborative project with business and five national partners, reveals that although there has been progress against our three calls to action and recommendations in the 2016 report, too many men and women with mental health issues<sup>1</sup> are suffering in silence at work, unable to seek help from colleagues or managers. Fears of prejudice and exclusion are limiting employees' ability to achieve their full potential, in the workplace or at home.**

Three out every five employees (60%) have experienced mental health issues in the past year because of work, according to our survey. Almost a third (31%) of the workforce have been formally diagnosed with a mental health issue (29% in 2016). The most common diagnosis was depression or general anxiety. While more people are comfortable talking about mental health at work than in 2016, just 13% felt able to disclose a mental health issue to their line manager. Those who do open up put themselves at risk of serious repercussions. Of those employees who disclosed a mental health issue, 15% were subject to disciplinary procedures, demotion or dismissal (9% in 2016).



**60% of employees have experienced a mental health problem due to work or where work was a contributing factor at some point in their career, compared to 62% in 2016**

This is a potent example of why a pervasive culture of silence remains entrenched in the workplace. Mental health is still one of the most difficult subjects to talk about at work (out of nine equality and social issues asked about in the survey). Just over half of all employees (53%) feel comfortable talking about mental health issues like depression and anxiety at work, although this is an uplift from 50% in 2016. Within this culture of silence, a disconnect is revealed

between senior leaders' vision for workplace mental health and the reality. Those at the top are more likely to feel that their organisation supports employees with mental health issues; 61% of owners, CEOs, managing directors or board members say that staff are supported, compared to 40% of those with no managerial responsibility. Although 91% of managers agree that what they do affects the wellbeing of their staff, just 58% of employees feel that their line manager is genuinely concerned about their wellbeing.

Some progress has been seen, and employers are becoming more aware of the need to offer more support at work. Greater numbers of managers recognise that employee mental health and wellbeing forms part of their responsibilities (84% compared to 76% in 2016). However, many line managers lack training and support in mental health. The lack of training has implications; people are still more likely to turn to people they trust outside work when it comes to their mental health. Around three out of four employees with a mental health issue chose not to involve anyone at work. The main barriers are a reluctance to 'make it formal' (identified by 33%) and fears of negative consequences (29%).

Our 2017 findings show that particular groups, among them young people, men, and black and minority ethnic employees, are more at risk in some areas. Younger employees are more likely to have mental health issues, with 37% of those aged 18 to 29 having been formally diagnosed with a mental health condition, compared to

**1 Please note:** throughout this report, the terms 'mental health issues', 'mental wellbeing' and 'poor mental health' have been used, although the original wording in the YouGov survey questions which respondents answered to used 'mental health problems'. 'Mental health issues' and 'mental wellbeing' refer to the entire spectrum of mental health conditions, and are felt to be less stigmatising terms.

These conditions range from the symptoms of poor mental health relating to stress through to medically-diagnosed conditions such as anxiety, depression, bi-polar disorder and schizophrenia. Business in the Community recognises that the majority of those experiencing the symptoms of poor mental health will fall into the former category, but that all experiences are valid.

29% of employees in their 50s. This may be because of growing awareness about mental health among the age group, but they are also less likely to disclose concerns. Less than half (44%) feel comfortable talking about mental health at work compared to 57% of those in their 40s and 50s.



**Only a third** of 18 to 29 year olds are comfortable talking with their manager about mental health issues compared to almost half of people in their 40s

Today's young generation face an employment landscape that could damage their mental health and wellbeing unless we take action. Business in the Community and the Institute for Public Policy Research launched **Flexibility for Who? Millennials and mental health in the modern labour market** in July 2017 which warned that younger workers risk losing out on access to permanent, secure and fulfilling work, and are more likely to experience poor mental health and wellbeing as a result.

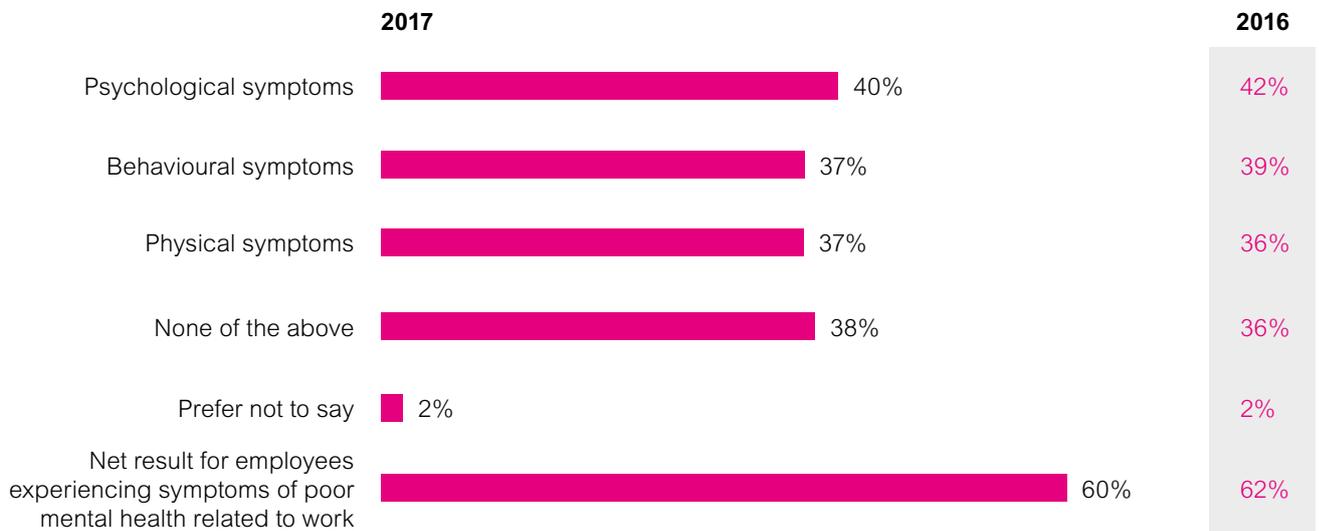
Our survey shows that differences also remain entrenched between men and women in relation to workplace mental health. Women are more likely to report experiencing mental health issues as a result of work, with 64% reporting issues compared to 56% of men. 39% of men sought no support from anyone during the most recent occurrence, compared to 28% of women. While women in 2017 find it easier to talk about mental health at work (57%) only 50% of men feel comfortable discussing mental health issues.

Black, Asian and Minority Ethnic employees are less likely to feel comfortable talking about mental health at work. They are just as likely to experience mental health issues as other employees, and to have been formally diagnosed with a mental health condition. But only 43% of BAME employees feel comfortable discussing mental health, compared to over half (54%) of white employees.



**BAME employees** with a mental health condition are significantly less likely than white employees to consult a GP (**20%**, compared to 29%)

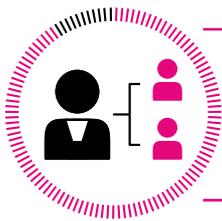
**Which of the following, if any, have you ever experienced due to work or where work was a contributing factor?**



# Executive summary

*continued*

However, the YouGov survey findings show that there are grounds for real optimism. Managers are more positive about workplace mental health than last year, and more employees now believe that their organisation supports those with mental health issues. There is a sense of urgency about the issue which transcends the world of business, with mental health moving to the top of the political agenda as an issue of social justice.



**91% of managers agree that what they do as a manager affects the wellbeing of their staff**

We welcome the Prime Minister's call for a new partnership to improve mental health support in the workplace. Paul Farmer, CEO of Mind and Chair of the NHS Mental Health Taskforce, and Lord Stevenson of Coddenham, the long-time campaigner for greater

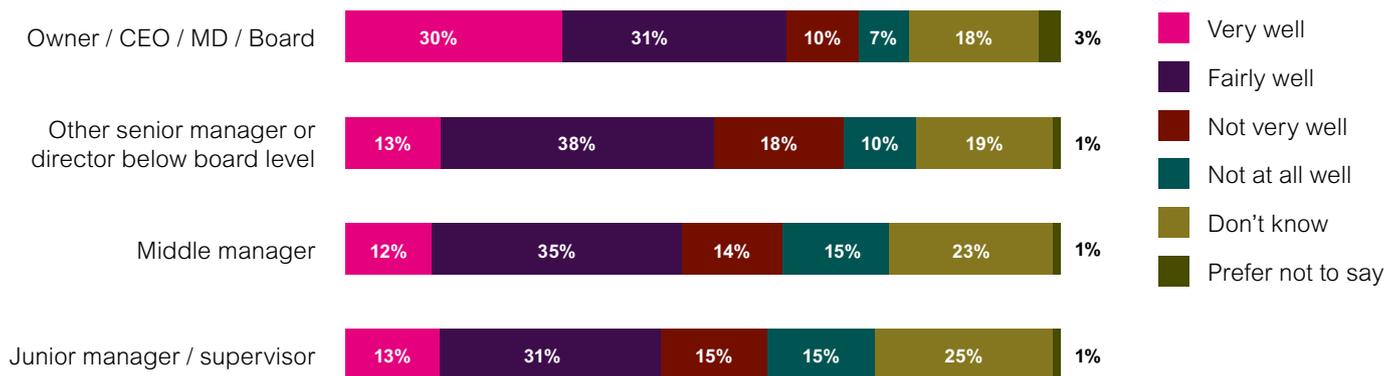
understanding and treatment of mental illness, are leading a review, to be published later this year, on how best to ensure employees with mental health issues are able to thrive in the workplace and perform at their best.

Workplace mental health is not just about improving productivity and making a business more competitive. Employers have a duty of care to support their employees to be safe and well at work, and to stay in work. Managers must be given the training, tools, support and organisational culture they need to transform the outlook for mental health at work.

We know that this ambition cannot be achieved overnight. But the time has come for employers to stop talking about what must be done, and to turn promises into action. This three-year survey identifies with absolute clarity the steps that need to be taken.<sup>2</sup>

**Employers and employees must work together to resolve our mental health crisis. Now is the time to end the disconnect.**

## In your opinion, how well does your organisation support employees who experience mental health problems?



<sup>2</sup> This is the second year of our three-year project. Throughout the report there are references to the 2016 study, which had the same sample frame and responses from 3,036 UK employees. As a rough guide, a difference of three percentage points between 2016 and 2017 would be considered statistically significant where the findings

were divisive (for example, 53% against 50%). Where a finding is stronger (say, 90% compared to 92%) a difference of just two percentage points would be considered significant. There was no public open survey this year.

## Headline statistics from the 2017 survey

### A majority of employees are affected by the symptoms of poor mental health



**Three out of every five (60%)** employees have experienced mental health issues due to work or where work was a related factor

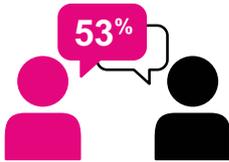


Almost **one in three (31%)** employees have been formally diagnosed with a mental health issue



**6%** of employees have been living with a formally diagnosed condition for over 10 years

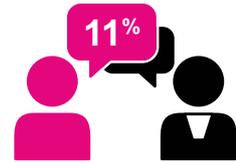
### More employees feel comfortable talking about mental health



**53%** of employees feel comfortable talking about mental health issues like depression and anxiety at work

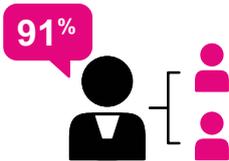


**76%** of those who have experienced a mental health issue as a result of work feel that colleagues care about their wellbeing...



...but just **11%** disclosed it specifically to a line manager

### A disconnect persists between the vision for workplace mental health and the reality



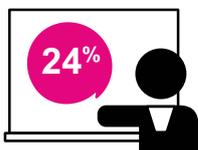
**91%** of managers agree that what they do affects the wellbeing of their staff



**84%** of managers accept that employee wellbeing is their responsibility



Only **58%** of employees feel that their line manager is genuinely concerned about their wellbeing

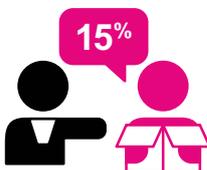


**Less than a quarter (24%)** of managers have received any training in mental health...



...and **49%** of managers would welcome some specific basic training in mental health

### The threat of disciplinary action when experiencing mental ill health is very real



In **15%** of cases where the employee disclosed a mental health issue to a line manager the employee became subject to disciplinary procedures, dismissal or demotion

# Impacts from our partners

**Business in the Community's strategic partners continue to make demonstrable strides in engaging employers throughout the UK with mental health awareness and support for employers. We are ambitious for the progress we expect to make in the next year, through our ongoing collaboration with national partners, business-led movements and charities. *Metrics shown are from July 2016 to July 2017***

## **Tommy Bonner** Mental Health at Work



“Over the past year we have seen a growing momentum in the number of organisations recognising the importance of mental health within their workplaces and seeking advice on the best approaches to create cultures where all employees feel able to discuss mental health with the same openness as physical health.

“As the report shows, there is a desire to change the way that we manage mental health within our workplaces, but progress in making changes is slow. The challenge we hear is often focussed around how to prioritise the necessary training; engaging both time-pressed board members and senior leaders and the broader workplace to ensure a common understanding and culture around mental health. Our response has been to create programmes which are bespoke to each organisation. This flexibility in both content and duration has enabled us to bring awareness and skills training relevant for each audience, and which aligns with ongoing business

demands and delivers agreed outcomes. This approach has enabled senior leaders to engage, in parallel with comprehensive line manager and mental health champion sessions, raising literacy around mental health across organisations. We hope that more organisations will consider flexible approaches as part of a broad mental health strategy, which will start to move the needle on removing the stigma.”

### **Highlight impacts in the last year:**

- We have trained 1,597 individuals in Mental Health Awareness and Skills, with a 300% increase in the last six months over the previous six months
- Over 700 of these individuals were in line manager roles
- Training has taken place across more than 150 separate organisations and across a range of industry sectors (construction, consulting, education, financial services, healthcare, insurance, legal, leisure and manufacturing)

## **Poppy Jaman** Mental Health First Aid (MHFA)



“In our work with organisations of all sizes we know the impact that raising awareness of common mental health issues and giving people the skills and confidence to start conversations can have in building a mentally healthy workplace culture. These latest findings confirm that more needs to be done to ensure that people from all backgrounds and of all ages feel able to both talk about their own mental health, and be approached by colleagues in need of support. Providing staff, and in particular line managers, with some form of training in mental health is a core part of an effective workplace wellbeing strategy and it's encouraging to see that more organisations are recognising that this kind of strategy is central to health and safety approaches. This year's insights also highlight that there is more work for employers to

do to ensure that robust 'whole workplace' approaches are being implemented to engage staff effectively and at every level.”

### **Highlight impacts in the last year:**

- 3,256 Adult MHFA courses delivered through our network of approved MHFA Instructors
- 432 Workplace MHFA courses delivered to MHFA England clients through its business to business department 'Client Experience Team'
- 3,688 working age adults trained in MHFA skills – bringing the total of individuals trained to 39,617
- 8,604 of these individuals were trained via MHFA England's business to business department 'Client Experience Team'

## Paul Farmer, Chief Executive

### Mind

“Workplace mental health is the task of a generation. It won’t change overnight, but there are positive signs that the argument is moving in the right direction. There is a growing level of interest, particularly in sectors that traditionally have not engaged with mental health. Campaigns like Time to Change are making a significant difference in the workplace, helping employers support mental health and wellbeing. We see an increasing willingness by organisations to go beyond basic provision of wellbeing, and examples of good practice are being shared by employers looking for ways to improve support for their workforce. There is a long way to go, and work like Business in the Community’s *Mental Health at Work Report* helps us to understand what is working, and what remains to be done.”



#### Highlight impacts in the last year:

- 140 organisations across England and 30 organisations in Wales have signed the Time to Change Employer Pledge
- We have delivered 768 training days (in-house at organisations and via public access days)
- Over 30 employers took part in our inaugural Workplace Wellbeing Index – a benchmark of best policy and practice – with a collective headcount of 75,000 employees
- We responded to a 48% increase in enquiries to our Infoline (25,911 enquires Mar-May 2017, compared to 17,475 enquiries during the same period in 2016) – which we attribute to the Heads Together promotion and London marathon awareness of mental health

## Phil James, CEO

### The Institute of Leadership & Management

“Mental Health and the stigma surrounding it has undoubtedly been very high profile with the royal family and the Prime Minister both joining the agenda. This is of course in part due to the work that Business in the Community and its partners, including The Institute of Leadership & Management, have done to raise awareness.

“An interesting aspect of mental health that sets it apart from other sorts of health issues is the impact



that going to work can achieve. The workplace can have a real therapeutic effect on getting people’s wellbeing to a place they feel comfortable and happy.

“The Institute of Leadership & Management will continue to campaign for mental wellbeing to be taken seriously in the workplace, continue to work collaboratively with partners such as Business in the Community and continue to highlight that mental wellbeing is a collective responsibility for all.”

## Lesley Giles, Director

### The Work Foundation

“Our research demonstrates that quality of work is a vital condition for a healthier and happier workforce. We must strive to remove the barriers to good work for people with disadvantages, including those with mental health issues.

“The Work Foundation transforms people’s experience of work and the labour market through high quality applied research that understands the different features of good work in different working environments and how to create it. We seek to use our evidence based insights to shape working practices, ensuring they better align to different workers’ needs and capabilities, to support better mental health and



wellbeing in the workplace. We also seek to influence public policies to spread better practices for the many rather than the few.”

#### Highlight impacts in the last year:

- The Work Foundation has published a number of reports into wellbeing at work, highlighting issues and solutions, raising awareness and advocating for change. Topic areas have included gynaecological health at work, health obstacles to employability, Employee Assistance Programmes, social prescribing and working with multiple conditions, amongst others

## Section 1

# We all have mental health

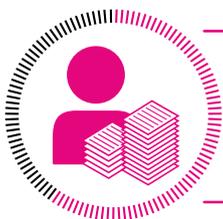
- **60%** of employees have experienced a mental health issue due to work or where work was a contributing factor at some point in their career, compared to 62% in 2016
- **Almost one in three (31%)** of employees reported having been “formally diagnosed” with a mental health condition at some point in their lives
- **16%** of employees have had a formally diagnosed condition for more than one year and **6%** for more than 10 years
- Managers are just as likely as non-managers to have been diagnosed with a mental health condition

We all have mental health. Our survey findings indicate that most of us experience poor mental health at some time in our lives. Mental health issues are complex and diverse. The spectrum can range from common mental health conditions such as stress, anxiety and depression, through to severe and enduring mental illness.<sup>3</sup>

Our survey found that 60% of employees have experienced mental health issues due to work or where work was a contributing factor at some point in their career (62% in 2016).

“There is a stigma attached to those who go off sick, that they ‘can’t cope’, and ‘everyone has a high workload / a lot of pressure’.”

*Female employee, 34, North West*



**60%** of employees have experienced a mental health problem due to work or where work was a contributing factor at some point in their career, compared to 62% in 2016

Psychological symptoms (including depression, anxiety and panic attacks) are the most common (40%, compared to 42% in 2016), but behavioural (changes to appetite, irritability and mood swings) and physical (raised blood pressure, dizziness and headaches) symptoms are also prevalent with 37% of employees reporting each of these symptoms (compared to 39% and 36% respectively last year).

“Just knowing that I would be believed and supported [would help me]. I like my job but am not sure they would support me beyond a couple of days feeling bad.”

*Female employee, 34, Yorkshire and the Humber*



Almost **one in three (31%)** of employees reported having been “formally diagnosed” with a mental health condition at some point in their lives

<sup>3</sup> Severe and enduring mental illness refers to long term experience of conditions such as psychosis, schizophrenia, and bi-polar disorder, as well as severe depression and/or anxiety.

Overall, one in five employees (20%) have experienced mental health issues in the last month, and an additional 11% in the last year.



**Depression** (21%) is the most commonly reported diagnosis

31% of all employees reported having been “formally diagnosed” with a mental health condition at some point in their lives. 5% of employees have had a formal diagnosis in the last year. 16% of employees have had a formally diagnosed condition for more than one year, and 6% for more than 10 years. Depression (21%) is the most commonly reported diagnosis, followed by ‘general anxiety’ (14%) and panic attacks (7%).

We know that being in work generally contributes to improved mental health and wellbeing, yet the findings suggest that many employers are failing to foster a working culture that is conducive to good mental health across the workplace.

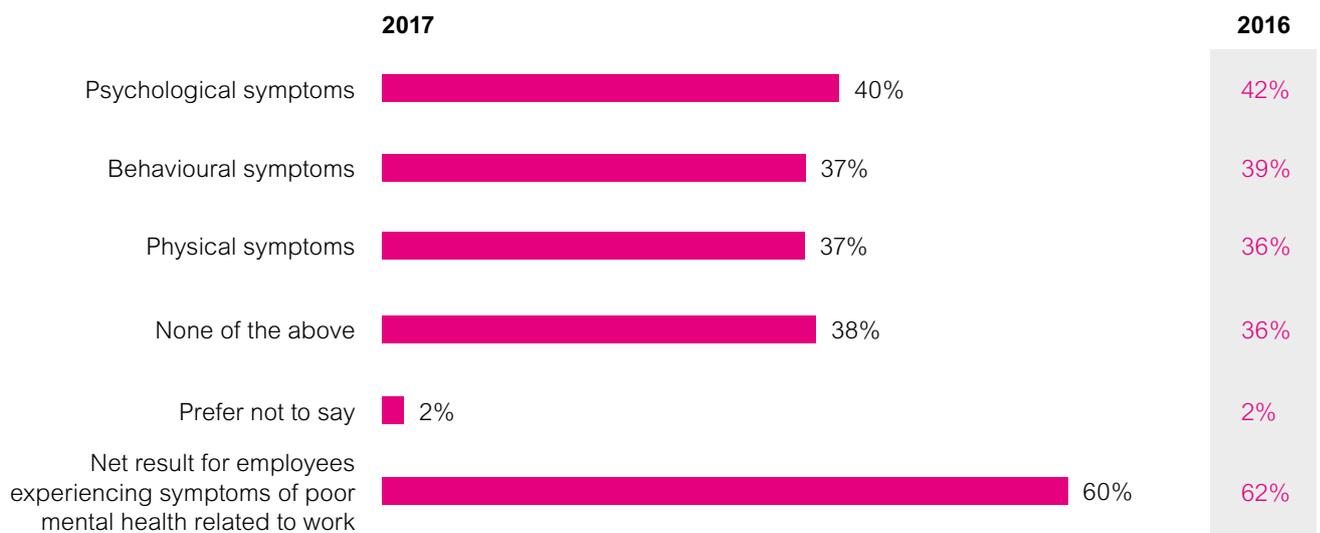
“It is a taboo to discuss mental health. It is implied at my company that experiencing mental health issues is a sign of being incompetent at your job.”

*Female line manager, 26, East Midlands*

“[I have] agoraphobia. My job in general helps a lot. I am lucky to be able to work in a job I love and am passionate about. Being involved at work is really helping.”

*Female employee, 36, North West*

**Which of the following, if any, have you ever experienced due to work or where work was a contributing factor?**



# Section 1: We all have mental health *continued*

## Case study:

### Greater London Authority

GREATER LONDON AUTHORITY

The Greater London Authority (GLA) is London's strategic authority, responsible for promoting economic development and wealth creation, social development, and improvement of the environment. Taken together, the GLA Group – which also includes Transport for London (TfL), Mayor's Office for Policing and Crime (MOPAC), the London Fire and Emergency Planning Authority (LFEPA) and major regeneration agencies – has a budget of some £16.7 billion of taxpayers' money.

The GLA has an established and comprehensive programme of employee health and wellbeing, including a Wellbeing Network. The Health & HR teams identified that further mental health literacy and leadership skills training would be beneficial to increase openness around mental health and support a broader London agenda on mental health.

The GLA worked with Mental Health at Work to design a facilitated workshop for senior managers which would increase literacy around mental health and develop and provide skills for managing mental health within the workplace, including providing guidance for employees approaching a mental health crisis point. The programme started with a pilot workshop for representatives from the senior management team. Learning objectives focussed on awareness raising and myth busting around mental health, language for inclusion and parity, consideration of practical skills for people leaders and how these might be developed, and the wider workplace and communication challenges.

Two further sessions of Managing Mental Health were held with all senior managers, which included 'first aid', providing guidance for how to manage an employee approaching a mental health crisis point. A bespoke case study, developed in conjunction with the GLA, was used to aid learning, illustrating an example of the movement from mental health to illness over a period of time, and the impact on an individual, team, department and organisation when a manager either doesn't notice changes in a colleague early on, or does notice but doesn't act.

Attendees reported that following the training they felt more confident to talk about their own or other people's mental health, and how to support others facing mental health issues. They also reported that they had a better appreciation of the need for a personal approach in all cases, supported by guiding principles including the need to separate concern for an individual from performance and capability. Attendees also indicated ways in which they could begin conversations about mental health within their teams and take steps to 'normalise' these conversations and better manage the impact of mental health issues before periods of ill health or crisis arise.

“ The feedback from this training session was unanimously positive and has enabled our managers to increase their confidence and skills to manage mental health within their workplace, which will result in better outcomes for all employees. ”

*Amanda Coyle, Assistant Health & Communities Directorate, Greater London Authority*

## Case study: 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.

There was a recognition that in a high performing competitive environment, Malcolm Hollis had the opportunity to reposition mental health within their workplace as an asset. The tone was set from the very top of the organisation with unanimous support from Partners for a 12 month initial programme.

Malcolm Hollis worked with Mental Health at Work to develop The People Leader programme; a bespoke, facilitated six hour mental health leadership development day for managers and all Partners across all sites. Overall this reached 74 people which accounted for 94% of people managers.

Learning objectives focussed on establishing preferred language around mental health, addressing attitudes and myths, encouraging senior leaders to talk, equipping individuals with skills to manage mental health, addressing responsibility and duty of care and signposting to resources within and external to the firm.

A key learning methodology was the development of a bespoke and relevant case study, illustrating an example of a colleague exhibiting declining performance, untypical behaviours and where there were concerns about mental health and a reluctance to talk about this. This was used as a vehicle to explore and discuss openly live issues in the workplace.

100% of attendees reported that it raised their awareness of issues around mental health and employees felt greater empathy and increased awareness, giving Malcolm Hollis insights for future programme activity.

Based on feedback from attendees, a shortened version of the manager training will be made available to all 260 employees.

The People Leader programme will be a regular part of the existing leadership training curriculum. Mental Health Champions will be identified and trained to act as internal specialist resources and advocates within the firm, and will be available for staff to discuss any related issue, which they may not initially want to discuss with their line manager.

“ I am very impressed with the quality of delivery, content and relevance of the training provided by Mental Health at Work – we have never seen such positive evaluation and feedback on a training course before. We have firm proof that changes have taken place immediately following attendance at the training and stigma is already diminishing, evidenced by employees feeling comfortable to come forward and talk about their own previously undisclosed experiences with mental health issues. ”

*Melanie Olrik, Human Resources Partner,  
Malcolm Hollis*

# Section 1: We all have mental health *continued*



## **Case study:** Arthritis Action

Arthritis Action are working towards developing a programme to promote mental health and wellbeing in the workplace. A fundamental component of that, as outlined in the 2016 Business in the Community report, is to train line managers to handle mental health issues arising at work.

Upon reviewing the report, Arthritis Action prioritised mental health training for their line managers. Earlier this year, Heather Baumohl-Johnson, the Charity's Director of Member Services & Operations, attended a Mental Health First Aid course and became their first MHFAider. She is now able to offer support to staff members who are experiencing a mental health issue by listening to their problems, communicating with them non-judgementally and providing information and signposting to other resources to help them further their journey of recovery. More importantly, staff members now know that they can speak to her should any issues arise.

Arthritis Action learned during the process that even the smallest gestures can make a significant difference to the wellbeing of staff. For instance, a gesture of thanks or an informal check-in every morning can make people feel that they are part of a supportive environment. The Charity is further developing its culture of openness and support as another way of tackling the stigma that surrounds mental health.

“ Following the success of the MHFA programme we will commit to MHFA training for the rest of our line managers. The Charity will also conduct an annual survey to assess our staff's attitudes to mental health in the workplace so we can celebrate the development as well as better understand what services would benefit our employees in managing their own mental health. The 2016 Business in the Community report was a useful resource which helped Arthritis Action to plan the best way forward in promoting a healthy work environment and nurture a balanced and happy workforce. ”

*Shantel Irwin, CEO of Arthritis Action*

## Case study:

PwC



In Autumn 2015, PwC's Executive Board agreed that as a progressive employer there was a moral and commercial imperative for us to focus greater attention on mental health at work. Since then we've focused on implementing the Business in the Community priorities of Talk, Train and Take Action. Their Mental Health at Work Report 2016 report helped to ground our plans and the business case for change in robust research. In particular we were struck by Business in the Community's data suggesting only 11% of people felt able to talk about mental illness with line managers and only 35% sought support from anyone. This confirmed our own views that unless people feel safe to talk about mental health and ask for help, our existing and new investments in resilience training and professional support would be unlikely to deliver the hoped for benefits. We needed a long term and sustained culture change programme.

In May 2016 we launched our Green Light to Talk campaign, designed to raise awareness of mental health in the workplace, engage our people emotionally through story-telling and educate people to understand that mental ill health, like physical illness, is a commonly occurring and natural part of being human. Green Light to Talk really captured the imagination of our people and during Mental Health Awareness Week in 2016 and 2017, our people wore green ribbons signifying their willingness to have a conversation about mental health and our 23 offices organised local awareness raising sessions. Every month we feature a different staff story on our intranet covering topics such as bi-polar disorder, panic attacks, eating disorders and depression.

Beth Taylor, Mental Health Leader, explains the commitment to following up on one of the Business in the Community 2016 recommendations, driving the agenda by utilising your senior leaders.

“ We now have 13 of our partners signed up as Mental Health Advocates: senior leaders sharing their personal stories, championing mental health around the business and demonstrating that mental illness is not a barrier to career success at PwC. These partners have been trained by Samaritans and Mental Health First Aid England which further encourages colleagues to come and talk to them about their concerns whilst giving them the skills to respond effectively. ”

*Beth Taylor, Mental Health Leader at PwC*

### Since January 2017, we've been taking action on 3 work streams:

1. increasing support for our new joiners
2. enhancing occupational health support, particularly during rehabilitation following time off work
3. training all of our people to feel confident spotting warning signs, listening without judgement and signposting people to the right professional support

We are currently using resources such as the Business in the Community Mental Health at Work Survey to decide how best to monitor our progress and evaluate their success.

## Section 2

# Disconnect: the aspiration and the reality

- **61%** of board members feel their organisation supports employees' mental health at work
- **More** employees feel their organisation does well in supporting mental health at work (up to 44% from 40% in 2016)
- **Three quarters (75%)** of managers believe there are barriers to offering support, although this is down from 80%
- Just **24%** of managers have received training in mental health (22% last year)

In many organisations the senior leadership, including owners, CEOs and board members, claim that employee mental health and wellbeing is a priority in the workplace. Yet their line managers and employees disagree profoundly. This disconnect between the aspiration and the reality runs through our survey once again, as it did in 2016.

Our survey shows that three in five senior leaders (61%) believe that their organisation does very or fairly well in supporting staff with mental health issues, compared to 40% of those with no managerial responsibility. In fact, 27% of all employees believe that their organisation does not support those who experience mental health issues (14% say not very well and 13% say not at all well).



**Three quarters (75%)** of managers believe there are barriers to offering support, although this is down from 80%

Similarly, 91% of managers agree that what they do as a manager affects the wellbeing of their staff, and only 2% disagree. In fairly stark contrast, only 58% of employees believe that their manager is genuinely concerned about their wellbeing and one fifth disagree.

Despite largely feeling a responsibility for employee wellbeing, the majority of managers (75%) believe that there are barriers to offering support, although this is down from 80% in 2016. The most significant barrier is lack of appropriate training (32%), but 27% of managers also say they do not have enough time to spend one-to-one with their staff. A focus on performance targets and other priorities are also notable barriers.

“ [My organisation] supports the people causing the problem as they are usually management and perceived to be above that. Any reporting results in a very aggressive interview with further accusations implied and absolutely no way to find help or balance, unless you have had previous training (I have) – but it is a very delicate situation. ”

*Male employee, 37, North West*



Just **24%** of managers have received training in mental health (22% last year)

Although senior leaders say their organisation supports employee mental health in the workplace, only 16% of employees and 24% of managers report receiving training on mental health. Fewer than one in 10 managers (9%) remembered having covered mental health as part of management training. Employees in larger organisations are more likely to have received some mental health training (18%) than micro businesses (10%) or small businesses (15%).



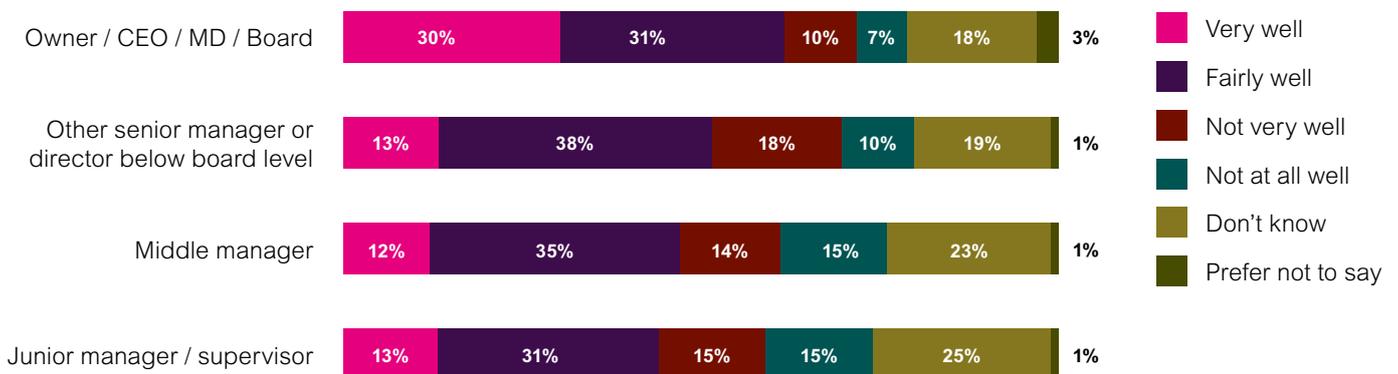
**27%** of all employees believe that their organisation does not support those who experience mental health issues



**Three in five** senior leaders (61%) believe that their organisation does very well in supporting staff with mental health issues

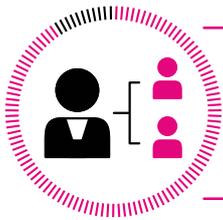
“ I support my team members despite management treating any mental health or anxiety/ stress problems as weakness. They only care about profit and/or shareholder values. ”  
*Female line manager, 56, Yorkshire and the Humber*

### In your opinion, how well does your organisation support employees who experience mental health problems?



## Section 2: Disconnect: the aspiration and the reality *continued*

Senior leaders must engage with employees at all levels and learn what works, and what does not. In doing so, they will also send a powerful message across the organisation that employee mental health and wellbeing really does matter.



**91%** of managers agree that what they do as a manager affects the wellbeing of their staff

Across all organisation sectors and sizes, line managers report that basic training in mental health literacy would be useful – with half of line managers in total (49%) saying that they would find this helpful to support employees.

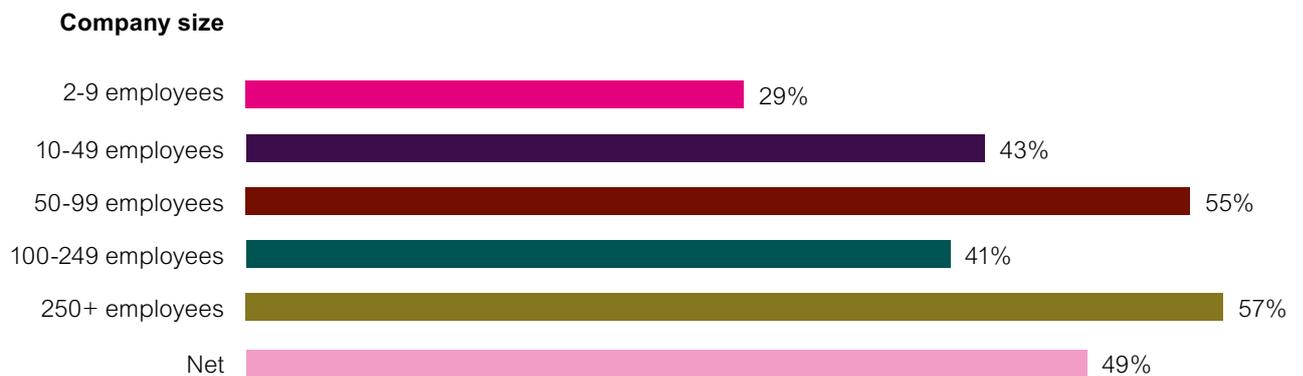
“ [My organisation is] open and supportive, but confidential. Very good at making allowances for my needs and bad times – in fact it was my VP who initially told me to take the time off. Not at all judgemental. ”

*Male employee, 45, Scotland*



Only **58%** of employees believe that their manager is genuinely concerned about their wellbeing and one fifth disagree

**Would basic training in common mental health conditions be useful for you to support your employees?  
Responses from line managers who answered yes.**



## Case study: Legal & General



Legal & General is a major UK employer and a leading provider of employee wellbeing solutions to corporate customers. Awareness about the benefits of discussing mental health has increased but it can still be difficult for people to actually find someone to talk to.

Our research shows that employees feel uncomfortable talking about their mental health issues in the workplace. Only 4% of employees surveyed who have experienced depression and 5% who have experienced anxiety felt able to talk to their manager or superior about it. Yet a huge 78% of employers believed their employees would be comfortable discussing such problems at work.

We signed the Time to Change Pledge in 2013 and are committed to focusing on mental health as part of our health and wellbeing programme. In May 2016 we launched our '1 in 4' campaign; the overarching strategy for all employee-facing mental health initiatives. Several colleagues shared their experiences of living with a mental health issue which generated a huge response from employees.

Two of our Group Protection rehabilitation team completed a programme run by Mental Health First Aid England and became accredited Mental Health First Aid instructors. All our offices had Fire Wardens and First Aiders but who could colleagues contact about mental health matters? Our Mental Health First Aid instructors have now trained over 60 MHFAiders across all our locations. In May 2017 we launched a compulsory computer-based training (CBT) module for line managers on mental health. We are also developing a half-day mental health workshop for line managers.

We have also launched our 'Not A Red Card' campaign which uses the power of sport to show that performance requires mental health as well as physical health. The campaign uses the red card's symbolism to tackle the mental health taboo and encourage more conversations in the workplace about mental health.

### The 'Not a Red Card' campaign includes:

- A series of videos where sports personalities encourage employees and employers to think that "talking about mental health is not a red card offence"
- A **microsite** offering information, ideas, conversation starters and links to expert organisations
- An event in October where leaders from sport and business will share mental health ideas and best practice

### The impact of this activity is measured in various ways and highlights include:

- Absence rates and causes across colleagues and corporate customers; whilst the initial absence rates for mental illness remain high, the average absence duration is reducing due to our intervention and support
- Colleagues regularly contacting our network of MHFAiders to discuss concerns
- The first 'red card' video generated fantastic results:
  - Reached 830,000 people on social media
  - Over 370,000 views
  - Over 7,000 likes, comments or shares
  - More than 13,000 microsite visits

“As mental health issues become more prevalent in today's society, it is more important than ever to be able to openly discuss them. By highlighting lived examples internally, building a network of Mental Health First Aiders and working with sports personalities in our 'Not a Red Card' campaign, we hope to help people feel more comfortable in having these conversations in the workplace.”

*Vanessa Sallows, Benefits and Governance Director, Legal & General*

## Section 2: Disconnect: the aspiration and the reality *continued*

### Case study:

Unilever



#### Unilever Line Manager tools for Wellbeing and Mental Health

Unilever has been proudly serving people in the UK for more than a century, making some of the country's most well-known and loved household brands. As part of our Sustainable Living Plan, Unilever aims to improve the health and wellbeing of a billion people around the world, and through the power of our biggest brands we aim to raise awareness and break down the stigma attached to mental health.

Unilever UK have accelerated our Wellbeing approach over recent years, with deep insight led by internal and external data findings. A selection of our findings have led us to focus on progressing our Mental Health programme, developing employee resources and emphasising the importance of our business progressing the conversation about mental health.

Key to our activation of increasing the mental health conversation and to support our evolving programme we have further developed our comprehensive range of line manager support tools and resources. Our online line manager 'One Stop Shop' is a keystone of this. It operates within seven key areas to help our line managers encourage their teams to thrive. We include Operational Excellence, Coaching and Development, Fostering Innovation, and Wellbeing – How to thrive, which includes a dedicated e-learning package around mental health. This runs alongside our holistic Wellbeing workshop, Thrive, which presents our Wellbeing and energy framework (of Physical, Mental, Emotional health and Purpose) to employees.

Embracing the many studies that have shown that line managers are one of the key influences to an employee's success and awareness of organisational support, we have endeavoured to provide our managers with the tools to make this happen. Alongside our e-learning and workshop package, we have trained more than 50% of our managers within Mental Health First Aid (MHFA) and built a 'Thriving through change' playbook. Our training and playbook offer tangible calls to action for managers to work

through with their teams to support them through their wellbeing journey. We felt that these items were an important investment, especially following Business in the Community's 2016 recommendations of Talk, Train, Take action. In fact our 2017 follow on action has been to further drive this impact and progress the conversation of mental health among our colleagues, by progressing our MHFA commitment to training one in 50 of ALL employees by mid 2018.

Our further 'Take action' includes the evolution of our Wellbeing resource accessibility and presentation. We constructed a Wellbeing information resource map – for line managers to facilitate employee support, and a nationwide communication programme on #1Chat, our ambition for which is that no employee is ever more than one conversation away from support. All this activity promotes permission to, and reduces the stigma of, talking about mental health.

#### Marcus Hunt, Health & Wellbeing Manager, Unilever

“ My wellbeing awareness is normally very good, but I was surprised when one of my employees spoke with me about their difficulty with sleeping due to anxiety. I was pleased that they trusted me enough to speak to. I was able to guide them to our resource map and we talked about which resource might be best for them to try first. Having the confidence to talk, but more importantly listen because of my training and wellbeing awareness, was key in supporting my colleague. ”

*Line Manager (Anonymous)*

## Case study: Anglian Water Group



Getting people to think and talk about mental health can be challenging.

At Anglian Water we used the Time to Talk prompt cards to help us develop an in-house DVD on mental wellbeing.

A consultant psychiatrist introduced the video and explained about how our day to day lives can lead to stress, anxiety and depression.

Senior directors from across the business joined employees and union representatives on the DVD, with the aim of raising awareness of mental wellbeing and information on how to support a colleague suffering with mental health. For example: if an employee is absent from work, keeping in touch by text, phone, email or face to face can be beneficial in helping them return to work and managers are encouraged to do this.

In the DVD two employees talked about their mental wellbeing. They hope to eliminate the stigma around poor mental health and to encourage others to reach out for help. Our directors provided guidance on how to start a conversation with someone who may be suffering. They also shared details of the support and help Anglian Water provides for their employees which includes information on the employee intranet, The Employee Assistance Programme, a referral to Occupational Health and use of our health care scheme.

The DVD concluded with: "You don't have to be an expert to talk about mental health."

The video, with supporting information, was sent to all teams within the business, and employees received a Time to Talk wallet sized prompt card to help them feel confident to start a conversation if they were concerned about a colleague.

Having the support of the company's Chief Executive, Peter Simpson, and his directors, gives a clear message that Anglian Water fully supports improving mental wellbeing within the workplace.

“ Having good mental health is just as important as good physical health. These days people have many different things going on in their lives and sometimes it just gets too much. If we all learn to recognise when someone could be struggling and offer them a chance to talk and find support it can make all the difference. At Anglian Water we want to encourage a culture of openness and support but it will take time for this to happen as we all develop an understanding of this key aspect of work life. ”

*Paul Valleley, Director of Water Services,  
Anglian Water Group*

## Section 2: Disconnect: the aspiration and the reality *continued*

### Case study: Balfour Beatty

## Balfour Beatty

Working within the construction industry we put a lot of focus on safety. With statistics showing an increase in mental health issues and suicide within our sector, as a company we felt the need to further focus on the health in health and safety. In order to achieve this we have implemented numerous initiatives on the Silo Maintenance Facility (SMF) project.

### Train

We now have a total of 18 employee Mental Health First Aiders who have completed the two day Mental Health First Aid (MHFA) course. They are identified across the site as appointed contacts for support and signposting – we are very proud to be the first project on Sellafield to have MHFAiders in place. A further 25 Managers and Supervisors have also attended an MHFA half day course raising awareness and understanding of mental health and wellbeing in the workplace as well as how to better look after their own and others' wellbeing.

In addition to this, the entire SMF project workforce attended a one hour presentation given by MHFA England focusing on improving our understanding of the importance of mental health in the workplace. Feedback was so positive we went to introduce the Action for Happiness 'Practical Ideas for Happier Living' workshop, again being the first construction company to use this approach to maintaining positive mental wellbeing.

In April 2017 we also carried out our own 'STOP Make a Change' stand down, which is a nationally recognised initiative focused around mental health. The attendees were made up of direct Balfour Beatty staff, both blue and white collar as well as clients and subcontractors. We invited a group of working actors to facilitate role plays of real life scenarios tailored around both work and home life. The session was led by a Clinical Psychologist, who gave insight into the issues covered and highlighted ways in which we can help each other further support and develop our own mental health.

The feedback from the audience was fantastic, with many individuals sharing their own experiences and asking to be involved in further awareness sessions/training.

“ Our pledge to continue raising mental health awareness in the workplace, giving it the same importance as physical health, is being further borne out by appointing a wellbeing coordinator who is also progressing towards becoming an MHFA instructor which will enable us to deliver MHFA courses throughout the wider Balfour Beatty business and ultimately achieve our goal. We have also implemented a forum across our site which allows Senior Management from all major contractors to engage & share best practice. ”

*Cath Melvin, Senior HSE Administrator,  
Balfour Beatty*

## Section 3

# The pervasive culture of silence

- **53%** of employees feel comfortable talking about mental health issues at work (50% in 2016)
- **28%** of employees with a mental health issue 'involved someone at work' (25% last year)
- **13%** of employees told their line manager or HR that they had a mental health issue (11% in 2016)
- **Three out of four (77%)** of those who experienced a mental health issue as a result of work feel that their colleagues care about their wellbeing

The stigma of mental health in the workplace condemns thousands of employees to suffer in silence, feeling unable to turn to their colleagues or managers when they need help.

Our survey found that just over half of employees (53%) feel comfortable talking about mental health issues like anxiety and depression at work. This is an encouraging increase from 50% in 2016, but more urgent progress is needed to really make a difference.

provide the appropriate support. Organisations must strive to find ways to engage HR in workplace conversations about mental health. Interestingly, three in four (77%) of those who have experienced a mental health issue as a result of work feel that their colleagues care about their wellbeing.

“Confidentiality is a problem in a small company where people are mates as well as colleagues. The MD has no empathy for people or their problems. Mental health sufferers are seen as wimps / weak.”

*Female line manager, 44, South West*



**Three out of four (77%)** of those who experienced a mental health issue as a result of work feel that their colleagues care about their wellbeing



**53%** of employees feel comfortable talking about mental health issues at work (50% in 2016)

“I think offices and culture needs to change. I see many people far worse off than me, in silence due to fear of reducing their career.”

*Male line manager, 64, South East*

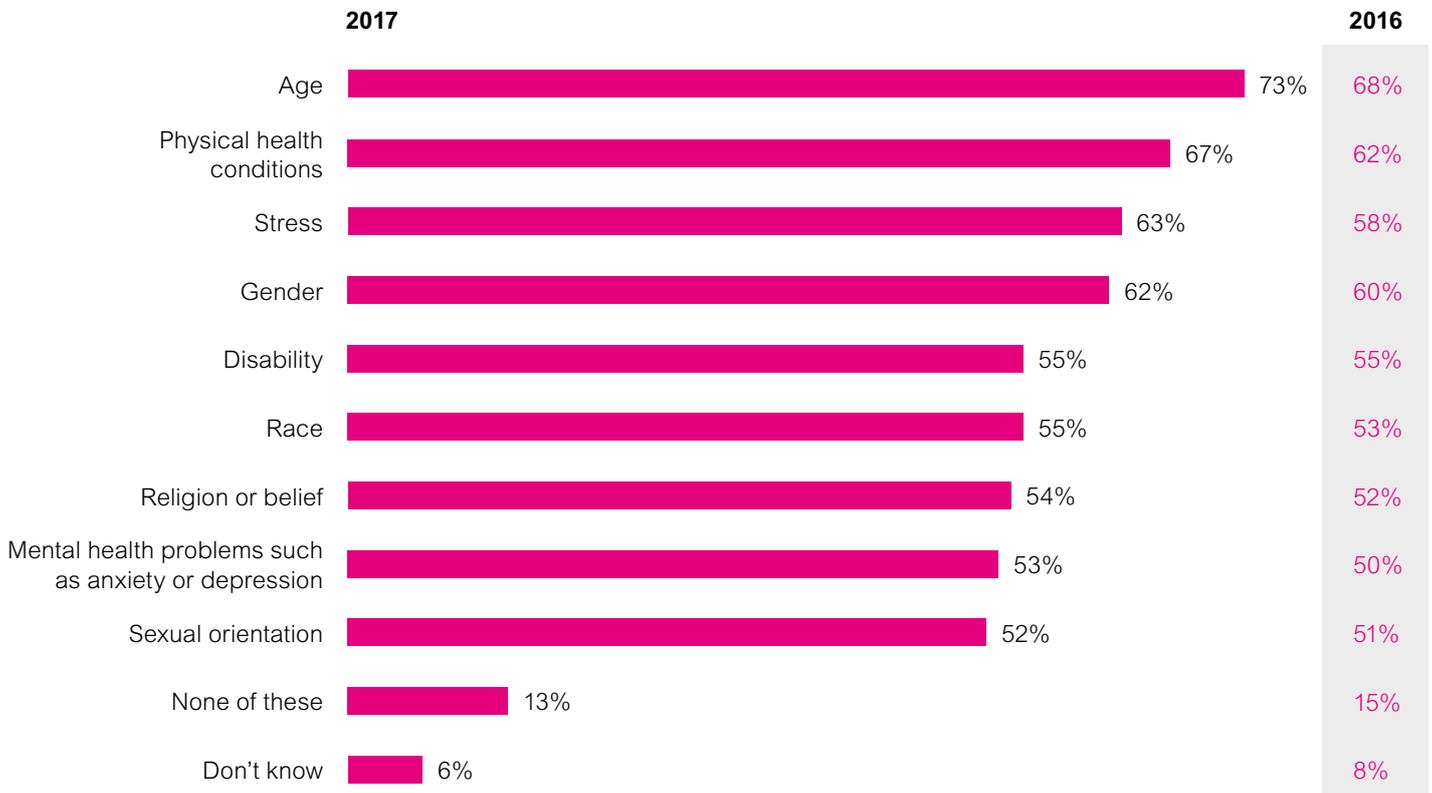
Just over one in 10 (13%) of employees with a mental health issue disclosed it to their line manager or HR. This means that most of those opening up about their mental health in the workplace are doing so informally with a colleague, who may not be in a position to

Managers are more likely than those with no managerial responsibilities to feel comfortable talking about mental health at work (60%, compared to 50%). It is essential that employers uncover why those lower down the hierarchy feel less able to be open about their mental health.

# Section 3: The pervasive culture of silence

*continued*

**Which of the following issues are you comfortable talking about at work?**



51% of employees would not be comfortable talking to their line manager about a mental health issue, compared to 44% who would be 'very' or 'quite' comfortable.

**“** It is seen as a weakness. No help with workload, constant restructures which pile stress on workers at the bottom of the organisation with no respite. The only option is to go off sick. **”**  
*Female employee, 38, Yorkshire and the Humber*



**51%** of employees would not be comfortable talking to their line manager about a mental health issue

Significantly, those with past experience of mental health issues are less likely to discuss a mental health issue with their line manager (40%) than those with no previous experience (51%). Managers are more likely to disclose an issue (48%), compared to 41% for those without managerial responsibility.

When employees experience a mental health issue they are more likely to turn to GPs, family and friends. Less than one third (28%) feel able to involve anyone at work, because many fear that it will have a negative impact on their role.

**“** I feel I could talk in confidence and be taken seriously. Not judged for a mental health condition. **”**  
*Female employee, 48, East Midlands*

## Case study:

### Heathrow

Heathrow

Katherine Compton is the Head of Health and Wellbeing Transformation for Heathrow Airport Ltd and has worked within the airport environment for 14 years. Her personal mental health challenges, following a suicide and subsequent motorbike mugging accident, have fuelled her passion to support other colleagues who may be struggling in their lives and within the workplace.

Katherine admits at first she felt overwhelmed in search for the silver bullet process or approach that could be applied. However, she soon realised that the application of a multi-layered approach of small initiatives across the organisation could have a disproportionately positive effect on achieving cultural change regarding mental health.

The Executive Board and Directors first signed the Time to Change Pledge showing that Heathrow are taking their approach to mental health seriously. This created a foundation from which to launch an employee DVD under a 'Your Mind matters – it's good to talk' campaign. Whilst some felt that employees would not want to come forward and share their stories, the organisation actually found that colleagues really did want to share their stories to help others. The DVD was shared with all employees via team meetings, training workshops and senior management events to spark a conversation. The DVD was also made available via a QR code on branded cup placemats in restrooms.

These foundations have really started to break down the barriers of silence and stigma surrounding mental health. Heathrow offers comprehensive formal routes for colleagues to get professional help and support for a wide range of issues, but a gap was identified – getting people to acknowledge that they need help in the first place and knowing where to go.

This led to a peer to peer support network to address this gap whilst harnessing the natural compassion of colleagues to look out for one another. Working with the charity March on Stress, they have created a volunteer network of StRaW Buddies (sustaining resilience at work), across the organisation. Whilst similar to a Mental Health First Aider, StRaW Buddies have a series of prompts to encourage a meaningful and structured conversation. It is purely voluntary and totally confidential – no formal records are held.

Whilst, still early days, the feedback has been very positive. One colleague said that 'Knowing that there is someone to talk to when things get a bit much really helps and I feel supported every step of the way'.

“ I am proud to be able to drive this important agenda for our organisation. It is about tapping into the natural human instinct to nurture and care and acknowledging that it is about the whole person, whilst putting this into a work context for our teams to provide support and guidance. ”

*Katherine Compton, Head of Health and Wellbeing Transformation for Heathrow*

## Section 3: The pervasive culture of silence

*continued*

### Case study:

#### Gowling WLG



Gowling WLG is an international law firm with 18 offices across the world, employing over 3,500 people, with UK offices in Birmingham and London. Mental health in the workplace was recognised as one of the last taboos and under their Diversity & Inclusion agenda, a wellbeing programme was launched. In addition to onsite subsidised yoga and massage sessions, the firm is offering a virtual GP service, access to health assessments and sabbatical leave. They also have a series of lunch and learn events through the year on topics such as addiction and supporting children with mental health issues.

Gowling recognised that a specific mental health programme was needed to ensure employees felt comfortable to lead a conversation about mental health. This included understanding mental health in its widest sense, challenging fears, misconceptions and beliefs that exist within the workplace, having the confidence to use language that is free from discrimination and actively positioning mental health on a par with physical health.

Gowling worked with Mental Health at Work, who developed and delivered a bespoke, facilitated training programme. This began by establishing the role of Mental Health Champions as a key internal point of contact for anyone in the firm, regarding a mental health issue. This included being a trusted, confidential 'listener', raising awareness, modelling inclusive language, providing informal signposting and feeding back important themes to the organisation to bring about change in the workplace.

The programme began with two cohorts of employees across the organisation and locations and included line managers, HR staff and partners.

Learning objectives were centred around raising awareness, challenging attitudes and myths, setting language and tone for inclusion and parity, increased confidence to talk openly, the role of Mental Health Champions, including boundaries, and equipping them with essential skills and resources to fulfil the role.

Mental Health Champions received follow up sessions a few months later providing further insight into any issues encountered and the chance to practise their listening and questioning techniques further.

There are now approximately 20 Mental Health Champions operational in their role across both UK sites.

Individuals were given the option to opt out of role following the training, which has enabled Gowling WLG to select people with the best fit for role, ensuring maximum impact.

The programme will continue to evolve, developing the skills of the Mental Health Champions, ensuring their role is embedded in the organisation, including further skills development. A full and evolving resource guide for champions has been developed, including aide memoires and signposting to support resources.

Complementing the Mental Health Champion programme, Gowling WLG is working with Mental Health at Work on a programme for training leaders and senior managers to raise their awareness and understanding of mental health issues and to build their skills and confidence to have conversations around mental health as trusted leaders.

“Mental Health at Work are respected experts in the field of mental health training. We have been very impressed with their bespoke approach, professionalism and ability to tune into our specific needs. The fit, style and pace all suited our environment. We look forward to working further with Mental Health at Work to develop a programme across the organisation.”

*Lorna Gavin, Head of Diversity, Inclusion and Corporate Responsibility, Gowling WLG*

## Case study:

### Business in the Community

**BUSINESS  
IN THE  
COMMUNITY**

Business in the Community recognises that promoting and supporting employee wellbeing is an essential part of ensuring both successful working lives and a high performing organisation. As part of its approach the charity launched an internal peer-to-peer wellbeing network called Be Well. Its purpose is to tackle health stigma and propose solutions which improve wellbeing amongst Business in the Community's staff with a focus on encouraging open dialogue about mental health and other issues.

In just one year Be Well has grown from a small group of four individuals to a network of champions across all the charity's UK offices. Champions are the wellbeing ambassadors and help to create a culture of openness about both mental and physical health in their geographical locations. Business in the Community has also trained over 10 staff in Mental Health First Aid at its London office and openly communicates this to staff alongside information about physical first aiders.

There have been many practical initiatives to encourage openness and discussion, including an anti-stigma poster campaign showcasing individual's personal experiences of mental health (inspired by the '[This is Me – in the City](#)' campaign) which has resulted in increasing numbers of colleagues talking about their mental health experiences. The group also supports the organisation in promoting the helplines and services available, such as the Employee Assistance Programme and advice on how to look after their own mental health. This was supplemented by a programme of activities including a mindfulness taster, dementia awareness workshops, depression awareness talks and lunchtime learning sessions on nutrition and stress. To ensure this activity is highly visible, the group created a Be Well logo which is now reflected in all policies related to wellbeing.

To recognise the connection between good management and the wellbeing of teams, Business in the Community equips all managers with the people management skills that enhance wellbeing including coaching, giving feedback, setting clear objectives and priorities and team communication. All managers

receive a 1-1 induction with a member of the HR team with further opportunities to learn through leadership programmes and short interventions such as learning lunches and 'Management Minis' – short, targeted face-to-face sessions tailored around the needs of busy managers who need to upskill without losing a whole day to classroom training.

Business in the Community also demonstrates that mental and physical wellbeing is a business-critical issue by identifying dedicated leadership at the very top of the organisation. The Be Well Network has a dedicated executive level sponsor whose role is to represent and drive this issue and ensure it remains at the top of the agenda across the organisation at senior level.

“ I am delighted to be the sponsor on Business in the Community's Executive Team for the Be Well network, because mental and physical wellbeing are essential for navigating the demands of the changing world around us. We believe in and support wellbeing from the top at Business in the Community, I for example encourage my team to talk about their wellbeing in 1-1s, and to take action when necessary. The Be Well Network is effective in encouraging all employees to prioritise wellbeing, collectively and individually, and to raise issues openly with their line managers as and when problems arise. ”

*Stephen Farrant, Director of Sustainability, Innovation and Sectors, Business in the Community*

Business in the Community's Be Well network is part of the organisation's strategy to proactively set the right culture for positive mental wellbeing and remove the stigma around mental health amongst employees. The group provides quality feedback to inform the forward strategy to continually support the wellbeing of employees.

## Section 3: The pervasive culture of silence

*continued*

### Case study:

#### Nuffield Health



This year, Nuffield Health identified a gap in the workplace: a lack of provision around mental health awareness in line managers.

We completed a gap analysis of several key employee wellbeing policy guides including the DWP, NICE, the CIPD (supported by Robertson Cooper) and the New Economics Foundation. This highlighted that we did offer many supporting services but fell short in specific areas:

- Business case and sustainability
- Measurement and monitoring wellbeing
- Line manager wellbeing training (mental health)
- Employee influence
- Work life balance

In addition to a data-led approach, we created a stakeholder map to understand who we needed to inform and gain support from. This began by delivering the wellbeing strategy to key senior groups across the organisation including the HR Forum – our executive sponsor's senior leader forum. This engagement enabled us to gain access to local sites and complete qualitative research and has accumulated ongoing support for employee wellbeing initiatives.

Signing the Time to Change Pledge has helped to set the tone around mental wellbeing; it is being articulated throughout the business.

We are training mental health and wellbeing champions to raise levels of mental health awareness among colleagues and managers. Also, we are collaborating with our Learning and Development Academy team to develop business-as-usual training to encompass mental health for leaders and colleagues.

Further, we have conducted an employee survey on stress risk and mental wellbeing. This will allow us to more specifically identify areas of need to respond and support the needs of colleagues. Also, it has allowed us to identify areas of best practice to learn from.

We will measure impact by redeploying the survey and assessing engagement with the training. A strategic project for the remainder of 2017 is to set up a site by site wellbeing dashboard. We will be using this to benchmark average population scores and segmentation distribution, i.e. the number of red flagged individuals in sites with and without a mental health champion.

“ The new focus of our employee wellbeing strategy, combined with signing the Time to Change Pledge, marks a significant step forward in our journey to provide the best possible support and environment for everyone who works at Nuffield Health. It's an exciting place to be! ”

*Chris Harbron, Director of Emotional Health and Wellbeing at Nuffield Health*

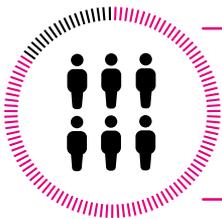
## Section 4

# The role of line managers

- **Significantly more** managers accept that employee wellbeing is their responsibility – the number has risen to **84%** of managers from **76%** in 2016
- **There has also been a significant increase** in the number of managers who say they feel confident they can recognise mental health issues (up to **71%** from **64%**)
- **38%** of managers have been approached by a member of staff wanting to talk about a mental health issue
- **48%** of managers have managed a member of staff with a mental health issue, similar to 2016

Line managers play a key role in fostering an open culture where employees feel able to share concerns about mental health. An organisation's mental health policy cannot be effective unless managers are willing and able to put it into action. Yet our survey reveals that too many managers feel they are denied the support they need to do this.

Managers want more and improved training, and they want time in their working day to prioritise mental health and wellbeing. Without this, employees with mental health issues are likely to continue suffering in silence, or turn to family and friends outside the workplace.



**Significantly more** managers accept that employee wellbeing is their responsibility – the number has risen to **84%** of managers from **76%** in 2016

The good news is that there has been a positive shift in the proportion of managers who accept that employee wellbeing is their responsibility. This has risen to 84% from 76% in 2016. The improvement is equally strong between male and female managers, but is felt particularly by those who work in larger organisations of 250 staff or more.

There has been a corresponding rise in the confidence of managers to recognise mental health issues, up to 71% from 64% in 2016. But one in four (26%) still feel 'not very confident' or 'not at all confident'. Women and older managers have a greater sense of confidence, and the ambition must be to encourage all managers, regardless of gender and age, to feel able to engage with employees on mental health.

“The last time I tried to help [someone experiencing a mental health issue at work], I came up against senior management and the person ended up leaving. I feel bad. I won't try again.”

*Female line manager, 52, South West*

Managers feel more confident about their ability to respond to those with mental health issues, although one third are uncertain about responding to complex conditions, such as depression or panic attacks. Stress is more commonplace, with 79% feeling 'very' or 'quite confident' about responding effectively.

## Section 4: The role of line managers

### continued

One in five managers (20%) did not talk to or receive support from anyone at work during the most recent occurrence of mental health issues affecting someone they manage. Despite this, the majority (86%) of managers felt they had handled the process 'quite' or 'very well'. 79% of those managing one to three employees felt they did 'very' or 'quite well', compared to 90% with 10 employees or more.

38% of managers (35% in 2016) have been approached by a member of staff wanting to talk about a mental health issue. Training for line managers is vital to embed effective mental health and wellbeing policies at work. Half of managers (49%) said they would welcome some specific basic training on mental health conditions, and more (55%) believe that online information and guidance would help them to support the wellbeing of their employees.

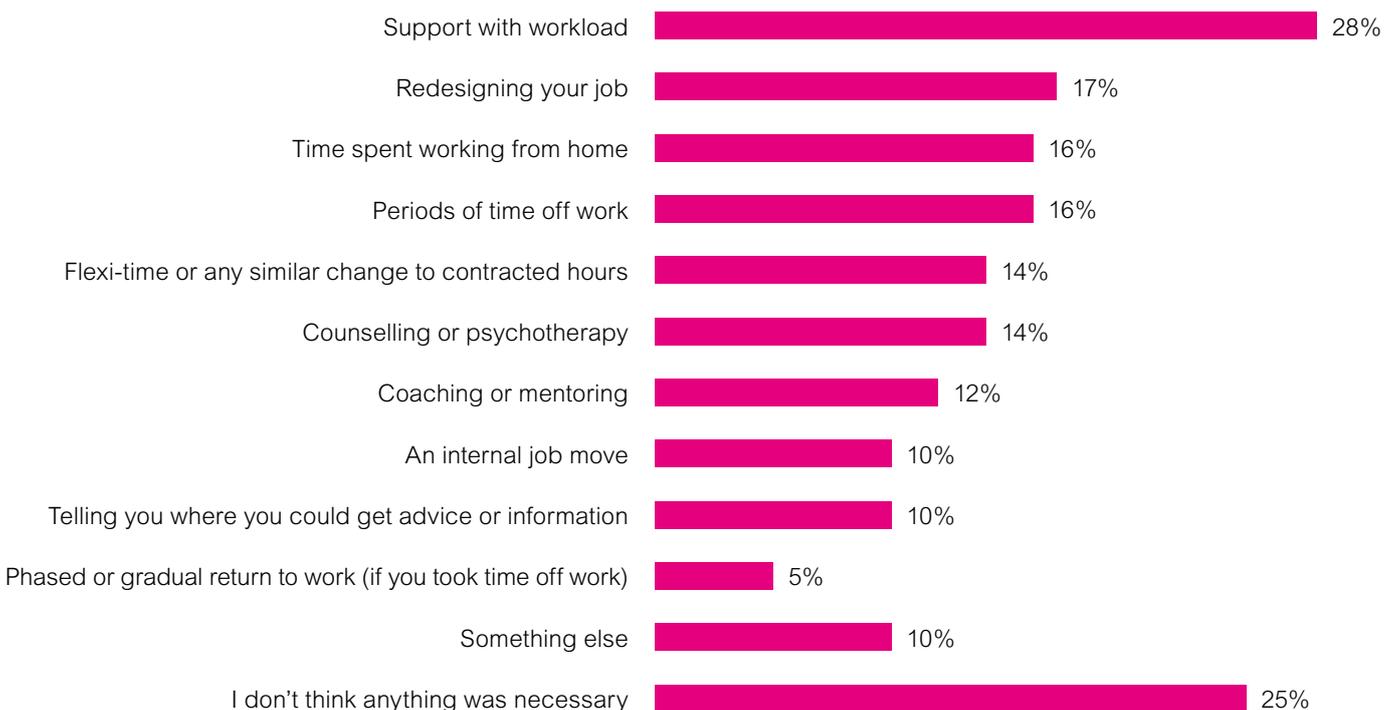
“ I work for a small company that doesn't have an HR department. My manager wouldn't know how to talk to me about my depression. I feel like if my managers can't see a problem, they forget it exists. They rely on me going to them if I have a problem, rather than them checking in on me. ”

*Female employee, 30, London*

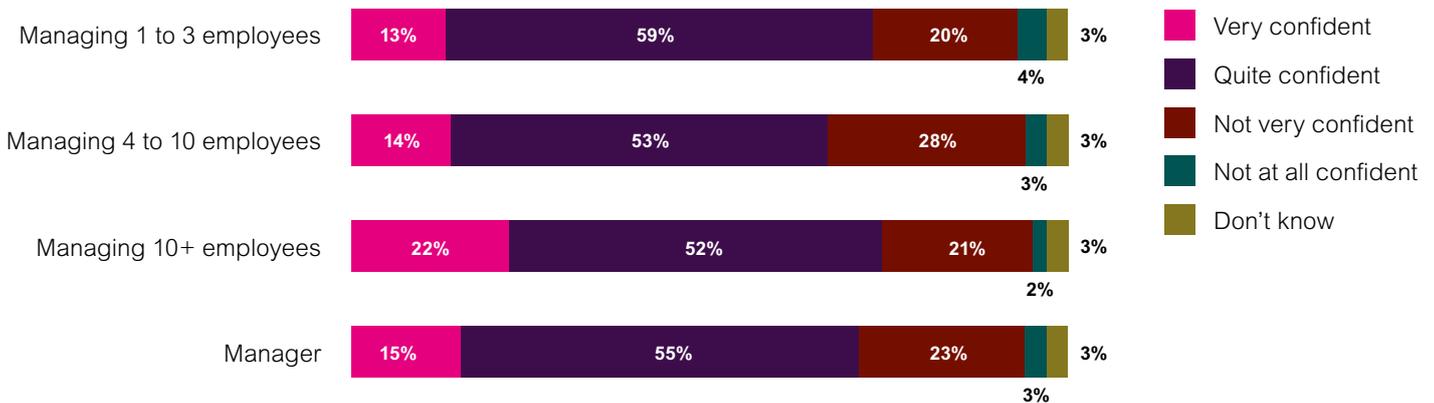


**48%** of managers have managed a member of staff with a mental health problem

### When you experienced mental health problems, which of these, if any, would have been helpful?



**How confident are you that you would recognise the potential symptoms of mental health problems in the people you manage?**



We are concerned that 35% of managers report not having any workplace facilities or services that could help employee mental health and wellbeing. 29% have Employee Assistance Programmes (EAPs) and 27% have Occupational Health support, while 19% report access to counselling or psychotherapy.

These are more likely to be available in larger organisations. However, just 4% of employees made use of an Employee Assistance Programme during their most recent experience of mental ill health. Employers should consider how to improve the engagement between employees who need support for mental health and their EAP.

“ I would attempt to just get them talking, and make them feel comfortable so they could open up if they wanted to. ”  
*Male line manager, 57, East of England*

**One in four (26%) managers** feel ‘not very confident’ or ‘not at all confident’ in recognising mental health issues

**35%** of managers report not having any workplace facilities or services that could help mental health and wellbeing

“ We have a confidential advice line and employ an Occupational Health organisation that employees can be referred to. All managers have training in how to recognise stress. ”  
*Male line manager, 69, South East*

# Section 4: The role of line managers

*continued*

## Case study:

Mercer



### **Leanne Hamilton, People Manager based in Mercer Belfast:**

I was supporting two colleagues with different diagnosed mental health conditions. I was struggling to signpost them to the support services we have available and to know how best to support them while in work. I felt my own mental health was also struggling, as I was questioning if what I was doing was the correct thing.

In February I talked to my manager about attending a Mental Health First Aid accredited course and suggested we invite others. I received overwhelming support and was given the go ahead to invite volunteers. This set the tone immediately; as a business we were committed to providing support for all colleagues and to reduce the stigma associated with mental health.

The next stage was identifying how we offered and tailored mental health sessions for all staff. I put together a business case to provide mental health training sessions for all staff in the Belfast office that was signed off and within a month we had a pilot project in the Belfast office. Whilst the pilot was being finalised the organisation put into place our Mental Health & Stress Policy which includes seminars for all colleagues, Mental Health First Aiders in all offices and raising awareness of mental health. In May this was circulated to every employee showing the commitment the organisation is making.

In May all our line managers in the Belfast office received Mindful Manager training and all staff were offered a place (using their volunteer hours) to attend a Personal Resilience course. Myself and a colleague also became accredited Mental Health First Aiders to support colleagues. Alongside this we are holding workshops throughout the year on a variety of mental health issues, this will ensure that as an organisation we continue to talk about the impact of mental health.

I now feel I have all the tools I need to support myself and colleagues. The training clarified what my responsibilities are as a line manager. It also suggested reasonable adjustments that we can apply as an organisation across all staff to improve everyone's mental wellbeing. We are in early discussions about trialling a 'work from home one day a week' voluntary scheme. This shows employees we are fully committed to making organisational changes to improve everyone's mental health.

## Case study: City & Guilds Group

City & Guilds Group

The City & Guilds Group has an active focus on equality, diversity and inclusion. It is committed to breaking down the barriers people may face when applying for jobs and to being a truly inclusive organisation, where employees feel well supported at work.

We know that line managers' understanding and awareness of mental health is very important and they need sufficient support when dealing with mental health issues in their teams. Through our Employee Wellbeing programme and an increased focus on the whole inclusivity agenda we have been able to raise the profile of mental health across the Group. Our Chief Executive has also blogged internally about the effects and statistics of mental health and with his continued support we hope to maintain the momentum to continue to break down the stigma related to mental health.

City & Guilds Group provides employees with mental health awareness and resilience training sessions. The Group also have trained Mental Health First Aiders in the office, who can identify, understand and help employees and their line managers in dealing with a mental health issue. In the most recent Mental Health Awareness Week, we welcomed key health suppliers to deliver onsite sessions on mental health and the support available to employees through Employee Assistance Programme (EAP), early intervention and rehabilitation.

Our line managers are also being provided with information on signals and behaviours that might indicate a team member is suffering with mental ill health. Managers can use our EAP and early intervention service that can advise them on what actions to take. Managers are also supported by their HR Business Partner who can signpost the most appropriate in-house or external service.

“ In both my personal and professional life I have known and worked with people who have suffered with mental health issues. This is a very real issue, and often it can go unnoticed until it's too late. I volunteered to be a Mental Health First Aider as I would really like to be able to support people where I can. I think it's great that the City & Guilds Group has invested in this training to help look after the wellbeing of its employees. ”

*Marigo Sevastopulo, a Service Improvement Manager, trained to become a Mental Health First Aider at City & Guilds Group*

# Section 4: The role of line managers

*continued*

## Case study:

### Department for Work and Pensions (DWP)



DWP recently developed an innovative health and wellbeing strategy, Working Well Together, adopting a holistic approach to wellbeing. This has been embedded throughout the organisation and is championed by our HR Director General.

Mental wellbeing was identified as the top priority in Working Well Together. One of our aims is to create parity of esteem between physical and mental health.

To help support our people's mental wellbeing we trained and introduced independent mental health first aiders. To build the resilience of our people during a period of significant organisational change, we introduced face to face and e-learning resilience training and mindfulness and stress management programmes. We enhanced our employee assistance provision through the delivery of broadcasts to support managers in learning techniques in implementing and managing change and having quality conversations.

Through Working Well Together we have built health and wellbeing principles into everyday business priorities, including DWP's leadership framework, line manager capability and leadership programmes and performance management system. This is in addition to engaging our people in monthly campaign activity based around our health and wellbeing priorities.

Our recent campaign to celebrate Mental Health Awareness Week saw well over 16,000 people from DWP participate in live broadcasts and e-resource activities to help break down the barriers and stigma associated with mental health.

*Chris Murray, now a Mental Health Champion for DWP, talks about his experiences of suffering from poor mental health for 20 years and the support he received from his line manager.*

“ Although I struggled to sleep, going to bed was a relief as I had survived the day. But my anxiety about doing it all again tomorrow was difficult to overcome.

My first step towards thriving was talking to friends, family and colleagues, and seeking the right professional help. I sought support from our EAP, who identified I was in crisis, they arranged necessary support from the NHS.

With help/support I was able to focus on the positive actions I could achieve to help me thrive; I set myself small, achievable goals like meeting a friend for coffee in public. I ate healthily and exercised to improve my mood and sleep.

During my absence my manager and I kept in regular contact and arranged face to face meetings at a time and place I felt comfortable with. ”

*Chris Murray, Mental Health Champion for DWP*

*Chris' line manager said:*

“ During Chris' period of sickness I kept in regular contact with him following the attendance management procedures. However, more importantly my aim was to manage Chris back into work and provide the support he needed to enable this to happen effectively.

I was in contact with HR and the Department's occupational health provider. I tailored requirements to Chris' needs and reviewed this regularly to make sure we achieved the right outcomes. I believe this tailored support helped Chris' transition back to work as his needs were at the centre of his return to work plan.

Chris told us he found the support from DWP and his manager invaluable to his recovery and successful return to work. ”



## Case study:

### Fujitsu

At Fujitsu, improving awareness around mental health is important, but awareness can only take an organisation so far. Fujitsu's Responsible Business Board believe taking action is where the real learning is derived for employees and the business benefit realised.

On World Mental Health Day in 2016, Fujitsu introduced employees to the concept of Mindfulness. The response from employees exceeded expectations;

- 400 employees joined the webinar
- 100 employees took part in group Mindfulness sessions across four locations

An online conversation as part of Mental Health Awareness Week 2017 was a great opportunity to hear in real time from employees around their perceptions of support available to them and also to discuss different ways in which Fujitsu might roll out Resilience Training.

Key to this was exploring whether encouraging teams to attend resilience training together with their manager, as opposed to individual attendance on a company-wide available course, might actually enhance the shared learning and mutual understanding between managers and their teams, helping to collectively embed positive working practices within their team which support good mental health. Feedback was mixed, some could see the advantage, whilst others felt this might lead to some attendees being less open around their learning objectives for the course because their manager was in the room.

So the learning from such online conversations works both ways, for the employer and employee. As a result Fujitsu will take action and work to develop both options as part of their approach to resilience training going forward.

Ian Howarth, HR Specialist for Wellbeing at Fujitsu, believes finding ways to reach out to employees who ordinarily wouldn't engage in mental health is important to effect lasting change across an organisation.

“Historically we've positioned an annual step challenge for employees as a physical wellbeing initiative. For 2017 we launched the challenge under the banner of *Take Steps to support your mental wellbeing*, promoting the links between physical exercise and mental health.

In 2016, 65% of our employees participating in the challenge reported reduced stress levels, and 68% completed the challenge achieving the recommended sleep levels compared to 56% prior to the challenge. We knew therefore the challenge would be an effective way to engage employees in caring for their mental wellbeing, employees who ordinarily may not attend a mental health webinar or resilience training course.”

*Ian Howarth, HR Specialist for Wellbeing at Fujitsu*

Mental Wellbeing rightfully will remain an integral part of Fujitsu's overall approach to supporting employee wellbeing. Aligning this approach with established Wellbeing offerings such as an Employee Assistance Programme, and access to flexible working practices, is how Fujitsu aims to continue their commitment to creating a lasting positive health culture for their employees.

## Section 5

# Responding to employees

- **15%** of employees faced disciplinary proceedings or were dismissed after disclosing a mental health issue, compared to **9%** last year
- **Significantly more employees** said action had been taken after they disclosed a mental health issue; **49%** of employees said changes were made, compared to **44%** in 2016
- Just **9%** of managers (down from **13%** in 2016) considered that no action had been necessary in response to a mental health issue
- **One third (32%)** of employees were offered time off work when they disclosed a mental health issue, compared to **30%** in 2016. Support with workload would have been most helpful for 28% of employees

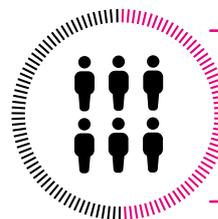
**We know that good work supports employee mental health and wellbeing. Yet the most likely response to an employee who discloses a mental health issue is to offer them time off work. More worryingly, a significant number of employees have been dismissed or demoted, or have faced disciplinary proceedings. This is unacceptable conduct and must be stopped.**

Only 13% of employees felt able to talk to a line manager or HR about a mental health issue (11% in 2016). This remains a huge barrier to an effective response in the workplace, and means that many employees miss out on the support they need.

However, when employees do disclose a mental health issue, positive or neutral actions are taken in the majority (72%) of cases, according to our survey. Employees were most likely to be offered time off work (32%) or support with their workload (30%). Over one in five (21%) were referred for counselling or psychotherapy. Counselling or psychotherapy is more likely to be offered by larger organisations (particularly those with 250 or more employees).

“ [My workplace is] very open about mental health including recognising mental health charities, awareness weeks etc. Have personally, and know other managers to do similar, been lenient with absences due to mental health issues, offered occupational health referral, changed working hours, postponed sickness absence meetings; also staff know ‘my door is always open’. I know of two staff who have attempted suicide and yet still work at the company due to our support. ”

*Female line manager, 33, North West*



**Significantly more** employees said action had been taken after they disclosed a mental health issue; **49%** of employees said changes were made, compared to **44%** in 2016

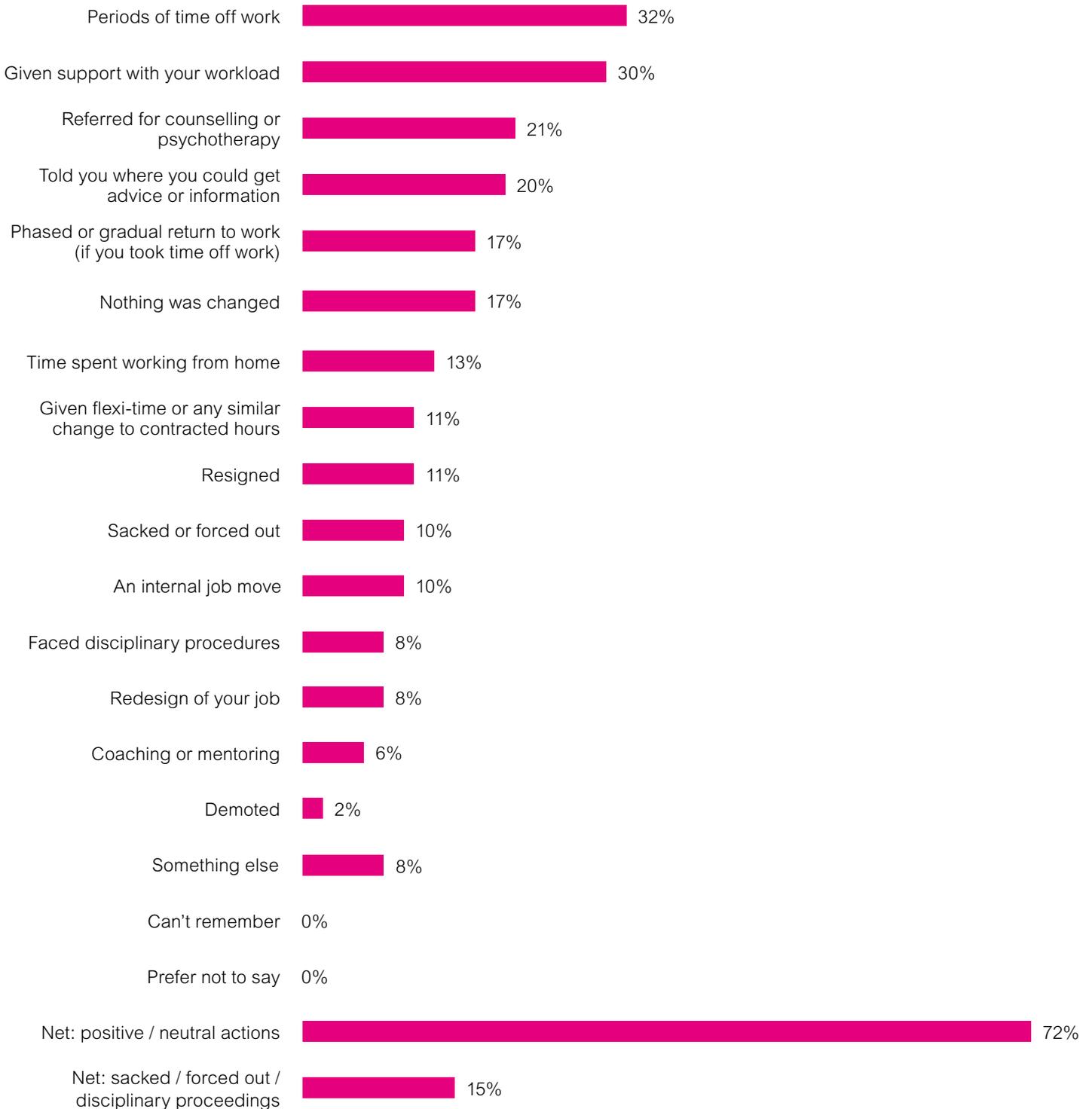
“ I was allowed to work from home while I was suffering from depression which resulted from being bullied by a co-worker. ”

*Female business owner, 49, South East*



**15%** of employees faced disciplinary proceedings or were dismissed after disclosing a mental health issue, compared to **9%** last year

**When you experienced mental health problems and disclosed them to your employer did any of the following things happen?**



# Section 5: Responding to employees

*continued*

28% of employees with a mental health issue said support with their workload would have been the most helpful response, followed by the opportunity to work from home. Only 16% wanted time off work, although this was the most common response on the part of employers. Importantly, one in four (25%) said no response was required from an employer. This suggests that an overwhelming majority of employees with a mental health issue are keen for some reasonable adjustment to be made so that they may be able to stay in work, and this is not always being provided by employers.



When employees do disclose a mental health problem, positive or neutral actions are taken in the majority (72%) of cases

Positive actions also included coaching, an internal job move and job re-design. All were felt to have been helpful by a majority of those experiencing mental health issues. Being told where to find information was the least helpful action.

Despite positive responses in some cases, there is still much that is troubling about how organisations respond to the disclosure of mental health issues. A net 15% of workers were dismissed, forced from their jobs or subject to disciplinary procedures after disclosing a mental health issue (9% in 2016).

“ [My workplace was] very supportive in terms of allowing me extended leave to come to terms with the illness, and through a return to work plan. ”

*Male employee, 37, North West*

“ When the problems were because of work I went to my union. When they were caused outside work but affected my work I was supported by my workplace but the OH counselling was rubbish. ”

*Female line manager, 57, London*

Each bad experience reinforces the belief that disclosing a mental health issue at work can put your job at risk, or cause conflict with colleagues and friends. This is why so many employees remain silent and try to cope on their own. It is inconceivable that such stigma would be tolerated around physical ill-health, such as with cancer or diabetes.



28% of employees with a mental health problem said support with their workload would have been the most helpful response

“ I have watched as colleagues have been sacked, harassed and generally driven out of the workplace by management. Anyone who comments suffers a similar fate. If you say you have problems you will be deemed incompetent – more support would be nice and a recognition that we are paid workers and not there or available like slaves, 24/7/365. This company also plays the lip service to wellbeing game. It's a joke – well would be if it were not so serious. It's an insult. ”

*Female line manager, 52, South West*

The culture has to change. Until there is parity of esteem for mental and physical health in the workplace, there cannot be justice for those experiencing mental health issues.

## Case study:

Mercer



### Measuring and Managing Stress in the Workplace

In our consulting work with employers across industries and country borders, work-related stress features as one of the most prevalent and, often, most challenging employee health issues.

Creating a trusted environment where employees feel they can speak openly about stress and the factors that contribute to it, and getting under the skin of how it affects them both inside and outside of work can be tricky to get right. Yet employee insights are the holy grail of stress management: being able to understand the root causes of stress, quantify its impact on absence and productivity, and effectively target it to improve wellbeing.

A recent project hinged on that all-important employee feedback. One of our clients, a leader in diversified technology and manufacturing with over 100,000 employees in more than 70 countries, engaged us to conduct an annual Managing Stress in the Workplace survey. This was triggered by a legal obligation to measure and manage work-related stress, as well as a commercial awareness that increasing levels of absence and isolated cases of serious health conditions were affecting productivity.

The organisation was, however, keen not to just fulfil the letter of the compliance requirements but to create a positive impact on organisational culture and employee wellbeing, and set out to gain meaningful insights that would help them to build a targeted wellbeing strategy.

For the annual survey, Mercer introduced the Health and Safety Executive Management Standards Indicator Tool, a 35-question survey that asks employees to indicate their views on six key areas of stress at work – areas that if not properly managed are associated with poor health and wellbeing, lower productivity and increased sickness. The topic areas include work demands, job control, organisational support, work relationships, role understanding and change.

We took the tool to the masses, creating an online platform that made the survey available in 17 languages, and distributing it both online and by paper across 20 countries within the EU to over 20,000 employees.

Next we took the data and insights, and helped the company turn them into action. The survey had good levels of participation (60% on average) and results

were analysed at both the overall and country level. Mercer worked with the organisation's wellbeing team to create action plans based on the specific findings and monitor their progress.

In some countries, operational processes were analysed and production timelines amended. Elsewhere, the focus was on recognition policy and a mandate to leadership to communicate more about change in the organisation to the employee population. Better communication of Employee Assistance Programme (EAP) and Rest & Recuperation policies were highlighted as local priorities, and workshops with outside facilitators to discuss topic areas in greater detail and greater levels of coaching were made available to employees.

Mercer designed a psychological referral pathway which includes proactive elements, such as manager training, in spotting the early warning signs of stressed employees, resilience training and relaxation workshops, including mindfulness, for employees. The pathway also included reactive services including stakeholder management to capture valuable data across a spectrum of services, such as Health Insurance, EAP, Group Income Protection, Occupational Health, etc; and the introduction of a triage model that ensures clinically appropriate referrals to relevant treatment options.

An employee spoke out in a staff meeting, "When I finally plucked up the courage to contact the EAP counselling service I realised that my problem was not unusual or too small and I know I saved a lot of time using the service and would urge others to access the service earlier than I did."

Data insights are the outstanding feature of the evaluation of every case as new outcome measures have been introduced to assess the improvement of health and service effectiveness. But the bigger prize at the end is better health outcomes for employees – a sustainable workforce and a more caring response to the needs of an increasingly diverse employee population.

Mercer's Dr Wolfgang Seidl explains that this clearly shows that measuring stress levels in an employee survey is only half the story and the 'so what' question needs to be addressed and the various services, aligned to a mental health pathway, have made all the difference.

# Section 5: Responding to employees

*continued*

## Case study:

### Royal Mail



The Royal Mail recognises that mental health and the stigma around talking about mental health conditions are huge national challenges. As one of the biggest employers in the UK with c.140,000 employees, Royal Mail is rising to these challenges and is determined to make a difference to people's lives.

The Royal Mail has recently agreed a comprehensive five-year strategy and plan to raise awareness, reduce stigma and provide support, signposting and interventions to improve mental wellbeing across the UK. This is to ensure that not only colleagues but communities benefit from our support and activity. This strategy is being sponsored by Dr Shaun Davis, Global Director of Safety, Health, Wellbeing and Sustainability.

“Our five-year mental health strategy clearly sets out our commitment to improving the lives of employees and their families with mental health conditions. I am personally sponsoring the strategy and comprehensive plan and am confident that we can bring about meaningful change.”

*Dr. Shaun Davis Global Safety, Health, Environment and Sustainability Director, Royal Mail Group*

Our strategic focus and plan combines Royal Mail Group-wide programmes with local activity and includes leading on piloting activity and programmes to support healthy minds.

We continue to further develop our inclusive culture where talking about mental health feels normal, where senior leadership and managers 'walk the talk' and integrated mental health solutions underpin real improvements for people.

Going further, reflecting our strong employment brand we will be reviewing our policies and processes to ensure we are a 'mental health friendly' organisation.

Recognising the need for a UK 'team effort' from across multiple organisations and charities we are working closely with our mental health charity partners such as Mind, Mental Health UK and Heads Together, as well as a groundbreaking partnership with the Prince's Trust. Our charity for the next three years is Action for Children who will be the primary beneficiary of fundraising activity. In addition to working with charities we work with different organisations to share and learn to enable a national increase in mental health understanding and support.

“We at Royal Mail have a unique and historic connection with our customers. Our people are committed and passionate about the local communities they serve and we are uniquely placed to change attitudes and to help people with mental health conditions. Working with our managers, staff and unions we can make real progress supporting those with mental health conditions, their family and friends.”

*Moya Greene, CEO, Royal Mail Group*

## Case study:

BT



BT Group plc, a global communications services company, has 82,800 UK employees, with diverse business segments including engineering, call centre operations, logistics, legal, research and development.

BT's business strategy is underpinned by a high performing, healthy organisation where people feel engaged and inspired to be the best they can be. The Health, Safety and Wellbeing (HSW) Policy explicitly emphasises the critical contribution of this area to commercial success, and the HSW strategy is fully aligned emphasising promotion of healthy behaviours to avoid illness or injury arising from work or lifestyle, support to stay resilient, and advice from specialists to aid speedy recovery.

In 2016 BT reviewed its Wellbeing framework in the context of emerging evidence and world class thinking; key drivers of Health (particularly mental health), Security, Relationships and Purpose were identified and a gap analysis of information, products and services undertaken. This provides the blueprint for developments over the next few years.

To track progress, a new question has been incorporated into the twice yearly employee survey asking about overall life satisfaction. Further work is underway to integrate the principles and associated behaviours into *Management Essentials* training (which focusses on the direct impact people managers have on how their teams feel about their jobs, the organisation and customers with a suite of tools, videos and training modules to help managers get things done in the right way) and *Connected Leaders*, BT's Leadership Development Programme (which emphasises the crucial role of leaders in creating the right culture and role modelling the right behaviours throughout the employee lifecycle).

BT's portfolio includes a mental health 'toolkit' with a range of resources of escalating sophistication. This includes self-help information and training for people managers, an Employee Assistance Programme and

Mental Health (Cognitive Behaviour Therapy) service, as well as a team of trained counsellors providing line management consultancy and support.

Employees who may have issues with ability to work, either currently or at some point in the future, due to health, disability or caring responsibilities can voluntarily use the confidential BT Passport developed as a joint initiative with the Trades Unions. The Passport is a simple word document completed by employees with their Line Manager and is intended to provoke discussion about balancing business and individual needs and to record the outcome of that discussion including agreed actions relating to the individual's circumstances. The focus is firmly on what the employee can do rather than what they can't and in helping to removing any barriers that might prevent them from making a full contribution at work.

### Key impacts include:

- BT's mental health related sick absence rate has decreased 13% from 0.593% (1 April 2016) to 0.514% (31 March 2017)
- Between June 2015 and May 2017, 1,093 line managers attended facilitated mental health workshops and over 14,000 have attended since introduction
- The company-funded mental rehabilitation service has delivered significant improvements in clinical outcomes among users where 92% return to their own role on full duties after intervention

“As employers we have a duty to address any work related issues affecting our people and a responsibility to support them through difficulties in their lives outside work. That is the right thing to do as well as being good for business.”

*Dr Paul Litchfield, BT Chief Medical Officer and Director of Health, Safety & Wellbeing*



## Personal experiences

- **57%** of women feel comfortable talking about mental health in the workplace, compared to men (50%)
- Women are more likely to resign as a result of mental health issues (**11%**) than men (7%)

Men and women have a markedly different experience of mental health at work, which affects the way they respond to mental health issues as employees and as managers.

Our report finds that women are more likely than men to report poor mental health related to work (64%, compared to 56%). While 25% of men said they have had a formal diagnosis of a mental health condition in the past, the figure for women is 38%.

When it comes to talking about mental health in the workplace, women are more likely to feel comfortable than men (57%, compared to 50%). Women are also more comfortable in approaching someone at work whose mental health is causing concern. 28% of women have done this, compared to 22% of men. However, women are more likely to be constrained by concerns about seniority or a feeling that it is best not to interfere.

Greater numbers of men than women seek no support from anyone when experiencing mental health issues related to work (39% compared to 28%). Just 2% of men and 5% of women would speak to HR, principally through a fear of possible consequences. Significantly more women than men also sought the support of friends (30% vs 15% for men), family members (30% vs 25%) and colleagues (15% vs 8%).

Women are also more likely to disclose a mental health issue to their line manager or HR (16%, compared to 10% for men), and are more likely to benefit from adjustments at work to aid their recovery. Interestingly however, women are more likely to resign as a result of the most recent occurrence (11%) than men (7%).

## Experience of managers

- Female managers are more confident in talking to employees about mental health issues compared to men (**81%** compared to 72%)
- **More than two thirds of women** would feel confident responding to depression, anxiety and panic attacks compared to fewer than three in five men

Female managers are more confident in recognising the symptoms of poor mental health (79%, compared to 65% of men). They are also more confident than men in knowing how to respond. For example, over two thirds (70%) of women would feel confident responding to panic attacks compared to fewer than three in five men (59%).



**Female managers** are more confident in recognising the symptoms of poor mental health (**79%**, compared to 65% of men)

Female managers also feel more confident talking to an employee about a mental health issue (81%, against 72% of men), and in discussing specific conditions, such as depression and panic attacks.

Consistent, high quality training for all line managers is absolutely crucial to ensure that all line managers are able to respond effectively, regardless of gender. Many male managers understand that mental health and wellbeing is one of their responsibilities, and they should be supported by their employer in knowing how to communicate to all employees that they are willing to listen and take appropriate action. It is possible many managers are acting on instinct in the absence of clear company policies or guidance on how to manage and respond to mental health issues. Each business must provide clear guidance to line managers and ensure this is communicated clearly to staff.

“ I’m actually the boss. We’re not close enough a group to discuss mental health to be honest. ”

*Male line manager, 37, East Midlands*



SKANSKA



ameysersa

SIEMENS

## Case study:

### Collaboration between Network Rail, Skanska Bam, Amey Sersa and Siemens

#### The challenge

Part of the challenge on a major construction project is the diversity of the workforce. On this project we have a gender spread of approximately 80:20 male/female. The female workforce is predominantly in the project office with some engineering professionals on site. The age spread is approximately 18 – 60 across the site works and offices. Educationally the workforce ranges between unqualified to Master's Degree level and includes trade qualifications apprenticeships, NVQ as well as Chartered Engineers and Chartered Safety Practitioners. These and other factors present an interesting set of challenges when engaging with our population.

Graham Gregson, Project Health and Safety Manager at Skanska, explains more about his workforce and some of the barriers they are working to overcome.

“There are two main problems we had to work through with opening up the discussion on mental health in a construction environment. Traditionally men have been less willing to discuss concerns with their physical or mental health than women which presents an immediate issue with such a male dominated workforce. Added to this there is still a perception of weakness in what is traditionally a 'macho' environment.”

*Graham Gregson, Project Health and Safety Manager, Skanska*

#### The approach

The 2016 Business in the Community report highlighted our need to further our approach to developing an even healthier workforce; so far we have been focusing on training and changing the culture to ensure everyone understands we all have mental health in the same way we have physical health. We have approached this by using a combination of education to destigmatise the subject of mental health and by working with MHFA England to train up eight on site Mental Health First Aiders.

#### The delivery of the solution

The project has used some of the regular safety step up days to feature mental health and these have worked well with the workforce engaging with the talks and feeding back their support for the initiatives. These talks have included what is mental health, an explanation of common mental health conditions, and normalising mental ill health by sharing statistics on prevalence and tackling the stigma that surrounds it. We have also utilised digital screens in the welfare areas of the site so that everyone can easily identify our Mental Health First Aiders, understand their role and reinforce key wellbeing messages. We are committed to continue developing an even healthier work environment for everyone and we look to other organisations in the same sector to learn from best practice and experiences as well as being keen to share our own learning and successes.



### Case study:

#### Siemens

# SIEMENS

Upon developing our Health & Wellbeing Strategy some of our initial findings coincided with the key points published in the Business in the Community Mental Health at Work 2016 report – hence our approach was aligned with the calls to action Talk, Train, Take Action. To enable cultural change the Mental Health Strategy was developed to address three parameters; promotion, prevention and intervention. This was strongly communicated throughout the organisation by our Senior Executive Members, followed up by Directors and Wellbeing Champions reinforcing the message to their teams.

As part of the strategy SRA celebrated World Mental Health Day followed by Mental Health Awareness Week with several interactive activities and promotional materials. The Time to Change pledge was signed by Nick Dunne, Director of Technology EHS, Quality & Sustainability, reinforced our commitments to treat mental health the same as physical health. To address certain risk groups, we created male specific materials and launched awareness events using comedy sessions, while a Secret Storyboard was created to allow people to anonymously share their experiences. Furthermore, female and male employees with experience of common, as well as enduring mental health conditions, across the corporate ladder, openly shared their experiences during these events.

To prevent mental ill health and enable early intervention we trained 42 employees as Mental Health First Aiders, creating a strong network of highly trained and aware individuals that any colleague can approach for support, information and signposting to the most appropriate internal resources. Nayia Solea, Occupational Health & Wellbeing Specialist, explains the thinking behind training up Siemens staff members:

“ Training our people up with MHFA skills has also meant we are now far better equipped to intervene earlier if a colleague is starting to experience mental ill health – not only ensuring they get the best possible support but also mitigating the risk to the business and impact on productivity. These skills have been further supported with the creation and launch of our SMART (Stress Management & Resilience Training) workshops for employees and line managers aiming to enhance self-awareness and further develop coping skills. ”

*Nayia Solea, Occupational Health & Wellbeing Specialist at Siemens*

Finally, we've aligned with the final action of Business in the Community by participating in the Britain's Healthiest Workplaces survey, as well as launching our internal Engagement Survey so we can notice differences in health trends, following the launch of our Mental Health Strategy.



# Spotlight: Age

## Personal experiences

- **Only a third** of 18 to 29 year olds are comfortable talking with their manager about mental health issues compared with almost half of people in their 40s
- However younger people are more likely to be formally diagnosed with a mental health condition (**37%** of 18 to 29 year olds compared to 29% of people in their 50s)

The 2017 survey reveals a lack of confidence among young people, including younger line managers, when it comes to discussing and responding to mental health issues in the workplace.

This is despite higher levels of reported mental health issues among younger people. 37% of 18 to 29 year olds report having been formally diagnosed with a mental health condition, compared to 29% of employees in their 50s. Young people are most likely to be diagnosed with depression (28% of 18 to 29 year olds) and general anxiety (19%).



**Only a third** of 18 to 29 year olds are comfortable talking with their manager about mental health issues compared to almost half of people in their 40s

Just 44% of those aged 18 to 29 would feel comfortable talking about mental health issues at work, compared to 57% of those in their 40s and 50s. They are also less comfortable than older colleagues with talking to their manager about a mental health issue (36%, compared to 48% of those in their 40s). This is despite the fact that they are actually more likely to feel that their manager is concerned about their wellbeing (62% of those in their 20s) than older employees (54% of those in their 50s).

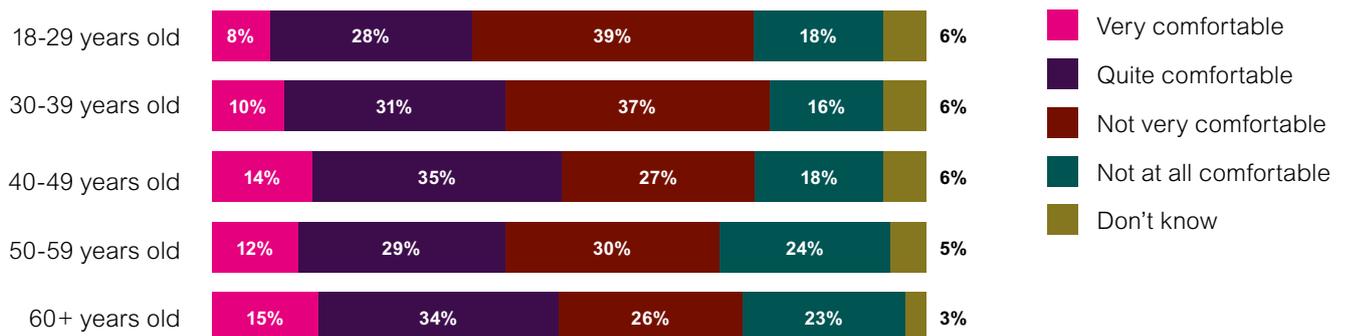
Younger employees are, in particular, less likely than older colleagues to have approached someone else at work who they felt might be having mental health issues. They are less sure how to start the conversation and less certain how to offer support.

Young people are more concerned about confidentiality and the impact on their careers than older colleagues. Organisations must rise to the challenge of ensuring that those who feel less secure and settled in their workplace or their career feel empowered to raise their concerns about experiencing poor mental health.

“I can be at my desk crying, or not doing any work for hours and he’s [line manager] right behind me but never notices.”

*Female employee, 24, South East*

### How comfortable or not would you be in talking to your manager about a mental health problem? (this might include anxiety, stress or depression)





## Experience of managers

- **Two thirds** of managers in their 30s have the confidence to talk to someone they manage about mental health issues, compared with more than three quarters of managers in their 50s
- **Managers aged 18 to 29** are less likely to be approached by employees experiencing mental health issues than older managers

Younger managers overwhelmingly agree that what they do affects the wellbeing of employees, but they are less confident than older managers that they would recognise the symptoms of mental health issues and be able to talk to anyone who might be experiencing them. Two thirds (65%) of those in their 30s think that they would have the confidence to talk to someone they manage about mental health issues compared to three quarters (77%) of those in their 50s.



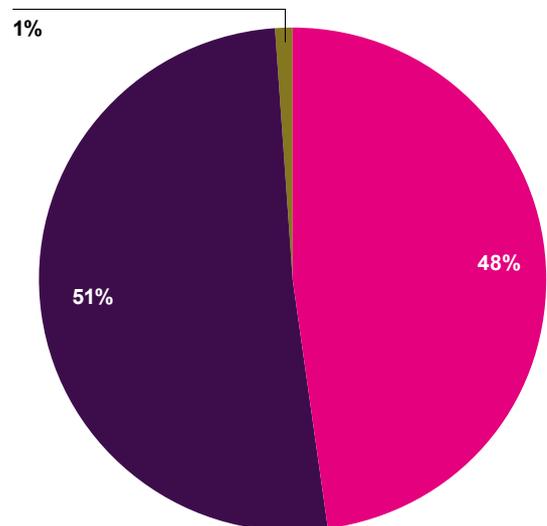
**Two thirds** of managers in their 30s have the confidence to talk to someone they manage about mental health issues, compared with more than three quarters of managers in their 50s

When issues occur, younger managers are a little less certain that they manage them well. 80% of managers in their 30s thought they had done 'very well' or 'quite well' the last time they had a member of staff with a mental health condition. In contrast, 90% of managers in their 50s believe they did 'very well' or 'quite well'. However, younger managers (18 to 29) are less likely to be approached than older managers (29%, compared to 46% of those aged 50 to 59), although this may be because fewer employees report to younger managers.

Older managers appear more able to put in place the workplace adjustments needed to respond to an employee with a mental health issue. 58% of managers aged over 50 were able to support an employee's workload and 46% were able to secure a phased or gradual return to work. This compares to 44% and 24% respectively for younger managers.

Younger managers are less confident that they would be able to access the support they need to assist a member of their team with mental health issues. 68% of managers aged between 18 and 29 and 64% of those in their 30s feel confident they could secure support, compared to 82% of those in their 40s and 75% in their 50s.

**As a manager, to what extent do you agree or disagree with the following statement? What I do as a manager affects the wellbeing of my employees. Responses from managers aged 18 to 29.**



■ Strongly agree   
 ■ Tend to agree   
 ■ Don't know



## Case study: Glasgow Caledonian University

Glasgow Caledonian University (GCU) has made significant progress in implementing our commitment to mental health awareness for staff and students over many years.

### How have we done this?

We can demonstrate this through our core operational work. Central themes within GCU's People Strategy are: working well, enhancing capability, building better relationships and developing our workforce. These have been framed using the Business in the Community Workwell model and all contribute to facilitating mental health awareness in the workplace. In recognition of the effectiveness of our work, the People Services team won the Exceptional HR category at the Universities Human Resources (UHR) Awards in May 2017 and was the first university to win HR Team of the year 2016 in the Scottish HR Network Awards.

Additionally, our Equality Outcomes 2017–2021 include a commitment to enhance knowledge of equality and diversity, including mental health, so that our behaviours promote dignity and respect for all our stakeholders.

The increasing student demand for mental health support has prompted the University to review its existing practices, ensuring the effectiveness and efficiency of service provision is maximised whilst maintaining a duty of care to staff and students. Our aim is to take a holistic approach, which is proactive, supportive and inclusive. To do this we have recently established a cross University Student Mental Health Task Group. The Group has drafted a series of recommendations under three areas of activity which, together, will provide a framework for GCU's approach to the promotion of student mental wellbeing:

- Supporting Students
- Supporting Staff
- Institutional Oversight

The framework will provide comprehensive coverage, supporting both staff and students, leveraging partnership working with external agencies and covering the full student lifecycle from pre-arrival to graduation.

“ We know that mental health affects one in four of the population and that more work is needed to raise awareness. We believe it is really important to take practical steps to support those who may experience mental ill health with the same level of care and concern as those with physical illness or disability. Our Working Well approach and the work of the Mental Health Task Group are positive examples. ”

*Alex Killick, Director of People at Glasgow Caledonian University*

“ The HE sector has seen an exponential increase in students requiring support with their mental health. Supporting staff to support students is a key element of the University's strategic approach to this challenging issue. Through the work of our Mental Health Task Group, we are focusing on the development of a staff training programme which will be a combination of targeted training for specific groups of staff, awareness raising activities for all staff and enhanced self-access material, advice and guidance. ”

*Jackie Main, Director of Student Life at Glasgow Caledonian University*



### Case study:

#### Discovery Communications



#### Global picture

Discovery is taking a global approach to developing a healthier workplace culture. Our approach to mental wellbeing is inclusive to all employees and is tailored to best fit our demographic.

At Discovery, we take the wellbeing of our employees seriously and have a dedicated Global LifeWorks & Inclusion Wellbeing Programme, which has been running for three years. This provides a platform for us to further develop our commitment to raising awareness of mental health and wellbeing at work and at home. Our Global LifeWorks & Inclusion team also works closely with HR to support their internal client groups with mental wellbeing matters.

In October 2016, our global campaign focused on the '5 Ways to Wellbeing'. We encouraged our employees across the globe to join in celebrations, participate in local wellness activities/workshops to support emotional resilience, and practice the 5 Ways to Wellbeing.

#### UK focus

The Business in the Community 2016 Mental Health at Work report gives us the three calls to action, which helped further focus our approach – Talk, Train and Take Action. These are evolving elements to our mental wellbeing strategy, where feedback from our workforce is helping to shape our future approach.

Our UK workforce is over 1,000 people, with GenY making up 47.8% of the workforce. We offer a plethora of resources, ranging from our onsite medical centre (which offers CBT, Nutrition, GP and other medical services), on-site fitness classes, mindfulness sessions, massage & reflexology, our EAP programme and wellbeing workshops/seminars.

Following on from our 2016 global campaign, we wanted to continue to raise awareness of the importance of mental wellness at work and home, and the role we can all play to help ourselves and those around us. Our UK office participated in National Mental Health Awareness Week in May 2017. The theme for this campaign was 'Surviving or Thriving?'

As '5 Ways to Wellbeing' is a Discovery endorsed process to taking care of one's mental wellbeing, we decided to revisit three areas: 'Be Active, Take Notice and Connect', through a series of activities and workshops. Our activities focused on teaching employees about the importance of mental wellbeing and how they can support both themselves and family/friends. We offered an open opportunity for anyone in the business to get involved and learn practical tools to build resilience and cope with day to day stresses. Some sessions were delivered via webinars, using technology to engage with our workforce, ensuring the opportunities were open to as many as possible.

Overall the events were well received and gave us the opportunity to further understand what our workforce felt they needed. Some of the main themes that came out of this engagement were gaps in training, especially for our line managers, take time to have a 'digital detox' away from technology and how to access the internal resources we provide that focus on wellbeing.

“ In building our approach to developing our internal mental wellbeing campaign, we asked ourselves how healthy is Discovery? Our Mental Wellbeing Programme continues to raise awareness, educate and signpost employees to the specialist support and resources available to them. ”

*Christian Hug, Senior Director, LifeWorks & Inclusion International, Discovery Communications*

## Communication and promotion

Our internal communication platforms played a pivotal part in promoting our campaign and local activities. These included our intranet portal, posters and digital-screens. We have started engaging with our workforce far more proactively in ways that connect directly with their life experience. By introducing workplace (the workplace version of Facebook) we are now able to utilise a platform that engages our employees in real-time conversation.

## Gaining momentum

Taking forward the Business in the Community recommendation 'Train', as well as the feedback from our workforce, we also used the awareness week in May as an opportunity to launch Mental Health First Aid (MHFA) training for our manager population in the UK. We engaged with MHFA England to deliver several pilot training courses focused on our line manager and HR population. These were well received and connected well in upskilling the participants. The positive results have enabled us to secure commitment for further courses to be run in October 2017 (coinciding with World Mental Health Day).

We are also working with MHFA England to engage with their global colleagues to roll out a systematic programme of MHFA training skills. This will provide an opportunity to upskill more of Discovery's senior leaders and manager population. The initial focus is on our line managers as we fully recognise the need for them to develop their own capacity to manage their wellbeing, as well as have the skills and confidence to support others. We will continue to track progress on this and see how we can engage with the wider employee population, so they too can develop their skills and get a better understanding of the subject.

“By offering our employees a variety of ways to improve and positively impact their health and wellbeing, as well as their physical work environment – we are creating a healthier culture. As our programme gains momentum, we are committed to developing our employees' mental wellbeing literacy, as well as equipping them with the tools needed to thrive.”

*Ama Afrifa-Kyei, Global LifeWorks & Inclusion Manager and UK Mental Wellbeing Programme Lead, Discovery Communications*



# Spotlight: Ethnicity

## Personal experiences

- **BAME employees** are equally likely to have experienced the symptoms of poor mental health as white employees
- However BAME employees with a mental health condition are **significantly less likely** than white employees to consult a GP (20%, compared to 29%)

Employees of Black, Asian and Minority Ethnic origin (BAME employees) are equally likely to have experienced the symptoms of poor mental health, whether related to work or not, and to have been formally diagnosed with a mental health condition as white employees.



**BAME employees** with a mental health condition are **significantly less likely** than white employees to consult a GP (20%, compared to 29%)

5% have had a formal diagnosis in the last year and 14% have been living with a mental health condition for over a year. 60% have experienced mental health issues related to work (20% in the last month).

BAME employees with a mental health issue are significantly less likely than white employees to consult a GP (20%, compared to 29%). However, they are equally likely to disclose their issues to a line manager or to HR, and are more likely to request time off work for a mental health issue than white employees (24%, compared to 15%). Otherwise, their preferences for responding were similar.

BAME employees are generally less likely to believe their manager cares about their wellbeing (63%, compared to 69% of white employees).

“They [management] are completely work focused, have shown no empathy in the past when personal issues have been raised, do not appear to be concerned when I’m stressed/overloaded with work as they just want to see results.”

*Female employee, 34, of Indian ethnicity*

## Experience of managers

- **26%** of white managers believe there are no barriers to supporting staff wellbeing, compared to only 13% of BAME managers
- **BAME managers** are in general less confident than those of white origin about responding to someone with clinically diagnosed mental health conditions of people

Managers of BAME origin are more likely than white managers to believe that there are barriers to supporting staff wellbeing. 26% of white managers believe there are no barriers, compared to 13% of BAME managers.

They are less confident than white managers about responding to someone with clinically diagnosed mental health conditions, such as stress (80% vs 73%) or depression (67% vs 59%).

Employers should reassess the mental health training available to BAME managers. There is strong support for additional training; BAME managers are especially interested in having access to counselling or psychotherapy (43%, compared to 30% among white managers) and training in how to manage their own wellbeing (43% to 33%).



**26%** of white managers believe there are no barriers to supporting staff wellbeing, compared to only 13% of BAME managers



# Spotlight: Long and enduring mental health conditions compared to short term mental health conditions

## Personal experiences

- **5%** of all employees have had a formal diagnosis of a mental health condition in the last year
- **52%** of employees who have been living and working with a formal diagnosis of a mental health condition are more likely to have visited a GP the last time they had an issue compared to **29%** of all those with a mental health issue

31% of employees have been formally diagnosed with a mental health condition. 5% of employees have had a formal diagnosis in the last year.

Employees who have been living and working with a formal diagnosis of a mental health condition are more comfortable talking about mental health in the workplace. They are significantly more likely to have visited a GP the last time they had an issue (52%, compared to 29% of all those with a mental health issue). They are also more likely to have disclosed their most recent mental health issue to their line manager or HR. As a result, they are more likely to have taken some action themselves or to have had a response from their workplace.

29% of those with a long-term condition had periods of time off work, compared to just 16% of all those with a mental health issue. They are twice as likely to be referred for counselling or psychotherapy.

While those with a long term condition would have appreciated support with their workload, they have a stronger need for counselling/psychotherapy, flexi-time and time spent working from home than all those with a mental health issues.

It is also important to consider the intersection of physical and mental health issues; 79% of those with muscular and joint pain, 78% of those with back pain and 81% of those with migraines experience mental health issues. Formal diagnoses of mental health conditions among those who suffer from these physical health problems is also high. It is essential to take a whole-person approach and consider the high comorbidity between physical and mental ill health, particularly as the demographics of the workforce continue to change.

## Experience of managers

- **A third** of managers are uncertain on how to respond to complex mental health conditions
- **Female managers** are, on the whole, more confident in responding to both enduring and short term mental health conditions

Women and men with managerial responsibility are no more or less likely than those without to have been diagnosed with a mental health condition in the past.



**A third** of managers are uncertain on how to respond to complex mental health conditions

There has been a small but consistent improvement in managerial confidence to respond to those with mental health issues. However, one third remain uncertain for complex conditions, such as depression or panic attacks. For depression, anxiety or panic attacks female managers are significantly more confident than men in knowing how to respond. 70% would feel confident with regard to panic attacks, compared to 59% of men.

“My company is extremely supportive of my mental health problems. They have allowed me to work part-time and changed my job position. They are also sympathetic to my taking time off work when unable to work and have provided me with the offer of telephone counselling should I require it.”

*Male employee, 61, South East*



# Spotlight: Long and enduring mental health conditions compared to short term mental health conditions *continued*

## Case study:

Accenture



Accenture have policies and procedures to help employees who disclose a long term mental health condition and provide reasonable adjustments to support them in their career, but what about those who have yet to disclose and yet to be diagnosed? This was the challenge I was asked to address on my return from maternity leave. I had a caring team and company, yet didn't share the irony of my new project in that I was still recovering from post-natal depression. Why? It was my own stigma, I felt I was weak, feeble, not good enough, there was no-one like me.

We created the Mental Health Allies programme to destigmatise mental health through culture change, increased knowledge and awareness. I worked with Mind to create a training workshop exploring mental health conditions, support available and how to open up the conversation. I knew I now had to share my story so others would feel comfortable to do the same. I saw senior leaders and junior employees together sharing stories that had impacted them or their loved ones covering subjects from stress to suicide. This showcased that mental health conditions do not discriminate and hierarchy is irrelevant.

Once trained, Allies wear Mental Health Ally lanyards and are profiled on our Health & Wellbeing portal. This is an active online community where people share information, seek guidance and promote events. We offer monthly continuous learning calls to ensure our Allies can build knowledge and stay engaged between major events. Subjects have included suicide, eating disorders, miscarriage, menopause and drug addiction where Allies share stories alongside clinicians from our private medical insurance providers.

We now have 1,200 visible Allies, committed leadership, mental health executive sponsors and leads within each area of the business, and other senior leaders sharing their stories out in the business. The programme won an internal global award for innovation and is now being implemented internationally.

As for me, being exposed to the right information and understanding of the assistance available made me realise I needed support and I was not alone. I followed the training advice and contacted our Employee Assistance counselling line – I have since been diagnosed, I am on medication and in therapy – I feel the programme has saved me. The Allies and myself talk to Accenture UK about mental health at every opportunity, encouraging others to do the same. The Business in the Community Mental Health at Work Report 2016 shows that despite the work already achieved, we need more openness, training, and support for employees. Although more needs to be done, our culture is changing and is evidenced by the day-to-day stories of seeking support, diagnosis and steps towards recovery and resilience.

**Kirsten Doherty, UK Inclusion and Diversity Manager, Accenture**

## Case study: Environment Agency



Seven years ago, I suffered from chronic anxiety, I felt so alone. My line manager and colleagues were such a support, but I felt ashamed and frightened. Following this experience, I not only wanted to help others to help themselves, but also to reduce any stigma which so often is associated with mental ill health.

Having previously trained as a psychiatric nurse and more recently a counsellor, suffering from mental ill health took me by surprise. It was a classic case of 'I didn't think it would happen to me'. When I look back at how I felt and how I behaved, I can now see there were things that I could do to help myself. However, I ignored how I felt and carried on – until I 'crashed'.

Following my 'crash', I designed the Healthy Minds programme, which has now become the Environment Agency's mental health programme. This is a proactive approach to mental health, rather than just tackling mental ill health. The programme has extensive range of resources for both managers and staff; helping to spot those warning signs, how to have confident mental health conversations, how to increase resilience and where to access support quickly and easily.

The Healthy Minds programme is applicable to us all. We all experience good days and bad days and sometimes when we recognise how we are feeling/behaving, we can start to make small changes to increase our physical and mental resilience.

The Healthy Minds material is delivered via many different communication routes. We have found that one of the most effective routes is via our employee led Mental Health Network. We have over 100 'Wellbeing supporters' who are staff with lived experience of mental health conditions who can offer an empathetic ear and to signpost other staff for help.

The Healthy Minds for line managers' programme involves a one day training course for managers, which aims to increase confidence and competence to spot emotional distress in themselves and their team, have effective 'safe and well' conversations and to access support.

The first rule in health and safety is to look after yourself, so that you are more able to look after others. This is certainly true with emotional/mental self-care. I was so busy trying to look after other peoples' wellbeing without making time to build my own physical or mental resilience. In the last year, we have launched our Wellbeing Ambition, to bring our wellbeing on the same platform as safety. I felt that if I asked for help, I would be viewed as a failure. I learnt over time to accept myself. I learnt that worrying was like a rocking chair, it kept me busy but didn't get me anywhere. I learnt to become mindful of how I was feeling, without judgement. The Healthy Minds programme has given me so much pleasure especially hearing how the programme has enabled staff to feel safe to talk about mental health and to receive the support and adjustments needed for their recovery.

**Vicky Williams, Health, Safety and Wellbeing  
Business Partner, Environment Agency**



## Sector in focus: Professional services

### Personal experiences

- **12%** of employees disclosed a mental health issue to a line manager or HR
- **15%** of employees with mental health issues received help with their workload

32% of those working in professional services have been diagnosed with a mental health condition, broadly in line with the workforce as a whole. 7% have lived with a diagnosed condition for 10 years or more. Three in five (59%) report that they have experienced poor mental health related to their work, which is also consistent with the wider workforce.



**15%** of employees with mental health issues received help with their workload

One in four (26%) disclosed their most recent occurrence to someone in the workplace but just 12% talked to a line manager or HR. 32% had a fear of negative consequences and 29% did not want to make it formal.

Employees in professional services were more likely to be given support with their workload than those in other sectors (15%, compared to 9% of all employees). There also appears to have been more scope for job redesign (6%) and in total more of those working in the sector experienced positive or neutral responses (41%) than the average UK employee with a mental health condition (34% – inclusive of those who did not disclose to their line manager or human resources).

### Experience of managers

- **29%** are not confident they can get support to manage an employee's mental health issue
- **12%** received mental health training

Managers in professional services are as likely as those in other sectors to have managed an employee with mental health issues. However, they felt less confident they would recognise the symptoms of poor mental health.



**51%** of professional services managers would welcome basic training in mental health

They also felt less confident than managers in other sectors that they could find support within the organisation if an employee sought their help for a mental health issue. They are less likely to have had training in mental health (12% of managers, compared to 16% across all sectors). Accordingly, 51% of professional services managers would welcome basic training in mental health, and 40% would welcome training in how to manage employee wellbeing.

## Case study:

### KPMG



At KPMG we have experienced increasing numbers of colleagues declaring experience of a past or current mental health problem. We see this as a positive indicator that colleagues feel more comfortable being open about mental health at work, but also that there is an increased need for us to support our colleagues to be mentally healthy.

Our 2016 employee mental health network survey aimed to find out what support our colleagues found useful, how aware they were about the mental health support KPMG already provides and their priorities for increased tools or skills to improve mental wellbeing.

Using these results, we focused on encouraging employees to recognise that everyone has mental health, educating colleagues in self-care and stress awareness and increasing mental health literacy of colleagues.

In collaboration with relevant teams internally including Wellbeing and Internal Communications as well as our People Leader community, we developed a programme for the year to address these objectives. We launched a series of initiatives to increase awareness amongst the staff and particularly focussed on building up the presence of senior leaders in this agenda, as well as training for people managers to build confidence and proficiency supporting better support between managers, individuals and teams.

The training educated participants in common causes of stress in and outside of the workplace. Participants then explored their own relationships with stress and how to identify and try to treat and prevent stress within a high performing working environment. Our senior leaders released role model videos, discussing their own mental health and the importance of support.

Senior leaders also led discussions with guest speakers and colleagues to share stories, making mental health a neutral and stigma-free conversation topic. During our Mental Health Awareness Week, we delivered over 45 activities across the UK, covering diverse topics and inclusive of people with many different needs in different locations. We utilised internal and external experts to support these activities through presentations and training in various format. We are now launching our FY17 survey to a wider sample group to gauge this year's impact and plan for next year.

“ At KPMG we want all colleagues to feel supported to be mentally healthy, because we all have mental health as well as physical health. Anyone experiencing a mental health problem deserves respect, kindness and consideration from others without fear of stigma, and I'm proud that our senior leaders are advocating this throughout our organisation. ”

*Jessica Carmody, Senior Manager and Chair, Be Mindful Employee Network, KPMG*



# Schroders

### Case study:

#### Schroders

#### Talk

In early 2015, with executive support, a review of our existing benefits provision was undertaken, and comparisons made against market best practice. This review included a Wellbeing gap analysis and identified a list of operational priorities.

Following on from the gap analysis, in February 2016 we launched a new Wellbeing identity and interactive calendar of events, which supports our employees across five key areas: mind, workplace, body, financial and work-life balance. An initial area of focus for our Wellbeing efforts was mental health, which a review of absence trends had identified as a key health risk to employees and the business.

Since launching our Wellbeing calendar in February 2016 we have been gathering feedback on each session with 98% recommending the session to a colleague and 97% rating the content as good, very good or excellent.

Recognising the growth of the digital economy and the shift towards more personalised healthcare among our multigenerational workforce, in 2018 we will be introducing a new digital platform. This will help employees understand, engage with and take control of their benefits, health and personal finances in one place.

#### Train

Since February 2016 we have been running monthly 'Building Resilience' workshops. This training is available to all employees but we proactively invite employees who may be most in need of support, such as those who:

- Are new to Schroders
- Are returning to work following an extended period of absence (that is, more than 10 days)
- Have recently had a role change or promotion
- Have taken on people management responsibilities for the first time

Courses within the Learning & Development Wellbeing category have been specifically designed to provide individuals with the skills, knowledge and support required to improve their own wellbeing and the wellbeing of others. We committed to all those who are in employee-facing Human Resources and Health & Safety roles being trained as Mental Health First Aiders, which has proved a great success.

#### Action

This year, Mental Health Awareness week was opened with an event hosted by our Group Chief Executive, Peter Harrison. As the Business in the Community 2016 report highlighted, senior sponsorship is key and our executive team is committed to the agenda and regularly participate in events like the 'Green Ribbon campaign' to help destigmatise mental ill health.

Our Employee Assistance Programme (which includes counselling support) is regularly promoted and usage increased from 2.7% of employees in October 2015 to 9.87% in October 2016. Take-up of the counselling services increased by more than 100% during the same period.

“Schroders is committed to developing a healthy environment for every member of our workforce. By focusing on education and prevention, we aim to reduce the risk of future health problems developing and encouraging healthier life choices. We'll continue to seek out new and innovative ways to further develop our aim of ensuring our employees are healthy, happy and secure.”

*Charlie Frost, Benefits and Wellbeing Manager, Schroders*



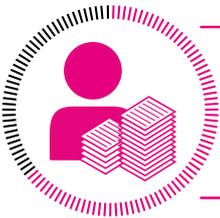
## Sector in focus: Financial services

### Personal experiences

- **34%** of employees felt able to discuss a mental health issue with somebody at work
- **78%** of employees believe their manager is concerned about their wellbeing

Employees in financial services who experience mental health issues feel more comfortable about approaching somebody at work than those in other sectors. But this is more likely to be a colleague than a line manager or HR.

64% of employees reported having experienced a mental health issue as a result of work, and 30% have been formally diagnosed with a mental health condition. Both findings are broadly in line with the workforce as a whole. One in five (21%) have experienced behavioural, psychological or physical symptoms of poor health in the last month.



**64%** of all employees reported having experienced a mental health issue as a result of work

Employees in this sector tend to be more positive than others in feeling that their organisation and manager are concerned about their wellbeing (78%, compared to 69% of the UK workforce as a whole). Accordingly, those in financial services feel more confident about telling their line manager about a mental health condition (57%, compared to 50%). They are far more likely to describe their manager as 'approachable' (68%, compared to 56%).

### Experiences of managers

60% of respondents in financial services worked for organisations with at least 1,000 employees. Managers in the sector are more likely to have access to Employee Assistance Programmes. Their organisations are also more likely to have a volunteering scheme or provide subsidised gym membership.



**Only 16%** reported that they had taken part in training courses

Despite the prevalence of larger organisations and more support systems, those working in financial services are no more likely to have received training on mental health. Only 16% reported that they had taken part in training courses.

“Inclusion unlocks the value of an organisation's diversity, allowing people to realise their full potential. As part of our commitment to building an inclusive workplace, we want all of our colleagues to feel able to bring their whole selves to work. We recognise that given almost one in three people will have mental health issues at some point in their lives, it is important to provide wide-ranging and consistent support.

We provide mental health and wellbeing training for all our new managers, including a wellbeing case study. We're also committed to helping end the stigma around mental health. This year we marked Mental Health Awareness Week by wearing green ribbons and lighting the Bank's Threadneedle street office green. Colleagues from our Mental Health Network also shared their experiences on camera as part of the 'This is Me – in the City' campaign.”

*Mark Carney, Governor, Bank of England*



### Case study:

#### Santander



Jenny is a Personal Banker in London. She's been with the business 10 years and is a high achiever.

In January 2017 Jenny arrived late to work, sweating and visibly distressed. Her manager, who had attended Positive about Mental Health Training with the Health Safety and Wellbeing team (HSW) in November 2016, was concerned and after a conversation with Jenny she contacted HSW for support.

HSW spoke to Jenny and identified a number of potential factors which had come together, resulting in what Jenny referred to as a 'meltdown'.

- Jenny left home at 16 to escape sexual abuse by a family member
- married at 18 but it became an abusive marriage
- left her husband recently, after 10 years, moving into a flat of her own
- had recently applied for a role and hadn't been successful.

Jenny's GP had arranged Cognitive Behavioural Therapy and prescribed anti-depressants and sleeping tablets as Jenny was having trouble switching off at night, making her exhausted during the day. Jenny confided to HSW that the tablets from her GP weren't helping, so she was doubling the dose, as well as taking over-the-counter sleeping aids. She also admitted using cannabis in the hope of achieving better sleep.

HSW encouraged Jenny to go back to her GP regarding her drug habits, following which she was signed off for four months with work related and non-work related stress. In April Jenny advised she felt much better, but her GP wouldn't sign her as fit to come back to work. On half-pay, Jenny said she was using savings to support herself and concerned about managing long-term. HSW were able to signpost Jenny to the Bank Worker's Charity for further support.

HSW and Jenny's manager arranged for a work related stress risk assessment for Jenny's return to work. It identified risk factors around role and relationships, which Jenny's manager has plans to manage better. Jenny's manager reassured her that she would continue to support her career development and future career progression.

The support and training Jenny and her manager received from HSW meant we could identify a colleague in crisis, provide a bespoke support plan, and help plan for a confident return to work in the near future.



# Sector in focus: Fast Moving Consumer Goods (FMCG)

## Personal experiences

- **32%** have been formally diagnosed with a mental health condition in their lifetime
- **35%** feel their organisation supports mental health and wellbeing 'well'

FMCG employees are less likely to think their employer supports staff with mental health issues well than those in other sectors. 35% believe their organisation does this 'very' or 'quite well', compared to 44% of all employees.



**13%** report having faced disciplinary proceedings, being sacked or forced out, compared to 8% across all sectors

Those experiencing symptoms were just as likely as those in other sectors to have disclosed to their line manager or HR department (11%). But they were significantly more likely to have experienced negative consequences as a result of their mental health issues. 13% report having faced disciplinary proceedings, being sacked or forced out, compared to 8% across all sectors.

FMCG employees are less likely to feel their manager is 'trustworthy' or 'responsible' (38%, compared to 44% across all sectors).



**37%** of managers think they put the interests of the business ahead of staff wellbeing 'often' or 'every day'

## Experiences of managers

- **37%** think they put the interests of the business ahead of staff wellbeing 'often' or 'every day'

More FMCG managers believe they face situations where they put the interests of the business ahead of staff wellbeing (37% either every day or often), compared to 31% of managers across other sectors.

FMCG managers feel less confident they can recognise symptoms of poor mental health (66%, compared to 71%) or feel confident talking to an employee (66%, against 76%). Yet they are equally likely to have managed someone with a mental health issue in the past (47%) and are no less likely to have an employee approach them with a mental health issue.

More than half (54%) would like more online information and guidance about mental health, and 45% want some basic training on mental health conditions.

“ At P&G, we are taking action through our Healthy Minds programme. In the past year we have run bespoke Line Manager training workshops, building their knowledge and setting out our expectation that they lead proactively in this area, recognising that, at any given time, one in four of us might be experiencing a mental health challenge and early intervention is key to long-term successful outcomes. Our commitment to our Healthy Minds Champions has resulted in even more Mental Health First Aiders across our sites, and strong support and feedback from those employees who have used the service. We continue to create 'time to talk' events throughout the year to ensure we ask individuals how they are feeling rather than always talk about business first. Small steps but all moving in the right direction to ensure we support all our employees' mental and physical health. ”

*Helen Tucker, HR Director, P&G Northern Europe*



## Sector in focus: Fast Moving Consumer Goods (FMCG) *continued*

### Case study: HEINEKEN



HEINEKEN is the UK's leading cider and beer business and as such we have a passion for quality and bringing enjoyment of life, whilst respecting individuals, society and our environment.

With our headquarters in Edinburgh we employ around 2,000 people across our eight sites in the UK. We have breweries, cider plants and offices in Edinburgh, Tadcaster, Manchester, London, Hereford and Ledbury.

Enjoyment of life is one of our company values, which is why wellbeing is so important to us. We want everyone to open up about mental health, and show that we're committed to starting and supporting conversations around mental health as well as offering everyone appropriate support when they need it.

Prior to launching our wellbeing strategy at HEINEKEN, with the provision of an Occupational Health service, and Employee Assistance Programme, we had a very reactive approach to mental health within the organisation. However, when we analysed some of the key metrics such as referrals to these services, it was clear to see that poor mental health was not just a real issue for the business, but also an opportunity to improve support to all our staff and become an exemplar employer in this area.

We quickly understood that we needed to break a key barrier – the culture of silence around mental health at HEINEKEN. To embed our approach and commitment to the mental health agenda, David Forde, Managing Director, and Jane Brydon, HR Director, signed HEINEKEN up to the Time to Change Employer Pledge to show that HEINEKEN wanted to take proactive action to tackle the stigma and discrimination around mental health. We developed an action plan that had executive leadership buy-in and put wellbeing to the fore in our strategy and vision for the next few years.

We then introduced our 'Take 10' campaign – take 10 minutes out of your day to have a conversation with a colleague, friend or family member about their mental health. Various channels were used to break down some of the misconceptions about mental health and provide tips on how to look after your own mental wellbeing.

Building on the success of this campaign we produced further communications about the signs and symptoms of poor mental health and then trained 30 Mental Health Champions across the business to provide initial help and guidance towards support for anyone who wants to talk about a mental health issue and identify, understand and respond to signs of poor mental health within the workplace.

Gaelle Batey, one of our champions, feels the role is a key part of our efforts to normalise conversation around mental health, and helped her on a personal level, as well as supporting a number of colleagues across the business.

## Case study:

P&G



In the past 12 months, P&G's Healthy Minds programme has continued to develop, spurred on by growing momentum from our employees. There are now active Healthy Minds programmes at 12 of our 14 Northern Europe sites, across commercial offices, research facilities and manufacturing plants, and including sites in both Ireland and Sweden in addition to the UK. The programme has had two major recent developments; the creation and training of Healthy Minds Champion teams and the deployment of bespoke Line Manager training.

Our Healthy Minds Champions both provide a visible and independent avenue for employees to turn to for short-term advice and guidance on matters related to mental health, for example on how to raise a concern on workload with their Line Manager, and advocate on this topic at their sites. Champions are volunteer employees who are comprehensively trained in Mental Health First Aid to equip them for this role. In the UK alone, we currently have over 60 employees trained and new volunteers are always coming forward. To further build our expertise and leverage our successes, a UK-wide Champions Capability network has recently been launched, with each site taking ownership for one call per year.

Our Healthy Minds for Line Managers training is an interactive, half-day course, designed in-house. In addition to exploring key concepts, themes and definitions within Mental Health, the training clearly sets out P&G's expectations of a Line Manager – to take a proactive approach to setting the right culture and tone in their teams (as opposed to just managing reactively) – and provides simple tools to do so.

The training is led by a Business Leader, partnering with HR, with the former sharing their personal perspective and experience of Mental Health to encourage dialogue – which often forms the most powerful part of the session. From the first round of training, 100% of attendees fed back that they “understand P&G's expectations of me as a Line Manager in this area” and 95% said that they “feel appropriately equipped in the topic of Mental Health as a Line Manager”. One of the tools shared is the

‘Well-being Bucket’, based on the ‘Stress Bucket’ concept, which was developed in our Sweden office to provide an accessible tool to help both Line Managers and employees to frame their conversations.

“ I enjoyed learning more about mental health as part of the Healthy Minds programme, it really helped re-frame how I think about it, both in and out of work. Mental health being something we all have, that each day we are all just somewhere on the wellbeing spectrum, that we can all improve our mental health, just like we exercise to improve our physical health, resonated particularly strongly. The training helped me understand my responsibility as a manager and following the session we spent some time as a team where we all shared what stresses us out, what are our tell-tale signs when we are feeling under pressure and what we do to relieve stress. This has helped us all be more aware of each other's mental health as we work together. ”

*Alex, one of P&G's Sales Team Leaders  
(one of the first participants of the Healthy  
Minds for Line Managers training)*



## Sector in focus: Utilities

### Personal experiences

- **17%** of employees with mental health issues disclosed their most recent occurrence to a line manager or HR
- **44%** feel uncomfortable approaching someone at work to talk to them about their mental health

Those with mental health issues in utilities are more likely than others to have disclosed it to their line manager or HR, which could be connected to health and safety concerns in the working environment. 17% disclosed their most recent occurrence, compared to 13% of all employees with a mental health issue.

There is evidence that those working in the sector are a little less comfortable talking about most equality issues, including mental health (47%, compared to 53% of all employees). Over one in four (29%) of utilities employees have had a lifetime formal diagnosis of a mental health condition, most commonly depression (20%).



**44%** feel uncomfortable approaching someone at work to talk to them about their mental health

Employees are more likely to feel their manager is approachable (61%) than in other sectors. However, just half of employees would feel comfortable approaching someone at work to talk about their mental health and 44% would feel uncomfortable (compared to 41% of all employees). Utilities employees seem especially unsure 'how to start the conversation' with someone who might be experiencing issues (39%, compared to 32% of all employees). They are also less confident they could support them (34%, compared to 27% across all sectors).

### Experience of managers

- **51%** would welcome basic mental health training, and access to information and guidance online

79% of utilities managers feel that there are barriers to supporting the wellbeing of their staff (compared to 75% across all sectors). The barrier mentioned most frequently is not having appropriate training (32%). Managers do not feel especially confident recognising the symptoms of poor mental health, with 32% feeling 'not very' or 'not at all confident' and 63% feeling 'very' or 'quite confident', compared to 71% of managers across all sectors.

Two in five (39%) report having access to an Employee Assistance Programme (compared to 25% generally) and 28% have access to Occupational Health (21%). This is likely to be a function of the scale of the organisation and the nature of the work involved.

Just over half (51%) would welcome basic mental health training, and access to information and guidance online.

“The wellbeing of our people is critically important to National Grid. We want all our people to be able to have the support and tools they need to look after both their mental and physical health. Over the past five years we have seen success with rolling programmes of improvements and have been able to get a real measure of our progress through the Mental Health at Work surveys and reports. We have developed a network of Health & Wellbeing Champions who help us campaign on reducing the stigma associated with mental health and provide training and toolkits to support managers and employees. We also celebrate National Mental Health Awareness Week, Time to Talk Day and World Mental Health Day. Finally we encourage our people to simply start talking with each other about how they are feeling. It starts with a conversation.”

*Rachael Davidson, UK General Counsel and Company Secretary, National Grid*

## Case study: National Grid



National Grid is a champion of Business in the Community's Wellbeing campaign. Over the past five years we've seen success in mental health with a rolling programme of improvement. The Business in the Community National employee mental wellbeing survey helps us to understand and track the impacts of our programmes.

Our ambition is to tackle mental health related stigma and discrimination in the workplace, equip our managers to deal effectively with employee mental wellbeing, and support employees to look after their mental wellbeing and perform to their best. A dedicated Wellbeing Team supports a structure of champions, who create wellbeing strategies and plans for each of our business areas. The strategic direction is set by a Wellbeing Steering Group made up of senior managers.

The 2016 Business in the Community Survey on Mental Wellbeing took place at a time of significant change when the Gas Distribution part of the business was being sold. The survey was promoted through corporate channels, and by targeting our champions' network, trade unions, and employees signed up to the Time to Change Pledge.

By part sponsoring the survey, we were able to get National Grid specific feedback from this. We identified a number of specific themes from our results:

- A significant number of respondents reported poor levels of mental health and cited work as a contributory factor
- However, a large proportion of employees felt comfortable about telling their manager but some of those felt that more could have been done to support them
- Managers understood that employee wellbeing was their responsibility but felt unconfident because of lack of training, or not having time for 1:1's due to the pressure of targets

We use three national mental wellbeing days to promote our work – Time to Talk, Mental Health Awareness Week & World Mental Health Day.

The strategic focus for these promotions in 2017 is:

- To continue to address the stigma and discrimination that surrounds mental health, and increase the uptake of staff trained in Mental Health First Aid
- To increase manager capability to address mental health issues in the workplace, including disclosures
- Developing new resources to support managers (mental wellbeing management pathways, wellness action plans and PEx and mental wellbeing guides)
- Integrating the CIPD/HSE manager competencies for workplace stress. Our HR Cases team will also be offering training on the stress policy
- Addressing cultural change through the development of new wellbeing principles which will provide the cornerstone of expected wellbeing behaviours
- Measuring through wellbeing questions in our annual employee engagement survey



# Sector in focus: Retail

## Personal experiences

- **36%** of employees have been diagnosed with a mental health condition
- **Employees** are more likely to disclose a mental health issue to a line manager or HR

Retail employees are more likely to feel comfortable talking about mental health in the workplace (72%) than others (68%). Despite this, only 51% would feel confident talking to their manager about issues they may be experiencing, while 42% would not.

A sizeable minority of employees have been formally diagnosed with a mental health issue (36%), a rate higher than the average for all sectors (31%).

Those with mental health issues in retail are slightly more likely to disclose to their line manager or HR department (16%, compared to 13% across all sectors) and are more likely to have talked to friends, family and other colleagues.

Far fewer employees believe their manager recognises that providing emotional support to the team is part of their job (43%, compared to 51% of all employees across sectors).



**A sizeable minority** of employees have been formally diagnosed with a mental health problem (**36%**), a rate higher than average for all sectors (13%)

## Experiences of managers

- **85%** of retail managers believe they are responsible for mental health and wellbeing

Retail managers are much more likely than others to feel that situations arise 'every day' in which they put the interests of the business ahead of their employees (17%, compared to 11% of all managers).

The majority (85%) of retail managers believe that providing emotional support to the team is part of their job. Yet they are more likely than managers in other sectors to be described as 'under pressure' or 'less empathetic'.

31% of retail managers say that performance targets are a significant barrier to managing mental health, a higher proportion than in other sectors. 31% also said they did not have time for one-to-one management.

“ WHSmith is delighted to be at the forefront of raising mental health awareness within the workplace. We have embarked on a significant training and awareness raising plan to enable our employees to better understand the importance of mental health and the Business in the Community survey is an excellent tool to help us measure progress along the way. We are all touched by mental illness at some point in our lives and it's important we recognise that mental and physical health are not only equally important, but are intertwined. ”

*Stephen Clarke, CEO, WHSmith*



**18%** of retail managers believe they are responsible for mental health and wellbeing

## Case study:

### John Lewis Partnership

### *John Lewis Partnership*

John Lewis Partnership have been in a partnership with Mind since 2014. Throughout this time they have commissioned training for those Partners (John Lewis Partnership staff) who work within the Occupational Health team and the internal Employee Assistance Programme. They specifically approached Mind due to their expertise in mental health, as well as the flexibility to tailor training to John Lewis Partnership's organisational needs.

John Lewis Partnership have trained 60 of those Partners in telephone skills and mental health. One of the main drivers for this was to upskill Partners when faced with challenging calls. Those Partners who work within the internal EAP, which is known as Partner Support, handle over 80 calls a day, often from callers who are in distress.

There was a large uptake on the training and it was very well received by all attendees, with many feeling it left them a lot better equipped to make an informed assessment and it also raised their confidence to refer distressed callers on for further support.

The EAP is available to all Partners, with line managers signposting employees to their services on a regular basis. Partner Support also offers financial assistance to their callers, and through Occupational Health, Partners can also be referred to a counsellor for further and ongoing emotional support.

John Lewis Partnership focuses on the importance of Partner Wellbeing and many of their benefits centre around gaining a balance in life. Examples of this include having the opportunity to enjoy a break in one of the organisation's holiday homes for a subsidised fee or joining up to one of the sports clubs and societies. The founder of John Lewis Partnership established the business around a 'Constitution' and at its heart is Principle 1: 'The Partnership's ultimate purpose is the happiness of all its members, through their worthwhile and satisfying employment in a successful business.' This Principle ensures that Partner Wellbeing is at the centre of organisational decision-making and strategy.



### Case study:

#### WHSmith



At WHSmith we believe that it is just as important to support our colleagues' mental wellbeing as it is to look after their physical wellbeing. Alison Garbutt Head of Strategic Projects says "The 2016 Business in the Community report further reinforced the developments we are making in our wellbeing policy, and was a useful guide in considering how best to move forward."

WHSmith's mental health wellbeing strategy has two parts:

- working with Time to Change to raise awareness of mental health issues and the associated stigma among employees
- working with Mental Health First Aid (MHFA) England to provide training on how to support mental health in the workplace

Our strategy is led from the most senior level in the business, with CEO Stephen Clarke signing the Time to Change pledge in February 2017 at an event attended by over 200 employees, many of whom also signed their own pledge. Awareness raising plans are being implemented which are tailored to each area of the business and include briefings by our MHFA instructors and first aiders, some of whom have shared their personal experiences, talks by guest speakers from Mind and Place2Be and the introduction of wellbeing noticeboards in stores and distribution centres. Awareness raising has deliberately focused on both male and female experiences of mental health, as well as providing tools to support children through promoting Place2Be resources for our employees to share with local schools.

On World Mental Health Day in October 2016, WHSmith made a pledge to have just as many Mental Health First Aiders as physical health first aiders. We have made a commitment to ensure our 1,100 line managers all receive MHFA England training and are very proud that we have already achieved this with over 90% of our office line managers; we are now starting this same process with our store managers. We have committed to ensuring we can deliver a sustainable approach to upskilling our staff by developing seven colleagues to become MHFA instructors; meaning that they can continue to train staff in Mental Health First Aid going forward.

Our priority over the year ahead is to complete this training for a further 1000+ line/store managers and to begin to measure the impact of the awareness raising and training activity. This measurement will use absence data, review of first aider incidents and an employee survey.

Sue Baker from Time to Change described the WHSmith mental wellbeing plan as a 'blueprint' for other retailers. We are very proud of what we have already achieved and continue to share our mental health strategy with other businesses to enable them to learn from the WHSmith approach and progress their own plans in this area.

# Calls to action and recommendations

The time has come to stop talking about the importance of good mental health at work and to start taking action. Good practice exists in some organisations, but for the vast majority of employees, mental health is still a no-go area, a subject that cannot be discussed with colleagues or managers for fear of discrimination and victimisation.

Business in the Community launched the National Employee Mental Wellbeing Survey in 2016 to assess the scale of the problem. The results were devastating, yet did not surprise us. They reflected our own learnings from many years of supporting business to take a proactive approach to supporting mental health and wellbeing.

There are some encouraging signs in this second survey, but progress is frustratingly slow. We urge employers to implement three calls to action that will give new purpose to this campaign for justice in mental health:

## Calls to action for employers

### 1 Talk

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

### 2 Train

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

### 3 Take action

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

# Calls to action and recommendations

*continued*

## Recommendations for employers, senior practitioners, business leaders and line managers

### 1 Take ownership of mental health in your workplace

#### In the boardroom:

- Sign the [Time to Change Employer Pledge](#), a public commitment to tackle the culture of silence that surrounds mental health.
- Embed wellbeing at the heart of your organisational culture. Adopt Business in the Community's [Workwell Model](#), which takes a 'whole person whole system' approach that is aligned to securing strategic objectives.
- 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. Ensure that leadership and management teams are attending mental health training to develop awareness, confidence and capability in managing mental health.

#### On the ground:

- Ensure there is a first aid trainer for mental health within the organisation, who is equipped to know what to do if someone needs help in a crisis.
- Ensure all employees know where to go for guidance and support.
- Even those who know very little or even nothing can learn the basics. Teach all line managers basic literacy around mental health.
- Support employees to have the confidence to start a conversation about mental health with colleagues they are concerned about.
- 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.

### 2 End the disconnect

- Challenge yourself to reconsider 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.
- Be clear that you are committed 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. Tell employees when you will report back with findings and next steps. Reinforce your commitment to change and encourage participation in feedback.
- Take part in the free annual [Britain's Healthiest Workplace](#), with questions aligned to Business in the Community's Workwell Model and 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.
- Identify and remove organisational barriers preventing line managers from effectively managing and supporting colleagues with mental health issues.
- Identify risks to employee mental wellbeing in your workplace. Take action to change culture, policy, and organisational design.

### 3 Empower line managers

- 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 their duty of care in relation to mental health, enable their mental health literacy, equip them to notice changes in their team members and support their continuous skill development to lead conversations about mental health.
- Introduce training about performance and mental health, emphasising the importance of making appropriate, reasonable adjustments.
- 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.
- Be clear about what reasonable adjustments can be made in the workplace to support an employee with mental health issues. Discussions about performance must take into account any mental health issues, just as they would take into account physical health issues.
- Introduce the concept of 'everyday wellbeing' as a core part of all one-to-one and/or personal development conversations. This will help to normalise conversations around mental wellbeing between staff.
- Use Business in the Community's [Leading on Mental Wellbeing: transforming the role of line managers report](#) to embed wellbeing across the organisation.

### 4 Confront the culture of silence

- 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.
- Normalise the conversation around mental health. Appoint volunteer wellbeing champions, who can lead by example, raise awareness and share information to promote positive messaging about mental health.
- Work with change-makers, including key leaders, HR and other specialists, and wellbeing champions. Give them the knowledge and confidence to promote an open climate where conversations about mental health are accepted as normal.

### 5 Always respond to employees with appropriate and effective support

- Prevention is better than cure. Create a work environment that promotes mental wellbeing. Business in the Community's Workwell Model, the [HSE Management Standards](#) and the [NICE Workplace Health Management Standards](#) will guide you.
- 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.
- Ask employees to help create and adapt solutions to their mental health support needs, including reasonable adjustments and Wellness Action Plans.
- 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.
- 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.
- Employers should follow best practice in handling any issues concerning performance, including taking account of any short or long-term mental health issues that may impact on performance.

# Calls to action and recommendations

*continued*

## 6 Support people to stay at work or return to work

- 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 comorbidity of mental and physical health issues, and take a whole systems approach which supports reasonable adjustments for physical and mental wellbeing.
- Know your legal obligations to consider reasonable adjustments under the Equality Act (2010).
- Always seek the full agreement of an employee for any reasonable adjustment.
- Adjustments might include:
  - i. Alterations to premises
  - ii. Revised working hours
  - iii. Transfer to a different position (temporary or permanent)
  - iv. Allocating some duties to another person to lighten the workload
  - v. Allowing absence for treatment or rehabilitation
  - vi. Opportunity to work from home
  - vii. Extra training

## 7 Reinforce mental health support for groups who feel excluded

- Our survey shows that young people and BAME employees are at a particular disadvantage at work. Employers should address barriers that exist in their own organisations.
- Be explicit about the responsibility of line managers towards younger employees and BAME employees.
- Ensure all line managers are able to respond effectively, regardless of gender.
- Use induction courses to emphasise the importance of mental health and wellbeing with the organisation, and to signpost ways in which support is provided.
- Embed mental health and wellbeing into apprenticeship schemes, and give apprentices opportunities to contribute to policies around health and wellbeing.

## Specific recommendations for small- and medium-sized organisations

- Do what you can to build emotional resilience. For example, encourage employees to get enough rest. Make sure they go home at a reasonable time and take holidays. Don't expect them to take work emails at all hours.
- Mistakes happen, especially when employees are new or inexperienced. Give honest and objective feedback, and help employees learn from their mistakes.
- Build a culture that recognises, appreciates and rewards achievements.
- Build a good support system, including workplaces where knowledge and good working practices can be shared. Mentor new and recent employees, and agree workloads, priorities and deadlines. Give constructive feedback and share problems.
- Encourage healthy eating and regular physical activity. Provide fresh fruit and fresh water, to discourage consumption of unhealthy snacks and sugary drinks.
- Organise regular out-of-work activities in which the whole team can take part. Encourage volunteering and consider supporting a local charity.
- Create a pleasant work environment, with plenty of natural light and good ventilation where possible. Create pathways so employees can leave their workstations and walk around, and common/shared spaces.
- Help employees understand and accept that there are some things they just cannot change. Acceptance is key. A good deal of anxiety arises from trying to change things beyond our control. Recognising that is essential to good mental health.
- Encourage employees to identify areas they find difficult and take responsibility for coming up with a plan to tackle these areas. Help them to implement their plan.

# 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 3,006 full- and part-time employees that is representative of gender, age, race, industry sector, region and business size, excluding sole traders and those working alone. Our survey reflects the experiences of men and women currently in employment, from front line workers to senior managers and directors.

Differences have been drawn between 2016 and 2017 where relevant. A difference of three percentage points between 2016 and 2017 would be considered statistically significant where the findings were divisive (for example, 53% against 50%). Where a finding is stronger (say, 90% compared to 92%) a difference of just two percentage points would be considered significant.



## Sponsor a confidential survey of your employee's wellbeing

Through asking your staff about their experiences, you will be able to see the disconnects that may exist in your organisation as well as benchmarking your own results against National and sector findings.

**This sponsorship will be for the 3rd and final cycle  
of a National survey on employee mental wellbeing.**

**Sponsorship is £7,000 (plus VAT)**

### Why sponsor the survey?

You will get a unique link for your business. This means on completion, you can track responses, receive summary data tables, along with raw data files, which you can use to conduct further analysis and compare against national and sector data.

“ With around a third (2091) of National Grid's UK employees and managers completing this survey in 2017 it provides valuable insight into our progress to improve workplace wellbeing, and helps us to identify and address future challenges. ”

*Andy Buxton, Health and Wellbeing Manager,  
National Grid*

### How has the survey progressed since 2016?

- Inclusion of deeper dives into six sectors; finance, retail, utilities, fast moving consumer goods and professional services
- Deeper dives into age, gender, ethnicity, LGBT and clinically diagnosed mental health issues

### You will also have the following benefits

- Benchmarking against the nationally representative panel data and sector data within parameters
- Acknowledgement of your support for the report
- Contribution of case studies for inclusion in the report
- Potential media opportunities
- Organisation-specific findings slide deck

### Value added from advisers

Using the above slide deck, we offer one of the two advisory options below:

- Findings presentation
- Findings report

## What are we aiming to achieve?

In 2017 we found that three out of five employees have experienced a mental health problem due to work or where work was a contributing factor. Yet only a third of 18 to 29-year olds are comfortable talking with their manager about mental health issues compared to almost half of people in their 40s, and only 11% of employees in general will disclose a mental health issue to their line manager.

### Through this survey we want to:

- See how the state of the nation has progressed from 2016 to 2018
  - Hear UK employees' experiences of mental wellbeing at work
    - End the stigma still associated with mental wellbeing
- Identify factors that help or hinder the mental wellbeing of UK employees
  - Understand how employers are responding to mental health issues
- Identify how equipped employees and line managers are to spot the early warning signs of poor mental health

**The survey will open on the first day of Mental Health Awareness Week (May 2018) and run for 11 weeks.**

**Help us end the silence around mental health.  
Please sponsor our National employee mental wellbeing survey.**

**Please contact Stephanie Schreiber,  
Wellbeing Adviser, if you are interested.**

**[Stephanie.Schreiber@bitc.org.uk](mailto:Stephanie.Schreiber@bitc.org.uk)**

# Acknowledgements

Business in the Community would like to thank the following individuals and organisations:

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## Our contributors

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### Headline sponsor:

#### Mercer

[www.uk.mercer.com](http://www.uk.mercer.com)

### Our partners:

#### Mental Health at Work

[www.mhaw.uk.com](http://www.mhaw.uk.com)

#### Mental Health First Aid

[www.mhfaengland.org](http://www.mhfaengland.org)

#### Mind

[www.mind.org.uk](http://www.mind.org.uk)

#### The Institute of Leadership and Management

[www.i-l-m.com](http://www.i-l-m.com)

#### The Work Foundation

[www.theworkfoundation.com](http://www.theworkfoundation.com)

## Businesses taking action

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- Accenture
- Amey Sersa
- Anglian Water Group
- Arthritis Action
- Balfour Beatty
- BT
- City & Guilds Group
- Department for Work and Pensions
- Discovery Communications
- Environment Agency
- Fujitsu
- Glasgow Caledonian University
- Gowling WLG
- Greater London Authority
- Heathrow
- HEINEKEN
- KPMG
- Legal & General
- Malcolm Hollis
- National Grid
- Network Rail
- Nuffield Health
- P&G
- PwC
- Royal Mail
- Santander
- Schroders
- Siemens
- Skanska Bam
- Unilever
- WHSmith



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**BUSINESS  
IN THE  
COMMUNITY**



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RESPONSIBLE  
BUSINESS NETWORK**