



**GLOBAL
TOOLKIT
FOR PLANNING
& BUILDING
YOUR
WORKPLACE
MENTAL
HEALTH
STRATEGY**



THE GLOBAL BUSINESS COLLABORATION
for Better Workplace Mental Health



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This toolkit by the Global Business Collaboration for Better Workplace Mental Health (GBC) is aimed at wellbeing leads and senior leaders in organisations that have signed the GBC Leadership Pledge. It is designed to help guide and inspire organisations who are planning or are in the early or growth stages of their workplace mental health strategy.

INTRODUCTION



15%
of working-age
adults had a mental
disorder in 2019 ¹



12 billion
working days are lost every
year to depression and
anxiety, at a cost of 1 trillion
USD in lost productivity ²

As a signatory of the Leadership Pledge from the Global Business Collaboration for Better Workplace Mental Health (GBC), your organisation understands the importance of supporting good mental health among your workforce.

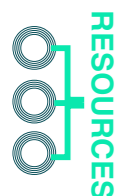
Work and mental health are intrinsically linked. Employment can be a positive influence on mental wellbeing, and good mental health enables employees to work productively. However, factors at work can sometimes have a damaging effect on mental health, leading to low productivity, burnout and mental illness.

Your business has an enormous opportunity to enhance your status as an employer that protects and improves the mental wellbeing of your people. You can do this by committing to and acting on the six areas of the GBC Leadership Pledge:

1. **Develop an action plan.**
2. **Promote an open culture and tackle stigma.**
3. **Work in ways that create positive mental health.**
4. **Empower people to look after themselves and others.**
5. **Ensure people can access tools and support.**
6. **Be informed by data.**

Improving workplace mental health is a long-term commitment, not a quick win. It is crucial to lay foundations of good practice in order to build real and sustainable change. But where do you start? And when you've started, how do you maintain momentum?

1. [Mental health at work: policy brief](#). World Health Organization 2022.
2. [Mental health at work: policy brief](#). World Health Organization 2022.





A TOOLKIT TO BUILD YOUR STRATEGY

This toolkit provides a practical framework to guide your organisation as you consider and plan your first and next steps to improve workplace mental health.



Over the following pages, you will find a matrix of actions mapped to each pledge area. If your organisation is in the very early stages of your workplace mental health journey, you'll be working at **foundation** level.



If you're a year or two into your strategy, you might find that you're moving towards **advanced** actions in some areas, even if you haven't done everything in foundation yet. In all cases, you'll want to think about what **leading** looks like, and work towards it.



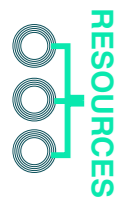
This is not a comprehensive one-stop-shop for strategy development. However, under each pledge, we have recommended further reading from GBC and other expert organisations that dig deeper into relevant topics, strategies and tactics.



For further inspiration, we have also included **case studies** from businesses around the world.



Of course, every business is different, and you will know what is feasible and relevant to you at this time. You will also understand that cultural readiness and use of language on this topic varies enormously across the globe. If you are operating in societies with high mental health stigma, you may progress more slowly because more time is needed to build solid foundations for your strategy.



If you are coordinating global efforts, it will be vital to engage local leads across regions and develop a common vision,

while allowing them to adapt tactics and take things at a culturally appropriate pace.

HOLDING THE KEY TO SUCCESS – LEADERS AND MANAGERS

Despite significant variations between large and small businesses across geographic regions and sectors, there are also some global truths about improving workplace mental health.

First, everyone has a stake in the wellbeing of the workforce. While it's vital to have a Board-level sponsor for this work, success depends upon leaders across the organisation getting on board and playing their part.

Second, the importance of mentally healthy line management cannot be overstated. Research shows that:

- **More than two-thirds of employees report that their manager has as much impact on their mental health than their partner, and more impact than their doctor or therapist.³**
- **Training managers in mental health is proven to improve their capability and understanding in this area.⁴**

Training for managers is a vital early step. Opening conversations about mental health through awareness campaigns and internal communications will create demand. You must equip managers with the skills and understanding to respond appropriately to that demand, as well as ensure that support is in place for them to direct people to. Managers also need training to understand their own wellbeing and mental health, so that they can look after themselves as well as supporting others.

“Every business in our growing community is building or evolving their mental health journey. They recognise that creating the right environment - wherever their people may be based - is important for productivity and for psychological safety. This toolkit is designed to provide the vital information needed to take the first step.”



Poppy Jaman

Chair of The Global Business Collaboration for Better Workplace Mental Health (GBC) and Founder & Executive Vice Chair, MindForward Alliance

A PRAGMATIC APPROACH

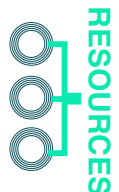
We are mindful that resourcing a mental health strategy can be challenging, particularly if you don't yet have data to prove its impact. For that reason, we have positioned some tasks that are vital to good mental health as advanced or leading, due to their high resource requirements.

For instance, having a clear role description and understanding of purpose in the organisation might be considered a 'basic' need for employee wellbeing. However, conducting a review of roles could be a big undertaking – so we have positioned it as 'advanced' under [pledge 3](#)

3. [Mental Health at Work: Managers and Money](#). Workforce Institute at UKG 2023.

4. [WHO guidelines on mental health at work](#). World Health Organization 2022.





PLEDGE

Develop and deliver an action plan to support good mental health in our organisation

By taking time to understand how your workforce is feeling, and why, you can develop a programme with the potential to profoundly improve the mental wellness of your employees.

Involving employees from the start will help to ensure your action plan is relevant to the day-to-day challenges and opportunities shared by your people, giving you a greater chance of success.

GLOSSARY:

PSYCHOSOCIAL RISKS

The International Labour Organization defines psychosocial risks as anything in the design or management of work that increases the risk of work-related stress. Listing your workforce's exposure to psychosocial risks could be a useful planning practice.



TACTICAL TIP

Carefully plan the timing of the elements of your action plan. Raising awareness of mental wellness in the workplace will create demand. So, make sure that managers are trained, support is in place and your people know how to access it at an early stage of your strategy.

Foundation

Start as you mean to go on with senior buy-in, user involvement and data-driven planning.

Secure a senior sponsor to support internal bids for resources and prioritisation. This might be the person who signed the Leadership Pledge, or another senior leader who is assigned to this area.

Gather insights into how your workforce is feeling. To begin with, think about what data you already collect that could give you some insight, e.g. sickness absence, internal grievances, turnover. (See also Pledge 6.)

Bring together a working group to inform and shape the plan. Represent as many parts of the organisation as you can, and across differing levels of seniority. Create a sense of momentum by scheduling regular meetings, setting an agenda and following up with a summary of actions.

When drafting your initial action plan, include **at least one activity under each of the six areas** of the Leadership Pledge.

Assign responsibility and accountability for delivery of the plan to teams or individuals.

Advanced

Build a deeper picture of employee wellbeing and widen involvement to inform the evolution of your plan.

Gain greater insight by establishing regular (usually annual) collection and review of wellbeing data to inform ongoing planning. This might include employee surveys, exit surveys, usage of support, absence reports etc. (See also Pledge 6.)

Meaningfully **involve more employees** in development of your action plan. This might include discussion points in employee networks or team meetings, staff consultations, etc.

Establish the relationship between **central and localised planning and delivery**. Some global businesses choose to set a central minimum framework / calendar / standard, which regional teams adapt.

Develop a plan to **communicate progress** internally.

Leading

Proactively plan how to reach employees most at risk of poor mental health, through insight and integration.

Use data to tailor your plan across the organisation, so that support is appropriate to and accessible by all groups. For instance, staff who are socially vulnerable or working in a dangerous environment are exposed to a greater level of psychosocial risk, and your communication and support package should reflect this.

Ensure representatives of **vulnerable groups have a seat at the table** and are actively involved in mental health action planning.

Align employee policies with your mental health strategy, to ensure your organisation has an integrated approach to mental health risks and protection. For instance, consider the role of mental health support in your redundancy policy

USEFUL RESOURCES

[Pledge with us: Building an Action Plan](#). This GBC webinar features guidance and insights from Founding Partners BHP and Unilever.

[Engaging senior leaders globally on workplace mental health](#). In this case study, BNY Mellon share how they go about securing leadership buy-in.

[Global Thriving at Work Framework](#). A 15-page guide to developing a mental health strategy, by MindForward Alliance.





CASE STUDIES





INTERNATIONAL SOS - THE VALUE OF EFFECTIVE EMPLOYEE INVOLVEMENT

[International SOS](#) is a leading medical and travel security services company. Their global team is spread across 1,000 locations in 90 countries, with a dedicated workforce of approximately 13,000 employees.

Workplace mental health is a priority for the business, which aims to foster a supportive environment that promotes wellbeing, resilience, and productivity. This aligns with the company's broader mission to protect and enhance the health and safety of employees, especially in challenging or remote work environments.

Involving employees in planning their workplace mental health initiatives has been paramount to success. International SOS has established a 'Think Tank' style group, comprising a diverse mix of employees from departments and levels across the organisation: from finance to marketing, intern to executive. This group operates like a creative lab, where ideas on mental health initiatives are brainstormed, experimented with, and refined in a collaborative and open environment. 'Innovation Huddles' are held every two months, where these representatives bring fresh perspectives, challenge conventional approaches, and ensure that strategies are engaging.

International SOS is also able to harness the collective wisdom of the 5,400 healthcare professionals among their workforce, who are experienced in advising some of the largest corporations globally on their mental health programs. They draw on their extensive field experience to inform the strategies and provide an additional layer of expertise.

This combined creative method ensures that the mental health initiatives are continuously evolving, resonating with the diverse workforce, and leading in the field.

Across the wider workforce, the business regularly surveys and runs feedback sessions to understand staff needs and concerns. They report that the feedback received from staff about the workplace mental health initiatives show they have ignited a change in the emotional wellbeing of staff. Employees have shared practical instances where they've felt more in control of their emotional health, with reduced stress levels, enhanced emotional resilience, and newfound coping strategies that they can apply in their day-to-day lives.

Structured feedback processes mean International SOS can take the data from their surveys and HR metrics and combine them with qualitative feedback – for instance, from focus groups – to give rich and robust data that informs how they move forward.

International SOS's advice to other businesses looking to involve staff in developing workplace mental health plans is that it's vital to include employees from various departments, roles, and levels in the planning process. Diverse perspectives ensure a well-rounded approach that addresses the needs of all staff. They also say it's important to create a supportive environment, so people feel safe to contribute and establish both qualitative and quantitative feedback mechanisms to gather valuable insights on the effectiveness of your initiatives.

CASE STUDIES



BUPA – DELIVERING WORKPLACE MENTAL HEALTH STRATEGY ACROSS A GLOBAL BUSINESS.

[Bupa](#) is an international healthcare company serving over 50 million customers worldwide and providing a range of services, including health insurance, clinics, dental centres, hospitals, aged care and digital health solutions.

Bupa's workplace mental wellbeing strategy is designed to be flexible and adaptable to different contexts and needs across the business' global operations. A central team owns the global strategic framework and provides guidance, resources and shares best practice. Wellbeing leads around the world have responsibility to deliver the strategy in their markets, adapted to regional and local needs, preferences and culture.

For instance, the central team develops the global objectives and high-level messaging, and supplies materials for campaigns around any specific initiatives or awareness days such as World Mental Health Day. Local teams can then adapt the materials and use what is relevant and appropriate in their culture and setting.

The Be You at Bupa networks and advocacy groups, which aim to create an inclusive and diverse culture where everyone can be themselves, are similarly flexible and work in collaboration with the local health and wellbeing teams. They address inclusion priorities across different businesses and locations. For instance, in Australia, the networks and advocacy groups prioritise fostering positive mental health experiences

within the Bupa community, promoting gender equality, LGBTQ+ inclusion, accessibility, and advocating for First Nations representation and inclusion.

Wellbeing leads across Bupa's market and business units regularly come together in strategic and programme steering groups to collaborate, share experiences and learn from their global colleagues. And the relationship between central and local teams has evolved over time, informed by learnings from the successes and challenges in implementing the mental wellbeing strategy.

An area of increasing global consensus is around a focus on root cause issues that negatively impact colleagues' mental wellbeing. Here, Bupa's global teams have shared insights and developed a consistent global conversation around the needs of their people. For instance, a clear recognition has developed around the global importance on psychosocial risk awareness and training. This has led to the adoption of wider training on the topic, adapted according to local markets' nuances.

Bupa's advice to any international business establishing a workplace mental health strategy is to listen to colleagues around the world to understand the nuance of their environment, but also the shared root causes of poor mental health. Ensure they have the autonomy and flexibility to adapt centrally set plans so they land positively and have maximum impact.





Promote an open culture around mental health, working towards eliminating stigma

In many parts of the world, stigma around mental health remains a major barrier to openness. Even in countries where stigma is reduced, workers experiencing poor mental health can be fearful that admitting it, or asking their employer for help, will negatively impact their career. Stigma is driven by a lack of understanding, and employers can play a major role in combatting this through education and awareness. This can include a mix of formats, from formal training to awareness campaigns.

It is vital for your organisation's reputation that, as you start to normalise the conversation around mental health, the behaviour of the business and its leaders align - for instance, by ensuring that anyone who says they're struggling is supported, not penalised.

GLOSSARY: PSYCHOLOGICAL SAFETY

Businesses often use this phrase when articulating their aims for workplace mental health. It is the belief that you won't be punished or humiliated for speaking up with ideas, questions, concerns or mistakes.

TACTICAL TIP

One of the most powerful ways to challenge negative attitudes is to use 'real stories'. Encourage and support people from across the organisation to share personal stories of experiencing, recovering from, or proactively managing mental health difficulties. Start with senior leaders and ensure safeguarding and support is in place for those who share.



Foundation

Start the conversation about mental health with your workforce and equip your managers to respond to the questions it will raise.

Launch your mental wellness programme and start building awareness by holding an **internal campaign**. This could be linked to a national or global event, such as World Mental Health Day on 10 October.

After launch, regularly include mental health topics in **day-to-day internal communications**.

Make campaigns and communications adaptable, so that **global teams can tailor the language** and content to their culture.

Train all people managers in mental health awareness, raising their confidence and competence in having conversations about mental health with their teams. ([See also Pledge 3.](#))

Make sure that the mental health programme has **visible leadership support**. Senior leaders should regularly refer to the importance of mental health in their communications and be encouraged to share their own stories.

Advanced

Build the conversation and deepen understanding across the organisation.

Develop a regular (at least annual) **anti-stigma campaign** and involve staff from across the organisation in shaping its direction and delivery. Invite and support people to share personal stories of mental health difficulty and recovery.

Roll out mental health awareness **training across the workforce** to increase understanding and combat stigma at all levels. This could be virtual, face-to-face or self-led online.

Ensure that the mental health of the workforce, and elimination of stigma, is **discussed as a priority at Board level** – including data review and reporting against the action plan.

Take a regular temperature check of attitudes of your workforce towards mental health, and tailor training and communications to challenge troubling beliefs and misconceptions.

Ensure that company policies **uphold the rights of people with mental health difficulties** to participate fully and effectively at work.

Leading

Move the conversation forward within, and beyond, the organisation.

Build awareness around the **intersection of mental health and identity**. For instance, support employee groups (such as disability, women's health, carer, race and LGBTQ+ networks) to bring mental health onto their agenda.

Support global progress by enabling your global and local wellbeing leads to learn from each other and co-design initiatives – supporting regions with high stigma to accelerate progress.

Talk publicly about the importance of good mental health. Share your progress in annual reports and town hall conversations and engage in thought leadership on the topic.

USEFUL RESOURCES

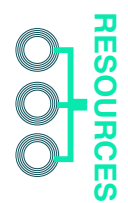
[Developing Mental Health Awareness in the Workplace](#). This 12-page guide from MindForward Alliance UK features tried and tested workplace mental health awareness campaigns such as This Is Me and the Green Ribbon Campaign.

[Addressing mental health stigma globally across the business](#). A GBC panel event featuring Founding Partners BP, Clifford Chance and HSBC, and Basic Needs Basic Rights Kenya.

[Pledge With Us: Eliminating Mental Health Stigma](#). A GBC webinar with WPP and Clifford Chance.

[A guide on empowering employees to share their mental health experiences](#). This 19-page guide from GBC will take you through the essentials of sharing lived experience.





CASE STUDIES





EDP - DEVELOPING AN ANNUAL MENTAL HEALTH CAMPAIGN



[EDP](#) is a global energy company with a presence in 29 markets and more than 13,000 employees across the entire energy value chain, with a particular emphasis on renewable energies.

Based on their active listening and wellbeing strategy, EDP intends to address issues related to physical, emotional, social, professional, and financial wellbeing in an open manner. EDP helps their people to protect good mental health and provides support services for anyone struggling with mental health in most of the company's locations.

Every October – to coincide with World Mental Health Day – EDP runs a month-long Mind Your Mind campaign. This is a set of initiatives aiming to encourage the sharing of tools and experiences and foster reflection on how to achieve a safe, healthy, and balanced workplace. The campaign first took place in 2020 and is developed annually by a corporate team in close collaboration with local people management teams, communications, and other stakeholders.

In addition to demystifying issues associated with mental health and promoting healthy behaviour, the latest editions of the campaign have focused on the importance of psychological safety in the workplace. Today, Mind

Your Mind comprises global awareness-raising, training and hands-on initiatives, complemented by local initiatives to ensure that the specificities of each market are respected. In addition to initiatives open to all employees, the campaign targets several elements to EDP's leaders – for instance training for new leaders in Portugal, which promotes the importance of a psychologically safe environment for themselves and their teams.

All editions of Mind Your Mind have involved renowned external speakers, employee testimonials and the visible support of the CEO. High participation rates are achieved and the results from EDP's staff survey and feedback have been very positive.

Going forward, the campaign will focus on delivering initiatives with greatest impact and reach, and will encourage everyone to be accountable for enabling psychological safety. It will also be used to create synergies across the organisation to create psychological safety through the company's ways of working and core processes.

EDP's advice for businesses starting a mental health campaign is to consider tailoring initiatives to specific goals using employee feedback. Make your messaging and expectations align with workload realities, foster collaboration, and try to innovate in your communication strategies to reach everybody effectively.

CASE STUDIES

SHEENA PIRBHAI – A LEADER SHARING LIVED EXPERIENCE OF POOR MENTAL HEALTH



Please note Sheena's story includes mention of suicidal ideation. If you are affected by this issue, please reach out to services in your area or hospital / emergency services.

Sheena Pirbhai is founder and CEO of [Stress Point Health](#), a health technology company aiming to make evidence-based emotional therapies available to more people, digitally. She set up the company due to her own experiences of psychological recovery following a serious road accident at age 20.

Sheena's emotional struggles began when she took up her place on the graduate scheme at an investment bank, a year after the accident.

"I couldn't concentrate, had brain fog and I wasn't in control of my feelings. Tiny things would send me spiralling. My boss once asked me to redo a report and I went to the bathroom and cried for half an hour. I had moments of real darkness, and when that happens in an open plan office, it's really difficult."

"When I spoke to HR, the only support they offered was that I could leave 'early' (at 6pm) on Mondays to see a therapist. Eventually they gave me a month of paid sick leave, which was extended, and then I was sacked."

Sheena knew she was having a breakdown but didn't recognise that it stemmed from

her accident. It took a conversation with her physiotherapist to set her on a two-year path of psychological treatment and recovery.

"She said that she could feel I was holding all this trauma in my body, and insisted I see someone about it."

"The physical pain and visible scarring fuelled my emotional difficulties, and I felt suicidal at times. But I tried not to let the negativity defeat me and – with therapy – I started to be able to remind myself that the pain would subside and that the scars were signs of my survival."

Having learned to understand and cope with her feelings, Sheena's potential was released. She built a successful career in media finance, before deciding that she wanted to start a business helping people with mental health struggles.

"I was only ready to start Stress Point Health when I was also ready to talk about what had happened to me. Before that I'd shut down and shut people out, but therapy gave me the ability to share."

And once Sheena opened up, she was amazed at the result.

"I started a blog where I began to talk in more depth about my struggles. The responses I got were incredible. What I'd always seen as a weakness, others perceived as a strength – it was a really profound moment to see that people had a different view."

Sheena now encourages all leaders not to let fear stop them from talking about their struggles, if they feel ready to do so.

"All too often leaders seem out of touch or out of reach. It's hard to inspire people from that position. When leaders share it humanises them and creates that moment of connection. It might change the way people view you, but in a positive way."





3 PLEDGE

Take proactive steps to develop our culture and ways of working towards creating positive mental health and reducing mental ill-health

Every element of our working lives has the potential to impact our mental wellbeing positively or negatively. From our working hours and interactions with our colleagues, to the ergonomics of our working environment and how our manager speaks to us. This means that employers have multiple daily opportunities to support positive mental health among the workforce.

Getting the fundamentals right is vital for fostering psychological safety. Ensuring employees are safe, have a clear and achievable role within the business, are able and supported to use their skills with appropriate autonomy, and recognised appropriately, all help to protect workforce mental health.



TACTICAL TIP

'Put your oxygen mask on first, before helping others.' Managers must be trained and encouraged to recognise and look after their own mental health before we can expect them to support the wellbeing of their teams.

Foundation

Begin the groundwork of psychological safety and connection

Aim for **all managers to be trained in mental health** to build understanding of how actions can protect/promote or negatively impact mental health, how to talk about it, how to spot the signs of poor mental health in themselves and others and know what to do.

FACT: Manager training in mental health is [backed by the World Health Organization as a proven intervention](#) to improve managerial support for workers.

Have Human Resources (HR) frameworks in place for preventing and **dealing with violence, bullying, harassment and discrimination**.

Review your policies for agile or **flexible working**. Where possible, flexibility in work location and hours can make an enormous difference to individuals, especially those with caring responsibilities, health issues, neurodivergence or disabilities.

Encourage social connection and community, especially involving remote workers. This could range from scheduled online 'coffee and chat' sessions, to physical meetups and events.

Advanced

Cement the importance of the role of managers and enable every individual to thrive.

Make mental health and wellbeing of individuals and teams a **stated responsibility of managers**, measured in their performance review.

Consider your working environments – are they safe and fit for purpose? Ensure that the process for employees to request reasonable adjustments (e.g. a quieter working space, or back support) is easy, accessible, and acted upon.

Support a **pro-active mental health management culture** where line managers role model positive mental health practices, offer support and adjustments.

Ensure every employee has a **clear role description and reporting line**, and understands their role in the overall success of the organisation.

Review your **reward procedures**. Consistent and fair recognition for doing a good job is a protective factor for mental health.

Leading

Actively de-risk your organisation through a psychosocial lens.

Undertake a **cross-organisational review of job design**. Manageable workloads and adequate autonomy are protective factors for mental health.

Establish **procedures for assessing psychosocial risks** for moments of organisational and environmental change.

Review the employee life cycle through a psychosocial lens to identify and reduce risks at moments such as recruitment, performance management and exit.

USEFUL RESOURCES

[Mental health at work](#). This detailed policy brief by the World Health Organization and International Labour Organization includes, on page 10, a useful table of examples of psychosocial risks at work.

[Pledge With Us: Creating a Positive Workplace Mental Health Culture](#). A webinar from GBC featuring insights from Founding Partners Deloitte and HSBC.

[Toolkit: Managing Psychosocial Risk in the Workplace Modules](#). This series of resources from the Corporate Mental Health Alliance Australia consider available tools, and how to implement change.





CASE STUDY



Newmont™

NEWMONT – DELIVERING MENTAL HEALTH TRAINING TO MANAGERS IN A DIVERSE GLOBAL ENVIRONMENT

[Newmont](#) is the world's leading gold company and producer of copper, zinc, lead, and silver, with operations in Africa, Australia, Latin America & Caribbean, North America, and Papua New Guinea.

Amid the COVID-19 pandemic, the company began implementing an extensive mental health literacy programme among employees including, in 2021, a global programme of mental health training for leaders.

Having a globally dispersed workforce with multiple languages, Newmont developed training for leaders through a digital platform that facilitates group discussion and collaborative learning. The training introduces common language and understanding around mental health. It also focuses on creating a mentally healthy workplace and leading through stress and uncertainty. The training is offered to people managers and participants can attend online, hybrid or in person. It is available in English, French Canadian, Latin American Spanish, Argentinian Spanish, and Dutch.

Importantly, this work has had visible support from senior leaders. Newmont's executive team contributed personal messages outlining the importance of mental health and wellbeing to themselves, the organisation and the communities in which they operate. This high-level endorsement helped underscore the importance the company places on employee mental wellbeing and validated the efforts of leaders to engage with the training program.

At each site and location, General Managers, Health and Safety and Learning and Development teams supported the implementation and roll out of training to ensure success.

In the first two years of the programme, more than 86% of the targeted 2,500 leaders completed the training. Among participants, it has led to a 20% increase in understanding mental health and confidence in noticing the signs of distress in team members, and an 18% increase in the likelihood that leaders would have a conversation with someone about their mental health if they noticed they were struggling.

Feedback has been overwhelmingly positive. Participants report it has helped them to recognise the importance of role modelling positive behaviours and attitudes towards mental health, and of creating a culture of trust, respect, and psychological safety in their teams.

Newmont says the programme has already helped to increase engagement, productivity, and retention of staff, and they are constantly looking at ways to improve and expand it. Plans include developing a refresher course to reinforce learning and rolling out training to all employees, possibly through micro learnings and interactive activities to make it as accessible as possible.





4 PLEDGE

Empower all our people to manage and prioritise their own mental health, and to support one another

For most people, looking after our mental health day-to-day involves taking care of our broader wellbeing. Workplaces can support and encourage employees to take care of themselves in a host of ways including through education, organised activities and role-modelling. This not only equips the worker with ideas, skills and opportunities to improve their wellbeing, but also gives visible permission to prioritise self-care.

When someone is struggling to cope, they may find it easier to talk to a colleague before anyone else. Mental Health First Aiders / Champions can provide an approachable first line of trained assistance.



TACTICAL TIP

Show that it's OK to admit you're not OK by encouraging managers to introduce mental health / energy level check-ins at team meetings. Managers must be equipped with the skills to follow up individually and direct employees to next steps when needed.

Foundation

Shine a light on the importance of wellbeing.

Promote wellbeing through communications and campaigns.

Enable wellbeing through benefits and by providing activities (sports, movement, relaxation, social) during and outside of work time.

Regularly **communicate the available mental health support**, to encourage take-up. (See also [Pledge 5](#)).

Encourage managers and leaders to advocate for and **role-model positive wellbeing** behaviours, giving the workforce visible permission to prioritise themselves.

Advanced

Equip employees to look after themselves and others.

Roll out **mental health training** across the workforce so that employees can recognise the early warning signs of mental health difficulties in themselves and others, know what to say and where to direct colleagues. (See also [Pledge 2](#))

Establish a network of **Mental Health First Aiders / Wellbeing Champions**: engaged staff volunteers who want to support their colleagues. Provide a programme of training so they can safely be part of the first line of support when someone is struggling.

Ensure appropriate and accessible channels exist for the **self-reporting of psychosocial risks**.

Leading

Address wellbeing gaps and formalise its importance.

Audit the use of support across regions and parts of the business to identify potential concerns (e.g. high-risk groups with low usage of support) and work to identify and address the likely barriers.

Establish a **sustained programme of workforce training** and refreshers on mental health.

Build wellbeing into performance review metrics for all staff – formalising the importance of self-care.

Support and train Employee Resource Groups to empower them to embed mental health into their activities and conversations.

USEFUL RESOURCES

[Setting up global networks of Mental Health Champions.](#) This How-To Guide from MindForward Alliance and BNY Mellon guides multi-national organisations looking to establish an effective staff network.

[Pledge With Us: Empowering Your People to Prioritise Mental Health.](#) A GBC webinar featuring insights from Founding Partners Visa and Deloitte.

[Five Ways to Wellbeing.](#) A report by the New Economics Foundation with a useful summary of five areas around which organisations could focus wellbeing interventions to support good mental health.



CASE STUDY



HCA UK – CREATING AND SUPPORTING A NETWORK OF MENTAL HEALTH FIRST AIDERS.

[HCA Healthcare UK](#) is one of the leading private healthcare providers in the UK, caring for over 350,000 patients in 2023. HCA UK provides medical care – including a full range of inpatient and outpatient treatment – across a network of hospitals, outpatient clinics, GP practices and NHS partnerships.

Like many employers, HCA UK noticed a rise in the number of colleagues needing mental health support from the Occupational Health team during the COVID-19 pandemic. One of the ways that HCA UK responded was to establish a Mental Health First Aider (MHFA) network across the business, to provide employees with more opportunities to speak to someone about how they are feeling, when they are struggling with their mental health.

To grow the network, each year the programme invites interested colleagues to apply for a set number of MHFA places. Applicants are asked to explain why they want to be a MHFA and why the role is important to them. Many applicants have experienced mental health struggles in the past and see it as an opportunity to help others who may be going through similar challenges. Within the first three years of being setup the HCA UK MHFA network grew to 82 trained individuals in a service that covers the whole of the UK.

The MHFA service is promoted to HCA UK's employees via a monthly wellbeing newsletter and a dedicated page on the intranet. Each MHFA has a profile on the page that explains who they are, what they do at HCA UK and details that colleagues may wish to know when selecting who they would prefer to speak to – such as gender, nationality and lived experiences. Communications emphasise that the service is 100% confidential.

HCA UK takes their duty of care to all MHFAs very seriously. The network has a monthly meeting to debrief, ask for advice and share experiences while always protecting colleagues' anonymity. A counsellor attends to support with anything that is troubling members of the network. MHFAs report feeling rewarded by supporting their colleagues.

HCA UK are proud of their MHFA programme and encourage other businesses who are thinking of creating a network of colleague mental health support to go for it. Their advice to businesses just starting out is to ensure the MHFAs have a support network and to promote the service widely with visible senior leadership buy-in, so that colleagues can see it is not just a tick-box exercise.





PLEDGE

Signpost our people to mental health tools and support they need.

Finding and accessing mental health support can be difficult, time-consuming, confusing and expensive. Employers have an opportunity to simplify things by collating resources and links to local services and making this easily accessible to the workforce. Even better, employers may provide access to psychological support through employee benefits.

Once resources and support are in place, promote them tirelessly. Your people need to know where and how they can access help and be encouraged and supported to do so.



TACTICAL TIP

Think about the employment cycle and daily touchpoints across your workforce to ensure every employee is exposed to regular communication about the support available. Add it to induction packages, team meeting agendas, on posters at refreshment points or washrooms, screensavers etc.

Foundation

Establish a baseline of resources and support.

Collect and curate (or subscribe to) a **library of wellbeing resources**: links to mental health and wellbeing charities, wellbeing tools and techniques.

For multi-nationals, tailor your resources to ensure **local relevance and accessibility**. For instance, charities and helplines may be country / region / language specific.

Establish a **baseline of mental health support** that is accessible to all employees, regardless of work location.

Regularly **promote the 'front door'** to mental health support within your organisation, whether that's your resource library, Employee Assistance Programme (EAP), Mental Health First Aiders or on-site provider.

Make sure people, and people managers, know how to find and access your **wellbeing policies**.

Advanced

Increase availability and awareness of your support package.

If you have, or are considering, **subscription to an Employee Assistance Programme (EAP)**, make it available to as many employees as possible and set a minimum standard of dedicated mental health support e.g. no-cost 24/7 access to support in the local language.

Develop a programme of **multi-channel internal communications** to promote and encourage use of the full range of support available, ensuring you reach employees in every part of the business and working situation. In global businesses, regional teams should be given autonomy to tailor communications and channels to local needs.

Role-model and encourage the use of support through leadership communications and personal testimony.

Leading

Widen the accessibility and inclusion of your support package.

Work with providers to ensure **EAP services are accessible and representative** to meet the needs of diverse groups. Is multi-language support available? Can it be accessed in more than one way? Are EAP staff trained to support people with learning differences?

Diversify your resources to address the needs of workers at different life stages – such as bereavement, fertility, menopause, chronic illness – and with intersecting identities, such as LGBTQ+, ancestry, neurodivergent conditions.

Involve loved ones. Look for ways to raise awareness and direct relatives to locally available resources and support. Widen employee wellness benefits to include family members.

USEFUL RESOURCES

[Pledge With Us: Signposting to Mental Health Tools](#). This webinar from the GBC includes insights from Founding Partners Sodexo and BP.

[Find a helpline](#). If your organisation is just getting started, this database may be a useful starting point for producing a global library of support services.





CASE STUDY



PUGET SOUND ENERGY - EMPOWERING STAFF TO SEEK THE RIGHT SUPPORT FOR THEM

Puget Sound Energy's (PSE) 3,300 employees serve over 2 million customers in Western Washington State, USA. PSE's workforce and culture are varied, but in 2019 the company set a number of shared goals for their mental health programme, including training for all employees to:

- understand everyone has a state of mental health
- learn how to self-evaluate
- learn how to talk about it
- know mental health services the company provides and how to access them.

The first online employee training, released on 1 January 2020, was completed by 97.5% of staff. Key messages are consistent across all training and communications:

- we all have a state of mental health 100% of the time
- life has its ups and downs. PSE has programs to help you stay well and to get additional help when you need it.

PSE uses a visual mental health continuum to help employees recognise their current state of mental health as healthy, reacting, injured or ill. Support services are categorised to corresponding sections of the continuum, so staff can quickly see the most relevant resources for them.

For instance, if an employee self-evaluates as 'reacting', they can quickly see that PSE's Wellness Program and Employee Assistance Program are their sources of support, and that the support relevant to them could be mindfulness, building resilience and/or counselling. They then have a named point of contact for further help in identifying and accessing the resources.

Some employees have been happy to share their personal stories of mental health difficulties and how company resources helped them. This has been valuable in normalising the use of support and encouraging others to do so.

The results have been striking. During 2020, when mental health was declining due to the global COVID-19 pandemic, PSE's disability claims for mental health fell by 15%. Instead, they saw increasing visits to their wellness resources, including 71% of staff enrolling in a resilience programme, and 746 hours logged in mindfulness activities.

Staff feedback about the mental health programme has been positive and PSE have continued to adapt services and content based on employee responses.





PLEDGE

Regularly measure the impact of our efforts, being open about our progress, to influence and inspire change in our organisation and beyond

Collection and analysis of data is essential at every step in your mental health programme. It will help you build the business case for resources, generate engagement and support, measure and report progress, identify existing or emerging priorities and celebrate success.



TACTICAL TIP

Think critically about your data and combine insights to build a picture. For instance, a low level of reported mental health struggles could be a cause for celebration, but if it exists alongside high absence rates and staff turnover, it could indicate workers fear disclosing difficulties.

Foundation

Identify some basic measures and explain what you're using them for.

Agree a basic set of measures that could be used as part of reporting against your action plan. You're probably already collecting some useful data, such as sickness absence and staff retention.

Assign responsibility for data collection and analysis.

Communicate to your workforce what data you'll be collecting, and why, with reassurance of anonymity.

Advanced

Use specific mental health insights to develop your programme.

Set up collection channels for any new data, perhaps on an annual timetable. This might include one or two additional questions in an existing staff survey or exit processes, and usage data for resources or support services.

Report on the data collected to your workforce and communicate how you have acted on it. You might do this through team meeting briefings, a CEO blog, or as part of your annual mental health campaign.

As your programme evolves, **be informed by a range of data** – both quantitative (such as sickness absence and EAP usage) and qualitative (such as staff surveys and/or listening groups).

Leading

Segment your data for greater impact.

Analyse the impact of interventions in a **segmented and strategic way**. Look for differences in trends according to employee level, location, ethnicity, age or self-reported intersectionality to identify any areas of concern and inform tailored approaches.

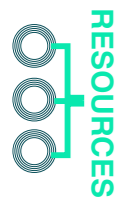
Benchmark your data against external sources to validate your approach, identify areas for further improvement, and to refine your strategy.

Share progress publicly, providing case studies and thought leadership on successful and less successful interventions to spread learning and good practice.

USEFUL RESOURCES

Global Thriving at Work Benchmark. A service provided by MindForward Alliance to support businesses to measure, evaluate and improve their global workplace mental health strategy.

Measuring Well-being. A guide for practitioners. While not specifically aimed at workplace settings, this handbook by the New Economics Foundation (NEF) contains useful information about what wellbeing is and how to measure it among groups.





CASE STUDY



BUPA – USING DATA EFFECTIVELY IN A WORKPLACE MENTAL HEALTH STRATEGY

[Bupa](#) is an international healthcare company organisation serving over 50 million customers worldwide and providing a range of services, including health insurance, clinics, dental centres, hospitals, aged care and digital health solutions.

Data is a crucial component of Bupa's workplace mental health strategy. It helps to identify the needs, risks and opportunities for improvement and is essential for reporting against the business' Enterprise Standard for Psychological Health & Safety.

The organisation collects a wide range of data to provide insights on employee experience, engagement, sickness issues including burnout, and psychosocial risks. Data is collected through regular and systematic processes, such as annual or biannual surveys, quarterly reports and monthly check-ins. Employees are also encouraged to share their feedback and suggestions through anonymous platforms and online forums, respecting privacy and consent at all times. Bupa also monitors take up of wellbeing benefits and medical insurance claims data to monitor mental health risks and themes.

There are differences in the types of data Bupa can collect between different markets. For instance, in some countries it is not legal to collect data around why people take time off work.

This could create a gap in Bupa's understanding of the needs of the workforce, but this is mitigated by analysing different kinds of insights from across the business to identify commonalities and recurring themes.

Data is shared internally with all levels of the organisation, with the belief that transparency and communication are essential to create a culture of trust and accountability. Bupa wants to demonstrate to colleagues that they are listening and acting on the feedback they provide.

Bupa's advice for organisations who are thinking about where to begin with a data-informed workplace mental wellbeing strategy is to start with a clear and specific question or problem that you want to solve or understand better. This will help to define your data needs and goals, and the methods and tools you will use to collect and analyse it.





RESOURCES



PLEDGE 1: develop and deliver an action plan to support good mental health in our organisation

[Pledge with us: Building an Action Plan](#). This GBC webinar features guidance and insights from Founding Partners BHP and Unilever.

[Engaging senior leaders globally on workplace mental health](#). In this case study, BNY Mellon share how they go about securing leadership buy-in.

[Global Thriving at Work Framework](#). A 15-page guide to developing a mental health strategy, by MindForward Alliance.

[Top tips for leading with authenticity](#). A factsheet by the City Mental Health Alliance Hong Kong.

[ESG and mental wellbeing](#). A proposition paper from MindForward Alliance on how mental wellbeing fits into Environment, Social and Corporate Governance (ESG) strategy.

[Spotlight on supporting women's mental health in the workplace](#). A 7-page factsheet by the Corporate Mental Health Alliance Australia.



PLEDGE 2: promote an open culture around mental health, working towards eliminating stigma

[Developing Mental Health Awareness in the Workplace](#). This 12-page guide from MindForward Alliance UK features tried and tested workplace mental health awareness campaigns such as This Is Me and the Green Ribbon Campaign.

[Addressing mental health stigma globally across the business](#). A recording of a GBC panel event featuring Founding Partners BP, Clifford Chance and HSBC, and Basic Needs Basic Rights Kenya.

[Pledge With Us: Eliminating Mental Health Stigma](#). A GBC webinar with WPP and Clifford Chance.

[Mental health storytelling campaigns and strategy for organisations in Asia](#). A 5-page factsheet by the City Mental Health Alliance Hong Kong, including a case study from Linklaters.

[JLL: #LetsTalk open forum](#). A member case study by the City Mental Health Alliance Hong Kong on how JLL encourages open dialogue on mental health.

[A guide on empowering employees to share their mental health experiences](#). This 19-page guide from GBC will take you through the essentials of sharing lived experience.

[This is Me campaign](#). An established mental health campaign run by businesses and incorporating the Green Ribbon awareness campaign.

PLEDGE 3: take proactive steps to develop our culture and ways of working towards creating positive mental health and reducing mental ill-health

[Mental health at work](#). This detailed policy brief by the World Health Organization and International Labour Organization includes on page 10 a useful table of examples of psychosocial risks at work.

[Pledge With Us: Creating a Positive Workplace Mental Health Culture](#). A webinar from GBC featuring insights from Founding Partners Deloitte and HSBC.

[Toolkit: Managing Psychosocial Risk in the Workplace Modules](#). This series of resources from the Corporate Mental Health Alliance Australia consider why assessing psychosocial risks is important, planning the assessment, the available tools, and how to implement change.





RESOURCES

PLEDGE 4: empower all our people to manage and prioritise their own mental health, and to support one another

[Setting up global networks of Mental Health Champions](#). This How To Guide from MindForward Alliance and BNY Mellon guides multi-national organisations looking to establish an effective staff network.

[Pledge With Us: Empowering Your People to Prioritise Mental Health](#). A GBC webinar featuring insights from Founding Partners Visa and Deloitte.

[Five Ways to Wellbeing](#). A report by the New Economics Foundation with a useful summary of five areas around which organisations could focus wellbeing interventions to support good mental health.

[Jardine Matheson: Heart2Heart Programme](#). A member case study from the City Mental Health Alliance Hong Kong on Jardine Matheson's group-wide mental health advocacy programme.

PLEDGE 5: signpost our people to mental health tools and support they need

[Pledge With Us: Signposting to Mental Health Tools](#). This webinar from the GBC includes insights from Founding Partners Sodexo and BP.

[Find a helpline](#). If your organisation is just getting started, this database may be a useful starting point for producing a global library of support services.

[Employee Assistance Programs \(EAPs\) Demystified](#). A 3-minute clip from Corporate Mental Health Alliance Australia's Early in career Committee.

PLEDGE 6: regularly measure the impact of our efforts, being open about our progress, to influence and inspire change in our organisation and beyond

[Global Thriving at Work Benchmark](#). A service from MindForward Alliance to support businesses to measure, evaluate and improve their global workplace mental health strategy.

[Global Thriving at Work Framework](#). A 15-page guide to developing a mental health strategy, by MindForward Alliance. Pages 11 and 12 focus on measurement.

[Measuring Well-being. A guide for practitioners](#). While not specifically aimed at workplace settings, this handbook by the New Economics Foundation (NEF) contains useful information about what wellbeing is and how to measure it among groups.

With thanks to Global Business Collaboration for Better Workplace Mental Health (GBC) Founding Partners.

The logo for VISA, featuring the word "VISA" in a bold, blue, sans-serif font.The logo for Sodexo, featuring the word "sodexo" in a lowercase, blue, sans-serif font with a red star above the 'o'.The logo for BHP, featuring the letters "BHP" in a bold, orange, sans-serif font.The logo for WPP, featuring the letters "WPP" in a bold, black, sans-serif font with a dotted texture.The logo for Clifford Chance, featuring the words "CLIFFORD" and "CHANCE" in a black, sans-serif font, stacked vertically.The logo for Deloitte, featuring the word "Deloitte" in a bold, black, sans-serif font with a green dot at the end.

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