Seven actions towards a mentally healthy organisation

A seven-step guide to workplace mental health by the
World Economic Forum's
Global Agenda Council on Mental Health 2014–2016

http://www.joinmq.org/pages/seven-actions-towards-a-mentally-healthy-organisation

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Introduction

What's the issue?
To the individual mental illness can be isolating, exhausting and sometimes deadly. But it also takes its toll more broadly on organisations and businesses across the globe. Whether it's a small business or a multi-national FTSE 100 company, tackling mental illness head on is a necessity in today's world.

From an investors' or owners' perspective, policies that promote mental health are good not only for the people who work for the organisation but also for its financial performance.

What can be done?
All of us can have a positive impact on the mental health of those in our workplace. This guide has been produced to help individuals – no matter where they sit in an organisation – to develop and build the case for tackling mental illness in the workplace.

Seven actions:
1. Be aware of the workplace environment and how it can be adapted to promote better mental health for you, your colleagues and the organisation

2. Learn from the motivations of organisational leaders and employees who have taken action

3. Don't reinvent wheels, be aware of other companies who have taken action, and how

4. Understand the opportunities and needs of you and your colleagues, in helping to develop better policies for workplace mental health

5. Take practical steps to help your organisation

6. Find out where to go if you or a colleague needs help

7. Get started!

Who's involved?
This guide has been produced by experts from across the world of business, academia and mental health. The group were brought together as part of the Global Agenda Council on Mental Health, and convened by the World Economic Forum (see Acknowledgements on page 40).

All the individuals involved have experience in treating, investigating or otherwise combating mental ill-health and its impacts. By working together their hope is to equip others with the tools and resources to start taking action. The information in the guide, compiled in late 2015 and early 2016, is the result of a substantial combination of outreach to organisations, online research, and personal expertise of the authors. However, it is by no means comprehensive and will hopefully be developed and built upon.

Action 1: Be aware of the workplace environment and how it can be adapted

Every work place is unique. It's important that before starting you source the necessary information about where you work, to determine what policies will be best suited to your company.

- ✓ Understand the benefits of a mentally healthy work environment
- ✓ Understand the landscape; from stress to mental illness
- ✓ Understand how to intervene to create a healthy workplace
- ✓ Take action!

Understand the benefits of a mentally healthy work environment

Organisations with positive work environments actively support the mental health of employees, leading to greater productivity, creativity, and satisfaction.

Conversely, jobs with high workload, time pressure, and low levels of autonomy and authority increase stress and the risk of ill health. In addition, when employees perceive that rewards are not commensurate with the effort they invest in work, the risk of poor mental health increases. The perception of fair processes in the workplace – notably, accuracy of assessment, inclusion in decision-making and respectful treatment by supervisors – also influences mental health.

Practices that reduce stress and promote mental health include
- implementing practices that support health and safety, including identification of distress and illness and providing resources to manage them
- making it clear to all staff that such support is available
- ensuring employee involvement through increased autonomy and participation in decision-making
- supporting practices that help employees balance work and non-work demands
- supporting employee growth and development through training and career development opportunities
- employee recognition and provision of rewards

Understand the landscape; from stress to mental illness

Common mental disorders, like anxiety and depression, affect more than 350 million people around the world. Although symptoms of anxiety and depression can be part of the typical spectrum of emotional experience, clinicians identify them as illnesses when the symptoms intensify and endure over time.

In fact, when symptoms like depressed mood, loss of pleasure or interest in life, poor concentration, agitation, disrupted sleep and disturbed appetite last for more than two weeks, a provider usually makes a diagnosis of major depression. At its worst, major depression is disabling and can increase risk of suicide, but mild and moderate depressive illnesses are also common and contribute to personal suffering as well as poor productivity. Even without a diagnosis of depression, insomnia, indecisiveness and severe emotional distress are all symptoms

that lead to worse work outcomes for men and women, with fatigue also adversely affecting women.

Anxiety disorders, which are distinct from depression, also encompass severe and enduring symptoms of anxiety that cause distress and interfere with daily activities. As a group, these are the most common mental disorders, and they include conditions such as generalised anxiety disorder, post-traumatic stress disorder, panic disorder, and social phobia. Anxiety and depressive disorders are associated with absenteeism and presenteeism (i.e. people in the workplace who are unable to function) and, consequently, with under-performance.

In short, mental disorders may reveal themselves in the context of work, and symptoms of mental illnesses can lead to underperformance and consequent low productivity. These generate costs felt by employees and employers. An organisation's policy aimed at enabling people suffering from mental illnesses to remain in the workplace provides more opportunities for sustained health and employment. It also underscores the need for recognition of these problems in employment settings.

Understand how to intervene to create a healthy workplace

Interventions for a mentally healthy workplace and workforce should take a three-pronged approach:

   a. Protect mental health by reducing work-related risk factors for mental health problems
   b. Promote mental health by developing the positive aspects of work as well as worker strengths and positive capacities
   c. Address mental health problems among working people regardless of cause

   • Protecting mental health – Interventions to protect mental health range from organisational policies that reduce workplace strain (e.g. by increasing job control for employees or educating) to individual stress reduction interventions that build resilience
   • Promoting mental health –These interventions stimulate positive practices in the workplace, such as ensuring work is meaningful, implementing positive leadership practices, or building a positive organisational climate
   • Addressing mental health problems – Workplaces can implement programmes that increase mental health literacy and improve recognition of mental health problems among employees; promote help-seeking when problems arise; and deliver effective treatments for common mental disorders

Take action!

A mentally healthy workplace is achievable.

The risk factors for stress in the workplace can be modified, and an organisational climate that promotes wellbeing and creativity can be developed by targeting workplace policies as well as the needs of individual employees. Similarly, effective treatments exist for common mental disorders, and an employer can facilitate access to care to those who may need it.

Action 2: Learn from the motivations of organisational leaders and employees who've taken action

In consulting business leaders we have found that their motivations for implementing workplace policies and practices that support the mental health and well-being of an organisation's staff vary. There is typically no single motivation but, rather, several motivations working in combination.

Those most commonly cited are:
- ✓ Protecting the mental health and wellbeing of employees
- ✓ Doing the "right thing"
- ✓ Benefits in employee engagement and reputation
- ✓ Managing costs and liabilities

Protecting the mental health and wellbeing of employees

Over the past 15 years there has been an increase in the awareness, acceptance and action in mental health in many domains including the workplace. For many employers protecting, supporting and enhancing the mental health and wellbeing of employees is the primary motivation for undertaking action.

There is a body of evidence that details the economic costs related to workplace mental health, covering absenteeism, presenteeism and the wider costs of staff turnover and recruitment. In addition, there is also evidence and case studies that point toward practices that are effective in addressing risk factors and in building resilience to overcome and manage life's stressors.

This comes at a time of significant economic upheaval and organisational pressures to do more with less as well as an ever-growing appreciation that companies' greatest assets are their people. Also, anti-stigma efforts by governments and civil society are helping to put mental health on the health continuum as an issue that can be managed with appropriate support, and in the knowledge that there are many prevention and early-intervention techniques that can positively affect and/or shorten the course of the illness.

"It is the right thing to do"

This motivation relates to the concept that mental health is no longer considered a moral issue or weakness, and that civil society behaviours and attitudes about mental health must change. In many countries and in international organisations, this is reflected by a significant increase in public recognition of mental ill-health, and supportive public discourse about it.

Thus, whether in providing better access to support and services to people who need them, or in increased investment in research into effective treatments and cures and inclusive and non-discriminatory policies, mental health is an issue whose time has come.

This includes actions in the workplace. It is becoming simply "the right thing to do".

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Employee engagement and reputational benefits

Alignment with organisational culture and a company's overall health and well-being commitment is also cited as motivation. Research, case studies and anecdotal evidence indicate that many other benefits accrue from mental-health policies. These include how the employee feels about their organisation and how motivated and equipped they feel to be productive and creative. These in turn translate into further positive impact on an organisation's reputation as a great place to work, positively impacting employee retention and recruitment.

Cost and liability management

Beyond the significant human costs of mental ill-health, it is widely accepted that mental illnesses have a significant organisational cost, related to lost work time due to disability, absenteeism, presenteeism and legal/liability costs.

Very little research has been done focussed on the cost-benefit analysis of combating mental ill-health, and there is no agreed-upon best practice on which to base such a calculation.

However all the evidence that we are aware of point to net benefits. Depending on the data and assumptions used, the return on investment can range from adequate to excellent and at a minimum is cost neutral with many positive impacts not easily or directly measurable by financial metrics. These include employee engagement, recruitment and retention, the ability to adapt and manage stressors in the work and at home, and the ability to perform with creativity and imagination.

Calculating the 'Return-on-investment' of workplace mental health policies

Actual practice of calculating and measuring ROI for workplace mental health programs is in the early stages of development. Many organizations don't measure ROI because they believe "it is the right thing to do" to have workplace mental health programs which others have not collected data or don't know which data to collect and use. Some data can be measured in actual cost savings or expenditures while there is other data that can only be measured through extrapolation or using significant assumptions that are not standardized.

What follows is a framework for measurement that includes hard data as well as background information and examples. Also listed are some benefits described as intangible which could be factored into calculation if a more holistic view was taken. Hopefully this framework will be widely used by organizations as a basis for further development and refinement.

ROI Calculation

- (C + D in $) divided by (A + B in $) = R in $ (Return on each dollar invested)*
- (R– 1) X 100 = % ROI*

1. Mental health investments:

   ✓ **A** = Incremental costs of new or expanded mental health programs (awareness campaigns, mental health training costs) (actual costs – baseline costs)

   ✓ **B** = Costs related to increase in benefits costs (ie incremental costs due to increase in EFAP utilization and/or increase in medical benefits for psychologists / social workers

2. Core savings:

   Short term disability (STD) cost reduction:

   ✓ **C1** = A simple way is to measure the total % of decrease in STD mental health claims X by average STD claim costs (% decrease in STD mental health claims x average STD claims costs)

   ✓ **C2** = A more precise way to measure can be done by: (Decrease in # STD mental health claims x average duration in days X average salary replacement per day

   Measuring the decrease in the number STD mental health claims (incidence)
   X by the average duration of mental health claims (duration)
   X by the average salary replacement costs per absence days

   ✓ **D** = Long term disability (LTD) cost reduction related to decrease in LTD mental health claims (Decrease in # LTD mental health claims x average LTD claims costs/liability) D

Does not include the following value added intangible benefits

1. *Presenteeism – Productivity (can be extrapolated as Disability savings x 20%)*
   - *Employees at work but underperforming due to stress and mental health issues*
   - *Presenteeism costs often extrapolated by using a % of disability costs*
     i. *Studies show that if you reduce mental health disabilities, you can assume you are also reducing presenteeism*
     ii. *Presenteeism savings could represent 20–50% of disability savings*

2. *Employee engagement (can be measured & monitored in a few ways):*
   - *Overall engagement survey scores*
   - *Engagement scores specifically related to workplace mental health factors:*
     i. *Mental health factors can be derived from normative standard (may vary in time and country)*
     ii. *Some survey providers have created a mental health index based on key workplace factors : respect, recognition, supportive workplace, safe workplace, empowerment, etc.*
     iii. *These can be monitored for YOY improvements*
   - *Reduction in voluntary turnover rates (from exit interviews)*

3. *Customer satisfaction / increase in sales (harder to derive portion directly linked to mental health initiatives)*
   - *Estimated correlation with employees being more productive, more engaged, increase in quality output and enhanced customer service.*

Action 3: Don't reinvent wheels, be aware of other companies who have taken action, and how

Around the world companies and organisations are already putting mental health policies into place. Here are examples from just five of them. These case studies represent diversity of industry, work population, and continents; however they focus on Western high income countries and large corporates. The information was supplied by the organisations, not independently researched. We gratefully acknowledge the support of the organisations.

- ✓ Bank of England
- ✓ Bell Canada
- ✓ BHP Billiton
- ✓ British Telecom (BT) Group Plc
- ✓ Kind & Wood & Mallesons

Methodology

The company case-studies are based on information provided by organisations in response to a one-page questionnaire. The focus of the questionnaire was on different organisational strategies to foster a culture of good mental health in the workplace globally. Of particular interest were holistic and integrated approaches to health and employee welfare, including mental, physical, spiritual, social, and environmental aspects of health.

The three broad areas of interest in the questionnaire revolved around:
1. The development stage of any policies and practices to address and promote mental health in the workplace
2. The details of these policies and practices
3. Monitoring and effectiveness of these policies and practices

Due to resource restrictions and in agreement with all WEF Global Agenda Council on Mental Health, the inclusion criteria were that organisations needed to be large formal sector organisations. Excluded were Small and Medium Enterprises (SMEs), informal sector organisations, and organisations without a mental health strategy.

Convenience and snowballing sampling was used to contact companies whereby we first contacted people (HR, Occupational Health, other contact persons) we knew and had access to via our collective extended networks. Subsequently, we asked them to refer us to more organisations who would be interested to partake in this initiative.

In total, 23 organisations took part, of which a selection of 5 are being showcased in this scoping work that will be built upon. All organisations received in-depth feedback and information on this initiative and questionnaire; participation in the sharing of company case-studies was on an entirely voluntary basis with understood consent. The organisations' gatekeeper was approached, email and telephone/skype calls yielded interviews or questionnaires (some preferred filling in the questionnaire, others interviewed) and additional material around policies was provided. Content analysis of the documents and interviews was done by hand by two independent researchers.

Bank of England

Rationale and development:
The Bank of England (the Bank) has set out to deliver an integrated approach to health and wellbeing that focuses on the physical and mental health of its employees within an open and diverse culture. Delivering a programme to promote mental health in the workplace supports this wider aim and is aligned with the Bank's strategic plan (2014) of which one aspect is to be 'Diverse and Talented'. In 2013, the Bank of England signed up to the UK government's Time to Change pledge with the aim of not only encouraging its staff to seek help without fear of stigma but also to increase awareness of mental health issues more generally.

The programme of activities and initiatives supporting mental health evolved over time. Important considerations in designing the programme are: what offers value for money and looking at best practice in other organisations.

Programme
- The Bank has implemented a holistic programme which is designed to support the three components of wellbeing: psychological, physical and social
- A range of services are provided including an in-house medical unit, Staff Counsellors, and a comprehensive Employee Assistance Programme (EAP). The Bank has also recently commenced training for line managers in partnership with UK charities Bank Workers Charity and Mind. A call for expressions of interest from staff in becoming Wellbeing Champions has also been made

Stakeholders
- Consultations with staff and managers guided the development of the programme, specifically helping to identify which services or tools are most beneficial. The Bank's wellbeing strategy was agreed at executive level
- Mental health initiatives integrated within a broad range of wellbeing activities are led by Human Resources (HR) and supported by senior managers and the Bank's Mental Health Network
- The Mental Health Network is one of the Bank's employee diversity and inclusion networks and closely works with the in-house Staff Counsellors and HR team to improve services offered within the organisation. This includes raising awareness and improving understanding around mental health conditions and highlighting the support available to staff
- Externally, the Bank has focused on developing relationships with leaders in the mental health field to stay at the forefront of developments in practice and research. Leaders from other spheres, external to the Bank, have also helped to raise awareness and help change the conversation around mental health in the workplace through delivery of talks and seminars to Bank employees. These activities were arranged by the Bank and its employee-led 'Mental Health Network'

Monitoring and effectiveness

- The Bank monitors usage of the various elements of the programme. For example, at an organisational level, the Bank's staff survey includes a number of wellbeing questions. The results of this are a useful diagnostic and measure of wellbeing in the workplace

Key takeaways, lessons learnt and points of interest

- 'Value for money' and best practice in other organisations guided the development of the Bank's programme. Benchmarking the Bank's activities against best practice has enabled the Bank to have a clear wellbeing strategy
- Signing the Time to Change pledge signified an important step for the Bank – a public commitment to indicate its support of mental health issues
- Senior management buy-in, engagement across the organisation, direct support from HR, and creating a joined-up offer all contribute to successful programme delivery
- A key challenge has been to ensure awareness of the wellbeing programme across the Bank. This is being achieved by using a range of communication channels e.g. external speakers, seminars, creating a single 'intranet hub' for wellbeing information, and running events such as Wellbeing Week. A new visual identity has been developed to signal to staff the reach of the Bank's Wellbeing programme 'think well, live well, be well'
- To support the Bank's approach to flexible working, a cross-network panel event was organised to highlight case-studies and encourage line managers to have conversations about flexible working

Bell Canada

Rationale and development:

As part of the Bell 'Let's Talk' mental health initiative launched in 2010, Bell Canada committed to leading by example in workplace mental health practices. Bell actively participated in the development and early adoption of the Canadian Voluntary National Standard for Psychological Health and Safety in the Workplace, which helped guide programme development.

To address mental health in the workplace, existing vendor relationships were leveraged to help deliver elements of the programme helping to ensuring consistency and sustainability. The scope of the programme is national, available in the two official Canadian languages (English and French), and allows for flexibility to be customised to suit diverse workforce segments. Given that the employee base is dispersed across a large geographic expanse, an additional consideration was that the programme would use technology.

Programme
- Bell's internal and external strategy is built on four pillars: anti-stigma, care and access, research, and workplace
- The mental health programme under the workplace pillar adopts a continuum of care approach from prevention to support. Psychological factors are integrated in existing human resources and health and safety programmes
- Prevention: Bell has three internal mental health awareness and promotion campaigns per year; dedicated mental health intranet site with information, videos and weekly articles; mandatory mental health leadership training for all people leaders (managers) and targeted training for Health and Safety and Union representatives
- Support: Enhanced support is provided to employees and family members facing mental health difficulties. This includes employee and family assistance services and enhanced benefits coverage for psychological care. Bell has adopted a multidisciplinary support approach to facilitate return to work

Stakeholders
- A number of stakeholders are actively engaged in the development and implementation of the mental health programme. This includes employee involvement across a number of business functions across the company and senior leadership, external mental health experts and vendors including partnering with an insurance carrier involved in managing short-term disability claims, and the community. Integral to the success of designing and delivering a mental health programme was having clear executive commitment by the CEO

Monitoring and effectiveness
- Over 90 KPIs are measured quarterly and assessed for trends and programme improvements
- Mental health metrics are included in health and safety dashboards for senior reviews and reporting is a requirement to ensure compliance
- A double-digit decrease of mental health short-term disability claims has been observed over the last five years

Key takeaways, lessons learnt and points of interest

- Early detection of mental health issues enables strategies to prevent and reduce disability and allow employees to remain at work while addressing mental health issues
- Executive commitment initiated by the CEO was integral to successful development and delivery
- Mandatory training is auto-assigned to leaders with timeline alerts to ensure uptake
- Mental health resources are available on the company's intranet which helps build mental health literacy, identify local community resources and combat stigma
- Care and support are available through employee and family assistance programme and psychological care benefits – 24/7 coverage with multiple modalities including virtual counselling and apps to facilitate help-seeking
- Programmes to address mental health are designed to ensure they can successfully respond to a diverse workforce. Business units are expected to leverage programme resources and tools which can be customised
- The company's decision to actively participate in the development and early adoption of the Canadian Voluntary National Standard for Psychological Health and Safety in the Workplace has served to strengthen its leadership as an organisation committed to addressing mental health. Bell shares its learnings with other organisations to help increase uptake of workplace mental health practices

BHP Billiton

Rationale and development:
BHP Billiton is a global resources company headquartered in Melbourne, Australia. With 45 per cent of people in Australia (Beyondblue) expected to experience a mental health condition in their lifetime, and similar statistics in the other countries worldwide where BHP Billiton operates, mental health was recognised as an issue that needed attention. Additionally, BHP Billiton's workforce is over 80 per cent male, with research showing that men are less likely to seek help for mental health issues.

BHP Billiton's Health, Safety and Environment leadership team called for a session to speak with an expert from the Australian mental health organisation 'Beyondblue' to improve their understanding of the issue, and develop a way forward. This session was a catalyst for the Company's Western Australia Iron Ore Business to set to work on developing a Mental Wellness Standard, which was launched in 2014. At a corporate level, the Health and Safety team saw the strategic need and made mental health a Company priority. A framework was developed (with a global expert) that would suit the diversity of BHP Billiton's global organisation.

Programme
BHP Billiton works to ensure that the psychological aspects of health and safety are prioritised as much as the physical. Mental health is addressed holistically – not just looking at mental ill-health. The framework is built on four pillars: *culture, capacity, prevention* and *recovery*. At a broad level, a number of key areas are focused upon:

- Leadership engagement and education, including working with the senior leadership team to build their awareness and capability, and leveraging the Company-wide leadership development program.
- Using external campaigns, such as Movember, to raise awareness internally.
- Better leveraging of existing Employee Assistance Programs (EAPs).
- Improving capture and analysis of data to help inform the approach.
- Improving resilience of its people. BHP Billiton is developing its own internal leader-led resilience program.

Moreover, BHP Billiton's Western Australia Iron Ore business uses its own tailored channels. This includes national awareness campaigns to raise awareness and help reduce stigma, and partnering with external organisations to promote to employees and communities; mental health and suicide prevention programs for leaders; wellbeing education sessions for employees; a range of online information and training tools for employees and families; technology to promote and deliver EAP services, including video counselling at remote sites; active case management to support people in staying at, or returning to, work.

Stakeholders
- A cross-functional Working Group with members from across the Company was formed to identify and prioritise actions to support the framework. The Company's senior leadership team formally endorsed the framework.

- Each part of the business develops their own implementation timetable and adopts or adapts program elements based on the specific needs of their workforce.
- Leaders at all levels are targeted through the Company's global leadership program with a mental health e-module under development to build competencies in recognising and managing mental health issues.
- BHP Billiton continues to engage with external mental health experts to inform the development of its program.

Monitoring and effectiveness
- BHP Billiton's operations are required to identify and manage of a range of health and wellbeing risks and to report against targets on a quarterly basis.
- Since the implementation of their Mental Wellness Standard, the Western Australia Iron Ore business have seen a marked increase in employee referrals to site-based health representatives relating to mental wellness issues. They have also seen EAP use increase from 8.7 per cent in 2013 to 10.7 per cent in 2014.

Key takeaways, lessons learnt and points of interest
- Visible leadership: making mental health part of the 'corporate conversation' shows employees that this is important and helps reduce stigma
- Leveraging existing programmes and processes across the Company
- Cross-functional working/steering groups to inform strategic direction
- Flexible approach: allow for tailoring to accommodate for different workforce profiles

British Telecom (BT) Group Plc

Rationale and development:

Recognising the prevalence of mental ill-health in a workforce, BT saw this as a business issue that needs to be managed and addressed. The company was one of the first in the UK to launch a health awareness programme on a large scale to tackle mental health issues. BT hoped that by encouraging employees to adopt small changes in lifestyle and use proven techniques for increasing their resilience they would cope better with the pressures of modern living and work more creatively and productively.

Programme

- Aim is to try and move employee mind-sets and behaviours from dependency to interdependency.
- Three-tiered mental health framework comprised of Prevention, Early Intervention, and Rehabilitation.
- Holistic integrated approach encompassing health promotion such as BTs "Work Fit" initiatives delivered alongside a Mental Health Toolkit with resources linked to each of the mental health framework areas.
- BTs "Work Fit" initiatives target both physical and mental wellbeing with a focus on guided self-help.
- Key components of the Mental Health Toolkit include: Open Minds: Head First – a downloadable guide on the continuum of mental health issues for both employees and managers; STREAM – a Stress Risk Assessment and Management Tool; a range of training courses such as STRIDE – a companion to STREAM for managers, resilience training, and Managing Mental Health training (based on the MHFA movement); BTs Health and Wellbeing Passport – part of a suite of passports that can be completed by individuals with long-term or recurring health-issues and agreed with their manager to facilitate management of the individual at work; Employee Assistance Management (EAM) to support BT managers as well as Employee Assistance Programme (EAP) for BT people available 24/7; and Cognitive Behavioural Therapy (CBT).

Stakeholders

- The head of wellbeing, a Clinical Psychologist, works with leadership teams in each line of business (who retain ownership of plans) to develop tailored action plans stemming from the overall strategic approach.
- Centrally, efforts are focused on strategy, policy, introducing new evidence-based initiatives, raising awareness and securing support at senior level.
- Managers are trained to better manage stress and mental health in their teams.
- BT staff are encouraged to take personal responsibility for their own and others' wellbeing.
- EAP and EAM providers comprise experienced and accredited practitioners and consultants trained in addressing mental health issues.
- BT partners with mental health experts such as leading charities to design and deliver programmes and training.
- BT's CBT service is funded through an insured solution in order to remove the risk of cost volatility and short term budgetary pressures at business unit level. This approach also

improves visibility of costs and provides economies of scale, strengthening the business case for rehabilitation.

Monitoring and effectiveness

- Management information is collated from a variety of sources (e.g. sickness absence database, occupational health returns, EAP feedback, anonymised and grouped STREAM results and CARE Agile reports, company-wide engagement survey). This is presented as a mental health dashboard updated monthly and supplemented by a commentary from the in-house Clinical Psychologist. This approach targets areas for attention within the business and ensures resources are directed to where they are likely to achieve the greatest impact.
- The company funded mental rehabilitation service has delivered significant improvements in clinical outcomes among those using it. Critically from a business perspective it has also proved effective in getting people back to work safely with 92% returning to their own role on full duties after intervention.

Key takeaways, lessons learnt and points of interest

- Building on general aspirations to create a healthy workplace environment.
- BT focuses on a targeted approach, due to the diverse nature of its workforce which spans a number of locations and job functions. Reflecting diversity in both demographics and geography is relevant to success.
- Health promotion is a broad topic and there is a danger of communicating bland general messages unless a clear focus is maintained. Communications expertise is a core requirement for any programme.
- 'Line of Business' programmes are implemented through their normal management chain using their standard communication channels. This serves to reinforce the message that this is part of running an effective business and not some 'health initiative' or 'bolt on'.

King & Wood Mallesons

Rationale and development:
Together with four major Australian law firms (Allens, Ashurst, Clayton Utz & Herbert Smith Freehills) and The College of Law in Australia, King & Wood Mallesons (KWM) developed resilience@law. The initiative aimed to raise awareness around mental health and stress, address stigma, and provide education, self-care strategies, support and resources. Resilience@law was the catalyst for developing the Firm's approach to mental health. With one in three lawyers expected to experience some form of mental illness during their career, KWM recognises mental health is a key issue within the legal profession globally.

Programme
Psychological wellbeing is integrated into the firm's broader strategy for implementing their workplace Health & Wellbeing Programme ensuring a holistic and integrated approach to health.

- Resilience@law: Screening of resilience@law DVD and national launch of The College of Law training programme
- Mental Health First Aid (MHFA) Training & Recognising and Managing Mental Health in the Workplace workshops: Builds skills of HR staff to recognise and manage mental health issues
- Partner workshops and discussions on mental health: Sessions help to raise awareness and reduce stigma
- Building resilience workshops: Sessions help people take responsibility for their own wellbeing and help identify personal stressors and build resilience
- Psychological Rehabilitation Programme: Support, to remain at work while dealing with mental health issues
- Wellbeing Officer Programme: Programme to help with prevention and early identification of mental illness; and to create an environment that encourages people to speak up and seek help
- Psychological Wellbeing Toolkit: Resources to assist HR and managers to manage mental health issues. For example: case studies, draft emails, links to resources, processes/flow charts, and more
- TJMF Psychological Wellbeing: Best Practice Guidelines for the Legal Profession
- R U OK? at Law 'look deeper' campaign: 12-month awareness campaign tailored to the legal profession
- Broader Health and Wellbeing Programme: Comprehensive range of services e.g. gym memberships; health checks; onsite massage, yoga, reflexology, Pilates; Employee Assistance Programme (EAP); and flexible working

Stakeholders
- Resilience@law was spearheaded by the managing partners and HR directors of the firms, with HR teams at each organisation undertaking MHFA training before launching the initiative internally
- KWM aims to engage partners and staff at all levels across the firm to raise awareness and educate people about psychological wellbeing. The Firm has partnered with external

training and psychological rehabilitation providers to provide training to their HR teams and ensure best practice care is provided

Monitoring and effectiveness

- 66 per cent increase in calls to the Firm's EAP provider within the first six-weeks of showing the Resilience@law DVD
- A significant decrease in days taken off work
- 68 per cent of Wellbeing Officers surveyed had approached someone they were concerned about and 30 per cent were approached by someone with a concern

Key takeaways, lessons learnt and points of interest

- The resilience@law initiative won the AHRI 2011 Martin Seligman Health and Wellbeing Award. The Beyondblue Annual Report (2011) noted lawyers are more aware of mental health issues than they were as a group in 2009
- The College of Law now provides a mental health module in its practical legal training
- Training should be considered an investment. Training HR staff is key, as they are best placed to help others
- Providing initiatives on-site is a great way for time pressured lawyers to be tested for health issues
- Specialist providers of mental health training and psychological rehabilitation should be carefully selected as the cheapest may not be the most effective. Shop around for the most appropriate EAP for the legal profession
- Tailor messages to the particularities of the industry and the nature of the work as well as to the audience. E.g. lunch-time training for time-pressured lawyers; clearly address the question of 'what's in it for me?' in all communications; emails are a simple and cost-effective way to communicate

Summary and analysis of the evidence

Organisations are increasingly recognising mental health as an essential component of promoting employee health and welfare.

There is a growing trend to place as much importance on addressing mental health as physical health in the workplace. Typically, mental health is delivered as part of a holistic and integrated health and well-being strategy. Initiatives are built on prevention, early recognition, support and rehabilitation.

The key elements of organisational strategies to protect, promote, and address mental health in the workplace are presented below. These are based on the analysis of the five featured case-studies from the Bank of England, Bell Canada, BT, BHP Billiton, and King & Wood Mallesons.

Common Themes in Workplace Strategies to Protect, Promote, and Address Mental Health are:
- Public commitment to indicate support of mental health issues by signing pledges such as Time to Change in UK
- Support and participation in National Campaigns and linking these to internal workplace campaigns to promote mental health awareness and address stigma
- Training such as Managing Mental Health training, Mental Health First Aid (MHFA) training and resilience training. MHFA provides knowledge and skills to recognise and manage mental health issues. Resilience training typically develops skills to help people to take responsibility for their own wellbeing, and help identify personal stressors and build resilience. A novel approach to enforce uptake is to auto-assign training with timeline alerts
- Developing a range of tools such Health and Wellbeing Passport and the Stress Risk Assessment and Management Tool
- Psychological Rehabilitation and case-management services to provide support to remain at work while dealing with mental health issues
- 'Wellbeing Champions'/'Wellbeing Officers' who are staff trained to support prevention and early identification of mental illness, and to help create an environment that encourages people to speak up and seek help
- Range of resources available to all employees to help build mental health literacy, identify local community resources and to combat stigma. The intranet is a useful portal for housing this information
- Counselling and Cognitive Behavioural Therapy (CBT) services
- Employee Management Program (EAP) and Employee Assistance Program (EAP)
- Flexible-working and Swap-pay-for-leave Policies

Stakeholder Engagement

Workplace strategies to protect, promote, and address mental health are commonly delivered by building internal and external partnerships. The successful delivery of any mental health initiative relies on collaboration. Stakeholders play an important role in creating a culture around mental health.

It is important to engage staff at all levels throughout the entire organisation. Internally, this includes:

- Human Resources (HR) staff are integral to the development and deployment of mental health initiatives. Allowances for dedicated resources and training of HR staff should be made so they are best placed to help others
- Mental Health Steering Committees/ Joint Committees/ Cross-functional Working Groups/ Networks etc. ensure representation across the organisation and promote the design and implementation of a cohesive mental health programme
- Senior Leadership buy-in to support the implementation of the strategy
- Managers and other employees play a key role in the development stage of the mental health programme. Consultations can help to identify which services or tools are most beneficial
- Managers are a target audience for training to be better at managing stress and mental health in their teams. They are well placed to lead-by-example and apply best-practices to promote mental health. Training can help to raise awareness and reduce stigma, recognise mental health issues, and being able to have a conversation around mental health and provide appropriate support
- Staff at all levels can be trained as 'Wellbeing Champions' or 'Well-being Officers' to help with prevention and early identification of mental illness; and to create an environment that encourages people to speak up and seek help
- Communications Team to effectively disseminate information. Health promotion is a broad topic and there is a danger of communicating bland general messages unless a clear focus is maintained. Effective communication aids awareness of initiatives and lends to the uptake of available services. Responsibilities include developing the mental health promotion strategy, managing intranet content, tailoring emails and other channels of communication to reach the target audience. It is important to clearly address the question of 'what's in it for me?' in all communications and wording on email invitations is critical to gaining attention
- Build overall team member accountability to respect policies, codes of conduct, and active participation in workplace initiatives such as campaigns, training, etc. fosters a respectful workplace

External partners include:
- Mental health experts (e.g. mental health charities), vendors and people living with mental health issues can support the development of mental health initiatives and educate the workforce. This includes specialised providers for delivering mental health training and psychological rehabilitation services. It is essential to carefully select who to work with as the cheapest may not be the most effective. It is recommended to shop around for the most appropriate EAP for the profession
- Insurance carriers such as those involved in managing short-term disability claims can help to remove the risk of cost volatility and short term budgetary pressures. This approach can also improve visibility of costs and provide economies of scale, strengthening the business case for rehabilitation
- Community, family and friends play an important role in providing social support which is

found to be a protective factor for mental health. National campaigns serve to address mental health at the population-level

- Industry-wide partnerships can serve to realise change across an entire sector. For example, with a high prevalence of mental health experienced in the legal field, a joint-initiative led by five major Australian law firms and the College of Law developed "resilience@law". The initiative aimed to raise awareness around mental health and stress; address stigma; and provide education, self-care strategies, support and resources. The College of Law now provides a mental health module in its practical legal training for lawyers at the threshold of their career

Monitoring and Effectiveness

- Mental health is monitored through a range of sources both qualitative and quantitative. This includes staff surveys, sickness absence data, and usage of support services such as EAPs
- Workplace strategies to protect, promote, and address mental health have reported a range of positive outcomes both for employee welfare as well as financial return for organisations. For example, decrease in sickness absence, increase EAP usage, decrease in short-term disability claims, and successful rehabilitation getting people back to work

Action 4: Understand the opportunities and needs of you and your colleagues

Every organisation is different, and will require a unique set of policies to best deal with the needs of its staff. It's therefore important to identify what these needs are, and how a workplace mental health programme could begin to address these.

The European Network for Workplace Health Promotion (ENWHP) has produced a questionnaire whose questions will help you focus on key workplace issues. A copy of the ENWHP survey is available in appendix 3 (page 65) if you would like to make use it for your own organisation.

If you need further help you can find out more from the ENWHP website:
http://www.enwhp.org/contact.html

Action 5: Take practical steps to help your organisation

There are a range of different tools available to start building your workplace mental health policies.

The resources below provide a solid starting ground in addressing the needs of you and your colleagues.

The types of resources available are categorised by:

- ✓ Educational materials
- ✓ Local training programmes
- ✓ Diagnostic tools
- ✓ Mental health and well-being interventions
- ✓ Mental health and well-being strategies
- ✓ Managing a good mental health and well-being culture

Education: relevant mental health publications, pamphlets, video's, government publications, effects of a good mental health

ACAS (Advisory, Conciliation and Arbitration Service)
http://www.acas.org.uk/media/pdf/l/a/Promoting_positive_mental_health_at_work(SEPT2014).pdf
Guide written for employers and front line managers to help understand mental health and the impact on the employees and the effectiveness of the organisation. The second half of this guide offers practical advice on how to manage mental health at work.

BBC – Health and Wellbeing: Mental Health
http://www.bbc.co.uk/safety/health/mental_health
The BBC has several courses and other resources as outlined on the following pages to support their managers and staff in recognising and managing the causes and effects of mental health. Their website contains a list of interesting Mental Health key topics.

Canadian Centre for Occupational Health and Safety (CCOHS)
http://www.ccohs.ca/healthyminds/employers/
The employers section of the Healthy Mind @ Work programme describes the need for a psychologically safe workplace, identifies possible risk factors for mental health issues at work, and offers tools to deal with these issues. The website is also available in French.

Chartered Institute of Personnel and Development (CIPD) – Mental Health in the Workplace
http://www.cipd.co.uk/hr-resources/factsheets/mental-health-workplace.aspx
Introductory guidance covering the importance of mental health, the legal position of employers and how they can support employees' mental health. This factsheet includes the CIPD viewpoint.

Chartered Institute of Personnel and Development (CIPD) - Stress in the Workplace
http://www.cipd.co.uk/hr-resources/factsheets/stress-mental-health-at-work.aspx
Introductory guidance covering what work-related stress is and the legal position. Describes how to deal with stress in the workplace and support employees. This factsheet includes the CIPD viewpoint.

European Network for Workplace Health Promotion (ENWHP)
http://www.enwhp.org/fileadmin/downloads/8th_Initiative/MentalHealth_Broschuere_Arbeitgeber.pdf
Mental health promotion campaign guide written for employers and managers offering practical advice on managing and supporting people who are experiencing stress, distress and mental health problems.

Global Centre for Healthy Workplaces
http://www.globalhealthyworkplace.org/
Provide educational information, research, tools, learnings and training courses. Also host an annual 'Awards Ceremony' for businesses to recognise good practice in relation to healthy workplaces.

Harvard Medical School
http://www.health.harvard.edu/newsletter_article/mental-health-problems-in-the-workplace
A quick guide to the most common mental health problems in the workplace, and how they affect both employees and employers. Note that the symptoms may be different at work than in other situations, and that the biggest impact is in lost productivity, not absenteeism.

Mentally Healthy Workplace Alliance
https://www.headsup.org.au/creating-a-mentally-healthy-workplace/get-inspired
Discover what other organisations are doing to support employees and create a positive working environment through practical case studies and hear from business leaders from across Australia and the heads of Australia's Chambers of Commerce.

National Institute for Health and Care Excellence (NICE)
https://www.nice.org.uk/guidance/ph22
Guidelines for those who have a direct or indirect role in, and responsibility for, promoting mental wellbeing at work. It focuses on interventions to promote mental wellbeing through productive and healthy working conditions.

Occupational Safety and Health (OSH) – Mental Health at Work
http://oshwiki.eu/wiki/Mental_health_at_work
Online encyclopedia about mental health in the workplace discussing the impact and costs of mental health problems, the link between work and mental health, addressing mental health in the workplace, and policy initiatives and supporting practices to promote mental health.

Occupational Safety and Health (OSH) – Understanding and Preventing Worker Burnout
http://oshwiki.eu/wiki/Understanding_and_Preventing_Worker_Burnout
Online encyclopedia about the understanding and prevention of worker burnout. The definition, assessment and prevalence of burnout are addressed, as well as costs, risk factors, consequences and methods how to manage and prevent burnout.

ProMenPol
http://www.mentalhealthpromotion.net/?i=promenpol
Informative website of the ProMenPol project (1st January 2007 – 31st of December 2009) which aims to support of practices and policies of mental health promotion in three settings: schools, workplaces and older people's residences.

RobertsonCooper – Good Day At Work
http://www.robertsoncooper.com/gooddayatwork
Online community which brings together news and resources helping people to have a 'good day at work'. Over 40,000 members including HR practitioners from a range of organisations with a chance to share best practice.

Royal College of Psychiatrists (UK) – Improving the Lives of People with Mental Illness
http://www.rcpsych.ac.uk/usefulresources/workandmentalhealth/employer.aspx
Information and links to resources for employers who are looking to support their employees or colleagues at work so that they remain productive and healthy. Also, information is provided about support for people preparing to return to work following a period of mental ill health.

The British Psychological Society – Division of Occupational Psychology (DOP)
http://www.bps.org.uk/networks-and-communities/member-microsite/division-occupational-psychology
The Division of Occupational Psychology (DOP) promotes the professional interests of occupational psychologists. They support members by providing training and advice, by holding regular events, and by keeping members up to date with the latest divisional news.

The British Psychological Society – Division of Occupational Psychology (DOP)
https://www.bps.org.uk/system/files/user-files/Division%20of%20Occupational%20Psychology/public/rep94_dpx.pdf
White Paper intended to provide a succinct and up-to-date perspective on the role of psychological well-being at work, including an indication of the costs/benefits of psychological well-being and guidance on how to improve psychological well-being at work.

UK's Faculty of Public Health (FPH)
http://www.fph.org.uk/examples_of_interventions
Pointers to evidence-based interventions to promote mental wellbeing and prevent mental illness in five areas (Starting well, Developing well, Living well, Working well, and Ageing well).

Workplace Strategies For Mental Health – On the Agenda
https://www.workplacestrategiesformentalhealth.com/Free-Training-and-Tools/On-the-Agenda
A series of videos, presentation slides and supporting materials that can assist trainers, team leaders, managers or others to facilitate discussions aimed at developing a psychologically healthy and safe workplace. The website is also available in French.

World Federation for Mental Health (WFMH) – Depression in the workplace
http://wfmh.com/initiatives/depression-in-the-workplace/
WFMH report about depression in the workplace. The mission of this international organisation includes prevention of mental and emotional disorders, proper treatment and care of those with such disorders, and the promotion of mental health.
World Health Organisation (WHO) – Promoting Mental Health
http://apps.who.int/iris/bitstream/10665/43286/1/9241562943_eng.pdf
Report for people working in health and non-health sectors showing that mental illnesses are common and universal. The social and economic costs of poor mental health are high and the evidence suggests that they will continue to grow without community and government action.

World Psychiatric Association – Occupational Psychiatry
http://www.wpanet.org/detail.php?section_id=11&content_id=513
WPA being an association of national psychiatric societies aiming to increase knowledge and skills necessary for work in the field of mental health and the care for the mentally ill. The WPA consists of 70 sections, including one Occupational Psychiatry section.

Local training programmes

Centre for Mental Health – UK
http://www.centreformentalhealth.org.uk/workplace-training
A proven, work-based programme that helps organisations more effectively manage mental health in the workplace and avoid the costs associated with prolonged absences, presentism, reduced productivity and replacing / retraining staff.

Mental Health First Aid England (MHFA) – UK
http://mhfaengland.org/
Educational course which teaches how to identify, understand and help a person who may be developing a mental health issue. In the same way as learning physical first aid, Mental Health First Aid teaches how to recognise those crucial warning signs of mental ill health.

Mental Health Foundation – UK
https://www.mentalhealth.org.uk/your-mental-health/looking-after-your-mental-health
Provide online Mindfullness training as well as educational material about mental health hygiene, promotion and self-management.

MIND – UK
http://www.mind.org.uk/workplace/training-consultancy/
Consultancy, training and coaching to promote mental wellbeing in organisations and at home, helping to reduce absenteeism in the workplace and encouraging a positive, healthy and productive workplace culture.

Diagnostics tools (for diagnosis and monitoring):

European Network for Workplace Health Promotion (ENWHP) – Mental Health Promotion Check
http://www.enwhp.org/fileadmin/downloads/8th_Initiative/Questionaire/MentHealthWork_En.pdf
Do the Mental Health Promotion check and discover whether your company or organisation can improve mental health promotion at work. Feedback, given over e-mail, contains practical advice to stimulate and increase mental health promotion in your organisation.

European Network for Workplace Health Promotion (ENWHP) – Company Health Check
http://www.enwhp.org/enwhp-initiatives/7th-initiative/become-a-move-europe-company/company-health-check.html
The Company Health Check (CHC) is an instrument to promote health at the workplace (topics: physical activity, healthy nutrition, mental health, and smoking prevention). Feedback, given over e-mail, contains recommendations how to set up workplace health promotion.

Mental Health Foundation
http://www.mentalhealth.org.uk/publications/Measuring-Wellbeing/
Briefing providing a basic 'need to know' introduction to measuring wellbeing. It looks at various definitions of wellbeing, summarises previous work on measuring wellbeing across the UK, and sets out the potential benefits of creating authoritative wellbeing indicators.

Office for National Statistics (ONS) – UK
http://www.ons.gov.uk/ons/rel/wellbeing/measuring-national-well-being/index.html
The Measuring National Well-being programme aims to produce accepted and trusted measures of the well-being of the nation - how the UK as a whole is doing with analysis by country, region and local areas and individual characteristics and circumstances.

Occupational Psychiatry
http://www.occupationalpsychiatry.com.au/
The Occupational Psychiatrist provides expertise about assessment and management of psychiatric illness and the interaction between an employee's psychiatric symptoms and the work environment.

Robertson Cooper – ASSET State Based Measure
http://www.robertsoncooper.com/our-products/asset
Based on the proprietary ASSET model, a tool to measure employee perceptions of current workplace pressures, and the impact this has on their health, psychological wellbeing and engagement. Allows the identification of hotspot areas within an organisation, along with a deep dive inside results to look at the key drivers behind levels of wellbeing.

Warwick-Edinburgh Mental Well-Being Scale (WEMWBS)

http://www2.warwick.ac.uk/fac/med/research/platform/wemwbs/

The Warwick-Edinburgh Mental Well-being scale developed to enable the monitoring of mental wellbeing in the general population and the evaluation of projects, programmes and policies which aim to improve mental wellbeing.

Workplace Strategies For Mental Health – Guarding Minds @ Work

http://www.guardingmindsatwork.ca/info/index

Free, comprehensive set of resources allowing employers to effectively assess and address the psychosocial factors known to have a powerful impact on organisational health, the health of individual employees, and the financial bottom line. The website is also available in French.

Mental health & well-being interventions

Business in the Community – Emotional Resilience

http://www.bitc.org.uk/our-resources/report/emotional-resilience

A practical guide in promoting the resilience of individuals and teams in companies as part of an integrated health and wellbeing programme. It includes research, case studies and suggested actions which employers can take to facilitate emotional resilience in the workplace.

Canadian Centre for Occupational Health and Safety (CCOHS)

http://www.ccohs.ca/healthyminds/employers/

The employers section of the Healthy Mind @ Work programme describes the need for a psychologically safe workplace, identifies possible risk factors for mental health issues at work, and offers tools to deal with these issues (Website also available in French)

Chartered Institute of Personnel and Development (CIPD)

http://www.cipd.co.uk/binaries/developing-managers_2014.pdf

Research report reviewing evidence available about what affects the success of developing managers who support employee engagement, health and wellbeing, including a set of checklists aiming to aid organisations in implementing programmes successfully.

MIND

http://www.mind.org.uk/workplace/mental-health-at-work/webinars/

Webinars for HR professionals and manager offering advice on how to shape an organisational culture that's positive about mental health and how to manage mental health in the workplace, aiming to equip managers with tools for promoting mental wellbeing even in tough times.

ProMenPol – Toolkit

http://www.mentalhealthpromotion.net/?i=promenpol.en.promenpol-tool-kit

Toolkit consisting of four inter-related manuals on how to implement mental health promotion, such as a Generic Manual on Implementing Mental Health Promotion (MHP), and three manuals for Implementing MHP in Schools, Workplaces, and Older people's Residences.

Working It Out – Videos

https://www.youtube.com/playlist?list=PL438AD7A4FC89876D

Five films for employers sharing real-life experiences of managing mental health problems in the workplace: 1) Recognising mental health conditions in your employees, 2) Supporting employees with mental health conditions, 3) Support during a leave of absence, 4) Support after a leave of absence, and 5) Developing a positive culture.

Workplace Strategies For Mental Health – Managing Mental Health Matters

http://www.workplacestrategiesformentalhealth.com/mmhm/

Managing Mental Health Matters programme focused on helping managers, supervisors and other leaders learn how to effectively recognise and manage mental health related issues in the workplace. The website also available in French.

Mental health & well-being strategies

Business in the Community (BITC) – Work Well Model

http://www.bitc.org.uk/programmes/wellbeing/workwell-model

Developed by business for business, and based on robust evidence, the BITC Workwell model demonstrates the benefits of taking a strategic, proactive approach to wellness and engagement and provides practical support to help businesses take action.

European Network for Workplace Health Promotion (ENWHP)

http://www.enwhp.org/fileadmin/downloads/8th_Initiative/MentalHealth_Broschuere_businesscase.pdf

Brochure designed to assist corporate players to gain more insight into the economic aspect of psychosocial issues in the workplace (stress, violence, harassment, burnout, etc.), discussing for example the costs of not taking action and investment costs involved in psychosocial risk prevention.

GOV.UK – No Health Without Mental Health: Implementation Framework

https://www.gov.uk/government/publications/national-framework-to-improve-mental-health-and-wellbeing

A Cross-Government Mental Health Outcomes Strategy for People of all ages. It highlights useful guidance and sources of information to help local organisations use their existing powers and resources to improve mental health and wellbeing.

Mentally Healthy Workplace Alliance

https://www.headsup.org.au/creating-a-mentally-healthy-workplace/the-business-case

Website offering an overview of economic aspects of mentally unhealthy workplaces, reasons why action should be taken, and a Return On Investment (ROI) tool to calculate the potential cost savings of taking action to create a mentally healthy workplace.

New Economics Foundation (NEF) - A Toolkit for Wellbeing
http://www.neweconomics.org/publications/entry/a-toolkit-for-well-being
Toolkit providing an evidence based framework for improving well-being. It enables organisations to assess and improve a policy or programme to ensure it has a maximum equitable impact on people's mental well-being, and to identify ways to measure those impacts.

Organisation for Economic Co-operation and Development (OECD)
http://www.oecd.org/employment/mental-health-and-work.htm
Website containing links to the Mental Health at Work Country reports of Austria, Belgium, Denmark, Netherlands, Norway, Sweden, Switzerland and United Kingdom, as well as other relevant documentation on Mental Health and Work.

Target the Impact of Depression in the Workplace
http://targetdepression.com/
Business Charter based on six key principles that companies can commit to, guiding the development of policies, programmes and practices to help reduce the burden of depression on employees and employers.

UNI/ETNO - Good Work Good Health (Good Practice Guidelines)
https://www.etno.eu/datas/publications/studies/etno-goodpracticeguidelines-en.pdf
Good practice guidelines improving the mental wellbeing of workers within the telecommunications sector by taking action at both an organisational and at an individual employee level.

Workplace Strategies For Mental Health - Psychological Health & Safety Management System
https://www.workplacestrategiesformentalhealth.com/Psychological-Health-and-Safety/Psychological-Health-and-Safety-Management-System
Free resources - aligned with the framework of the National Standard of Canada for Psychological Health and Safety in the Workplace – that can assist in developing a Psychological Health and Safety Management System for organisations. The website is also available in French.

Manage a good mental health & well-being culture (e.g. stress management, countering bullying, workplace engagement)

ACAS (Advisory, Conciliation and Arbitration Service)
http://www.acas.org.uk/media/pdf/l/a/Promoting_positive_mental_health_at_work(SEPT2014).pdf
This guide written for employers and front line managers aims to help improve workplace cultures by getting managers and employees to talk about their mental health and to give managers more confidence in dealing with mental health problems.

Business in the Community - Let's Talk Mental Health, A Workplace Guide
http://www.bitc.org.uk/our-resources/report/listen-lets-talk-mental-health-workplace-guide
What can managers do when mental health issues arise in the workplace? This booklet, by Friends Life in partnership with BITC, gives ideas on how to talk about it.

Chartered Institute of Personnel and Development (CIPD)

http://www.cipd.co.uk/binaries/preventing-stress_2011-phase-4-organisations-implement-in-practice.pdf

Research report provides case studies exploring how ten organisations have implemented the research findings in practice. Results show that managers require certain skills and behaviours that allow them to manage their staff in ways that minimise work-related stress.

European Network for Workplace Health Promotion (ENWHP)

http://www.enwhp.org/european-toolbox.html

European Toolbox consisting of instruments (such as questionnaires, guidelines and information materials), suitable for improving or promoting health at the workplace, and provides solutions for tackling health related problems at the workplace.

Canadian Centre for Occupational Health and Safety (CCOHS)

http://www.ccohs.ca/healthyminds/employers/

The employers section of the Healthy Mind @ Work programme describes the need for a psychologically safe workplace, identifies possible risk factors for mental health issues at work, and offers tools to deal with these issues (Website also available in French)

Mentally Healthy Workplace Alliance

https://www.headsup.org.au/creating-a-mentally-healthy-workplace/getting-started

The free Heads Up action plan tool helps to create a tailored strategy by allocating responsibility for different actions to people across the organisation and set timeframes for implementation to help stay on track. Additional resources are available to communicate commitment.

MIND

http://www.mind.org.uk/workplace/mental-health-at-work/webinars/

Webinars for HR professionals and manager offering advice on how to shape an organisational culture that's positive about mental health and how to manage mental health in the workplace, aiming to equip managers with tools for promoting mental wellbeing even in tough times.

New Economics Foundation (NEF) – A Toolkit for Wellbeing

http://www.neweconomics.org/publications/entry/a-toolkit-for-well-being

Toolkit providing an evidence based framework for improving well-being. It enables organisations to assess and improve a policy or programme to ensure it has a maximum equitable impact on people's mental well-being, and to identify ways to measure those impacts.

Royal College of Psychiatrists (UK) – Improving the Lives of People With Mental Illness

http://www.rcpsych.ac.uk/usefulresources/workandmentalhealth/employer.aspx

Information and links to resources for employers who are looking to support their employees or colleagues at work so that they remain productive and healthy. Also, information is provided about support for people preparing to return to work following a period of mental ill health.

Target the Impact of Depression in the Workplace

http://targetdepression.com/

Business Charter based on six key principles that companies can commit to, guiding the development of policies, programmes and practices to help reduce the burden of depression on employees and employers.

Workplace Strategies For Mental Health – Psychological Health & Safety Management System

https://www.workplacestrategiesformentalhealth.com/Psychological-Health-and-Safety/Psychological-Health-and-Safety-Management-System

Free resources – aligned with the framework of the National Standard of Canada for Psychological Health and Safety in the Workplace – that can assist in developing a Psychological Health and Safety Management System for organisations. The website is also available in French.

Action 6: Find out where to go if you or a colleague needs help

Getting help for a mental health problem can be a personal and emotional challenge for some people. The important thing is not to be afraid of asking for support, or of being there for others.

The online resources listed below focus on supporting you as an employee and/or a colleague.

- ✓ Educational
- ✓ General Information on Mental Health
- ✓ Diagnostic tools
- ✓ Mental health and well-being interventions
- ✓ Managing a good mental health and well-being culture

Educational

European Network for Workplace Health Promotion (ENWHP)
http://www.enwhp.org/fileadmin/downloads/8th_Initiative/MentalHealth_Broschuere_Arbeitnehmer.pdf
Guide written for employees to help creating a mentally healthy workplace. The guide helps to improve the employees mental health, manage stress and support colleagues with mental health problems.

Canadian Centre for Occupational Health and Safety (CCOHS)
http://www.ccohs.ca/healthyminds/workers/
The worker section of the Healthy Mind @ Work programme describes the need for a psychologically safe workplace, identifies possible risk factors for mental health issues at work, and offers tools to deal with these issues. The website also available in French)

Mental Health Foundation
http://www.mentalhealth.org.uk/our-work/training/mental-health-awareness-training/
Mental Health Awareness Training for employees working in a customer-facing environment. Goal is to learn skills to effectively manage clients who are experiencing mental distress by increasing your understanding of mental health (UK).

Royal College of Psychiatrists (UK) – Improving the Lives of People with Mental Illness
http://www.rcpsych.ac.uk/usefulresources/workandmentalhealth/worker.aspx
Mental health for workers: Information and links to resources for people who are planning to start work, make changes to help them stay productive at work, and return to work when recovering from a period of mental ill-health.

Time To Change – Let's End Mental Health Discrimination
http://www.time-to-change.org.uk/your-organisation/support-workplace
Workplace support for employees with mental health problems such as depression, anxiety, schizophrenia and bipolar disorder. With the right support and the right job, people with mental health problems do not need to stop working.

General Information on Mental Health

Beyond Blue

https://www.beyondblue.org.au/

Information website aiming to reduce the impact of depression and anxiety in the community by raising awareness and understanding, empowering people to seek help, and supporting recovery, management and resilience.

ITV – Mental health

http://www.itv.com/news/topic/mental-health/

Overview of mental health topics broadcast by ITV.

MIND – For better mental health

http://www.mind.org.uk/information-support

Informative website about mental health conditions, treatment options, and practical issues. The goal of MIND is to raise awareness and to empower anyone experiencing a mental health problem. Therefore, Local MINDs runs services across England and Wales (UK).

Multicultural Mental Health Australia (MMHA) – Translated resources

http://www.mhima.org.au/resources-and-information/Translated-information/translated-mental-health-information-resources

Translated resources (available in a wide range of languages) on mental illness, anxiety disorder, depressive disorder, bipolar mood disorder, etc. for use by health practitioners working with individuals and families from culturally and linguistically diverse backgrounds.

National Institute of Mental Health (NIMH)

https://www.nimh.nih.gov/health/topics/index.shtml

Information website on causes, symptoms, risks, diagnosis and treatment of mental disorders in order to transform the understanding and treatment of mental illnesses. Some of the items are also available in Spanish.

Rethink Mental Illness

http://www.rethink.org/diagnosis-treatment

Information on diagnosis and treatment of mental health issues as well as their impact on daily life (work and education, mental health laws, etc.). The website contains a special section to provide information to caregivers, family and friends of people with mental health issues.

World Health Organisation (WHO)

https://www.youtube.com/watch?v=XiCrniLQGYc

Informative video "I had a black dog, his name was depression" on the signs and effects of depression created by Matthew Johnstone for 'Mental Health Awareness Day 2012' in collaboration with the World Health Organisation.

Diagnostic tools

Anxiety Coach (iOS) – Mayo Clinic Health System

https://itunes.apple.com/us/app/anxietycoach/id565943257?mt=8

Free comprehensive self-help tool for reducing a wide variety of fears and worries. The app helps to make a list of feared activities and then guides the user through mastering them one by one. This experience helps to increase confidence and decreases fears and worries.

Beyond Blue

https://www.beyondblue.org.au/the-facts/depression/signs-and-symptoms/anxiety-and-depression-checklist-k10

Quick, easy and confidential checklist that measures whether you may have been affected by depression and anxiety in the past four weeks. The checklist will not provide a diagnosis – for that you need to see a health professional.

Mind Screen

https://www.globalmindscreen.com/au/public/

Comprehensive mental health self-assessment that can be done in the comfort and privacy of your own home before reviewing it with your GP or psychologist. It assesses over 30 common and treatable mental health conditions in one go.

National Health Service (NHS) Choices – Mental Health Check

https://www.nhs.uk/symptom-checker/mental-health/start

Free online tool to check mental health with regard to suicidal feelings, anxiety, stress, and low mood and depression. Based on the answers, the tool advices to seek help immediately, make a GP appointment at short notice, or see the GP for a routine appointment this week.

National Health Service (NHS) Choices – Mood Self-Assessment

http://www.nhs.uk/Tools/Pages/Mood-self-assessment.aspx?Tag=Mental+health

A simple free online mood self-assessment questionnaire measuring anxiety and depression. Moreover, the website provides useful links to resources, such as articles and the Moodzone series of CBT audio guides, that may be helpful.

Patient – Patient Health Questionnaire (PHQ-9)

http://patient.info/doctor/patient-health-questionnaire-phq-9

Easy to use self-administered tool to monitor the severity of depression and response to treatment. It is not a screening tool, however, it can be used to make a tentative diagnosis of depression in at-risk populations – e.g. those with coronary heart disease or after stroke.

Patient – Generalised Anxiety Disorder Assessment (GAD 7)

http://patient.info/doctor/generalised-anxiety-disorder-assessment-gad-7

Easy to use self-administered screening tool and severity measure for generalised anxiety disorder, a syndrome of ongoing anxiety and worry about many events or thoughts that the patient generally recognises as excessive and inappropriate.

Robertson Cooper – Resilience Snapshot
http://www.robertsoncooper.com/our-products/resilience-snapshot
Based on completing the ASSET questionnaire (or questionnaires based on the model), it is possible for individuals to receive a personalised Resilience Snapshot. This report details how their current pressures and resilience compare to the General Working Population, along with tips and techniques to build resilience and tackle workplace pressures over time.

Mental health and well-being interventions

Action for Happiness – Doing Well from the Inside Out
http://www.actionforhappiness.org/10-keys-to-happier-living/at-work/doing-well-from-the-inside-out
Programme developed to help employees and organisations shift their perspective from focusing just on what's wrong to building on what works – helping people to use their strengths, enhance their relationships and find more meaning and engagement at work.

British Association for Behavioral and Cognitive Psychotherapies (BABCP)
http://www.babcp.com/Public/Self-Help.aspx
An overview of free online Cognitive Behavior Therapy (CBT) self -help resources and commercial CBT self-help packages proven to help treat a wide range of emotional and physical health conditions in adults, young people and children.

British Psychological Society (BPS)
http://www.bps.org.uk/psychology-public/find-psychologist/find-psychologist
Online resources to help you find a psychologist in the UK via online searchable lists provided by British Psychological Society. The BPS is the representative body for psychology and psychologists in the UK responsible for development, promotion and application of psychology for the public good.

Canadian Centre for Occupational Health and Safety (CCOHS)
http://www.ccohs.ca/healthyminds/workers/
The worker section of the Healthy Mind @ Work programme describes the need for a psychologically safe workplace, identifies possible risk factors for mental health issues at work, and offers tools to deal with these issues (Website also available in French)

National Health Service (NHS) Choices – Online Mental Health Services
http://www.nhs.uk/conditions/online-mental-health-services/Pages/introduction.aspx
Overview of online mental health services offering computerised cognitive behavioral therapy (CCBT) for the treatment of depression, generalised anxiety disorder and panic disorder, that have been approved for use by the NHS.

National Health Service (NHS) Choices - Welcome to the Moodzone

http://www.nhs.uk/Conditions/stress-anxiety-depression/Pages/low-mood-stress-anxiety.aspx

Moodzone offers tips and how-to guides to improve your mental wellbeing and information about available treatments. Moodzone also offers eight audio guides with advice on how to approach common problems with mental wellbeing.

Managing a good mental health and well-being culture

Business in the Community - Let's Talk Mental Health, A Workplace Guide

http://www.bitc.org.uk/our-resources/report/listen-lets-talk-mental-health-workplace-guide

What can colleagues do to help when mental health issues arise in the workplace. This booklet, by Friends Life in partnership with BITC, gives ideas on how to talk about it when mental health issues arise in the workplace.

Canadian Centre for Occupational Health and Safety (CCOHS)

http://www.ccohs.ca/healthyminds/workers/

The worker section of the Healthy Mind @ Work programme describes the need for a psychologically safe workplace, identifies possible risk factors for mental health issues at work, and offers tools to deal with these issues. The website also available in French.

European Network for Workplace Health Promotion (ENWHP)

http://www.enwhp.org/fileadmin/downloads/8th_Initiative/MentalHealth_Broschuere_Arbeitnehmer.pdf

Guide for employees to create a mentally healthy workplace. It emphasises the importance to overcome the stigma associated with mental health problems in the workplace. Moreover, the guide contains advise to manage stress and supporting colleagues with mental health problems.

Mentally Healthy Workplace Alliance

https://www.headsup.org.au/supporting-others-in-the-workplace/having-a-conversation

Tips how to approach a colleague you are concerned about and start a conversation. Try to understand their situation and encourage them to seek support. Don't worry if you don't quite know what to say. Just by being supportive and listening, you're helping to make a difference.

Action 7: Get started!

We hope that the information provided in this guide helps you to take action to improve the mental health of your organisation.

Please keep us posted on how you are using the resource:

      Email: info@joinmq.org

      Subject: Workplace Mental Health – World Economic Forum guide

Acknowledgements

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Appendix 1: Return on investment background information and examples

Mental health investments:

1. New or expanded mental health programs (New costs or increased vs baseline) A
- **Awareness campaigns:**
    - i. Costs related to speakers and subject matter experts
    - ii. Logistics (room reservations, dedicated personnel, etc.)
    - iii. Supporting material
- **Mental health training:**
    - i. Development costs
    - ii. Deployment and facilitation costs
    - iii. Productivity loss (ex Nb hours in training classroom X by average hourly salary)

2. Costs related to increase in benefits offered to employees: B
- EFAP increase in utilisation:
    - i. Let's say baseline utilization of EFAP services is 10% and cost $100K
    - ii. After increasing promotion, awareness and training EFAP utilization increased to 20% and costs increased to $200K
    - iii. Incremental costs: $200K (most recent numbers) – $100K (baseline) = $100K

- Increase in benefits costs:
    - i. Let's say baseline benefits costs (expenses reimbursed through company collective insurance) for psychologists and social workers is capped to a maximum of $500 per employee per year with total costs of $300K
    - ii. A company can decide to increase the capped amount to $1000 per employee per year in order to support a mental health strategy for early intervention and increased support
    - iii. Say total costs increased to $600k for the entire company
    - iv. Incremental costs: $600K (most recent spend) – $300K (baseline spend) = $300K

3. Core savings:
- **Short term disability (STD) cost reduction related to decrease in STD mental health claims Higher level cost example C1**
    - a. <u>Baseline scenario</u> example
        - i. Total STD costs amount to $3,0M for 1000 claims per year = $3K cost per claim
        - ii. 30% of STD claims are related to mental health = 300 claims
        - iii. 300 claims X $3K = $ 900K baseline costs for 300 mental health claims

    - b. Calculation <u>after mental health programs put in place:</u>
        - i. Total STD costs amount to $2,5M for 900 claims = $3,1K per claim
        - ii. 30% of STD claims are related to mental health: 30% of 900 claims = 270 claims
        - iii. Reduction in mental health STD claims: 300 (baseline) – 270 (current) = 30
        - iv. 30 less mental health claims X average cost per claim $3,1K per claim = $93K savings

Detailed costs example C2

a. Baseline scenario example:

    1. A company has 1000 STD claims per year

      i. 35% STD claims have a mental health issue as the primary diagnosis (anxiety, depression, etc..)

      ii. This means the company's baseline is 350 STD claims related to mental health

    2. With the following hypothesis:

      i. Average duration for mental health absences = 80 days

      ii. Average hourly salary of 30$ X 7,5 hours per day

      iii. 350 claims X 80 days absent from work X 7,5 hours per day X $30 per hour average salary = 6,3M$

    3. If STD absences are paid at 80% of base salary as per benefits contract design:

      i. $6.3M X 80% = $5M in STD costs related to mental health

c. Calculation after mental health programs put in place (ex return to work facilitation, accommodations, mental health prevention campaigns, etc.)

    1. STD mental health claims received per year went down from 350 to 300

    2. The duration of the claims (nb days absent from work) also went down from 80 days to 75 days

    3. Similar wage salary rate for comparison ($30/hour X 7,5 hours per day)

    4. Similar benefits contract design – STD paid at 80% of base salary

    5. New costs: 300 claims X 75 days absent from work X $30 /hour X 7,5 hours per day paid at 80% of base salary = $4,0M

    d. Cost savings: $5,0M – $4,0M = $1,0M

4. LTD cost reduction related to decrease in LTD mental health claims D

- Baseline scenario example:

    i. 30 new LTD claims per year are related to primary mental health diagnosis

    ii. Average cost including future liability per LTD claim estimated at $500K per claim (typically provided by actuarial liability calculations given the longer term duration for these claims)

    iii. LTD liability for company = 30 X $500K = $15M

- Calculation after mental health programs put in place:

    i. 25 new LTD claims per year related to mental health

    ii. Reduction in LTD claims versus baseline = 30–25 = 5

    iii. Average cost / liability per claim = $500K

    iv. Cost savings: 5 less LTD claims X $500K liability per claim = $2,5M savings

Appendix 2: In depth information on companies who have taken action

a) Bank of England

Organisation	Bank of England
Country	UK
Industry Sector	Banking and Finance
Website	http://www.bankofengland.co.uk/about/Pages/strategicplan/default.aspx

Key Message	*"Externally, the Bank has focused on developing relationships with leaders in the mental health field so that we can stay at the forefront of developments in practice and in research. Leaders from other spheres, external to the Bank, have also helped to raise awareness and help change the conversation around mental health in the workplace through delivery of talks and seminars to Bank employees arranged by the Bank and its employee‑led Mental Health Network."*

DEVELOPMENT STAGE

The Bank of England (the Bank) has set out to deliver an integrated approach to health and wellbeing that focuses on the physical, mental and social health of its employees within an open and diverse culture. Delivering a programme to promote mental health in the workplace supports this wider aim, and is aligned with the Bank's strategic plan (2014) of which one aspect is to be 'Diverse and Talented'.

In recognition of the Bank's commitment to regarding mental health as a specific consideration in the organisation's overall health and welfare approach, in 2013 the Bank of England signed up to the Time to Change pledge, with the aim of not only encouraging its staff to seek help without fear of stigma, but also to increase awareness of mental health issues more generally. Time to Change is one of the biggest anti-stigma programmes in the UK run by charities Mind and Rethink Mental Illness.

The programme of activities and initiatives which support mental health has evolved over time. An important consideration in designing the programme is what offers value for money, as well as looking at best practice in other organisations. Consultation with staff and managers also guided what specific services or tools are most beneficial.

Executive and senior-level sponsorship, broader championing of the wellbeing agenda within Human Resources (HR) and wider engagement across the organisation, as well as the leadership shown by the Mental Health Network (one of the Bank's employee diversity and inclusion networks) has played a key role in the development of the Bank's programme. Externally, the Bank has focused on developing relationships with leaders in this field to stay at the forefront of developments in practice and in research. Leaders from other spheres, external to the Bank,

have also helped to raise awareness and help change the conversation around mental health in the workplace through delivery of talks and seminars to Bank employees.

Mental health is part of the Bank's wellbeing strategy and a key consideration in the organisation's overall health and welfare approach. The Bank has implemented a holistic programme which is designed to support the three components of wellbeing: psychological, physical and social. As well as providing support for the treatment of health issues, the Bank is increasingly focusing on ways to proactively manage and support positive mental health and wellbeing in the workplace.

Specifically in relation to mental health, the aim is to raise awareness, improve understanding around mental health conditions and ensure good understanding across the organisation of the breadth of support available. In addition, the programme encourages openness and encourages staff – of all levels – to talk about their own experiences of mental health issues.

The Bank's wellbeing programme addresses a range of aspects related to the promotion of mental health. This includes:

- Physical Health and Healthy Work Environment: Services that are focused on keeping people physically well and providing a healthy work environment. This includes access to medicals via the Bank's core benefits provision, an in-house medical unit with General Practitioners and Nurses, access to gym membership, cycle schemes, physiotherapy, and promoting healthy eating in the Bank's restaurants
- Support services: A range of support services available to staff including Staff Counsellors, private health insurance, a comprehensive Employee Assistance Programme (EAP), and the Bank's multiple employee networks
- Policies: The Bank implements a number of policies which are designed to support wider wellbeing. This includes flexible working, discretionary leave for family emergencies, and a community volunteering programme. The Bank has recently restated its approach to flexible working and published a number of case studies and information to encourage line managers to have conversations about flexible working. Some of the Bank's employee networks arranged a cross-network panel event to highlight how people across the Bank work flexibly and this included a representative from the Mental Health Network
- Positive environment: The Bank seeks to create an environment in which people feel open to talk about mental health issues. This includes organising regular question and answer panel events, mental health seminars, speaker events, and training on mental health. Events are run by the Mental Health Network, and on occasion in collaboration with other staff networks
- Training for Managers: In conjunction with Mind, the Bank Workers' Charity (BWC) and the Chartered Institute of Personnel and Development (CIPD), the Bank has recently taken part in a research study which involved training a group managers in mental health, and comparing the impact of the training to a separate control group of managers who did not attend the training. On the basis of positive feedback from the managers that have participated, and their teams, the Bank is offering a further 200 managers the opportunity to attend training on 'Positive Mental Health at Work'. Training for managers aims to increase understanding

of mental health issues, give managers confidence in how to initiate a conversation, handle disclosure, and support individuals returning to work

- Reasonable Adjustments Passport: The Bank has developed a 'Reasonable Adjustments Passport' which is a voluntary record of reasonable adjustments required and agreed between a member of staff with a disability or health condition and their line manager. This is intended to provide an accurate record of what has been agreed which will minimise the need to re-negotiate reasonable adjustments every time the staff member changes jobs, is re-located or assigned a new line manager within the Bank

- 'Wellbeing Weeks': A three week programme was designed to raise awareness of the range of services available in the Bank, as well as create opportunities for learning

- Wellbeing Champions: The Bank has called for expressions of interest from staff in becoming a Wellbeing Champions during 2016

The Bank has brought all aspects of the programme together in one place creating a 'Wellbeing intranet hub', which is intended as a one-stop shop to increase ease of access to information. A new visual identity has been developed to signal to staff the reach of the Bank's Wellbeing programme 'think well, live well, be well'.

The Mental Health Network closely works with Human Resources and the Staff Counsellors to raise awareness and improve understanding around mental health conditions, and highlights the support available to staff. A recent campaign has focused on promoting the existence of the Employee Assistance Programme.

MONITORING & EFFECTIVENESS

The Bank monitors usage of the various elements of the programme. Some of the indicators include:

- At an organisational level the Bank's staff survey includes a number of wellbeing questions; the results of this are a useful diagnostic and measure of wellbeing in the workplace

- A range of other data is also used to monitor health and welfare

- The Bank monitors usage of the services available, as well as trends across its service providers

- Mental health issues are monitored on an ongoing basis by the Bank's team of Staff Counsellors

- The Bank has recently taken part on a research project (Mind, the BWC and CIPD), which has provided data in relation to the impact of mental health training on managers, in addition to those they manage; compared to a control group

Appendix

N/A

b) Bell Canada

Organisation	Bell Canada
Country	Canada
Industry Sector	Telecommunications
Website	http://letstalk.bell.ca/en/

Key Message	*"Adults are spending the majority of their active time at work and we felt the workplace had to be included as a critical area to offer a supportive network."*

DEVELOPMENT STAGE

The Bell Let's Talk mental health initiative was launched in 2010 and includes a commitment to workplace mental health practices. The Company recognises that most adults are spending the majority of their active time at work and felt the workplace had to be included as a critical area to offer a supportive network. In addition to workplace mental health leadership, the Bell mental health initiative includes foci on anti-stigma and charitable funding for research and programs that improve access to supports and services.

Since 2010, Bell has committed more than $79 million to support over 600 mental health organizations, large and small, from coast to coast, focusing on tackling stigma, access to good care, workplace mental health and research.

To address mental health in the workplace, existing vendor relationships were leveraged to help deliver elements of the programme helping to ensure consistency and sustainability. The scope of the programme is national, available in the two official Canadian languages (English and French), and allows for flexibility to be customised to suit diverse workforce segments. Given that the employee base is dispersed across a large geographic expanse, an additional consideration was that the programme would use technology.

Integral to the success of designing and delivering a mental health programme was having clear executive commitment which was initiated by the CEO. Bell has created a designated role as Chair of Mental Health to support this function. The company's decision to actively participate in the development and early adoption of the Canadian Voluntary National Standard for Psychological Health and Safety in the Workplace has also served to strengthen its leadership as an organisation committed to addressing mental health. Bell also gives itself an informal leadership objective to influence other organizations through best practices sharing and to help them accelerate their journey to deploy mental health strategies in the workplace.

PROGRAMME

Bell's internal and external strategy is built on four pillars. These are: anti-stigma, care and access, research, and workplace.

Figure 1. Bell Canada Strategy for Mental Health

Anti Stigma:	Care and Access:	Research:	Workplace:
National public campaign to reduce stigma	Funding to support organisations providing mental health services across Canada	Investments in world class research	Initiatives to build a psychologically healthy and safe workplace

The mental health programme under the workplace pillar is designed to achieve six aims. These are:

1. Reduce workplace mental ill-health stigma and discrimination and encourage employees to seek psychological support early on;
2. Raise awareness and equip leaders to integrate best practices when interacting with employees;
3. Build and sustain a psychologically healthy workplace by embedding psychological protection factors in existing Human Resources (HR) and Health and Safety processes;
4. Improve productivity, innovation and customer service;
5. Strengthen talent attraction, development and retention;
6. Share overall benefits of investing in mental health and influence corporate Canada to follow and actively share and support other organisations;

Bell has defined a clear mental health policy. Services and resources are provided to foster a continuum of care approach from prevention to support.

Prevention
A range of mechanisms are in place to foster good mental health such as providing a psychologically healthy workplace and addressing stigma. Early detection of mental health issues enables strategies to help prevent disability and allow employees to remain at work while addressing mental health issues. For example, Bell has three internal mental health awareness and promotion campaigns per year, a dedicated mental health intranet site with information, videos and weekly articles, mandatory mental health leadership training for all people leaders (managers), and targeted training for Health and Safety and Union representatives.

Support
Support is provided to employees and family members facing mental health difficulties through its Employee and Family assistance services and enhanced benefits coverage for psychological care. Bell has adopted a multidisciplinary support approach to facilitate return to work and mental health accommodations. This has been developed in close partnership with an insurance carrier involved in managing short-term disability claims.

A number of stakeholders are actively engaged in the development and implementation of the mental health programme. This includes employee involvement across a number of business functions across the company and senior leadership, external mental health experts and vendors, and the community. The role of key stakeholders is outlined below.

- Senior leadership involvement: The Chief Executive Officer and dedicated Mental Health Chair are supported by the Executive Vice President of Corporate Services and the Human Resources (HR) Vice President as key sponsors;
- Dedicated HR resources forming the workplace health team: Responsible for developing and deploying workplace mental health initiatives;
- HR Professionals: Responsible for supporting the deployment of mental health programs in their client groups and supporting employees as required;
- Health & Safety joint committees: Mental health is integrated as a standard topic covered in the Company's joint Health and Safety committees. The Joint Committees serve as key ambassadors to support the deployment of mental health programs in business units;
- Internal Communications team: The team is responsible for developing the mental health promotion strategy, managing the dedicated intranet content and producing weekly articles and organising events;
- Community Investment team: The team ensures consistency and synergy between external mental investments and the internal program. They engage and leverage public spokespersons (celebrities, athletes) as role models in the community who have lived mental ill-health experience;
- External mental health experts, vendors and people living with mental health issues: Support the development of programs and educate the workforce;
- Engagement of leadership at all levels: Mandatory leadership training for all people leaders (managers). They are expected to lead by example and apply mental health best practices in day-to-day operations;
- Overall team member accountability: Participate in mental health campaigns and take advantage of online mental health training course to build resiliency and be better equipped to cope. There is accountability to respect the mental health policy and code of conduct in order to build a respectful workplace.

The national awareness campaigns, training initiatives, and mental health resources available on the company's intranet help combat stigma which is often a barrier to accessing support. To ensure mental health is a priority, mandatory training is auto-assigned to leaders with timeline alerts. Tracking and monitoring processes are undertaken to ensure high utilisation rates and to enhance mental health promotion. The intranet is also regularly updated with weekly articles. Additionally, as part of the programme, benefits are offered to employees and their family which act as incentives for seeking support.

As a national organisation with over 50,000 employees, the programmes to address mental health are designed to ensure they can successfully respond to a diverse workforce. Business units are expected to leverage programme resources and tools which can be customised to suit their workforce. All resources are available in both the official languages of Canada (English and French).

MONITORING & EFFECTIVENESS

Over 90 Key Performance Indicators are measured quarterly and assessed for trends and programme improvements. Indicators are reviewed on a quarterly basis by the HR Executive and the Mental Health Chair. Mental health metrics are included in Health and Safety dashboards for senior reviews and reporting is a requirement to ensure compliance. There is a semi-annual review with the Security Environmental Health & Safety governance board. Additionally, the Corporate Responsibility report is published annually. Bell is also participating in a three-year case-study project as part of its implementation of the Voluntary Standard which includes three audits (baseline, interim and final).

Some of the indicators include:

- Employee and Family Assistance Program (EFAP): The utilisation and resources of EFAP are analysed on a quarterly basis. A steady year-on-year increase has been observed showing that usage has doubled in the last five years.
- Short-term disability claims including overall claims and mental health claims: The incidence of claims is monitored. A double-digit decrease of mental health short-term disability claims has been observed over the last five years. Other related indicators that are monitored include the duration of claims, number of relapses, recurrences within a one-year period, and costs.
- Long-term disability breakdown by major causes and percentage linked to mental health
- Mental health training: Participation in training and target population reach is recorded. There has been an observed satisfaction rate of over 80 per cent.
- Mental health awareness and literacy campaigns: Event participation and post-event survey results are assessed for continuous improvement (demographics, location, satisfaction, preferred topics for future events, etc.).
- Number of hits on key segments of the intranet site
- Annual Employee Survey: Questions are mapped to psychological factors. Results indicate higher than industry and national norms among Bell people. Results are analysed at the corporate and business unit level. Business units requiring further support are identified and those reporting high satisfaction rates are identified to share best-practices.

Bell recognises that ongoing monitoring and assessment helps with the development of programs based on identified needs and improvements. For example, in December 2015, Bell has launched a new Health Assessment Questionnaire. So far, over 26,000 employees completed the questionnaire which was offered on a voluntary basis and linked to an incentive to stimulate participation such as an enhanced benefit amount. Questions include physical and mental wellbeing. Individual answers will remain confidential and aggregated results (corporate level and major business units) will be analysed and will provide the Company with an additional source of data to capture overall health of its workforce and help develop tailored wellness programs.

Appendix

Appendix A: Bell's Mental Health Policy Statement

Bell's Mental Health Policy Statement

At Bell, we believe that the mental health of our team members is essential to achieving personal and organizational success. This policy statement applies to all employees in all locations where Bell business is conducted.

Workplace leadership is one of the 4 action pillars of the Bell Let's Talk mental health initiative. Bell is committed to leading by example in our own workplace by promoting mental health and supporting team members with a mental illness.

Every member of the Bell organization is expected to take primary responsibility for their own health. Every employee also has a responsibility to contribute to a mentally healthy workplace.

Bell is committed to:

- Supporting employees experiencing mental illness through our workplace practices;
- Understanding what makes a mentally healthy workplace by reviewing relevant workplace factors, employee feedback, government and legal requirements, and current best practices;
- Setting objectives that drive continuous improvement of our workplace mental health strategy and regularly evaluating our approach;
- Implementing or adapting policies and practices that support a mentally healthy workplace within the context of our corporate priorities and the evolution of our industry;
- Providing resources and training to educate all team members about mental health;
- Encouraging employees to take part in activities that contribute to their own mental health in the workplace.

Additional policies supporting employee health and safety, and a positive and respectful workplace:

- Alcohol, drug and gambling problems
- Health and Safety
- Human rights policies
- Reasonable accommodation
- Violence prevention in the workplace

c) BHP Billiton

Company/Organisation	BHP Billiton
Country	Australia
Industry Sector	Global Resources
Website	http://www.bhpbilliton.com/

Key Message	*"Work can, and should be, a positive influence on physical and mental wellness... As an employer, we have a responsibility to think about what we can do to make work a place where people feel safe, valued and supported."*

DEVELOPMENT STAGE

BHP Billiton is a global resources company headquartered in Melbourne, Australia. A few years ago, the Company was becoming increasingly aware of the impacts of mental health issues on the broader community and started to look more closely at its own workforce's mental health. With 45 per cent of people in Australia (Beyond Blue) expected to experience a mental health condition in their lifetime, and similar statistics in the other countries where BHP Billiton operates, mental health was recognised as an issue that needed attention. Additionally, BHP Billiton's workforce is over 80 per cent male, with research showing that men are less likely to seek help for mental health issues.

The resources industry has had a strong, long-standing commitment to health and safety, and this is also reflected in BHP Billiton's culture. BHP Billiton's employee health and safety is put first, and their wellbeing protected by effectively managing workplace hazards. Over the last few years, the Company has been working to ensure that the psychological aspects of health and safety are prioritised as much as the physical.

BHP Billiton views mental wellness as ever changing and multi-dimensional. It recognises that it is influenced by many factors with some of those related to the workplace – where people spend so much of their time. The Company holds the position that work can and should be a positive influence on physical and mental wellness. But for those who are experiencing a mental health issue that might not be the case. As an employer, BHP Billiton believes that it has a responsibility to think about what it can do to make work a place where its people feel safe, valued and supported.

Around three years ago, BHP Billiton's Health, Safety and Environment leadership team called for a session to speak with an expert from the Australian organisation 'Beyondblue' to improve their understanding of the issue, and develop a way forward. This session was a catalyst for the Company's Western Australia Iron Ore Business to work on developing a Mental Wellness Standard which was launched in 2014. In parallel to what the Iron Ore business was doing, the Health and Safety team saw the strategic need at the corporate level and made mental health a Company priority.

A framework was developed (with a renowned expert) that would suit the diversity of BHP Billiton's global organisation. To drive this, a cross-functional internal working group with members from across the organisation was formed to identify and prioritise actions to support the framework. This included identifying where it makes sense for the Company to have a common approach as well as acknowledgement of its diversity *(gender, age, vocation – mix of functional and operational, education, language, geography, and other cultural factors)* – empowering each part of the business to develop their own implementation timetable and adopting or adapting program elements based on the specific needs of their workforce. A key objective was to ensure there are programs in place to manage the risks faced by BHP Billiton people, with each part of the business tailoring its implementation in accordance with the risk profile of their workforce.

As a business, it was also important that mental health was built into the Company's existing focus on employee health and wellbeing, and that this could be integrated with and make use of existing systems and processes. This was an area of focus for the internal working group.

In 2015, the Company's senior leadership team formally endorsed the framework. The Board of Directors have also been strong supporters of the work and BHP Billiton continues to engage regularly with external experts such as 'Beyondblue' to help inform its progress.

PROGRAMME

The Company-wide framework aims to drive a workplace that recognises mental health issues, where stigma is not a barrier to accessing available support when required, and where care for its people is paramount. It also aims to address mental health holistically – not just looking at mental ill-health.

The framework is focused on four pillars: culture, capacity, prevention and recovery.
- Culture: actively supporting wellbeing, at all levels of the organisation, and reducing stigma associated with mental ill-health.
- Capacity: enhancing ability to identify and respond to mental ill-health in the workplace.
- Prevention: preventing the onset of mental ill-health through addressing risk factors and developing skills to build resilience and positive mental health.
- Recovery: ensuring workers with mental ill-health have access to resources and are actively supported in their return to work.

Each part of the business is responsible for determining their own implementation plan based on the specific needs of their workforce. At a broad level, a number of key areas are focused upon:
- Leadership engagement and education, including working with the senior leadership team to build their awareness and capability, and leveraging the Company-wide leadership development program.
- Using external campaigns such as Movember to raise awareness internally.
- Better leveraging of existing Employee Assistance Programs (EAPs).
- Improving capture and analysis of data to help inform the approach.
- Exploring ways to improve the resilience of people. For example, BHP Billiton is developing its own internal leader-led resilience program.

Stigma is considered one of the key challenges. To address this, one area of focus is on working with senior leaders to improve their understanding of the issue and broaden the scope of their messaging to include mental health and wellness.

Each unit of the business implements its own plan. For example, the Western Australia Iron Ore business has used:
- National awareness campaigns to raise awareness and help reduce stigma – and partnering with external organisations to promote to employees and communities.
- Mental health and suicide prevention programs for leaders.
- Wellbeing education sessions for employees.
- A range of online information and training tools for employees and families.
- Technology to promote and deliver EAP services – including video counselling at remote sites.
- Active case management to support people in staying at, or returning to work.

At a high level, the Company's senior leadership team is being engaged. The Sustainability Committee of the Board is also highly engaged on the issue. Leaders at all levels are targeted through the Company's global leadership program and a mental health eLearning module is presently in development to be made available to all people leaders. This supports the development of a common level of core competency in understanding, recognising and supporting people who may be experiencing mental health issues.

Company-wide communications target the broader employee population, and each part of the business is responsible for directly engaging with employees at all levels. Communication channels include CEO and senior leadership messages, and the internal website is used to share personal stories, leverage awareness campaigns and encourage access to resources like EAPs.

MONITORING & EFFECTIVENESS

BHP Billiton's operations are required to identify and manage a range of health and wellbeing risks and to report against targets on a quarterly basis. The Company's annual Employee Perception Survey (EPS) includes a number of leading and lagging indicators on mental wellness. These include level of stress, challenges, positive feeling at work and ability to sustain energy levels. Following the next EPS, the Company will have the ability to measure potential trends over time and do further analysis to identify potential workplace factors that may positively or negatively influence mental health. Data from EPS, along with data on use of EAPs, will help to improve and refine the Company's management strategies.

At a day-to-day operational level, there are a range of indicators that are monitored to determine the effectiveness of strategies. These include:
- Personal responsibility/self-care: use of self-testing and self-referral to support services.
- Peer monitoring: people actively looking out for team members to support them.
- Leader-led monitoring: through pastoral care and leader referrals.

These inputs help to improve and refine management strategies. Some data is specific to individual business units, and the Company is looking at ways to better aggregate this data at a

global level.

A range of other outcomes are measured for specific programs. For example, in the Western Australia Iron Ore business, since the implementation of their Mental Wellness Standard they have seen a marked increase in employee referrals to site-based health representatives relating to mental wellness issues. They have also seen EAP use increase from 8.7 per cent in 2013 to 10.7 per cent in 2014.

Anecdotally, feedback has been overwhelmingly positive. Leveraging existing programs like EAPs is proving successful. While many employees were aware that the services existed, they may not have realised the breadth of services available. There has also been highly positive feedback on leadership communication. Employees are seeing that this is on the agenda for the Company's most senior leaders which is helping to reduce the stigma around talking about mental ill-health. It has also come to light that, through simple discussion or a presentation, some at risk had the courage to ask for help.
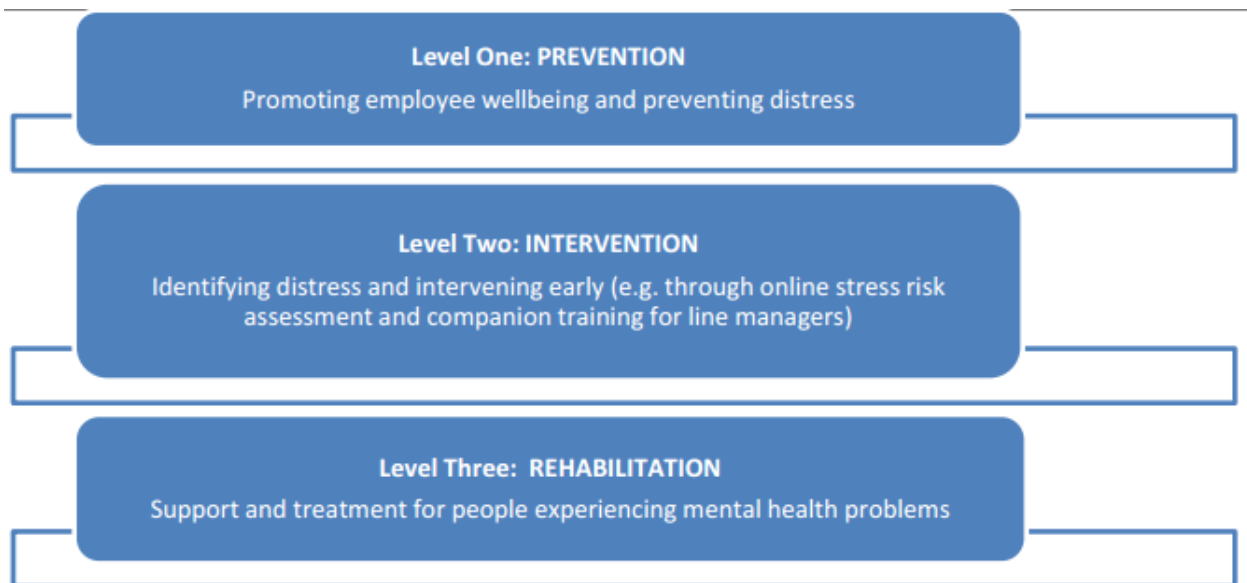
Appendix
N/A

d) British Telecom (BT) Group PLC

Company/Organisation	BT Group PLC
Country	UK
Industry Sector	Telecommunications
Website	http://www.btplc.com/

Key Message	*"We believe that health, safety and wellbeing are critical contributors to our future commercial success. If we have a healthy and happy workforce, it will be more productive."*

DEVELOPMENT STAGE

BT is one of the world's leading providers of communications solutions and services, operating in 170 countries. The company employs around 101,000 people, with circa 80% located in the United Kingdom.

BT is regarded by mental health charities as a beacon for positive changes in workplace mental health policy and practice. The Company was one of the first in the UK to launch a large-scale health awareness programme to tackle mental health issues. Its strategic approach to health and wellbeing has been in place for over 11 years. BT hopes that by encouraging employees to adopt small changes in lifestyle and use proven techniques for increasing their resilience they would cope better with the pressures of modern living and work more creatively and productively.

The overall aim of BTs approach to creating a healthy workplace is to try and move employee mind-sets and behaviours from dependency to interdependency. This means driving a culture of self-help among the workforce and mangers with support available from the "experts" when needed but primarily provided through comprehensive and easy to use materials. By making use of BT's own products and services, the company has used multiple communication channels to educate and inform BT employees about health issues and to promote and support lifestyle changes that are known to be beneficial to wellbeing.

PROGRAMME

BT has developed a three-tiered mental health framework with a portfolio of resources and services available at each level. This is a dynamic process within each of the framework areas. In line with this approach, BT has developed a Mental Health Toolkit with resources linked to each of the three framework areas.

Figure 1. BTs Three-tiered Mental Health Framework

Level One: PREVENTION
Promoting employee wellbeing and preventing distress

Level Two: INTERVENTION
Identifying distress and intervening early (e.g. through online stress risk assessment and companion training for line managers)

Level Three: REHABILITATION
Support and treatment for people experiencing mental health problems

To shift employees' mindsets around overall health and wellbeing, BT has instigated discussions through a number of forums and a community of Health, Safety and Wellbeing Champions and Business Leads. Each line of business has a tailored action plan, aligned with an overall strategic approach, and ownership of the plans is vested in individual leadership teams and developed in close association with the Head of Wellbeing, a Clinical Psychologist. Centrally, efforts are focused on strategy, policy, introducing new evidence-informed initiatives, raising awareness and securing support at senior level.

The BT Mental Health Toolkit brings together the full range of resources available for BT people and managers to help themselves to stay mentally healthy, as further described.

1. Prevention: Range of resources to help promote good mental health and wellbeing. This includes:
- Management Competencies for Stress: Behavioural competencies required by Line Managers to prevent /reduce stress at work.
- Positive Mentality: Programme with the aim to get people to think about their mental health and explains what can be done to promote positive changes.
- Managing Pressure: Resource to help people understand, manage, and cope more effectively with/in stressful situations.
- Achieving the Balance: Advice on achieving the work-life balance. The resource provides information on flexible working, career-life planning, child-care, and carers.
- Health Promotion Campaigns: Campaigns are regularly run to demonstrate how regular exercise, healthy eating, relaxation techniques and even the support of friends and family can help to ward off depression,stress and anxiety. Campaigns are also used as a medium to educate employees to help reduce the stigma of mental illness.

2. Intervention: Range of resources to help with early identification and management. This includes:

- STREAM: The Stress Risk Assessment and Management Tool (STREAM) is intended for use by BT people who feel that they are subject to stress or who have suffered a period of stress-related sickness absence. STREAM seeks to provide an objective assessment of an individual's personal levels of stress. The tool is also used to broadly identify the stressors in an individual's life and to provide an overall rating of an individual's stress levels. In addition, it can be used to provide recommendations for the individual and his/her line manager to help manage and reduce the individual's stress levels. There are three STREAM ratings based on a traffic light system. These are 'Red' which indicates that the individual is under potentially high levels of stress and action should be taken quickly to address and manage the issues; 'Amber' indicates the individual is under some degree of stress or is at risk of becoming under stress in the near future. These issues are still important and should be addressed at a convenient time in the near future; and 'Green' indicates the individual is not under stress at the moment. This does not mean that they are necessarily capable of taking on more work. Instead it could indicate that they are managing with the work and domestic demands and pressures being placed upon them at the moment. The STREAM tool allows the individual to select their first or second line manager to receive and manage their STREAM report. It is the responsibility of the selected line manager to receive and deal with the individual's STREAM report.
- STRIDE: STRIDE is a training course specifically aimed at Line Managers to outline the actions they should take to deal with stress in their teams.
- Employee Assistance Management (EAM): This is an internal team of trained counsellors who support BT managers looking for guidance with particular issues involving an individual or team of people. This free support service is available on an ad hoc, day to day basis. EAM includes exploring the various options for help that are available both within and outside the company or serves as a sounding board for proposed courses of action so that the best solution is achieved for all concerned.
- Health and Wellbeing Passport: The BT Health and Wellbeing Passport is designed to help people who have a long term health issue that could have an impact on their ability to work effectively, either now or at some point in the future. It is a voluntary undertaking entered into between BT and an employee. The document can be used for the benefit of individuals and their line managers to flag up potential difficulties at work and provides a recognised means of overcoming them. The focus is firmly on what the employee can do rather than what they can't and in helping to remove any barriers that might prevent them from making a full contribution at work.
  The purpose of the BT Health and Wellbeing Passport is:
  - To describe the potential impact of an individual's condition on their ability to do their job effectively.
  - To detail reasonable adjustments, either temporary or permanent, which will allow them to carry on doing their job.
  - To provide a list of resources that can be called upon to support them and their manager in helping them to continue working.
  - To outline the action their manager and/or colleagues might consider if they become unwell at work.

      - To define the best means of communicating with them if they are unable to come to work.

- Managing Mental Health Training: A one day workshop covering the help available for someone experiencing a mental health problem before they get professional help. The course teaches people how to recognise the symptoms of mental health problems, how to provide initial help, and how to guide a person towards appropriate professional help. The workshop introduces the concept of Mental Health First Aid, describes the common Mental Health problems, provides best practice advice on the management of common Mental Health problems by the lay person, and gives guidance on more formal management through additional resources and support services.
- Training: A variety of courses are available on stress and its management. BT has a range of training on Resilience on offer including a toolkit, a one- day course for all BT people and a two- day course for Line Managers. The latter was developed with the support of Action for Happiness, part of the Young Foundation charity. The aim is to provide managers with the knowledge and skills to build their own resilience as well as promoting that of their people thereby enhancing wellbeing, engagement and performance. An online module has recently been launched.

3. Rehabilitation: Resources to help manage mental health issues. This includes:

- Open Minds: Head First: Booklet created for individuals and Line Managers in BT to support them if they experience mental ill-health and to encourage the promotion of good mental health.
- Self-help Books: A list of recommended self-help books that cover psychological / mild mental health problems such as anger management, addiction, depression and compulsions. Most of the books employ a Cognitive Behavioural Therapy (CBT) approach, providing step-by-step self-help treatment programmes which encourage readers to think about the way their thoughts, feelings and behaviour interact and affect their wellbeing.
- Employee Assistance Programme (EAP) and EAM: The EAP provides a range of personal and group services, which can help BT people deal with worrying or difficult situations. The service is free and confidential to users and available at any time. Services include personal counselling and advice lines (legal, financial, consumer issues, state benefits/social services).
- Occupational Health Service (OHS): Specialist Occupational Health (OH) Clinicians are available to provide advice about managing and preventing work related health problems. Confidential advice is available about all work-related health matters via the OHS referral process. Details are available on the health and wellbeing website. Managers can also ask for general OH advice via BT's Senior Nursing Advisor.

Cognitive Behavioural Therapy (CBT) Service: The programme provides telephone contact, self-help, face-to-face or computer based therapy (or intensive therapy) to employees needing it. The CBT service comprises a triage by telephone and advice by a case manager within 48 hours of the referral. An information pack about the mental health condition is sent to the individual. Case managers liaise with the line manager with the individuals' consent to advice on progress and any workplace adjustments. The mental health service is based on the model developed for musculo-skeletal disorders and both are funded through an insured solution in order to remove the risk of cost volatility and short term budgetary pressures at business unit level. This approach also improves visibility of costs and provides economies of scale, strengthening the business case for rehabilitation. Management at a central level by Group Risk advised by in-

house specialists has also helped drive innovation and efficiencies.

MONITORING & EFFECTIVENESS

Management information is collected from a variety of sources (e.g. sickness absence database, occupational health returns, EAP feedback, anonymised and grouped STREAM results and CARE Agile reports – company-wide engagement survey). Management information is presented as a mental health dashboard updated monthly and supplemented by a commentary from the in-house Clinical Psychologist. This approach targets areas for attention within the business and ensures resources are directed to where they are likely to achieve the greatest impact. Key impacts include:

- Intervention plans have resulted in significant improvements in a range of measures and served the company particularly well during the financial crisis of 2008/09.
- A wellbeing index derived from the engagement survey has shown a long term improving trend in all divisions though adverse trading conditions have resulted in localised dips over time.
- The company funded mental rehabilitation service has delivered significant improvements in clinical outcomes among those using it. Critically from a business perspective it has also proved effective in getting people back to work safely with 92% returning to their own role on full duties after intervention.
- BT's sick absence rate has decreased from 2.29% (1 April 2013) to 2.11% (31 March 2014) alongside maintenance of employee engagement levels. This percentage reduction is significant when considered across the entire BT workforce.
- The various metrics used to track progress have showed a gradual improvement against a previously rising trend.
- BT's Wellbeing Index has improved from 3.65 (1 April 2013) to 3.85 (31 March 2014). Incremental changes are considered significant when considered in the context of reflecting the entire workforce. BT has seen reductions in lost time injury (LTI) rate and work-related ill health which remains significantly below CBI best quartile results.
- Recent surveys showed that 81% of BT employees 'agreed' or 'strongly agreed' that the opportunity to participate in health promotion campaigns made them feel that BT cared about their health. The majority of people (58%) said that it made them feel valued as an employee and 64% said that it made them feel proud to work for BT.
- An evaluation of BT's "Work Fit – Positive Mentality" campaign showed more than 50% of BT people had been influenced by the programme to make changes in their lifestyles. The programme demonstrated how regular exercise, healthy eating, relaxation techniques and the support of friends and family can help to ward off depression, stress and anxiety. It also aimed to educate employees to help reduce the stigma of mental illness and promote the range of support services the company provides.
- An ecological study of the web-based screening tool for depression trialled by BT found that it is feasible to use in a workplace setting. However, further trials are needed to fully evaluate the risks and benefits of any screening programme. For further information see: http://www.ncbi.nlm.nih.gov/pubmed/21525074

Appendix

N/A

e) King & Wood Mallesons

Company/Organisation	King & Wood Mallesons
Country	Australia
Industry Sector	Legal
Website	http://www.kwm.com/en/au

Key Message	*"Through executing the Resilience@Law campaign, the overall objective is to create a mind-set shift and cultural change in how the legal profession deals with mental health. It has opened up dialogue with people in the legal profession now openly talking about mental health and feeling OK to do so."*

DEVELOPMENT STAGE

King & Wood Mallesons is a global law firm headquartered in Asia. Along with four major Australian law firms (Allens, Ashurst, Clayton Utz & Herbert Smith Freehills) and The College of Law, King & Wood Mallesons developed resilience@law. Resilience@law was established to take a leadership role in raising awareness and understanding of the nature and impact of stress, depression and anxiety across the legal profession. A DVD was produced and shared around Australia and within the major law firms to encourage people to talk about their experiences of living with a mental illness. The DVD shows people in the legal profession sharing their experiences of mental health and illness.
A learning program was developed and implemented at The College of Law to help educate graduate lawyers about mental health and resilience.

As well as raising awareness around stress, depression and anxiety the resilience@law initiative aims to remove the stigma around mental ill---health conditions and provide education, self-care strategies, support and resources.

With one in three lawyers expected to experience some form of mental illness during their career, King & Wood Mallesons recognises mental health is a key issue within the legal profession and has implemented a number of initiatives to help support their people.

PROGRAMME

King & Wood Mallesons is committed to supporting their people and taking a proactive approach to supporting a psychologically healthy workplace, preventing mental ill---health, recognising issues early and intervening, and providing support programs.

Resilience@law was the catalyst for developing the firm's approach to mental health. The initiative was launched in cities across Australia with the five firms taking turns to host events. The events included the launch of the resilience@law DVD and the national launch of The College of Law training program for lawyers at the threshold of their careers.

King & Wood Mallesons leveraged the strong foundation of the resilience@law program to introduce a range of initiatives throughout its own firm. These include:

Resilience@law initiative

- Mental Health First Aid Training
- Partner workshops and discussions on mental health
- Building resilience workshops
- Recognising and Managing Mental Health in the Workplace workshops
- Psychological Rehabilitation Program
- Wellbeing Officer Program
- Psychological Well---being Toolkit
- TJMF Psychological Wellbeing: Best Practice Guidelines for the Legal Profession
- R U OK? at Law 'look deeper' campaign

The firm recognises the importance of identifying and treating mental health concerns early. As part of their commitment to support a psychologically healthy workplace and a policy of taking action to prevent, identify, support and assist rehabilitation, the following initiatives have been implemented.

Wellbeing Officers:
King & Wood Mallesons introduced the Wellbeing Officer program to help with prevention and early identification of mental illness, and to create an environment that encourages people to speak up and seek help. Partners and staff were asked to volunteer to be trained as Wellbeing Officers, with over 140 people (more than 1 in 10) volunteering (see Appendix A ---   Wellbeing Officer Invitation).

Wellbeing Officers are a point of contact, similar to First Aid officers. They are encouraged to watch out for others, help with identifying potential issues and to make connections to help people find support. They are also able to provide information on how the firm supports its people. The role of a Wellbeing Officer is to be a 'spotter' and to connect people with others who can help them find the right support.

The firm partnered with an external management and psychological consulting organisation, Centre for Corporate Health Pty Ltd, to provide the training. The workshops included training on how to recognise the signs and symptoms of mental illness, managing high risk situations, supporting mental health in the workplace, how to refer people to seek help, and a coaching model on how to have a conversation. The Wellbeing Officers are listed on the firm's intranet to enable people to easily identify their closest contact.

Recognising and Managing Mental Health in the Workplace Training:
The prevalence of mental illness in the legal profession related to stress, depression and anxiety, underscores the importance of early identification. The firm recognises the importance of Human Resources (HR) staff being equipped with the skills to recognise and manage mental health issues. HR staff have either completed the two---day Mental Health First Aid training and/or a one---day Recognising Mental Health & Managing Mental Health in the Workplace workshop. The training has enabled HR staff to recognise when someone requires help and provided a framework to assist with managing mental health concerns in the workplace. HR staff

are now more confident in recognising and responding to mental health concerns and people are more comfortable seeking support.

Psychological Rehabilitation Program:
As part of King & Wood Mallesons commitment to supporting mental health issues, the firm has partnered with a psychological rehabilitation provider, Resilia, to provide best practice support for its people. Resilia's senior psychologists work closely with the HR staff, supervisor/manager, employee, and relevant treating practitioners to provide practical adjustment and recovery plans for modified work or return to work strategies, treatment and recommendations.

King & Wood Mallesons recognises that there are significant health benefits in remaining at work in some capacity when experiencing a mental health issue. People are encouraged to recognise issues and seek help early. Flowcharts, policies and processes have been developed to assist HR and provide a consistent approach when managing mental health concerns. The firm is committed to providing a coordinated case management approach, engaging and investing in experts to assist with managing mental health issues. HR are encouraged to engage Resilia as soon as they become aware of a mental health concern to ensure best practice support is provided.

Health and Wellbeing Program:
Psychological wellbeing is integrated into the firm's broader strategy for implementing their workplace Health and Wellbeing Program ensuring a holistic approach to health. The Health and Wellbeing program consists of a comprehensive range of initiatives including: free and subsidised gym memberships; flu vaccinations; skin checks; health checks; seminars, onsite massage, reflexology, yoga, pilates, monthly newsletters and awareness campaigns; and an Employee Assistance Program.
The firm also supports flexible working arrangements and has introduced an Agile Working program, enabling people to work in a more adaptable way. The firm actively supports and encourages different working arrangements such
as working from home or different locations, shifting work schedules to accommodate sporting, social, family and personal commitments or starting late and finishing late.

TJMF Psychological Wellbeing: Best Practice Guidelines for the Legal Profession:
The Tristan Jepson Memorial Foundation (TJMF) was created in memory of Tristan Jepson, a former University of NSW law student, young lawyer and comedian. Tristan suffered from severe clinical depression and took his own life in 2004, just four weeks after his 26th birthday.

The Foundation's objective is to decrease work related psychological ill-health in the legal community and to promote workplace psychological health and safety.

King & Wood Mallesons was a founding signatory of the TJMF Psychological Wellbeing: Best Practice Guidelines for the Legal Profession and an active member of the Guidelines Subcommittee that researched and launched the Guidelines.

The Guidelines promote psychologically healthy workplaces and are intended to support firms to raise awareness of mental health issues, and to understand the initiatives and methods of

management that assist in the creation of and maintenance of psychologically and supportive workplaces. The firm continues to work towards implementing the Guidelines and encourages other organisations to sign up to the Guidelines – www.tjmf.org.au

R U OK? at Law 'look deeper' campaign:
18 law firms, including King & Wood Mallesons, partnered with "R U OK?" to develop a 12 month awareness campaign tailored to the legal profession. The aim of the R U OK? at law 'Look Deeper' campaign is to encourage people to look out for one another and support each other by having regular, meaningful conversations. During the campaign videos and stories are shared by people who have overcome adversity, or who have supported a colleague in similar circumstances. All resources are publically available at www.lookdeeper.org.au

King & Wood Mallesons has taken a proactive approach in opening discussions and sharing ideas and resources in relation to psychological wellbeing and mental health matters. In particular it has been at the forefront of discussing mental health and work practices within in the legal profession. They have openly spoken about the programs implemented within the firm and shared resources to assist other organisations implement programs. The firm works with other organisations and the broader community to help raise awareness about mental health issues and support psychologically healthy workplaces.

MONITORING & EFFECTIVENESS

- The resilience@law initiative was the start of a major cultural change in the legal profession – it made it OK to say "I am not okay". Within the first six weeks of showing the DVD there were 36 new calls to King & Wood Mallesons Employee Assistance Program (EAP) provider – a 66% increase in utilisation.
- Over 100 people attended the Wellbeing Officer training across five Australian Centres. A survey of the Wellbeing Officer Program found that 68% of those that responded had approached someone they were concerned about; 30% were approached by someone with a concern; and that Wellbeing Officers had responded to situations they may have previously ignored.
- As a result of mandatory training of HR staff on recognising and managing mental health in the workplace, they report that they are now more confident in responding to mental health concerns and people are more comfortable in seeking support.
- By implementing the Psychological Rehabilitation Program and engaging the services of a specialist external provider, the firm is able to assist their people to remain at work while dealing with mental health issues. Two-thirds of mental health cases are being managed with a senior psychologist.
- Attendance and participation in the workplace health program continues to increase, with attendance recorded and monitored at all events. Anecdotally, the program has translated to improved staff engagement and retention. "Providing initiatives on-site is a great way for time pressured lawyers to be tested for health issues that they would have otherwise had difficulty in finding time to attend to". King & Wood Mallesons believes the money spent on gym memberships and other benefits is a good investment as it is highly valued by staff.
- The firm has seen a significant reduction in days taken off work due to mental health issues.
- Improved tracking, monitoring and reporting of mental health issues has helped raise

awareness amongst HR and management, including at Board level. This has led to an increase in support of investing in initiatives to raise awareness and support a psychologically healthy workplace.

Appendix
N/A

Appendix 3: Workplace mental health survey

The survey below, produced by the European Network for Workplace Health Promotion (ENWHP), provides a tool for businesses and organisations to assess their workplace mental health policies.

You can use the questions (republished from the ENWHP site) as a starting place for your organisation, to better understand employee views on mental health, and compare your company to others here.

Mental Health Promotion Check – ENWHP survey

Section 1: Policy and culture

1. Is health of the employees (wellbeing at work, mental health, healthy lifestyle/behaviour, etc) part of the organisation mission statement and/or written values and principles?
YES / NO

2. Is health incorporated in your organisations strategies, systems and processes? (e.g. in case of purchase of new equipment, new machines, of setting up new work processes: taking health and safety aspects into consideration; etc.)
YES / NO

3. Has your organisation a health policy?
YES / NO

If yes:

    4. Is this policy the subject of a written document?
    YES NO

    5. Are employees informed about the health policy? (e.g. Intranet, information moments, etc)
    YES / NO

    6. Is Mental Health part of the general health policy?
    YES / NO

7. Has your organisation defined specific targets on Mental Health Promotion? (for example: less cases of violence and bullying, less sickness absence, job satisfaction, positive health perception, etc.)
YES / NO

8. Is Mental Health Promotion in your organisation approached in a comprehensive way? (not only taking action to reduce or eliminate the psychosocial risks at work but also creating a supportive environment that improves mental health of the workers in general)
YES / NO

9. Do the employees have the opportunity to participate in the elaboration of the Mental Health initiatives?
YES / NO

10. Is there an involvement and active support of management in taking up initiatives on Mental Health Promotion?
YES / NO

Section 2: Organisation and structures

11. Is there a specific work group for initiatives related to mental health promotion?

YES / NO

If yes:

12. Are the employees represented in this work group?

YES / NO

13. Is there a co-operation in place with other workplace health promotion work groups? (for example: related to nutrition, smoking, physical exercise)

YES / NO

14. Is training provided on Mental Health Promotion for the members of the work group?

YES / NO

If no:

15. Is mental health part of the agenda of other work groups? (for example: a team that works on wellbeing or occupational safety and health at work)

YES / NO

16. Are the employees represented in this work group?

YES / NO

17. Is there a coordinator for initiatives related to mental health promotion? (in SME's this might be the employer himself)

YES / NO

If yes:

18. Did the coordinator receive a specific training on mental health issues?

YES / NO

19. Are there sufficient financial (budget) and/or material (infrastructure, etc.) resources available for developing initiatives on mental health promotion?

YES / NO

Section 3: Implementation

20. Has your organisation a specific action program on mental health promotion?

YES / NO

If yes:

21. Are the workers involved in the preparation and implementation?

YES / NO

22. Are the mental health initiatives defined in this action programme based on existing guidelines and/or good practices?

YES / NO

If no:

23. Is mental health promotion part of the action plan/programme on workplace health promotion or occupational health and safety?

YES / NO

Section 3.1: Needs assessment

24. Does your organisation regularly analyse the mental health related risk factors? (as part of the general risk assessment or a specific assessment on psychosocial aspects/mental health; the assesssment can also be carried out (fully or partially) by external experts)

YES / NO

If yes, does this analysis consider:

    25. organisational and social factors (for example: climate,conflicting roles, long hours culture, communication, provide social support by colleagues and management, etc)
    YES / NO

    26. job-specific factors (for example: no clear job description, hazardous working conditions, high work load, job content, work pace, etc)
    YES / NO

    27. individual factors (for example: lifestyle/behavioural attitutes)
    YES / NO

28. Is there a system to detect the early signs of distress? (for example: by using the results of medical exams, a mental health questionnaire, an individual screening, etc)

YES / NO

29. Does your organisation analyse data such as sickness absence figures to identify mental health problems?

YES / NO

Section 3.2: Organisational measures: Prevention of mental health problems

30. Are measures taken to adapt the workload where possible? (related to deadlines, work speed, quantity of work, etc)

YES / NO

31. Are measures taken to increase job control of the employees where possible? (e.g. flexible working hours, flexible breaks, participation in decision making, etc)

YES / NO

32. Does your organisation take measures to make work more challenging and conducive to learning? (opportunities to learn, introducing new topics and challenges)

YES / NO

33. Are measures taken to tackle poor job content where possible? (e.g. job rotation, job enrichment, job enlargement)

YES / NO

34. Does your organisation take measures to reward the efforts of the employees adequately? (related to salary, career perspectives and personal appreciation)

YES / NO

35. Does your organisation promote a healthy lifestyle among the workers? (for example: promoting physical exercise, providing a fitness room, etc)

YES / NO

36. Does your organisation take initiatives to improve the work-life balance? YES / NO

37. Does your organisation promote a trustful working atmosphere? (for example: managers are honest in their actions towards the employees, easy to approach, open etc)
YES / NO

38. Does the organisation stimulate social support between employees, and between employees and managers? (for example: providing feedback concerning the work, providing supervision for new workers, offering support during changes, etc.)
YES / NO

39. Does your organisation take measures to avoid violence at the workplace? (violence might occur between colleagues or between staff and third parties)
YES / NO

40. Does your organisation take measures to eliminate or reduce safety hazards? (for example: elimination or reduction of chemical hazards, physical hazards, physical workload hazards)
YES / NO

41. Do job descriptions include clear and well defined responsibilities?
YES / NO

42. Do the employees have access to the information which is needed to perform their job?
YES / NO

43. Do the employees have the opportunity to participate in work consultation? (for example: by participating in decision-making meetings, team group meetings, etc)
YES / NO

Section 3.3: Organisational measures: Dealing with mental health problems
44. Is there a fair recruitment practice for all applicants including people with mental health problems or disorders?
YES / NO

45. Does the sickness absence policy include a specific approach and measures for employees with mental health problems?
YES / NO

46. Has your organisation set up a system to handle mental health issues confidentially? (e.g. The presence of a person to who employees can go with problems and mental health issues in confidence, a room where they can talk privately, etc)
YES / NO

47. Are adjustments to the workplace for employees with mental health problems considered when necessary?
YES / NO

48. Are adjustments to the job for employees with mental health problems considered when necessary?
YES / NO

Section 3.4: Supporting employees with mental health problems

49. Is there a person in the organisation whom the employees can address about mental health issues?
YES / NO

50. Does the organisation provide individual counselling (internal or external) for workers with mental health problems?
YES / NO

51. Does your organisation provide information to staff on organisations offering assistance to people with mental health problems?
YES / NO

52. Does your organisation follow-up and keep in touch with employees with mental health problems?
YES / NO

53. Does the organisation organise return to work conversations for employees with mental health problems?
YES / NO

Section 3.5: Training, education and information

54. Is training provided for managers on Mental Health Promotion?
YES / NO

If yes:

55. Are managers trained to know the importance of a good leadership style?
YES / NO

56. Are managers trained to recognize risk factors of mental health problems?
YES / NO

57. Are managers trained to identify measures to prevent mental health problems?
YES / NO

58. Are managers trained to recognise early signs of distress? YES / NO

59. Are managers trained on how to respond to employees with mental health problems? YES / NO

60. Is training provided on Mental Health promotion for employees?
YES / NO

61. Does your organisation provide information to all staff about the mental health promotion initiatives?
YES / NO

4. Evaluation

62. Are Mental Health promotion initiatives evaluated?
YES / NO

If yes:

63. Is this evaluation based on a regular monitoring of performance against targets set in the mental health policy?
YES / NO

64. Are there continuous improvements of the Mental Health promotion programs based on the results of the evaluation?
YES / NO

65. Are employees involved in the evaluation?
YES / NO