Mind*Forward*
Alliance

Transforming workplace
mental health

*MindForward Alliance
Thriving at Work Framework*

In collaboration with:

WWW **World Wellbeing Movement**

Contents

"

TERMINOLOGY

We recognise that the language we use is important, and that throughout this Framework we may use different terms. Please see definitions of these terms below:

Mental health

Mental health is a general state of psychological wellness and good functioning.

Mental illness

A collection of specific conditions that impact a person's thoughts, behaviour and feelings (e.g. major depressive disorder, anxiety disorders).

Mental wellbeing

An umbrella term for the psychological dimensions of someone's wellbeing, including both mental health and mental illness.

Wellbeing

How good someone's life is for them. Most often captured subjectively as how they feel about their life.

Foreword

"

MindForward Alliance has seen how organisations can support and create positive mental health for their people, so that individuals, teams and the business can thrive.

There has never been a more important time for businesses to prioritise workplace mental wellbeing. According to the World Health Organisation's Mental Health Survey[1], approximately one in two people globally will experience a mental health disorder before the age of 75. Our research[2] found that 52% of workforce respondents globally have or are currently experiencing mental health challenges. The impact on individuals, families, communities, businesses, productivity and economies is profound.

The good news is that businesses have a real opportunity to be a part of the solution. For over the last 12 years, MindForward Alliance has seen how organisations can support and create positive mental health for their people, so that individuals, teams and the business can thrive.

Creating a mentally healthy workplace requires a holistic and strategic approach, but it can be difficult to know where to start. This Framework provides a clear path forward. It outlines ten evidence-based Standards which businesses can work towards to build a mentally healthy workplace. Each Standard is supported by a variety of tried and tested actions that your business can implement today, no matter what stage of the workplace mental wellbeing journey you are on.

MindForward Alliance was founded by business leaders who have experienced these challenges and want to be part of the solution. Our Alliance continues to be led by business leaders who recognise that employers have both a responsibility and an opportunity to create workplaces that protect, support and create positive mental health.

Addressing mental wellbeing in the workplace requires collective effort. By working with businesses and engaging with strategic partners, MindForward Alliance creates and provides the tools, training, guidance and research needed to transform workplaces. Our aim is for employees, businesses and their broader business ecosystems to thrive.

That is why we are delighted to be partnering with the World Wellbeing Movement, a charitable organisation that aims to improve the quality of life of people across the world by translating evidence-informed wellbeing insights into real-world impact. In this updated Framework, we are bringing together insights and case studies gained from over a decade of working with global businesses, along with the latest academic research. This is an evidence-based 'blueprint' for businesses who want to build a mentally healthy workplace for their people.

I hope that this Framework inspires and informs meaningful action that benefits the health of individuals, organisations and society as a whole. I wish you all the best for your workplace mental wellbeing journey.

Alison Unsted
CEO
MindForward Alliance

Mind*Forward*
Alliance

A MESSAGE FROM THE WORLD WELLBEING MOVEMENT

World Wellbeing Movement

What's the secret?
It's a question I'm asked all too often
when it comes to workplace wellbeing.

But – as you'll no doubt already know, given you've accessed this Thriving at Work Framework for yourself – there is no single answer. *If only!*

It is only by measuring *how* employees feel and *why* they feel that way, delving deeper into the drivers of workplace wellbeing, and truly listening to our employees, that we can begin to craft holistic work wellbeing strategies tailored to the specific needs and nuances of our organisations. And it is only by incorporating *evidence-based* interventions across multiple drivers of employee wellbeing, and at all levels (organisational level, group level, and individual level), that can we hope to actually improve the wellbeing of our people.

So while there is no single solution to the complex and important challenge of improving employee wellbeing, there are science-based employee wellbeing measures, a 'Thriving at Work' Framework with best practice guidance for taking a holistic approach, and a playbook[3] of evidence-informed interventions that organisations who are serious about driving positive change can leverage.

We are a movement in name, but also by nature: through collaboration with changemakers like MindForward Alliance we aim to improve the quality of life of people across the world by putting wellbeing at the heart of decision-making in both business, and public policy. By following the guidance contained within this resource, produced by MindForward Alliance with expert input from the World Wellbeing Movement, you will enable your organisation and its most valuable resource – your people – to thrive, bringing us one step closer to achieving that ultimate goal.

Let's put wellbeing first!

Sarah Cunningham
Managing Director
World Wellbeing Movement

I'm excited to have been able to contribute to the updated MindForward Alliance Thriving at Work Framework. I've read many, many toolkits and guides for how best to improve workplace mental wellbeing across my research. Before ever beginning this collaboration with MindForward Alliance, I knew that this Framework was industry-leading.

The MindForward Alliance Thriving at Work Framework takes a holistic and comprehensive approach that can act as best practice. Organisations need leadership buy in, they need to cultivate good quality jobs, and they need to protect those who struggle the most.

This year we've infused this Framework with greater insight from the academic evidence base. In early 2024, we put together the **World Wellbeing Movement's Workplace Wellbeing Playbook**[3] – a large review of all the literature on wellbeing interventions. Many of the studies and learnings we found have now been integrated with the Thriving at Work Framework to supercharge the science behind workplace mental wellbeing.

I hope this is just the beginning. In the future I hope we can conduct more complex studies and further translate evidence into practice to really make a difference for workers around the world.

Dr William Fleming
Research Fellow
Wellbeing Research Centre, University of Oxford

Academic research by Dr. William Fleming, a co-author to this Framework, backs up the need to take a holistic, organisational-level approach. His research[4] analysed data from over 46,000 employees. The research revealed that various individual level corporate wellbeing initiatives, including some wellness apps and relaxation-based interventions, had "no effect" on improving employee wellbeing when implemented in isolation without other changes at the organisation or team level.

4

The business imperative

Indicators of employee stress, burnout and unhappiness are higher than ever before[5/6/7]. With approximately 60% of the world's population in work, employers have a huge opportunity to be a part of the solution to the mental health crisis. Not only is it the right thing to do for the health of your people, but there is also a growing body of high-quality evidence demonstrating that a focus on employee wellbeing is good for the health of your business too.
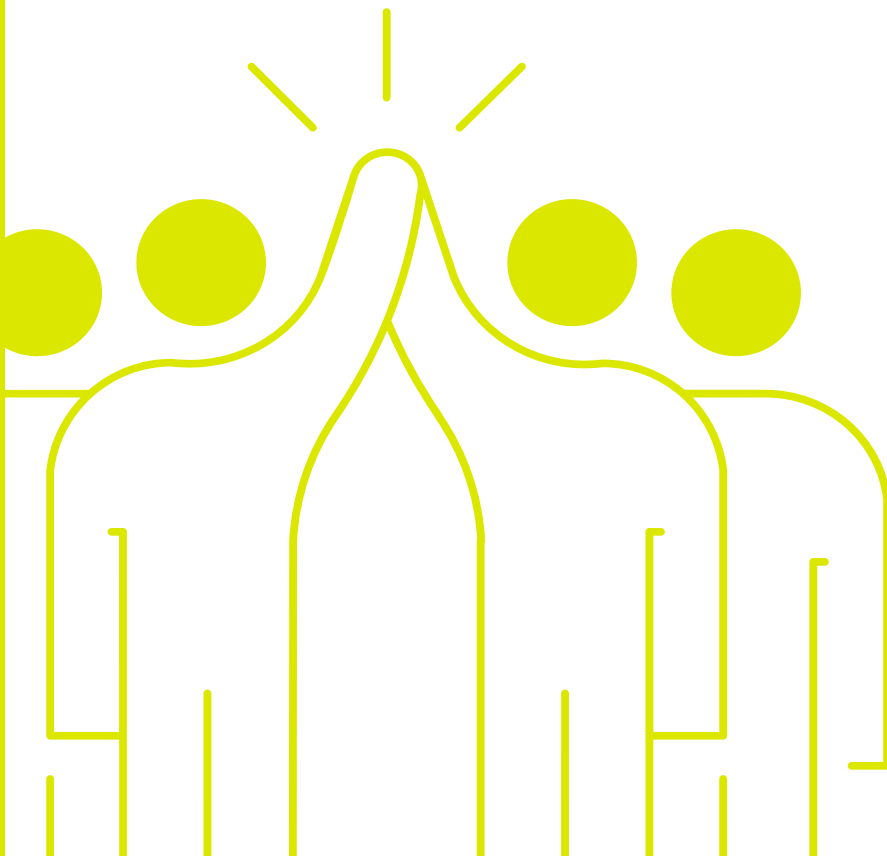
What is the research telling us?

The latest research indicates that improved wellbeing among employees is reflected in:

- improved productivity,
- better talent attraction and retention,
- reduced absenteeism,
- and benefits for the bottom line and stock market performance of an organisation.

Productivity

Research published in *Management Science*[8] reveals that a one-point increase in employee wellbeing on a 0-10 scale can lead to an average 12% increase in productivity. The study, led by Professor Jan-Emmanuel De Neve, focused on workers at a BT call center, where employees reported their wellbeing weekly over a six-month period. The researchers compared these self-reported scores with detailed performance data and found a strong correlation between employee happiness and enhanced customer satisfaction, i.e. customers' perceptions of the quality of the job being done.

The headline finding – the 12% productivity boost – used sales as a proxy for productivity. However, for tasks requiring higher levels of social and emotional intelligence, the productivity gain was even more significant, approaching 20%.

Talent attraction and retention

Workplaces with better wellbeing are more likely to attract prospective talent. In a study by Dr George Ward[9], the behaviour of 24 million jobseekers on the Indeed recruitment platform was examined. The study involved an A/B test where some candidates were shown traditional job ads, while others saw job ads enhanced with the company's 'Work Wellbeing Score', based on employee feedback. The findings revealed that jobseekers were over 14% more likely to apply to positions at companies with an average or above-average wellbeing score compared to those with a low score.

Moreover, happier organisations are better equipped to retain their existing talent. Employees with higher wellbeing scores are not only less likely to take mental health-related absences – which cost UK employers up to £51 billion a year[10] – but are also less likely to seek employment elsewhere. A related study by Dr Ward[11] on the Glassdoor platform found that employees who rated their current employer as 'poor' were twice as likely to apply for another job within a week.

Financial and stock market performance

Happy employees often lead to happy shareholders. Researchers from the Wellbeing Research Centre at the University of Oxford[12] analysed financial data from US publicly-traded companies alongside employee wellbeing data from the recruitment platform Indeed. They discovered a strong correlation between employee wellbeing and key performance indicators such as firm value, return on assets, and gross profitability.

The researchers further simulated an investment portfolio consisting of companies with the highest work wellbeing scores, finding that it outperformed traditional stock indices like the S&P 500, Nasdaq-100, and Dow Jones by approximately 20% during the study period.

This research indicates that companies with high workplace wellbeing not only perform better but also deliver superior returns to investors.

To effectively implement a work mental wellbeing strategy that benefits both employees and employers, organisations should adopt a holistic approach guided by the three Strategic Pillars outlined in this Framework.
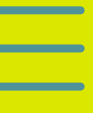
The Strategic Pillars

The key to successfully building a mentally healthy workplace is to take a whole organisation approach. This ensures that different elements of the business are working together towards your organisation's mental wellbeing goals. This Framework guides organisations on how they can take a holistic approach by focusing on three Strategic Pillars for workplace mental wellbeing: organisational culture; working environment; and support for individuals.

CULTURE

Create a culture of wellbeing and psychological safety where workplace mental wellbeing is prioritised. Ensure there is alignment with an inclusion approach to address the needs of diverse groups and challenge stigma.

ENVIRONMENT

Develop a mentally healthy working environment with good working conditions, positive relationships and a healthy work-life balance. Integrate mental wellbeing into policies, systems and processes.
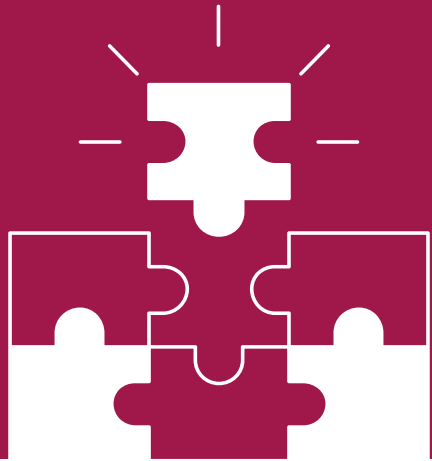
SUPPORT

Provide and signpost to accessible resources and services so that people can access help when needed.

WHERE TO START

As your business considers its approach to mental wellbeing, there are three overarching questions you should explore:

1. How will you develop a workplace mental wellbeing strategy?

Strategy development: It is helpful to anchor your activity in a clear plan of action that will help you to achieve your goals. See page 22 for approaches to developing a workplace mental wellbeing strategy.

2. How can you measure the impact of your work?

Impact and measurement: You cannot manage what you don't measure. See page 23 for more information on impact and measurement – both to evaluate employee mental wellbeing levels within your organisation, and to inform the priority areas for your workplace mental wellbeing strategy.

3. How can you embed inclusion into your mental wellbeing approach?

Inclusion: Inclusion should be embedded into your mental wellbeing strategy because it ensures that all employees feel valued and supported. Inclusive workplaces enhance employee wellbeing by fostering self-worth, self-esteem, positive working relationships, peer support, and social connection, whilst also reducing stigma and discrimination.

The Standards

To help you incorporate the three Strategic Pillars into your business we have identified 10 practical Standards. Each Standard includes recommended actions and practices, based on proven business strategies and academic research.

INTERVENTION MATURITY LEVELS

In recognition that organisations are at different stages of their employee mental wellbeing journeys, we have broken down the recommended actions in the following pages into three maturity levels – committed, achieving, and excelling.

Committed ★★★
Taking steps to achieve this Standard with resources to implement.

Achieving ★★★★
Delivering on this Standard and measuring outcomes to inform progress.

Excelling ★★★★★
Leading and innovating with new ideas and ways of thinking on meeting the Standard.

CULTURE

SUPPORT

ENVIRONMENT

Senior leadership 2

Transparency and accountability 3

Communication and engagement 1

Ecosystem 4

People management 5

Accessible support 10

Employee lifecycle 6

Proactive health promotion 9

Working conditions 7

Opening the dialogue 8
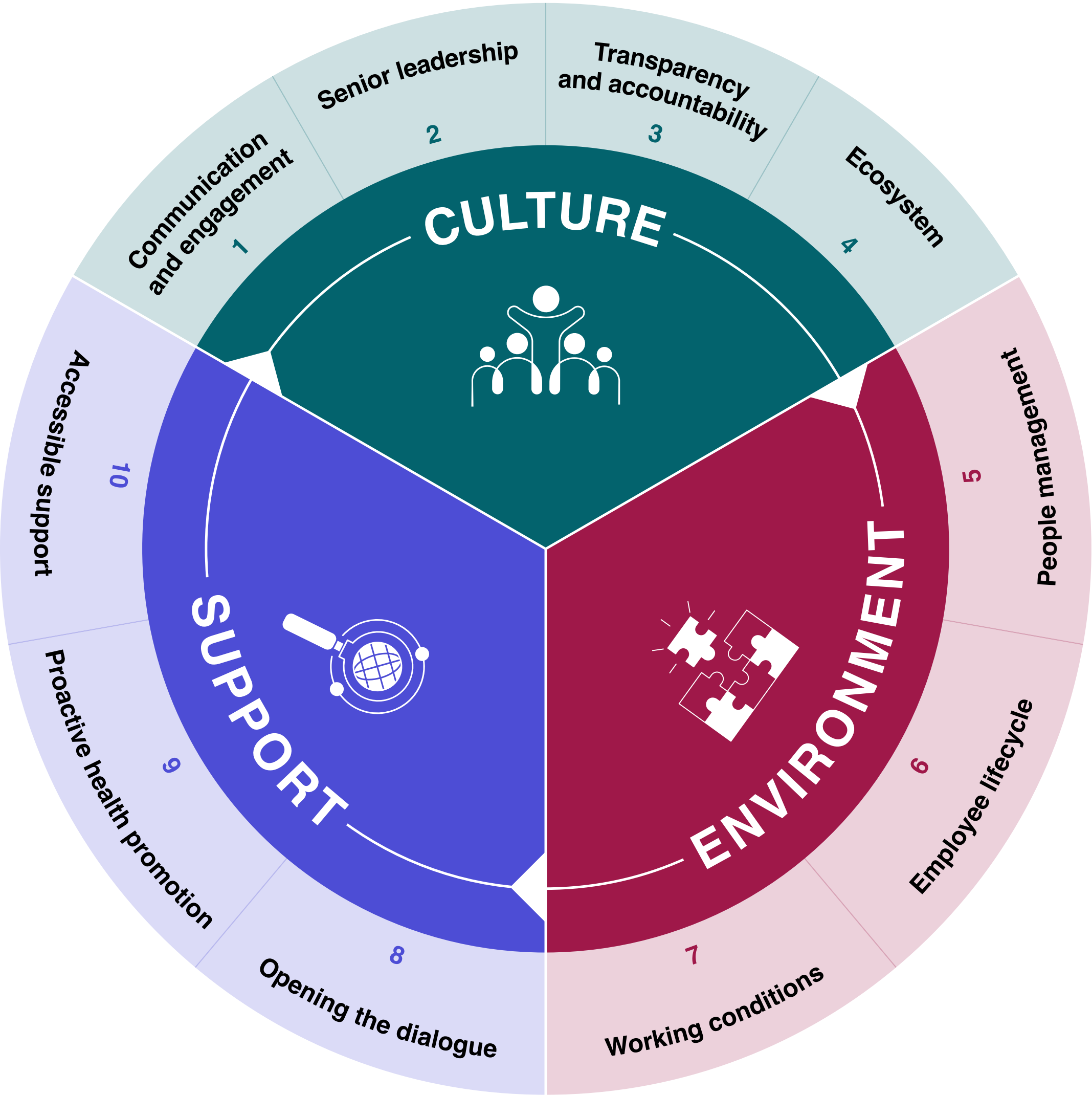
Strategic Pillar: Culture

Create a culture of wellbeing and psychological safety where workplace mental wellbeing is prioritised. Ensure there is alignment with an inclusion approach to address the needs of diverse groups and challenge stigma.

CULTURE: THE STANDARDS

1

Communication and engagement

- Develop, implement, and communicate a workplace mental wellbeing strategy.

- Cultivate a shared language and set of priorities that the whole organisation can work towards.

- Enhance awareness by providing accessible information and resources.

- Engage employees and colleagues in campaigns, events, and activities aimed at challenging stigma, fostering inclusion and ensuring everyone knows what resources are available.

- Ensure communications are accessible to both global and local audiences, making sure the messaging is culturally appropriate and supported by local leadership.

2

Senior leadership

- Make employee mental wellbeing a Boardroom agenda item with a nominated lead at the Board or senior leadership level to drive change and influence a mentally healthy business culture.

- Ensure leaders at all levels and across different regions have a shared commitment to workplace mental wellbeing. Leaders are visible in their advocacy, including role modelling behaviours and proactively engaging with employees and their direct reports on the topic.

3

Transparency and accountability

- Increase transparency and accountability through internal and external reporting to show the organisation's commitment and approach to workplace mental wellbeing.

4

Ecosystem

- Engage with external stakeholders (competitors/peers, partners, suppliers, customers and clients) to influence mentally healthy business practices across the organisation's wider ecosystem.

- Collaborate in programmes and/or activities that support positive mental health in the wider community globally and/or at a local country/ regional level.

DESIRED OUTCOMES

≫ **Culturally appropriate and accessible information and resources**

≫ **Reduced stigma**

≫ **Inclusive and psychologically safe environment**

Committed ★★★	Achieving ★★★★	Excelling ★★★★★
Develop a shared definition and understanding of mental wellbeing across the organisation.	Ensure a mental wellbeing strategy is in place and communicated regularly across the organisation.	Share available support and awareness information regularly through managerial networks.
Put in place regular, accessible communications, campaigns and events to educate, challenge mental health stigma and raise awareness of available internal and external resources.	Make awareness training available to educate employees on mental wellbeing and adapt for different audiences where needed.	Create bespoke internal awareness campaigns that are informed by the needs of employees.
Put mental wellbeing champions (or equivalent) in place and engage them in the communication and advocacy of the mental wellbeing agenda.	Use storytelling and case studies that feature a diverse range of employees across all levels and geographies.	
Integrate mental wellbeing into inclusion networks e.g. employee resource groups' programming.	Consult employee representative groups on the development and implementation of the mental wellbeing strategy and on the communication of available resources to employees.	

CASE STUDIES

INTERNATIONAL SOS

The value of effective employee involvement
International SOS involved employees in planning their workplace mental health initiatives by establishing a 'Think Tank' style group, comprising a diverse mix of employees from departments and levels across the organisation. This group operates like a creative lab, where ideas on mental health initiatives are brainstormed, experimented with, and refined in a collaborative and open environment. 'Innovation Huddles' are held every two months, where these representatives bring fresh perspectives, challenge conventional approaches, and ensure that strategies are engaging.

EDP

Developing an annual mental health campaign
Every October – to coincide with World Mental Health Day – EDP runs a month-long Mind your Mind campaign to challenge mental health stigma. This is a set of initiatives aiming to encourage the sharing of tools and experiences and foster reflection on how to achieve a safe, healthy and balanced workplace. It aims to raise awareness about the importance of mental health, empowering people to take care of their own mental balance. Each year the campaign involves renowned external speakers, employee stories and visible support from the CEO.

GUIDES

Developing Mental Health Awareness in the Workplace
A guide featuring tried and tested workplace mental health awareness campaigns. Including case studies from the Bank of England, Deloitte and BNP Paribas.

Mental health storytelling campaigns in Asia
This factsheet from the City Mental Health Alliance Hong Kong provides an overview of storytelling campaigns in Asia and includes a case study from Linklaters.

9

DESIRED OUTCOMES

Visible Board/Executive commitment

Shared understanding

Empathetic leadership

Committed ★★★

Secure Board/Exec level sponsorship of the workplace mental wellbeing strategy. Include the strategy in boardroom discussions.

Ensure senior leadership widely communicates their commitment to workplace mental wellbeing across the organisation.

Ensure senior leaders visibly support, encourage, attend and participate in activities that promote mental wellbeing.

Require leaders at all levels to encourage open communication to create a psychologically safe work environment where all employees feel safe to speak up, share, critique or admit mistakes without fear of retribution.

Achieving ★★★★

Allocate resources, including budget and personnel, for the implementation of the mental wellbeing strategy.

Participate in leadership community and/or other mental health and/or wellbeing forums e.g. MindForward Alliance membership and/or World Wellbeing Movement.

Excelling ★★★★★

Provide education to senior leaders across the organisation on workplace mental wellbeing and on how to develop a mentally healthy workplace culture.

Identify, measure and report progress on mental wellbeing metrics to the Board/Exec.

Engage senior leaders in the exploration of qualitative mental wellbeing metrics with employees through listening exercises, such as listening lunches and focus groups.

CEO REPORT

Hitting the limit – understanding the nexus between mental health and people performance
Corporate Mental Health Alliance Australia published a report based on interviews with CEOs about their attitudes and activities when addressing employee mental wellbeing, and productivity.

This report explores leaders' perspectives around employee mental wellbeing and productivity within the rapidly evolving workplace. You'll also learn what leaders are doing to monitor, improve and cultivate mentally healthy and productive workplaces in their own organisations.

CASE STUDY

BNY
Engaging senior leaders globally on workplace mental health
BNY's HEART Network is organised globally with co-chairs and a global sponsor. This allows BNY to effectively engage leaders across the business. This network empowers these leaders to become visible and outspoken advocates for mental health and diverse abilities. They actively participate in town halls, reach out to staff during periods of global conflict and share personal experiences to foster a supportive environment.

RESEARCH

- MindForward Alliance research found 85% of respondents believe their employer cares about their mental health when leaders speak out on the topic, compared to 31% when leaders don't, a startling margin of change of 54%[2].

- Academic research has found leader participation in mental health training enhances managers' mental health literacy and improves their management of employees' wellbeing[13].

- Academic research has found managerial commitment to workplace wellbeing interventions to significantly enhance their effectiveness in improving employee wellbeing[14].

CULTURE: STANDARD 3. TRANSPARENCY AND ACCOUNTABILITY

DESIRED OUTCOMES

External reporting with accountability for employee mental wellbeing

Committed ★★★

Share commitment to employee mental wellbeing externally through visible public statements.

Achieving ★★★★

Include commitment to workplace mental wellbeing in the company's annual report or other key external communications.

Participate in industry assessment or benchmarks related to workpalce mental wellbeing.

Excelling ★★★★★

Share mental wellbeing metrics externally via the company's annual report, ESG report, website or other external communication channels.

Report externally on actions being taken to improve mental wellbeing metrics and outcomes.

PLEDGE

**MindForward Alliance
Leadership Pledge**
Businesses can demonstrate their commitment to employee wellbeing by signing the MindForward Alliance Leadership Pledge.

RESEARCH

Academic research has found workplaces with better work wellbeing scores are more likely to attract prospective talent. One study found that candidates were over 14% more likely to apply to positions at companies with an average or above average wellbeing score compared to those with a low score[9].

ASSESSMENT

**MindForward Alliance
Global Thriving at Work Benchmark**
Businesses can take part in the MindForward Alliance Global Thriving at Work Benchmark. The assessment supports businesses to measure, evaluate and improve their global and local workplace mental wellbeing strategies.

DESIRED OUTCOMES

Improved mental wellbeing of external stakeholders and wider society

Influencing good practice across business ecosystem

Committed ★★★

Communicate commitment to mental wellbeing to external stakeholders such as clients and suppliers.

Achieving ★★★★

Take actions to engage and collaborate with external stakeholders on activities that promote workplace mental wellbeing.

Co-ordinate access to clients' resources for colleagues on client premises and vice versa.

Excelling ★★★★★

Support mental health charities and community groups, e.g. through volunteering days.

Share mental wellbeing strategies and good practice with external stakeholders such as clients or industry groups.

Assess commitment to employee mental wellbeing in the procurement process.

Challenge and collaborate with suppliers to support mental wellbeing of workforce, including on fair pay, psychosocial risk and access to resources.

CASE STUDY

GRUPO AGEAS PORTUGAL

Social Impact

Through its not-for-profit corporate foundation Fundação Ageas, Insurance group Grupo Ageas Portugal created Escola de Impacto (Impact School). This practical platform offers training to support individuals in vulnerable situations, support micro-entrepreneurs and women in a career transition. The training reaches a wide range of people including women changing careers, mothers, caregivers and migrants.

THOUGHT LEADERSHIP

MindForward Alliance
Putting the wellbeing of employees into the 'S' of your ESG strategy

Employers, their stakeholders and regulators are placing greater focus on the link between employee mental wellbeing, and business profitability and sustainability. Employee mental wellbeing is therefore becoming a strategic business priority and a core part of responsible business. This proposition paper from MindForward Alliance explores how mental wellbeing of employees should form the measurable foundation of the 'S' within ESG.

RESEARCH

Academic research has found participation in a volunteering programme significantly enhances the wellbeing of volunteers by engaging them in small, meaningful acts of service[15/16].

Strategic Pillar: Environment

Develop a mentally healthy working environment with good working conditions, positive relationships and a healthy work-life balance. Integrate mental wellbeing into policies, systems and processes.

ENVIRONMENT: THE STANDARDS

5

People management

- Train people managers at all levels on all aspects of workplace mental wellbeing. For example on effective communication, workload management, work organisation and knowledge of support systems as their leadership directly impacts the employee experience.

- Include mental wellbeing in the key responsibilities of people managers.

- Equip people managers with the knowledge and skills to role model positive wellbeing behaviours.

6

Employee lifecycle

- Recognise mental wellbeing throughout the employee life cycle from recruitment to exit and across different life stages.

- Take mental wellbeing into account in policies, processes and systems.

7

Working conditions

- Provide good working conditions in relation to job design, role demands, flexibility, work-life balance, workplace relationships and the physical environment.

- Ensure the working environment supports healthy lifestyle behaviours.

- Assess and take steps to mitigate psychosocial hazards that can harm mental health.

DESIRED OUTCOMES

Skilled and compassionate people managers who empower employees in their day-to-day tasks

Committed ★★★	Achieving ★★★★	Excelling ★★★★★
Provide people managers with guidance, resources and tools, including information on the support services available.	Provide mental wellbeing awareness and skills training for people managers and key personnel (e.g. HR).	Include the mental wellbeing of teams/employees in job descriptions, management performance competencies and/or performance review processes.
	Encourage people managers to proactively discuss mental wellbeing and potential psychosocial risks with employees and their teams.	Provide advanced people management training on topics such as stress management for leaders, management of psychosocial risks, workplace civility, manager autonomy and work design.
	Establish channels to gather feedback from employees on their experiences with management related to mental wellbeing.	Offer regular refresher training on mental wellbeing awareness and skills for people managers and key personnel (e.g. HR).
	Create multiple open lines of communications, across and within teams, to ensure timely and relevant information sharing to enable employees to raise questions or concerns.	

TRAINING

People managers: building mentally healthy teams
A training course from MindForward Alliance specifically designed to help people managers understand mental health and support the mental health of their teams, whilst maintaining appropriate boundaries and protecting their own wellbeing.

Trauma informed practice
A training course from MindForward Alliance focused on increasing your HR/legal/wellbeing teams' awareness, literacy, competence and confidence to carry out difficult conversations with individuals who may be upset and/or traumatised.

CASE STUDY

NEWMONT

Delivering mental health training to managers in a diverse global environment
Having a globally dispersed workforce with multiple languages, Newmont developed training for leaders through a digital platform that facilitates group discussion and collaborative learning. The training introduces common language and understanding around mental health. It also focuses on creating a mentally healthy workplace and leading through stress and uncertainty.

RESEARCH

- MindForward Alliance Global research[2] found that only 41% of line managers have had any formal mental health training and 42% felt confident in opening a dialogue on the topic.
- Academic research has found providing mental health awareness and skills training to people managers enhances their ability to support the mental health of their direct reports[17].
- Academic research has found mentoring boosts how people feel at work, especially for underrepresented groups[18].

DESIRED OUTCOMES

Inclusive people processes

Opportunities for development and growth

Support provided at key life stages

Committed ★★★	Achieving ★★★★	Excelling ★★★★★
Offer learning and development opportunities throughout the employee lifecycle.	Include reference to mental wellbeing in team appraisal/performance/feedback procedures.	Include mental wellbeing in feedback/performance processes and emphasise development with input from employees.
Advertise job and development opportunities internally.	Recognise mental wellbeing in international mobility policies and offer additional support where needed.	Provide mentorship, coaching and/or buddy schemes for those at key career transision points.
Include commitment to workplace mental wellbeing during induction and onboarding processes.	Acknowledge mental wellbeing and signpost to support in communications relating to key lifetime events and career transitions.	Provide additional support at key life stages of the employee lifecycle (e.g. childbirth, bereavement, recruitment, induction, job transitions, retirement, redundancy or divestment).
		Ensure return-to-work programmes and/or support is in place to support return from career breaks/extended leave.
		Offer sabbaticals.
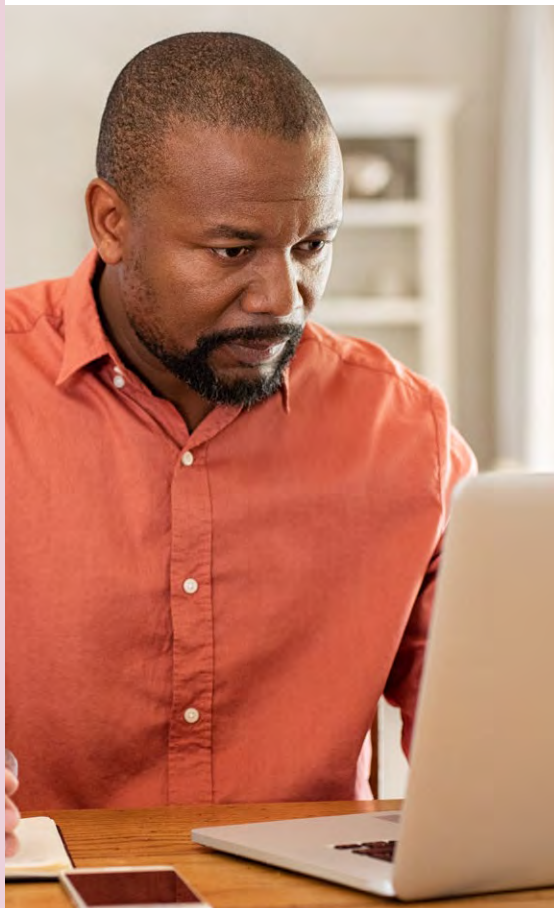
CASE STUDIES

CTT CORREIOS DE PORTUGAL

Creating a trainee onboarding programme
CTT has developed an onboarding process for their new starts. It introduces them to the company's values and culture and gives direct interaction with senior leaders. This approach has been found to foster a strong sense of belonging and support for the trainees. Continuous support is provided by dedicated tutors, mentors and buddies from previous cycles of the programme.

PwC

Early Years Wellbeing Curriculum
PwC introduced the Early Years Wellbeing Curriculum in 2020. This is a four-year curriculum for all new joiners. The curriculum allows staff to focus firstly on their own wellbeing through sessions based on personal resilience, with most activities accessed through their online learning platform. Their 'Wellbeing in the Workplace' training, created in partnership with The Samaritans, is one example of the online learning provided. As employees move towards management and leadership roles, the curriculum focuses on helping people to consider how they can set the right tone for those around them and reflect on how they can actively contribute to the wellbeing of others.

GUIDE

MindForward Alliance
Time to Act: Mental Health in Early Careers
This report brings together the voices and insights, via a survey and focus groups with young professionals in the first four years of their career. It also has business-led recommendations and examples of good practice.

RESEARCH

Academic research has found paid parental leave benefits the wellbeing across the transition to parenthood for both fathers and mothers[19].

DESIRED OUTCOMES　》　**Inclusive and fair policies**　》　**Good quality work**　》　**Positive working relationships**

Committed ★★★

Implement and support flexible and agile working policies, including hybrid working arrangements where possible.

Review role demands (e.g. workloads and hours) regularly.

Audit policies and processes to be inclusive of employee mental wellbeing.

Foster positive working relationships, provide opportunities for social connection and promote an inclusive culture.

Establish fair and transparent pay policies and adhere to local minimum wage requirements.

Achieving ★★★★

Establish robust processes to deal with relationship conflicts and unacceptable behaviour (e.g. discrimination, bullying and harassment).

Implement supportive absence management and return-to-work processes that include flexible return-to-work schedules/adjustments that are inclusive of mental wellbeing.

Collect and act on employee feedback regularly regarding psychosocial risks, including stress levels, bullying, poor job design and working conditions.

Create company-wide recognition schemes for managers, teams and peers.

Communicate organisational purpose with line managers and reports.

Train managers in effective leadership, communication and conflict resolution to foster a positive work environment.

Excelling ★★★★★

Design the built environment to foster a positive psychological experience of work and consider the diverse needs of different employee groups.

Facilitate collaborative work design and/or job crafting between managers and employees to develop solutions for specific issues and/or to harness employee strengths.

Offer parental/family leave above the legal allowance.

Provide additional support for childcare and/or dependent care.

PODCAST

Working on Wellbeing Podcast series
Sarah Cunningham speaks to Prof Amy Edmondson, Novartis Professor of Leadership and Management at the Harvard Business School, about the key elements required for creating a psychologically safe environment. They explore some of the biggest threats to true psychological safety, taking a closer look at what responsible leadership truly looks like.

TOOLKIT

Managing Psychosocial risk in the workplace
A series of resources from the Corporate Mental Health Alliance Australia. The resources cover why assessing psychosocial risks is important, planning the assessment, the tools that are available, and how to implement change.

DESIRED OUTCOMES ⟫ **Inclusive and fair policies** ⟫ **Good quality work** ⟫ **Positive working relationships**

RESEARCH

- The leading studies showing that hybrid and remote working benefit wellbeing and performance. These studies were conducted in large organisations in China and India[20/21].

- Recognition schemes can effectively improve morale and belonging. Recognition can be individual or team based and public or private. The ideal approach will need to fit your organisation to avoid unhealthy or unwanted competition[22].

- Peer support and buddy systems are effective for supporting wellbeing across multiple contexts[23/24].

- Leaders can significantly enhance employee motivation by framing how their work contributes to a meaningful larger goal or aligns with organisational objectives[25].

- Work redesign practices, where employees and managers develop improvements to working processes together, have been shown to improve mental health and performance. Studies show benefits across multiple industry contexts and geographic locations such as Poland, Japan, Denmark and the UK[26].

CASE STUDIES

FIDELIDADE

Taking a data-driven, multi-level approach to psychosocial risk

Fidelidade used survey data to build a holistic picture of psychosocial risk. The organisation developed action plans in response at the individual, manager and team levels to advance psychosocial wellbeing, in the way that the company would manage any workplace health and safety issue.

COMMONWEALTH BANK OF AUSTRALIA

Managing psychosocial risk in the workplace

This case study explores the establishment and implementation of a psychosocial risk framework and risk assessment process within Commonwealth Bank Australia (CBA).

BUNNINGS

Managing psychosocial risk in the workplace

This case study from Corporate Mental Health Alliance Australia member Bunnings explores how the firm undertook an organisation-wide risk assessment to help better understand the psychosocial hazards and protective factors impacting employees.

Strategic Pillar: Support

Provide and signpost to accessible resources and services so that people can access help when needed.

SUPPORT: THE STANDARDS

8

Opening the dialogue

- Develop mental wellbeing literacy and confidence across all levels of the organisation.

- Encourage open conversations about mental wellbeing, how work is impacting it and the support available.

- Provide safe spaces and confidential ways to open the dialogue, such as through confidential counselling, mental health champions/advocates, or through employee networks.

- In a global setting, reflect the different levels of stigma across locations in the approach to mental wellbeing.

9

Proactive health promotion

- Take a prevention first approach to mental wellbeing.

- Encourage, educate and enable the practice of self-care through healthy behaviours which can help people to mitigate stressors and maintain positive mental health.

- Provide access to resources, activities, and programmes that enhance overall mental wellbeing and ensure that the physical and social environment supports health.

10

Accessible support

- Provide access to mental wellbeing support and other healthcare benefits, e.g. Employee Assistance Programme (EAP) or similar.

- Ensure the services are representative and meet the needs of diverse groups.

- For global organisations, consider a universal minimum standard for support provision.

DESIRED OUTCOMES

Open and safe communication channels

Advocacy for resources and support services

Committed ★★★

Participate in global and local awareness campaigns to tackle stigma.

Achieving ★★★★

Provide resilience training and resources.

Have Mental Health First Aid/ Wellbeing champions/ Advocates in place.

Create and promote employee networks or support groups, where individuals can share their experiences and seek advice in a confidential setting.

Provide training and resources to give people the confidence to have conversations about mental wellbeing.

Excelling ★★★★★

Implement peer communities/ employee networks/ employee representative groups to offer support for people to discuss mental wellbeing experiences in a safe and confidential space.

Tailor mental wellbeing initiatives to respect and address the specific cultural or jurisdictional barriers relating to stigma or openness about mental wellbeing.

CAMPAIGNS

This is Me
This is Me focuses on sharing personal stories and lived experiences of disability and mental health to challenge the stigma and normalise conversations about these topics in the workplace. It is an established mental health campaign that has been run in businesses.

Green Ribbon Campaign
The Green Ribbon campaign aims to spread awareness about all mental health difficulties to help end mental health stigma and discrimination.

EVENTS

Addressing mental health stigma globally across the business
A panel event featuring BP, Clifford Chance, HSBC and Basic Needs Basic Rights Kenya.

Eliminating Mental Health Stigma
A webinar with WPP and Clifford Chance exploring how organisations can reduce mental health stigma through targeted campaigns.

GUIDE

Empowering employees to share their mental health experiences
This guide takes you through the essentials of sharing lived experiences. The guide covers how to use language effectively when shaping the narrative of mental health; provides guidance around how to tell an impactful story of lived experience; suggests ways to support your storyteller; an outline of who to involve in the process, and explores different approaches to storytelling through informative case studies. A short supporting video can be watched **here**.

19

SUPPORT: STANDARD 9. HEALTH PROMOTION

DESIRED OUTCOMES

Practice of resilience and self-care

Promotion of healthy behaviours

Committed ★★★

Put health promotion activities and education programmes in place.

Direct employees to external support services and resources.

Provide mental wellbeing related information and resources and ensure they are accessible e.g. available in different formats, languages and locations.

Achieving ★★★★

Encourage leaders and people managers to role model positive mental wellbeing behaviours.

Provide evidence-based wellbeing and health promotion apps and digital platforms.

Ensure the physical working environment and facilities (e.g. catering facilitates, green spaces and natural light) support and promote healthy habits and behaviours.

Excelling ★★★★★

Consult employee representative groups on health promotion to ensure it is appropriate to the needs and challenges of the local workforce. Make changes in response to feedback.

WEBINAR

Empowering your people to prioritise mental health
A webinar featuring insights from Visa and Deloitte on practical activities business can take to support their people to manage their mental health. Speakers discuss how to adopt an inclusive approach to reach employees across different demographics, cultures and locations and how to support team leaders to be a catalyst to spread positive change across the organisation.

REPORT

New Economics Foundation Five Ways to Wellbeing
A report by the New Economics Foundation with a summary of five areas around which organisations could focus wellbeing interventions to support good mental health. The themes explored are social relationships, physical activity, awareness, learning and giving.

DESIRED OUTCOMES

Accessible, culturally appropriate
and representative support

Committed ★★★

Provide access to confidential conunselling on a self-refferal basis, e.g. Employee Assistance Programme (EAP).

Signpost to available internal and external support. Tailor support to local audiences and to key life or career transitions.

Support resources are integrated into, and clearly signposted to, within induction and onboarding processes and during key life/career transitions.

Achieving ★★★★

Consult with diverse groups e.g. employee networks to ensure mental wellbeing interventions and the internal support available are representative and meet the needs of different groups.

Provide multiple access points for support services e.g. external healthcare provider and on-site support.

Ensure support is accessible out of office hours.

Excelling ★★★★★

Provide healthcare to employees either through direct service provision or via health insurance.

Make mental wellbeing support services accessible for employees' families.

Make mental wellbeing support services accessible for employees recently retired or made redundant.

Provide support for specific life experiences/challenges such as menopause, fertility, domestic abuse, neurodivergence and financial wellbeing.

RESEARCH

Reviews of all academic literature on Employee Assistance Programmes (EAPs) indicate that results can be mixed. One review paper found using EAPs enhances employee outcomes, especially improving presenteeism and functioning. The impact on absenteeism is inconclusive. An important consideration is whether employees perceive resources like EAPs are for their benefit or only for organisational performance. Research also shows it's important external resources meet the needs of employees through consultation[27/28].

GUIDES

Setting up global networks of mental health champions

This How-To Guide from MindForward Alliance and BNY guides multinational organisations looking to establish global networks of Mental Health Champions (or equivalent).

Selecting and promoting global EAPs

This How-To Guide from MindForward Alliance supports organisations to develop global standards and considerations for EAPs so that employees receive the same standard of support wherever they are based.

CASE STUDIES

PUGET SOUND ENERGY (PSE)

Empowering staff to seek the right support for them

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

STANDARD CHARTERED SINGAPORE

Family and menopause policies

Standard Chartered Singapore developed a suite of policies to create a culture that prioritises the wellbeing of the individual, including inclusive parental leave, medical coverage for menopause related treatments, formalised flexible working with an 80% participation rate and building neurodivergent principles into the office design.

How to develop a workplace mental wellbeing strategy

A workplace mental wellbeing strategy is important for anchoring all of your different interventions and keeping them focused on a common goal. This can be challenging for businesses that operate across different countries or have multiple business divisions. There are different approaches an organisation can take. The strategy can bed led by a central team, local teams or can be a combination of the two. For global businesses, a strategy should allow for differences across countries/regions. Some of these regional differences are likely to include:

- Different levels of mental wellbeing literacy, awareness and stigma.
- Cultural and/or legal considerations.
- Variation in public mental wellbeing care provision.
- Variation in the availability and quality of local workplace mental wellbeing support and services (e.g. training providers).

CASE STUDY

BUPA

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


We have identified three different models to approaches that we have seen successfully adopted by organisations:

WHEEL

A fully standardised universal approach, with the strategy and interventions developed and implemented centrally with minimal variation for different markets/divisions of a business.

This approach ensures consistency across an organisation and may be more efficient in terms of cost and internal resources. However, it requires significant engagement, research and consultation with local teams to ensure successful implementation and utilisation.
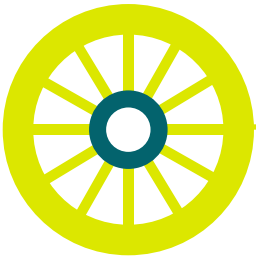
HUB

A semi-centralised approach with strategy development and coordination managed centrally, and implementation devolved to local teams.

This approach may not have the scaled efficiencies of the 'Wheel' approach but will be more responsive to local needs.

For example, an organisation taking this approach may look to develop a set of minimum standards or principles to be adhered to in relation to a centrally set strategic intervention (e.g. EAP provision or training) but allow local teams to select providers. This approach will help to achieve some level of consistency across a whole organisation, but enable devolved decision making to determine programmes and providers that best meet the needs of the local environment.
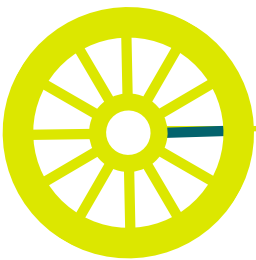
SPOKE

A decentralised approach, with strategies and approaches driven by local need and implementation managed locally.

As this approach does not require coordination with other markets/business divisions or alignment with a centrally set strategy, this will provide more agility and enable accelerated implementation. This may be used in markets where workplace mental wellbeing is more advanced, or conversely in markets with lower levels of maturity. This approach could also be taken to pilot interventions before rolling out across an entire organisation.

REF

Impact and measurement

Measurement of your work wellbeing approach is crucial for assessing impact and guiding future priorities. What you measure will depend on the data you currently collect. Some locations may have limitations or lack data altogether. If wellbeing data is available, it's essential to align it with clear goals and desired outcomes.
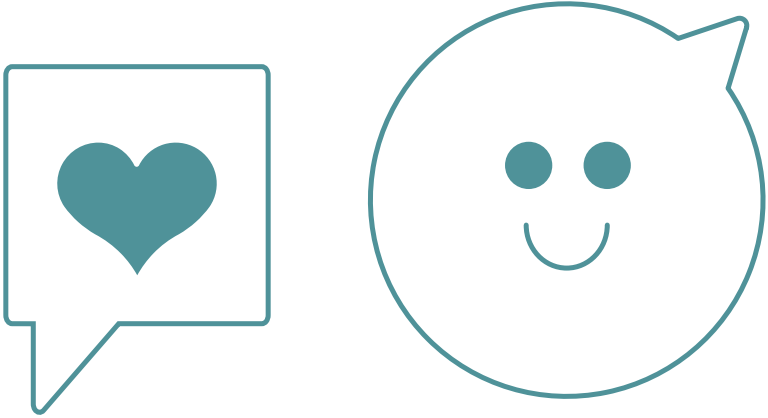
Developed by the World Wellbeing Movement's academic partner, the Wellbeing Research Centre at the University of Oxford, these evidence-based questions capture complementary aspects of employee wellbeing—evaluative wellbeing, positive and negative emotions and eudaimonic wellbeing. This approach aligns with the world's largest study on employee wellbeing, run by Indeed with the University of Oxford, and is incorporated into S&P Global's Corporate Sustainability Assessment. Importantly, these questions mirror those used by the OECD and the UK's Office for National Statistics, and other statistical agencies to measure wellbeing in the general population.

Once employers have a baseline measurement of **how** employees are feeling, the next step is to explore the driving forces behind **why** employees feel the way they do about their work. We again recommend the World Wellbeing Movement's guidance[4] to measure the drivers of employee wellbeing such as manager support, flexibility, compensation, trust, belonging, and appreciation, among others [see **here** for a full list of wellbeing drivers and **here** for guidance on questions to measure the wellbeing drivers].

By assessing the key drivers of employee wellbeing in your organisation, you can identify the areas that need the most attention. You can then analyse your data to pinpoint the poorest performing drivers of wellbeing at your company. Then, focus your employee wellbeing initiatives on these specific areas as a starting point, bearing in mind the need for holistic strategies that encompass a mix of organisational, group, and individual-level interventions, as outlined in the three Pillars of this guide.

Work wellbeing surveys are vital for assessing employee wellbeing and identifying key drivers, which vary across industries, geographies, and organisations. They should serve as the starting point for developing holistic yet evidence-informed workplace mental wellbeing strategies. But there are many other measures that can and should be considered as outlined in the following pages.

Measuring employee mental wellbeing

A foundational challenge exists: it's difficult to set employee wellbeing goals without first establishing a baseline for your workforce's current wellbeing. That's why, if you can influence your organisation's internal employee wellbeing survey, we recommend following the World Wellbeing Movement's guidance to measure four key dimensions of employee wellbeing[29]: job satisfaction, happiness at work, stress at work, and sense of purpose:

For each of these questions please give an answer on a scale from 0 to 10, where 0 is "not at all" and 10 is "completely.

Overall, how satisfied are you with your job?

Overall, how purposeful and meaningful do you find your work?

How happy did you feel while at work during the past week?

How stressed did you feel while at work during the past week?

As a guide, please see a table of suggested data measurements below:

AREA TO MEASURE	Establish a baseline of how employees feel and analyse why they feel that way using employee surveys and supporting qualitative research.	CULTURE Create a culture of wellbeing and psychological safety.	ENVIRONMENT Develop a mentally healthy working environment.	SUPPORT Provide and signpost to accessible resources and services.
EXAMPLE MEASUREMENTS	▪ Employee wellbeing surveys. For example the four questions detailed on page 23 measure the four key dimensions of employee wellbeing. ▪ Gather qualitative insights behind your quantitative data by collecting qualitative survey responses and conducting employee listening exercises e.g. focus groups.	▪ Disclosure rates. ▪ Mental health case studies. ▪ Engagement survey feedback. ▪ Wellbeing survey feedback. ▪ Feedback/performance review data. ▪ Grievances. ▪ Exits/reasons for leaving. ▪ Recruitment/candidate review forums (e.g. Glassdoor). ▪ Views/reads/downloads of mental wellbeing resources. ▪ Feedback on managers. ▪ Number of people willing to share their mental wellbeing stories. ▪ Engagement in mental wellbeing training.	▪ Absence monitoring (short and long term). ▪ Retention data for those with diagnosed mental health conditions. ▪ Stress and psychosocial risk assessments (e.g. the **HSE Management standards Indicator Tool**). ▪ Work utilisation/hours worked. ▪ Benchmarking (external). ▪ Number of people reporting productivity loss. ▪ Employees reporting working while on annual leave. ▪ Postponing continuing professional development due to workload. ▪ Number of employees citing work-life balance as a reason for leaving during exit interviews. ▪ Recruitment/candidate review forums (e.g. Glassdoor). ▪ Declines of job offers and associated reasons. ▪ Mental ill-health disclosure rates of candidates. ▪ Feedback from new joiners on induction process. ▪ Feedback from exit interviews.	▪ Utilisation of mental wellbeing interventions. ▪ Participation in mental wellbeing activities and events. ▪ Mental wellbeing resource usage on Website/ intranet/apps. ▪ Service provider data (e.g. Medical insurance claims, EAP, utilisation of apps). ▪ Uptake of flexible working practices. ▪ Participation in mental wellbeing training. ▪ Long-term positive impact of mental wellbeing training. ▪ Mental health champion data (e.g. numbers trained and usage).

Evaluating your workplace mental wellbeing strategy

The MindForward Alliance Thriving at Work Assessment helps you to measure, evaluate, and improve your mental wellbeing strategy. The assessment tracks your progress against evidence-based standards in the Framework, offering a data-driven gap analysis, benchmarking data, country/region comparisons, and year-on-year progress tracking. It also highlights best practices from other organisations and reveals levels of stigma across different countries/regions where your business operates.

The assessment consists of two components:

1. Global Workplace mental wellbeing assessment
Evaluate and benchmark your organisation's approach to creating a mentally healthy workplace for your employees.

2. Minimum standards assessment
Gain insights into local stigma levels and assess the implementation of your mental wellbeing strategies across different countries/regions.

By taking part you will receive a personalised, confidential report, one-on-one advisory support, future recommendations, and a digital badge to showcase your company's commitment to mental wellbeing to both internal and external stakeholders.

25

Glossary

Autonomy: Autonomy at work is the degree to which a job provides substantial freedom, independence and discretion to individuals in how, where and when a task or job role is completed.

Awareness: The recognition of how mental wellbeing is a crucial part of our overall health and performance.

Confidential counselling support: Talking therapy for individuals to talk to a licensed/qualified therapist about their mental wellbeing concerns.

Discrimination: Unjust or prejudicial treatment of different categories of people.

Diversity and inclusion: Organisational effort in which people with different backgrounds are accepted and included.

Employee Assistance Programme (EAP): Work-based programme that offers confidential assessments, support and/or resources including confidential counselling, referrals or other support services.

Healthcare benefits: Non-cash provision of services for supporting the health of an individual, often included in rewards and benefits packages and paid for by employers.

Health promotion: The process of enabling people to increase control over, and to improve, their health. Typically encourages specific healthy lifestyles, providing a supportive social and physical environment, or communicating health-related information.

Flexible working arrangements: Includes agile and hybrid working, where employees work varied hours and in different locations.

Harassment: Unwanted physical/verbal/suggested behaviour.

Job crafting and work redesign: Job crafting and work redesign are two related practices for improving jobs. Both entail deliberate changes to how a job is completed. Job crafting is led autonomously by employees themselves. Work redesign is led by managers with or without the employees themselves. Both are crucial interventions for improving wellbeing.

Mental illness: A collection of specific conditions that impact a person's thoughts, behaviour and feelings (e.g. major depressive disorder, anxiety disorders).

Mental health: A general state of psychological wellness and good functioning.

Mental health first aiders/champions/advocates: A trained point of contact within an organisation for listening and signposting to resources relevant to mental wellbeing.

Mental health resources: Information on mental health via various formats, e.g. factsheets, blogs, videos, podcasts and apps.

Mental health support/support services: Includes employee benefits e.g. EAP, counselling, psychological and psychiatric services.

Mental wellbeing: An umbrella term for the psychological dimensions of someone's wellbeing, including both mental health and mental illness.

Psychological safety: Psychological safety is the belief within a team or organisation that employees feel safe to speak up, share ideas freely, express concerns openly, or admit mistakes without fear of retribution or negative consequences.

Psychosocial hazards: Psychosocial hazards are work-related factors that can harm mental health and emotional wellbeing. These include high job demands, lack of autonomy, poor support, unclear roles, inadequate recognition, poor management, exposure to traumatic events, isolation, unsafe environments, and negative workplace interactions like violence, bullying, or harassment.

Psychosocial risks: Work stressors that can negatively impact mental health e.g. workload and management behaviour.

Stigma: Societal disapproval/shame on people who have a mental illness or seek help for emotional distress.

Wellbeing: How good someone's life is for them. Most often captured subjectively as how they feel about their life.
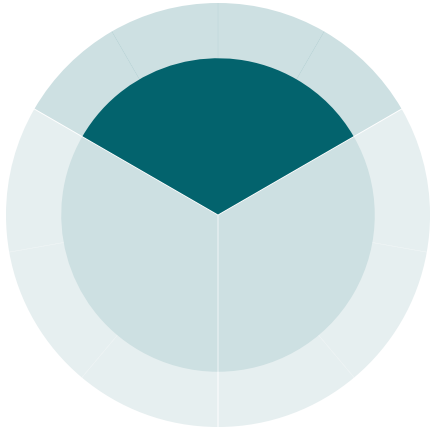
Work/job design: The physical, cognitive and organisational characteristics and conditions of a job. All work/jobs have a design whether deliberate or not.

Workplace civility: Courteous and polite behaviour and communication between colleagues of all levels.

Resources

CULTURE: CREATE A CULTURE OF WELLBEING AND PSYCHOLOGICAL SAFETY

Standard 1: Communication and engagement

- **Creating a Positive Workplace Mental Health Culture (global):** a webinar featuring insights from Deloitte and HSBC.

- **Developing Mental Health Awareness in the Workplace (EMEA):** a guide featuring tried and tested workplace mental health awareness campaigns.

- **Developing an annual mental health campaign (global):** a case study from EDP on its month-long 'Mind your Mind' campaign for World Mental Health Day.

- **Jardine Matheson: Heart2Heart Programme (APAC):** a case study from the CMHA HK on Jardine Matheson's group-wide mental health advocacy programme.

- **#LetsTalk open forum (APAC):** a case study by the City Mental Health Alliance Hong Kong (CMHA HK) on how JLL Hong Kong encourages open dialogue on mental health.

- **Mental health storytelling campaigns and strategy for organisations in Asia (APAC):** factsheet by the CMHA HK, including a case study from Linklaters.

- **The value of effective employee involvement (global):** a case study from International SOS on involving employees in planning their workplace mental health initiatives.

Standard 2: Senior leadership

- **Engaging senior leaders globally on workplace mental health (global):** a case study with BNY on how the organisation engages senior leaders as executive sponsors for the mental health agenda.

- **Executive Leader Masterclass (global):** a training course delivered by business leaders to support leadership teams develop skills in supporting employee mental wellbeing.

- **Hitting the Limit – understanding the nexus between Mental Health and People Performance (APAC):** a CEO report detailing research from the Corporate Mental Health Alliance Australia.

- **Organisational leadership (global):** a case study on BNY's approach to senior leadership engagement in the firm's mental health and diverse abilities resource group.

Standard 3: Transparency and accountability

- **Global Thriving at Work Benchmark (global):** an assessment provided by MindForward Alliance to support businesses to measure, evaluate and improve their global workplace mental health strategy.

- **MindForward Alliance Leadership Pledge (global):** a pledge that businesses can sign to demonstrate their commitment to employee mental wellbeing.

- **Using data effectively in a workplace mental health strategy (global):** a case study from Bupa on its approach to using data to understand the employee experience.

Standard 4: Ecosystem

- **ESG and mental wellbeing (global):** a proposition paper from MindForward Alliance on how mental wellbeing fits into an organisation's Environment, Social and Corporate Governance (ESG) strategy.

- **Providing training for social impact (EMEA):** a case study from Grupo Ageas Portugal on how they created Escola de Impacto (Impact School) to support individuals in vulnerable situations.

Resources

ENVIRONMENT: DEVELOP A MENTALLY HEALTHY WORKING ENVIRONMENT
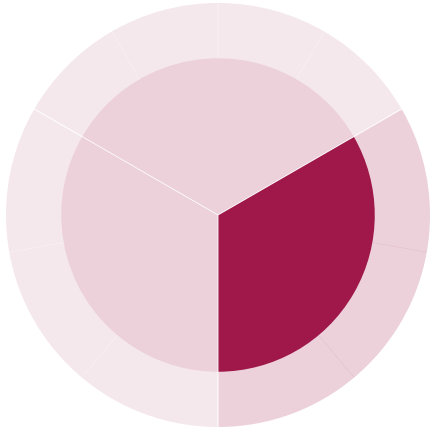
Standard 5: People management

- **Building a psychologically safe workplace (APAC):** top tips for managers from the City Mental Health Alliance Hong Kong.

- **Delivering mental health training to managers in a diverse global environment (Newmont, Global):** a case study from Newmont on developing training for people leaders through a digital platform.

- **MindForward Alliance training:** a range of workplace mental wellbeing training courses including 'building mentally healthy teams'.

Standard 6: Employee lifecycle

- **Australia Thriving from the Start Network (APAC):** a mental health community in the Australia for people in their early career or who are still in education and applying for jobs.

- **Creating a trainee onboarding programme (EMEA):** a case study from CTT Correios de Portugal on the organisation's onboarding process for their new employees.

- **Impact of children's mental health on working parents (EMEA):** research and a guide from MindForward Alliance UK in partnership with Morgan Stanley and PwC on how businesses can support parents.

- **Looking after your financial wellbeing (APAC):** a webinar for people early in their careers from the Corporate Mental Health Alliance Australia.

- **Navigating the ageing care journey: support for employees (APAC):** a factsheet from the Corporate Mental Health Alliance Australia on how businesses can support employees who are navigating ageing care for parents.

- **Thriving in the face of uncertainty (APAC):** a webinar from Corporate Mental Health Alliance Australia for people early in their career on how to make changes in your career, cope with unexpected changes and thrive in the face of new demands.

- **Time to Act: Mental Health in Early Careers (EMEA):** research and a toolkit created by MindForward Alliance in partnership with Bupa on how businesses can support people at the start of their career to thrive.

- **UK Thriving from the Start Network (EMEA):** a mental health community in the UK for people in their early career or who are still in education and applying for jobs.

- **Unhealthy perfectionism:** a training course on skills to identify the difference between a healthy striving for excellence and unhealthy perfectionism.

Standard 7: Working conditions

- **Managing psychosocial risk in the workplace (APAC):** a case study from Bunnings on how the firm undertook an organisation-wide risk assessment to help better understand the psychosocial hazards impacting employees.

- **Managing psychosocial risk in the workplace (APAC):** a case study from Commonwealth Bank Australia on the implementation of a psychosocial risk framework and risk assessment process.

- **Measuring psychosocial risks in the workplace (EMEA):** a case study from Fidelidade on how they address psychosocial risks in the workplace.

- **Managing Psychosocial Risk in the Workplace Modules (APAC):** a toolkit from the Corporate Mental Health Alliance Australia covering why assessing psychosocial risks is important, how to plan the assessment and how to implement change.

- **Mental Health at Work (global):** a policy brief by the World Health Organization (WHO) and International Labour Organization including a table of examples of psychosocial risks at work.

- **Spotlight on burnout (global):** a factsheet on burnout and what businesses need to know.

- **Sustainable success: strategies for avoiding burnout (APAC):** a webinar from the Corporate Mental Health Alliance Australia for people early in their careers.

- **What are the drivers of employee wellbeing? (Global):** an insight paper from the World Wellbeing movement on the science behind what makes employees happy at work.

- **What if your job was good for you?** A report from Business in the Community (BITC) identifying action employers can take to transform wellbeing at work.

- **World Wellbeing Movement Wellbeing Playbook (global):** a large-scale systematic literature review of interventions to improve employee wellbeing.

- **Working on Wellbeing podcast (global):** conversations with the world's leading wellbeing experts.
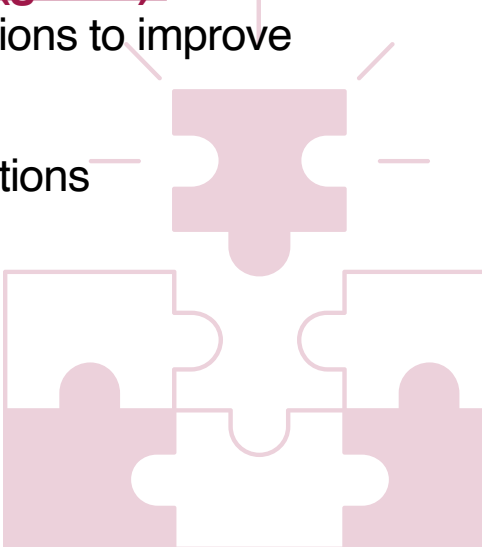
Resources

SUPPORT: PROVIDE AND SIGNPOST TO ACCESSIBLE RESOURCES AND SERVICES

Standard 8: Opening the dialogue

- **Addressing mental health stigma globally across the business (global):** a panel event featuring BP, Clifford Chance, HSBC, and Basic Needs Basic Rights Kenya.

- **Empowering employees to share their mental health experiences (global):** a guide to take you through the essentials of supporting employees to share their lived experience

- **Eliminating Mental Health Stigma (global):** a webinar with WPP and Clifford Chance.

- **This is Me campaign from the Lord Mayor's Appeal (EMEA):** an established mental health campaign run by businesses and incorporating the Green Ribbon awareness campaign. This campaign has been adopted by businesses globally.

- **Workplace mental health:** a course to support employees understand the essentials of workplace mental health and what they can do to support their own and their colleagues' wellbeing.

Standard 9: Proactive health promotion

- **Empowering your people to prioritise mental health (global):** a webinar featuring insights from Visa and Deloitte.

- **Five Ways to Wellbeing (global):** a report by the New Economics Foundation with a summary of five areas around which organisations could focus wellbeing interventions to support good mental health.

- **Supporting men's mental health in the workplace (APAC):** a factsheet for businesses from the Corporate Mental Health Alliance Australia.

- **Supporting women's mental health in the workplace (APAC):** a factsheet for businesses from the Corporate Mental Health Alliance Australia.

Standard 10: Accessible support

- **Addressing financial stigma (APAC):** a factsheet from the Corporate Mental Health Alliance Australia exploring what is financial stigma and how businesses can reduce it to improve financial wellbeing.

- **Empowering staff to seek the right support (global):** a case study from Puget Sound Energy on how they support employees to understand which mental health resources are most relevant to them.

- **Communicating and signposting to mental health tools and support (global):** this webinar includes insights from Sodexo and BP.

- **Employee Assistance Programs (EAPs) demystified (APAC):** a three-minute clip from the Corporate Mental Health Alliance Australia's Early in career Committee.

- **Find a helpline (global):** a global library of support services.

- **Mental health and race at work (EMEA):** a research report and toolkit on how businesses can build mentally healthy, diverse and inclusive workplaces.

- **Promoting Equity, Diversity and Inclusion (APAC):** a case study from Standard Chartered Singapore on their policies which prioritises the health, family and wellbeing of all employees.

- **Selecting and Promoting Global EAPs (global):** a How-To Guide from MindForward Alliance to support organisations develop global standards and considerations for EAPs.

- **Setting up global networks of Mental Health Champions (global):** a How-To Guide from MindForward Alliance and BNY on how to establish global networks of Mental Health Champions (or equivalent).

- **WHO Guidelines on Mental Health at Work (global):** evidence-based recommendations to promote mental health, prevent mental health conditions and enable people living with mental health conditions to participate and thrive in work.

- **Workplace mental health champions:** a training course to develop a network of Champions to support the mental wellbeing of colleagues.

References

1. McGrath et al. (2023). Age of onset and cumulative risk of mental disorders: a cross-national analysis of population surveys from 29 countries." The Lancet Psychiatry 10.9 (2023): 668-681. **https://doi.org/10.1016/S2215-0366(23)00193-1**

2. The Global Business Collaboration for Better Workplace Mental Health (2024). Mental health in the workplace: a global picture. **https://mindforwardalliance.com/Resources/Global-Research-Study-Report**

3. Cunningham, S., Fleming, W., Regier, C., Kaats, M., & De Neve, J. (2024). Work Wellbeing Playbook: A Systematic Review of Evidence-Based Interventions to Improve Employee Wellbeing. World Wellbeing Movement **https://worldwellbeingmovement.org/wp-content/uploads/2024/05/Work-Wellbeing-Playbook_May-2024.pdf**

4. Fleming, W. J. (2024). Employee well-being outcomes from individual-level mental health interventions: Cross-sectional evidence from the United Kingdom. Industrial Relations Journal. **https://doi.org/10.1111/irj.12418**

5. Brassey et al., (2022). Addressing employee burnout: Are you solving the right problem? McKinsey Health Institute. **https://www.mckinsey.com/mhi/our-insights/addressing-employee-burnout-are-you-solving-the-right-problem**

6. CIPD (2022). Health and wellbeing at work. CIPD. **https://www.cipd.org/uk/knowledge/reports/health-well-being-work**

7. Gallup (2022). State of the Global Workplace 2022 Report. Gallup. **https://www.gallup.com/workplace/349484/state-of-the-global-workplace-2022-report.aspx%22%20/l%20%22ite-393248**

8. Bellet, C.S., De Neve, J-E., & Ward, G. (2023). Does employee happiness have an impact on productivity? Management Science. **https://doi.org/10.1287/mnsc.2023.4766**

9. Ward, G. (2022). Workplace Happiness and Job Search Behavior: Evidence From A Field Experiment. MIT Sloan School of Management Working Paper 6607-22. **doi.org/10.5287/ora-bpkbjayvk**

10. Deloitte (2024). Mental health and employers: the case for employers to invest in supporting working parents and a mentally healthy workplace. **https://www.deloitte.com/uk/en/services/consulting/research/mental-health-and-employers-the-case-for-employers-to-invest-in-supporting-working-parents-and-a-mentally-health-workplace.html**

11. Ward, G. (2023). Workplace Happiness and Employee Recruitment. In Academy of Management Proceedings **https://doi.org/10.5465/AMPROC.2023.132bp**

12. De Neve, J-E., Kaats, M., Ward, G. (2023). Workplace Wellbeing and Firm Performance. University of Oxford Wellbeing Research Centre Working Paper 2304. **http://doi.org/10.5287/ora-bpkbjayvk**

13. Dimoff & Kelloway (2019) With a little help from my boss: The impact of workplace mental health training on leader behaviors and employee resource utilization. Journal of Occupational Health Psychology. **https://doi.org/10.1037/ocp0000126**

14. Daniels, K et al. (2021). Implementing practices focused on workplace health and psychological wellbeing: A systematic review. Social Science & Medicine. **https://doi.org/10.1016/j.socscimed.2021.113888**

15. Rodell. J.B. (2013). Finding Meaning through Volunteering: Why Do Employees Volunteer and What Does It Mean for Their Jobs? **https://doi.org/10.5465/amj.2012.0611**

16. Portocarrero, F. F., & Burbano, V. C. (2023). The Effects of a Short-Term Corporate Social Impact Activity on Employee Turnover: Field Experimental Evidence. Management Science. **https://doi.org/10.1287/mnsc.2022.01517**

17. Milligan-Saville et al. (2017) Workplace mental health training for managers and its effect on sick leave in employees: a cluster randomised controlled trial. The Lancet: Psychiatry **https://doi.org/10.1016/S2215-0366(17)30372-3**

18. Lewis et al (2016) A Randomized Controlled Trial of Mentoring Interventions for Underrepresented Minorities. Academic Medicine. **https://doi.org/10.1097/acm.0000000000001056**

19. Cardenas et al (2021) Associations between Paid Paternity Leave and Parental Mental Health Across the Transition to Parenthood. Journal of Child and Family Studies. **https://doi.org/10.1007/s10826-021-02139-3**

20. Choudhury et al. (2024) Is Hybrid the Best of Both Worlds? Evidence from a Field Experiment. The Review of Economics and Statistics. **https://doi.org/10.1162/rest_a_01428**

21. Bloom et al. (2015) Does Working From Home Work? Evidence from a Chinese Experiment. The Quarterly Journal of Economics. **https://doi.org/10.1093/qje/qju032**

22. Markham, SE et al. (2002). Recognizing Good Attendance: A Longitudinal, Quasi-Experimental Field Study. Personnel Psychology **https://doi.org/10.1111/j.1744-6570.2002.tb00124.x**

23. Srivastava, S (2015) Network Intervention: Assessing the Effects of Formal Mentoring on Workplace Networks. Social Forces. **https://doi.org/10.1093/sf/sov041**

24. Yam et al (2018) A pilot training program for people in recovery of mental illness as vocational peer support workers in Hong Kong - Job Buddies Training Program. Asian Journal of Psychiatry. **DOI:10.1016/j.ajp.2016.10.002**

25. Carton, A. M. (2018). I'm Not Mopping the Floors, I'm Putting a Man on the Moon. Administrative Science Quarterly, **https://doi.org/10.1177/0001839217713748**

26. Daniels et al. (2017) Job design, employment practices and well-being: a systematic review of intervention studies. Ergonomics. **https://doi.org/10.1080/00140139.2017.1303085**

27. Joseph et al. (2017) Evaluating the effectiveness of employee assistance programmes: a systematic review. European Journal of Work and Organizational Psychology. **https://doi.org/10.1080/1359432X.2017.1374245**

28. Long & Cooke (2023) Advancing the field of employee assistance programs research and practice: A systematic review of quantitative studies and future research agenda. Human Resource Management Review. **https://doi.org/10.1016/j.hrmr.2022.100941**

29. De Neve, J-E., Ward, G. (2023). Measuring Workplace Wellbeing. University of Oxford Wellbeing Research Centre Working Paper 2303. **https://doi.org/10.5287/ora-exxjkdzym**

Appendices

Mind*Forward* Alliance

About MindForward Alliance

MindForward Alliance is a business-led collaboration which, for over the past decade, has brought together leading businesses and mental wellbeing experts across the globe to champion change in transforming workplace mental health.

We are a global not for profit organisation with a network across EMEA, APAC and NA. We partner with businesses through our membership programmes to activate leaders and support wellbeing practitioners in creating mentally healthy workplace cultures.

Our MindForward Alliance Thriving at Work Framework sets the standard in workplace mental wellbeing to help shape business strategies and evaluate progress, with advice and support to further evolve your mental wellbeing strategy and impact. Our relentless focus on what works, leverages best practice internationally in our research, guides, training and consultancy and leadership roundtables, to address the most pressing mental wellbeing issues of our times. At our heart, we are a unique global leadership community of changemakers committed to transforming workplace mental wellbeing.

World Wellbeing Movement

About the World Wellbeing Movement

The World Wellbeing Movement is a social impact organisation and registered charity working at the intersection between academic experts and decision-makers in both business and policy to translate evidence-informed wellbeing insights into real-world impact.

Our mission is to improve the quality of life of people across the world by putting wellbeing at the heart of decision-making both in business, and in public policy.

Our approach to achieving this pivotal mission is strongly evidence-based. That's why our academic partnership with the Wellbeing Research Centre at the University of Oxford is so key. This means all the work we do is backed by high-end academic research, ensuring it is robust enough to drive positive impact in the real-world.

We have also assembled a growing coalition of global leaders from business, civil society, and academia to support us in achieving our mission. Our Movement, supported by leading global corporations and foundations, truly is a Movement by name and by nature.

You can listen to our podcast series, 'Working on Wellbeing' on YouTube, Apple Podcasts, Spotify or wherever you get your podcasts: **https://worldwellbeingmovement.org/podcast**

The World Wellbeing Movement is a registered charity in England and Wales, Registered Charity Number 1208699.

Mind*Forward*
Alliance

Transforming workplace mental health

Authors

Alison Unsted, MindForward Alliance

Sarah Cunningham, World Wellbeing Movement

Dr William Fleming, Oxford University

Contributors

Hannah Garratt, MindForward Alliance

Farimah Darbyshire, MindForward Alliance

David Shields, MindForward Alliance

Jonathan Whitney, World Wellbeing Movement

Date: October 2024

www.mindforwardalliance.com

In collaboration with:

World Wellbeing Movement