





### CMHA Assessment Score

We have assigned an objective scoring criteria for all question responses. The table below shows your organisation's score, the average score for all participating organisations, and the total points available against each Standard.

	Communication & Engagement				Senior Leadership			Transparency & Accountability		Eco System	Managing People		Employee Lifecycle	Working Environment	Opening the Dialogue		Providing Support	Monitoring & Disclosure
Pillars	Culture of Wellbeing & Psychological Safety					Working Environment			Tools, Resources & Support			Total						
2021	69	17	18	20	11	23	42	40	23	42	305							
Average 2021	72	21	22	19	13	23	43	36	22	33	306							
Total Score Available 2021	80	28	28	25	24	35	53	44	27	46	390							
% Progress against Pillar	77%					68%			90%			78%						

### CMHA Feedback

#### In Summary:

1. Strong support from senior leadership with regular discussions at Board/Exec meetings. Organisation commitment is communicated across the firm and externally.
2. Key determinants of wellbeing e.g., working environment, social connections and team structures have been considered in the development and implementation of the organisation's mental health and wellbeing approach.
3. Comprehensive programme in place to develop mental health awareness and confidence to have open conversations about mental health. Excellent provision of confidential support available including intervention/signposting specifically to support diverse and vulnerable groups.
4. Excellent approach to mental health disclosure and a good level of data monitoring in place, including the disaggregation of demographic data which is reported to senior level management.

#### For Consideration/Development:

1. Consult with the inclusion team, and/or diversity networks to ensure the programme meets the needs of diverse groups.
2. Consider the use of accountability measures embedding wellbeing of teams into management competency frameworks and leadership behaviours/expectation.
3. Provide further education and support to those in leadership roles and those at key career transition points through mentoring and coaching that builds resilience and encourages self-care.
4. Influence wider change on this agenda through the organisation's eco-system, for example, introducing a formal assessment of supplier mental health and wellbeing approaches in the procurement process to drive best practice across supply chain.

# Member Maturity Matrix

The arrow shows where we feel your organisation sits based upon your assessment survey responses.

The Member Maturity Matrix illustrates the typical stages of development an organisation will progress through to becoming a health creating environment.

Working Towards Health Creation in the Workplace

2019

2020/21

**LEVEL 5**  
GOING BEYOND  
THE STANDARDS

## Health Creating

### Key Features

- Strong leadership message from CEO with Board level sponsorship and mental health and well-being regularly discussed at Board/ c-suite level. Commitment to mental health and wellbeing communicated externally including in Company Annual Report.
- Leadership values and organisational success measured through human flourishing. Clear expectation on senior leaders to proactively manage wellbeing of teams and to role model good wellbeing behaviours, be authentic and show vulnerability.
- Work is designed to mitigate excessive work demands; maximise wellbeing through human connection, new learning opportunities, purpose, meaning, autonomy and financial health.
- Mental Health and well-being is promoted beyond the organisation through supply chain, with active client and supplier engagement.
- Evaluation and monitoring of approach through benchmarking and relevant indices reporting feedback to senior leadership. Approach and best practice shared with other organisations.
- Providing thought leadership and influencing wider change outside organisation by leading campaigns to raise awareness, challenge mental health stigma, and create better business cultures for workplace wellbeing.

### Impact

- Increased trust in leadership and organisation – increase in engagement and sustained wellbeing of people.
- Organisational brand enhanced with clients, customer and consumers.
- Better performing teams through energised, inspired and motivated workforce.
- Positive social impact across wider community through influencing change across eco-system and advocating for good workplace practices.

### TAW Standards

- Transparency & Accountability
- Ecosystem

## LEVEL 4 EXCELLING Sustained & Integrated

### Key Features

- Mental health and well-being embedded into wider organisational strategy and culture with visible senior leadership and accountability measures in place for managing well-being of teams.
- Mental health and well-being incorporated into core people processes with specialist training for HR & line management.
- Robust recruitment and on-boarding process which is supportive of good mental health, uses appropriate language, encourages disclosure and incorporates mental health and wellbeing in the induction.
- Diverse groups consulted in the development and implementation of mental health and wellbeing interventions to ensure diverse representation in provision and specific needs of different groups met.
- Variety of data and metrics being collected and reported to inform activity and to measure impact.

### Impact

- Increase in disclosure rates. Business able to evidence positive impacts on employee health, productivity, performance and engagement.
- Retention improved through inclusive processes and skilled leaders. Employer brand enhanced to potential recruits.
- Deep understanding with clear ownership and accountability.

### TAW Standards

- Senior Leadership
- Employee Lifecycle
- Monitoring & Disclosure

## LEVEL 3 ACHIEVING Skills Developed

### Key Features

- Line Manager training in place, guidance, tools and resources available.
- Training and information offered to employees e.g. mental health awareness, resilience.
- Focus on prevention with activities and education programmes in place.
- Healthy workplace behaviours encouraged e.g. rest breaks, agile working policies.
- Raised awareness of potential risks to psychological health, with reporting procedures in place.

### Impact

- Increase in line manager/leadership competence and better supported wellbeing of teams.
- Improvements in employee health through responsibility for personal wellbeing.
- Robust risk management approach with actions taken to mitigate stress and psychological harm.

### TAW Standards

- Opening the Dialogue
- Managing People
- Working Environment

## LEVEL 2 COMMITTED Socialised

### Key Features

- Senior leader(s) committed. Mental Health Plan in place with comprehensive programme of communications and information easily accessible through variety of channels.
- Provision of/signpost to resources and early intervention support that is easily accessible and offered via self referral. Support available/offered to dependants.
- Use of campaigns e.g. This is Me, Green Ribbon to raise awareness.

### Impact

- Raised awareness and understanding of mental health and well-being.
- Improvement in employee engagement.
- Employees able to source appropriate help when/if needed – lower levels of absenteeism and presenteeism.

### TAW Standards

- Communication & Engagement
- Providing Support

## LEVEL 1 FOUNDATION Compliant

### Key Features

- Basic awareness of mental health & well-being; legal equality and H&S compliance; and some well-being activities/provisions in place.

### Impact

- No consideration of impact to wider organisational context- potential impacts on productivity, high levels of absenteeism and turnover.
- Lack of awareness & understanding. Stigma likely to be high.

The bench-marking table below sets out your organisation's response against each of the standard indicators and how this compares against the aggregated group responses.

## PILLAR 1

### CREATE A CULTURE OF WELLBEING AND PSYCHOLOGICAL SAFETY

#### Standard 1 – Communication & Engagement

Produce, implement and communicate a mental health at work plan that promotes good mental health. Develop mental health awareness by providing accessible information and resources and engage employees and colleague in campaigns, events, and activities that challenge stigma and promote inclusion of all employees and outlines the support available for those who may need it.

Have you in place one or more of the suggested interventions (or achieved something similar and on par with these)? Please tick all that apply.	You	All
<b>1. Mental health at work plan agreed and in place</b>	✓	95%
a. Endorsed at Board/Executive Committee level	✓	90%
b. Includes clear objectives	✓	95%
c. Aligned with organisational/people strategy	✓	95%
d. Widely communicated across firm/organisation	✓	75%
e. Dedicated person or team responsible for delivery against the plan	✓	90%
f. Specific resources/budget allocated to support delivery against the plan	✓	90%
g. Consulted with inclusion team/networks on the development of the plan to understand the needs of diverse groups		60%
<b>2. Access to confidential support provided and communicated to all stakeholders</b>	✓	100%
a. Available to all across firm/organisation	✓	95%
b. Access to support available and communicated through a variety of different formats/channels (e.g. intranet, posters, leadership/manager briefings)	✓	100%
<b>3. Communications to educate and raise awareness</b>	✓	100%
a. Available to all across firm/organisation	✓	100%
b. Communications available through a variety of different channels and formats (e.g. intranet pages, workplace events, video blogs)	✓	100%
c. Accessible outside workplace hours/facilities	✓	100%
d. Includes information/links to external service and information (e.g. NHS, Samaritans, Mind)	✓	95%
e. Targeted or specific communications are available for different audiences e.g. LGBT, BAME, Women		65%
f. Targeted or specific communications are available for significant lifetime events (e.g. early careers, new parents, carers, retirement)		75%
<b>4. Mental health awareness campaigns (e.g. Mental Health Awareness Week)</b>	✓	100%
a. Campaigns are run on regular basis (e.g. annually, quarterly)	✓	100%
b. Campaigns supported by senior leadership	✓	100%
<b>5. Promotion of events, conferences and training that raise awareness of mental health issues</b>	✓	100%
a. Wellbeing network or committee in place to support development and implementation of programmes to raise awareness	✓	95%
b. Mental Health is actively engaged with other employee networks and teams e.g. mental health awareness integrated into other events, conferences and training such as those run by diversity networks or learning and development teams	✓	100%
c. Local leadership actively encourage attendance and participation in events and activities	✓	95%
<b>6. Mental health awareness training provided</b>	✓	90%
a. Awareness training available to all across firm/organisation	✓	85%
<b>7. Mental health champions/role models</b>	✓	90%
a. Champions/role models are endorsed and validated by senior leaders	✓	85%
b. Champions/role models are represented at different levels including senior levels	✓	80%
c. Champions/role models are provided with specific training for their role		80%
<b>8. Use of case studies, shared stories on mental health from leaders and others across different levels/roles of the organisation</b>	✓	90%
a. Promoted widely across the firm/organisation	✓	90%
b. Available in variety of formats and via different channels e.g. blogs, vlogs	✓	90%
c. Include positive stories of recovery and/or examples of workplace adjustments	✓	85%

# PILLAR 1

## CONTINUED

### Standard 2 – Senior Leadership

Make mental health and wellbeing a Boardroom agenda. Demonstrate visible action from senior leadership by nominating a mental health and wellbeing lead at Board or senior leadership level to drive change and influence healthy business culture.

Have you in place one or more of the suggested interventions (or achieved something similar and on par with these)? Please tick all that apply.	You	All
<b>1. There is a Board/Senior Leadership level sponsor for the organisation's mental health agenda</b>	✓	100%
a. Communicates strong leadership message to all staff	✓	100%
<b>2. Members of senior leadership are visible in activities to support mental health and wellbeing and share good practice both internally and externally</b>	✓	100%
b. Attends and participates in internal events and activities	✓	95%
c. Attends and participates in external events and activities	✓	90%
d. Participates as speaker or panel member at events	✓	85%
e. Contribute to the CMHA leadership community by attending and/or participating in events	✓	100%
<b>3. Members of senior leadership are visible in promoting the wider inclusion agenda</b>	✓	100%
<b>4. Wellbeing and mental health is regularly discussed at senior leadership/Board level meetings</b>		80%
<b>5. Wellbeing and mental health is discussed at meetings with external business leaders</b>		45%
<b>6. Mentoring and coaching (or other methods) are used to further educate senior leaders on mental health and wellbeing.</b>		10%

### Standard 3 – Transparency and Accountability

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

Have you in place one or more of the suggested interventions (or achieved something similar and on par with these)? Please tick all that apply.	You	All
<b>1. Organisation's commitment to mental health and wellbeing has been communicated externally:</b>	✓	90%
a. Through different media, including digital (e.g. LinkedIn)	✓	90%
b. Included membership or CMHA or other pledges (e.g. Mental Health at Work Commitments, Time to Change pledge)	✓	90%
c. Included in ESG credentials		55%
<b>2. Commitment to mental health, activities to support this, are included in Company's Annual Report</b>	✓	65%
<b>3. Approach to mental health and wellbeing benchmarked against comparators and other organisations</b>		85%
a. Results are evaluated and monitored on an on-going basis		80%
b. Results are fed back to Board/Senior level sponsor and/or wellbeing committee		85%
<b>4. Approach shared externally through:</b>	✓	85%
a. Case studies	✓	60%
b. Participation in external events and/or conferences	✓	85%
c. Leading and/or participating in campaigns	✓	80%

# PILLAR 1

## CONTINUED

### Standard 4 – Ecosystem

Engage with external stakeholders (competitors/peers, partners, suppliers, and clients) to influence mentally healthy business practices across the organisation's wider eco-system. Collaborate in programmes and/or activities that support positive mental health in the wider community.

Have you in place one or more of the suggested interventions (or achieved something similar and on par with these)? Please tick all that apply.	You	All
1. Organisation's commitment to mental health and wellbeing is communicated to external stakeholders such as clients and suppliers	✓	85%
2. Actions have been taken to engage/collaborate with stakeholders on activities that promote workplace mental health and wellbeing	✓	100%
3. The supplier tender/procurement process includes an assessment of a supplier's approach to supporting the wellbeing of their workforce		35%
4. Access to wellbeing resources are offered to contractors and suppliers working on-site	✓	70%
5. Mental health training is provided to those involved in the procurement process		65%
6. Mental health training is provided to those in client and customer facing roles	✓	85%
7. Suppliers are challenged and support offered if they are not taking action to promote workplace mental health and wellbeing		45%
8. The organisations support the work of mental health charities and community groups	✓	90%
9. Employees/colleagues working on client premises have access to wellbeing resources and support	✓	95%

## PILLAR 2

### DEVELOPING A MENTALLY HEALTHY WORKING ENVIRONMENT

#### Standard 5 – Managing People

Promote effective people management to ensure all employees and colleagues have regular conversations about their mental health and wellbeing with their line manager. Train line managers to develop the key skills to support their teams.

Have you in place one or more of the suggested interventions (or achieved something similar and on par with these)? Please tick all that apply.	You	All
1. Guidance, resources and tools provided/available to line managers	✓	95%
2. Mental health training has been provided to raise general awareness and develop confidence in having effective conversations	✓	95%
3. Mental health and wellbeing incorporated into management and development programmes/training	✓	85%
4. Line manager role model positive wellbeing behaviours	✓	90%
5. Line managers required to discuss wellbeing / potential workplace risks to mental health with their reports	✓	65%
a. Workplace wellbeing and potential workplace risks discussed on regular basis e.g. team meetings	✓	65%
b. Team appraisal/performance/feedback procedures include reference to mental health and wellbeing		45%
6. Wellbeing of team/employees included in management performance competencies and/or performance reviews		45%
a. Wellbeing of teams explicit in management competency framework and/or job role/specification/description		30%
b. Team wellbeing performance measures linked to compensation framework		10%

#### Standard 6 – Employee Lifecycle

Recognise mental health and wellbeing throughout the employee lifecycle from recruitment to exit with policies, processes and systems that are inclusive of mental health.

Have you in place one or more of the suggested interventions (or achieved something similar and on par with these)? Please tick all that apply.	You	All
1. Organisation commitment to mental health and wellbeing is included in recruitment and career literature	✓	70%
a. Includes organisational commitment to wellbeing	✓	65%
b. Includes information relating to wellbeing activities/interventions and support available		55%
c. Includes employee case studies/stories sharing lived experience	✓	80%
2. Information about organisation's approach to mental health and wellbeing, and signposting to resources, tools and support available is provided during induction and on-boarding	✓	80%
a. Includes organisation's commitment to mental health and wellbeing	✓	80%
b. Encourages self-care and positive wellbeing behaviours and how to access available facilities (e.g. gym, choir)	✓	85%
c. Signposts to support services		65%
3. Language in people/HR policies and processes has been audited to ensure it is inclusive of mental health		70%
a. Mental health referenced or included in the absence policy or workplace adjustments policy, and any guidance related to absence management or workplace adjustments	✓	85%
4. Communications for significant career/transition events e.g. early careers, exits, reference mental health and signpost to support available	✓	90%
5. Mental health training is provided to key personnel with involvement or responsibility for candidate and employee welfare.	✓	95%
a. Operational HR/HR Business Partners		50%
b. Recruiters	✓	80%
c. Occupational Health	✓	85%
d. Other specialist roles	✓	90%
6. There is a consistent process for offering mental health related adjustments throughout the recruitment process and on-going through the employee lifecycle	✓	95%
7. Health benefits provided (e.g. private medical insurance) are inclusive of mental health, and consideration given to the different needs of diverse groups.	✓	90%
8. Additional support are provided to people experiencing difficult circumstances such as redundancy, e.g. offering outplacement support, extending psychological support available.		80%
9. Additional support are offered to those at careers transition points		0%

## PILLAR 2 CONTINUED

### Standard 7 – Working Environment

Provide good working conditions in relation to work-life balance, physical environment, relationships and psychological demands. Use working environment to promote healthy lifestyle behaviours. Assess and take steps to mitigate against any identified risk to psychological health.

Have you in place one or more of the suggested interventions (or achieved something similar and on par with these)? Please tick all that apply.	You	All
<b>1. Programme of campaigns/activities in place to support healthy lifestyle, promote wellbeing and resilience</b>	✓	100%
a. Work-life balance is supported and encouraged e.g. agile working, taking rest breaks, using annual leave entitlement	✓	100%
b. Resources and/or facilities are in place to help people manage a more balanced and healthier lifestyle e.g. speaker events, choir, on-site gym, wellbeing information, mindfulness apps	✓	100%
c. Wellbeing network/committee or network of wellbeing advocates/champions in place to promote wellbeing and encourage positive wellbeing behaviours	✓	90%
<b>2. Leadership actively encouraged to role-model healthy workplace behaviours e.g. rest periods, taking annual leave entitlement</b>	✓	95%
<b>3. Agile working policy in place that promotes access to formal and informal flexibility</b>	✓	95%
a. A range of agile working options is available and supported	✓	90%
b. Leaders are role modelling agile working arrangements	✓	95%
<b>4. Raise awareness of workplace risks (e.g. prolonged exposure to stress)</b>	✓	95%
a. Clearly defined and communicated process/mechanism in place for staff to self-report workplace risks	✓	90%
b. Includes signposting to support	✓	80%
<b>5. Risks that may be potentially harmful to employees' mental health are investigated and action taken (where necessary)</b>	✓	85%
a. Risk assessments are conducted and appropriate preventative strategies in place	✓	75%
b. Significant findings are recorded and monitored and reviewed as necessary	✓	75%
<b>6. Steps have been taken to protect boundaries for people working from home/away from the office</b>	✓	100%
<b>7. Robust process in place to deal with relationship conflicts and unacceptable behaviour</b>		45%
<b>8. Work is designed to mitigate excessive work demands and consideration given to working hours, role expectation, control and autonomy</b>	✓	60%
<b>9. Team structures and reporting lines have been reviewed to ensure all teams and individuals are supported, especially those working away from the office (e.g. remote workers, those working in client premises)</b>	✓	100%
<b>10. Opportunities are provided for social connection, learning and development, and volunteering</b>		85%
<b>11. Safe spaces are provided share ideas and challenge ways of working</b>	✓	90%
<b>12. Office buildings and the built environment have been adapted to improve the physical, psychological, and social health and well-being of people</b>		5%



## PILLAR 3

### PROVIDE AND SIGNPOST TO ACCESSIBLE RESOURCES, TOOLS AND SUPPORT

#### Standard 8 – Opening the Dialogue

Develop mental health literacy and confidence. Encourage open conversations about mental health and the support available. Offer appropriate workplace adjustments to anyone who requires them.

Have you in place one or more of the suggested interventions (or achieved something similar and on par with these)? Please tick all that apply.

	You	All
1. Campaigns to raise awareness and encourage conversations about mental health (e.g. Take 10 for Mental Health)	✓	100%
a. Campaigns are run on regular basis (e.g. annually, quarterly)	✓	100%
b. Campaigns supported by senior and leadership and line managers	✓	100%
2. Stories of lived experience of mental health and recovery are shared through events, blogs, vlogs and other channels	✓	95%
3. Network of wellbeing champions, advocates or Mental Health First Aiders are in place to advocate for mental health and wellbeing initiatives and offer support, and signpost to help	✓	75%
4. Mental health training for line managers	✓	85%
a. Is the training mandatory for line managers	✓	75%
b. Does this training cover skills and behaviours directly relevant to the role as line/people managers e.g. how to discuss any mental health related concerns with a member of the team	✓	55%
c. Does this training incorporate core people/HR processes e.g. recruitment, performance management, absence management, return to work interviews etc.	✓	95%
5. Robust return to work process and use of tailored recovery and/or resilience plans for returners from mental health absence and those with diagnosed health conditions	✓	95%
a. Return to work discussions routinely held with people returning from absence related to mental health	✓	95%
b. Line managers actively involved or consulted in return to work discussions/plans	✓	70%
c. Individuals conducting return to work discussions received mental health awareness guidance or training	✓	95%
d. Mental health support and/or adjustments proactively offered as part of recovery/resilience plans	✓	95%
6. Leaders are encouraged to be authentic, open and honest and lead conversations about mental health and wellbeing	✓	90%
7. Peer communities (e.g. leadership, early careers, diversity networks), and provide safe and confidential spaces for people to talk openly about any mental health concerns.		5%

#### Standard 9 – Providing Support

Signpost to mental health support, including digital support, employer funded services such as in-house counselling, occupational health, Employee Assistance Programme (EAP) or NHS services and other external sources of support.

Have you in place one or more of the suggested interventions (or achieved something similar and on par with these)? Please tick all that apply.

	You	All
1. Access to preventative and early-interventions available	✓	95%
a. Engagement in preventative and early interventions actively encouraged	✓	80%
b. Interventions in place and/or information or signposting to information that supports the specific needs of different groups (e.g. Black and Minority Ethnic, Women, LGBT+, Neurodiverse)	✓	75%
c. Interventions in place and/or information or signposting to information that supports the specific needs of vulnerable groups (e.g. young people, carers, victims of domestic abuse)	✓	80%
d. Interventions in place to support financial wellbeing	✓	95%
2. Provision of/referral to mental health support available through variety of ways (e.g. EAP and on-site counselling available)	✓	95%
a. Representative and tailored to meet the needs of diverse groups	✓	90%
b. Service(s) available communicated widely and in via variety of channels (e.g. intranet, refreshment areas)	✓	95%
c. Support available on a self-referral basis	✓	100%
d. Support accessible outside of standard working/office hours	✓	100%
e. Support available to family members	✓	90%
3. Resilience and other wellbeing/mental health training offered to all employees	✓	90%
4. Other methods used to engage people with wellbeing such as use of wellbeing technology (e.g. wellness, mindfulness apps)		10%

## PILLAR 3 CONTINUED

### Standard 10 – Monitoring & Disclosure

Routinely monitor employee mental health and wellbeing by exploring available data, seeking feedback from employees and colleagues. Create an environment for safe disclosure and provide opportunities during the recruitment process and throughout the employee lifecycle. Make sure the right support is in place to facilitate a good response following any disclosure.

Have you in place one or more of the suggested interventions (or achieved something similar and on par with these)? Please tick all that apply.	You	All
1. Wellbeing/health metrics have been identified and are being measured and used to inform existing programmes and practices	✓	85%
a. Reported to Board/senior level management	✓	90%
2. Opportunities for disclosure provided and language used that encourages open dialogue	✓	70%
a. Equality and Diversity Monitoring Forms (or equivalent) include mental health	✓	80%
b. Opportunities for disclosure offered at different points during recruitment and on-boarding process	✓	80%
c. Opportunities for disclosure offered any time during employee lifecycle	✓	85%
d. Support available following disclosure e.g. Occupational Health	✓	95%
3. Opportunities for anonymous disclosure available (e.g. engagement survey)	✓	100%
4. Wellbeing measures included in employee surveys	✓	100%
5. External assessment undertaken to benchmark progress e.g. CMHA TAW Assessment	✓	100%
a. Reported to Board/senior level management	✓	85%
6. Absences relating to mental health are monitored and action taken where necessary	✓	70%
a. Robust system in place to record short-term mental health related absence	✓	65%
b. Tracking return to work and longer-term retention	✓	55%
7. Any data relating to identified mental health risks are reported in Risk Register and formally communicated to Risk Committee (or alternative management committee)	✓	55%
8. Mental health data is disaggregated by demographic groups to identify prevalence and understand needs of different groups	✓	20%
9. Mental health and wellbeing data included in management score cards	✓	85%
10. Mental health/wellbeing health assessments available		5%