



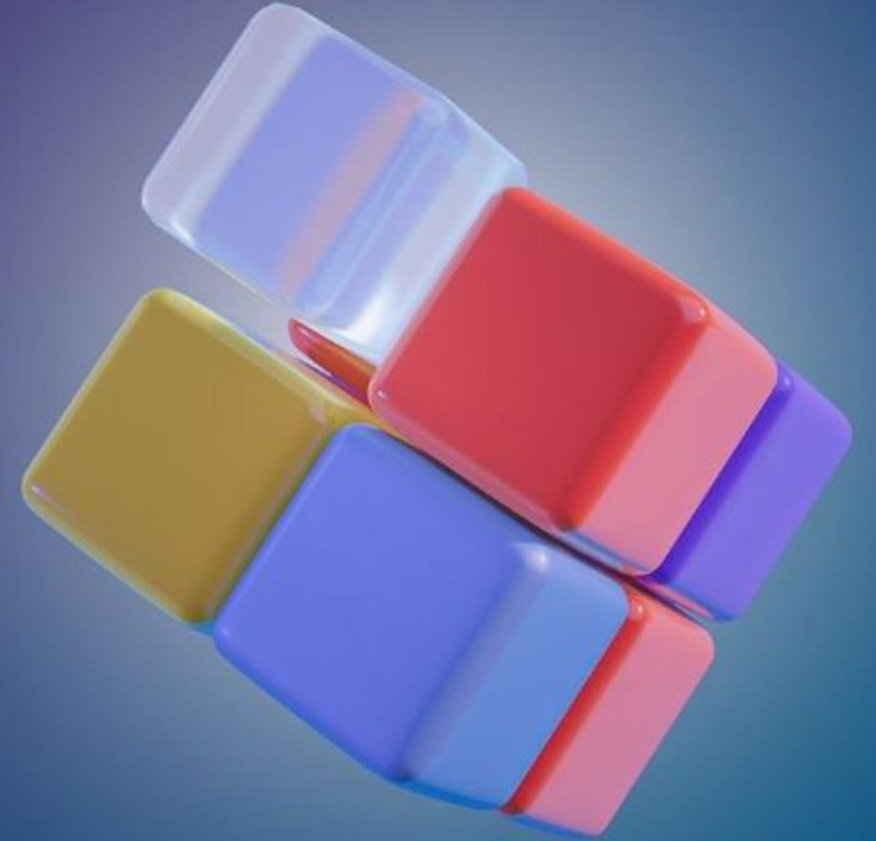
UHR Conference 2025

Online 13 - 15 May

#UHR25

#UHRawards25

#workwithUHR



ABOUT AMY

Amy has over 22 years' experience in health, mental health and wellbeing. She has been a global leader in the space, constantly innovating and leading the way in terms of workplace health strategy and framework.

- I ran a digital mental health company from 2003
- As an employee I led the creation and implementation of EY's UK health, mental health and wellbeing strategy
- NED of Mental Health First Aid England
- Previous clients include: EU Parliament, Burberry, Barloworld, Samsung, Marel, Gant, Silvercloud
- "Do Workplace Health Right" is a 3-month practical skills training on all things workplace health

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THE CASE FOR MENTAL HEALTH AT WORK

GLOBAL HEALTH LONG TERM TRENDS

Key issues...	...and what they mean for society
Rise in chronic disease	<ul style="list-style-type: none">▶ Chronic disease rates continue to soar across the world.▶ Improvements in healthcare means conditions are more manageable - however this also increases cost
Changing demographics	<ul style="list-style-type: none">▶ An aging workforce changes needs of employees,▶ More women in the workforce at more senior levels also changes demands for different services
Changing attitudes	<ul style="list-style-type: none">▶ People are more willing to talk openly about health issues and there has been a societal shift in talking about mental health▶ The digital revolution means people can monitor their own health easily with access to advice.▶ Work-life balance more important
Government Pressures	<ul style="list-style-type: none">▶ Prevention rather than cure as the strain on health care systems becomes critical▶ There is increasing legislation for minimum standards that must be met and laws – Discrimination Act▶ There is increasing demand and legislation for transparency in non-financial issues in company's annual reports▶ Labour productivity is a key economic growth factor and some studies link this to the health of the nation
Corporate Social responsibility and Competition	<ul style="list-style-type: none">▶ Corporate Social Responsibility has become a key issue – the 'S' of ESG or CSR▶ Employee health benefits are increasingly necessary in an Employee Value Proposition

MENTAL HEALTH NUMBERS

**301 million people
lived with anxiety
and 280 million with
depression in 2019**

**703 000 people died
by suicide in 2019**

**12 billion working
days are lost every
year to depression
and anxiety**

**4/5 people have
reported some form
of stress related
absence in last year**

**Only 56% of
employees were
comfortable talking
about mental health
such as anxiety or
depression**

**69% employees have
experienced mental
ill health because of
work at some point**

WHO: Mental Health at Work
Policy Brief

<https://www.bitc.org.uk/what-if-your-job-was-good-for-you/>

US \$1 trillion cost to global economy due to depression and anxiety, predominantly from lost productivity



WHERE ARE WE TODAY?

- Highest rates of mental health / absence since records began
- Hybrid & Flexible working
- NHS waiting lists crisis
- Wellbeing and health providers market booming
- Uncertainty everywhere

HIGHER EDUCATION CHALLENGES

1. Rapid change and transformation
2. Funding challenges
3. Purpose driven workforce

Putting in place cultures where people can thrive

1. Being a good employer
2. Employee engagement
3. Absence rates

WORKPLACE MENTAL HEALTH STRATEGIES OR PROGRAMMES ARE NO LONGER OPTIONAL OR ‘NICE TO HAVE’

Needs to be a core part of an Employee or People Value proposition

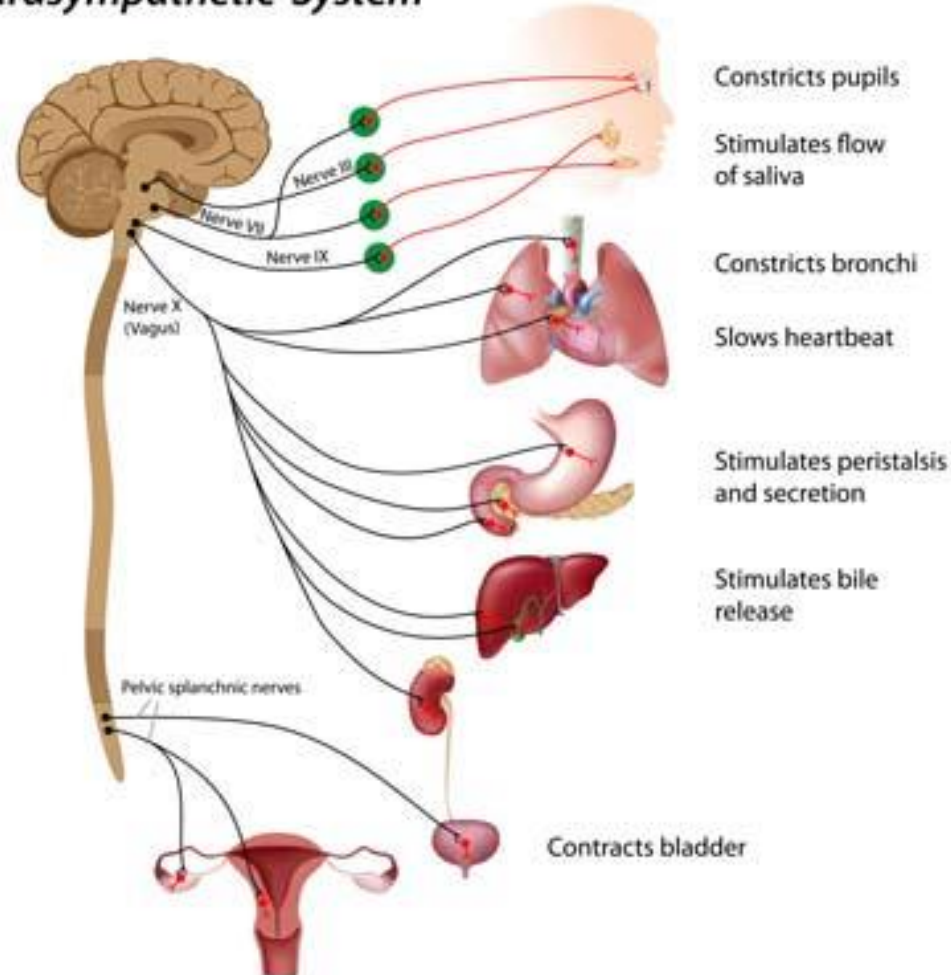
- Health and mental health are big issues for the future:
 - Employee Expectations (Millennials, Post Pandemic)
 - The move to hybrid working models
 - Attrition / long term sick / long term chronic illness / suicide
- **Understand that more is needed than ‘awareness raising’ / stigma**
- **Create a ‘whole organisational’ approach to change culture**
- **See it as a way of driving engagement and inclusivity**
- **Legal Implications**
- **Affects productivity**

ROLE OF THE EMPLOYER IN PAYING FOR HEALTHCARE AND DRIVING HEALTH BEHAVIOURS WILL BE THE QUESTION FOR THE NEXT DECADE

THE STRESS RESPONSE

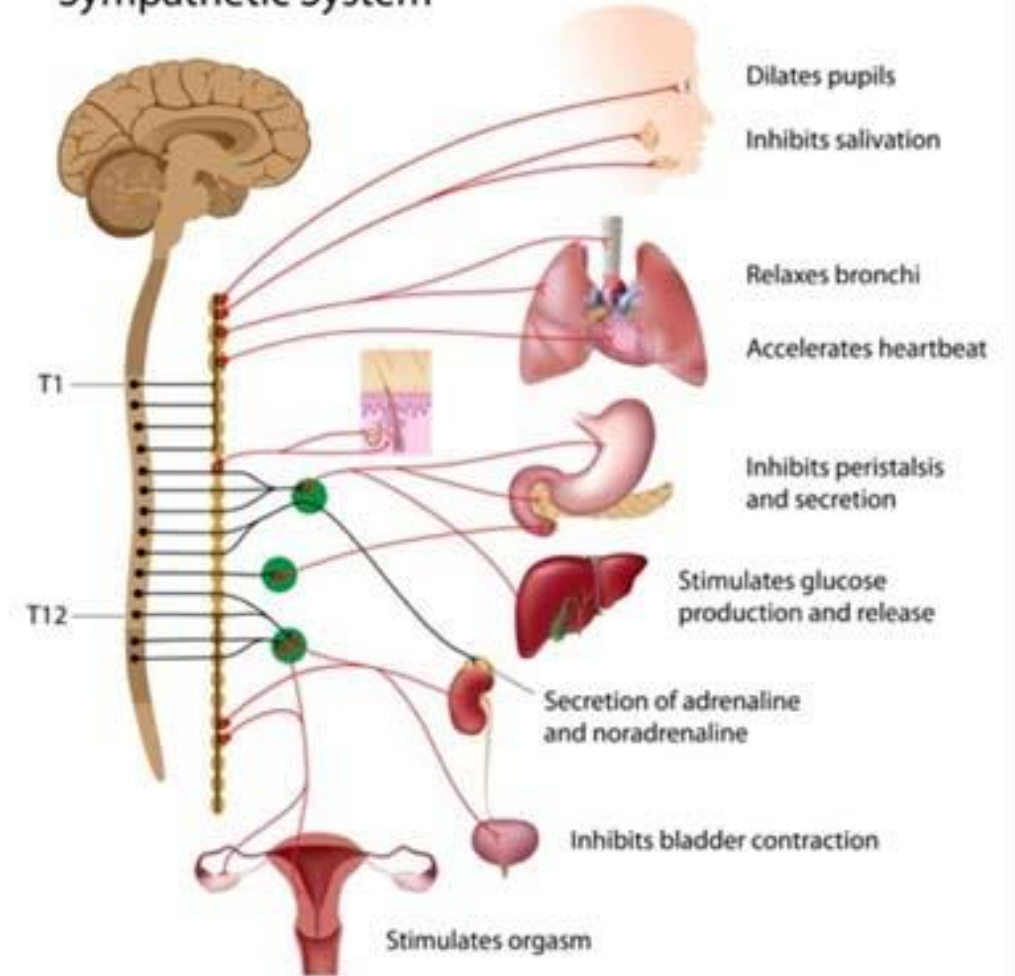
Rest and Digest

Parasympathetic System

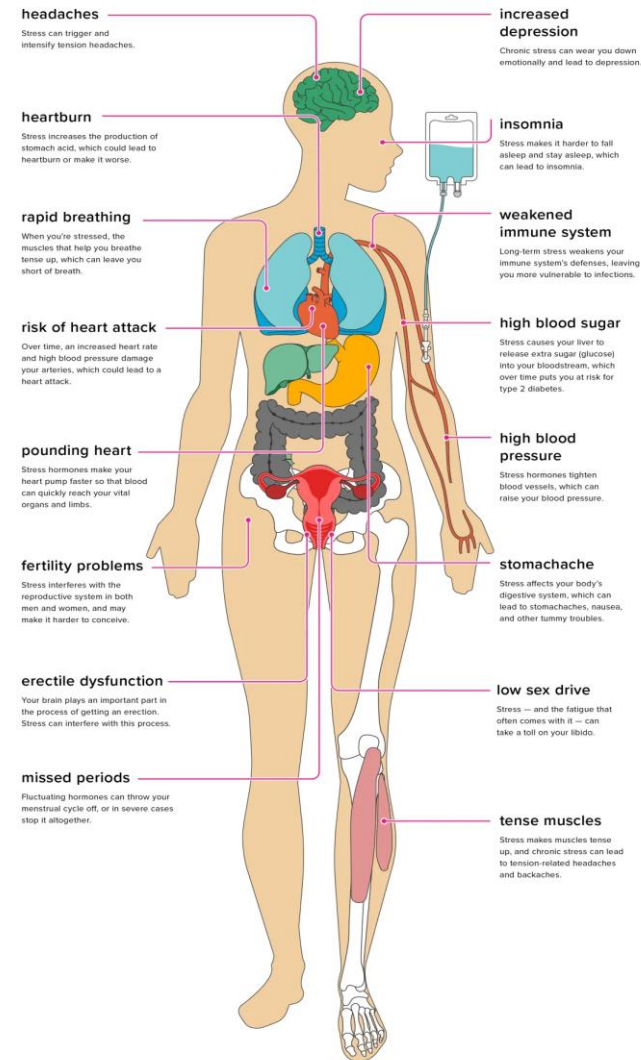


Fight, Flight and Freeze (Fawn, Food)

Sympathetic System

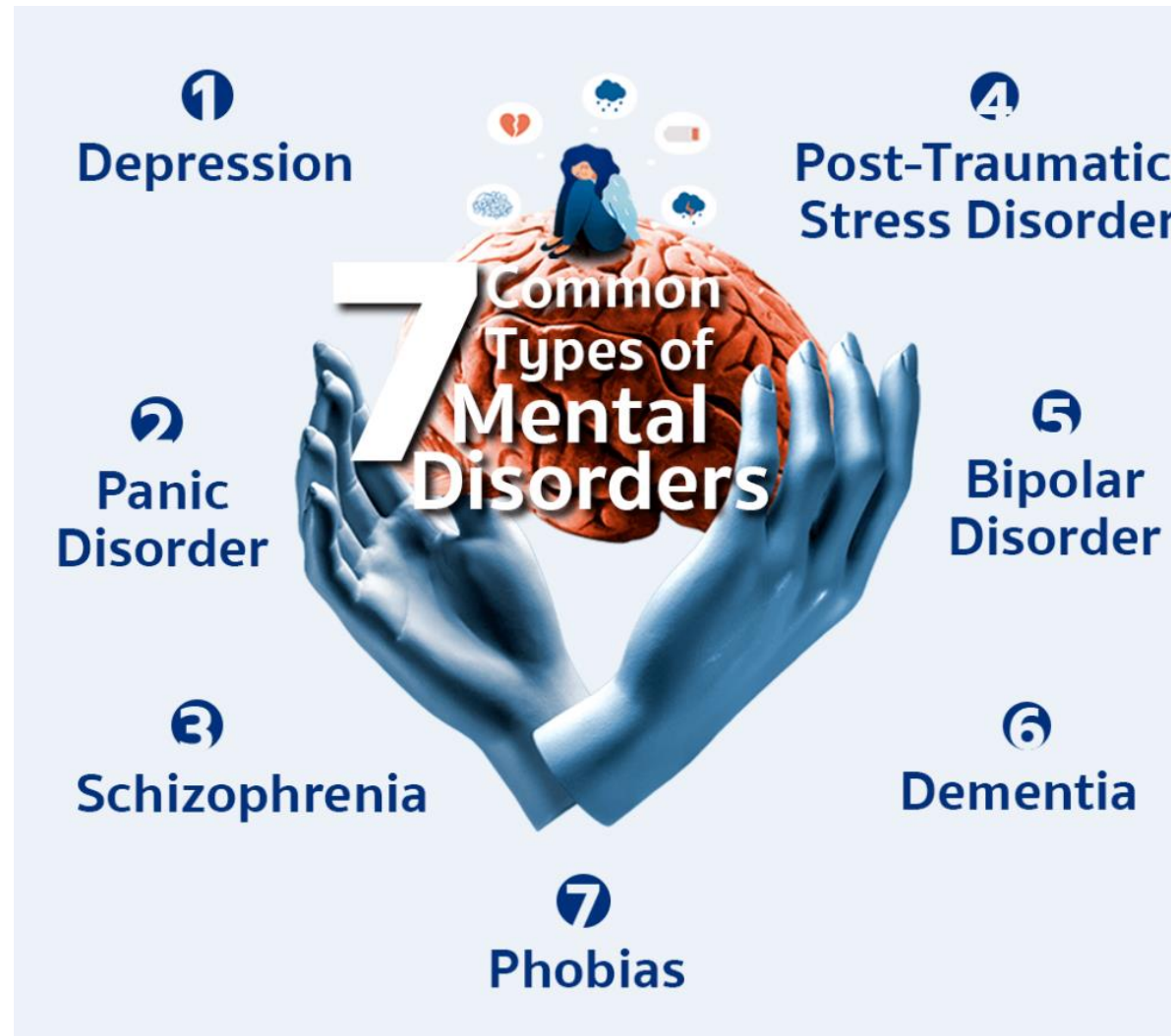


STRESS-RELATED AILMENTS & INJURIES

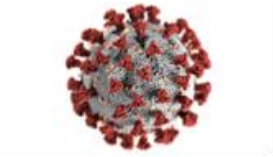


- Heart Disease
- High Blood Pressure
- Stroke
- Skin Disorders
- Depression
- Insomnia
- Headaches / Migraine
- Irritable Bowel Syndrome
- Some Cancers
- Allergies
- Asthma
- Diabetes
- Colitis
- Indigestion / Stomach Ulcers
- Back, neck & shoulder pain
- Menstrual Problems
- Impotence
- Underactive Thyroid

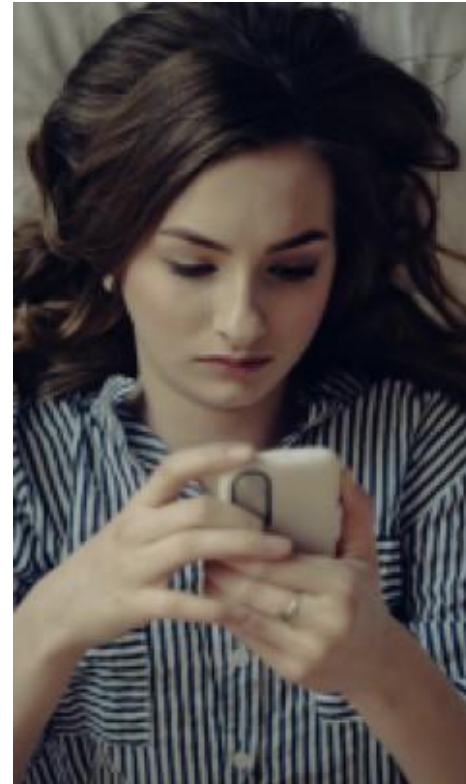
COMMON MENTAL HEALTH CONDITIONS



LEARN TO LET THE STRESS CYCLE PLAY OUT



Stressors



**Stress response
(normal)**

MOVE

BREATHE

LAUGH

CONNECT (HUG)

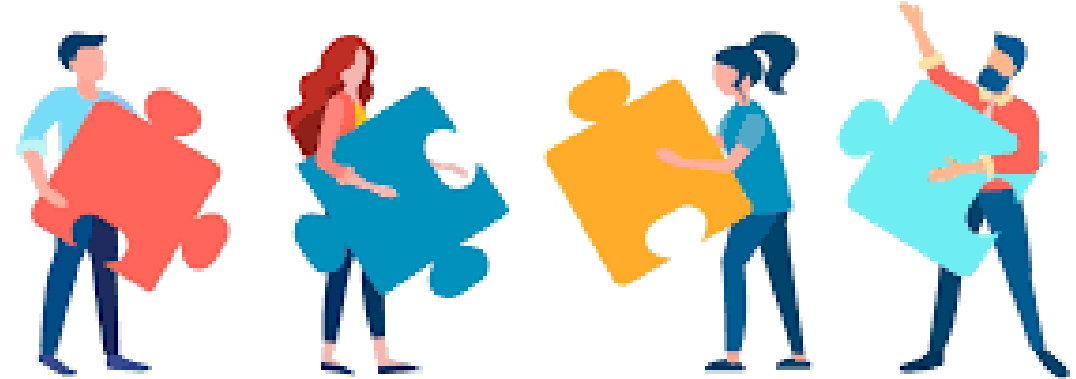
CRY

CREATE

**Response
complete**

HOW STRESS AFFECTS TEAMS

- Extra pressure on individuals
- Reduced motivation
- Low morale
- Reduced productivity
- Inability to reach targets/KPI's
- Conflict
- Absence



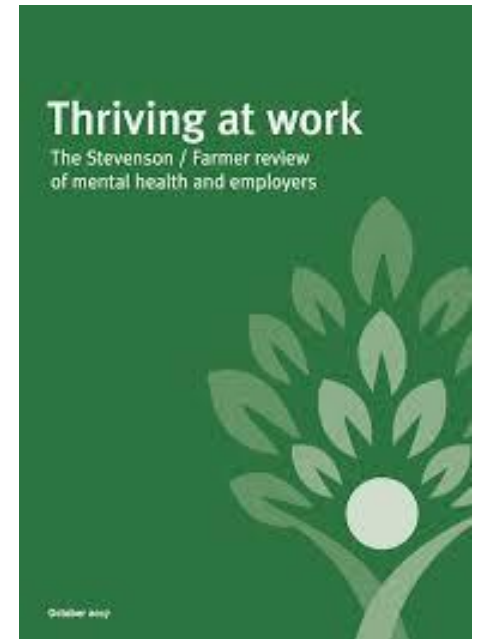
WHAT CAN ORGANISATIONS DO?

THE NEED FOR A STRATEGIC APPROACH TO
MENTAL HEALTH

FARMER STEVENSON REPORT

MENTAL HEALTH CORE STANDARDS:

1. Produce, implement and communicate a mental health at work plan;
2. Develop mental health awareness among employees;
3. Encourage open conversations about mental health and the support available when employees are struggling;
4. Provide employees with good working conditions and ensure they have a healthy work life balance and opportunities for development;
5. Promote effective people management through line managers and supervisors;
6. Routinely monitor employee mental health and wellbeing



LEGAL REQUIREMENTS



- 1998 The Working Time Regulations Act (amended 2001)
- 2007 The Corporate Manslaughter & Homicide Act
- 2010 The Equality Act – Duty for ‘Reasonable Adjustments’
- Health and Safety at Work Act 1974
- Relevant European Law & Advice
 - 1996 Commission Guidance on Assessment of Risk – psychological injury and violence
 - 1996 Commission Report on Work Related Stress
 - 2001 Commission Guidance on Work Related Stress
 - 2012 Management of psychosocial risks at work: An analysis of the findings of the European Survey of Enterprises on New and Emerging Risks (ESENER)

PSYCHOSOCIAL RISK APPROACH – HAZARDS

PERSONAL PSYCHOLOGICAL FACTORS



SOCIAL ENVIRONMENTAL FACTORS

Psychosocial risk factors are things that may affect workers' psychological and social response to their work and workplace conditions – aka the 'stress response'

ORGANISATIONAL APPROACHES

THERE ARE DIFFERENT WAYS OF APPROACHING MENTAL HEALTH AT WORK:

1. Health, mental health and wellbeing strategy or policy
2. Business in The Community Mental Health Toolkit / Work Well model
 1. Suicide Prevention and Postvention Toolkits
3. Mind Workplace Wellbeing Index
4. HSE Stress Management Standards (Risk Assessment)
5. ISO 45003:2021 – Psychosocial Health and Safety at Work
6. World Health Organisation: Mental Health at Work Policy Brief

IT IS ABOUT CHOOSING A COMPREHENSIVE ORGANISATIONAL APPROACH THAT WORKS FOR YOU AND THINKING THROUGH LEGAL AND COMPLIANCE ISSUES



The Oxford Dictionary defines
'strategy' as:

'a plan of action designed to
achieve a long-term or overall
aim'

Tactics / activities are NOT a strategy

A STRATEGY NEEDS

1. An **owner** and **driver**
2. A **senior sponsor** who will actively champion it
3. Clear roles & responsibilities of all stakeholders
4. To have a clear **foundation**:
 - Framework, Definitions – an anchor
 - What does mental health look like?
5. To be **inclusive**
 - Reach out to several diverse groups and ensure it works for them
6. **Adequate budget and resource**

CCLA MENTAL HEALTH BENCHMARK



- CCLA Corporate Mental Health Benchmark creates a score based on publicly available information – corporate website and annual reports
- Scores top 100 Global and UK companies (different reports) into Tiers 5 to 1

WORLD HEALTH ORGANISATION

#MentalHealthAtWork

WHAT WORKS?


PREVENT
risks to mental health at work


PROTECT & PROMOTE
mental health by strengthening manager capacities


SUPPORT
people with mental health conditions to thrive at work

World Health Organization International Labour Organization

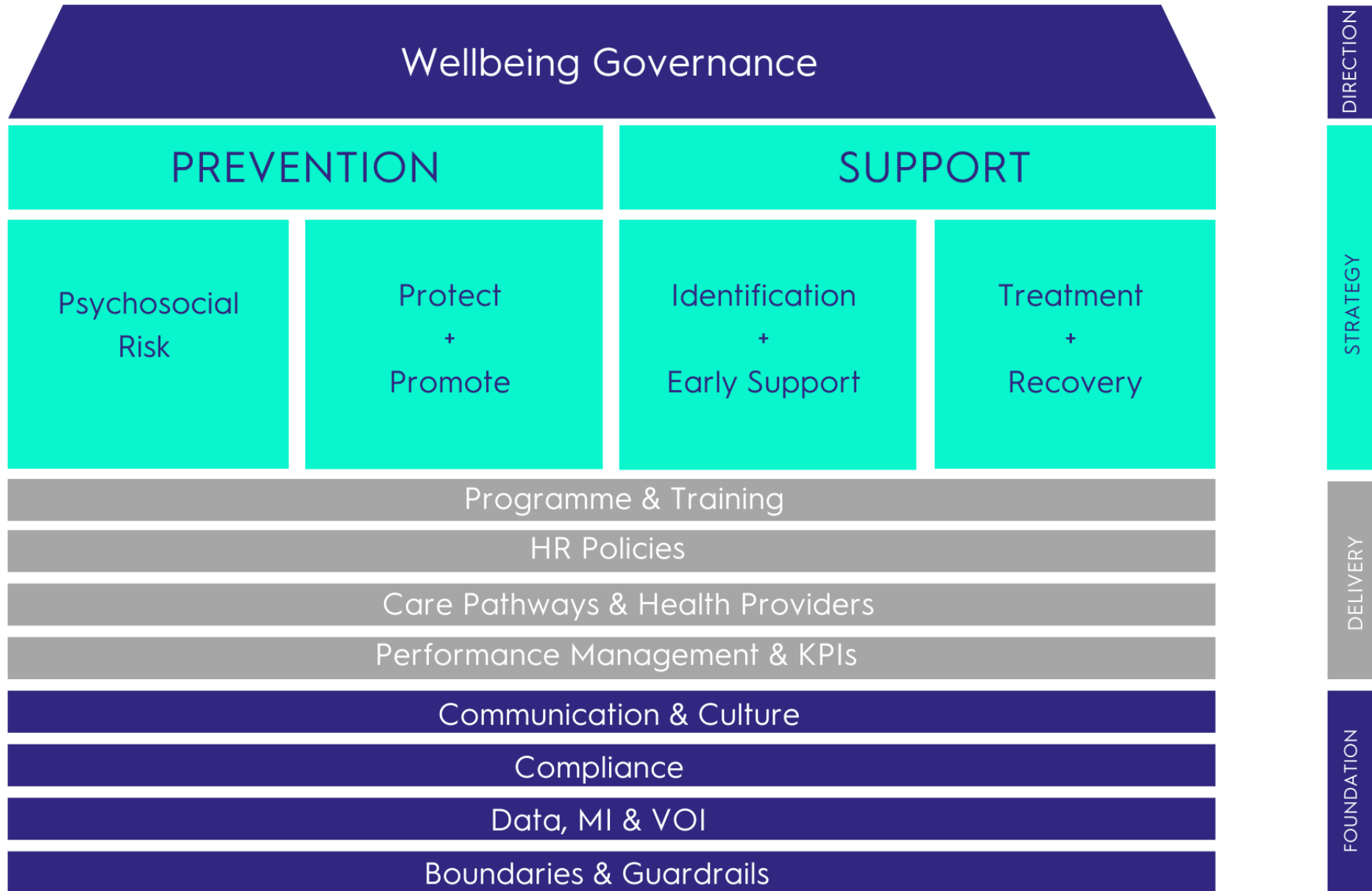
World Health Organization International Labour Organization

Mental health at work:

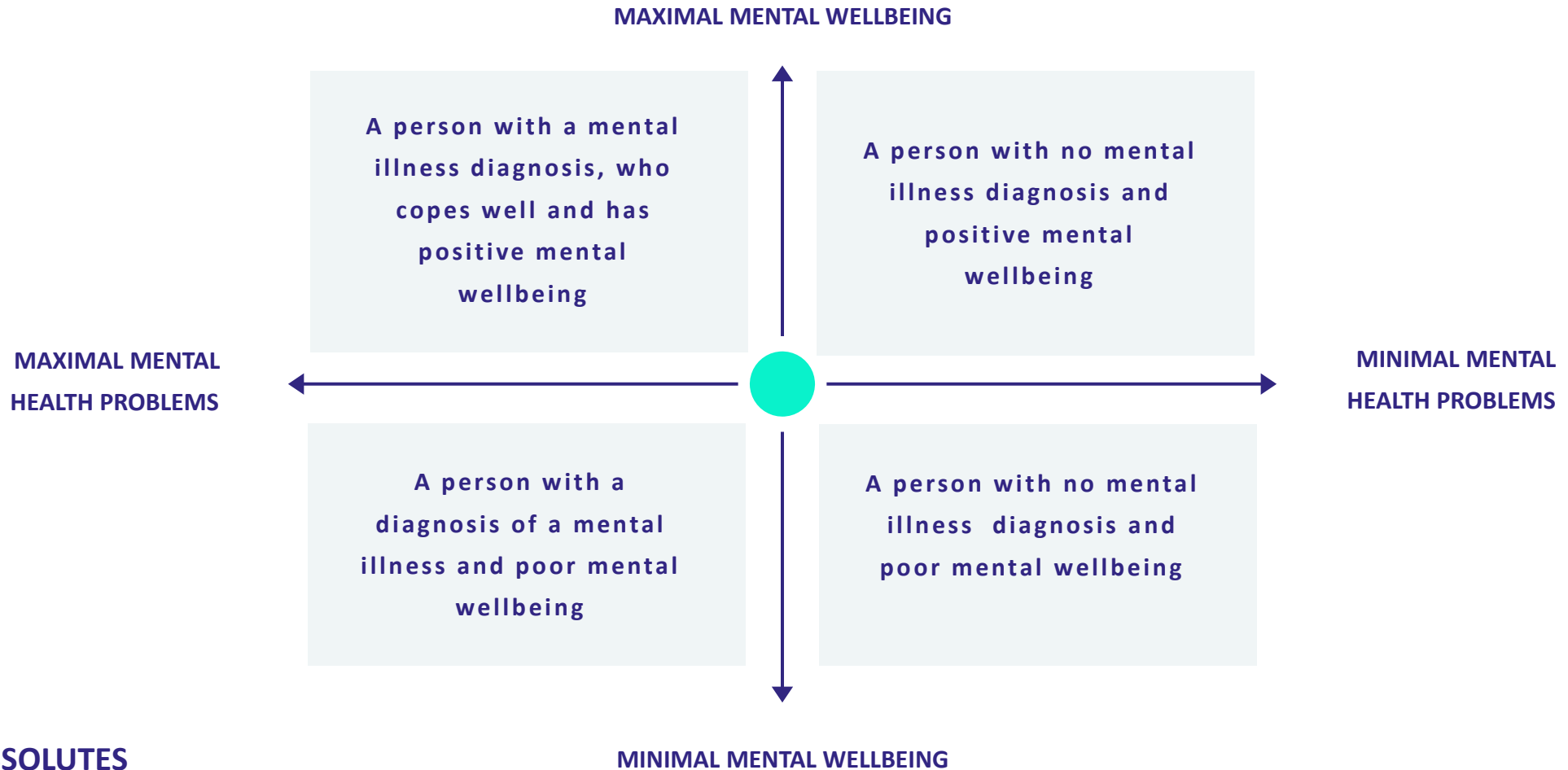
Policy brief

KEY MESSAGES

-  Prevent work-related mental health conditions through psychosocial risk management which includes using organizational interventions to reshape working conditions, cultures and relationships.
-  Protect and promote mental health at work, especially through training and interventions that improve mental health literacy, strengthen skills to recognize and act on mental health conditions at work, and empower workers to seek support.
-  Support workers with mental health conditions to participate fully and equitably in work through reasonable accommodations, return-to-work programmes and supported employment initiatives.
-  Create an enabling environment with cross-cutting actions to improve mental health at work through leadership, investment, rights, integration, participation, evidence and compliance.



MENTAL HEALTH CONTINUUM



AGREE ORGANISATION DEFINITIONS & BOUNDARIES

These are the agreed definitions to explain the continuum of mental health.

MENTAL HEALTH (World Health Organisation Definition)

MENTAL WELLBEING

MENTAL ILL HEALTH

MENTAL ILLNESS

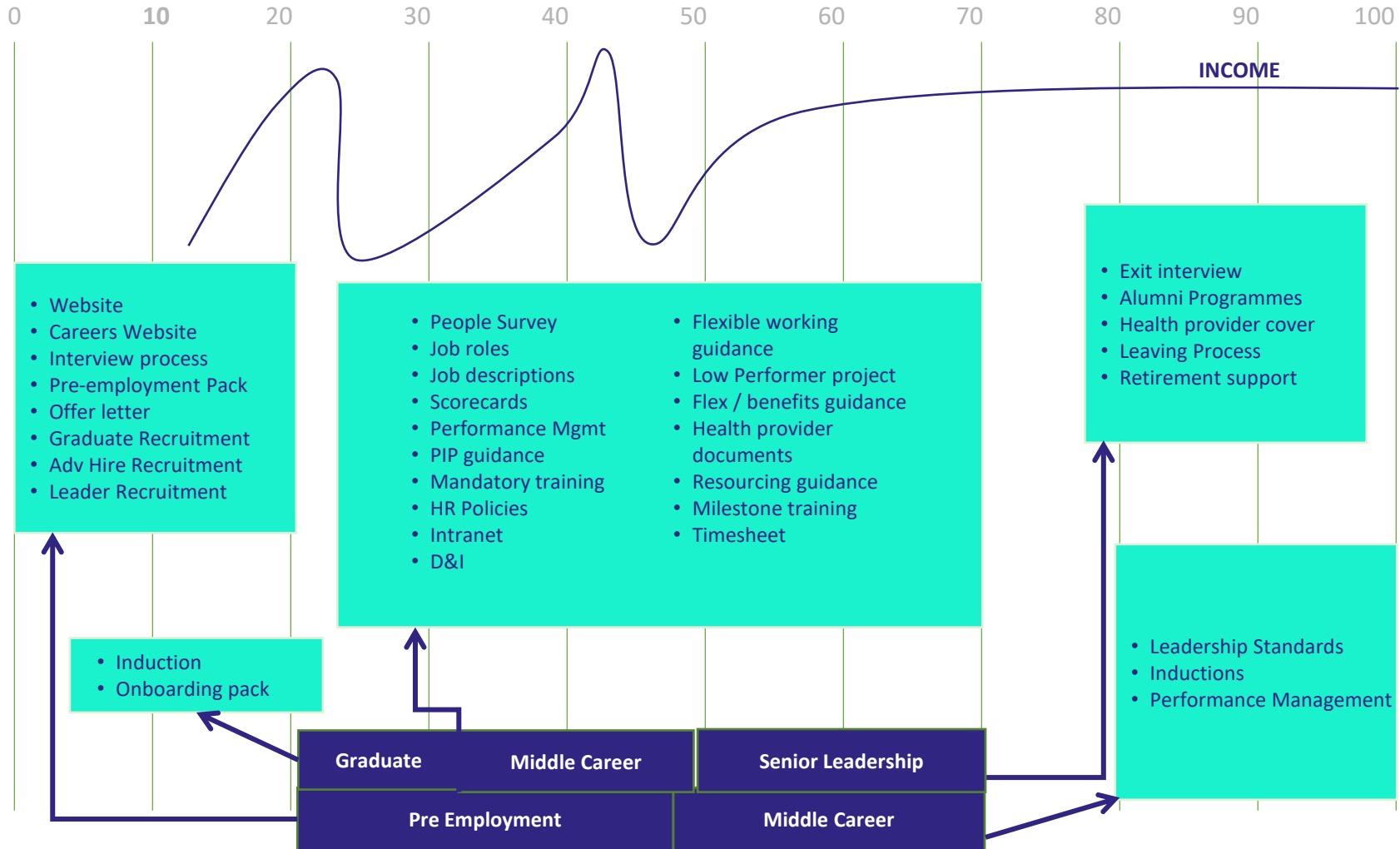
WELLBEING – WHAT DOES THAT MEAN IN THIS CONTEXT?



CREATE MINIMUM STANDARDS

Framework Components	Proposed Minimum Standards
Governance	<ul style="list-style-type: none"> • Group ExCo approved Mental Health Strategy Governance Framework • Quarterly Group ExCo updates on mental health • Suicide risk should be considered under the group risk management and assessed from time to time (especially during periods that could induce vulnerability of employees – pressurized delivery times and retrenchment periods). • Tier 2 CCLA Corporate Mental Health Benchmark – global transparency benchmark around mental health with investor focus <ul style="list-style-type: none"> • To be discussed which Tier as a minimum standard
Programme & Training	<ul style="list-style-type: none"> • Mental Health Annual Programme and Communication Calendar <ul style="list-style-type: none"> • Mental Health and Wellbeing embedded into corporate communications • Quarterly Awareness Session on an aspect of Mental Health and Wellbeing (e.g. resilience or change as opportunity to promote care pathways) • Group bi-annual 'Count Me In' circles • Bi-annual Divisional Engagement sessions • Leadership Mental Health and Suicide Awareness training – delivered in Phase 2 • Responsibilities and job roles regarding mental health defined clearly <ul style="list-style-type: none"> • Embed job roles, care pathways and processes into L&D calendar, all Inductions, Milestone and Management trainings
HR Policies	<ul style="list-style-type: none"> • Each Division to have localised and legally compliant (though based on Group Framework) <ul style="list-style-type: none"> • Absence Management Policy including measurement and metrics • Return to Work and Rehabilitation Policy • Reasonable Adjustment Policy • Occupational Health Policy including Occupational Health Care Pathway • Suicide Prevention and Postvention Policies (see Compliance) • Clear job roles and responsibilities regarding mental health and mental health support • Grievance and Disciplinary Procedures • Diversity and Inclusion Policy • Performance Management framework with mental health embedded

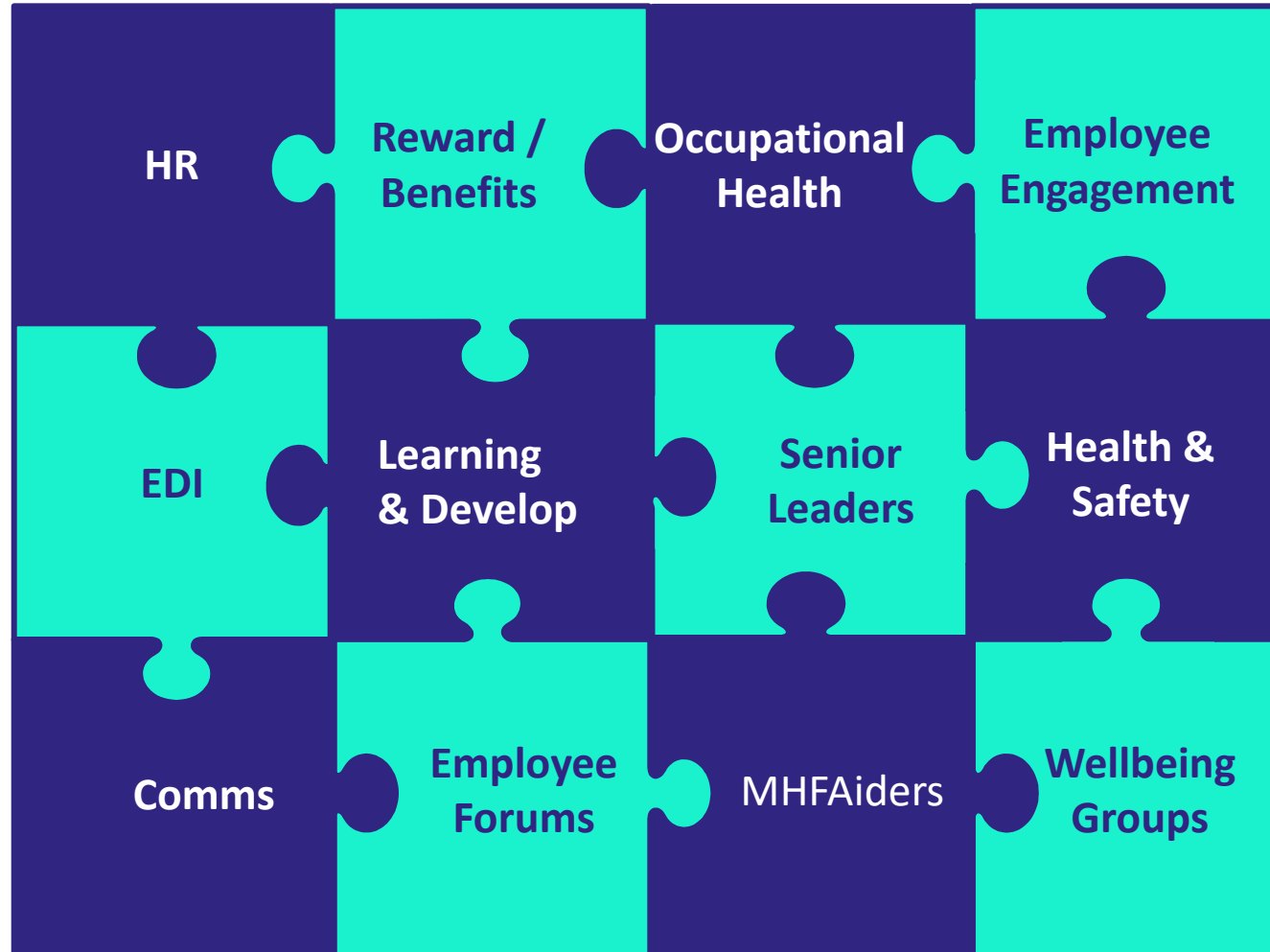
EMBED TACTICS INTO EMPLOYEE LIFE CYCLE



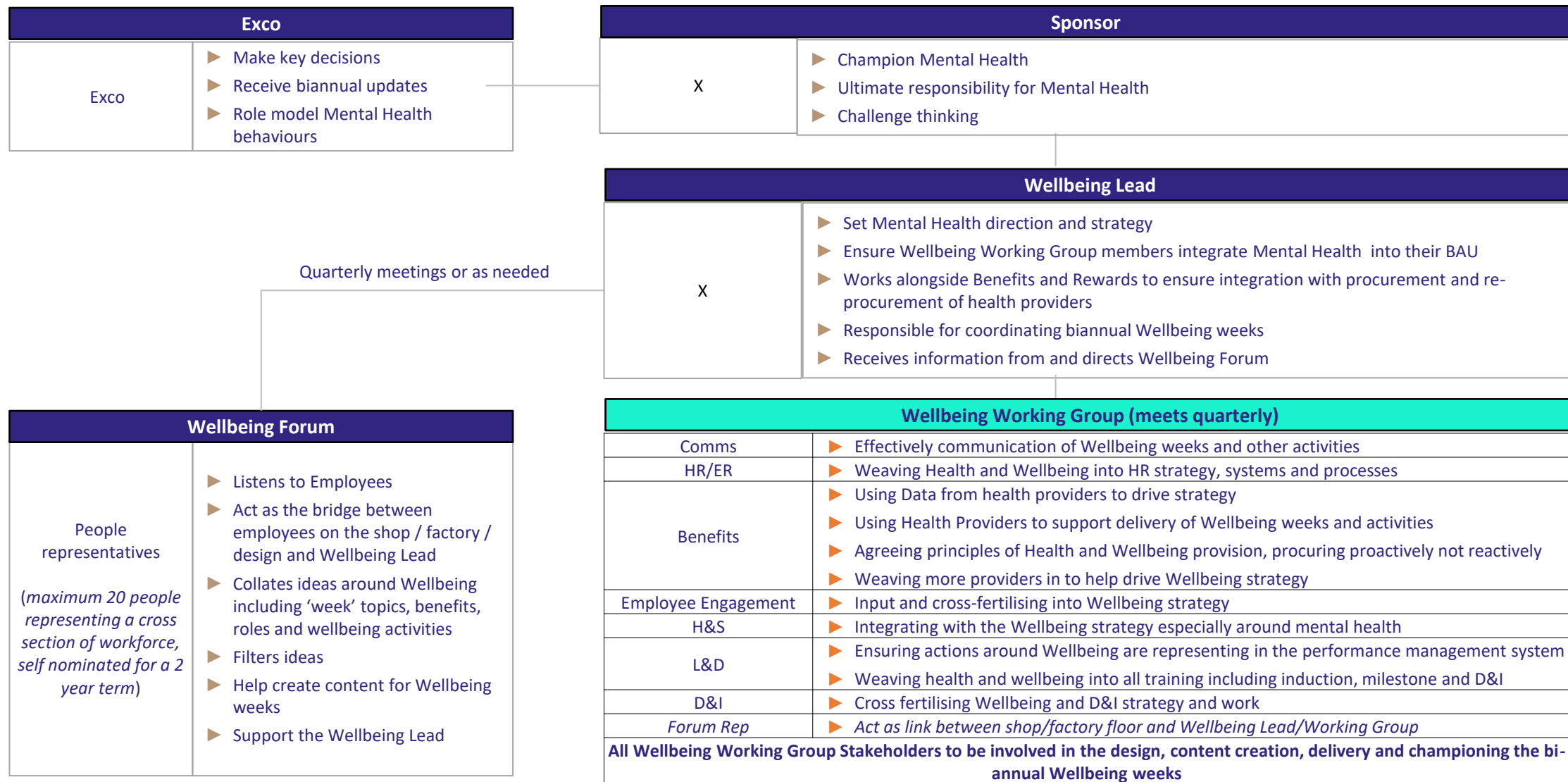
LISTEN TO YOUR PEOPLE

THEY WILL TELL YOU WHAT THEY NEED

EVERYONE IS A STAKEHOLDER IN MENTAL HEALTH

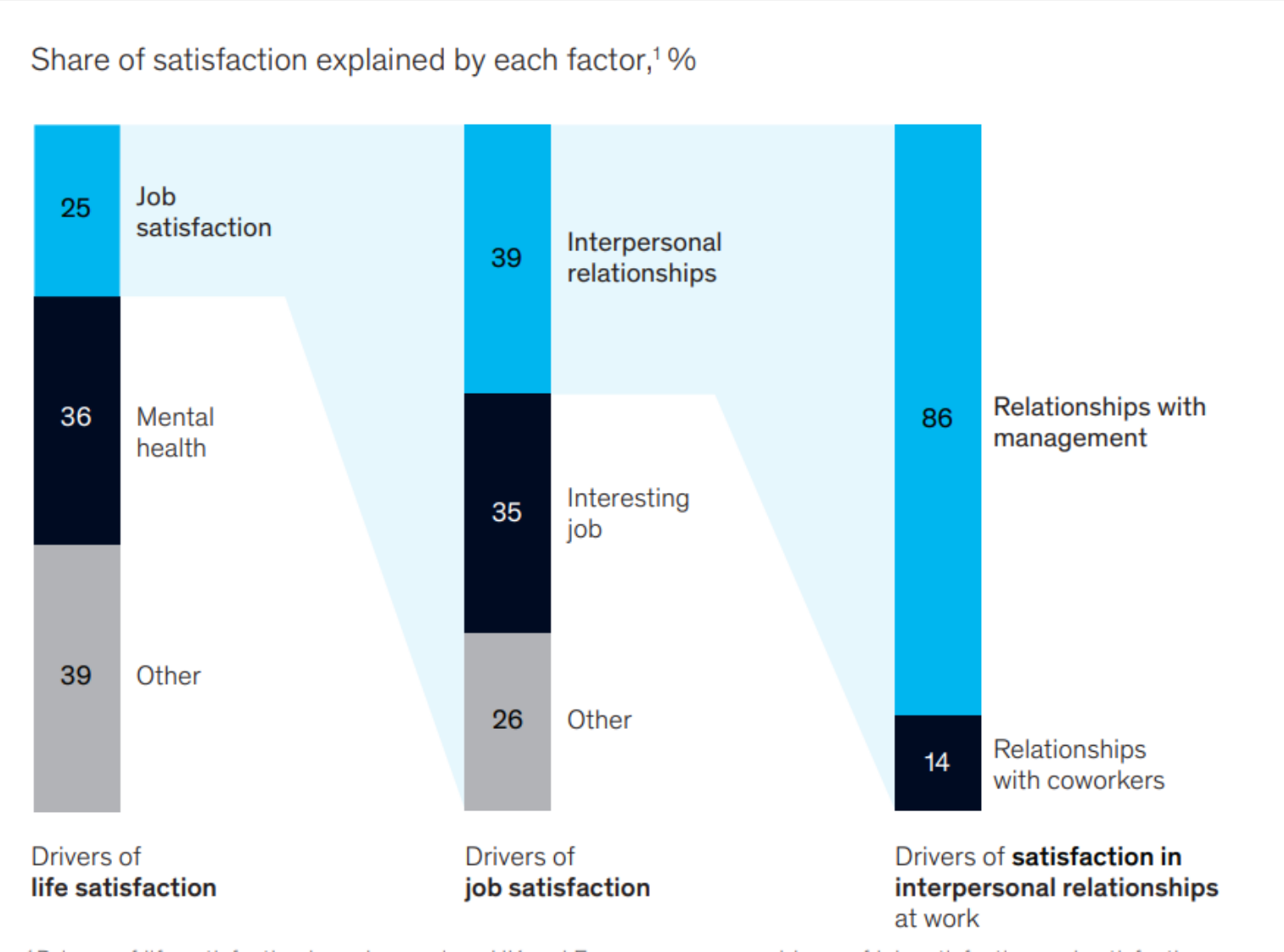


GOOD GOVERNANCE MEANS BRINGING PEOPLE TOGETHER



Relationship with management
is a critical factor in employees’
life satisfaction

Jan-Emmanuel De Neve et al., “Work and
well-being: A global perspective,”
Global Happiness Policy Report 2018





OCCUPATIONAL HEALTH

ARE YOU USING OCCUPATIONAL HEALTH PROPERLY?

- How is Occupational Health set up?
- Who gets sent there?
- By whom?
- What sort of absence reason?
- How do they get seen?
- How does this fit into the Care Pathways?

HOW DOES THE OCCUPATIONAL HEALTH REPORT FIT INTO MANAGING PEOPLE REMAINING AT WORK / MANAGING ABSENCE?



BEWARE THE 'WELLBEING EXPERT'

Who is coming to talk to you?

- What is their experience?
 - Are they qualified?
 - Is what they are talking about what they are 'qualified' to talk about?
 - Where does this fit with your strategy? Is it useful?
-
- If 'Lived Experience' have you performed a risk assessment?
 - Is the talk appropriate for your workforce?

IMPROVED MENTAL HEALTH HAS MANY DIRECT BENEFITS

- Mental Health should be used as a Leading Indicator for **Organisational Performance, Resilience and Capability**
- The same measures can identify broader issues (sometimes hidden) and risks
- rather than being limited to absence and illness such as:
 - Culture
 - Resistance to Change
 - Poor quality Leadership & Management
 - Legal & Reputational Risks
- Frameworks have been developed to track these direct benefits (BITC)



THANK YOU

'Do Workplace Health Right'
– 6-week practical training
- eLearning

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