



香港城市精神健康聯盟

**City Mental Health  
Alliance** HK

# ANNUAL REPORT

2020/2021



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**CREATE MENTALLY HEALTHY WORKPLACES**  
**INSPIRE HEALTH CREATION IN BUSINESSES**



## MESSAGE FROM THE CHAIR

The City Mental Health Alliance Hong Kong (CMHA HK) was established in 2017. Learning and adapting from the successful experience of CMHA UK, our aim is to promote the awareness of mental health and wellbeing in the workplace, share best practices and solutions, and help employers in Hong Kong to enable happier, healthier and more productive workforces.

The importance of this mission has been dramatically evidenced and heightened over the past 18 months. The impact of a once-in-a-century global health pandemic created an unprecedented transformation to the way that employers were forced to provide for, and communicate with, their employees. The 'workplace' was suddenly no longer a fixed location with people, walls and a roof but instead became a much more fluid and individualised concept for staff across Hong Kong. Amongst the many changes to culture, processes, technologies and ways of working that this transformation has brought, this shift has also upstreamed the subject of mental wellbeing across the business community.

How the Hong Kong workplace will evolve after Covid-19 remains hard to predict, but it is clear that CMHA HK's mission has never been more important. Research shows that mental ill-health affects approximately 1 in 4 people globally and the stigma that is still commonly associated with mental ill-health in Hong Kong means many do not disclose their personal struggles and do not seek help. Hong Kong is an international business city. In order to retain international competitiveness in the future, as well as to reflect on a core social demand within any potential Environmental,

Social and Governance (ESG) supply framework, it is essential that all stakeholders recognise the critical role that companies must play in encouraging employees to acknowledge and understand the mental health of themselves and their colleagues, and to promote good wellbeing in the workplace.

We are delighted to present CMHA HK's first Annual Report which documents our activities, initiatives and financial experiences since our incorporation as a company limited by guarantee in 2020. I would like to say thank you to the members of the Board and the Advisory Group for their support and contribution in shaping the ongoing direction of CMHA HK and to the hard work and dedication of our small but wonderful executive team.

A particular level of gratitude and appreciation must be expressed to our founding CEO, Dr Zoë Fortune. Without her drive and passion for implementing positive change across Hong Kong workplaces, we would simply not have been able to reach this milestone. I wish Zoë and her family the best of luck as they now embark on their next chapter in the Middle East, and I am delighted to announce Hannah McLeod as the new Executive Lead for CMHA HK. Under Hannah's leadership, I know that CMHA HK will continue to focus on providing the best possible support to our member companies as they build workplaces in which people can thrive without fear of stigma, and where boardroom agendas reflect the importance of employee mental health at the highest levels of the company.

**Edward Moncreiffe**  
Chair, CMHA HK Board



## MESSAGE FROM THE CEO

The vision of CMHA HK is to create mentally healthy workplaces and inspire health creation in businesses. Founded on principles of working together to achieve these aims, the alliance has grown considerably since our inception in 2017 and the current membership group comprises 23 organisations employing over 124,000 staff across Hong Kong. Our key areas of work were established with the support of our members and have evolved over time in response to local business needs. These focus areas now comprise: research and data; resources; events; training; and communication and thought leadership. We have documented our activities in each of these areas in this first Annual Report. As organisations innovate, contribute solutions and effect change on workplace mental health, CMHA HK aims to share that knowledge and insight to impact as many employees as possible, at all levels of business.

In 2021, to support our strategic direction and growth, we laid out specific Key Performance Indicators (KPIs) to help shape our development over the coming three years. As a not-for-profit organisation, these KPIs are designed to ensure we continue to support our members, push boundaries for quality, and support the changing landscape on workplace mental health in Hong Kong. They are:

1. CMHA HK is a leading organisation on workplace mental health in Hong Kong;
2. CMHA HK member companies make demonstrable efforts towards excellence in workplace mental health;
3. CMHA HK is a provider of high quality workplace mental health training in Hong Kong; and
4. CMHA HK plays a role in ensuring good mental health across the wider community in Hong Kong.

Ensuring delivery against these KPIs will remain a strong focus and we will work to ensure accurate measurement and assessment against each of our targets and be transparent in our processes and reporting.

The importance of mental health is being brought increasingly to the fore through the impact of Covid-19. As businesses evolve in response to this need, we continue to adapt our model to ensure it remains timely, relevant and effective. Now in our fourth year of operation, while our core focus remains on our members, we are also working collaboratively with other organisations, teams of professionals and individuals across Hong Kong to influence development on workplace mental health. We regularly reach over 280 companies and more than 500 individuals and we will continue to explore ways to enhance learning and strive for community change, such as our recent commitment to the UpLink network of the World Economic Forum as part of our responsibility towards the UN Sustainable Development Goals.

The launch of CMHA in Hong Kong was the first of CMHA's non-UK operations and we are proud to be part of the evolution of workplace mental health both in Hong Kong and globally. From a small team in Hong Kong, we have grown to six part-time members of staff



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with a wider group of training consultants, advisors and collaborators. Planning the future direction of CMHA HK offers an opportunity for reflection and we have included a section on our history as an Addendum to this Annual Report to provide an overview of the ethos underpinning our development.

The past 18 months have been difficult for many. Our latest employee research, surveying over 900 staff in the summer of 2020, shows Covid-19 has resulted in employees facing different challenges due to working from home, the pressures of family commitments and fears over safety. As a result, flexible working arrangements and autonomy are valued. It is clear that there remain other challenges in the workplace. These include the difficulties faced by the 'middle management' group and the impact of presenteeism. Our survey found that 27% of employees in Hong Kong have experienced mental health problems in the last 12 months and that 10% of employees have left a job due to mental health concerns.

However, I am pleased to report that we are also seeing many positive developments across workplaces in terms of the support for staff, the emphasis placed on good mental health by employers, the prominence of senior leaders, an increase in awareness raising, and signs of a reduction in the stigma associated with mental ill health.

I am confident that CMHA HK will continue to play an important role in shaping the future direction of mental health for employees in Hong Kong, not only via our member base, but also through our wider network and community. It has been a pleasure to be part of the growing evolution on workplace mental health in Hong Kong and I am extremely proud of our development and growth as an organisation. I am grateful to the team, our Board, supporters and especially our membership group for their time and dedication in ensuring that workplaces are mentally healthy environments and places where employees can thrive.

**Dr Zoë Fortune**  
CEO, CMHA HK



# OUR MEMBERS

Our membership group comprises the following companies:

## Founding members:

ALLEN & OVERY

BANK OF AMERICA 

 BNY MELLON

CLIFFORD  
CHANCE

Goldman  
Sachs

 HSBC

J.P.Morgan

Linklaters

 OLIVER WYMAN

 SECURITIES AND  
FUTURES COMMISSION  
證券及期貨事務監察委員會

## Other current members:

 安盛

 DLA PIPER

 安永  
Building a better  
working world

HKEX  
香港交易所

 Jardines

 JLL

LATHAM & WATKINS<sup>LLP</sup>

MAYER | BROWN

Morgan Stanley

 PRUDENTIAL  
英國保誠

 pwc

SLAUGHTER AND MAY/

WELLINGTON  
MANAGEMENT<sup>®</sup>

## We are grateful for the support of past members:

aetna



Edelman



# ACTIVITY 2020—2021

City Mental Health Alliance Hong Kong is a not-for-profit membership organisation. We are an alliance of businesses, working together with mental health experts and partner organisations, to achieve our vision that every workplace will protect, support and create positive mental health for their people.

CMHA HK has evolved considerably over the three years since our launch in 2017 (further details of these years can be found in the Addendum). Taking an evidence-based approach to all of our work, our core thematic areas now cover Research & Data, Resources, Events, Training, and Communication & Thought Leadership. We continue to evolve and grow as an organisation.

**“We are immensely conscious of the intense nature of the work carried out in the professional services industry. By joining City Mental Health Alliance HK today, we join a community of HK corporations with the same objective to effect mental wellbeing change - not only at EY but also in the broader community.”**

- Peter Picton-Phillips, Partner, EY

In the period covered by this Annual Report, we have responded to the needs of our members and adapted to the unique requirements of the emergence of Covid-19. In early 2020, we created resources and events to support both member and non-member companies as they modified their workplace practices to adjust to the impact of the pandemic. This included the launch of multiple guides and a speaker series, the development of new training modules and undertaking research with a large cohort of employees focussing on mental health in the workplace and the impact of Covid-19. For members, we convened five member-sharing sessions and four workshops covering topics relating to the CMHA HK Guide to Thriving at Work.

To reach a broader audience, we also held two public CMHA HK events, participated as a speaker in 15 affiliate events, published Factsheets in both Cantonese and English, and launched a weekly Covid-19 Bulletin that ran for 10 weeks during the first months of the pandemic. We also established partnerships with organisations whose principles are aligned with those of CMHA HK to support companies with a range of resources and information.

The following sections outline our key areas of work and detail our achievements during the reporting period since incorporation as a company limited by guarantee, from 15 January 2020 until 31 March 2021.



## Research & Data

We strive to ensure that all our work is guided by data and evidence. To drive effective change it is important to understand the efforts made by employers, as well as the experience of employees, so that workplaces can create environments that are supportive to good mental health, and help to reduce the stigma that can be associated with mental ill-health.

The establishment of CMHA HK was guided by data from employee surveys conducted in Hong Kong, and we continue to support our members by providing individual company research reports to inform business strategy on mental health and wellbeing. Surveys also ensure we gather evidence from across multiple companies and industries to inform the wider evidence-

base around workplace mental health, both in Hong Kong and the broader region. Our research approach also includes provision of an assessment framework, and accompanying *Guide to Thriving at Work*, to support companies in the delivery and enhancement of their wellbeing strategies.

### 2020/2021 Highlights



18 members completed the 2021 Thriving at Work Assessment



>900 responses to the 2020 Employee Wellbeing Survey



13 industries surveyed



14 Employee Wellbeing Reports: 1 general, 4 sector, 9 company

### CMHA HK Guide to Thriving at Work

The *CMHA HK Guide to Thriving at Work* is an important document that forms a guiding principle for our work and provides companies with a framework to help them develop and implement a strategy that will support the good mental health of their employees.

The Guide details six Standards and identifies practices and interventions within each Standard, classified at varying levels of complexity from 'Committed' and 'Achieving' through to 'Enhanced' and finally 'Excelling'. The Addendum to this Report provides a detailed account of the development of this foundation document.

We recognise that companies vary in culture, size, and make-up, and the *Guide to Thriving at Work* is purposely

designed so that implementation can be done in a non-linear fashion, driven by the needs of the company.

The Standards of the Guide informed our activity plan throughout 2020 and leading into 2021, and we provide toolkits and workshops that relate to each Standard. Careful consideration should be given to the inclusion of monitoring and assessment as part of any strategy and in 2021 the CMHA HK has focussed on data collection and evaluation. The findings from our latest research will inform our workshop series on the Standards later in this year.

The *CMHA HK Guide to Thriving at Work* is freely available on the CMHA HK website, as part of our



broader efforts to reach as many companies and employees as possible and enhance mental health across the Hong Kong community.

We anticipate that in 2022 the *CMHA HK Guide to Thriving at Work* will be reviewed and updated to reflect the growing and changing needs of the Hong Kong workplace.

## Thriving at Work Assessment

While the *CMHA HK Guide to Thriving at Work* provides a framework for how companies can establish mentally healthy workplaces, it is vital that companies know where they are on their journey and where future improvements can be made.

In 2019 we launched our Thriving at Work Assessment. We revised the survey questions in 2020 and created a new quantitative scoring system to provide companies with an overall score as well as performance against individual indices to improve comparison across companies. Companies received a report with an overall score, a score for each Standard and scores for each initiative. These scores are measured against the average score for the cohort of members taking part in the survey, and set against a 'Maturity Scale' to indicate where the company is at in its implementation of mental health in the workplace. Staff from CMHA HK then meet with the company to discuss where they are at in relation to the Standards and provide recommendations on where to focus their activities to help bring about change. From March 2021 the assessment is offered to non-member companies as part of our growing package of support to the wider corporate community.

Now in its second year, member companies were found to have reached an overall level of Achieving with the highest performing companies reaching Excelling. This result indicates that companies are making definite progress to implement employee wellbeing policies in Hong Kong workplaces, with leading companies in the CMHA HK membership group making significant advances. The impact of Covid-19 is also evident in changes made by workplaces. Flexible work arrangements, the implementation of strategies to increase mental health awareness and address unhealthy

**STANDARD 1C**  
Communicate mental health at work strategy

1A 1B 1C 2 3 4 5 6 7 8 9 10

Communicate your mental health at work strategy so that all employees are aware of your company's commitment and the support available for those who may need it

Committed	Achieving	Excelling	Enhanced
<p><b>Communicate your mental health at work strategy to all your employees and outline the support for those who may need it</b></p> <p><b>Develop and communicate factheets on health and wellbeing support provided by your company, and information about keeping healthy</b></p> <p><b>Hints and tips:</b> When implementing the strategy, consider leveraging local resources and internal communications. Ensure that the messages are consistent and repeated to enhance messaging.</p> <p><b>Hints and tips:</b> See appendix for some resources that may be helpful to help produce the strategy and factheets. Resources are often provided by specialist companies as well as NGOs, government organisations and health insurance providers.</p>	<p><b>Provide mental health awareness sessions to all your employees to raise awareness and improve understanding of mental health</b></p> <p><b>Produce an internal and external narrative which aligns to your recruitment processes, employee competency frameworks and culture or values, potentially as part of a broader wellbeing plan</b></p> <p><b>Hints and tips:</b> Consider the language required for communication and information – staff may prefer to receive information in another language. For example, it may be helpful to consider provision of factheets in Simplified or Traditional Chinese, and awareness sessions to be conducted in Cantonese, Mandarin and/or English.</p>	<p><b>Use case studies and mental health champions or mentors, where appropriate, as role models to raise awareness and improve understanding of mental health and to promote relevant support mechanisms and strategies</b></p> <p><b>Tailor communications about your mental health at work strategy to suit different audiences (e.g. senior management, HR, resource groups, employees) and align to their priorities</b></p>	<p><b>Make a public statement of your commitment to mental health, what your company is doing in this area and how this fits into your organisation's overall strategy. This could include:</b></p> <ul style="list-style-type: none"> <li>A statement of your company's commitment and progress in the annual report or other communications</li> <li>An acknowledgement of your company's commitment in company recruitment and career information</li> <li>Making use of relevant indices and comparators to evaluate and report on your company's performance</li> </ul>

workplace risks showed an overall 43% increase for those companies who had undertaken the survey in 2020. Senior leaders across companies in this group are also increasing activity with initiatives to role model healthy behaviour, showing a substantial increase of 152% against the 2019 results.

We are proud to be working with companies who are pushing the boundaries on workplace mental health and pleased that lessons learned from this process can be shared more broadly to support other companies in Hong Kong and the Asia region.

香港城市精神健康聯盟  
**City Mental Health Alliance HK**

**THRIVING AT WORK**  
Assessment Report 2021

### CMHA HK Maturity Scale

The CMHA HK Maturity Scale is based on our *Guide to Thriving at Work* and aims to illustrate how initiatives build on each other as companies implement strategies to create a workplace that enhances employees' mental health and wellbeing.

However, we recognise that many companies will implement initiatives in a non-linear fashion depending on the company and its unique needs.

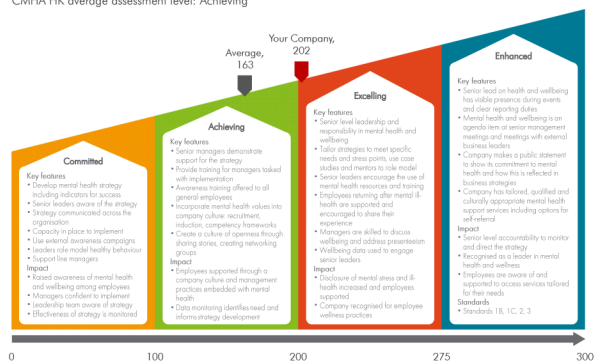
Where your company sits on the Maturity Scale is based on your responses to the assessment survey. While companies placed more to the right may be considered to have further progressed the implementation of their mental health strategy overall, companies lower on the scale may well be leaders in specific areas of workplace wellbeing.

**Your overall score: 202**

CMHA HK average score: 163

**Your assessment level: EXCELLING**

CMHA HK average assessment level: Achieving



## Employee Wellbeing Survey

**22%**

**APAC employees experienced mental health problems in the past 12 months**  
% of respondents; N=902



Note "APAC" includes Hong Kong, Singapore, Tokyo, Shanghai, Beijing, Seoul, Sydney, Bangkok, Jakarta, and Mumbai

The Survey was first conducted in 2017 to gather evidence on the experience of employees in the Hong Kong corporate workplace and determine whether there was a need for an organisation such as CMHA HK.

In 2020, we undertook the third of our employee surveys and we extended our reach to employees across Asia Pacific (APAC) and included questions on Covid-19 and its impact. From a total of more than 900 responses we learned that in 2020, 22% of employees across APAC had experienced mental health problems in the prior year (27% in Hong Kong), 10% had left a job due to mental health problems, and a concerning number of employees were experiencing symptoms related to poor wellbeing.

Three areas of concern were identified: presenteeism, stigma, and the increasing difficulties faced by 'middle management', a group which showed a 14% increase in mental health problems at work compared with our 2018 survey, and who show higher reports of having left a job due to mental ill-health. The impacts of Covid-19 have also been felt acutely, with employees with children

aged under 10 being highly concerned about access to childcare and all groups expressing concern about contracting Covid-19, and a lack of access to social activities. Overall, employees value autonomy, flexibility and being listened to. In general, the survey recorded a more optimistic attitude towards mental health and an upward trend in employee appreciation of company support offered. However, of those who did not contact their Employee Assistance Program (EAP), reasons given were being unaware of services (41%) and not believing them to be useful (21%). This is now an area of further exploration for CMHA HK.

Importantly, our 2020 survey also found that company investment in employee wellbeing is paying off and employee agreement levels on metrics around provision of open and supportive cultures towards mental health had increased. Amongst employees who reported that they had experienced mental ill-health, there was a 10% increase in the number of employees who felt that the resources offered by their employer were sufficiently tailored to suit their individual needs.

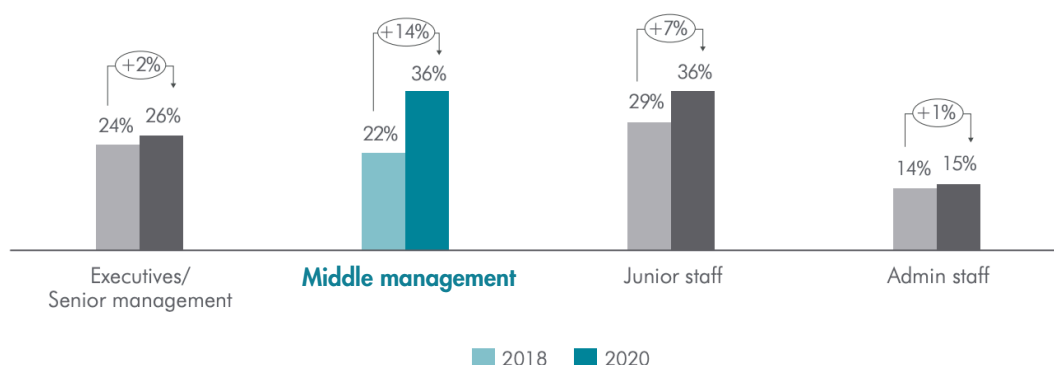
**10%**

**increase in employees who found resources sufficient to their needs**



In 2021, we are focussing on measurement and understanding how we can best support companies to assess and measure both implementation of measures to know 'what works' for their employees, and if these measures are leading to longer-term, impactful change.

**Employees who experienced mental health problems in the past 12 months in Hong Kong, 2018, 2020**  
% of respondents; N=732





CMHA HK provides toolkits, guides, resources and information to support companies in their efforts to improve mental health in the workplace. We strive to ensure that all our resources are relevant and appropriate to the Hong Kong and regional context.

We do this by adapting international best practice, collaborating with the global CMHA team and by generating our own resource material in partnership with others in our community and our members.

to the wider community and a member-only area where members can access these resources. The website is regularly updated and features resources from CMHA HK, information on our training program and CMHA HK membership, as well as research, information and materials on workplace mental health drawn from sources recognised for their international best practice. Moving forward, we aim for all key resources to be translated into Chinese.

To engage with the wider community, we produce a monthly thought leadership Bulletin focussing on mental health and wellbeing in the workplace. In 2021 the Bulletin is being circulated to over 500 subscribers.

## 2020/2021 Highlights



**3 How-to Guides**



**6 member case studies**



**16 expert interviews**

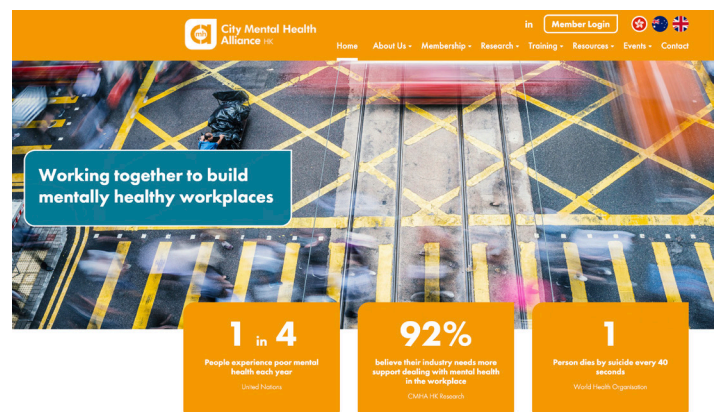


**>500 subscribers to email bulletin**

Our repository of resources has expanded to include a wide range of materials that cover:

- Case Studies providing information on initiatives being implemented by individual members to support workplace mental health;
- Factsheets on a range of topics;
- 'How To Guides' on topics including 'How to create a mental health at work strategy' and 'How to establish an in-house counselling service'. These are generally accompanied by workshops and support the Standards in the *CMHA HK Guide to Thriving at Work*;
- Expert Speaker series in response to Covid-19.

In 2020 the CMHA HK website was completely rebuilt to provide easier access to resources and information



# Events

Events are designed to assist members and the wider corporate community to gain the knowledge, information and support they need to enable them to make and sustain change in their workplaces. The CMHA HK events strategy includes member, affiliate, and company events.

## 2020/2021 Highlights



14 member events



16 member speakers



>50 companies\*



15 affiliate events

\*attended the Senior Leader event for World Mental Health Day

## Member Workshops

Our workshops are focussed around the Standards of the *CMHA HK Guide to Thriving at Work* and provide an opportunity for members to learn from expert speakers on new initiatives, or discuss areas where companies need further support. Member workshop sessions have also been used to launch new resources developed by CMHA HK, such as training modules or 'How To Guides' and provide an opportunity for member engagement, collaborative working and feedback.

## CMHA Global Webinars

Our Global Webinar series brings the CMHA global community together to examine international perspectives and share case studies. These sessions provide an opportunity for companies to explore issues relating to workplace mental health that are shared across regions and gives CMHA HK members access to international speakers on key topics.

## CMHA HK Member Events

CMHA HK offers three types of events exclusively for the membership group. These are: Member Insight and Exchange Sessions (MIES), Member Workshops and the CMHA Global Webinars.

### Member Insight and Exchange Sessions

These sessions provide an opportunity for CMHA HK members to hear from others in the Alliance about the activities and strategies that companies are implementing. We invite members to share what they have been doing and provide an opportunity for general discussion and questions. Events are typically held quarterly and include discussions on areas such as mental health champions, effective strategy implementation and the role of senior leaders. During 2020/21 these sessions have been delivered virtually.

**"Thank you very much - fascinating and wonderfully open discussion. Very useful insights for other companies on this journey."** - Melanie Dale, Strategy & Communications Leader, EY



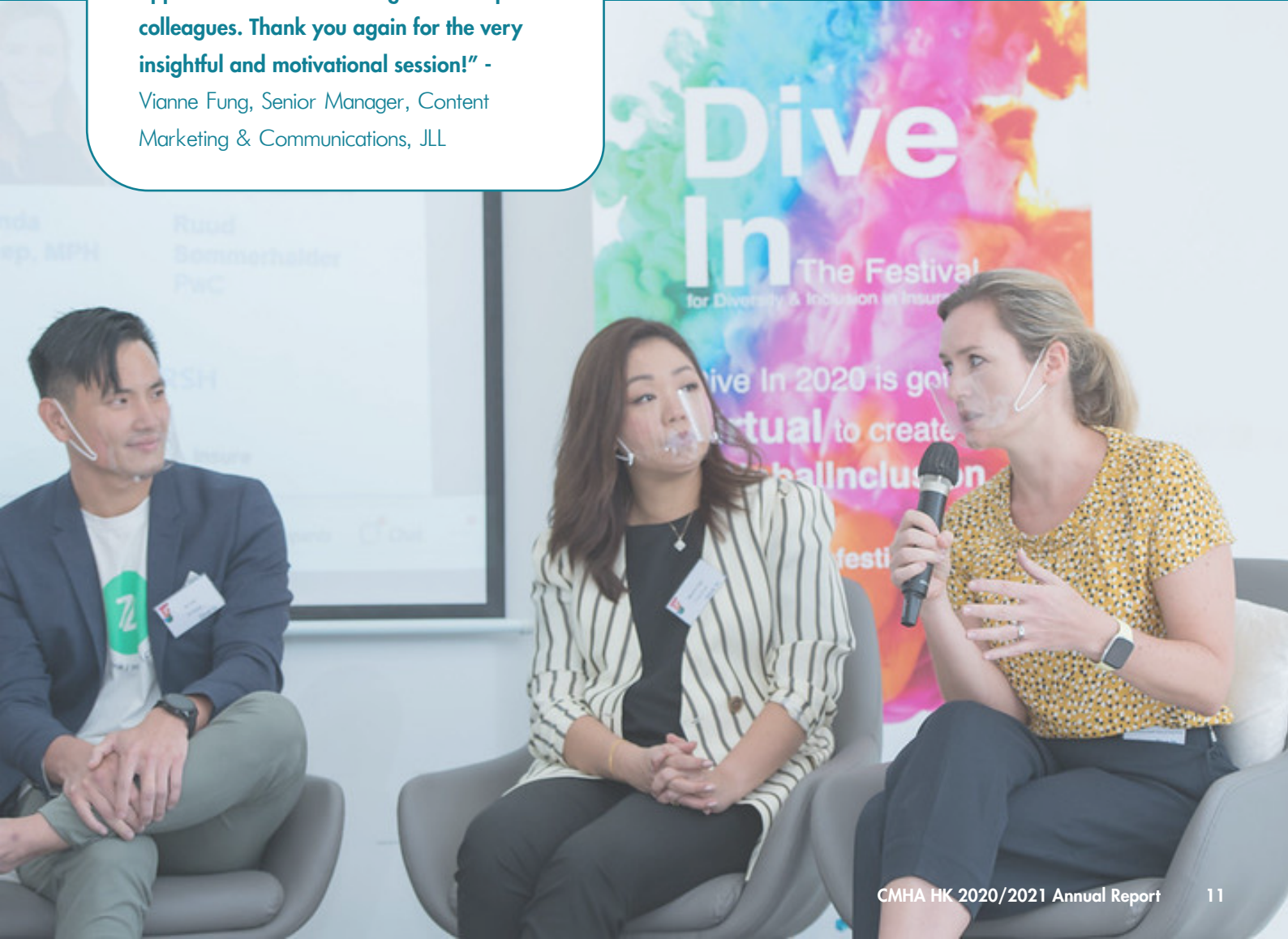


“Great to see everyone and have people share about what they are doing within their companies to help the mental health of employees, especially during this time.” - anon



HK MENTAL HEALTH CONFERENCE 2020  
香港心理健康研討會  
YOUTH IN FOCUS 透視年青人

“As someone in the middle layer, [I] can identify with the difficulties of catering to the uppers and accommodating the more junior colleagues. Thank you again for the very insightful and motivational session!” - Vianne Fung, Senior Manager, Content Marketing & Communications, JLL





## Training

To uphold the principle that our work is led by members and guided by experts, our training modules are developed in collaboration with members and with input from expert organisations and our Advisory Group.



A limited number of training hours are included as part of membership and we regularly deliver training to a range of organisations to support their mental health in the workplace strategy. We have created bespoke training modules to respond to member needs and our training programs have been designed to support company strategies. Training is designed to fit in with staff working hours and covers a range of topics from one-off general mental health awareness programs through to multi-level skills development for specific employee groups, such as managers.

**“Thank you CMHA HK for providing three very informative sessions to raise awareness to our employees across Asia about the importance of mental well-being, and for suggesting ways individuals can support each other as well as helping ourselves, especially during more stressful periods of our lives.” - Maggie Choi, HR Lead, Protiviti and Robert Half**

All our trainers are mental health professionals, skilled in their own area of expertise, and contributing to the development and delivery of our modules. This level of guidance and insight from across the community we serve, from development through to delivery, ensures our training material is both relevant and delivered in the most effective way possible.

### Company events

In addition to external events and delivery of training, we regularly work with our members to support them in the delivery of internal and external events on mental health, helping to raise awareness and support employees. This includes giving talks on mental health to employees, providing external speakers, and being present on panel discussions. We view this as an important part of our remit to ensure that employees are conscious of efforts being undertaken by the company, and encouraging staff to become active contributors to employee wellbeing programs so that mental health strategies are delivered according to employee need.



## 2020/2021 Highlights



7 modules



61 sessions delivered



29 companies trained

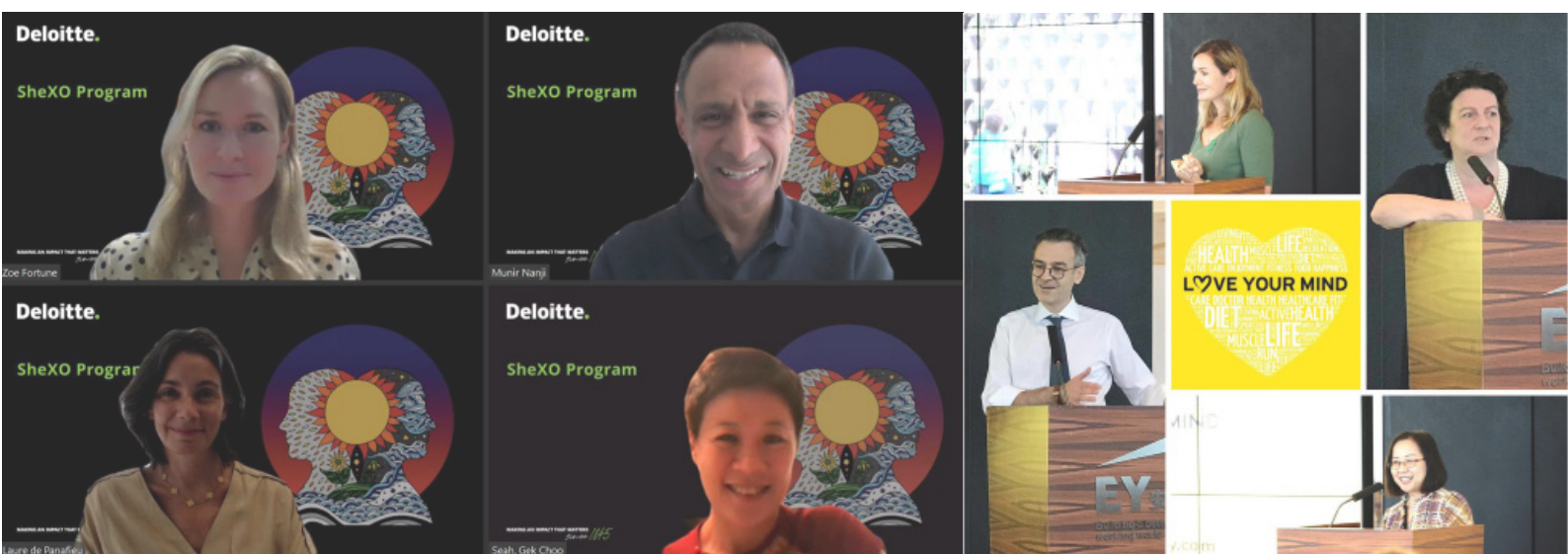


>3,000 participants trained

Training topics include: General Mental Health Awareness, Manager training, Building Resilience, Successful Transition to the Workplace, Staying Mentally Healthy during Covid-19 and Managing Stress. All are delivered in English, Cantonese and Mandarin.

**“Participating in the City Mental Health Alliance HK training was a very valuable experience.”**

- Florence Leung, Senior HR business Partner, Fidelity International



# Communication & Thought Leadership

As a membership-based organisation, the needs of members drive our operations. A key role of the CMHA HK is to share lessons learned and ensure that companies and individuals are kept up to date with developments and new evidence on workplace mental health initiatives.

We do this by sharing among our own member organisations as well as presenting best-practice research, innovation and initiatives from external agencies. Our aim is to further support and inspire workplace and community development.

To keep members informed and engaged with the Alliance, we circulate a monthly member newsletter detailing new resources, an updated schedule of events, key findings from our research, and developments in assessments and training. We also ensure connectivity via social network channels including LinkedIn, where we regularly share our latest news and resources with the business community. The CMHA HK website also features a 'member only' hub where we regularly post videos, workshop recordings and resources created specifically for members.

## Affiliate Events

Since January 2020, we have presented at over 15 external conferences, panels and events Asia-wide. Speaking on relevant topics to raise awareness on workplace mental health, CMHA HK aims to share with the wider community what we and our members have learned, ensuring that the lessons from experience and research are shared.

## CMHA HK in the Media

As part of our remit to raise awareness around workplace mental health, CMHA HK has been featured across a wide selection of the media.



## CMHA HK Affiliate Event Highlights 2020/2021





# CMHA HK BOARD

Our Board is made up of representatives from across our group of member companies. It exists to drive the strategic direction of the CMHA HK, ensuring its purpose to be member-led and support the needs of businesses in Hong Kong. In 2020 we welcomed a new Chairman to the CMHA HK Board, and expanded

the Board to better reflect the CMHA HK membership and ensure balance among our Board members. We are grateful to our founding Board members for their dedication and constancy, and to our Board members joining during 2020–21 for their new ideas and enthusiasm for the work we do.



**Sammi Cho**  
Chief Executive, BNY Mellon

“Mental health and wellbeing of employees and their families are essential. CMHA brought together APAC senior leaders, who shared their perspectives on the challenges they are facing, how their own organisations are prioritising this topic and preparing for future needs.”



**Gilbert Li**  
Partner, Linklaters

“As a leader, I want to better educate myself on mental health issues in the workplace. In particular, I want to engage with, and learn from, mental health professionals and leaders in other organisations on how best to support and foster positive mental health for our employees and to create an environment where they can thrive.”



**Peter Reynolds**  
Partner Head of Greater China, Oliver Wyman

“People are all we have. CMHA HK offers us the ability to share practical steps across similar firms that help us to address mental health challenges. On a personal level, being able to learn so much from a fascinating group, and do a little to give back to Hong Kong, has been a terrific opportunity and real privilege.”



**Edward Moncreiffe - Chair**  
CEO, HSBC Insurance (Asia) Limited



**Mark Saunders**  
Head of Client Partnerships, Asia Pacific, JLL

“Having seen first-hand, often painfully, what can happen when we don't look after ourselves and others mentally - I wanted to take responsibility to keep conversation, and action, progressing. So much focus is spent on physical wellbeing, why not mental? And why isn't this a regular board agenda item?”



**Jennifer Tam**  
Partner, Mayer Brown

“We all have a role to play to help build a mentally healthy workplace. I am extremely privileged to be working with the team at CMHA HK and the members to make a meaningful difference.”



**Nikki Williams**  
Associate Director - HR, Allen & Overy

“Supporting people's mental health should be a core focus for all employers. CMHA HK provides really valuable insights, know-how and training for businesses in HK, helping to improve the provision of support within our community. I am grateful for the opportunity to contribute to this through my membership of the Board.”

## ADVISORY GROUP

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CMHA HK aims to be member-led and expert guided. To achieve this, our work is reviewed and informed by professionals from a range of healthcare and other sectors to ensure our messaging and resources on mental health are factually accurate and appropriate for our audience. We are fortunate to have worked

with a dedicated team of professionals who have been with us throughout the entire CMHA HK journey. The members of the Advisory Group span psychology, general medical practice, education and academic research and generously contribute their time and expertise. We are grateful for their support.



**Dr Charles Brantly**  
General Practitioner,  
Central Health Medical  
Practice



**Dr Hannah Reidy**  
Clinical Psychologist  
and CEO, Mind HK



**Dr Sharmeen Shroff**  
Founder and Clinical  
Psychologist, Central  
Minds Hong Kong



**Jonathan Tennant**  
Director, Knowledge  
Translation, The Black  
Dog Institute Australia



**Dr Olga (Olya) Zayts**  
Professor, Centre for the  
Humanities and Medicine,  
University of Hong Kong

## COMMUNITY PARTNERS

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Collaboration is a key part of our work. While CMHA HK specialises in mental health, physical health, financial and social factors are integral to achieving and maintaining good mental health. We recognise that we cannot achieve our aims in isolation. Working with others who are themselves expert in their fields is

important to ensure we provide comprehensive support to our members and that our work is of the highest quality we can achieve. We are fortunate to have developed several important collaborations with leaders in both the business and healthcare sectors.



# FINANCIALS

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# FINANCIALS

Please see below our pre-audited Management Balance Sheet and Profit and Loss Accounts for the period 15 January 2020 to 31 March 2021.

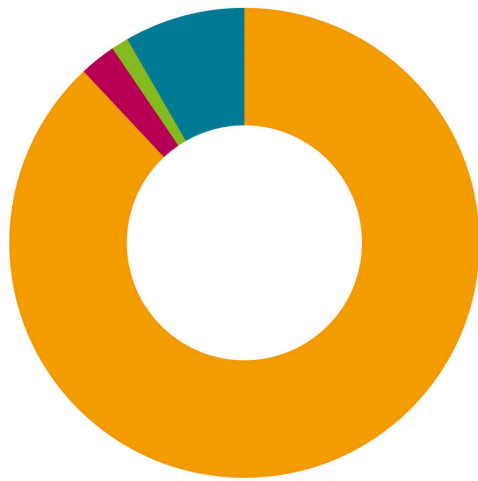
Prior to incorporation as a company limited by guarantee on 15 January 2020, CMHA HK money was hosted by Patient Care Foundation (PCF). During this time membership dues and other sources of funds were temporarily placed with PCF and expenses paid out by

them. We would like to express our gratitude to PCF for their support during these first years.

Following incorporation, PCF transferred the balance to CMHA HK in the form of a donation. This is classified in our Balance Sheet as a “write off” due to the nature of funds received. The financials now show a net profit of HK\$1,480,030.

## City Mental Health Alliance Hong Kong Ltd. Profit and Loss for the period 15 January 2020 - 31 March 2021

	<b>HKD</b>
Fee income	2,362,599
Cost of Service	(131,727)
Interest Income	12
	<u>2,230,884</u>
Accounting Fee	4,000
Bank Fees	1,872
Audit and tax fee	19,000
Business Registration fee	250
Staff and Contractors Costs	2,104,606
Foreign Exchange difference	(666)
Office Expenses	4,422
Rent	100,979
Secretarial fee	3,920
Subscriptions	38,027
Trainers Fee	64,600
Website Development Fee	56,000
	<u>2,397,010</u>
Net gain/(loss)	<u>(166,126)</u>
Amount due to be written off	<u>1,646,156</u>
Net profit after writing off	<u>1,480,030</u>



### Allocation of expenses

- Staff and contractors
- Office accommodation and resources
- Management and administration
- Trainer fees

#### City Mental Health Alliance Hong Kong Ltd. Balance Sheet for the year ended 31 March 2021

<b>Assets</b>	<b>HKD</b>
HSBC HKD Savings Account	1,510,600
Accounts Receivable	144,499
Prepayment	5,983
Deposit	15,200
Total asset:	1,676,282
<b>Liabilities</b>	
Accruals	194,941
Director's Account	1,210
<b>Total Liabilities:</b>	196,152
Net assets	1,480,130
Share Capital	100
Accumulated gain/(loss)	-
Net Profit after Write-off	1,480,030
	1,480,130







# ADDENDUM

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# OUR HISTORY

## 2017 Highlights



> 400 participants in first Employee Wellbeing Survey



17 November: launch of CMHA HK



10 founding members

### Establishing CMHA HK

In 2017, members of several Hong Kong organisations met to discuss mental health in the workplace and the role of companies to drive change in this area. While investigating international best practice, the groundbreaking work of the CMHA in the UK was highlighted.

Following a series of informal roundtable discussions with advocates, professionals, CMHA UK and workplace leaders in Hong Kong, it became clear that not only was workplace mental health a growing area of need in Hong Kong, but that workplaces could play a vital role in the solution and foster good mental health across the broader community. What was lacking was information, research and guidance for companies in the region on how best to implement change and support staff in this area.

Establishing our research base early to determine the needs of employees in Hong Kong, our first employee wellbeing survey was conducted in the summer of 2017 to investigate the experience of employees in the Hong Kong corporate workplace. Data collected from over 400 employees, in collaboration with Oliver Wyman Management Consultancy, showed 35% of employees had experienced mental ill-health whilst in employment

and 25% had experienced mental health problems with their current employer. The study also found that 70% of employees experiencing mental ill-health would still go to work, either out of a sense of duty, an unwillingness to discuss their illness with a manager, or because there was no company policy allowing time off work for this reason. These findings validated the decision to establish an entity to support and encourage companies to focus on workplace mental health as an integral step to improving community mental health.

The CMHA HK was subsequently launched at the Hong Kong Mental Health Conference in November 2017, alongside Mind HK, and with the support of the Patient Care Foundation (PCF, a Section 88 registered charity) and the Directors of the Central Health Medical Practice. We are indebted to these organisations for their support in our development and proud that we remain key collaborators with Mind HK.

### Development and Growth Pre-incorporation

CMHA HK started with 10 prescient 'Founding Members' who formed our first Steering Committee and were instrumental in shaping the strategic direction of the organisation. We are extremely thankful for their insight and support.

### Founding Members

ALLEN & OVERY

BANK OF AMERICA

BNY MELLON

CLIFFORD  
CHANCE

Goldman  
Sachs

HSBC

J.P.Morgan

Linklaters

OLIVER WYMAN

SECURITIES AND  
FUTURES COMMISSION  
證券及期貨事務監察委員會

## 2018 Highlights



430 participants in second Employee Wellbeing Survey (published 2019)



35 member and non-member training sessions



\$5.5-12.4 bn  
Research paper: The Cost of Mental Ill-health (published 2019)



1,750 training participants

During 2018, the work of CMHA HK was being noticed and we were featured in the *South China Morning Post* and other media, thereby beginning our process of raising awareness about mental health to a broader audience. As we expanded, we formed a separate Board of Governors drawing from a representative number of member organisations to ensure strategic governance. Our first Board was chaired by David Cruikshank from BNY Mellon, and we are grateful to David for his input and support in leading CMHA HK during these early years.

At this time we were also joined informally by a group of dedicated professionals who freely gave their time to support our work. This ensured that we could fulfil our aim of being 'member led and expert guided'. We are delighted that this group of experts has been formally established as our Advisory Group with whom we meet regularly and who review our materials to ensure our work is clinically appropriate and of a high standard.

In 2018 we conducted a second round of employee wellbeing research with Oliver Wyman, surveying 430 employees. Analysis of the data identified three major gaps: a knowledge gap with 69% of respondents reporting they had never received education on mental health; a gap in company support, only 8% of

employees who experienced mental ill-health felt that company resources were sufficient; and a trust gap, with only 36% of respondents who had experienced mental ill-health speaking about this with someone in their workplace. The results were published in 2019 and have guided our work program in subsequent years.

Our research activity in 2018 also included preparation of a report with Oliver Wyman on the economic costs of mental ill-health borne by the professional services industry in Hong Kong. Estimated at between HK\$5.5 and \$12.4 bn, the figure equates to HK\$1 mm per Hong Kong professional services company with costs primarily attributed to presenteeism. Other findings included the impact on team productivity, the reputational costs for the company, and an estimated a rate of absenteeism of 4 days per year per employee. The report, published in 2019, aimed to highlight the hidden cost of mental ill-health to the industry and support conversations with industry groups and individual companies.

During 2018 we established the foundations for the key themes of our work. Meetings held for members to discuss and learn from others on topics of interest have now evolved into our Member Insight and Exchange Sessions (MIES) which are run quarterly. In 2018 we also worked with members to support them



## 2019 Highlights



18 member companies



Guide to Thriving at Work and Assessments developed



First CMHA HK toolkit released



7 member and public events including TedX



56 member and non-member training sessions



2,240 training participants

in the implementation of their mental health strategy, including events and awareness raising, and supported our members to be informed about international best practice by inviting external speakers to our events. These are now important components of our ongoing work.

At this time, our training program was established. Within our first months of operation, CMHA HK members highlighted that to raise awareness on mental health within their organisations, and reduce the highlighted 'knowledge gap', they would need the support of a training program tailored to the corporate workplace. Modules needed to provide relevant information, be appropriate to the audience, and able to fit around employee working commitments. Members felt that training programs currently on offer in Hong Kong did not sufficiently address these needs. The decision was made to develop a CMHA HK training program to raise awareness and understanding of mental health in the workplace, support employees with knowledge on how to help themselves and others around them, and decrease the stigma associated with mental ill-health. The training program was established, through a collaborative

effort with our members, the Black Dog Institute in Australia and Mind HK. We are extremely grateful to these organisations for their insight and input into developing our early training modules.

Our training program continues to grow and is now an integral part of the CMHA HK offering, supporting both member and non-member companies with packages across a range of mental health-related topics. Extending training to non-members fulfilled our commitment to support all companies in their mental health journey and also helped to establish our principles of remaining focussed on company need, and ensuring that companies are a core component in the development of all our materials through workshops, feedback forums and activity groups, ensuring our offering remains focused on member need.

During 2018 and into 2019 our membership grew to include an additional 8 companies to bring our membership up to 18.

Throughout 2019, we continued to raise awareness on the topic of mental health, working with organisations

**aetna**



**HKEX**  
香港交易所

**LATHAM & WATKINS** LLP



**Jardines**

**Morgan Stanley**

**SLAUGHTER AND MAY**/

**WELLINGTON**  
**MANAGEMENT**®

such as the American and Australian Chambers of Commerce, co-hosting events with leading law firms and financial institutions, and inviting expert speakers such as Dame Carol Black to talk about the latest findings on workplace mental health. We hosted events for the wider community on areas of interest and concern, such as the value of Employee Assistance Programs (EAP), and continued our events for members.

A key focus of 2019 was the development of our toolkits and resources. Our first toolkit was created in collaboration with Linklaters and covered the legal concerns around mental health in the workplace. This legal toolkit was produced in response to a concern raised by companies and we have continued to respond to member need as we develop our resource repository.

Following this, our main area of resource development during this year was the creation of the CMHA HK Guide to Thriving at Work. Originally developed by CMHA UK, our Hong Kong members felt that significant revisions were required to make the Guide relevant and supportive to the Asian, and specifically Hong Kong, working context. Representatives from JP Morgan, Linklaters and Oliver Wyman convened a working group, together with the CMHA HK team, to adapt and revise the Guide to reflect Hong Kong and regional corporate culture, and the Guide now includes Hong Kong resources. We are grateful to this group for their time and dedication in producing this document. The CMHA HK Guide to Thriving at Work was launched in late 2019, at our two-year celebration event. It continues to form a key part of our strategic work and is freely available on our website.

Alongside the Guide, we also launched our Thriving at Work Assessment. Based around the Standards in the HK Guide and adapted from a UK initiative, this self-assessment survey gave member companies a means to assess their efforts to create a mentally healthy workplace against a defined framework. In addition to a report of their results compared against the average of responding companies, members were invited to meet with the CMHA HK team to explore opportunities for advancement.

The CMHA HK has always been driven by the needs of the members. Prior to 2019, our founding members provided the steer and direction of the organisation and we remained under the umbrella of the Patient Care Foundation (PCF). In 2019, to reflect changes in the growth and direction of CMHA HK, we formally established the CMHA HK Board of Directors and also commenced the process of establishing ourselves as a company limited by guarantee. In recognition of the growth of CMHA HK as a separate organisation outside the PCF, with a clear role to support the corporate community of Hong Kong, we commenced the process of establishing ourselves as a company limited by guarantee. On 15 January 2020, City Mental Health Alliance Hong Kong Limited was incorporated and we are continuing to expand and grow.

Our small executive team has evolved considerably since the first days of CMHA HK. We now comprise a dedicated group who all work part-time and flexibly. We would like to acknowledge our past team members and volunteers for their support and dedication.





香港城市精神健康聯盟

**City Mental Health  
Alliance** HK

The City Mental Health Alliance Hong Kong is a collaborative venture founded by city businesses. Championed by senior leaders, the Alliance is business led and expert guided and aims to create a culture of good mental health for workers in Hong Kong, share best practice and increase mental health understanding.

[www.cmhahk.org](http://www.cmhahk.org)