



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

CMHA HK GUIDE TO THRIVING AT WORK

in association with

MindForward
Alliance

INTRODUCTION

Since the release of the City Mental Health Alliance Hong Kong (CMHA HK) Guide to Thriving at Work in 2019, much has happened in Hong Kong and globally. During this time, the Guide has served as a template for Hong Kong companies to establish workplace practices which support employee mental health and address the workplace challenges that arise as a result of workplace stressors and the uncertainty of external events.

The first Hong Kong Guide was based on the version developed by CMHA UK and their member companies, which was adjusted by our members to create a culturally appropriate resource for Hong Kong businesses. The Guide also forms the basis of the CMHA HK **Thriving at Work Assessment**, an annual survey used by Hong Kong companies to audit their progress against the Guide's standards and initiatives to support the creation of mentally healthy workplaces. It has been gratifying to see the progress made by our Hong Kong companies in the annual Assessment over the last 5 years.

During 2022-23 CMHA HK conducted a number of workshops with our members to identify areas of the Guide which needed to be adjusted to reflect the changing awareness and practices in workplace mental health. The 2024 Guide to Thriving at Work brings together these insights from our members and reflects the advances companies have made, as well as the strategies being implemented, to support and enhance employee mental health. We sincerely thank our members for their engagement in this development process.

Workplace mental health is now widely acknowledged as a key management responsibility and has been recognised as such in directives from the World Health Organisation, the International Labour Organisation, the United Nations and in the ESG reporting framework being implemented in many jurisdictions.

We hope this revised version of the CMHA HK Guide to Thriving at Work will continue to support Hong Kong companies to advance the workplace practices that support and enhance employee mental health.

ABOUT CITY MENTAL HEALTH ALLIANCE HONG KONG

The CMHA HK 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. As well as undertaking research on workplace and employee mental health, CMHA HK provides locally relevant training and resources to member and non-member organisations within our region. We bring our members together to collaborate and share best practice via a range of events and working groups. Our Board comprises representatives from our member companies and we are advised by experts. Our members are drawn from Hong Kong headquartered companies and multinational organisations based in Hong Kong.

Please [contact us](#) or visit cmhahk.org for more information on CMHA HK membership, training, assessment and research services that we offer.

PILLARS, STANDARDS AND INITIATIVES

This version of the CMHA HK Guide to Thriving at Work incorporates the three Strategic Pillars of the MindForward Alliance **Global Thriving at Work framework**.

The **Strategic Pillars** are the guiding principles which companies aim toward in order to create a mentally healthy workplace. They cover culture, working environment and resources; three areas to be addressed in order to support collaboration between employees, managers and team leaders to achieve both the physical and cultural change required in workplaces to create an environment where employees can thrive.

The **Standards** identify key areas to be addressed in order to achieve the strategic objective of that Pillar. These too are high level objectives and companies may choose how to prioritise these Standards to best achieve their workplace objectives.

For each Standard we have identified a series of **Initiatives** - actions and practices - which companies can implement to achieve the objectives of the Standard. These Initiatives are drawn from member recommendations of the processes used to achieve their workplace change objectives and reflect best practice among leading companies in the corporate sector.

In recognition of the variance among the Initiatives required to progress each Standard, these have been categorised to reflect the maturity of workplace mental health achieved as a result of these actions and processes.

Committed

The action indicates a pledge to deliver on this Standard

Achieving

Steps are being taken to advance the Standard including measuring outcomes to inform progress

Excelling

Initiatives are innovative and show new ways of thinking in order to meet the Standard

Enhanced

Initiatives move beyond the Standard to build a workplace where people flourish

PILLAR 1

Create a culture of wellbeing and psychological safety

STANDARDS:

- 1A. Develop and implement a mental health at work strategy
- 1B. Communicate your mental health at work strategy
2. Engage the support of senior leaders
3. Foster a culture of openness
4. Increase mental health awareness

PILLAR 2

Develop a mentally healthy working environment

STANDARDS:

5. Ensure a healthy working environment
6. Promote effective people management
7. Establish inclusive policies and processes across the employee lifecycle

PILLAR 3

Provide and signpost to accessible resources, tools and support

STANDARDS:

8. Provide and signpost to resources and support
9. Establish a support system to encourage disclosure of mental health issues
10. Measure, evaluate and report, internally and publicly

HOW TO USE THIS GUIDE

The CMHA HK [Guide to Thriving at Work](#) provides a framework that companies can use to support the good mental health of their employees. Company Leaders and Managers are encouraged to review and identify those Standards and Initiatives that best address the areas the company intends to focus on to advance the mental health of their employees.

Every organisation has a unique culture, environment and employee structure. The Guide has been purposely developed to be used by a wide range of organisations varying in size and industry sector. It is anticipated that implementation of the Standards does not occur in a linear fashion but rather, that it will depend on the unique needs of the company.

Consideration at the outset should be given to monitoring and tracking the success of each initiative, program and strategy, ensuring that it meets the stated objectives and can be improved as required. For some companies, their local, regional or global structure may impact on the utilisation of resources and the roll-out of initiatives.

This Guide is designed to inform companies developing workplace mental health strategies and setting in place programs that facilitate and promote good mental health, help prevent mental ill-health, and support employees who experience mental ill-health.

Companies can complete the [Thriving at Work Assessment](#), a structured online survey that enables a company-wide assessment and gap analysis of workplace mental health strategies. CMHA HK member companies are encouraged to undertake the survey on an annual basis.

THRIVING AT WORK ASSESSMENT

The Hong Kong Thriving at Work Assessment is based on the CMHA HK Guide to Thriving at Work, with the Pillars, Standards and Initiatives forming the framework to assess the progress of workplace mental health initiatives within the company at a local or regional level. It is included as part of annual CMHA HK membership and non-member companies can undertake the assessment for a fee.

Companies completing the Assessment access a structured online survey that allows managers to undertake an internal assessment of their workplace mental health strategies. Results of the survey are quantified and companies receive an individual report which provides a gap analysis and benchmarks their results against other Hong Kong companies completing the survey. Companies receive a ranking based on the levels described below.

After receiving their report, CMHA HK offers a 1:1 consultation session with company managers to review the results and identify areas where the company can focus their attention to maximise the impact of their workplace mental health strategies.

COMMITTED: Pledged to deliver to the Standards and have identified resources and developed a plan to do so

ACHIEVING: Delivering on the Standards and measuring outcomes to inform progress

EXCELLING: Establishing innovative ideas and ways of thinking in order to meet the Standards

ENHANCED: Going beyond the Standards to build a workplace where people flourish



PILLAR 1: CREATE A CULTURE OF WELLBEING AND PSYCHOLOGICAL SAFETY

Standard 1A: Develop and implement a mental health at work strategy

Develop a mental health at work strategy that promotes good mental health for all employees and consider the steps and resources you need to effectively implement the strategy.

Standard 1B: Communicate your mental health at work strategy across the organisation

Effectively communicate your mental health at work strategy so that all employees are aware of your company's commitment to workplace mental health and wellbeing.

Standard 2: Engage the support of senior leaders

Ensure mental health is a Boardroom priority by engaging senior leaders to champion workplace mental health and promote changes that support workplace cultural change and enhanced psychological safety.

Standard 3: Foster a culture of openness and inclusivity

Encourage open conversations around employee mental health and ill-health, sharing personal experience across all areas of the employee group and build connections and inclusivity to support cultural change.

Standard 4: Increase mental health awareness

Continue to develop mental health awareness and literacy among employees in your company through resources, training and events to promote mentally healthy behaviours.

Standard 1A: Develop and implement a mental health at work strategy

Develop a mental health at work strategy that promotes good mental health for all employees and consider the steps and resources you need to effectively implement the strategy.

COMMITTED

- Carry out an assessment of what support is currently available in your company for those who may need it (e.g. an employee assistance program (EAP), a nominated person in human resources (HR) or People and Culture function), and what additional support might be required.
- Write a strategy that promotes the good mental health of all your employees and outlines the support available in your company for those who may need it (e.g. EAP, other mental health and wellbeing resources).
- Consider which indicators of success will enable your company to monitor the success of the strategy implementation.

ACHIEVING

- Ensure the capacity and internal capability of your HR and relevant teams for the development and delivery of your strategy.
- Identify, source and provide mental health training to key individuals to ensure that they have the skills and knowledge to implement your strategy effectively.

EXCELLING

- Wellbeing team, Operational Leads, Employee Resource Group, network or committee in place to support development and implementation of programmes to raise awareness.

ENHANCED

- Review and revise the mental health strategy based on collected and reported data, including employee feedback.



Hints & Tips

* Review the company EAP, which could involve an assessment of what provision is made to support staff with mental health related concerns e.g. what support is accessible, how many sessions are provided and by whom (counsellor/psychologist/psychiatrist etc.), whether sessions are in-person or virtual. Consider practicalities such as ensuring EAPs are provided in culturally appropriate languages, what other services are provided by EAP (non mental health related) and whether the EAP is provided for the employee or the whole family. It is also important to understand utilisation and whether staff are aware of the service, and know how to access it. Companies may wish to consider speaking with staff/HR teams to understand employee experiences of EAP programs in further detail.

Standard 1B: Communicate your mental health at work strategy across the organisation

Effectively communicate your mental health at work strategy so that all employees are aware of your company's commitment to workplace mental health and wellbeing.

COMMITTED

- Communicate the mental health at work strategy to all employees and outline the support available for those who may need it.*
- Develop and make available, through various means, fact sheets on health and wellbeing support provided by your company and information on ways of keeping healthy.**

ACHIEVING

- Provide mental health awareness sessions to all employees to raise awareness and improve understanding of mental health.
- 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.

EXCELLING

- 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.
- 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.

ENHANCED

- Make a public statement of your commitment to mental health, outlining what your company is doing in this area and how this fits into your organisation's overall strategy. This could include:
 - a statement outlining your company's commitment and mental health targets and reporting on progress in your Annual Report or other communications;
 - acknowledgement of your company's commitment in company recruitment and career information; and
 - making use of relevant indices and comparators to evaluate and report on your company's performance (e.g. annual participation in the CMHA HK Thriving at Work Assessment survey to benchmark your achievements).



Hints & Tips

* For strategy implementation, consider leveraging local resources and internal communications. Ensure that the overarching messages are consistent and repeated to enhance messaging.

** See the Appendix for resources to support strategy development, including the CMHA HK Guide to Creating a Mental Health at Work Strategy (member-only). Consider the language of communication and ensure employees receive resources in culturally appropriate language, translated into local language wherever possible. CMHA HK employee factsheets are generally available in English and Traditional Chinese and our training is delivered in English, Cantonese and Mandarin.

Standard 2: Engage the support of senior leaders

Ensure mental health is a Boardroom priority by engaging senior leaders to champion workplace mental health and promote changes that support workplace cultural change and enhanced psychological safety.

COMMITTED

- Ensure that senior management are aware of the business case for the strategy.
- Senior leaders role model mentally healthy behaviour such as: taking regular breaks throughout the day, using their allocated vacation time; and facilitating other staff members to do the same.*

ACHIEVING

- Demonstrate senior level responsibility by ensuring senior management are supportive of the strategy and what will be required to implement it.
- Nominate a dedicated health and wellbeing lead at the senior management level.

EXCELLING

- Senior leaders are aware of their role to:
 - cascade information related to mental health awareness;
 - promote support services available to all employees; and
 - encourage all employees to attend events and/or training related to mental health
- Senior leaders support the establishment of mentally health management practices by encouraging middle management and team leaders to participate in manager training and events, sharing best practice and through thought leadership.
- Ensure senior leaders raise mental health topics and challenge stigma to promote general understanding of the rationale for the organisation's commitment to mental health and wellbeing.

ENHANCED

- Demonstrate accountability by ensuring that the nominated health and wellbeing lead at the senior management level has clear reporting duties and responsibilities. These could include:
 - visible leadership through involvement in social gatherings/events for leaders to meet and share mental health best practice
 - engage other senior leaders in the company, and foster their commitment to mental health, by ensuring that mental health and wellbeing, with clear action points, is regularly on the agenda at the company's senior management meetings
 - include mental health topics on the agenda when meeting with internal and external business leaders
- Introduce training, mentoring and/or coaching practices to further educate and engage senior leaders on mental health and wellbeing and their role as leaders to progress this.



Hints & Tips

* Role modelling behaviours can be extended into the wider team. For example, managers can ensure workload is appropriate and allow for breaks and rest periods, emails out of office hours to be discouraged etc.

Standard 3: Foster a culture of openness and inclusivity

Encourage open conversations around employee mental health and ill-health, sharing of personal experience across all areas of the employee group and build connections and inclusivity to support cultural change.

COMMITTED

- Provide opportunities for greater social connection by creating space for employees to get to know each other outside of the work environment (e.g. off-sites, work social events and brown bag lunches).

ACHIEVING

- Use informal networking groups, resource groups and internal sessions (e.g. 'lunch & learn' sessions), to encourage open conversations about mental health in your company.
- Implement a detailed training plan for mental health inclusivity and support skills training. This may include mental health skills and wellbeing training for managers and HR professionals.
- Encourage informal and formal employee-led sharing of stories via channels such as blogs, social media, radio, intranet and video.

EXCELLING

- Support the creation of (informal) peer communities (e.g. leadership, early careers, diversity networks) and provide safe and confidential spaces for people to talk openly about mental health concerns.
- Ensure senior leaders are active and visible in promoting the wider inclusion agenda.

ENHANCED

- Encourage senior leaders to show their own vulnerability and to be authentic, open and honest with teams about mental health and wellbeing, empowering others to do the same.*



Hints & Tips

* Employers can consider having a speaker program that invites senior leaders from other regional offices or other organisations to share their personal lived experiences with mental health. They can also consider running forums on topics adjacent to mental health such as sleep hygiene or caregiving, to bridge the topic into mental health and create a safe space for people to share their personal experiences amongst peers.

Standard 4: Increase mental health awareness

Continue to develop mental health awareness and literacy among employees in your company through resources, training and events to promote mentally healthy behaviours.

COMMITTED

- Include information to raise awareness that mental health is not just a workplace issue that affects employees but is affected by many factors; and that anyone in the community can experience mental ill health at any time.
- Use existing campaigns (e.g. World Mental Health Day, 'This is Me' and the Green Ribbon campaign) and resources to raise awareness of mental health.
- Promote events, conferences and activities that raise awareness of mental health.

ACHIEVING

- Deliver mental health awareness campaigns in a culturally appropriate manner within your company.
- During the induction process for new employees, share information about your company's commitment to mental health along with related resources, tools and support.
- Work with a variety of internal partners (e.g. HR and your internal communications team) and external suppliers to ensure healthy living is encouraged. Ways to do this include promoting:
 - healthy eating and exercise campaigns
 - wellbeing and resilience resources (e.g. stress management, time management, mindfulness)

EXCELLING

- Use mental health/wellbeing champions or ambassadors, at different levels of seniority and roles in the company, to promote wellbeing and encourage positive wellbeing behaviours.
- Establish and communicate processes to raise awareness of and report workplace risks (e.g. stress, long-hours, bullying).
- Provide mental health awareness training for key personnel involved in conducting return to work discussions (e.g. CMHA HK Manager training).

ENHANCED

- Provide thought leadership and influence wider change across the sector by leading external campaigns (to raise awareness, challenge mental health stigma, and create better business cultures for workplace wellbeing).
- Individuals conducting return to work discussions receive mental health awareness guidance or training.



PILLAR 2: DEVELOP A MENTALLY HEALTHY WORKING ENVIRONMENT

Standard 5: Ensure a healthy working environment

Provide a good physical working environment that promotes and supports positive work-life balance and encourage mentally healthy relationships by managing psychological demands and eliminating identified risks to psychological health.

Standard 6: Promote effective people management

Ensure line managers, team leaders and supervisors are skilled in conducting and are aware of the need to have regular conversations on wellbeing and mental health with their direct reports to ensure effective people management.

Standard 7: Establish inclusive policies and processes across the employee lifecycle

Raise awareness of the fact that individuals with different backgrounds and experiences and at different life stages will experience mental health in different ways and that there is no 'one size fits all' approach to mental health.

Standard 5: Ensure a healthy working environment

Provide a good physical working environment that promotes and supports positive work-life balance and encourage mentally healthy relationships by managing psychological demands and eliminating identified risks to psychological health.

COMMITTED

- Raise awareness within your company of unhealthy workplace risks (e.g. stress, inflexible or lengthy working hours and bullying) and support employees to mitigate those risks.

ACHIEVING

- Undertake risk assessments and identify and take action on hotspots where workplace conditions are potentially harmful to mental health.*
- Establish a flexible working policy, implemented appropriately and supported by technology, to give access to formal and informal flexibility where feasible (dependent on job role), to promote a healthy work life balance.
- Implement a resilience and wellbeing programme to raise awareness of a healthy work life balance.

EXCELLING

- Recognise and be clear on the drivers and demands that impact on employee wellbeing (e.g. reviewing and addressing team workload, recognising negative workplace behaviours, understanding individual workplace needs) as a means of addressing absenteeism and presenteeism.

ENHANCED

- Create an environment where employees feel safe to share ideas and challenge ways of working (psychological safety).
- Consider and implement ways that office buildings and the built environment can be adapted to support the physical, psychological, and social health and well-being of people.



Hints & Tips

* CMHA HK members identified hotspots as either physical or non-physical, something that evokes a strong emotional response and contributes to emotions of uncertainty, or some other shift in mental health. Ways of identifying and managing hotspots can include [hassle mapping](#), working with employees to identify hotspots and discuss ways to address these, as well as recognising that aspects of the workplace can trigger individuals in different ways.

Standard 6: Promote effective people management

Ensure line managers, team leaders and supervisors are skilled in conducting and are aware of the need to have regular conversations on wellbeing and mental health with their direct reports to ensure effective people management.

COMMITTED

- Ensure Line managers feel confident in having regular conversations about health and wellbeing with their direct reports by providing resources and support.* This may include:
 - advice line
 - managers' guide
 - HR support
 - education about the support available for staff such as EAP
- Develop a detailed training plan for mental health inclusivity and support skills training for managers, team leaders and HR professionals and set training targets for the number of managers trained.
- Establish the expectation that Line Managers regularly discuss wellbeing and workplace risks with their direct reports.

ACHIEVING

- Implement a training program for Line Managers, Team Leaders and HR leads, covering a range of mental health training topics delivered in a variety of ways to address different learning styles (e.g. webinars, in-person, bespoke, flexible), such as:
 - mental health awareness
 - Mental Health First Aid
 - difficult conversations
 - embed mental health and wellbeing training in management level training
 - disability/mental health awareness training for recruitment interviewers including graduate schemes
 - return to work mental health training for line managers to build skills to integrate individuals back into their teams for effective and successful return to work

EXCELLING

- Formalise, through role descriptions, the expectation that Team Leaders and Line Managers regularly discuss wellbeing and workplace risks with their direct reports.
- Set training targets to establish the proportion of managers to undergo the Line Manager training program.

ENHANCED

- Monitor training targets for the proportion of managers trained and ensure training is undertaken and evaluated by managers.
- Monitor the adherence of Team Leaders and Line Managers to the requirement that they have regular discussions on wellbeing and workplace risks with their direct reports.



Hints & Tips

* Managers should be aware that family, friends and home dynamics may affect performance and presentation at work. In addition, work related issues may have an effect on employees outside of work and affect personal time and social relationships.

Standard 7: Establish inclusive policies and processes across the employee lifecycle

Raise awareness of the fact that individuals with different backgrounds and experiences and at different life stages will experience mental health in different ways and that there is no 'one size fits all' approach to mental health.

COMMITTED

- Provide preventative and early intervention support and widely communicate and signpost to available support such as:
 - Employee Assistance Programme
 - Wellbeing Champions/Mental Health First Aiders
 - Occupational Health
 - Counselling/Psychological services (if applicable)
 - Primary care/GP
 - External resources e.g. Samaritans, other helplines, public health services

ACHIEVING

- Implement a detailed training program for employees on mental health inclusivity and support training. This may include mental health skills and wellbeing training that recognises the challenges for particular lifecycle stages (e.g. new parents, relocation and looking after elderly relatives), and promotes inclusivity and belonging across diverse groups among employees.

EXCELLING

- Communicate and signpost to information, resources and services that support the specific needs of diverse and vulnerable groups (e.g. LGBTQ+, women, neurodiverse, ethnic minority groups, young people, carers, victims of domestic abuse) and ensure that this support is available and accessible (e.g. out of standard office hours) and offered via self-referral.
- Consult with diverse groups (e.g. through employee networks and resource groups) to ensure wellbeing interventions and internal supports are available and that wellbeing champions are representative and meet the needs of different groups.

ENHANCED

- Consider different and innovative methods of promoting wellbeing and providing support, such as the use of wellbeing technology (e.g. mental health apps) that may benefit individuals who experience challenges in ways and at times that are different from others' experiences.



PILLAR 3:

PROVIDE AND SIGNPOST TO RESOURCES AND SUPPORT

Standard 8: Provide and signpost accessible support

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

Standard 9: Encourage disclosure of mental health issues

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

Standard 10: Measure, evaluate and report activities and success, internally and publicly

Use available data, including employee feedback and exit interviews, to support the implementation of your workplace strategy and support continuous improvement.

Standard 8: Provide and signpost accessible support

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

COMMITTED

- Ensure mental health and wellbeing information, in particular signposting to internal and external sources of support, is easily accessible through a variety of means e.g. desk drops, website, emails, posters and screensavers.

ACHIEVING

- Regularly and periodically communicate available mental health and wellbeing support and resources through a variety of channels (video, staff newsletters, intranet, talks, apps) and ensuring that these resources are kept up to date.
- Ensure provision of culturally appropriate mental health support and resources, preferably through self referral:
 - Employee Assistance Programs (EAP)
 - medical insurance benefits (with adequate support for mental health within their premiums)
 - digital support
 - online resources

EXCELLING

- Identify mental health champions or mentors as role models to promote relevant support mechanisms and strategies.
- Provide Mental Health First Aid training to those in the roles of mental health champions/ambassadors etc.

ENHANCED

- Ensure the provision of tailored, qualified and culturally appropriate in-house and external mental health support, preferably through self-referral. This may include:
 - (on-site) counsellor
 - psychological support
 - offsite services
 - primary care/family doctor
 - employer-purchased occupational health services
 - onward referral to specialist services

Standard 9: Establish a support system to encourage disclosure of mental health issues

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

COMMITTED

- Establish guidance on the processes to manage mental health disclosure, including the importance of confidentiality, for Line Managers, Mental Health Champions/ Ambassadors and Team Leaders.

ACHIEVING

- Create policies and procedures that provide a framework for managing disclosure and providing support to employees following disclosure such as identifying reasonable adjustments, ensuring personal data privacy, access to support services, etc.
- Provide opportunities for and encourage confidential discussions between individuals, managers, employers and relevant experts (e.g. HR, Occupational Health and other medical service providers) about mental health issues and what reasonable adjustments may be necessary for individuals.

EXCELLING

- Encourage colleagues who have disclosed mental ill-health to provide feedback on their experience.
- Use tools to develop tailored recovery and resilience plans (e.g. a Wellness Recovery Action Plan or similar) for returners and those with diagnosed mental health conditions. This may include:
 - monitoring forms that include mental health
 - disclosure opportunities at different stages of recruitment and on-boarding
 - disclosure opportunities throughout the employee lifecycle
 - opportunities for anonymous disclosure
 - support available following disclosure

ENHANCED

- Improve all employees' understanding of the process of disclosing mental ill health, considering the advantages and disadvantages of disclosure and creating an environment where employees feel safe to disclose. Strategies to achieve this include:
 - establish anonymous disclosure processes e.g. include questions relating to mental health and/or inclusion in employee questionnaires, engagement surveys, equal opportunity forms and pre- and post-recruitment questionnaires
 - involve experts in the disclosure process (e.g. HR, Occupational Health, Counsellor, and other medical services)
 - ensure there is an opportunity for disclosure and open conversation during recruitment and induction (e.g. provision of confidential Wellness Action Plans)
- Regular monitoring of adjustments that are made for individuals and offer them on-going health assessments.

Standard 10: Measure, evaluate and report activities and success, internally and publicly

Use available data, including employee feedback and exit interviews, to support the implementation of your workplace strategy and support continuous improvement.

COMMITTED

- Review available data such as anecdotal and anonymous information from line managers, data from HR teams and EAP/ insurance information (e.g. number of claims), to assess what data is available and how it can be used to support strategy implementation.
- Identify what other data should be collected to monitor and track the success of your mental health at work strategy (e.g. CMHA HK Thriving at Work Assessment, CMHA HK Employee Wellbeing survey, organisational and employee engagement surveys, traffic to internal wellbeing page, anecdotal feedback and exit interviews).*

ACHIEVING

- Collect data, including wellbeing measures/questions in existing employee surveys, and use the data collected to continuously review and revise your mental health at work strategy, and implement any changes necessary (refer to data sources listed on p.17).
- Undertake external benchmarking and assessment e.g. CMHA HK Thriving at Work Assessment to enable annual monitoring of progress and gap analysis around workplace mental health initiatives.

EXCELLING

- Include mental health and wellbeing data in reporting to senior management and use this to engage senior management in a discussion on the overall mental health and wellbeing strategy and its continuous improvement.
- Build employee trust in the use of data by creating and sharing a communication plan showing how data collected is used to address workplace issues and be explicit about data confidentiality.

ENHANCED

- Share the organisation's commitment to mental health and wellbeing with external stakeholders such as clients and suppliers.
- Include data related to mental health risks in Risk Register and report to Risk Committee (or equivalent management committee).



Hints & Tips

* Consider how staff can be involved in the review and feedback process to continually improve e.g. use networking groups to provide feedback on ease of use of mental health policy and if it can be easily found on the intranet/internal systems. Ensure open channels of communication with staff to encourage honest feedback.

<p>This table provides guidance for companies interested in collecting data which enables the measurement, evaluation and enhancement of mental health initiatives and standards and supports assessment of the impact of their mental health strategies to furthering the creation of a more mentally healthy workplace.</p>	<p>PILLAR 1 Create a culture of wellbeing and psychological safety</p>	<p>PILLAR 2 Develop a mentally healthy working environment</p>	<p>PILLAR 3 Provide and signpost to accessible resources, tools and support</p>
Disclosure rates	✓		
Mental health case studies	✓		
Engagement survey feedback	✓		
Wellbeing survey feedback	✓		
Feedback/performance review data	✓		
Grievances	✓	✓	
Exits/reasons for leaving	✓	✓	
Recruitment/candidate review forums (e.g. Glassdoor)	✓	✓	
Absence monitoring (short & long term)	✓	✓	
Retention data for those with diagnosed mental health conditions	✓	✓	
Policy & process audit		✓	
Stress & psychological risk assessments		✓	
Work utilisation/hours worked		✓	
Benchmarking (external)		✓	
Utilisation of wellbeing interventions			✓
Participation in activities & events			✓
Website/intranet/app usage			✓
Service provider data (e.g. Medical insurance claims, EAP, utilisation of apps)		✓	✓



HK Resources

[CMHA HK 2023 Thriving at Work Assessment Survey Results](#)

[CMHA HK Mental Health and Wellbeing in the Workplace: 2022 Survey of Hong Kong Employees](#)

[CMHA HK - The Cost of Mental Ill Health for Employers in Hong Kong](#)

[Linklaters / CMHA HK - Hong Kong HR Toolkit: Main Legal Considerations for Wellbeing at Work](#)

[GovHK - Mental health](#)

[Mind HK](#)

[Health Bureau, Hong Kong Government Mental Health Review Report](#)

[The Mental Health Association of Hong Kong](#)



International Resources

[MindForward Alliance](#)

[World Health Organisation \(WHO\): Mental Health](#)

[International Labour Organization/ WHO Joint Policy Brief: Mental Health at Work](#)

[Mindful Business Charter](#)

[Lord Mayor's Office, London: The Green Ribbon Campaign](#)

[Mind \(UK\): Resources to Support Staff Mental Health](#)

[Beyond Blue \(Australia\): Work and Mental Health](#)

[RUOK \(Australia\): Resources for the Workplace](#)

[Bupa \(UK\): Setting up a Workplace Wellbeing Plan](#)

[Business in the Community \(UK\): Mental Health Toolkit for Employers](#)

[US Surgeon General's Framework for Workplace Mental Health and Wellbeing](#)

[Mental Health at Work \(UK\)](#)

[Mental Health Commission of Canada: Workplace Mental Health](#)

[Mental Health Foundation \(UK\): How to Support Mental Health at Work](#)



香港城市精神健康聯盟

**City Mental Health
Alliance** HK

The City Mental Health Alliance Hong Kong (CMHA HK) 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.

We provide training, events, resources, research and practical support for companies wishing to create mentally healthy workplaces.

This guide is not and should not be considered as clinical advice or support. Anyone who may have a need for such support should seek professional advice.

CONTACT

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