



香港城市精神健康聯盟

City Mental Health  
Alliance HK

THRIVING AT WORK  
Assessment Report 2024



CMHA HK  
THRIVING AT WORK ASSESSMENT  
INDIVIDUAL COMPANY REPORT  
<YOUR COMPANY>



## Foreword

Thank you for completing the 2024 Thriving at Work Assessment. The aim of this assessment is to provide greater insight into your organisation's support of employee mental health and wellbeing. The team can help if you have questions on what other members of the Alliance have experienced that may help to address areas you'd like to focus on. The aggregated data also provides important insights into Hong Kong company practices overall. CMHA HK's core purpose is to increase the number of organisations supporting the mental health of employees, enhancing performance and addressing corporate and social responsibilities. We hope the findings of this report provide meaningful insights into your company's operations and inform further development of your employee wellbeing strategies to create a more mentally healthy workplace. Please do reach out to the CMHA HK team with any questions or suggestions.

*Peter Reynolds*

*Partner, APR Head of Industries, Oliver Wyman*

*Chairperson, City Mental Health Alliance Hong Kong Board*

## Introduction

Since 2020 CMHA HK has provided companies with insights on their mental health and wellbeing strategies through a detailed assessment survey based on the [CMHA HK Guide to Thriving at Work](#).

In 2024 the Thriving at Work Assessment was expanded to include a broader range of Standards and Initiatives from the updated Guide to Thriving at Work, and aligned these with the three Strategic Pillars of the [Global Thriving at Work Framework](#) released by the MindForward Alliance. In this way the Hong Kong assessment allows companies to not only identify advances and areas for further development at a local level, but to also compare their results to a global framework.

We thank our members for their continued engagement with this assessment process. Your contribution to the revision of the Guide and your participation in the Assessment survey provide the data not only for this report but into workplace operations across various corporate sectors enabling us to benchmark you against your peers and measuring this against a framework which is appropriate for Hong Kong. We could not achieve this without your support.

The 2024 survey is based on 11 Standards and 82 initiatives, up from 8 Standards and 49 initiatives in 2023, providing more detailed insights which we hope will help you to advance workplace mental health strategies. Data analysis is unchanged with responses assessed according to the level achieved weighted by the commitment required to implement that initiative. While the individual standards are not comparable year on year given the realignment to the new Standards, we have provided an overall comparison with the 2023 score for reference.

We look forward to meeting with each company to discuss in more detail where you can focus your efforts to advance workplace strategies. We also welcome your insights on the areas of support you need from CMHA HK in the resources we provide, the events and training sessions we organise and any support we can provide to shape your workplace programs. We look forward to continuing to work alongside you to create more mentally healthy workplaces in Hong Kong.

*Hilleke van Osch*

*Managing Director, City Mental Health Alliance Hong Kong*

*July 2024*



# <YOUR COMPANY>

## CMHA HK Maturity Scale

The CMHA HK Maturity Scale illustrates how initiatives reinforce each other as companies implement strategies to create a mentally healthy workplace that enhances employee wellbeing. We recognise that many companies implement initiatives in a non-linear fashion based on company priorities and their unique needs.

Where your company's overall score sits on the Maturity Scale is based on the aggregate of your responses to the assessment survey. Companies placed further to the right may have achieved greater progress in the implementation of their overall mental health strategy, while companies lower on the scale may well be leaders in specific areas of workplace wellbeing.

2024 overall score: 241 / 585

CMHA HK average score: 365 / 585

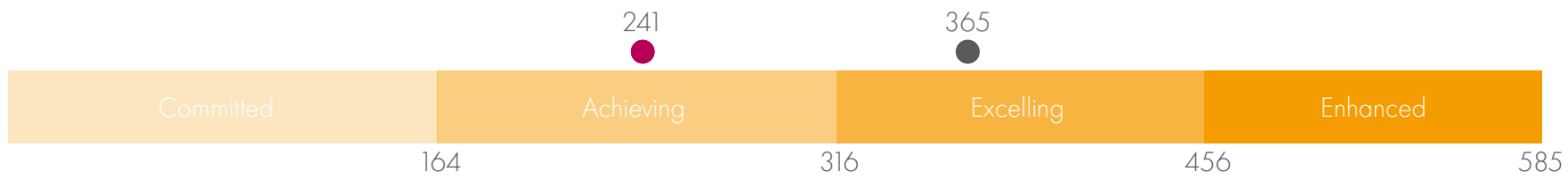
2024 assessment level: **ACHIEVING**

CMHA HK average assessment level: Excelling



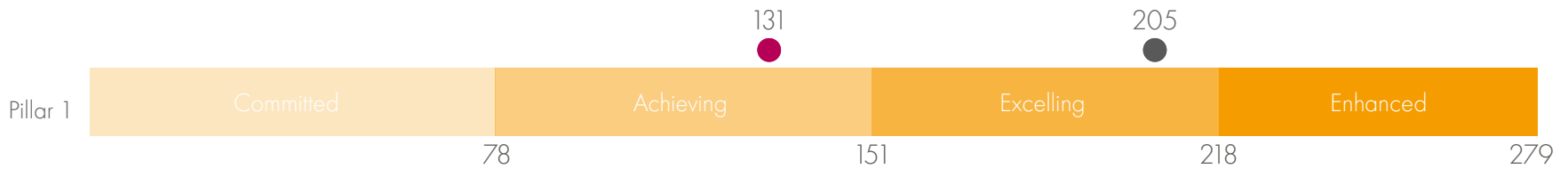
## Overall Results

● Your Company ● CMHA HK Member Average



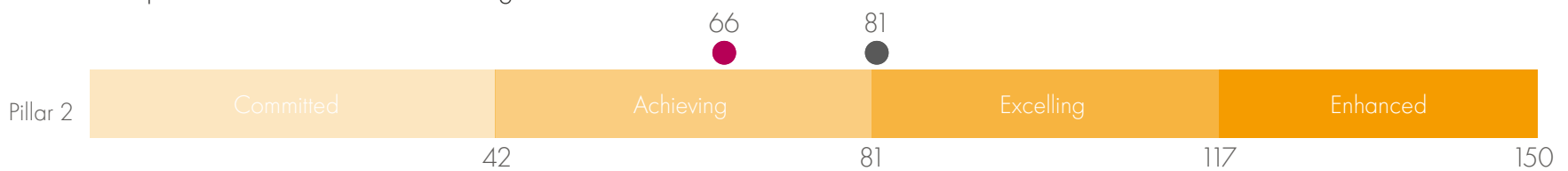
### Pillar 1 Create a culture of wellbeing and psychological safety

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.



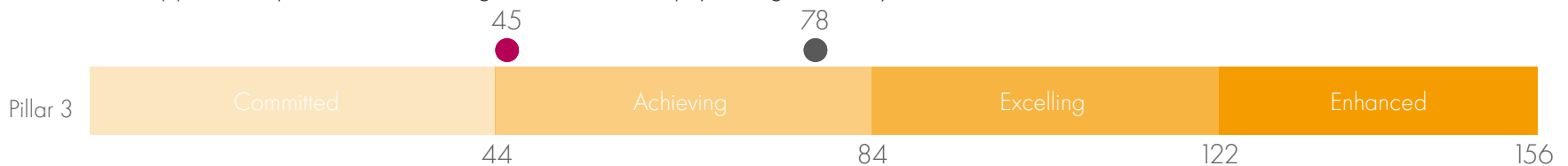
### Pillar 2 Develop a mentally healthy working environment

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.



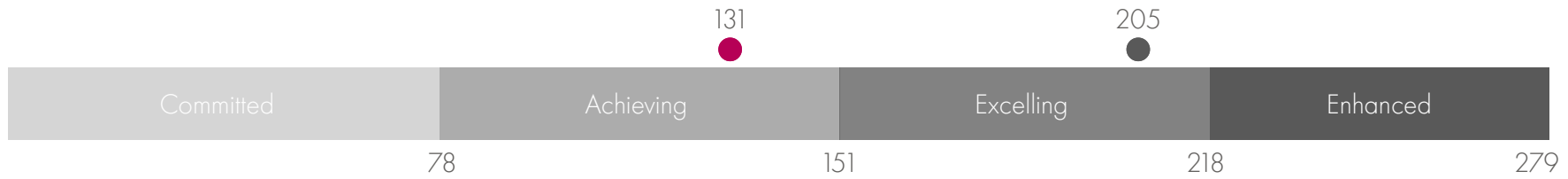
### Pillar 3 Provide and signpost to accessible resources, tools and support

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.



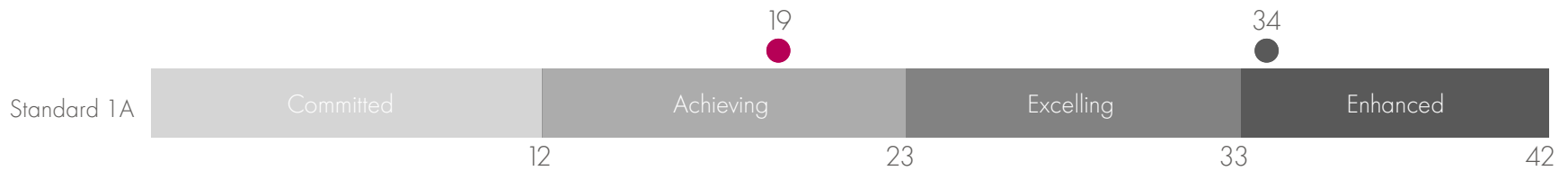
## Pillar 1 - Create a culture of wellbeing and psychological safety

● Your Company ● CMHA HK Member Average



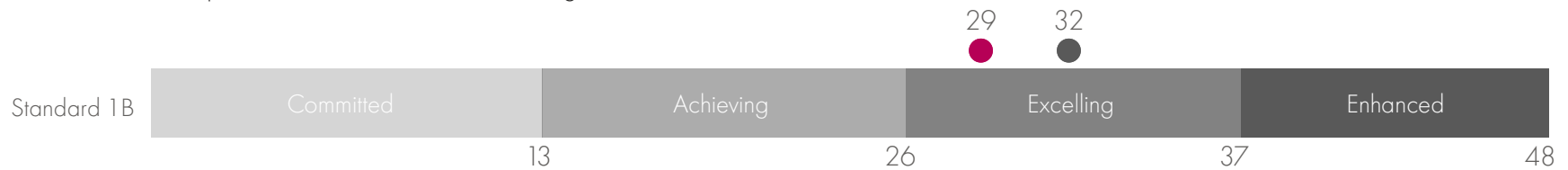
### Standard 1A Develop and implement a mental health at work strategy

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.



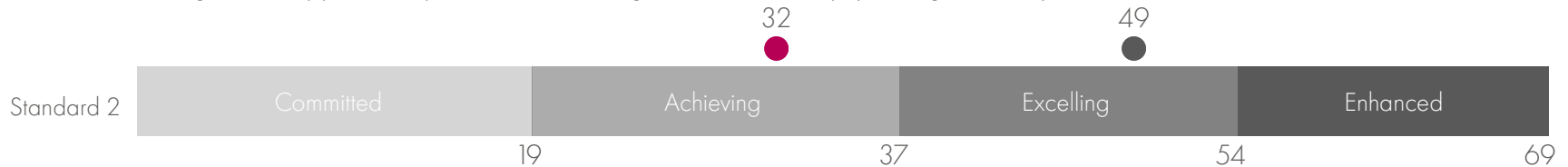
### Standard 1B Communicate your mental health at work strategy

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.



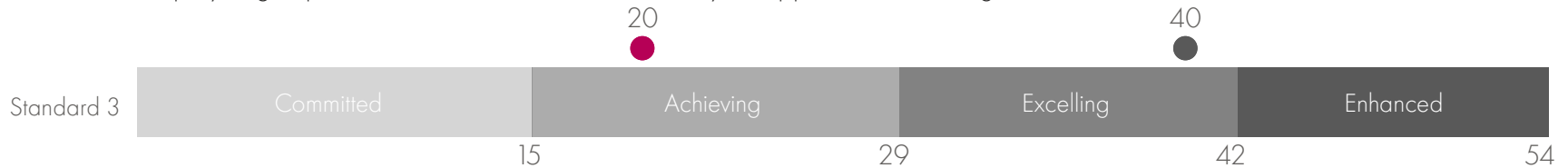
### Standard 2 Engage the support of senior leaders

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.



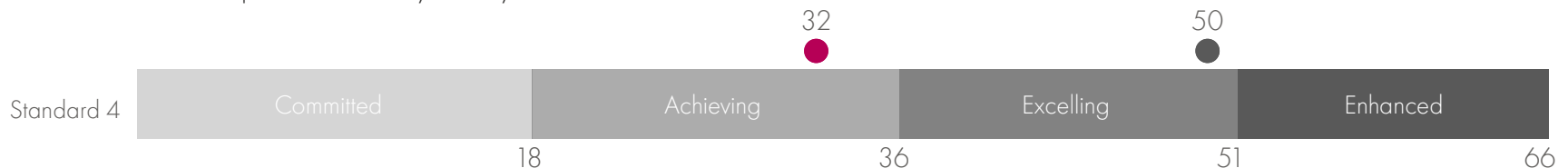
### Standard 3 Foster a culture of openness

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.



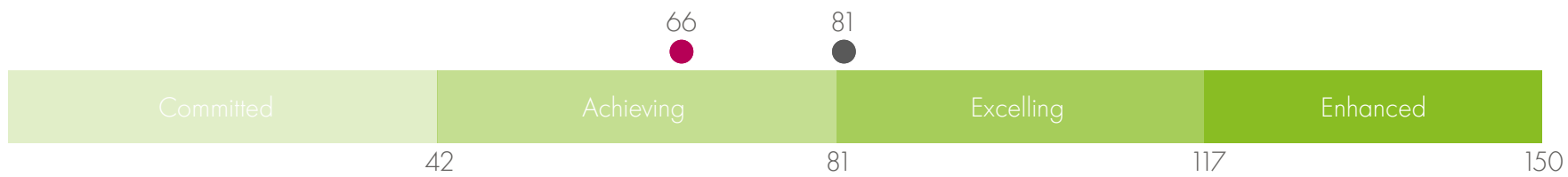
### Standard 4 Increase mental health awareness

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



## Pillar 2 Develop a mentally healthy working environment

● Your Company ● CMHA HK Member Average



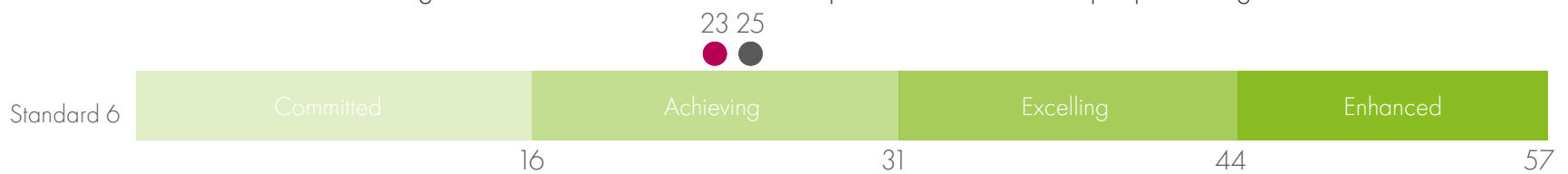
### Standard 5 Ensure a healthy working environment

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.



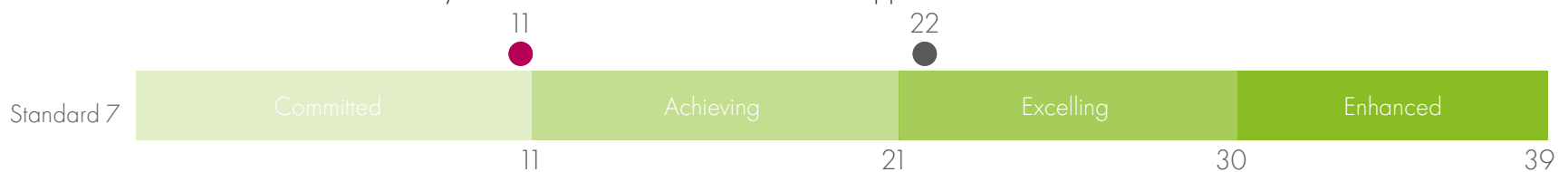
### Standard 6 Promote effective people management

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.



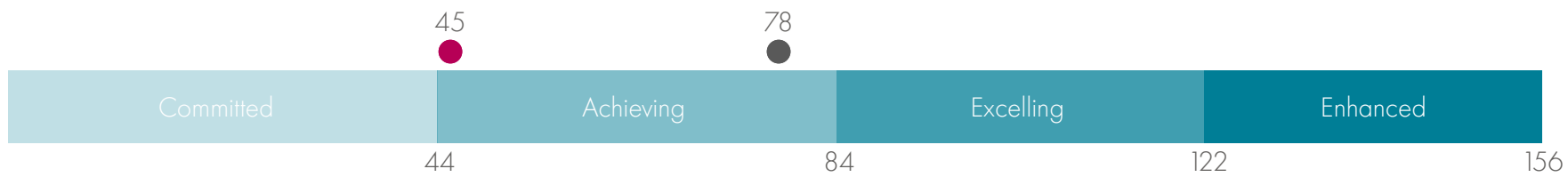
### Standard 7 Establish inclusive policies and processes across the employee lifecycle

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.



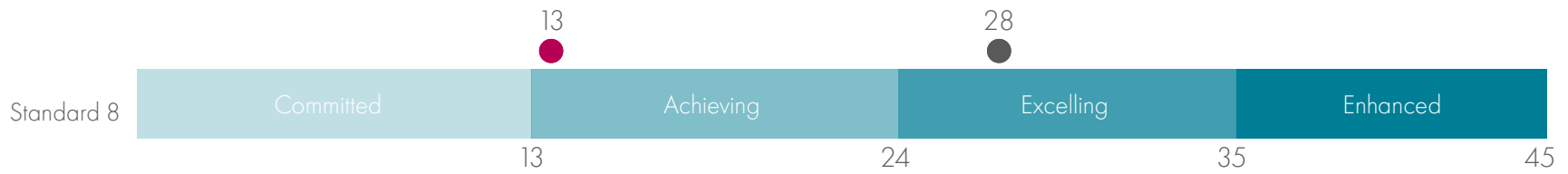
## Pillar 3 Provide and signpost to accessible resources, tools and support

● Your Company ● CMHA HK Member Average



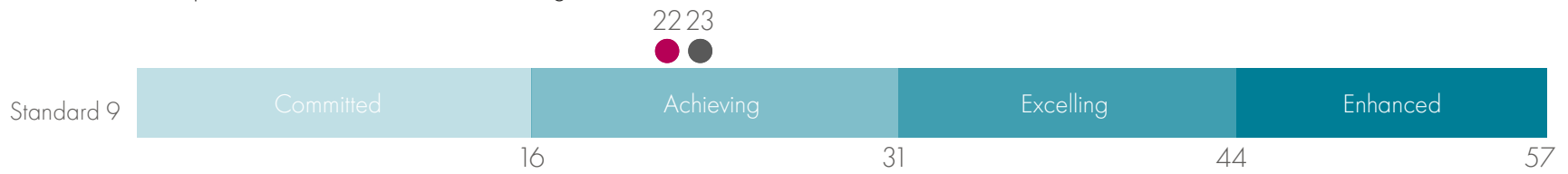
### Standard 8 Provide and signpost accessible support

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.



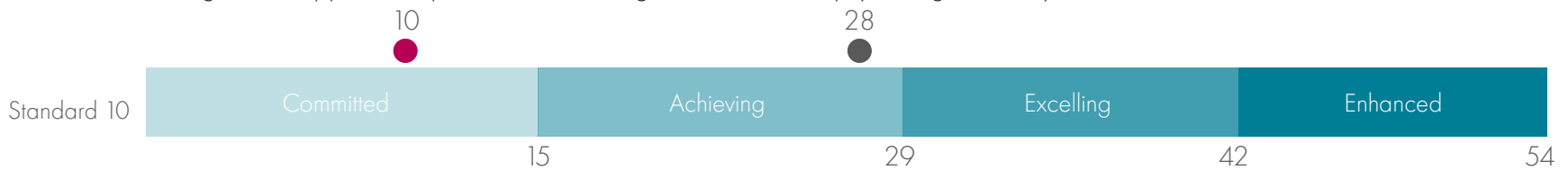
### Standard 9 Encourage disclosure of mental health issues

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

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.



**Scoring**

Not planned at this stage = 0

Planned = 1a

In progress = 2

Ongoing / Completed = 4

**Weightings by levels**

Committed = 1x

Achieving = 2x

Excelling = 3x

Enhanced = 4c

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

● Your Company ● CMHA HK Member Average

Initiatives (Level)		2024 Subtotal (Average)
Carry out an assessment of what support is currently available in your company for those who may need it, and what additional support might be required. (Committed)		2/3 (2.7/3, -0.7)
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). (Committed)		2/3 (2.7/3, -0.7)
Consider which indicators of success will enable your company to monitor the success of the strategy implementation. (Committed)		0/3 (2.2/3, -2.2)
Ensure the capacity and internal capability of your HR and relevant teams for the development and delivery of your strategy. (Achieving)		2/6 (4.5/6, -2.5)
Identify, source and provide mental health training to key individuals to ensure that they have the skills and knowledge to implement your strategy effectively. (Achieving)		4/6 (5.4/6, -1.4)
Wellbeing team, Operational Leads, Employee Resource Group, network or committee in place to support development and implementation of programmes to raise awareness. (Excelling)		9/9 (7.7/9, +1.3)
Review and revise the mental health strategy based on collected and reported data, including employee feedback. (Enhanced)		0/12 (8.5/12, -8.5)
		19/42, Achieving (33.7/42, Enhanced)

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

● Your Company ● CMHA HK Member Average

Initiatives (Level)		2024 Subtotal (Average)
Communicate the mental health at work strategy to all employees and outline the support available for those who may need it. (Committed)		2.5/3 (2.7/3, -0.2)
Develop and make available, through various means, factsheets on health and wellbeing support provided by your company and information on ways of keeping healthy. (Committed)		1.5/3 (2.4/3, -0.9)
Provide mental health awareness sessions to all employees to raise awareness and improve understanding of mental health. (Achieving)		6/6 (5.6/6, +0.4)
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. (Achieving)		1.6/6 (3.8/6, -2.2)
Use case studies and mental health champions/mentors, where appropriate, as role models to raise awareness and improve understanding of mental health and to promote relevant support mechanisms and strategies. (Excelling)		6/9 (5.5/9, +0.5)
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. (Excelling)		6.5/9 (5/9, +1.5)
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. (Enhanced)		4.6/12 (6.7/12, -2.1)
		28.7/48, Excelling (31.7/48, Excelling)

## Standard 2 Engage the support of senior leaders

● Your Company ● CMHA HK Member Average

Initiatives (Level)		2024 Subtotal (Average)
Ensure that senior management are aware of the business case for the strategy. (Committed)		3/3 (2.9/3, +0.1)
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. (Committed)		3/3 (2.5/3, +0.5)
Demonstrate senior level responsibility by ensuring senior management are supportive of the strategy and what will be required to implement it. (Achieving)		5/6 (5.4/6, -0.4)
Nominate a dedicated health and wellbeing lead at the senior management level. (Achieving)		2/6 (4.9/6, -2.9)
Senior leaders are aware of their role to cascade information related to mental health awareness, promote support services available to all employees, and encourage employees to attend events and/or training (Excelling)		3/9 (7.5/9, -4.5)
Senior leaders support the establishment of mentally health management practices by encouraging manager training and events, and sharing best practice and through thought leadership. (Excelling)		4.5/9 (6.8/9, -2.20)
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. (Excelling)		9/9 (6.2/9, +2.8)
Demonstrate accountability by ensuring that the nominated health and wellbeing lead at the senior management level has clear reporting duties and responsibilities. (Enhanced)		2/12 (7.6/12, -5.6)
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. (Enhanced)		0/12 (5.4/12, -5.4)
		31.5/69, Achieving (49.1/69, Excelling)

## Standard 3 Foster a culture of openness and inclusivity

● Your Company ● CMHA HK Member Average

Initiatives (Level)		2024 Subtotal (Average)
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). (Committed)		2.5/3 (2.6/3, -0.1)
Use informal networking groups, resource groups and internal sessions (e.g. 'lunch & learn' sessions), to encourage open conversations about mental health in your company. (Achieving)		6/6 (5.2/6, +0.8)
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. (Achieving)		0/6 (4.8/6, -4.8)
Encourage informal and formal employee-led sharing of stories via channels such as blogs, social media, radio, intranet and video. (Achieving)		3/6 (3.1/6, -0.1)
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. (Excelling)		0/9 (7/9, -7)
Ensure senior leaders are active and visible in promoting the wider inclusion agenda. (Excelling)		4/12 (8.7/12, -4.7)
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. (Enhanced)		4/12 (8.9/12, -4.9)
		19.5/54, Achieving (40.4/54, Excelling)

## Standard 4 Increase mental health awareness

● Your Company ● CMHA HK Member Average

Initiatives (Level)		2024 Subtotal (Average)
Include information 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. (Committed)		1.5/3 (2.6/3, -1.1)
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. (Committed)		0.5/3 (2.1/3, -1.6)
Promote events, conferences and activities that raise awareness of mental health. (Committed)		1/3 (2.9/3, -1.9)
Deliver mental health awareness campaigns in a culturally appropriate manner within your company. (Achieving)		6/6 (5.6/6, +0.4)
During the induction process for new employees, share information about your company's commitment to mental health along with related resources, tools and support. (Achieving)		4/6 (5.7/6, -1.7)
Work with a variety of internal partners (e.g. HR and your internal communications team) and external suppliers to ensure healthy living is encouraged. (Achieving)		6/6 (5.8/6, +0.2)
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. (Excelling)		0/9 (6.4/9, -6.4)
Establish and communicate processes to raise awareness of and report workplace risks (e.g. stress, long-hours, bullying). (Excelling)		6/9 (7.3/9, -1.3)
Provide mental health awareness training for key personnel involved in conducting return to work discussions (e.g. CMHA HK Manager training). (Excelling)		3/9 (4.8/9, -1.8)
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). (Enhanced)		4/12 (7.1/12, -3.1)
		32/66, Achieving (50.4/66, Excelling)

## Standard 5 Ensure a healthy working environment

● Your Company ● CMHA HK Member Average

Initiatives (Level)		2024 Subtotal (Average)
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. (Committed)		2/3 (2.4/3, -0.4)
Undertake risk assessments and identify and take action on hotspots where workplace conditions are potentially harmful to mental health. (Achieving)		5.3/6 (4.1/6, +1.2)
Establish a flexible working policy, implemented appropriately and supported by technology, to give access to formal and informal flexibility where feasible to promote a healthy work life balance. (Achieving)		6/6 (5.7/6, +0.3)
Implement a resilience and wellbeing programme to raise awareness of a healthy work life balance. (Achieving)		3.2/6 (4.2/6, -1)
Recognise and be clear on the drivers and demands that impact on employee wellbeing as a means of addressing absenteeism and presenteeism. (Excelling)		9/9 (3.2/9, +5.8)
Create an environment where employees feel safe to share ideas and challenge ways of working (psychological safety). (Enhanced)		6/12 (5.5/12, +0.5)
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. (Enhanced)		0/12 (9.6/12, -9.6)
		31.5/54, Excelling (34.7/54, Excelling)






## Standard 6 Promote effective people management

● Your Company ● CMHA HK Member Average

Initiatives (Level)		2024 Subtotal (Average)
Ensure Line managers feel confident in having regular conversations about health and wellbeing with their direct reports by providing resources and support. (Committed)		2.1/3 (2.2/3, -0.1)
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. (Committed)		0.6/3 (1.3/3, -0.8)
Establish the expectation that Line Managers regularly discuss wellbeing and workplace risks with their direct reports. (Committed)		2/3 (2/3, 0)
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. (Achieving)		4.5/6 (3.6/6, +0.9)
Formalise, through role descriptions, the expectation that Team Leaders and Line Managers regularly discuss wellbeing and workplace risks with their direct reports. (Excelling)		2.2/9 (3.5/9, -1.3)
Set training targets to establish the proportion of managers to undergo the Line Manager training program. (Excelling)		0/9 (3.4/9, -3.4)
Monitor training targets for the proportion of managers trained and ensure training is undertaken and evaluated by managers. (Enhanced)		12/12 (4.3/12, +7.7)
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. (Enhanced)		0/12 (4.5/12, -4.5)
		23.5/57, Achieving (24.9/57, Achieving)

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

● Your Company ● CMHA HK Member Average

Initiatives (Level)		2024 Subtotal (Average)
Provide preventative and early intervention support and widely communicate and signpost to available support (Committed)		1/3 (2.3/3, -1.3)
Implement a detailed training program for employees on mental health inclusivity and support training. (Achieving)		0.5/6 (2.7/6, -2.2)
Communicate and signpost to information, resources and services that support the specific needs of diverse and vulnerable groups and ensure that this support is available and accessible and offered via self-referral. (Excelling)		3.6/9 (6.2/9, -2.5)
Consult with diverse groups to ensure wellbeing interventions and internal supports are available and that wellbeing champions are representative and meet the needs of different groups. (Excelling)		1.5/9 (4.6/9, -3.1)
Consider different and innovative methods of promoting wellbeing and providing support that may benefit individuals who experience challenges in ways and at times that are different from others' experiences. (Enhanced)		4/12 (6.1/12, -2.1)
		10.6/39, Committed (21.9/39, Excelling)

## Standard 8 Provide and signpost accessible support

● Your Company ● CMHA HK Member Average

Initiatives (Level)		2024 Subtotal (Average)
Ensure mental health and wellbeing information, in particular signposting to internal and external sources of support, is easily accessible through a variety of means. (Committed)		2.2/3 (2.2/3, 0)
Regularly and periodically communicate available mental health and wellbeing support and resources through a variety of channels and ensuring that these resources are kept up to date. (Achieving)		6/6 (5.2/6, +0.8)
Ensure provision of culturally appropriate mental health support and resources, preferably through self referral. (Achieving)		2.6/6 (5/6, -2.4)
Identify mental health champions or mentors as role models to promote relevant support mechanisms and strategies. (Excelling)		0/9 (5.7/9, -5.7)
Provide Mental Health First Aid training to those in the roles of mental health champions/ ambassadors etc. (Excelling)		0/9 (5.1/9, -5.1)
Ensure the provision of tailored, qualified and culturally appropriate in-house and external mental health support, preferably through self referral. (Enhanced)		2.4/12 (4.4/12, -2)
		13.2/45, Achieving (27.6/45, Excelling)

## Standard 9 Encourage disclosure of mental health issues

● Your Company ● CMHA HK Member Average

Initiatives (Level)		2024 Subtotal (Average)
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. (Committed)		3/3 (1.7/3, +1.3)
Create policies and procedures that provide a framework for managing disclosure and providing support to employees following disclosure. (Achieving)		2/6 (3.1/6, -1.1)
Provide opportunities for and encourage confidential discussions between individuals, managers, employers and relevant experts about mental health issues and what reasonable adjustments may be necessary for individuals. (Achieving)		0/6 (3.4/6, -3.4)
Encourage colleagues who have disclosed mental ill-health to provide feedback on their experience. (Excelling)		6/9 (2.7/9, +3.3)
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. (Excelling)		1.5/9 (3.1/9, -1.6)
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. (Enhanced)		5/12 (4.7/12, +0.3)
Regular monitoring of adjustments that are made for individuals and offer them on-going health assessments. (Enhanced)		4/12 (4.2/12, -0.2)
		21.5/57, Achieving (22.8/57, Achieving)

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

● Your Company ● CMHA HK Member Average

Initiatives (Level)		2024 Subtotal (Average)
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. (Committed)		1/3 (2.1/3, -1.1)
Identify what other data should be collected to monitor and track the success of your mental health at work strategy. (Committed)		1/3 (1.9/3, -0.9)
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. (Achieving)		2/6 (4.1/6, -2.1)
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. (Excelling)		0/9 (6.5/9, -6.5)
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. (Excelling)		6/9 (4.8/9, +1.2)
Share the organisation's commitment to mental health and wellbeing with external stakeholders such as clients and suppliers. (Enhanced)		0/12 (6.3/12, -6.3)
Include data related to mental health risks in Risk Register and report to Risk Committee (or equivalent management committee). (Enhanced)		0/12 (1.9/12, -1.9)
		10/54, Committed (27.6/54, Achieving)



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.

This document 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.