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Guidelines for the implementation of corporate Mental Health initiatives at Hitachi Vantara Portugal

Andreia Raquel Fialho Henriques

Master in Applied Management

Supervisor:
Professor Doctor Sofia Portela, Assistant Professor,
ISCTE-IUL

August 2023

BUSINESS
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Department of Marketing, Operations, and General Management

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Acknowledgments

I am deeply grateful as I stand on the brink of completing my master's journey. In a year with so many personal challenges, this endeavour has been a culmination of dedication, perseverance, and unwavering support from numerous individuals who have played pivotal roles in my academic and personal growth:

To the MGA professors for their commitment to excellence in education and for providing a nurturing environment.

To my colleagues, it has been amazing to do this journey with you all.

To my thesis advisor, Sofia Portela, for her guidance, expertise, and invaluable insights that have shaped the trajectory of my research. For her patience and support, but especially for not giving up on me.

To my close family and friends, especially to my mother for always being supportive and available to help.

To my partner Paulo and my children Maria Joana and João Pedro, your unwavering encouragement and belief in my capabilities have been the pillars of strength throughout this challenging journey. Your understanding and patience during times of limited availability and your constant reassurance have been my motivation to persist.

Finally, to my father, for always being an inspiration. Losing him this year has been the saddest event of my life, but I will keep my promise to always be my best self and make him proud.

As I look forward to the next chapter of my journey, I am filled with gratitude for the opportunities and challenges that have molded me into a more resilient, curious, and enlightened individual.

"You may encounter many defeats, but you must not be defeated. In fact, it may be necessary to encounter the defeats, so you can know who you are, what you can rise from, how you can still come out of it."

Maya Angelou

Abstract

The increasing recognition of mental health's pivotal role in overall well-being, particularly within workplaces, underscores the importance of addressing this aspect of corporate responsibility.

This study centers on understanding employees' mental health awareness, familiarity with corporate-led initiatives, and their perceptions of the necessity of such programmes.

A survey of Hitachi Vantara Portugal employees was conducted, gathering insights into mental health awareness, individual experiences, managerial support, and existing initiatives. The study aims to propose a comprehensive guideline grounded in both literature and empirical data for developing and enhancing corporate mental health initiatives. This guideline provides evidence-based recommendations, aligning policies and initiatives with employee preferences and needs.

This research's significance lies in its potential to inform decision-makers, human resources professionals, and leadership about the current state of mental health awareness within Hitachi Vantara Portugal. It offers insights to refine existing initiatives and develop new strategies for promoting mental well-being. Furthermore, the proposed guideline, derived from the study's findings, can serve as a roadmap, not only for other Hitachi Vantara branches and Hitachi companies but also for organizations seeking sustainable and impactful approaches to address mental health concerns in their workforce.

In conclusion, through the perspectives of Hitachi Vantara Portugal employees, this study aims to bridge the gap between employee awareness, corporate initiatives, and best practices in the field. Its overarching goal is to significantly contribute to cultivating a mentally healthy workplace culture.

Keywords: Mental Health; Well-being; Stigma; Indirect costs of Mental Health; Corporative Initiatives; Best Practices

JEL Classification:M10, M14

Resumo

O reconhecimento crescente do papel fundamental da saúde mental no bem-estar geral, especialmente nos locais de trabalho, sublinha a importância de abordar este aspecto da responsabilidade corporativa.

Este estudo centra-se na compreensão do nível de sensibilização dos funcionários sobre a saúde mental, na familiaridade com iniciativas lideradas pelas empresas e nas suas percepções sobre a sua necessidade.

Foi realizado um inquérito aos colaboradores da Hitachi Vantara Portugal, reunindo conhecimentos sobre a sensibilização, experiências individuais, apoio da gestão e iniciativas existentes. O estudo visa propor uma diretriz abrangente baseada na literatura e em dados empíricos para desenvolver e melhorar iniciativas corporativas de saúde mental. Esta diretriz fornece recomendações baseadas em evidências, alinhando políticas e iniciativas com as preferências e necessidades dos funcionários.

A importância desta investigação reside no seu potencial para informar os decisores, profissionais de recursos humanos e gestão sobre o estado atual da consciencialização para a saúde mental na Hitachi Vantara Portugal. Oferece dados para melhorar iniciativas existentes e desenvolver novas estratégias para promover o bem-estar mental. Além disso, a diretriz proposta, derivada das conclusões do estudo, pode servir como um roteiro, não apenas para outras filiais da Hitachi Vantara e empresas Hitachi, mas também para organizações que procuram iniciativas sustentáveis e impactantes para abordar as preocupações de saúde mental na sua força de trabalho.

Através das perspetivas dos colaboradores da Hitachi Vantara Portugal, este estudo pretende colmatar a lacuna entre a sensibilização dos colaboradores, as iniciativas corporativas e as melhores práticas na área. O objetivo geral é contribuir significativamente para a criação de uma cultura de local de trabalho mentalmente saudável.

Palavras-Chave: Saúde mental; Bem-estar; Estigma; Custos indiretos da Saúde Mental; Iniciativas Corporativas; Melhores Práticas

JEL Classification: M10, M14

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Glossary

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ADHD – Attention-Deficit / Hyperactivity Disorder

CMD – Common Mental Disorders

COI – Cost of Illness

EAP – Employee Assistance Programme

NCD – Non-communicable Diseases

OCD – Obsessive-Compulsive Disorder

PTSD – Post-Traumatic Stress Disorder

VSL – Value of Statistical Life

WHO – World Health Organization

1. Introduction

“Ultimately, there is no health without mental health”, Dr Tedros Adhanom Ghebreyesus, Director-General of the World Health Organization, foreword of World Mental Health Report (2022).

In recent years, the focus on mental health within the workplace has gained considerable attention as organizations recognize its profound impact on employee well-being, productivity, and overall company success. A conducive work environment not only encompasses physical aspects but also extends to mental and emotional well-being. As the world navigates through the complexities of the modern workplace, acknowledging and addressing mental health concerns has emerged as a critical aspect of corporate responsibility.

This study seeks to explore the crucial interplay between employee mental health awareness and the implementation of company-driven initiatives to support mental well-being at Hitachi Vantara. Recognizing that an organization's success is intrinsically tied to the health and vitality of its workforce, this study delves into the realm of employee perspectives on mental health within the context of a specific corporate setting. The focus of this research centres on comprehending the extent of awareness among employees regarding mental health, their familiarity with existing company-led mental health initiatives, and their perceptions about the need for such initiatives.

An employee survey was conducted to get information about the awareness on mental health, the individual experience of the employees with mental health, the management support, the managers view and ability to support, and well-being and mental health initiatives currently in place in the company and those initiatives that employees would like to have at the company. Based on the insights gathered from the survey responses, the study also aims to propose a comprehensive guideline for the creation and enhancement of corporate initiatives focused on mental health for a multicultural company in the IT sector. This guideline will be grounded in literature review and empirical data, offering evidence-based recommendations for shaping policies and programs that align with employee needs and preferences.

The significance of this study lies in its potential to inform decision-makers, human resource professionals, and organizational leaders about the current state of mental health awareness within Hitachi Vantara Portugal. By shedding light on employees' knowledge and perceptions, the study can offer insights that will guide the refinement of existing initiatives and the development of new strategies aimed at fostering mental well-being. Moreover, the proposed guideline emerging from the study's findings can serve as a roadmap for other Hitachi Vantara geographies and other Hitachi group companies, but also for other companies

seeking to create sustainable and impactful approaches to addressing mental health concerns among their workforce.

In conclusion, through the eyes of Hitachi Vantara Portugal's employee perspectives, by bridging the gap between employee awareness, company initiatives, and best practices in the field of mental health, this study endeavours to contribute meaningfully to the cultivation of a mentally healthy workplace culture.

This project is composed by seven chapters. The first chapter is the Introduction. The literature review is presented in chapter 2. The methodology used in this study is addressed in chapter 3. Chapter 4 presents the company in study and its group, as well as its current initiatives in mental health. Chapter 5 presents the findings of the survey, and chapter 6 presents the proposed initiatives to be implemented at Hitachi Vantara. Finally, the conclusion is on chapter 7.

2. Literature Review

2.1. Mental Health: A recent problematic with an old legacy

In 2019, based on Institute for Health Metrics and Evaluation (2019), the World Health Organization (WHO) announced that 1 in every 8 people, or 970 million people around the world were living with a mental disorder.

This announcement awoke society to the importance of Mental Health, its significant influence on the overall well-being, functioning, and quality of life of individuals, and its broader implications for society. However, Mental Health has been object of several studies over the years and the concept per se has evolved, as has its significance and the efforts in understanding and addressing Mental Health challenges.

This evolution has incorporated scientific advancements, psychological theories, and a broader understanding of the importance of social and environmental factors for mental well-being.

According to Worthy et al. (2020), throughout history, there have been three general theories of the causes of mental illness: (i) Supernatural – theories can be traced back to ancient civilizations (ancient Mesopotamia and ancient Egypt) where mental illness was attributed to religious, spiritual, or supernatural beliefs like demoniac position or punishment of the gods; (ii) Somatogenic – believed that some physical disturbances were a result of generic inheritance, brain damage or imbalance (ancient Greece and Rome and ancient China); the imbalance beliefs led the physician community and the traditional Chinese medicine community to agree that the mental illness was not shameful on the individual and highlighted the importance of a healthy body and mind (balance of yin and yang energies) in order to restore the balance; (iii) Psychogenic – these theories talked about maladaptive learned associations and cognitions, or distorted perceptions, but focused on traumatic or stressful experiences leading to the illness.

Based on these three etiologies, numerous authors and researchers across different disciplines have contributed to the understanding and development of the concept of Mental Health. Names as Sigmund Freud (1856-1939) in his book “The Interpretation of Dreams, 1900” emphasized the importance of unconscious factors influencing mental health and behaviour; Carl Rogers (1902-1987) in 1961 published “On Becoming a Person: A Therapist's View of Psychotherapy.” Where he stresses the importance of empathy, promoting self-acceptance and personal growth; Aaron T. Beck (1921 – 2021) with his cognitive therapy or cognitive-behavioural therapy “Cognitive Therapy and the Emotional Disorders,1976” and its impact in treating various mental disorders, with focus on depression and anxiety; William Glasser (1925-2013) on his book “Choice Theory: A New Psychology of Personal Freedom,1998” highlighting the role of personal responsibility and choice, empowering

individuals to make positive choices and take control of their lives; Martin Seligman (1942-) in “Authentic Happiness: Using the New Positive Psychology to Realize Your Potential for Lasting Fulfillment, 2002” bringing up the concept of well-being, positive emotions, and character strengths; and Allan Horwitz (1948-) in his book “Creating Mental Illness,2002” pointing out the social construction of mental illness.

All these authors helped shift the focus of Mental Health from solely addressing mental disorders to promoting the optimal functioning of the individual, evidencing the influence of societal and cultural factors in the definition, labelling and perception of mental disorders. And leading us to the most recent definition done by WHO (2022; p. 8) that defines it as “A state of mental well-being that enables people to cope with stresses of life, to realize their abilities, to learn well and work well, and to contribute to their communities. Mental health is an integral component of health and well-being and is more than the absence of mental disorder.”

Understanding this evolution, which was not always linear, rather cyclical at times, has an enormous relevance to this work as it shows not only the impact of governmental policies and investment on mental health through the Health and Social systems but also how companies and corporative initiatives can have a high impact in addressing this worldwide problem.

2.2. Common disorders associated with Mental Health

Among the 157 different conditions of Mental Disorder listed by the American Psychiatric Association (2013) in the Diagnostic and Statistical Manual of Mental Disorders, 5th Edition (DSM-5), some are considered particularly relevant due to their prevalence, impact, or clinical significance.

Schizophrenia, Bipolar Disorder, Post-Traumatic Stress Disorder (PTSD), Obsessive-Compulsive Disorder (OCD), Substance Use Disorder, Attention-Deficit/Hyperactivity Disorder (ADHD), and Eating Disorders, are all part of the list. However, according to the WHO (2022), it is the Anxiety Disorders and Depression that are affecting a significant part of the world population (including and with prevalence in children and adolescents).

Depression: “Depression is a common, debilitating, and potentially lethal disorder.” This can be read in so many scientific papers on depression; however, there is no agreement in the scientific community about its definition, causes, or treatments. According to the WHO (2022), a person with Depression shows persistent sadness and lack of interest or pleasure in previously rewarding or enjoyable activities. Rosenström and Jokela (2017; p.38-46) conducted a research using both DSM-5 data and WHO Disability Assessment Schedule numbers to get a data-driven definition of Depression, and the result was a “lack of interest to

all or most things" plus four other symptoms from the set: weight gain, weight loss, insomnia, psychomotor retardation, fatigue, feelings of worthlessness, diminished ability to think or concentrate, suicidal ideation or attempt.

Anxiety Disorders: the acknowledgment of generalized, persistent, and free-floating anxiety was first described by Freud in 1894 but only almost 100 years after was this included in the DMS-3 classification system (Rickels, 2001). This classification englobes several different kinds of anxiety disorders, like panic disorder (panic attacks); generalized anxiety disorder (excessive worry); social anxiety disorder (fear and worry in social situations), phobia-related disorders (fear or aversion of objects or situations); separation anxiety disorder (fear to leave the loved ones) and others. The National Institute of Mental Health (2022) states that it is usually classified as excessive and uncontrollable worry about various aspects of life and is often accompanied by symptoms like restlessness, fatigue, difficulty concentrating, and irritability. In 2019, based on data from the Institute of Health Metrics and Evaluation (2019), WHO announced that 301 million people were living with an anxiety disorder, including 58 million children and adolescents.

2.3. Causes of mental health disorders

The causes of Mental Health disorders, as its definitions, are similarly difficult to identify, however they are closely connected with the three etiologies already mentioned, while the psychological (Supernatural) and biological (Somatogenic) theories look at the individual qualities and brain characteristics, the sociological (Psychogenic) approach looks not only at the individual but also at the impact of social circumstances and events on one's illness. These circumstances vary a lot across different social groups, geographies, and historical eras but are usually related to the exposure to stressful life events, and how many of such events people experience throughout their lives. Serious stressors like military combat, natural disaster, victim of violent crime, physical or sexual abuse during childhood; as well as circumstantial events like losing a valued job, getting divorced, receiving a serious disease diagnosis, dead of a close relative, having a serious accident; social causes like poverty, neighbourhood instability, dilapidated housing, crime rates, broken families; or other enduring stressful circumstances like oppressive working conditions, troubled relations or unreasonable parents are all events that affect people Mental Health, being those exposed to these events more likely to have high rates of psychological distress (Horwitz, 2009).

2.4. Stigma associated with Mental Health

Historically, stigma towards mental illness is known to occur globally and has been largely studied by psychology and psychiatry. However, for the purpose of this project the focus will be on the social aspect of stigma. Erving Goffman defines stigma as “an attribute that is deeply discrediting”, where stigmatized individuals are often perceived as being different and “lesser” than “the normals” (Goffman, 1986; Zayts-Spence et al., 2023). In behavioural health, mental health stigma is defined as a level of shame, prejudice, or discrimination toward people with mental health conditions, because of stigma, such conditions are often viewed and treated differently from other chronic conditions, despite being largely rooted in genetics and biology (Marshall, 2020). Stigma affects everything from interpersonal interactions to social norms to organizational structures, including access to treatment and reimbursement for costs (Coe et al., 2021).

According Coe et al. (2021), the National Academy of Medicine defines three primary forms of stigma: (i) self-stigma, that occurs when individuals internalize and accept negative stereotypes; (ii) public stigma (or social stigma), when the general population, based on their shared beliefs about the illness and the negative emotions it generates, acts in a discriminatory manner towards people with mental health disorders; and (iii) structural stigma (including workplace stigma) which limits the opportunities of people with mental health disorders at institutional, political and legal levels. According to the authors, in the case of mental health, when people are more susceptible and in need of help, the impact of stigma can be profound as it prevents them for seek help.

According to WHO (2022) stigma remains a major barrier to seeking help and receiving proper support, reduce the mental health stigma requires a thoughtful approach to raise awareness, challenge misconceptions, and promote understanding.

2.5. The economic costs of Mental Health.

In recent years, discussions around mental health have expanded beyond its clinical and social dimensions to encompass its economic repercussions. The economic costs associated with mental health includes not only direct healthcare expenses (e.g., health care costs, disability payments, and provision of support services) but also indirect costs (imposed on caregivers, family members, and communities), that also extend to lost productivity, social support programs, criminal justice expenditures, and more (Bubonya et al, 2017).

Some authors even explore other costs related to Mental Health like the transfer costs and intangible costs (Hewlett & Moran, 2014), all leading to the conclusion that mental health disorders represent a considerable disease burden and have a significant impact on the societies and economies that goes above the medical expenditure.

Bloom et al. (2011) released a report that focused not only on the large burden that Non-Communicable Diseases (NCDs) impose on human health worldwide (in 2005, more than 60% of all deaths worldwide stem from NCDs, according to WHO), but also on the financial impact that this group of diseases has in the economy. For the propose of that report and due to its emergent importance, mental health conditions were also included as NCD. The report estimates the economic costs of NCDs by 2030, implementing three methods that economists have developed to calculate the economic burden of health problems: the cost-of-illness (COI) approach, the value of lost output (economic growth) approach and the value of statistical life (VSL) approach. Although very different approaches and not comparable, all point out an extremely high economic burden globally, with the mental illness costs standing out.

The results of the report showed that the global cost of mental health conditions in 2010 was estimated at US$2.5 trillion, with the cost projected to reach up to US$ 6.0 trillion by 2030. About two-thirds of the total cost was from indirect costs and the remainder from direct costs. High-income countries carried about 65% of the burden, which was not expected to change until 2030 (Bloom et al., 2011).

Table 1 – Global cost of mental health conditions in 2010 and 2030, in billions US$

	Low- and Middle-Income Countries			High-Income Countries			World		
	Direct Costs	Indirect Costs	Total Cost of Illness	Direct Costs	Indirect Costs	Total Cost of Illness	Direct Costs	Indirect Costs	Total Cost of Illness
2010	287	583	870	536	1,088	1,624	823	1,671	2,493
2030	697	1,416	2,113	1,298	2,635	3,933	1,995	4,051	6,046

Source: Bloom et al. (2011)

Table 2 – Breakdown of output losses by disease type and income category, 2010 and 2030, in trillions US$, using the VSL approach

	2010						2030					
	Cancer	Chronic respiratory disease	Cardio-vascular diseases	Diabetes	Mental Illness	Total	Cancer	Chronic respiratory disease	Cardio-vascular diseases	Diabetes	Mental Illness	Total
High Income	1.7	1.5	5.4	0.7	5.5	14.8	2.2	2.0	7.2	1.0	7.3	19.7
Upper Middle Income	0.6	0.5	1.9	0.3	1.9	5.1	1.9	1.8	6.3	0.9	6.5	17.4
Lower Middle Income	0.3	0.2	0.9	0.1	0.9	2.4	0.6	0.5	1.9	0.3	2.0	5.3
Low Income	0.1	0.1	0.2	0.0	0.2	0.5	0.1	0.1	0.4	0.0	0.4	1.0
World	**2.5**	**2.4**	**8.3**	**1.2**	**8.5**	**22.8**	**4.9**	**4.5**	**15.8**	**2.2**	**16.1**	**43.4**

Source: Bloom et al. (2011)

The report raises awareness for the indirect costs of Mental Health, showing that it will be the NCD with higher impact for the business in 2030, especially in countries with higher and upper middle income, capturing the attention of corporations for this subject and reinforcing the importance of corporative intervention.

2.5.1. Direct Costs

WHO (2021a), on the Foreword of its Comprehensive Mental Health Action Plan 2013–2030, set four major objectives for the members and partners: “more effective leadership and governance for mental health; the provision of comprehensive, integrated mental health and social care services in community-based settings; implementation of strategies for promotion and prevention; and strengthened information systems, evidence, and research.” These objectives were clearly communicated and had actions, indicators, and well-defined targets (redefined in 2020) to be achieved; however, and according to WHO (2021a) the 2020 WHO Mental Health Atlas shows a scenario of worldwide failure in achieving these objectives.

WHO (2021b) is the 2020 WHO Mental Health Atlas, a report that tracks the progress of the WHO members and partners against the WHO Comprehensive Mental Health Action Plan 2013-2030 and that is one of the most trustworthy source of data regarding mental health expenditure, shows that albeit the increased attention to the subject in recent years, the actions have not yet scale-up to offer quality mental health services that can satisfy the world’s population needs, emphasising the not sufficient investment in what is consider direct costs of mental health. Dr Tedros Adhanom Ghebreyesus, Director-General of the WHO said, “It is extremely concerning that, despite the evident and increasing need for mental health services, which has become even more acute during the COVID-19 pandemic, good intentions are not being met with investment”.

According to WHO (2021b), countries were asked to estimate their government’s total expenditure on mental health, but only around one-third (N=67) of the WHO members and

partners were able to report on this expenditure. The following table shows that the annual global median government expenditure per capita on mental health reported was US$ 7.49. Based on the WHO Global Health Expenditure Database (GHED), for responding countries the global median of domestic government expenditure on health in general in 2018 was US$ 367 per capita, meaning that mental health investment represents 2.1% of the global median of government expenditure on health overall. Although we can see an increase from US$ 2.50 in 2017 to US$ 7.49 in 2020 on the median government mental health expenditure per capita, it did not change as a percentage of total government health expenditure, which remained close to 2% in 2020. This table also shows that there is a positive correlation between mental health government expenditure per capita and gross national income, with countries with high and upper-middle income expending more on mental health.

Table 3 – Government expenditure on mental health, per capita

	Media government expenditure on mental health per capita (US$)			Mental health expenditure as percentage of GGHE-D* per capita
	214 (N=40)	2017 (N=80)	2020 (N=67)	2020 (N=67)
Global	**	2.50	7.49	2.13%
WHO region				
AFR	**	0.10 (n=10)	0.46(n=8)	2.10%
AMR	**	11.80 (n=18)	7.81 (n=14)	1.80%
EMR	**	2.00 (n=4)	12.08 (n=4)	1.30%
EUR	**	21.70 (n=31)	46.49 (n=22)	3.60%
SEAR	**	0.10 (n=5)	0.10 (n=7)	0.50%
WPR	**	1.10 (n=12)	5.81 (n=12)	1.60%
World Bank income group				
Low	***	0.02 (n=11)	0.08 (n=2)	1.05%
Lower-middle	1.53 (n=7)	1.10 (n=19)	0.37 (n=13)	1.10%
Upper-middle	1.96 (n=16)	2.62 (n=21)	3.29 (n=23)	1.60%
High	58.73 (n=17)	80.24 (n=29)	52.73 (n=29)	3.80%

Source: WHO Global Health Expenditure Database (GHED)

*GGHE-D: Domestic General Government Health Expenditure

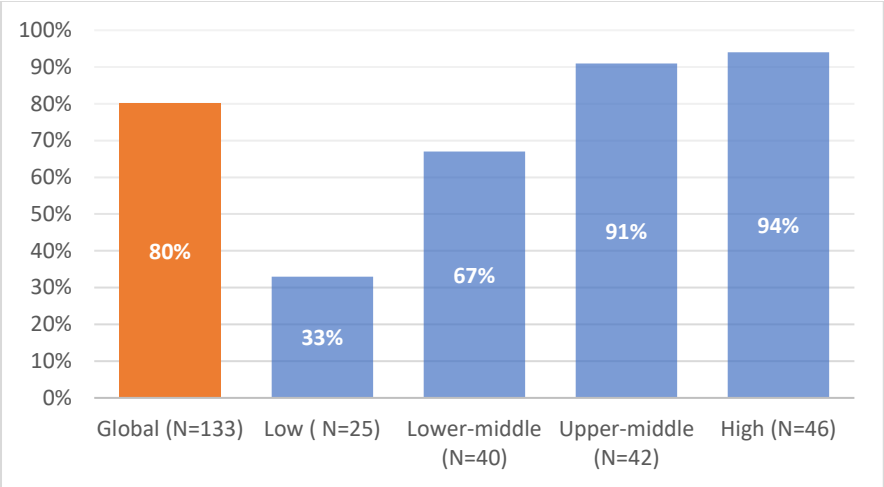
** Data not available

*** Low-income countries were not represented in 2014 due to a low sample size (n=1)

Also relevant for the equity of mental health services provision is to analyse the direct costs for families. Carbonell et al. (2018) refers that the deficient funding and limited access to mental healthcare results in a treatment gap, leaving to patients and family members themselves the responsibility of paying the high costs of mental health treatment. Looking at the WHO (2021b), it can be concluded that of the 133 countries that answered this question, 80% have confirmed the inclusion of care and treatment of people with specific mental health conditions in national

health insurance or reimbursement schemes. When analysed by income groups, the high and upper-middle income countries show an almost 3 times higher percentage of persons with specific mental health conditions which care and treatment has been included in national health or reimbursement schemes than the low income group. The same author shows that this percentage grew from 73% in 2017 (n=169) to the referred 80% in 2020 (n=133); however, it still shows an economic burden for the families, especially in low and lower-middle income countries.

Figure 1 – Inclusion of care and treatment of persons with specific mental health conditions (e.g. psychosis, bipolar disorder, depression) in national health insurance or reimbursement schemes, by World Bank income group.



Source: WHO (2021b)

Private-sector spending is an important source of funding for mental health (Carbonell et al., 2018). A comparative study of France, India, Israel and Spain shows that 51% of medical services in France and almost a third in Israel are provided through the private system, that in India mental health services are mainly provided via private psychiatrists, and that in Spain there is an extensive network of private medical services administered by health insurance companies. In all cases, private care requires families to pay out-of-pocket expenses for hospital stays, outpatient appointments and medicines. In addition, mental illnesses are not generally covered by private health insurance (Carbonell et al., 2018).

2.5.2. Indirect Costs

The indirect costs of mental health are defined by OCDE as the economic consequences attributable to disease, illness, or injury resulting in lost resources, but which do not involve direct payments related to the disease. These costs can be more challenging to quantify than direct costs, but they play a significant role in understanding the full extent of the burden that

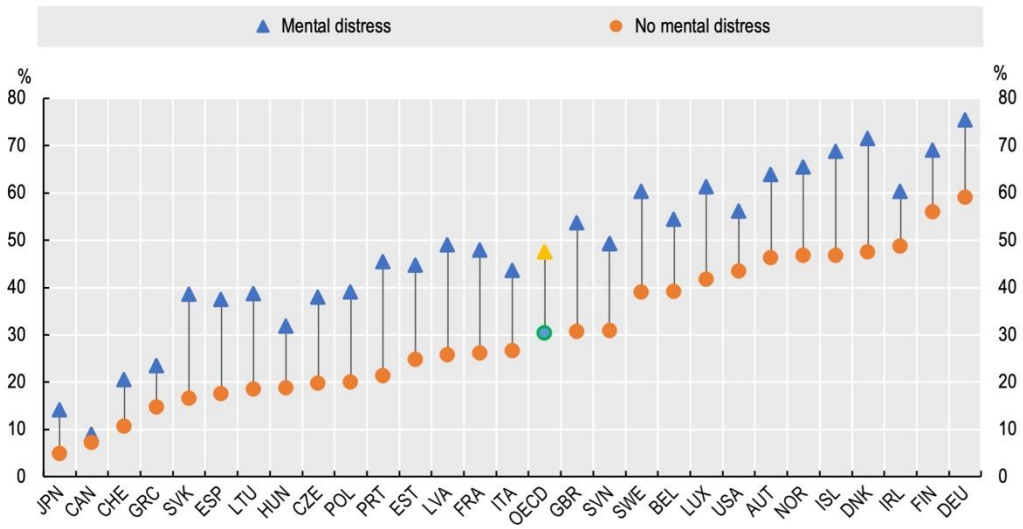
mental health place on individuals and society. As mentioned above, these costs have special relevance in the business community as it includes the value of lost production due to unemployment, absenteeism, presenteeism, turnover, loss of productivity or even premature mortality. OECD (2012) found that mild-to-moderate mental illnesses such as depression or anxiety disorder have a strong relationship with higher unemployment, higher absenteeism, lower productivity in the workplace, and a rising burden of disability benefits claims.

Researchers estimate that across the 36 largest countries in the world, in the absence of scaled-up treatment, more than 12 billion days of lost productivity (equivalent to more than 50 million years of work) are attributable to depression and anxiety disorders every year, at an estimated cost of US$925 billion (Chisholm et al, 2016).

Deloitte (2020) estimated that poor mental health among employees cost UK employers over £42 billion each year. This number is composed by £6.8 billion from absence costs (absenteeism), £27 billion from presenteeism costs and around £9 billion from turnover costs.

OCDE (2021) also states that a key component of the indirect costs of mental health is the reduced productivity in the form of lost working hours (Absenteeism), and concludes that workers with mental health conditions not only are more likely to report having missed work (47.6%) than those without (30.4%), as also need more time away from work in order to manage or address their mental health issues. Frequent or extended absences can disrupt work schedules, strain teams, and require other employees to cover for their colleagues, leading to decreased team efficiency.

Figure 2 - Share of workers who have been absent from work at least once over the past 12 months, by mental health status, mid-2010s[1]

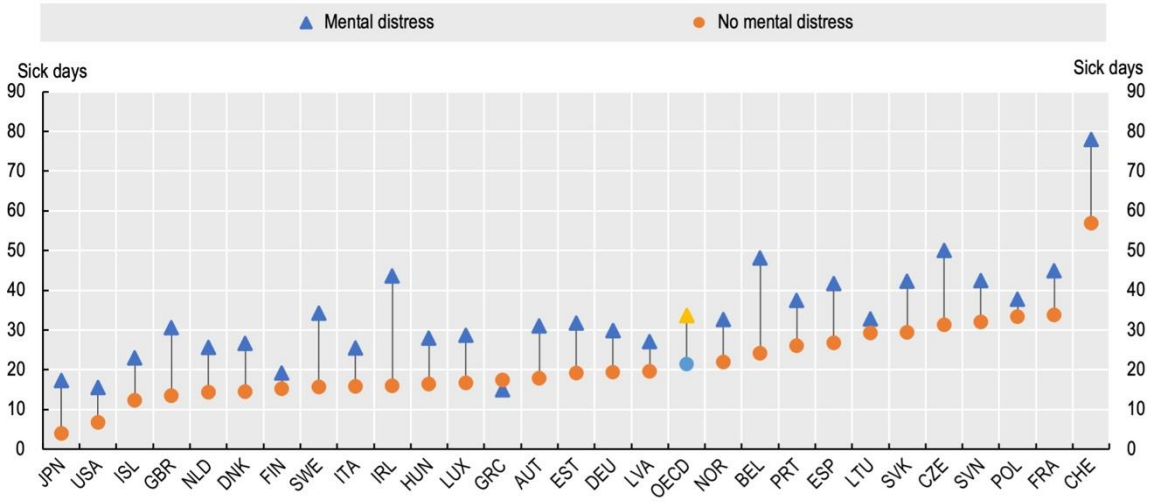


Note: OECD average is the unweighted average of the depicted countries. Data for Japan and Switzerland use a reporting period of four weeks; Canada uses a reporting period of one week.

1. The figure presents data between 2012 and 2016.

Source: OCDE (2021)

Figure 3 - Average annual number of sick days taken for those with at least one absence in the past year, by Mental health status, mid-2010s[1]



Note: OECD average is the unweighted average of the depicted countries. Absence data is reported in aggregated bins. The figure presents the weighted average of the mid-point values of each bin. Data for Switzerland and Japan use reporting period of four weeks and are adjusted to a 12 month period.
1. The figure presents data between 2012 and 2016.
Source: OCDE (2021).

The concept of presenteeism was firstly identified by Cooper (1996; p. 12) stating that "presenteeism occurs when people are physically present in the workplace but are functionally absent". It is clear that both physical and mental health have a large and significant effect on presenteeism. However, a study conducted by Bryan et al. (2021) on dysfunctional presenteeism shows that in the United Kingdom, the effect of mental health is stronger than the effect of physical health. According to these authors, the deterioration of mental health has a greater effect, predicting on average a threefold increase in the probability of presenteeism (e.g. from 6% to 18%). As with other concepts related to mental health, there is no consensus around the concept of presenteeism in the research community, some authors emphasize that social, occupational, and cross-cultural aspects, as well as contemporary changes in the workplace, affect the perception of presenteeism (Ruhle et al., 2020) and even refer positive presenteeism when dealing with mild mental disorders.

Turnover is also quite representative when looking at the indirect costs of mental health. The research found focus on withdrawing attitudes like absenteeism and presenteeism, however some recent studies show that burnout is viewed as a form of job stress, with strong links to turnover. According to a study of Westfield Health in the UK (2021), 59%(n=1500) of the inquired employees say their mental health is causing them to consider changing jobs, being the top two reasons related with mental health challenges workload ("I've got too much work") and work environment ("I'm unhappy with my work environment"). The same study shows that 51% of employees feel they are nearing burnout. A similar study conducted in the US by Yellowbrick (2019) and referenced by Ordem dos Psicólogos Portugueses (2023) refers

that amongst millennials, 96% (n=2059) say that burnout affects their everyday life, 78% say burnout has prevented them from socializing and 53% have missed work due to burnout. In the UK, Deloitte (2020) refers that employees may change their role or employer to improve their mental health conditions and, as mentioned, estimate the indirect costs to the employer for the replacement of the employee to reach the £9 billion. These costs include: costs of temporary staff, recruitment fees, time and training required before a new hire is able to work at full productivity.

Understanding the indirect costs of mental health is crucial for policymakers, healthcare providers, and ultimately to companies/employers. Addressing both direct and indirect costs is essential for promoting mental well-being and creating a more inclusive and resilient society where individuals can thrive both personally and professionally.

2.6. Return of Investment from mental health interventions

Established the costs associated with mental health, it is important to look at the Return of Investment to build a strong business case for mental health initiatives, one that incentives companies to invest in these.

Deloitte (2020) mentions that there have been limited and conflicting studies around the return on investment (ROI) from mental health interventions. Trying to address this, they have conducted a systematic review of over 125 reports in the UK to understand the ROI in mental health initiatives. The results show a financial case in favour of employers investing in mental health.

According to Deloitte (2020), on average employers obtain a return of £5 for every £1 invested, up from £4 for every £1 spent in their previous report from 2017. Their analysis of the stage of the intervention found that on average, organisation-wide culture change and awareness raising can provide a ROI of £6 for every £1 invested; proactive training provides a similarly high average ROI of £5 for every £1 invested; reactive support, such as offering employees therapy or treatment once their mental health had worsened, although a very important part of the resources an employer should offer, provided on average a return of only £3 for every £1 invested. This confirms the already-mentioned, urgency to invest in prevention.

From this analysis, Deloitte elects the top three factors that have had a positive impact on the ROI of mental health interventions: (i) focusing on organisation-wide activities, providing training universally or to targeted groups; (ii) using technology to reduce cost and increase the likelihood of uptake by limiting the associated stigma; (iii) using diagnostics and screening to help target interventions based on need.

A similar study done in Canada by Kangasniemi et al. (2019) showed that the median yearly ROI on mental health programs was CA$1.62, increasing to CA$2.18 in companies whose programs had been in place for three or more years. According to the authors, programs are more likely to deliver greater returns as they mature, rather than yielding immediate financial benefits.

In the US, the results are not much different. The American Heart Association's Center for Workplace Health (2019) estimates that the economic efficiency of treatment programs is generally positive, with a return on investment (ROI) ranging from roughly $2 to $4 saved for every dollar invested in treatment.

2.7. Mental Health: A Global concern

The burden of mental health disorders represents huge costs to society and is injurious to economic growth. Happiness and well-being have been acknowledged as an enabler for economic growth and nation development. Over the last 20 years, international organizations like WHO, OCDE and UN have been warning about the importance of the subject and the need to include mental health as a priority in countries' national agendas.

Aligned with this, more recently mental health and well-being were included in the United Nations Sustainable Development Goals for 2015–2030 (United Nations, 2015). In Goal 3 – Good Health and Well-being, set to ensure a healthy life and promote the well-being for all people of all ages. There is a specific target by 2030, which is to reduce by one-third premature mortality from NCDs via prevention and treatment, and to promote mental health and well-being. Currently, according to the United Nations, the pandemic and other ongoing crises are delaying the progress against this specific target, and although there are some achievements registered in the UN tracker, they do not refer to mental health.

Regarding the global concern around mental health topic, it is also interesting to mention the inclusion of mental health data and initiatives in companies' social responsibility reports (although not compulsive). This reflects a growing recognition of the significance of mental well-being within the broader framework of Corporate Social Responsibility (CSR). In summary, mental health is addressed in companies' social responsibility reports because it reflects a comprehensive understanding of corporate social responsibility that encompasses not only financial performance but also the well-being of employees, communities, and society. By integrating mental health initiatives into their CSR strategies, companies can contribute to a healthier and more sustainable work environment, while positively impacting various aspects of their business and reputation, thus, having a win-win effect (Hameed et al., 2016; Singhapakdi et al., 2015).

2.8. Global Mental Health Initiatives: The Best Practices.

Established that mental health is a critical aspect of overall well-being that affects individuals, communities, and societies at large, it is important to understand what is being done globally, and what are the best practices adopted. As all efforts count, a global approach to mental health that involves various stakeholders such as government bodies, legal frameworks, NGOs, and companies, emphasizes the growing recognition that addressing mental health is a collaborative effort.

2.8.1. Governmental and Legal Frameworks across the world

In the United States, mental health guidelines in the workplace are influenced by various federal laws such as the Americans with Disabilities Act of 1990 (ADA) and the Occupational Safety and Health Act of 1970 (OSHA). These laws require employers to provide reasonable accommodations for employees with mental health conditions and maintain a safe work environment.

In the European Union, although there is not a law solely focused on mental health, like in the US, mental health is addressed indirectly through a combination of broader frameworks and directives that touch on various aspects of health, anti-discrimination, and social inclusion. An example is the European Convention on Human Rights (ECHR), while not an EU-specific law it is legally binding on all EU member states, includes provisions related to the right to health and the prohibition of inhuman or degrading treatment. These provisions can indirectly impact mental health policies and practices. Another example is the Employment Equality Directive (2000/78/EC). This directive prohibits discrimination based on disability in employment and occupation. As mental health conditions can be considered disabilities under this directive, this too has had a significant impact on the mental health corporative initiatives across European countries. Nonetheless, it is important to note that due to the principle of subsidiarity, although there are broad European frameworks, the mental health policies, and regulations can vary significantly among EU member states, meaning that the implementation and specifics of mental health policies might differ from one country to another.

India enacted the Mental Healthcare Act (2017), which includes provisions for mental health in the workplace. It emphasizes the rights of individuals with mental illnesses and mandates that employers provide support and accommodations for employees with mental health conditions. According to Ghosh et al. (2022), the act has been criticised by the scientific community, highlighting its shortcomings and issues with implementation; nonetheless, it

brought Indian legislation closely in line with the WHO recommendations already mentioned (Duffy & Kelly, 2017).

The choice of these 3 geographies, although just a short sample, was not random, they reflect the 3 geographic areas more relevant for the IT industry and where the company subject of this study has more employees.

2.8.2. Non-Governmental organisations

After reviewing a wide range of academic literature, a regular presence of mention to NGOs work in this field was found, becoming relevant to explore best practices, guides and toolkits from non-governmental organisations. These organizations play a crucial role in advancing mental health awareness, providing resources for individuals and workplaces, and advocating for positive changes in policies and practices related to mental health and well-being.

In the UK, Stevenson and Farmer (2017) were the authors of an independent report commissioned by the government, which is the most relevant report on the subject. It highlights the importance of mental health in the workplace, outlines core standards for employers (private and governmental), including adopting mental health awareness campaigns, promoting employee well-being, and providing access to mental health support services. The Government accepted the report entirely and, since 2017, companies and institutions across the UK have begun focusing on the report's recommendations. The report sets 6 core standards that help embed good practices in organisations of all sizes: (i) Produce, implement and communicate a mental health at work plan; (ii) Develop mental health awareness among employees by making information, tools, and support accessible; (iii) Encourage open conversations about mental health and the support available when employees are struggling; (iv) Provide employees with good working conditions and ensure they have a healthy work-life balance and opportunities for development; (v) Promote effective people management; (vi) Routinely monitor employee mental health and wellbeing by understanding available data, talking to employees, and understanding risk factors.

Based on this report, Mind, a well-known mental health charity in the United Kingdom, that offers a range of services, resources, and campaigns to raise awareness about mental health, provide support, and advocate for better mental health policies, created the Mental Health at Work Commitment. The Mental Health at Work Commitment provides a simple framework for employers who recognize the importance of promoting staff wellbeing. This framework is a free tool that can be publicly announced by companies, and it sets out the six standards of Thriving at Work report, underpinned by 21 supporting actions, alongside guidance for implementation and signposting to useful resources. It allows flexibility in its implementation and also a good adaptation to individual companies' size, sector and culture. The purpose of the Commitment

is to signal the organisation's intentions and provide a framework to support all businesses on that journey. In 2023, Mind announced that more than 2,500 companies in the UK have signed up for the commitment framework.

In the US, the LuvU Project annually runs the Carolyn C. Mattingly Award for Mental Health in the Workplace. This initiative acknowledges and honours outstanding organizations that make significant strides in promoting the mental health and well-being of their employees, organizations, that not only set a positive example for their peers but also inspire and guide other employers in creating similar environments of well-being.

In partnership with the Johns Hopkins Bloomberg School of Public Health (JHSPH), Wu et al. (2021) created an evidence-based criteria framework to evaluate the candidates to the award, based on extensive research of best practices on this topic. The framework comprehends 8 categories of best practices: (i) culture - positive organizational culture that supports employee mental health; (ii) robust mental health benefits - health plan that provides affordable access to a broad range of mental health services; (iii) mental health resources - utilization of stress management practices that provide employee resources, mental health training and robust EAP available that addresses the needs of a diverse workforce population; (iv) workplace policies and practices - safety practices, programs and/or policies to prevent sexual harassment, discrimination, workplace violence, and bullying, evidences of comprehensive efforts to promote DEI; (v) healthy work environment - opportunities to mentally recharge, infrastructure that supports healthy behaviours and self-care and opportunities for social contact and; (vi) leadership support - leadership training on mental health awareness, sensitivity, and providing support to employees, modelling healthy behaviours by management, managing work and role-related factors that can affect mental health; (vii) outcomes measurement - increased awareness, utilization, and satisfaction with mental health programs and resources, improved employee mental health and well-being outcomes and reduction in stigma related to mental health; (viii) innovation - incorporation of technology or non-traditional programs/services that yield positive mental health outcomes, removal of barriers, making resources easily available and creative communication strategies.

Individually, each of these criteria has its own limitations when it comes to enhancing employee well-being. However, when integrated into a comprehensive program, the evidence suggests that a multi-component approach produces positive results concerning employee health and overall well-being.

2.8.3. Private companies

Private companies, being major players in the employment landscape, have been increasingly focusing on implementing best practices to promote mental health among their employees.

For this study purpose, a matrix was created based on American Heart Association's Center for Workplace Health (2019) that includes companies mental health program summaries for companies part of the American Heart Association CEO Roundtable. This sample was chosen not only because these companies are already at a matured stage of awareness regarding the topic, are keen in investing in best practices and their cultures are aligned with a holistic view of employee well-being, but also because it represents a good mix of companies from different sectors, sizes and locations (some are only US based, but most have a global presence). Those considered best practices in the market are the ones that incorporate more of the standards/criteria referred above in the Thriving at Work and LuvU frameworks. A detailed matrix of evidence for each standard/criteria can be found in Appendix A. The table below shows a summary with respective score.

Table 4 - ..Summary matrix of private companies, against framework standards/criteria.

Company	Culture	Resources	Leadership support	Workplace policies and practices	Healthy work environment	Robust Benefits	Reporting Outcomes	Innovation	SCORE
ADP	yes	yes	yes	yes	yes	yes		yes	7
Amgen	yes	yes	yes	yes	yes	yes			6
AT&T	yes	yes		yes	yes	yes	yes		6
Bank of America	yes	yes	yes	yes		yes			5
Booz Allen Hamilton	yes	yes	yes	yes	yes			yes	6
Dignity Health	yes	yes			yes				3
Express Scripts	yes	yes		yes				yes	4
Humana	yes	yes	yes	yes	yes		yes	yes	7
Johnson & Johnson	***yes***	***yes***	***yes***	***yes***	***yes***	***yes***	***yes***	***yes***	8
Kaiser Permanente	yes	yes	yes	yes	yes	yes	yes		7
KKR	yes	yes	yes	yes	yes				5
Leo Burnett	yes	yes	yes	yes	yes	yes			6
Levi Strauss & Co.	yes	yes		yes			yes		4
Macy's, Inc.	yes	yes			yes	yes			4
Merck	yes	yes	yes	yes			yes	yes	6
Philips	yes	yes	yes	yes		yes	yes		6
Quest Diagnostics	yes	yes	yes			yes	yes		5
The Dow Chemical Co	yes	yes	yes	yes		yes	yes		6

2.8.4. Johnson & Johnson – Worldwide holistic initiative

Johnson & Johnson has scored the highest grade in the scorecard presented in Table 4. According to Alex Gorsky (Chairman and CEO in 2019), the company has for over 130 years, and has been dedicated to enhancing people's well-being at every stage of life. With a global workforce exceeding 130,000 employees, the company leverages a blend of empathy,

scientific expertise, and innovation to reshape the trajectory of human health. At Johnson & Johnson, the perspective on health encompasses physical, mental, and emotional well-being, recognizing their interconnection. The company takes pride in nurturing an inclusive and empathetic culture that destigmatizes mental health issues. By offering resources, they empower employees to bring their authentic selves to work. The company's active leadership in global mental health advocacy is endorsed through robust leadership, a compassionate atmosphere, and inventive technologies. Their approach is underpinned by ongoing measurement to comprehend employee needs and gauge impact. The progress towards employee health goals is transparently communicated, and personal stories shared by leaders contribute to an open and inclusive culture.

The company's compassionate culture is embodied in programs supporting a holistic approach to health, addressing three key pillars: Healthy Eating, Healthy Movement, and Healthy Mind. Under the Healthy Mind pillar, Johnson & Johnson has instituted a Healthy Mind policy. This policy serves to educate employees and their families about mental well-being, ensure compliance with mental health regulations, analyse workplace risks impacting mental health, and provide access to resources and programs supporting mental well-being.

Incorporating innovative technologies, the company introduces new services based on emerging trends. Examples include computer-based mental health training and a mobile app teaching resilience and self-stress management techniques.

The Mental Health Diplomats employee resource group, comprising over 600 employees across 21 countries, is dedicated to raising mental health awareness, offering resources, and eliminating the stigma associated with mental health.

Measurement of outcomes is central to Johnson & Johnson's approach. The company invests in well-designed employee health and well-being programs and assesses outcomes across various dimensions, such as health risks and financial returns. These programs have demonstrated a return on investment and positive links to improved market performance, reflected in reduced healthcare costs, decreased absenteeism, heightened employee engagement, and increased productivity.

The company’s commitment to mental health extends to its global workforce, fostered through effective leadership, a compassionate cultural ethos, and innovative technologies.

3. Methodology

Established, through the literature review, the relevance of corporative initiatives in reducing the global burden of mental health, while such initiatives are admirable, their efficacy depends on a comprehensive understanding of employee awareness, perceptions, and needs related to mental health.

Despite the growing debate on mental health, a gap in the knowledge about how well employees are informed about mental health concerns, the strategies their organizations have implemented to address these concerns, and their opinions on the effectiveness of these efforts remains. Addressing this gap is pivotal for creating targeted and impactful initiatives that can genuinely address the mental health needs of the workforce.

For this purpose, a survey was conducted on the employees of the Portuguese branch of Hitachi Vantara, with the primary objective to analyse their awareness levels concerning mental health matters, the individual experience of the employees with mental health, the management support, the managers view and ability to support, and well-being and mental health initiatives currently in place in the company and those initiatives that employees would like to have at the company. By surveying employees across different departments, roles, and hierarchies, the research aims to understand their familiarity with various aspects of mental health, including common issues, coping strategies, relations with managers, and available resources. Furthermore, this study seeks to assess the degree to which employees are informed about the existing mental health initiatives implemented by Hitachi Vantara, and based on their feedback and the analysis of best practices evaluate these initiatives and propose new and improved ones.

An initial version of the survey was revised and approved by the Portuguese HR and Legal teams. It was also pre-tested by 2 Hitachi Vantara Portugal employees, and their improvement suggestions (mainly on the survey's usability) were included in the final version.

Although some survey templates on this theme can be found in some toolkits, a bespoke survey was created for the purpose of this study, its final version includes 6 parts, detailed below.

Part 1 – Personal and Professional Information - intends to characterize the respondents, based on some personal data and professional data. Professional data is relevant to understand if the respondents have managerial responsibilities, those that do have managerial responsibilities were asked to answer Part 5 of the survey.

Part 2 – Awareness – intends to understand if the respondents are familiarised with the subject, their perception of the stigma associated and the sources of the information regarding mental health.

Part 3 – Individual Experience – intends to comprehend respondents' perception of their mental health status, assess the impact of personal and professional events on this state, and evaluate the respondents' perception of the impact that mental health has on work productivity.

Part 4 – Management support – intends to interpretate whether employees feel supported by people managers and project managers, the perception of effort, preparation, and impact of managers' actions on their individual mental well-being and that of their teams.

Part 5 – Mental Health: the role of managers – intends to grasp the managers perspective, understand how they perceive their role in the well-being of the workforce and if they feel prepared and compensated for this role.

Part 6 – Well-being and Mental Health Initiatives currently in place – intends to access respondents' knowledge of Hitachi Vantara's mental health policy and, their views on these initiatives and if they use it and gather suggestions for improvement.

The survey (Appendix B) was disseminated by email to all employees of Hitachi Vantara Portugal on 9th August 2023 using the "Portugal All" internal distribution list. This list consisted of 214 people across all business units, geographic locations within Portugal, and company seniority. From 9th August to 22nd August, due to the holiday season, and seeking to increase the response rate, 2 reminders were sent to the same internal distribution list on the 16th August and 21st August.

87 valid responses were obtained, representing a response rate of 40.7%.

4. Hitachi Vantara

Hitachi Vantara, as per its institutional web page is “a wholly-owned subsidiary of Hitachi Ltd., (that) delivers the intelligent data platforms, infrastructure systems, and digital expertise that supports more than 80% of the fortune 100.”

Part of the Hitachi Group, Hitachi Vantara shares its mission, values, and vision, that are made to be shared in a simple concept: Hitachi Group Identity.

Mission: The mission that Hitachi aspires to fulfil in society is to contribute to society through the development of superior, original technology and products.

Values: The values crucial to the Hitachi in accomplishing its mission, are the “Hitachi Founding Spirit”: Harmony, Sincerity, and Pioneering Spirit.

Vision: Hitachi Group aims to deliver innovations that answer society’s challenges, with their talented team and proven experience in global markets, Hitachi believes that can inspire the world.

Originally set by Hitachi founder Namihei Odaira, the Mission has been carefully passed on to generations of employees and stakeholders throughout the company's 100-year history. The Values reflect the Hitachi Founding Spirit, which was shaped by the achievements of the company’s predecessors as they worked hard to fulfil Hitachi's Mission. The Vision has been created based on the Mission and Values and it is an expression of what the Hitachi Group aims to become in the future as it advances to its next stage of growth.

3.1. Hitachi Group and its Human Capital

In the Hitachi Group Sustainability Report 2022 it is stated that Hitachi prioritizes human capital and believes that employees are the source of value. As such, Hitachi aims to leverage the combined power of their global network of employees to provide value to their customers and contribute to a sustainable society. In working toward these goals, Hitachi is committed to respecting the fundamental rights of employees, providing equal opportunities, and ensuring occupational safety and health.

Diversity: Hitachi is committed to promoting Diversity, Equity and Inclusion (DEI) throughout its global operations. Several initiatives are being progressed in this area, such as: Mom Project, to support women returning to work after a career break; Women of Hitachi Employee Resource Group (ERG), to help advance the development and advancement of women across all sectors; Rainbow Connection ERG, creating a more inclusive workplace through education, communication, and mentorship.

Employee health promotion: Hitachi believes that practicing work-life management will enrich employees’ work and private lives, enhance professionalism, and build personal

character resulting in both individual and organizational sustainable growth. Based on this philosophy, Hitachi has established systems to support work-style reforms and a balance between employees' work and private lives. The most relevant are related to preventing long working hours and overwork and promoting diverse work styles in the "new normal".

Analysing the absences rate trend between 2017 and 2021, it is possible to see a decrease of sick leave taken due to physical illness that the company suggests it is related with the implementation of the reforms mentioned above. In contrast, the amount of sick leave taken due to mental illness has raised, which made the company reinforce the importance of mental health.

Table 5 – Absences Rate Trend

	2017	2018	2019	2020	2021
Mental	0.6	0.64	0.65	0.62	0.66
Physical	0.26	0.24	0.25	0.22	0.21

Note: Percentage of employees taking sick leave for seven or more consecutive days and formally taking leaving system (number of employees taking sick leave per month / number of employees per month x 100)

3.2. Mental Health at Hitachi Group

Hitachi Group follows the market trend of addressing mental health in its social responsibility report, which is the recognition of the significance of mental well-being within the broader framework of Corporate Social Responsibility (CSR), and exhaustively refers the actions already being practiced in Japan, some actions in practice in other parts of the world and its intention of prioritizing this topic, by extending these actions globally to the group. However, is quite shy regarding the status of its workforce mental health only mentioning that in 2020, questions relating to well-being were included in the annual Global Employee Survey. Based on this survey and according to the stress-check done, it was reported that 12.8% of the employees were classified as "employees with high stress", above the 10% target that the company had establish. However, because these numbers refer only to the Japanese workforce, they may not reflect Hitachi Vantara's reality as the company's presence in Japan is not very relevant. Questions on mental health and well-being were kept and expanded to the 2021 survey and, going forward, Hitachi intents to evaluate globally, not only in Japan, the effectiveness of measures related to employees' well-being, based on the results of the annual survey.

Recognizing that the mental illness incidence rate among employees in 2021 was higher than in the previous years, the company commits to continue taking a proactive approach to increases in mental strain and establishes measures addressing mental health to be taken by employees, workplace managers, occupational healthcare workers, and human resources divisions. “We are working to spread basic mental health knowledge and understanding of ways to deal with stress as well as reinforcing the ability of those in positions of authority to respond to these issues”.

3.3. Mental Health at Hitachi Vantara

Hitachi Vantara, as one of the most recent companies of the group is not yet at the same maturity level as the rest of the Hitachi Group. Until 2021 mental health was something addressed only externally by the Employee Assistance Programme. In 2022, after the CEO publicly expressed that addressing mental health and well-being would be a priority to the company, and with the sponsorship of the newly appointed Chief of Diversity and Inclusion, an Employee Resource Group was created to help disseminate resources aimed to create awareness, reduce stigma, and support those struggling with mental health. This group started running regular drop-in sessions open to all employees, where relevant subjects were addressed and discussed. The traction of these initiatives was quite significant (with sessions having over 300 participants), which became a concern for the company due to the informal nature of these sessions and the liability that could be imputed to the company due to the sensitivity of the subject. Since then and while the group re-structures its approach (being reviewed by compliance and legal teams), several webinars, trainings and workshops for employees have been sponsored by Hitachi Vantara’s Learning and Development team together with local Employee Assistance Programmes, where specialists in mental health discuss relevant topics.

5. Survey findings

5.1. Personal and Professional Information of respondents

The following data illustrates the distribution of survey participants across different age groups and gender. In total, data was collected from 87 participants. This figure reflects 41% of the entire surveyed population and serves as the basis for the demographic analysis.

The distribution of participants across these age groups provides insights into the diversity of perspectives and experiences represented within the survey. The data is categorized into four age groups, namely 18-25, 26-35, 36-45, and greater than 45 years (Figure 4). Each category represents a distinct segment of the survey population. 5% of participants fall within the age range of 18 to 25 years, indicating a relatively smaller representation in the survey. A relevant part, accounting for 31%, falls within the age group of 26 to 35 years, while the largest proportion of participants, constituting 38%, falls within the age range of 36 to 45 years. Participants aged over 45 years constitute 26% of the survey population. This denotes that, in line with the universe of Hitachi Vantara Portugal and other tech companies where the workforce is mainly constituted of Millennials, the respondents are representative of the universe.

In the survey, respondents are categorized into two genders: male (63%) and female (37%) (Figure 5).

Figure 4 - Age group of the respondents (years)

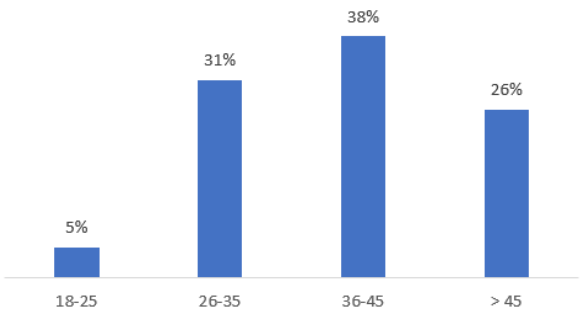
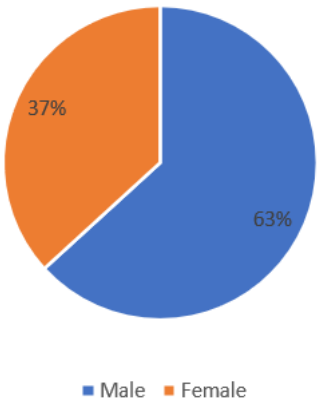


Figure 5 - Gender of the respondents



Professional data was analised to understand if the respondents have managerial responsibilities (note that part 5 of the survey was addressed only to respondents with managerial responsibilities). 34% of the respondents do have managerial responsibilities (project managers or people managers, in which half of them have been in these functions for 2 to 5 years, and 23% for more than 10 years), and 66% currently do not manage individuals (Figures 6 and 7).

Figure 6 – Respondents with managerial responsibilities

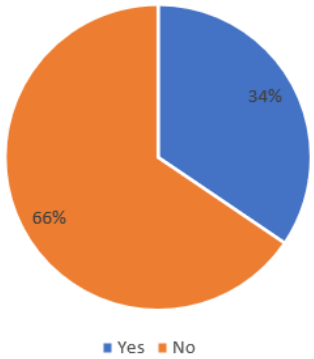
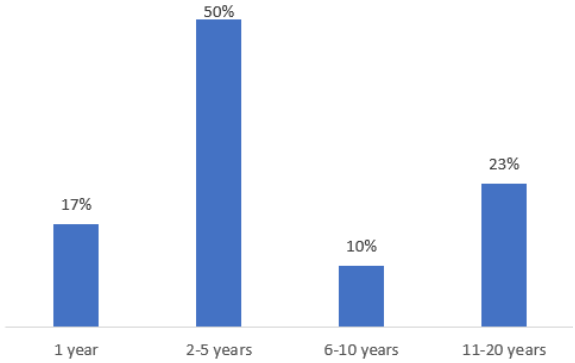


Figure 7 – Years with managerial responsibilities



5.2. Awareness

Most of the mental health campaigns are focused on creating awareness, because only through this route can individuals overcame the stigma associated. In this part of the survey, respondents are invited to indicate the level of agreement with some affirmations. The responses are categorized into five levels of agreement: "Strongly disagree," "Disagree," "Neither agree nor disagree," "Agree," and "Strongly agree."

When asked if “I am familiar with the term "Mental Health"”, most respondents (83%) either agreed or strongly agreed that they are familiar with the term mental health, indicating a good level of awareness in this aspect (Figure 8). A significant proportion (87%) of participants expressed agreement with the ability to identify common signs and symptoms of mental health issues, which suggests a generally informed audience. An overwhelming majority (77%) strongly agreed that mental health is as important as physical health, underlining a positive attitude towards recognizing mental health's significance.

When asked about the stigma associated with mental health, a majority (63%) agreed or strongly agreed that there is a stigma surrounding mental health in society, implying an awareness of existing societal challenges; however, they do not seem to recognize it within the company, as 35% disagreed or strongly disagreed that this can be found in Hitachi Vantara. Nonetheless, it is relevant to address that 19% of the respondents do believe that there is stigma surrounding mental health in the workplace.

The responses suggest respondents have a perception of the impact of mental health in their personal and professional life. 75% of participants feel that their understanding of mental health impacts their approach to self-care and a vast majority (96%) expressed awareness regarding the potential impact of mental health on their work. Respondents get their insights

about mental mainly from the Internet, health professionals, and the news (79%, 49%, and 48%, respectively) (Figure 9).

Figure 8 – Mental Health awareness, level of agreement

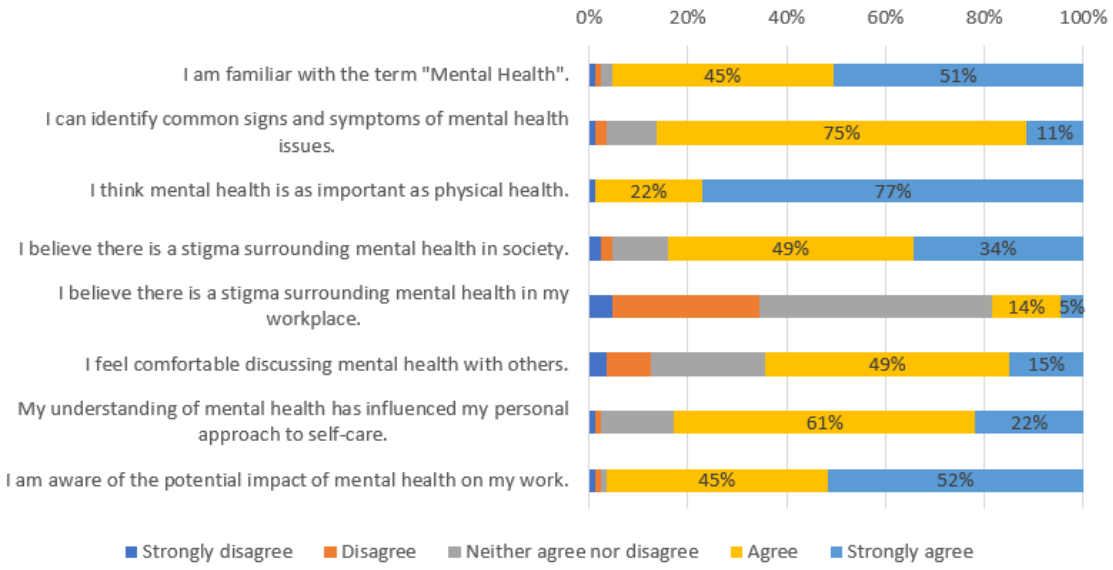
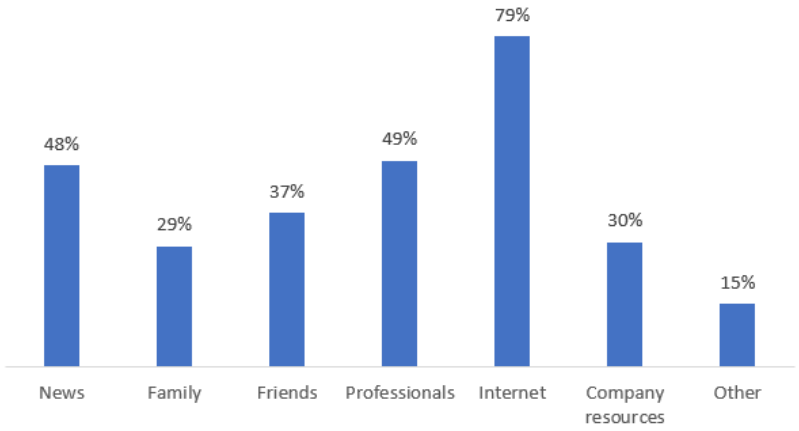


Figure 9 – Sources of information regarding mental health

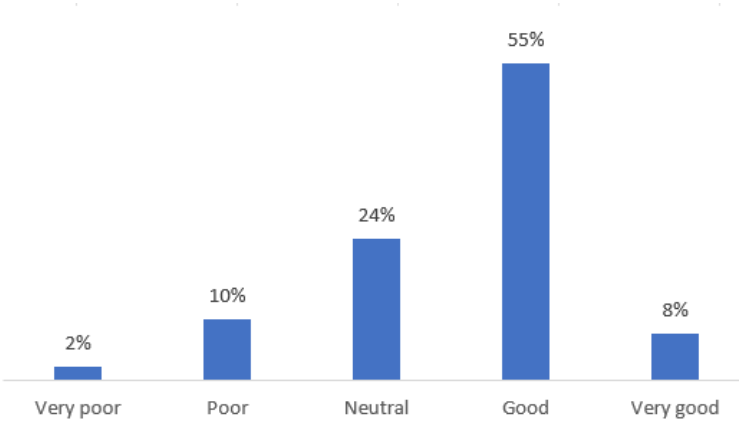


5.3. Individual Experience

In this part of the survey respondents are invited to do a self-assessment of their mental health status, and the impact that life and work events have on it.

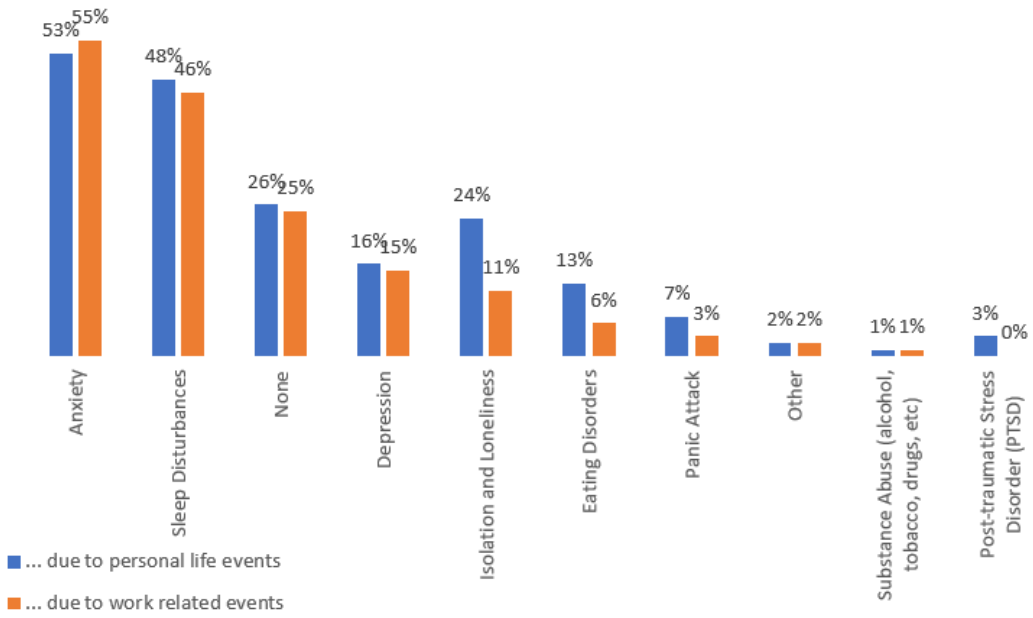
These ratings offer a glimpse into the distribution of participants' mental health perceptions, with the majority indicating a positive outlook (63%) stating Good or Very good and only 12% stating Poor or Very poor (Figure 10).

Figure 10 – How would you rate your overall mental health?



Approximately one quarter of the respondents did not experience any mental health challenges due to personal life or work events. Of the remainder, over 50% have experienced anxiety due to life and work events, being the only mental illness that respondents assume having more frequently due to work events than private events (Figure 11). The responses indicate that anxiety, sleep disturbances, isolation/loneliness, and depression are commonly reported challenges, whereas other challenges have varying levels of prevalence.

Figure 11 – Mental health challenges experienced, in the last 12 months, due to life and work events



Overall, the below data underscores the complexity of work-related factors impacting mental health. Several factors, such as time pressure (unrealistic deadlines), workload, lack of control and role ambiguity, show substantial impacts. In contrast, the results on remote work,

and interpersonal conflicts with peers and managers, have reduce impact in individuals' mental health (Figures 12 and 13).

Figure 12 – Impact of various work-related factors on mental health challenges

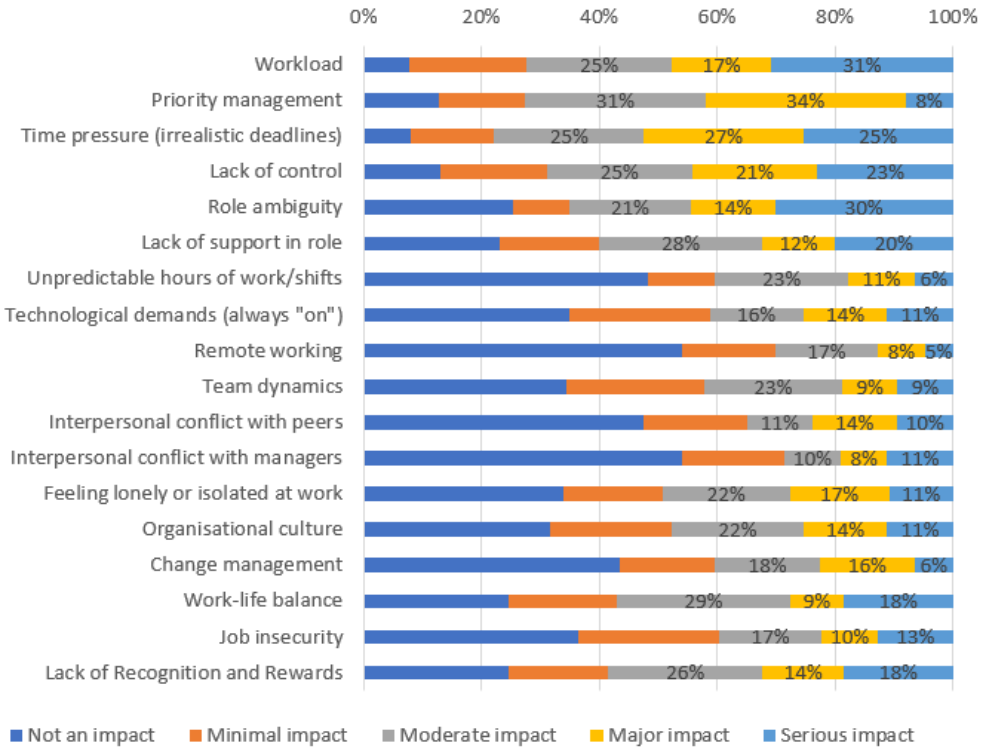
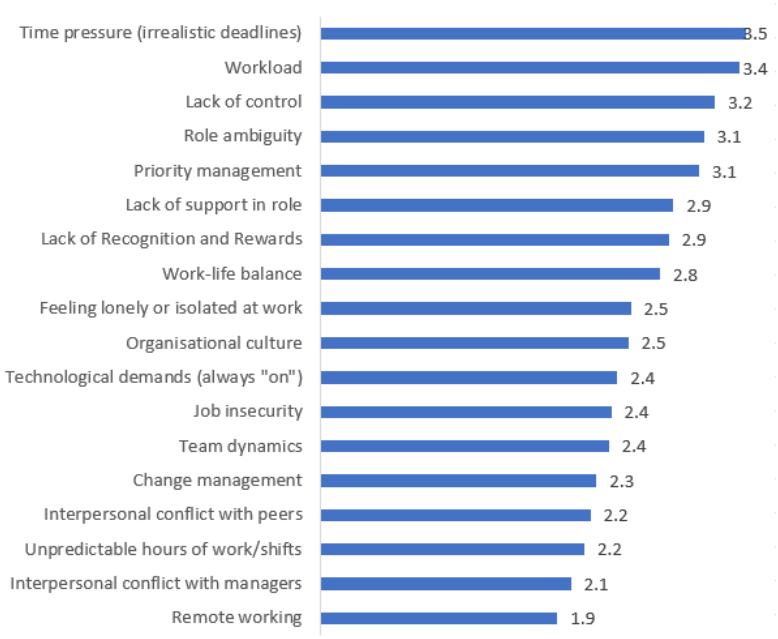


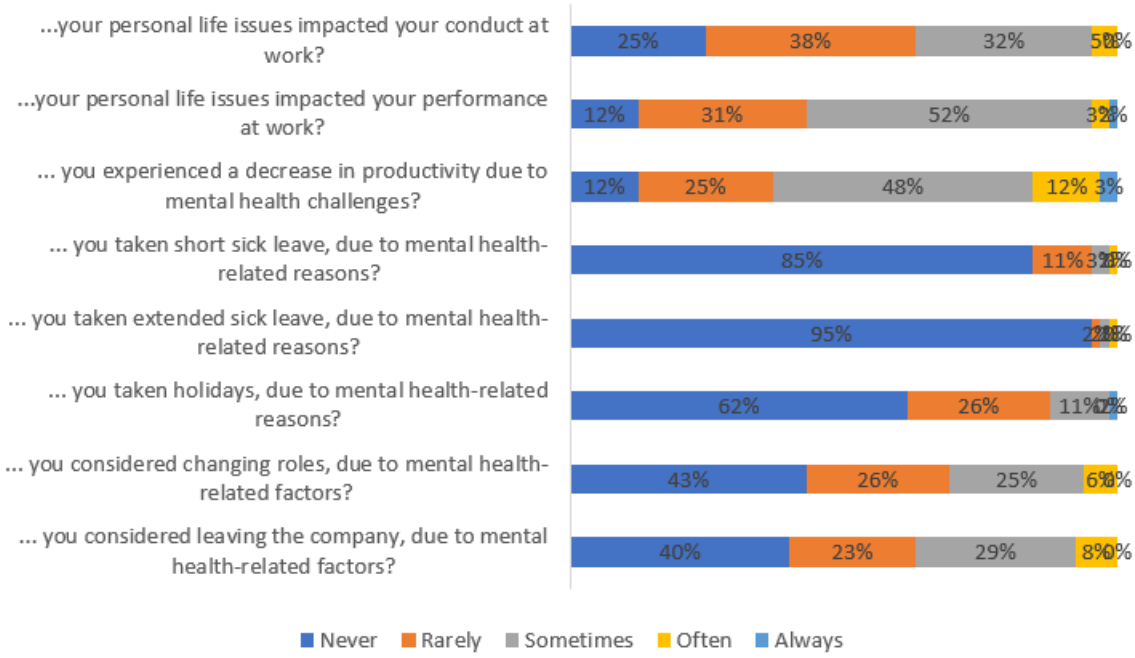
Figure 13 – Mean i*mpact of various work-related factors on mental health challenges*



Looking ate the impact of personal life issues on work conduct, performance, productivity, and leave due to mental health challenges, the results show that almost half (48%) of respondents reported sometimes experiencing a decrease in productivity due to mental health challenges; additionally, 15% indicated frequent (often or always) decrease in productivity, confirming the strong effect of presenteeism as one of the major indirect costs of mental (Figure 14).

Although the same effect cannot be seen from the results about absenteeism, still 15% of the respondents have taken short sick leave due to mental health reasons and 5% extended sick leave. Quite relevant is to observe the increasing trend of Leaveism with 38% of the respondents reported occasionally or often taking holidays due to mental health reasons. Turnover is another indirect cost that can be proven by the survey results, with 57% of the respondents saying that they have considered changing roles and 60% leaving the company, with, around a third (37%) of respondents doing it on a regular basis (sometimes or often).

Figure 14 – Absenteeism, Presenteeism, Leaveism and Turnover

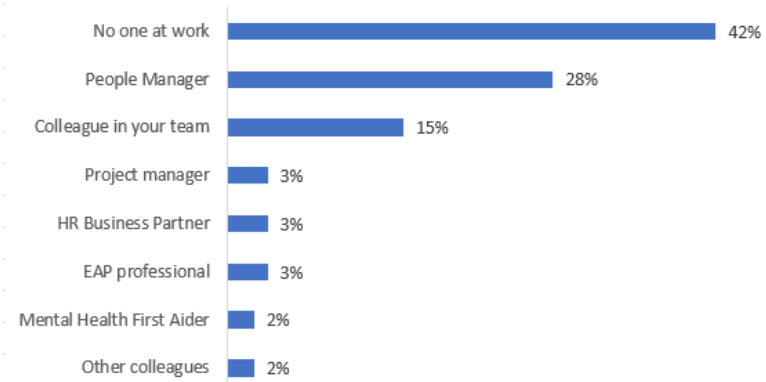


5.4. Management support

The data presents respondents' perceptions about discussing mental health concerns with their managers and the support they receive.

The results show that managers foster a good relationship with line reports. When asked about who they would approach first to discuss a personal challenge related with mental health, although 42% of the respondents would do it with someone outside work, people managers come in second place, with 28% choosing managers over others (Figure 15).

Figure 15 – First point of support



Good management relationship is also proven by 66% agreeing or strongly agreeing that managers are approachable when discussing personal challenges and 53% stated that they foster an environment that encourages open communication about mental health (Figure 16).

However, while a significant proportion of respondents indicated positive perceptions about support and open communication, there are areas where respondents were more neutral or expressed concerns. As an example, 30% of respondents do not feel comfortable discussing mental health-related absences with their managers and 21% feel that the manager is not adequately prepared to address and support team members' mental health concerns. These findings emphasize the importance of creating a workplace environment where employees feel comfortable discussing mental health, receiving support, and having their needs accommodated. It also underscores the need for managers to be well-informed about mental health and available resources, underpinning the importance of managers' training.

Figure 16 – Manager relation and support

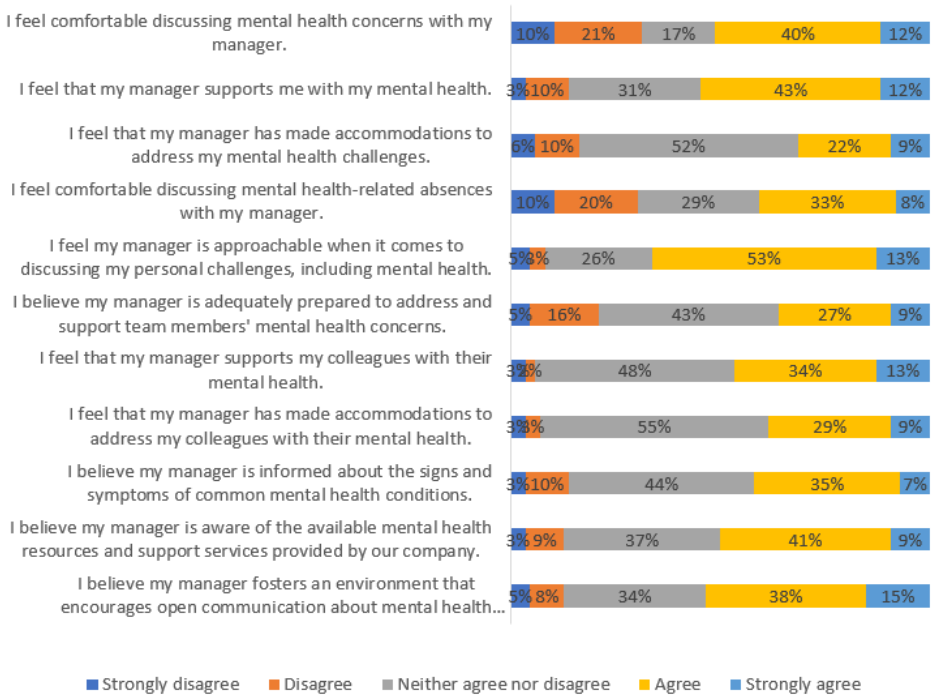


Table 6 – Top 2 Box and Bottom 2 Box analysis of manager relation and support

	T2B	B2B
I feel comfortable discussing mental health concerns with my manager.	51%	31%
I feel that my manager supports me with my mental health.	55%	14%
I feel that my manager has made accommodations to address my mental health challenges.	31%	16%
I feel comfortable discussing mental health-related absences with my manager.	41%	30%
I feel my manager is approachable when it comes to discussing my personal challenges, including mental health.	66%	8%
I believe my manager is adequately prepared to address and support team members' mental health concerns.	36%	21%
I feel that my manager supports my colleagues with their mental health.	47%	6%
I feel that my manager has made accommodations to address my colleagues with their mental health.	38%	7%
I believe my manager is informed about the signs and symptoms of common mental health conditions.	42%	14%
I believe my manager is aware of the available mental health resources and support services provided by our company.	50%	13%
I believe my manager fosters an environment that encourages open communication about mental health concerns.	53%	13%

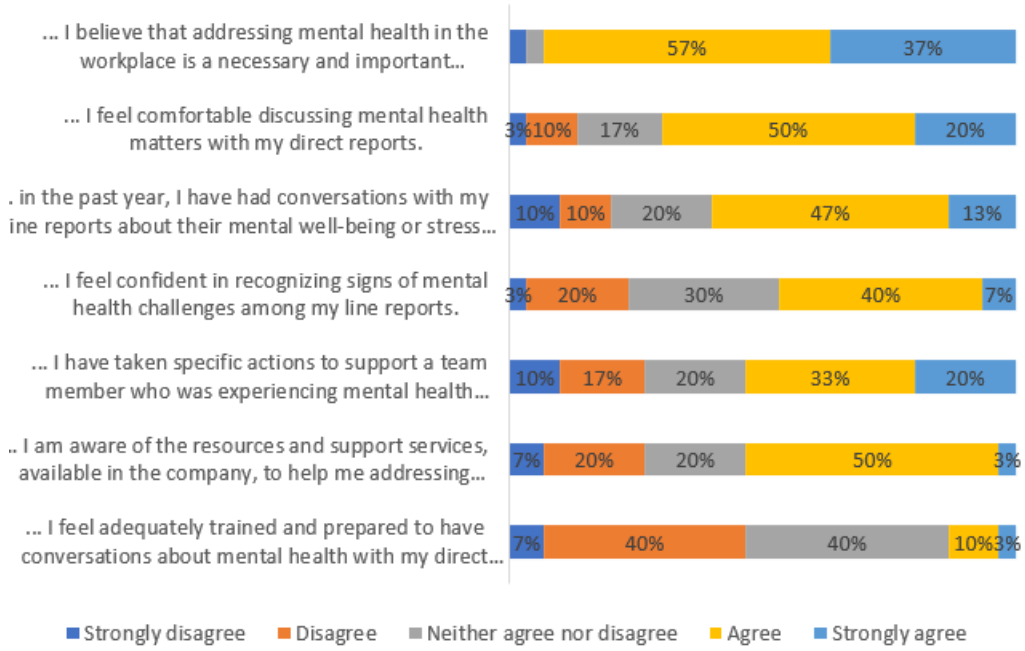
5.5. Mental Health: The role of managers

This part of the survey was answered only by those having managerial responsibilities. The data provided represents managers' responses regarding their perceptions and actions related to addressing mental health in the workplace.

An overwhelming majority (94%) of managers indicated that they believe addressing mental health in the workplace is a necessary and important responsibility for them as managers (Figure 17). However, almost half (47%) do not feel adequately trained and prepared to have conversations about mental health with their direct report, and 27% are not aware of the resources and support services available in Hitachi Vantara.

Overall, the data suggests that most managers recognize the importance of addressing mental health in the workplace and are willing to have conversations about it. It is vital for managers to be adequately trained and prepared to handle these conversations and provide necessary support to create a mentally healthy and supportive work environment.

Figure 17 – Managers perceptions and skills to address mental health.



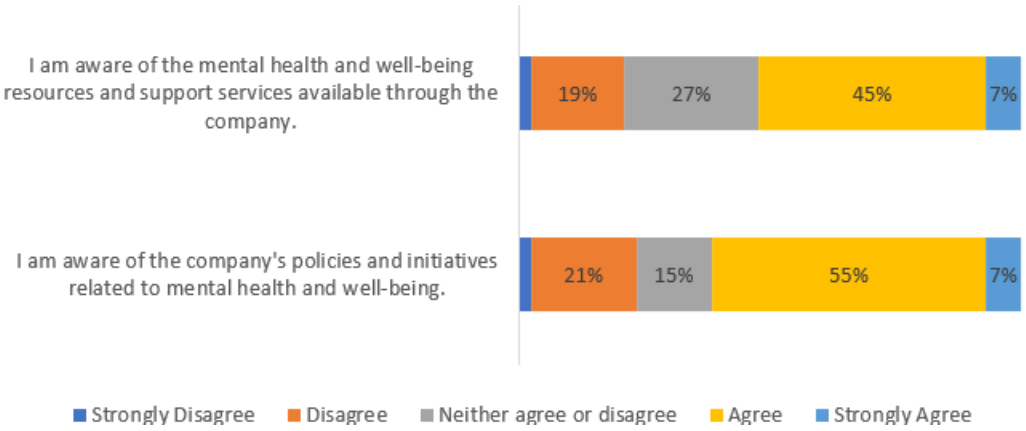
From the provided list of resources, respondents were asked to choose up to four options that they believe would be most helpful for them as managers to better address mental health concerns within their team (Figure 18). Mental Health training (77%), Regular check-ins (57%), Collaboration with HR and Mental Health Experts (53%), and Communication and Listening Skills training (43%) were the top 4 choices.

Figure 18 – Resource requirements by managers

5.6. Well-being and Mental Health Initiatives currently in place at Hitachi Vantara

The presented data represents respondents' levels of agreement with statements related to their awareness of Hitachi Vantara policies and initiatives as well as mental health and well-being resources available. A significant majority (62%) of respondents expressed agreement with being aware of their company's policies and initiatives related to mental health and well-being (Figure 19). Similarly, a combined 52% of respondents indicated that they are aware of the mental health and well-being resources and support services available through the company.

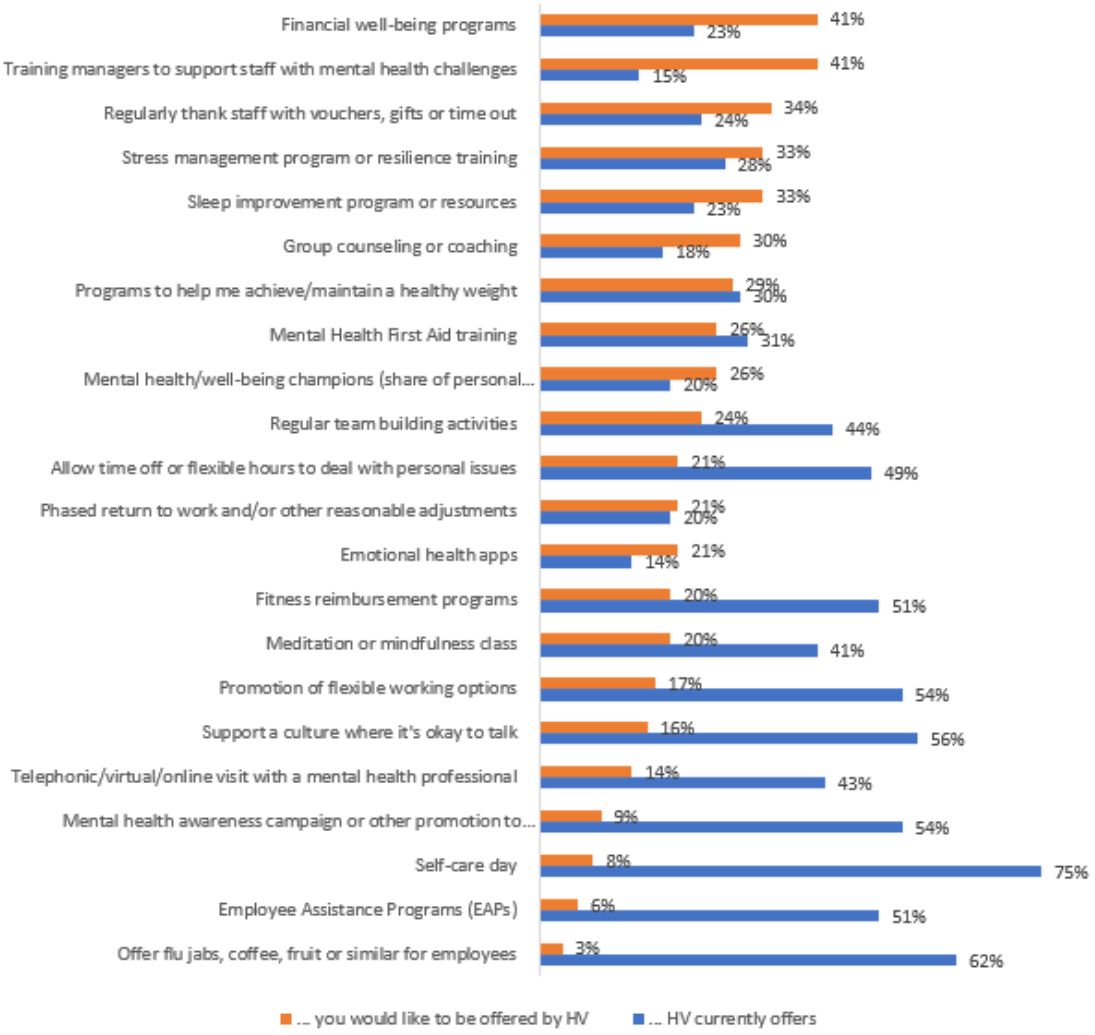
Figure 19 – Awareness of Hitachi Vantara policy and resources on mental health



However, when asked about the current resources available in the company, it is visible that the respondents' knowledge is somehow not fully correct, as currently some of the listed resources are not being offered, the same way that some of the required resources are already in place (Figure 20).

Overall, the data indicates an alignment between the offerings currently provided by the company and those desired by respondents. The top resources that respondents would like to have offered are "Financial well-being programs" (41%), "Training managers to support staff with mental health challenges" (41%), "Regularly thank staff with vouchers, gifts or time out" (34%), "Stress management program or resilience training" (33%), and "Sleep improvement program or resources" (33%).

Figure 20 – Offerings currently provided by the company and those desired by respondents



Looking at the respondents' perceptions about Well-being and Mental Health Initiatives at Hitachi Vantara, a significant majority (87%) of respondents indicated that they believe the well-being and mental health initiatives offered by their company are a good business investment (Figure 21 and Table 7).

Overall, the data reflects a positive perception among respondents regarding the impact of well-being and mental health initiatives on various aspects of their employment experience. These initiatives are seen as contributing to business success, enhancing the company's attractiveness, boosting feelings about the employer, and aiding in productivity. This positive perception highlights the value of such initiatives in creating a supportive and engaging work environment.

Figure 21 – Perceptions of Well-being and Mental Health Initiatives at Hitachi Vantara

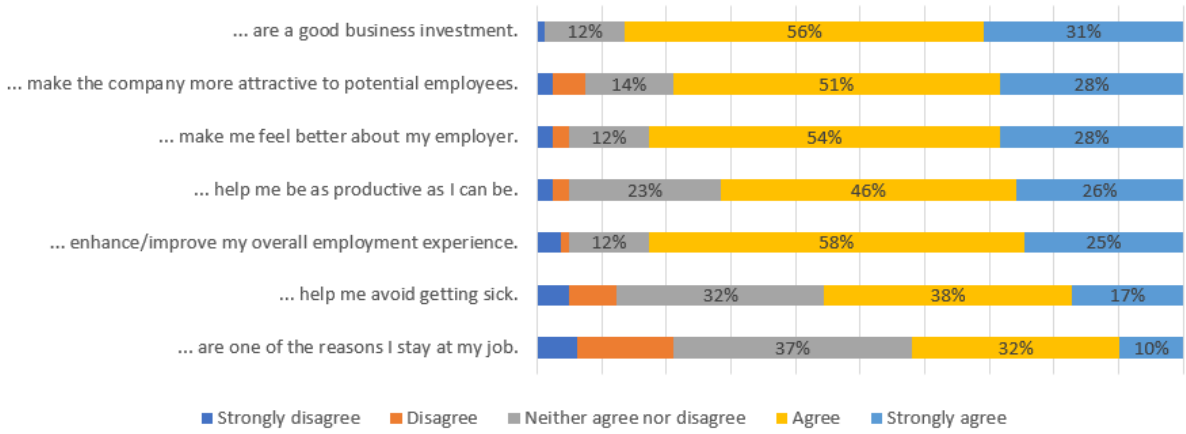


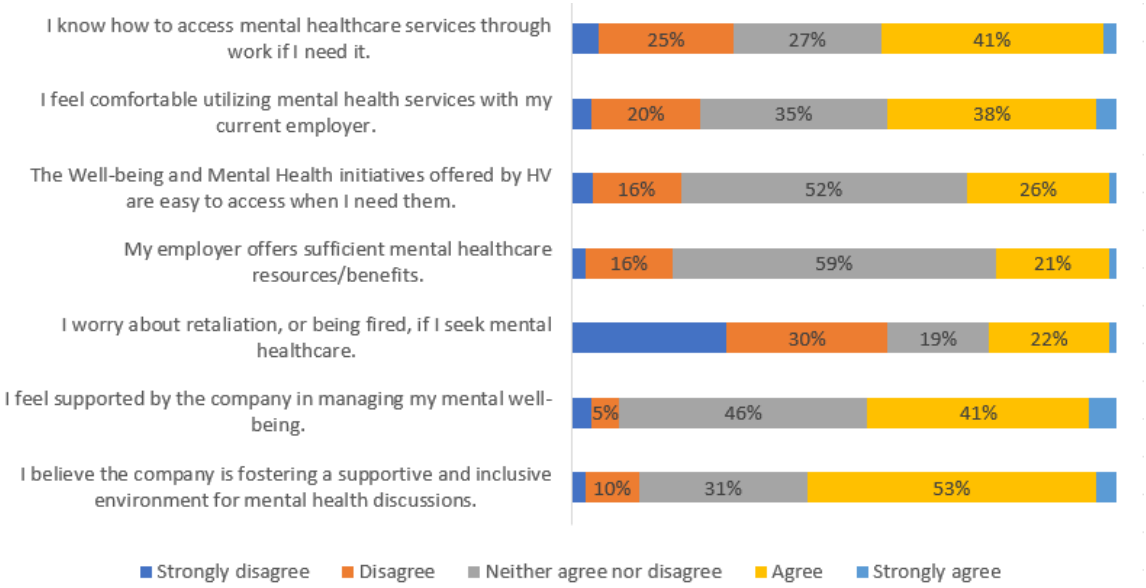
Table 7 – Top 2 Box and Bottom 2 Box analysis of perceptions of Well-being and Mental Health Initiatives at Hitachi Vantara

	T2B	B2B
... are a good business investment.	86%	1%
... make the company more attractive to potential employees.	79%	7%
... make me feel better about my employer.	83%	5%
... help me be as productive as I can be.	72%	5%
... enhance/improve my overall employment experience.	83%	5%
... help me avoid getting sick.	56%	12%
... are one of the reasons I stay at my job.	42%	21%

Although a positive perception of the value added to the company by the well-being and mental health initiatives, the below data reflects a range of perceptions and feelings among respondents. While many respondents seem to feel comfortable and supported by their employer in managing their mental well-being, there are still concerns about factors like the sufficiency of resources, fear of retaliation, and the inclusivity of the environment for mental health discussions (Figure 22). These insights suggest potential areas for improvement in the accessibility of resources, with 52% of the respondents answering “Neither agree nor disagree” when asked if the company resources are easy to access, and supportiveness of mental health initiatives in the workplace, with 59% giving the same answer when asked if these are sufficient.

A positive remark shows that 88% of the respondents somehow believe the company is fostering a supportive and inclusive environment for mental health discussions.

Figure 22 – Perceptions about Accessing Mental Health resources



When asked if they have used the available resources of the company, 19% of the respondents have used the resources, and of those that have used the resources two thirds had a positive experience (Figures 23 and 24).

Figure 23 – Use of Well-being and Mental Health resources

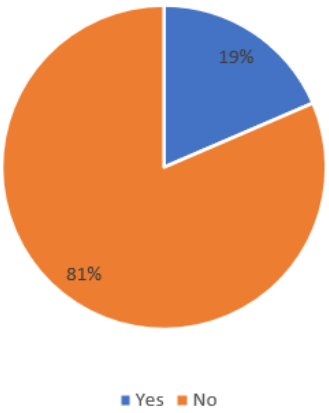
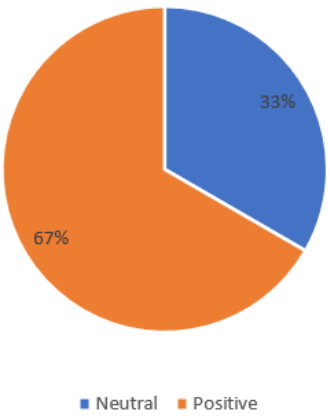
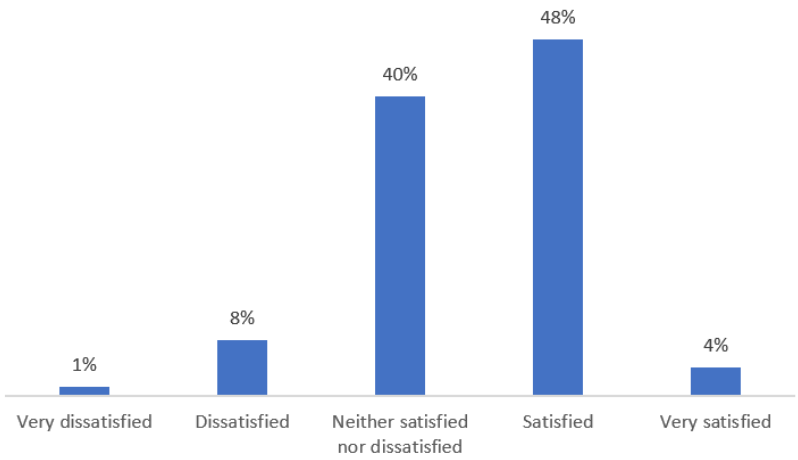


Figure 24 – Experience feedback



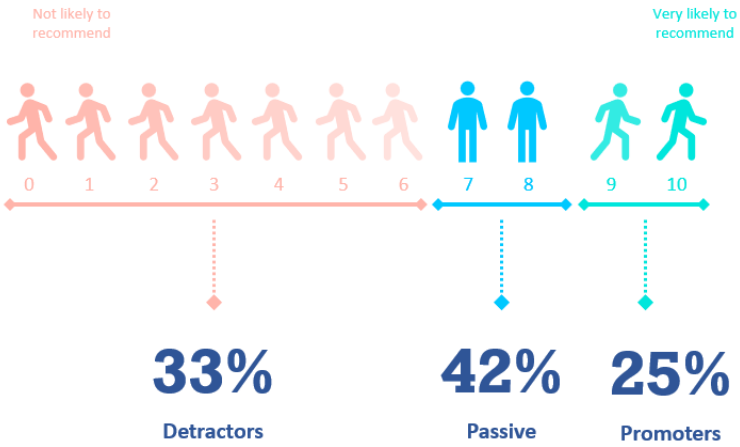
The data indicates a balanced distribution of responses regarding the evaluation of the company's Well-being and Mental Health initiatives (Figure 25). Most respondents (52%) expressed satisfaction with these initiatives, with a notable proportion (40%) indicating a neutral stance. These responses suggest that while many employees are satisfied with the initiatives in place, there is still room for improvement to meet the expectations and needs of all employees.

Figure 25 – Evaluation of Well-being and Mental Health Initiatives



The last question of the survey asked about the likelihood of respondents to recommend Hitachi Vantara as a good place to work, based on the support provided for mental health (Figure 26). The Net Promoter Score (NPS) of -9% suggests that there are more detractors 33% (those unlikely to recommend), than promoters 25% (those likely to recommend) among the respondents when considering the support provided for mental health. The higher percentage of passive responses 42% (those who are neutral) further contributes to the negative NPS score.

Figure 26 – Recommendation of Hitachi Vantara as a good place to work, based on mental health initiatives



This data indicates that there might be some concerns or areas for improvement regarding the support provided for mental health within the company. It suggests that a significant proportion of respondents are not strongly inclined to recommend the company as a good place to work based on this criterion. This highlights the importance of addressing these concerns and enhancing mental health support initiatives to improve overall employee satisfaction and likelihood of recommendation.

6. Proposed initiatives to be implemented at Hitachi Vantara

The well-being of individuals in the workplace is of paramount importance, and it is incumbent upon organizations to address mental health issues effectively. In this chapter, a set of proposals for mental health initiatives tailored to the specific needs identified through the recent survey conducted among employees in Hitachi Vantara Portugal will be presented.

These initiatives are designed to address the prevalent mental health concerns and challenges faced by the company's workforce, based on best practices of the studied frameworks, specifically the LuvU framework that embraces eight major areas of action (i) culture, (ii) robust mental health benefits, (iii) mental health resources, (iv) workplace policies and practices, (v) healthy work environment, (vi) leadership support, (vii) outcomes measurement, and (viii) innovation, focusing on those that were considered critical and in need of improvement by the respondents of the study survey.

The survey demonstrates that Hitachi Vantara employees have a good understanding of mental health, and its impact on their well-being and personal and professional life. And, although they recognise that as part of its culture, the company is invested in fostering a supportive and inclusive environment for mental health discussions, improvements can be made in overcoming the stigma. Any initiative implemented will have a great impact on reinforcing the company's commitment to reducing the stigma based on information, training, and support tools, while helping to address the misconceptions, fears, and negative attitudes that often surround mental health issues.

Hitachi Vantara has invested in Mental Health resources over the last years; however, the study demonstrates that there is a potential area of improvement in the accessibility of the available resources. The creation of a "Mental Health Resource Hub", a dedicated intranet page where employees can access resources, articles, self-assessment tools, and contact information for mental health support services, namely the company's Mental Health First Aiders and the Employee Assistance Programme contracted, leveraging the existing information dispersed through several platforms in one unique, easy to access and regularly updated place, will allow easier mentions to it in meetings, internal communications, and informal conversations.

Quick win: In the weekly Portugal general meeting, inclusion of a "Well-being and Mental Health checkpoint", where participants can share events, resources, and interesting facts on the topic. Every two months, a more structured 10-minute presentation can be prepared and presented to the audience. The objective is to create awareness around mental health and disseminate the existing resources that are being miscommunicated and under-used.

“Beyond Employee Assistance Programme”, explore the current EAP programme, these resources often under-used, offer a diversity of services that can complement their offer and be adjusted to employees’ needs. The survey showed that financial well-being programs are on the top of resources that respondents would like to be offered, several EAP services offer this service, either with internal advisors, or using renowned entities (e.g in Portugal: Dr. Finanças or DECO), similarly sleep improvement program or resources, another top resource that respondents would like to be offered, are already available in the company’s EAP.

Quick win: Organize a quarterly 30-minute presentation, prepared by the EAP services to give an update on new services and resources available on the programme; short presentations with focus on enhancements or novities, captivates more audience and keeps it more engaged.

Management support is critical when analysing the result of the survey, not only in the direct questions asked about management support to all employees and the direct questions asked to managers to understand their improvement areas, but also in Part 2 of the survey, where respondents classified time pressure (unrealistic deadlines), workload, lack of control and role ambiguity as the main causes of mental illness related to work events. All these events can and should be prevented by people and project managers; however, employees have shared they do not think that managers are adequately prepared and most managers equally do not feel equipped to identify and address this in a timely manner, reaffirming the necessity of training.

Considering these results, it becomes urgent to invest in “Mandatory training for managers”. Managers are often the first point of contact when employees experience mental health challenges. This training should equip them with the skills to recognize signs of distress, changes in behaviour, or performance issues that may be indicative of mental health problems. Due to the current Hitachi Vantara work arrangements, it is critical that the training addresses the challenges of remote work and remote management. The early identification allows for timely intervention and support.

Quick wins: Use the quarterly people managers meeting, to discuss managers' challenges, share experiences, review best practices, and disseminate the available resources on mental health. Sponsor an annual “Break with manager” voucher for a coffee or light meal, that encourages managers and line reports to meet in person (so relevant for a company working fully remotely), in a more informal environment that will be more appropriate for sensitive and personal conversations as the ones around mental health.

Leadership Involvement and sponsorship are quite important and have proven to have a relevant impact on the reach of the initiatives. Leaders and managers should be encouraged to actively participate in the initiatives by attending training sessions, sharing their own stories or experiences, and leading by example in promoting open conversations about mental health.

When organizational leaders actively participate in mental health initiatives, it signals a commitment to reducing stigma. Corporate communication showing the support to the cause from CEO and Chief of DEI at Hitachi Vantara was important to kick-off the campaigns, however, it is important that mid-management also gets involved and become advocates of the cause. Leaders can set the tone by sharing their own experiences or expressing support for employees who need help, reinforcing the importance of seeking support.

Quick win: Leaders to share their experiences (triggers, struggles, coping mechanisms, tools, support network, etc,) in company events and regular meetings.

As demonstrated in the literature review it is important to ensure the sustainability of the initiatives, certifying that they are not a one-time effort but an ongoing part of the company culture. For that, it is imperative to measure and evaluate its effectiveness on a regular basis, implementing data collection methods, surveys, assessments, and feedback mechanisms to gauge the effectiveness of the campaigns. Measure changes in employees' willingness to discuss mental health, awareness of available resources, and reduction in stigma and evaluate the success of these initiatives by monitoring key performance indicators, including employee stress levels, work-life balance satisfaction, and utilization of mental health resources.

Hitachi Vantara as a data driven company, should use its intellectual property and expertise to innovate in the mental health field. The creation or acquisition of a digital tool that offers personalized support suggestions based on self-assessment of individuals mental health. The employee would, after doing a mental health self-assessment, be presented with available resources. The goal is to direct employees to the appropriate level of care, while using data to proactively reach out to those who may need mental health support.

Based on the research conducted in this study, although global policies and initiatives are essential, the proximity is valued by the workforce, therefore local “quick wins” were suggested. These are low-budget initiatives that can be implemented locally and expanded globally after evaluating their success. Local initiatives, when designed to address specific needs or preferences of the workforce, can lead to increased employee engagement and satisfaction.

The worrying Net Promoter Score (NPS) of -9% from the survey needs immediate attention, quick interventions, locally managed can be an immediate solution, when employees see that their concerns and suggestions are being heard and acted upon, they are more likely to stay with the organization and speak positively about it.

7. Conclusions

A thematic that before was only addressed from a clinical perspective, surrounded by stigma and discrimination has, over the years, evolved into a sociological and economic problem, affecting not only individuals' well-being but also broader societal structures and financial burdens.

The economic costs associated with mental health that before were only being measured in terms of direct costs with mental healthcare, have evolved and society has awakened for the Global Burden of Mental Health, one that encompasses not only the direct costs but also the indirect costs. These costs hold particular significance within the business community, encompassing the value of lost production resulting from factors like unemployment, absenteeism, presenteeism, turnover, reduced productivity, or even premature mortality.

For this reason, recently, there has been a growing emphasis on mental health in the workplace, with organizations increasingly acknowledging its significant influence on the well-being of employees, their productivity, and the overall success of the company.

Creating effective workplace policies and practices around mental health become crucial in fostering a supportive and inclusive corporative environment.

This study aimed, through a comprehensive review of the literature, compile and analyse best practices around well-being and mental health initiatives. The analyse done to several initiatives, concluded that, in order to reduce the burden of Mental Health, a global approach needs to be in place, one that involves various stakeholders such as government bodies, legal frameworks, NGOs, and private companies. This emphasizes the growing recognition that addressing mental health is a collaborative effort.

Best practices have been analysed and summarised in two main frameworks that can help private companies address the subject in a structured way and measure the progress of their challenging journey to create a supportive and inclusive workplace environment, one where the stigma associated with mental health is overcome.

The identified framework englobes eight criteria (i) culture, (ii) robust mental health benefits, (iii) mental health resources, (iv) workplace policies and practices, (v) healthy work environment, (vi) leadership support, (vii) outcomes measurement, and (viii) innovation, and allows the creation of a holistic view of Mental Health, where the mental health of employees is considered within the broader context of well-being.

While discussions surrounding mental health are on the rise, there exists a notable deficiency in our understanding of how well-informed employees are regarding mental health issues, the approaches their organizations have adopted to tackle these issues, and their perspectives on the effectiveness of these measures. To be able to propose tailored guidelines that genuinely improve Hitachi Vantara’s employees Mental Health, a survey was conducted

on the Hitachi Vantara Portugal employees to understand their views and challenges on such a relevant subject.

Based on these findings a group of initiatives were proposed to address all eight framework criteria. The proposals have included initiatives on awareness, resource availability and dissemination, management training, leadership involvement and sponsorship, measure and monitoring tools, and innovative techniques that explore the potential of data. Conscientious of the timeframe and investment necessary to implement some of the suggested initiatives, a set of low budget, easy to implement locally initiatives, called “quick wins” were suggested.

The findings of this study emphasise the significance of addressing mental health in the workplace and highlight the practicality and efficacy of the proposed guidelines.

While this research has made important contributions to the understanding of mental health initiatives, there is still much work to be done. Future research should delve deeper into the long-term impacts of these guidelines, explore innovative strategies for implementation, consider variations across other geographical locations and specially address the cultural differences challenge.

In closing, we hope that the guidelines outlined in this study will serve as a valuable resource for Hitachi Vantara Portugal and similar organizations that strive to create healthier, more supportive workplaces. By following these recommendations, we can collectively work toward a future where mental well-being is a fundamental aspect of organizational success and where employees feel empowered to thrive both personally and professionally.

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Appendices

Appendix A – Detailed matrix of private companies, against framework standards/criteria

Company	Sector	Mental Health Programme	Culture	Resources
ADP	Consulting		- Looks at mental health in terms of how the organization can promote positive mental health and well-being for all associates - Encourages open dialogue wich helps develop a workplace culture of health where associates feel comfortable talking with each other and with leadership about their well-being	- Employee Assistance Program Expanding EAP to offer virtual counseling - Business Resource Groups
Amgen	Health Care			- Employee Assistance Program - Meditation Program - Specific support for life's most stressful situations: Cancer Support Resources, Future Moms Program, College Coaching, Child and Elder Care, Special Needs Program, New Mom's Return to Work Support
AT&T	Communication Services	Your Health Matters	- Believes it is important to look at the holistic well-being of an employee and strive to make theservices and benefits easily accessible to employees, regardless of where they are in their search.	- Employee Assistance Program - Work-Life Services - Well-Being Services - Your Health Matters champions
Bank of America	Financial Services		- Fundamental to being a great place to work is supporting employees' wellness across three areas – financial, physical and emotional - Courageous conversations, an effort to address the stigma that can accompany discussions about mental health	- Comprehensive wellness benefits and resources: In-person and telephonic counseling; Return-to-work. - Wellness communications - Life Event Services team
Booz Allen Hamilton	Consulting	PowerUP program	- Mental health and emotional wellness are at the core of its people programs - Increase awareness about the importance of mental health, reduce stigma, and provide employees with the tools they need to improve their mental well-being - Progress in destigmatizing mental health issues, as evidenced in the increased use and participation in the mental health programs	- Resilience training website, MeQuilibrium, to provide online stress management and skills programs to all employees and their spouses/domestic partners - Expert advice through EAP - Mental health services and medical coverage are included in company health care plans - Online resources are available 24/7, such as meditation and mindfulness practices for stress reduction through Castlight and resources on dealing with life events through Lifeworks.
Dignity Health	Health Care		- Tackling burnout can't be a one-size-fits-all solution and must instead encompass a combination of interventions	- Developed a toolkit of evidence-based interventions, including reflective pauses, peer support, and compassion skills training - Leverage technology such as apps and online programs to scale these offerings across our broader employee network
Express Scripts	Life Sciences	Recognition Rx	- Introduced #StampOutStigma, a campaign that is devoted to reducing the stigma surrounding mental illness - Commitment to raising awareness about mental health issues and removing barriers to treatment for our employees	- Offered live, interactive webinars facilitated by GuidanceResources® behavioral health professionals, which allow employees to learn more about various mental health topics - "Mental Health Toolkit," which contains information to aid employees in becoming mental health advocates - GuidanceResources program offers all employees convenient access to confidential counseling
Humana	Health Care		- Culture impacts employees' emotional well-being by nurturing their relationships with leaders and teammates.	- Emotional health programs, experts and practices are made available to all employees - Conversations and exercises developed by a behavioral expert, these interactive team experiences are designed to promote optimism, build resilience, and reduce stress - Employee Assistance Programs
Johnson & Johnson	Consumer & manufacturing	Healthy Minds	- Supports the mental health of its global workforce through strong leadership, compassionate culture, and innovative technologies - Foster and grow an inclusive and understanding culture that destigmatizes mental health issues and provides the resources to support our employees in bringing their wholes selves to work	- Provide awareness training for managers and employees on resources available and how to reduce the stigma related to mental health - Provide employees access to resources and programs on mental well-being (including stress management, resiliency, energy management, and work-life effectiveness) - Provide and promote an Employee Assistance Program (EAP) to employees and families - Provide individual and organizational support during critical incidents - Mental Health Diplomats employee resource group
Kaiser Permanente	Health Care		- The well-being model is a multi-function approach that integrates the total health experience of mental health and wellness, physical health and safety, career and financial wellness, healthy relationships, and community involvement	- Employee Assistance Program - Web-based - Education on various mental health and wellness topics are available
KKR	Financial Services	Spring Health	- Wellness strategy is designed to help employees proactively manage their health goals from both a physical and mental well-being perspective	- Mental Health First Aid training program - Spring Health to provide all U.S. employees with an enhanced digital mental well-being resource - Employee Assistance Programs
Leo Burnett	Communication Services		- Strive to foster a culture of flexibility and inclusivity that empowers employees to live balanced and full lives	- Workplace Solutions, offering employees support and guidance in the form of consultations and referrals to address life challenges, including those most closely correlated to mental health—stress, anxiety, depression, addiction, and more - Health Advocate, which assists employees in navigating the insurance benefits world, from finding specific medical providers in network, to helping break down the potential costs of enrollment plans - Employee Assistance Program - Rethink, a scalable wellness program and e-learning support system for parents who have children with developmental disabilities - Employee Resource Groups (ERGs)
Levi Strauss & Co.	Consumer & manufacturing		- Holistic view of an individual's well-being. The mental health of employees is considered within the broader context of well-being - The goal is to remove barriers and reduce stigma for employees reaching out for mental health services	- Globally placed Wellness Champions allows to understand geographically - based well-being challenges - Human Performance program offers free coaching in areas of health, including but not limited to physical fitness and financial health - Employee Resource Groups foster peer-to-peer connections, which helps to develop a supportive work environment - Global Employee Assistance Program (EAP)
Macy's, Inc.	Retail		- Strive to build a culture that educates, engages, and empowers our colleagues to reach their optimum individual well-being, which includes support for mental health	- Employee Assistance Program (EAP) - Employee Resource Groups (ERGs) - Meditation
Merck	Life Sciences	LIVE IT	- A olistic approach to well-being designed by and for Merck employees and their families - Increasing employee awareness and engagement, and continued efforts to mitigate stigma associated with emotional and mental health issues,is a priority	- Global Employee Assistance Program - Digital mindfulness exercises, stress reduction techniques, cognitive behavioral therapy, behavioral activation and motivational interviewing - Tools and resources on behavioral health and work-life balance topics - Mental Health First Aiders in the UK and US
Philips	Consumer & manufacturing		- Global Health and Well-being Strategy which aligned to three focus areas – Health Lifestyle & Vitality, Healthy Safe Workplace and Well-being at Work	- Mindfulness workshops - Mental Health Champions - Employee Assistance Program (EAP)
Quest Diagnostics	Health Care	Chill@Work	- Effort to cater to a broad spectrum of mental and emotional well-being needs begins with addressing and dismantling stigmas around mental health—a powerful barrier to seeking help	- Wellness champion network regularly shares key facts and stats about mental health issues and promotes relevant webinars and resources to raise awareness and destigmatize mental health - Employee Assistance Program (EAP) - Resources for Living, helps employees and their family members cope with everyday stressors
The Dow Chemical Company	Consumer & manufacturing		- Treats mental health as one dimension of total health and creates a support structure for mental health - Focuses on providing broader "total health"support to address the underlying causes of stress - Stress is not viewed or discussed as a personal weakness, it is readily accepted as a business imperative to help employees manage	- EAP is available to every employee and his or her dependents - Energy management and purpose programs

Company	Leadership support	Workplace policies and practices	Healthy work environment
ADP	- Senior leaders communicate with associates openly through leader blogs which provides a forum for associates to share and comment on matters important to them - EAP vendor to develop mental health awareness programs for managers	- Fosters a safe and positive work environment through corporate policies	- Equipped with on-site gyms, walking trails and offers on-site meditation services.
Amgen	- Health and Performance Solutions (HPS) team, specifically to assist supervisors on topics such as working with difficult people, coping with grief, excessive tardiness or absences, changes in personal hygiene, an inability to concentrate or other signs that raise concern.	- Annual Stamp Out Stigma campaign, designed to educate employees to recognize and reduce the stigma surrounding mental illness and substance abuse	- Provides fully equipped rooms with hospital-grade pumps, drying racks, and supplies. For nursing mothers, provides a breast milk shipment service.
AT&T		- Focus on increasing participation in the EAP program, with a goal of resolving more cases before transitioning to behavioral health benefits	- Effective and cost-efficient services with ample provider networks, including the development of a preferred provider network that allows members rapid access to high-quality providers.
Bank of America	- Leaders have shared personal stories of how they addressed challenges in their own lives - Focusing on managers - Managers are equipped with programs and tools related to helping build resiliency	- Programs and resources that include approaches to stress management, work-life challenges, and mental health care	
Booz Allen Hamilton	- Training to ensure that leaders promote positive mental health, mental health and emotional wellness training mandatory as part of the annual ethics and compliance training for all leaders - Leadership are educated on how to prevent unhealthy work behaviors that cause stress and how to spot warning signs of emotional suffering using the five signs - Managers equipped with effective practices to reintegrate and employ people who have experienced mental health problems - Leaders, including our CEO and Chief People Officer, have sponsored and championed the Emotional Wellness Symposium (talk about their own personal journeys with mental health)	- Disabilities Accommodations Team - Employees can request to be assigned a case manager to create a plan and arrange workplace accommodations that help them perform their work, while managing their mental health needs	- Practice healthy habits and build resilience
Dignity Health			- Mindfulness-based cognitive program for nurses
Express Scripts		- Continue to raise awareness and reduce anxieties about mental health issues in the workplace and beyond	
Humana	- Caring leadership create opportunities for discussion and shared support - Leaders are expected to create meaningful experiences by showing simple acts of support and encouragement	- Holistic approach addresses mental health within the context of whole-person well-being.	- EAP behavioral health counselors are embedded within onsite health and well-being centers as part of integrated employee care - Targeted interventions are made with people struggling or when trauma is too difficult to address through available resilience resources
Johnson & Johnson	- CEO, senior executives, and managers have committed to raising awareness and proactively addressing mental health in the workplace - Leaders regularly communicate the progress toward our health goals and emphasize employee resources at company events and business town halls - Leaders often share personal stories to help raise awareness and contribute to building a safe and inclusive culture	- Educate and engage employees and families on the importance of mental well-being - Conduct a periodic review of, and ensure compliance with, regional/local regulatory requirements related to mental well-being - Regularly conduct a workplace risk analysis of key elements impacting mental wellbeing, and develop action plans to address identified risks	- Integrated approach to health that addresses three pillars - Healthy Eating, Healthy Movement, and Healthy Mind
Kaiser Permanente	- encourage leaders, managers and supervisors to share personal stories about their own mental health and wellness, modeling resilience, vulnerability and authenticity	- mental health and wellness policies based on evidence of what works, measurable outcomes, integration of emerging technologies, and breaking barriers caused by stigma	- On-going programes: Permanente's Healthy Workplace Activities Policy, One-Moment Meditation, Gratitude Trees, Pathways to Happiness trainings, and Health and Happiness for the Holidays campaign
KKR	- Senior leadership sent a kick-off message to employees highlighting how support of mental and emotional well-being is a critical part of the firm's overarching benefits and wellness strategy - Weekly internal newsletter, which is distributed to all employees globally, to feature five senior executives and their personal stories/best practices on how they manage their own mental well-being	- Invest in an enhanced behavioral health program that improved employee engagement in accessing mental health support	- Commitment to investing in enhanced behavioral support programs - Reviewing opportunities for improved manager/employee training around mental health management - Continuing to build a work environment where diversity and inclusion is prioritized
Leo Burnett	- "Conscious Leadership" - leaders to help create a culture of accountability, trust, and respectful candor where collaboration and creativity could flourish	- Communications campaign, "Create Greater Than," designed to encourage an empathetic and inclusive culture	- All employees are encouraged to join the employee-only Revisions gym and fitness center, which also offers on-going health screenings, wellness seminars and more.
Levi Strauss & Co.		- quality programs encouraging meaningful, long-term change and improved outcomes for employees	
Macy's, Inc.			- Onsite Health Coach
Merck	- Endorsement of employee emotional well-being from leadership helped to reduce the stigma associated with using mental health services - Local management ensures that cultural awareness is incorporated into the program promotion - People managers were also provided and encouraged to complete a two-hour awareness training	- Balanced approach to improve employees' emotional/mental health	
Philips	- Training leadership to acquire skills to help identify and proactively manage the environmental and behavioral risks that can contribute to an unhealthy work environment	- Supporting employees in reaching a work-life balance, promoting positive working relationships and developing their passion for their work	
Quest Diagnostics	- Managers and supervisors participate in educational webinars that give them tools to practice self-care and empower them to help their direct reports do the same		
The Dow Chemical Company	- Diversity and Inclusion strategy and Chief Inclusion Officer - Stress/resiliency and depression leader training	- Health promotion programming aims to address all dimensions of well-being and aims to customize its programming to its various employee subgroups	

Company	Robust Benefits	Reporting Outcomes	Innovation
ADP	- Comprehensive benefits package, associates have access to a range of mental health support services. - Mental health care through a choice of two leading health care provider networks under the company medical plans. - To combat family and financial stress, introduced a child and adult care benefit and expanded the paid parental leave program to offer associates more ways to balance their lives.		- Incentives for associates who talk with an EAP counselor or associates who complete a stress-less challenge which includes activities to help them build resiliency skills
Amgen	- Adoption Assistance Program: reimburses eligible adoption expenses up to $4,000		
AT&T	- Mental Health/Substance Use Disorder Benefits	- Using data to evaluate the programmes and find ways to help identifying employees who may be at risk and in need of behavioral health support	
Bank of America	- Work-life support – Work and life benefits include back-up child and elder care, free financial counseling, tuition reimbursement and referrals for everyday needs.		
Booz Allen Hamilton			- Employees who participate in our annual emotional wellness challenge are rewarded with an $150 contribution to their HSA
Dignity Health			
Express Scripts			- When an employee registers and attends any of the monthly webinars, s/he is entered into the webinar session's sweepstakes drawing. - The “Post Script” blog is an internal forum where our employees are invited to tell personal stories related to healthcare topics within the larger community
Humana		- Utilizes internal and external best-in-class practices to deliver measurable results	- Services are tailored to population needs and geography, with an emphasis on creating simple and meaningful experiences
Johnson & Johnson	- Behavioral health programs as part of our medical plan. These programs are universally-targeted, and the services are available 24/7/365 - Flexible work arrangements	- Employee health goals are publicly reported and our leaders have shared accountability for those goals - Report and provide data annually on EAP utilization and effectiveness - Programs have been verified externally to show a proven return on investment as well as demonstrate strong links to improved market performance	- To measure the effectiveness of these services, works with Aetna to employ specific quality metrics and identify complex clinical management cases as early as possible
Kaiser Permanente	- Health Plan members that can access the full range of clinical offerings	- utilizes an annual employee survey and workforce health data to track the outcome of the programmes	
KKR			
Leo Burnett	- Short-term disability coverage is provided to employees at no cost, allowing employees eligibility for 100% pay when they need to be medically out of the office, whether for physical or mental health - flexible vacation days and an optional work-from-home policy which encourages a healthy work-life balance		
Levi Strauss & Co.		- Integration of health metrics drives its wellness strategy, allowing Levis to enhance programs based on what is learned	
Macy's, Inc.	- Mental Health Benefits - Flexible Work - Paid Parental Leave		
Merck		- Annual Personal Health Assessment in the U.S. and Biennial Global Employee Voice Survey	- Global initiative - Resources for Living, a Global EAP and Work-Life Program to employees and their family members in 83 countries and in 23 languages
Philips	- Private Medical Insurance (PMI) - Occupational Health services	- Employee feedback surveys provide feedback on workplace issues and enable focus on managing concerns before they escalate	
Quest Diagnostics	- Multi-pronged approach to support a continuum of mental health and emotional well-being needs. This includes support, treatment, advocacy, and education services that are accessible, interconnected, and covered by medical plans	- Health-risk assessment portion of our world-class Blueprint for Wellness™ health screening program	
The Dow Chemical Company	- Mental health parity in U.S. health care benefits - Various leave options for stages of life or personal needs, in addition to traditional holiday and vacation programs	- A global healthy culture index, with an annual assessment and site-based action planning - Regularly assesses the mental health needs of employees and evaluates the effectiveness of its approach to support employee mental health.	

Appendix B – Survey template

Tools Saved at 8:35 PM Live Preview Publish

Corporate Mental Health Initiatives

ExpertReview score Fair

Default Question Block

intro

This survey is part of the Final Project of the Master in Applied Management at ISCTE Executive Education. The objective of this project is to create **"Guidelines for the implementation of corporate Mental Health initiatives"**, based on market best practices and employee feedback.

With this survey, we aim to understand employees' awareness towards this theme, the knowledge and satisfaction of the initiatives already in place, and how that reflects in their employee satisfaction.

Its completion will take up to **10 minutes** and your help and opinion are critical for the success of the project, therefore we ask that you take the time to respond to all questions with the utmost rigor and honesty.

All answers are anonymous and confidential. For any questions, please do not hesitate to contact me at ahenriques@adventora.com.

Import from library Add new question

Add Block

Personal and Professional information

Q32

Part 1 - Personal and Professional information

Age *

Age

Q2 *

Gender

- Male
- Female
- Non-binary / third gender

Q3

Do you have managerial responsibilities in the company (people manager or project manager)?

- ○ Yes
- ○ No

Q4

Display this question

If Do you have managerial responsibilities in the company (people manager or project manager)? Yes Is Selected

How many years of managerial responsibilities do you have in this company?

Import from library | Add new question

Add Block

Awareness

Q33

Part 2 - Awareness

Q5

Indicate your level of agreement with the following statements by selecting the appropriate response.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
I am familiar with the term "Mental Health".	○	○	○	○	○
I can identify common signs and symptoms of mental health issues.	○	○	○	○	○
I think mental health is as important as physical health.	○	○	○	○	○
I believe there is a stigma surrounding mental health in society.	○	○	○	○	○
I believe there is a stigma surrounding mental health in my workplace.	○	○	○	○	○
I feel comfortable discussing mental health with others.	○	○	○	○	○
My understanding of mental health has influenced my personal approach to self-care.	○	○	○	○	○
I am aware of the potential impact of mental health on my work.	○	○	○	○	○

Q6

Where do you usually get information about mental health?

- [ ] News
- [ ] Family
- [ ] Friends
- [ ] Professionals
- [ ] Internet
- [ ] Company resources
- [ ] Other

Import from library | Add new question

Add Block

Individual Experience

Q34

Part 3 - Individual Experience

Q7

Currently, how would you rate your overall mental health?

Very poor	Poor	Neutral	Good	Very good
○	○	○	○	○

Q8

In the past year, which of the following mental health challenges have you experienced due to personal life events?

- [ ] None
- [ ] Anxiety
- [ ] Depression
- [ ] Eating Disorders
- [ ] Isolation and Loneliness
- [ ] Panic Attack
- [ ] Post-traumatic Stress Disorder (PTSD)
- [ ] Sleep Disturbances
- [ ] Substance Abuse (alcohol, tobacco, drugs, etc)
- [ ] Other

Group

Q9

Skip to

End of Block if None Is Selected

In the past year, which of the following mental health challenges have you experienced due to work related events?

- [ ] None
- [ ] Anxiety
- [ ] Depression
- [ ] Eating Disorders
- [ ] Isolation and Loneliness
- [ ] Panic Attack
- [ ] Post -traumatic Stress Disorder (PTSD)
- [ ] Sleep Disturbances
- [ ] Substance Abuse (alcohol, tobacco, drugs, etc)
- [ ] Other

Q10

How impacting were the work-related factors below in your mental health challenges?

	Not an impact	Minimal impact	Moderate impact	Major impact	Serious impact	Don't know
Workload	○	○	○	○	○	○
Priority management	○	○	○	○	○	○
Time pressure (irrealistic deadlines)	○	○	○	○	○	○
Lack of control	○	○	○	○	○	○
Role ambiguity	○	○	○	○	○	○
Lack of support in role	○	○	○	○	○	○
Unpredictable hours of work/shifts	○	○	○	○	○	○
Technological demands (always "on")	○	○	○	○	○	○
Remote working	○	○	○	○	○	○
Team dynamics	○	○	○	○	○	○
Interpersonal conflict with peers	○	○	○	○	○	○
Interpersonal conflict with managers	○	○	○	○	○	○
Feeling lonely or isolated at work	○	○	○	○	○	○
Organisational culture	○	○	○	○	○	○
Change management	○	○	○	○	○	○
Work-life balance	○	○	○	○	○	○
Job insecurity	○	○	○	○	○	○
Lack of Recognition and Rewards	○	○	○	○	○	○

Q11

How often have ...

	Never	Rarely	Sometimes	Often	Always
...your personal life issues impacted your conduct at work?	○	○	○	○	○
...your personal life issues impacted your performance at work?	○	○	○	○	○
... you experienced a decrease in productivity due to mental health challenges?	○	○	○	○	○
... you taken short sick leave, due to mental health-related reasons?	○	○	○	○	○
... you taken extended sick leave, due to mental health-related reasons?	○	○	○	○	○
... you taken holidays, due to mental health-related reasons?	○	○	○	○	○
... you considered changing roles, due to mental health-related factors?	○	○	○	○	○
... you considered leaving the company, due to mental health-related factors?	○	○	○	○	○

Import from library | Add new question

Add Block

Management Support

Q35

Part 4 - Management support

Q12

If you would like to discuss a personal challenge related to Mental Health, who would you approach first?

- ○ People Manager
- ○ Project manager
- ○ HR Business Partner
- ○ Mental Health First Aider
- ○ EAP professional
- ○ Colleague in your team
- ○ Other colleagues
- ○ No one at work

Q13

Indicate your level of agreement with the following statements by selecting the appropriate response.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
I feel comfortable discussing mental health concerns with my manager.	○	○	○	○	○
I feel that my manager supports me with my mental health.	○	○	○	○	○
I feel that my manager has made accommodations to address my mental health challenges.	○	○	○	○	○
I feel comfortable discussing mental health-related absences with my manager.	○	○	○	○	○
I feel my manager is approachable when it comes to discussing my personal challenges, including mental health.	○	○	○	○	○
I believe my manager is adequately prepared to address and support team members' mental health concerns.	○	○	○	○	○
I feel that my manager supports my colleagues with their mental health.	○	○	○	○	○
I feel that my manager has made accommodations to address my colleagues with their mental health.	○	○	○	○	○
I believe my manager is informed about the signs and symptoms of common mental health conditions.	○	○	○	○	○
I believe my manager is aware of the available mental health resources and support services provided by our company.	○	○	○	○	○
I believe my manager fosters an environment that encourages open communication about mental health concerns.	○	○	○	○	○

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Managers view and ability to support

Q36

Display this question

If Do you have managerial responsibilities in the company (people manager or project manager)? Yes Is Selected

Part 5 - Mental Health: the role of managers

Q14

Display this question

If Do you have managerial responsibilities in the company (people manager or project manager)? Yes Is Selected

As a manager ...

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
... I believe that addressing mental health in the workplace is a necessary and important responsibility for managers.	○	○	○	○	○
... I feel comfortable discussing mental health matters with my direct reports.	○	○	○	○	○
... in the past year, I have had conversations with my line reports about their mental well-being or stress levels.	○	○	○	○	○
... I feel confident in recognizing signs of mental health challenges among my line reports.	○	○	○	○	○
... I have taken specific actions to support a team member who was experiencing mental health difficulties	○	○	○	○	○
... I am aware of the resources and support services, available in the company, to help me addressing mental health concerns within my team.	○	○	○	○	○
... I feel adequately trained and prepared to have conversations about mental health with my direct reports.	○	○	○	○	○

Q15

Display this question

If Do you have managerial responsibilities in the company (people manager or project manager)? Yes Is Selected

From the list below, which resources do you believe to be most helpful for you as a manager, to better address mental health concerns within your team? (choose up to 4)

- [ ] Mental Health Training
- [ ] Clear Guidelines and Policies
- [ ] Communication and Listening Skills Training
- [ ] Regular Check-Ins
- [ ] Flexible Work Arrangements
- [ ] Stress Management Resources
- [ ] Manager Support Forums
- [ ] Recognition and Incentives
- [ ] Monitoring Tools
- [ ] Employee Engagement Activities
- [ ] Collaboration with HR and Mental Health Experts

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Well-being and Mental Health Initiatives active in your current company

Q37

Part 6 - Well-being and Mental Health Initiatives currently in place

Q16

Indicate your level of agreement with the following statements by selecting the appropriate response.

	Strongly Disagree	Disagree	Neither agree or disagree	Agree	Strongly Agree
I am aware of the company's policies and initiatives related to mental health and well-being.	○	○	○	○	○
I am aware of the mental health and well-being resources and support services available through the company.	○	○	○	○	○

Page Break

Q17

Indicate which of the following initiatives ...

	... HV currently offers	... you would like to be offered by HV
	.	.
Stress management program or resilience training	☐	☐
Sleep improvement program or resources	☐	☐
Meditation or mindfulness class	☐	☐
Emotional health apps	☐	☐
Mental health awareness campaign or other promotion to encourage awareness	☐	☐
Programs to help me achieve/maintain a healthy weight	☐	☐
Financial well-being programs	☐	☐
Telephonic/virtual/online visit with a mental health professional	☐	☐
Fitness reimbursement programs	☐	☐
Allow time off or flexible hours to deal with personal issues	☐	☐
Support a culture where it's okay to talk	☐	☐
Regularly thank staff with vouchers, gifts or time out	☐	☐
Offer flu jabs, coffee, fruit or similar for employees	☐	☐
Regular team building activities	☐	☐
Employee Assistance Programs (EAPs)	☐	☐
Self-care day	☐	☐
Mental Health First Aid training	☐	☐
Phased return to work and/or other reasonable adjustments	☐	☐
Promotion of flexible working options	☐	☐
Mental health/well-being champions (share of personal experiences by leaders)	☐	☐
Training managers to support staff with mental health challenges	☐	☐
Group counseling or coaching	☐	☐

Q19

The well-being and mental health initiatives offered by my company...

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
... are a good business investment.	○	○	○	○	○
... make the company more attractive to potential employees.	○	○	○	○	○
... make me feel better about my employer.	○	○	○	○	○
... help me be as productive as I can be.	○	○	○	○	○
... enhance/improve my overall employment experience.	○	○	○	○	○
... help me avoid getting sick.	○	○	○	○	○
... are one of the reasons I stay at my job.	○	○	○	○	○

Q20

Indicate your level of agreement with the following statements by selecting the appropriate response.

	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree
I know how to access mental healthcare services through work if I need it.	○	○	○	○	○
I feel comfortable utilizing mental health services with my current employer.	○	○	○	○	○
The Well-being and Mental Health initiatives offered by HV are easy to access when I need them.	○	○	○	○	○
My employer offers sufficient mental healthcare resources/benefits.	○	○	○	○	○
I worry about retaliation, or being fired, if I seek mental healthcare.	○	○	○	○	○
I feel supported by the company in managing my mental well-being.	○	○	○	○	○
I believe the company is fostering a supportive and inclusive environment for mental health discussions.	○	○	○	○	○

Q21

Have you ever utilized any of the well-being and mental health resources provided by the company?

- ○ Yes
- ○ No

Q22

Display this question

If Have you ever utilized any of the well-being and mental health resources provided by the company? Yes Is Selected

How would you classify your experience?

Very Negative	Negative	Neutral	Positive	Very Positive
○	○	○	○	○

Q23

How would you generally evaluate your company´s Well-being and Mental Health initiatives, according to what was done so far?

Very dissatisfied	Dissatisfied	Neither satisfied nor dissatisfied	Satisfied	Very satisfied
○	○	○	○	○

Q24

How likely are you to recommend your company as a good place to work, considering the support provided for mental health?

Not at all likely										Extremely likely
0	1	2	3	4	5	6	7	8	9	10
○	○	○	○	○	○	○	○	○	○	○

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End of Survey

We thank you for your time spent taking this survey.

Your response has been recorded.