



Corporate Mental Health
Alliance AUSTRALIA

A high-angle photograph of a modern office interior. Several people are seated around a large, dark wooden conference table. In the foreground, a woman with long brown hair, wearing a grey blazer, is shaking hands with a man in a grey shirt and glasses. Other people are engaged in conversation or working on laptops. The table is cluttered with various items: laptops, a coffee cup, a glass of water, a black cap, a small bag, and some papers. A large window in the background provides natural light, and a potted plant is visible on the left side of the frame.

2022 Annual Report

Program of Work: October 2021 – November 2022

Financial Report: July 2021 – June 2022

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Message from the Chair

I'm very proud to share the CMHAA's second annual report.

It's been just over two years since the Alliance launched to promote mentally healthy workplaces for all Australians. After a very productive and rewarding first 12 months, the Alliance continued to build on that momentum in 2022 to make mental health a strategic priority for more organisations across the nation.

We now have 25 CMHAA member organisations that represent more than 500,000 working Australians. This incredible growth would not have been possible without the unwavering commitment of these organisations to address issues relating to mental health in the workplace. We are also expanding the Alliance to New Zealand, which will provide even more opportunities for members to learn from one another and drive lasting change.

There have been several other highlights from the past year. They include the launch of the Alliance's Leading Mentally Healthy Workplaces Survey as the cornerstone for our data-driven strategy to improve mental health across Australian and New Zealand organisations. Fourteen members participated in the inaugural survey, which has been designed to help organisations better understand their mental health and wellbeing profiles and generate insights for others. We look forward to sharing our findings from this survey in 2023.

Psychological health and safety were a particular focus in 2022. We collaborated with the University of New South Wales to produce resources for assessing psychosocial risk in workplaces. We also held learning sessions with members' legal representatives and with the regulators to explore the management of psychosocial hazards at work.

Our Annual Gathering, hosted by Coles Group in Melbourne, provided a great opportunity for our members to come together and share their experiences. It was an honour to have Australian of the Year Dylan Alcott OAM as keynote speaker for the event.

CMHAA's annual CEO Forum, held in partnership with the Business Council of Australia, highlighted the importance organisations are placing on workplace mental health and wellbeing. The event brought together 70 of Australia's leading CEOs and the previous Minister for Health and Aged Care, Greg Hunt. While we still have a way to go on the path to normalising mental health in Australian society, Minister Hunt noted that reducing the stigma associated with mental health will yield "massive social dividends".

The Alliance has a strong agenda in place for the next 12 months to support corporate Australia on this journey.

We will focus on growing our Early in Career Program to better understand the challenges and concerns of young people as they enter the workplace.

We will continue to engage with the mental health sector through our Expert Advisory Group, which includes representatives from the Black Dog Institute, Beyond Blue, SANE and The University of Sydney's Brain and Mind Centre. These leading mental health thinkers have been doing an incredible job in guiding us on our strategy. On behalf of the Alliance, I'd like to take this opportunity to thank them for their efforts.

I'd also like to thank the Alliance's Chief Executive Officer, Dr Kim Hamrosi, for her resolute leadership in helping to create mentally healthy corporate cultures in Australia. Many thanks also to our members – in particular, our Board members and Functional Leads – for sharing their experiences and being proactive in supporting the Alliance's initiatives.

The imperative to act is both economic and societal: the Productivity Commission has highlighted the economic impact of poor mental health in the workplace, and we know that great workplaces contribute to personal, community and, ultimately, national wellbeing. As our nation continues to navigate out of the pandemic, the opportunity here is significant. The Alliance looks forward to playing our role in contributing to Australia and New Zealand's future prosperity.



Steven Worrall
Chair, CMHAA



Message from the Chief Executive Officer

I am delighted to present the second Annual Report for CMHAA. It has been an eventful year during which we have made considerable progress on some of our key initiatives.

The launch of our annual member survey was a major milestone, providing valuable data and information that will help us drive lasting change in workplaces across Australia and New Zealand.

Our Early in Career program, launched in late 2021, brings a vitally important focus to the mental health and wellbeing of young people as they begin their careers. The program has achieved a great deal already, presenting a series of well attended events throughout the year, commenced developing a library of high-quality resources and promoting collaboration between young workers, their employers and the CMHAA Board. An exciting program of activities is planned for 2023.

During the year we also commenced work on the practical application of psychosocial risk assessment for the workplace and developed a series of modules that are being launched in December 2022. This is a project we will continue to build on in the coming year to support psychological health and safety within our member organisations.

While I'm extremely pleased with our progress, I feel as if we have only just reached the starting line. Only now are we really gearing up to not just talk and raise awareness of workplace mental health, but to look at initiatives that will make tangible, practical and long-lasting changes in the workplace that enable employees to thrive.

Bringing about fundamental and lasting change requires disruptive action. Reimagining workplace mental health at a time when work itself is being reimagined requires a collaborative group of different thinkers and a willingness to try and to fail and to try again. That is our vision for the Alliance.

It is a vision that's been a guiding light through the last couple of years. When we launched CMHAA at the end of 2019 we couldn't have envisaged how much the Covid pandemic would impact our lives, including our work lives. In many ways this year has been the hardest of the pandemic so far. As a community we felt we were emerging from the worst of the lockdowns only for many to be overwhelmed by a sense of fatigue and exhaustion.

For CMHAA it's been about resilience and the realisation that we just have to keep moving. There has been a tangible sense of excitement, connection and hope for the future as we begin to meet again in person. Community and connection are our lifeblood.

I would like to sincerely thank our Chair, Steven Worrall for his support and advice, as well as our Board, Functional Leads and all members of CMHAA for their unwavering dedication and enthusiasm. They are a truly exceptional group of people and I look forward to working with them in the coming year to continue to shine the light on workplace mental health and bring about tangible and lasting change.



Dr Kim Hamrosi
Chief Executive Officer,
CMHAA



CMHAA: An Overview

Our Origins

The Corporate Mental Health Alliance Australia (CMHAA) officially launched in October 2020 as part of the City Mental Health Alliance network, which began in the United Kingdom almost a decade ago and formed its first chapter in Hong Kong in 2017. In 2022, a global entity, the MindForward Alliance was founded and now includes chapters in Singapore, India and Portugal.

CMHAA aims to leverage the ground-breaking work of this international alliance network, alongside the research and insights from member organisations and others, to support mentally healthy workplaces in Australia and from next year in New Zealand.

Many of the organisations involved in the Alliance are direct competitors, yet on their commitment to workplace mental health, they are as one. They recognise that the mental wellbeing of their employees transcends market dynamics, and that working together collaboratively will give them the best chance of delivering real impact for their people.

Responding to the Pandemic

With the emergence of the Covid 19 pandemic in early 2020, CMHAA's first year was a challenging one. It very quickly became clear to the founding members that CMHAA would be invaluable for supporting organisations during the pandemic. Through CMHAA, business leaders were able to share their experiences, to lean on each other and ask for support. At the same time as adapting their business models to encourage people to talk about mental health, they felt more equipped to reassure their teams that they would all get through the difficult times.

More than two years on Covid is still with us and continues to present major challenges in the workplace and the community. One positive out of the pandemic is it has shone the light on mental health concerns and has opened up the conversation on mental health in the workplace.

Business leaders and CMHAA members shared their experiences and learnings from the Covid pandemic:

'If I went back to our 2020 research into mental health, we found that eight in 10 people felt more comfortable talking to their employer about having a physical illness that caused them to need time off work, than they did in letting the manager know they had a psychological condition. But if you fast-forward to 2022, that number is now four in 10.'

Julie Mitchell, Chief General Manager, Personal Injury Division, Allianz Australia

‘Speaking to Woolworths’ journey and my own learnings, it seems that mental health was a big issue prior to the pandemic, but only where there was major self-harm at stake. We were all about trying to make sure that we prevented these terrible occurrences. What’s changed now is that it’s gone mainstream, with 20–30 per cent of our team, at any point in time, having some form of mental health challenge.’

Brad Banducci, CEO and Managing Director of Woolworths Group

‘I think what we need to do is something that’s actually already happening with a lot of our clients in the UK. We’re starting to move upstream, so that it’s not just about falling in the water. It’s about teaching people to swim to the bank. But if they do fall, which a lot of us will, it’s looking at how you can get out of the water a bit quicker. A big part of COVID distress came from our poor tolerance of uncertainty.’

‘We need to educate people to be tolerant of uncertainty, tolerant of ambiguity, because we’re going to see exponential change over the next few decades.’

Dr Brian Marien, Co-Founder and Director of Positive Group

‘In the past, I think we focused our efforts on how people were doing their work, and how we could assist with that. Now we need a much broader look, where we accept that your wellbeing is influenced by your social context, so looking at what employers can do to support that broader context is incredibly important.’

Penny Armytage AM, former Chair of the Royal Commission into Victoria’s Mental Health System



Strategy Development

In November 2019, senior leaders came together from across corporate Australia to engage in an independently facilitated strategy session to share their experiences, opportunities and challenges about mental health in their workplaces and their desire for change. The outcome was a clear commitment to exploring a collaborative workplace mental health and wellbeing model that would deliver real impact for their people.

A second strategy session was held in January 2020, bringing a group of 40 participants together, including expert advisors, to align on CMHAA's areas of focus, intended impact and unique offering within the mental health landscape in Australia.



Enabling conversations about mental health in the workplace

A mentally healthy workplace is one where:

- the culture supports a positive and open attitude to mental health and wellbeing
- all people are supported to do their best work and given opportunities to develop and thrive
- mental and physical health and safety are of equal importance
- all people are protected during challenging times, enabling recovery from mental ill health.

A key part of creating a mentally healthy workplace is **normalising conversations** about mental health so that employees feel safe to share their concerns.

A culture which **encourages concern, listening and empathy** removes the stigma associated with mental ill-health and allows people to talk openly about mental health just as they would about physical health concerns.

Workplace education on mental health conditions **encourages understanding and acceptance** and plays a fundamental role in fostering equal emphasis on physical and mental wellbeing.

“

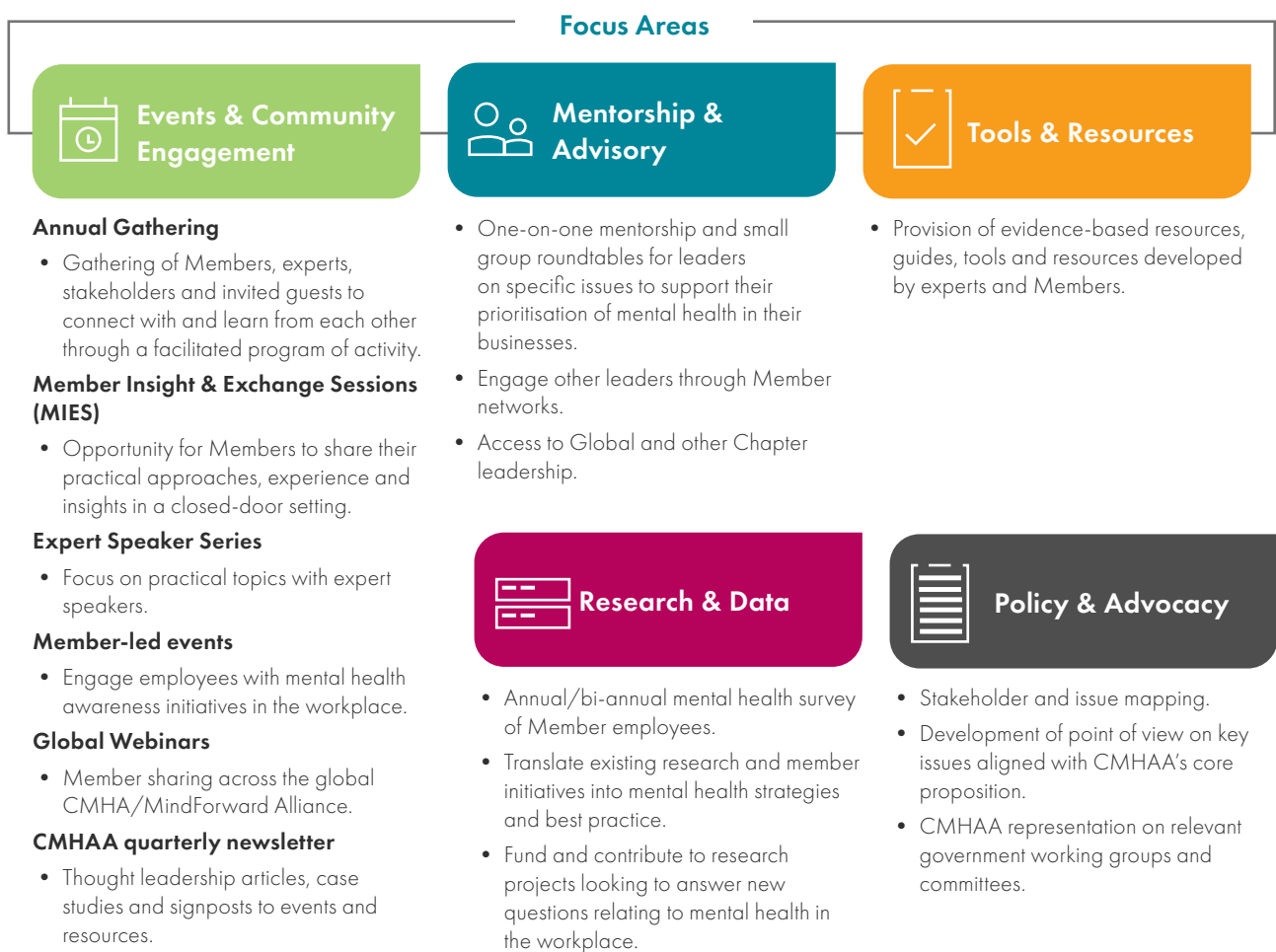
We should acknowledge that leaders need support and coaching to become more adept at establishing psychological safety within their organisations.”

Steven Worrall, Chair of CMHAA



Strategic Plan

In May 2022 CMHAA held a strategy review day hosted by the Coles Group. Senior leaders, experts and advisors provided insightful feedback from the challenging years of the Covid pandemic. The day provided an opportunity for the Board and Functional Leaders to reflect on our ambition and achievements, to revisit our Strategic Plan and focus areas.





Three pillars underpin all CMHAA initiatives:

	Our pillars		
	 Provide Safe Settings	 Empower Our Leaders	 Drive Lasting Change
Vision	Every Australian business provides a mentally healthy workplace for its people	Every Australian business leader sees mental health as core to their business strategy	A trusted voice from Australian businesses on the importance of mental health in the workplace
Purpose	<ul style="list-style-type: none"> • Deepen organisational understanding • Create a culture of openness and trust 	<ul style="list-style-type: none"> • Develop and equip our leaders • Empower and influence fellow business leaders through leader-to-leader connection 	<ul style="list-style-type: none"> • Advocate for system change within our businesses, supply chains and the broader community • Shape key public policy issues
Actions	<ul style="list-style-type: none"> • Recognise that inclusive leadership capability is fundamental • Develop capability and mental health literacy across all levels of an organisation • Provide robust internal support networks • Provide the platforms for storytelling 	<ul style="list-style-type: none"> • Provide other leaders with the support to influence change in their organisations • Ensure that good mental health practice is led and owned by leaders and integrated into strategic priorities 	Capture and share insights on: <ul style="list-style-type: none"> • What businesses believe needs to change to support mental health in the workplace • Ideas and credible practice and policy solutions to support change • How CMHAA can best support and advocate for that change and support lived experience • Determine key public affairs and public policy issues the CMHAA will prioritise and advocate for

CEO Forum: Raising the bar on leadership

On October 12, 2022, the CMHAA and Business Council of Australia (BCA) hosted The New Era of Mental Health in the Workplace, an event that brought together business leaders and addressed many of the issues leaders face when creating mentally healthy workplaces.

The then Minister for Health and Aged Care, Greg Hunt, and CMHAA Chair, Steven Worrall, kicked off the evening with an in-depth conversation in front of approximately 70 CEOs and senior business leaders. Both emphasised the universal experience of mental health challenges across all sectors of the community and the importance of empathetic leadership during the Covid pandemic.

A panel session, Leadership and the New Era of Mental Health at Work, capped off the evening. It focused on the role of leaders in tackling the real work of culture change and human sustainability. The session was moderated by Jennifer Westacott AO, Chief Executive of the Business Council of Australia. Speakers included Paul Graham, Group Chief Executive Officer and Managing Director, Australia Post; Angela Fox, Senior Vice President and Managing Director, Dell Technologies Australia and New Zealand; and Dale Connor, Chief Executive Officer, Lendlease Australia.

“

Destigmatisation to me is where anyone can talk about mental health or hear about someone else with mental health challenges and everyone feels comfortable. Normalisation is where I'm talking about my mental health in the same way I would about my knees or hips - we're not there yet but we've made huge progress and as leaders if you talk about your own experiences this will reap huge dividends.”

Hon. Greg Hunt, former Minister for Health and Aged Care



Key points raised:

- **Effects of the pandemic** - the pandemic increased resilience and new ways of working but also blurred the boundaries between work and home and amplified mental health challenges, leaving for some an undertow of mental anxiety, burnout and fatigue.
- **Reducing the stigma** - while there is still a lot of work to do, Australian workplaces are gradually reducing the stigma associated with mental health.
- **Improving job design and workplaces** - organisations have a key role in setting healthy, realistic workloads and enabling workers time to recharge.
- **Showing empathy as leaders** – leaders showing their own vulnerability allows others to feel more comfortable about discussing mental health concerns. This became more common during the pandemic and the challenge will be maintaining an authentic connection with workforces as the pandemic subsides.



Mission and Vision Statements

Our Mission

Corporate Mental Health Alliance Australia is a business-led, expert-guided alliance of Australian businesses dedicated to providing mentally healthy workplaces for all people. We believe that as a community we can do better and when businesses pool their resources, share openly, and work collaboratively towards a common goal, we can achieve sustainable mental health outcomes for more people, sooner. Together we have the power to change people's experience of the workplace for the better.

Our strength lies in the unique collaboration of our members. Together, we bring a vast pool of knowledge, capabilities and resources from each of our businesses. With guidance from experts, we seek to find ways to test and deliver solutions that work for our people.

Our mission is to put mental health at the heart of the business agenda. We want to drive improvements in the way Australian businesses respond and adapt to the rapidly evolving challenges and opportunities to create a mentally healthy workplace environment.

We also know that creating mentally healthy workplaces is a shared responsibility that does not fall solely on employers. System change involves businesses working collaboratively with researchers, insurers, healthcare professionals and government organisations to play their role in a rapidly changing work environment, which now encompasses a surge in hybrid and remote working.

Our Vision

- For every Australian workplace to be mentally healthy. We want people to feel valued and supported in the workplace, and for conversations about mental health to be a normal part of people's working day
- To develop and share credible practice to help Australian businesses create mentally healthy workplaces
- To drive improvements in how Australian businesses respond and adapt to this rapidly evolving and growing challenge by providing evidence-based recommendations

“

Covid has taught many senior leaders how it's possible to show vulnerability without undermining authority.”

**David Brewster, Chief Legal Officer,
Coles Group**

Governance

CMHAA Board

The CMHAA Board comprises senior leaders from within its Founding Member organisations. The Board is supported at an operational level through representatives from each member organisation (Functional Leads). The role of the Board is to drive the strategic direction of CMHAA, provide a framework for its operations and focus on supporting member organisations. We are very grateful to our Board Members for their time, dedication and commitment to building and sustaining mentally healthy workplaces in corporate Australia.

In 2023 CMHAA is transitioning to a 10-person Board consisting of representatives from our Founding members, members and a non-member representative. As of October 2022, the executive director role was amended to a CEO role. The new structure of the organisation will evolve in 2023.



Steven Worrall

Managing Director,
Microsoft Australia
Chair, CMHAA



Martin Adlington

Group Chief People Officer,
nib



Ercument Ates

Managing Director,
Australia & New Zealand, Galderma



David Brewster

Chief Legal and Safety Officer,
Coles Group



Virginia Briggs

Chief Executive Officer,
MinterEllison

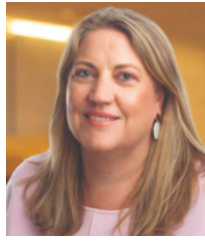


Bruce Cooper

Chief Executive Partner,
Clayton Utz



Skye Crawford
Chief People & Culture Officer,
AIA Australia



Alison Crosweiler
Senior Director, Government Affairs
and Policy, Johnson & Johnson Family
of Companies



Andrew Culleton
Executive General Manager
Group People Services
Commonwealth Bank of Australia



Ellen Derrick
Managing Partner, Consulting,
Deloitte Australia



Mac Ghani
Global Growth & Strategy Executive,
Avanade



Annette Karantoni
Chief Supply Chain Officer
Woolworths Group



Renae Lattey
Chief Executive Partner
King & Wood Mallesons



Amber Matthews
Managing Partner, Australia,
DLA Piper



Julie Mitchell
Chief General Manager,
Personal Injury,
Allianz Australia Insurance Ltd



Michael Schneider
Managing Director,
Bunnings Group Ltd



Fiona Thompson
Group Executive, People,
Culture and Advocacy
Suncorp Group



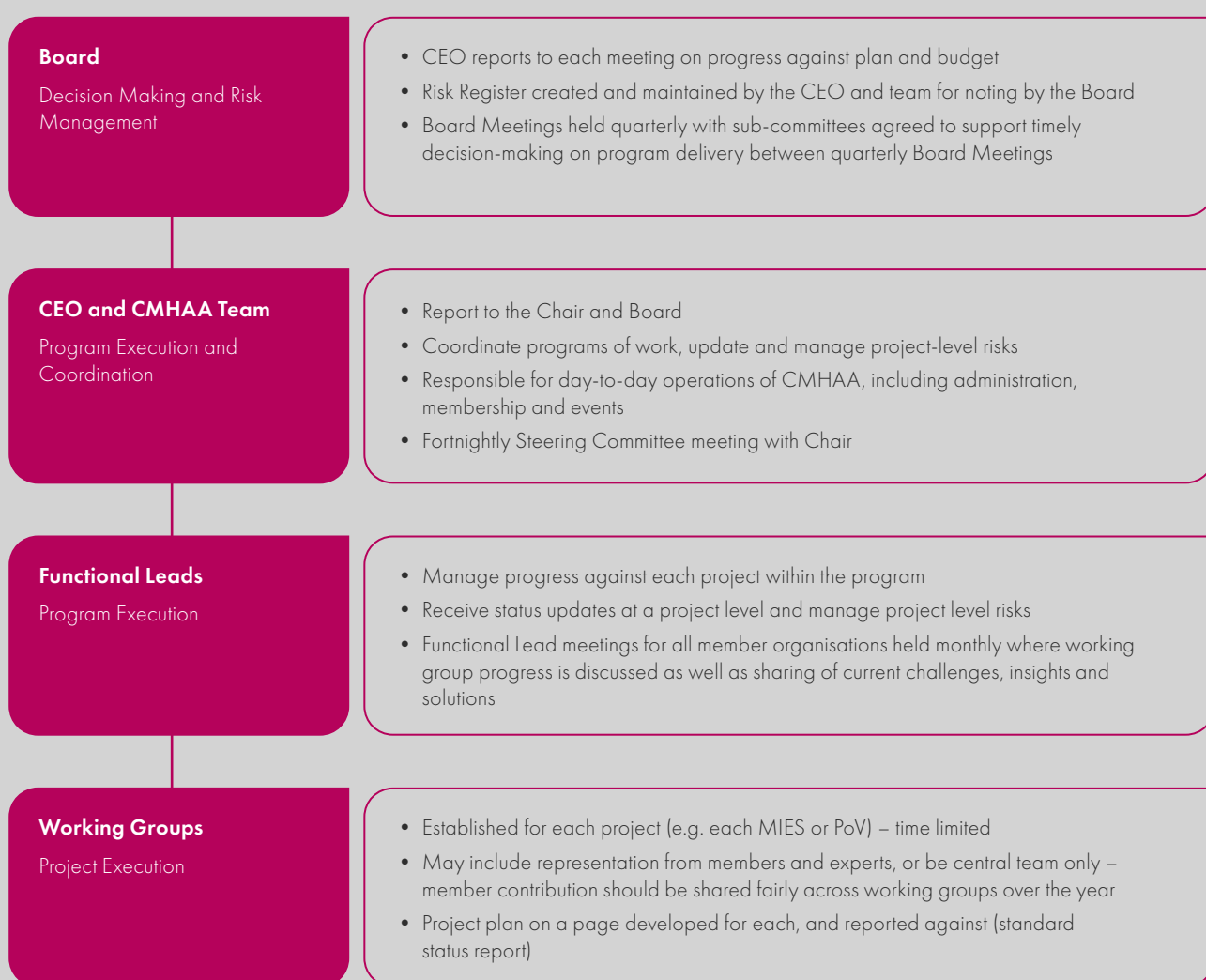
Melinda Upton
Independent CMHAA
Board Member



Sarah Vega
National Managing Partner,
Innovation, Solutions and
Ventures
KPMG Australia

Governance structure

The governance structure of CMHAA supports the day-to-day operations of the CMHAA and its delivery on the program of work, enabling the measurement of progress and supporting the development of an evidence base. A working group was formed in December 2020 to consider approaches to the governance model, as set out below.





Risk Management Framework

The development of a risk management strategy, framework and appetite statement to govern the network and its governance processes was initiated in FY2022. This work is underway and will be finalised with the formation of the new Board in February 2023.

“

One of the things you've got to be as a leader is humble enough to listen, but especially at times of crisis. The greatest challenge is to double down on that listening and make sure you've understood what is being said, reaffirm the messages and be honest about what still needs to be solved.”

Kevin Gunn, Executive General Manager Operations Strategy and Transformation, Coles 'Group

Expert Advisory Group

CMHAA has engaged with leading thinkers in mental health and wellbeing in Australia who provide their advice and expertise to ensure accuracy, appropriateness and relevance of resources for our member audience. Members of the Expert Advisory Group span a diverse range of sectors, including health, technology, academia and not-for-profit organisations. CMHAA extends its sincere gratitude to the Expert Advisory Group members for their voluntary contribution to the Alliance.

Lucy Brogden AM

Chair and Commissioner
National Mental Health Commission

Rachel Clements

Director of Psychological Services
The Centre for Corporate Health

Georgie Drury

Managing Director
Hummingbird Innovations

Emeritus Professor Geoffrey Gallop AC

Director, Graduate School of Government, The University of Sydney (2006-2015)
Member, Western Australia's Legislative Assembly (1986-2006)
Premier of Western Australia, 2001-2006

Georgie Harman

Chief Executive Officer
Beyond Blue

Professor Samuel Harvey

Executive Director and Chief Scientist
Black Dog Institute

Professor Ian Hickie

Co-Director, Health and Policy
Brain and Mind Centre, The University of Sydney

Greg Miller

Executive Director
Faethm

Colin Seery

Chief Executive Officer
Lifeline Australia

Mitch Wallis

Founder and Chief Executive Officer
Heart On My Sleeve

Claire Allen

National Program Manager
Pride in Health + Wellbeing

Margo Lydon

Chief Executive Officer
Superfriend

Rachel Green

Chief Executive Officer
SANE Australia

Professor Sharon Parker

Director
The Centre for Transformative Work Design

CMHAA Members

Founding Members



THE REAL LIFE
COMPANY

Allianz



avanade

BUNNINGS
warehouse

CLAYTON UTZ

coles
group



Commonwealth Bank

Deloitte.



GALDERMA
EST. 1981

Johnson & Johnson

KING & WOOD
MALLESONS
金杜律师事务所



Microsoft

MinterEllison



SUNCORP

WOOLWORTHS GROUP



Members



MELBOURNE
AIRPORT



TREASURY WINE ESTATES

*Founding participant

“

The responsibility to support our people in the workplace begins with leaders and an openness to learn from our future leaders and early careers.”

Kristin Stubbins, Partner PwC Australia

Membership Overview

This year, CMHAA welcomed a new Founding Member, Suncorp, as well as Fonterra Australia, Melbourne Airports Corporation and the Qantas Group as our most recent members, with other organisations in the pipeline for confirmation in 2023. The website details benefits enjoyed by members and their responsibilities. Membership is open to for-profit businesses operating in Australia and from 2023 extends to New Zealand.

Membership benefits:

- Contribution to a step-change in the creation of mentally healthy workplaces in Australia
- Access to the global Alliance network leadership and individual engagement opportunities with CMHAA's Expert Advisory Group
- Access and opportunities to participate in benchmarking and research in regard to mental health issues
- Access to guides, tools and resources created by members and external experts
- Collaboration with other members and organisations who are interested in mental health on a common agenda, through participation in events, workshops and consultations
- Brand eminence as a recognised leader in workplace mental health and opportunities to engage with the media and speak at relevant events
- Opportunity to access and drive research and influence policymakers to improve quality of life of millions of Australians
- Access to a member-only collaboration platform.

For more information on membership, visit <https://cmhaa.org.au/membership/>

Early In Career Program

In December 2021 CMHAA introduced the Early in Career (EIC) program. Informed by research and modelled on the CMHA UK program Thriving from the Start (TftS), the primary objectives of the EIC program are to:

- Identify and better understand the mental health concerns and challenges for young people as they enter the workforce and/or begin their careers.
- Utilise these insights to promote awareness and drive business-led improvements in the way organisations respond to and support young workers' wellbeing.

How we deliver on our objectives

The success of the EIC program hinges on close collaboration between the CMHAA overall, the EIC Committee and EIC Functional Leads.

The EIC Committee is comprised of early in career employees from organisations in the Alliance. It provides a lived experience voice to the program and owns and runs the TftS Network. This provides a community for young people early in their careers to connect, share and learn through events and other resources.

EIC Functional Leads include representatives from Alliance organisations who influence and participate in CMHAA activities and work with their respective EIC Committee member to drive change within their organisation.



Findings from our initial EIC focus groups

Prior to the official launch of the program, we undertook focus group research to determine the key areas for the program.

Key findings:

General expectations and starting impressions

- There is an expectation versus reality gap for EICs
- Expectations of organisations seem to increase after EICs have commenced employment and become a major consideration when EICs consider future roles

Recruitment and onboarding

- Mental health support is not high on EIC employees' checklist when applying for roles. However, organisational culture in general is of high importance
- EICs have limited awareness of mental health support and resources coming into an organisation and not enough is done by organisations to promote these

COVID and hybrid workplace

- Covid has had a big impact on EICs, positive and negative
- There are opportunities to take some of the new ways of working into the future - increased trust, autonomy, flexibility, "real conversations" and vulnerability

These findings have been used to inform our program direction.

“

Building community, structure, and collaborating around early-in-career mental health has been of enormous value. We've been able to learn from our peers across other organisations, work with our functional lead and internal stakeholders to champion best practices and surface the resources and support that already exist.”

**Alexander Georges, EIC
Committee member**

Strategy Day

In April 2022 an EIC Strategy Day was hosted by Deloitte in its Sydney offices and facilitated by Deloitte Creative Design team. Many thanks to the extraordinary effort and professionalism of the Deloitte team and Deloitte Managing Partner, Consulting, Ellen Derrick. There were 24 attendees including CMHAA chair Steven Worrall, Ellen Derrick, CMHAA representatives, EIC Functional Leads and EIC Committee members.

Five EIC workstreams, each with a primary focus, were developed during the day. These workstreams guide the current work of the EIC program and include:

- **Build an active TftS Network** by running TftS connect sessions and social campaign
- **Lay the foundations** through best practice onboarding to enable EICs to thrive
- **Build awareness and trust** by improving the recruitment process of EICs and encouraging use of mental health resources by EICs
- **Educate and empower** through reverse mentoring between Board and EIC Committee members
- **Reimagine manager training** by improving what is available and ensuring managers' uptake

Program of events

In the year since the EIC program commenced, a number of events have been held. All have attracted large numbers of enquiries and participants.

- **December 2021** - Launch event and interim report release
- **April 2022** - Inaugural TftS event on Imposter Syndrome
- **September 2022** - Establishing and maintaining boundaries
- **December 2022** - Keeping calm and navigating important conversations.



CMHAA Activity: 2021-2022

The Alliance has focused on developing evidence-based best practice in order to build mentally healthy workplaces in Australia.

The Program of Work for 2022 built on the activities undertaken in 2021 and was delivered through three key channels: Resources, Events and Communications, and are outlined in detail in this report.

Resources are publicly available on the CMHAA website and include blogs, case studies, guides and toolkits, as well as news, personal stories and research.

Events held during 2022 include the CEO Forum, Member Insight and Exchange Sessions, the Annual Gathering and Global Webinars.

Communications have focused on Alliance members and raising awareness about mental health in the workplace more broadly to leaders at all levels. Our communication channels include website content, newsletters, social media platforms, panel and conference presentations, press coverage and marketing materials.

Key achievements

Thriving from the Start: Early in Career Program

The Early in Career Program was officially launched in December 2021. The aim of the program is to understand the challenges and concerns faced by young people as they enter the workplace and begin their careers (see Early in Career section).



Annual Survey

The survey was launched in August 2022 and was offered to approximately 200,000 employees of our member organisations (14 member organisations participated in the launch). Questions were designed to gauge employee wellbeing at work, factors that support thriving as well as stress factors within the workplace, burnout, connection and perception of the organisation's success in creating a mentally healthy workplace culture. The survey also included questions for leaders on their confidence and ability to support their employees and sustain a safe and healthy working environment. The results will form benchmark indicators for CMHAA to focus its program of work and our collective progress over time.

Development of Psychosocial Risk Assessment Resources

Four psychosocial risk assessment modules were developed in collaboration with the University of NSW and are being launched in December 2022. These outline the case for identifying psychosocial risks and hazards in the workplace, the challenges and issues organisations face in relation to better understanding psychological health and safety, case studies of organisations undertaking or completing psychosocial risk assessments, as well as an outline of the currently available survey tools and methodologies.



Resources

CMHAA aims to provide resource material that support organisations in planning, improving and measuring their approach to mental health and wellbeing in the workplace. Resources are practical and relevant to the corporate landscape in Australia and are publicly available to all organisations via the CMHAA website.

We maintain a clear focus on generating independent resource material with our member organisations and expert advisors, as well as collating and linking to credible government and other expert organisations producing resources, materials and guides around workplace mental health.

Key highlights of 2021/22:

Original Research Report:

- [Early in Career: Laying the foundations for good mental health](#)

Articles:

- [Thriving from the Start: Supporting mentally healthy workplaces for people early in their career](#)
- [The Catch: Balancing Mental Health, Wellbeing and Performance](#)
- [Moving Upstream: The case for a more proactive approach to mental health in the workplace](#)
- [Leadership insights: Business Council of Australia: CEO Panel Discussion](#)
- [It's the office – but not as we know it](#)

Resources:

- Managing Psychosocial Risk in the Workplace
 1. Introduction to resources
 2. Why psychosocial risk assessment is important
 3. Planning your assessment
 4. Evaluating options for psychosocial risk assessment
 5. Taking action on psychosocial risk
 6. Additional Resources

Global Resources:

- [ESG and Mental Wellbeing](#)
- [Financial Wellbeing](#)
- [The Parent's Toolkit: Mental difficulties in children and young people](#)
- [Mental Health and Race at Work: Research Report and Toolkit](#)

Extending our reach globally

In 2022, the MindForward Alliance launched as the latest development from the City Mental Health Alliance (CMHA) to grow reach and impact. It is the leading global not-for-profit organisation transforming workplace culture into one that supports the mental health of its employees.

The MindForward Alliance, empowers business leaders to take the bold actions needed to transform mental health discussion into mental health action. Through ongoing research, they fuel data-driven solutions that address a wide variety of mental health concerns – and achieve measurable results.

Businesses have a responsibility and an opportunity to take action by:

1. Making mental health a priority
2. Building a healthier culture
3. Leading the way and setting a path forward

“

Be brave, not perfect.”

**MindForward Alliance CEO,
Poppy Jaman**

For more information about the MindForward Alliance go to: <https://mindforwardalliance.com/>



Events

A number of events were held during 2021-2022 both for members and/or a broader audience. Member events enable member organisation to share experiences and knowledge with the goal of improving mental wellbeing in the workplace.

Non- member events focused on raising awareness of workplace mental health as a business-critical issue with leaders, highlighting the focus of CMHAA as a collaborative group for corporate Australia in building mentally healthy workplaces.

Launch of Early in Career Program

A significant event for CMHAA was the launch of the Early in Career Program, part of the Thriving from the Start global network. The official launch on 9 December 2021 was hosted by Ellen Derrick, CMHAA board member and Managing Partner of Consulting for Deloitte Australia. The virtual event featured a panel of mental health advocates, including Jerome Doraisamy, Melina Georgousakis, Xavier Eales and Jy Millis.

The panel unpacked the findings from CMHAA's interim report, Early in Career: laying the foundations for good mental health, and discussed how organisations can help EIC employees thrive.

[For more information see the report](#)

Public Events

Each year CMHAA holds panel discussions for keynote events that are available to any of the 13 million working Australians and beyond. This year CMHAA hosted two sessions – one on balancing wellbeing and performance where we were joined by Ian Robson, CEO Rowing Australia and Josephine Sukkar, Chair Australian Sports Commission. The other event focused on Psychologically Informed Leadership with Dr Brian Marien from the Positive Group.



Member Only Events

Member Insight and Exchange Session (MIES) provide a structured environment for CMHAA members to listen to experts in the field, as well as other Alliance members, and learn about the activities and strategies organisations are implementing to improve workplace mental health.

During 2022, two MIES sessions were held, focusing on psychosocial risk with the introduction of the new Model Code of Practice: Managing psychosocial hazards at work. Two panel sessions were held in June and August with the regulators from WA, Victoria, NSW and Queensland and with representatives in Workplace Health and Safety from our legal members.

This year we also offered two further members only sessions, held in person and online, as part of the MindForward Global Summit in November. The focus of these panel sessions with experts and business leaders was 'Good work – fixing work and not the worker' and 'Navigating difficult conversations in the workplace'.

For our senior lead representatives, we held a morning workshop with Dr Brian Marien from the Positive Group on The Aware Leader. In this workshop, which our key member leads attended, we discussed the legacy of the pandemic and its impact on psychological health and the way we work. We explored the science of emotion, stress and performance, and were introduced to some research-based techniques about ways to embed new skills to enhance your resilience and embrace a psychologically informed leadership style for the future.



CMHAA Annual Gathering

In May 2022 CMHAA held its Annual Gathering, bringing together our members and invited guests to share insights, challenges and initiatives around workplace mental health through panel discussions and case studies. The focus of this year's event was to reflect on the past two years, reconnect our membership and reimagine the future of workplace mental health.

Alliance members discussed:

- Lessons from the Covid pandemic and initiatives introduced by business leaders to address the psychological health and safety of their workforce
- Role of technology and data in supporting workplace mental health and wellbeing
- The way organisations can better understand and support the mental health of culturally and linguistically diverse employees
- How business leaders can shift the dial on workplace mental health

CEO Forum

In October 2022 CMHAA and the Business Council of Australia (BCA) hosted a CEO Forum focusing on the compelling reasons for addressing workplace psychological health and safety. (See CEO Forum: raising the bar on leadership)

Global Webinars

Leveraging the global Alliance network, a series of webinars are freely available to CMHAA members, offering access to international perspectives and a sharing of global case studies.

Of particular note was the Global MindForward Summit that ran for three days in November and featured 84 speakers, including a range of academics, mental health experts and business professionals. Speakers shared how we can address critical issues facing businesses, including on mental wellbeing and ESG, mental health and climate change, how to create systemic change, how to address burnout and the impact of hybrid working on mental wellbeing.

Additional global webinars provided this year included:

- Global practitioner event: Addressing mental health stigma
- Global senior leader roundtable: Bringing mental health to the boardroom
- Global practitioner event: Developing a mentally healthy working environment
- USA and Global Leadership Roundtable: Psychologically informed leadership: addressing the say-do gap



Communications

The objective of CMHAA's Communications Strategy is to ensure Australian business leaders view mental health as core to their business strategy and provide them with the necessary resources to support their implementation of culturally and business-appropriate mental health strategies.

Communication Channels

- **CCMHAA website** content is refreshed regularly, featuring a comprehensive resources section and information for prospective members.
- **LinkedIn:** Features regular updates and articles as well as the newly created The Sprint: Leading Mentally Fit Workplaces - CMHAA's quarterly newsletter covering items such as regulatory change, research roundup, CMHAA initiatives and the latest events.
- **Media:** media publications for business leaders and industry bodies. Media articles are made available on the website.
- **Public representation:** CMHAA was represented by speakers at the Wellbeing at Work Conference, BCA CEO Forum, the Allianz Roundtable and other conferences.

Alliance Member Communications

A newsletter, *The Pulse*, is sent to members every month. The newsletter includes member and board profiles, member activities, relevant research articles, event information and promotions. An update on the global Alliance network is also included.

2020-21 Highlights

Founding Members:

19

Annual memberships:

6

CMHAA Employee reach:

500,000 approx.

CMHAA represented at conferences and panel discussion:

6

Number of member and affiliate events:

13

Attendees at events:

3,400 approx.

LinkedIn followers:

2.1k

Website visits:

11,000 session

Resource downloads:

Early in Career Laying the Foundations for Good Mental Health, PwC Green Light to Talk, It's about the Cake.

Outlook for 2023

The Program of Work for 2023 seeks to build on the activities undertaken in 2022, with workstreams agreed and planning underway. Work has commenced on a number of activities in the pipeline to be launched next year.

Thriving from the Start: Early in Career Program

We look forward to strengthening our EIC Program over the next 12 months. Our primary aims include:

- Board Mentoring - In early 2023 we will launch a 12-month reciprocal mentoring relationship between EIC Committee members and CMHAA Board Members
- Continue to grow the TftS network through quarterly events and newsletters focused on practical skills to promote thriving in the workplace
- Develop and launch material to encourage greater use of internal mental health resources, such as Employee Assistance Program (EAP) services
- Publish articles and case studies that promote best practice onboarding for EICs to thrive
- Work collaboratively with select external providers to educate and upskill managers so they can help EICs to thrive in the workplace
- Continue to learn from and empower our EIC Committee to guide the direction of our EIC program of work

Wellbeing Week

In February 2023 we will be launching a week-long Wellbeing event open to all employees of the members of CMHAA (approximately 500,000). This ambitious event will consist of virtual and in-person sessions covering topics across Mind, Body and Life that help support wellness, wellbeing and development of positive mental health skills.

Leadership Toolkit

The Leadership Toolkit is now underway and due to be launched in late 2023. The aim of the toolkit is to bring together learnings from across sectors and provide a practical suite of leadership tools and resources based on best practice and evidence. The objective is to define what good leadership on mental health in the workplace looks and feels like.

Annual Survey

This year we launched the Leading Mentally Healthy Workplaces Survey with 14 member organisations across various sectors participating between September and December. The aggregated and benchmarked report will be available to members in February 2023 and a key highlights report will be available on our website. In 2023/24 we aim to have even more member organisations participate.

Development of Good Work Resources

A series of psychosocial risk assessment modules will be launched in December 2022. In 2023 we will continue to build on these modules, focusing on good work design and capability building to continue to support psychological health and safety within our member organisations.

Statistics

⊕ \$200 billion

The Productivity Commission estimates that mental illness and suicide costs the Australian economy between \$200 billion and \$220 billion a year.

⊕ 44%

44% of Australians experience mental illness at some point in their lives.

🖥️ 70%

70% of employees do not seek help for their mental health and less than 3% use an Employee Assistance Program

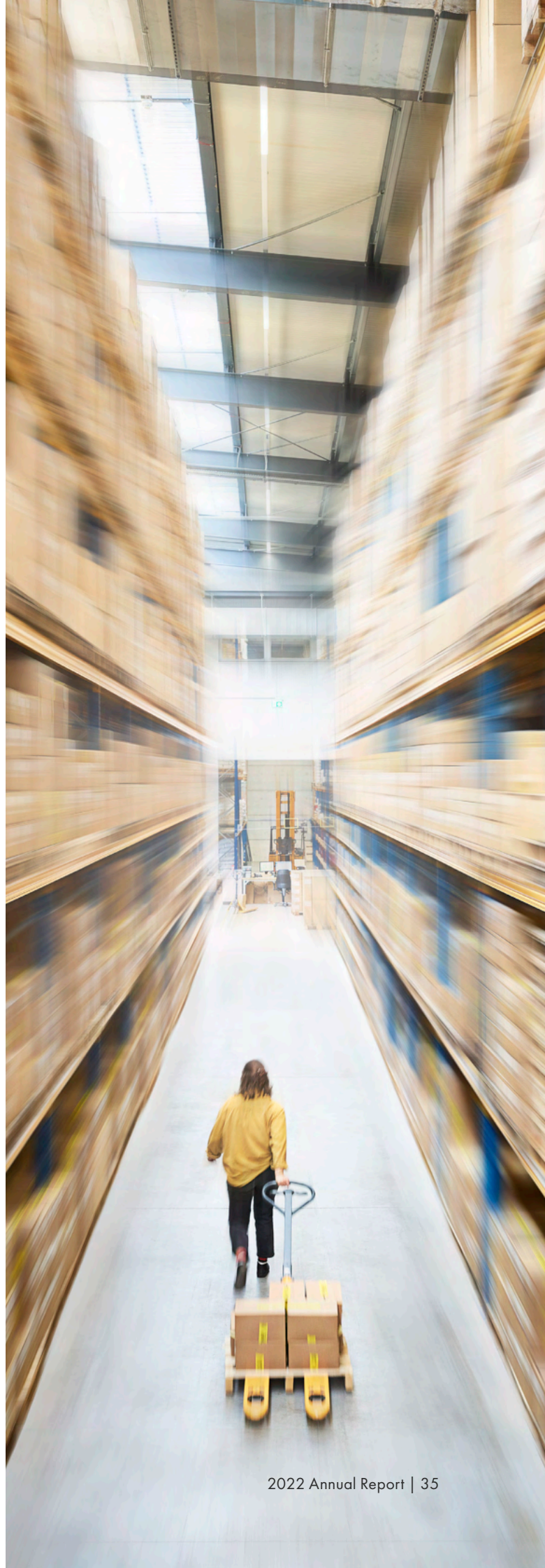
💰 3.5x

The average cost per psychological workers compensation claim at the end of 2021 was around 3.5 times that of physical claims

📄 4.7x

Investing in workplace mental health strategies is good for business with an estimated 4.7 times return on investment for every dollar spent

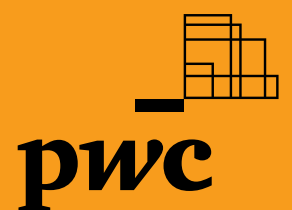
*Statistics from Productivity Commission, Australian Institute of Health and Welfare, Allianz and Black Dog Institute.



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