



Corporate Mental Health  
Alliance AUSTRALIA



2023

# Annual Report

Program of Work: January 2023 – December 2023

Financial Report: July 2022 – June 2023

# Contents

Message from the Chair .....	pg 03
Message from the CEO .....	pg 05
CMHAA Members.....	pg 07
CMHAA: An Overview .....	pg 08
Governance .....	pg 15
CMHAA Board.....	pg 15
Governance Structure .....	pg 17
Expert Advisory Group .....	pg 18
CMHAA Activity: 2023.....	pg 19
Events.....	pg 20
Resources .....	pg 27
Communications .....	pg 30
Expanding our Global Reach .....	pg 32
Early in Career Program.....	pg 33
Outlook for 2024 .....	pg 34



---

# Message from the Chair

I am excited to share the CMHAA's third annual report, marking three years since the Alliance was first launched.

As of December 2023, we have grown to 28 member organisations that employ over 500,000 people across diverse sectors and industries. The support and unwavering commitment of the member organisations, ambassadors, senior leaders, mentors and employees within our network has been instrumental to our growth and progress.

We were pleased to welcome leading organisations Datacom (Founding Member), Lendlease and Ernst & Young as new members in 2023.

In 2023, we continued to work towards our core mission of putting mental health at the heart of the business agenda. We advocated for mentally healthy workplaces alongside leading employers, researchers, insurers, healthcare professionals and government organisations.

The strength of the Alliance lies in the unique way we collaborate with our members. We believe that all organisations and leaders can do better when we pool and openly share our resources and knowledge. In doing so, we can move forward confidently as we seek to make every employee feel valued and supported.

We know there is still a large gap to bridge to cultivate more mentally healthy workplaces. The Productivity Commission found that 70 per cent of employees do not seek help for their mental health, and less than 3 per cent use an Employee Assistance Program.

The Commission also estimates that mental illness and suicide cost the Australian economy between \$200 billion and \$220 billion per year. In the current environment where the focus on improving Australia's productivity has never been greater, the economic opportunity is one we must pursue. Of course, the economic imperative is complemented by the benefits that will accrue to families and communities across the country from improved mental health outcomes for the 13M Australians in our workforce.

The Alliance has certainly been striving to play its part. Some highlights of the year included conducting the inaugural Wellbeing Week in February 2023, when we held more than 70 virtual and hybrid sessions that were attended live by over 7,800 people. These sessions, which covered everything from preventing burnout and managing fatigue to building optimism and resilience at work, were distributed to our member organisations throughout the year.

We also held webinars for Men's Health Week and the Sustainable and Mentally Healthy Workplaces CEO Forum for World Mental Health Day. These events are crucial learning moments to share practical lessons about building connections in the workplace, protecting mental wellbeing and creating space for open conversations.

In September, we launched our inaugural Leading Mentally Healthy Workplaces Survey Report. The survey was conducted across 14 member organisations and with responses from over 7,500 employees. Its findings gave us critical insights into tackling burnout, how mentally safe employees feel at work and how factors outside of work affect employee performance.



The Alliance will continue to pursue our three Strategic Priorities for 2023 to 2025.

The first is to provide safe settings for every person within the workplace by creating a culture of openness and trust. This means organisations must look within to develop mental health literacy and internal support networks guided by inclusive leadership capabilities.

The second priority is to empower our leaders. We will conduct Leadership Best Practice programs and initiatives that equip leaders at our member organisations to influence change.

Finally, the Alliance will drive lasting change by becoming a trusted voice for corporate Australia in the conversation on mental health in the workplace. We will broaden our reach to effectively capture insights into what employees believe needs to change to create more mentally healthy workplaces and to recommend practical solutions accordingly. In 2024, we will continue the work towards a national mental health workplace strategy through collaboration with other relevant organisations and State and Federal governments.

On behalf of the Alliance, I would like to thank the members of the Expert Advisory Group that plays a critical role in shaping the Alliance's strategic direction and ensuring the effectiveness of its programs and initiatives. I'd also like to acknowledge the Alliance's Executive Director, Dr Kim Hamrosi, for her exceptional leadership during the year.

Finally, a big thank you to all our members for joining us on this crucial mission and supporting better mental health for the 13M working Australians and their families.



Steven Worrall  
Chair, CMHAA



---

# Message from the Chief Executive Officer

I am once again proud to present the third Annual Report for CMHAA. The 2023 year has been one of consolidation of our programs and offerings as well as growth of the membership and reach. Our team has also expanded with the addition of Hannah McLeod and Kirsten Knappett.

This past year we launched the Leading Mentally Healthy Workplaces Report reporting on the results of the biennial member survey. The valuable insights gained from the responses of almost 8,000 employees from 14 member organisations on areas such as burnout, stress, productivity and performance have helped us to shape our 2024 agenda and drive lasting change across our organisations.

Our Early in Career (EIC) program, Thriving from the Start, launched in 2021 and continues to go from strength to strength. Navigating an intergenerational workforce presents unique challenges and opportunities. CMHAA is committed to working with our member organisations to better understand and promote an environment where every employee, regardless of age, feels valued and supported. The EIC program brings a vitally important focus to the mental health and wellbeing of our young people as they start out in their careers. We made significant strides in 2023, organising a series of well-attended events throughout the year, initiating the development of a repository of high-quality resources, and fostering collaboration among young workers, our member organisations and the CMHAA Board through our 2-way mentoring program. In 2024, we will continue to build on these activities and participate in research to better understand how we can support sustainable careers for young workers.

This year we saw a greater focus on building practical skills and knowledge through the psychosocial risk assessment modules and our member expert series which focused on supportive pre-employment practices, return to work after mental injury strategies, financial wellbeing and organisational maturity. Through our working groups we will continue our focus on leadership best practice, work practices including work design and psychosocial risks as well as contributing to research with the release of our CEO interviews on Mental Health and Productivity.

Over the last three years that I have been privileged to be part of CMHAA there has been a notable shift in the landscape of workplace mental health, particularly in the aftermath of the global pandemic. This transformative period has seen employees reassess their priorities and critically reflect on what holds genuine significance in their professional lives and the expectations from their organisations. Consequently, there is an increasing demand for a more comprehensive approach to mental health, prompting organisations to reevaluate and adapt.

Central to this paradigm shift is the recognition that addressing workplace mental health necessitates a systemic evaluation and change. My observation and certainly our focus as an Alliance is moving beyond being merely focused on education and dispelling stigma around mental health in the workplace. To bring about real change requires a commitment to fostering a culture that is supportive, transparent, and sensitive to the diverse mental health needs of the workforce as well as focused on the specific organisational systems and work practices that enable good work.

An emphasis on preventative measures and early intervention will become a cornerstone of our approach, acknowledging the profound impact that proactive support can have on employees' overall mental health and wellbeing.

As we head into 2024 we kick off with our Wellbeing Week in February, focused on employees of our member organisations, providing talks and practical tips delivered by experts to enable them to thrive throughout the year. Followed closely is our Annual Gathering hosted by Bunnings in March, the theme aptly entitled Walking the Talk: Building a mentally healthy workplace. This is a time where we come together with our member leads and invited guests to share our expertise, knowledge and practical experiences to start to think differently about how we solve the current and emerging challenges across culture, the psychosocial climate and leadership in an intergenerational and rapidly evolving workplace.

I extend my heartfelt gratitude to our Chair, Steven Worrall and the new Board of 2023 for their support and guidance, as well as our member Ambassadors, Senior Leaders, Functional Leads, Early in Career Committee and Leads for their exceptional dedication and enthusiasm. This remarkable group of individuals show an extraordinary commitment, and the CMHAA team eagerly anticipate working with them in the upcoming year to further drive our agenda in workplace mental health and implement tangible, enduring change.



**Dr Kim Hamrosi**  
Chief Executive Officer,  
CMHAA



# CMHAA Members

## Founding Members



CLAYTON UTZ



**Deloitte.**

**DATACOM**



GALDERMA  
EST. 1981

*Johnson & Johnson*

KING & WOOD  
MALLESONS  
金杜律师事务所



MinterEllison



WOOLWORTHS GROUP

## Members



**MELBOURNE  
AIRPORT**



\*Founding participant





# CMHAA: An Overview

Corporate Mental Health Alliance Australia (CMHAA) 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.

As of 1st December 2023, CMHAA has 28 member organisations across Australia and New Zealand representing diverse sectors. We invite for-profit businesses with a shared vision to join our movement.

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



---

# Mission and Vision Statements

## Our Mission

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.

“

The aim of CMHAA is to elevate conversations about mental health to a national level. That's a healthy ambition that will impact many working Australians.”

**Alison Crosweller, Senior Director,  
Government Affairs and Policy,  
Johnson and Johnson**

## Embedding Mental Health into Your Business Strategy

Businesses bear legal responsibilities under the Work Health and Safety Act 2011 to ensure the health and safety of their workers, encompassing both physical and psychological wellbeing. Beyond these legal obligations and an evident social responsibility, actively promoting the positive mental health and wellbeing of all employees is a sound business strategy.

Incorporating workplace wellbeing into daily operations need not be time-consuming or expensive and research indicates it has advantages:

- Enhance the bottom line by boosting productivity and reducing costs associated with absenteeism and presenteeism.
- Attract and retain top talent.
- Cultivate a more dedicated and engaged workforce.
- Experience fewer injury claims.
- Return on investment of up to \$4 for every \$1 invested through enhanced productivity and reduction in workers compensation claims.<sup>1</sup>

“

What I most value about being part of CMHAA is the networking – to hear what others are doing to reach out with questions and share ideas.”

**Deanna Costantin, National Health and Wellbeing Manager, Coles Group**

<sup>1</sup> Yu, S and Glozier, N (2017) Mentally healthy workplaces A return-on-investment study. [https://www.safework.nsw.gov.au/\\_\\_data/assets/pdf\\_file/0011/320132/Mentally-healthy-workplaces-A-return-on-investment-study-August-2017-SW08735.pdf](https://www.safework.nsw.gov.au/__data/assets/pdf_file/0011/320132/Mentally-healthy-workplaces-A-return-on-investment-study-August-2017-SW08735.pdf)



## So what can organisations do?

Here are ways in which your organisation can embed positive mental health and wellbeing into your workplace strategy and day to day operations:

- **Leadership:** Lead by example as a crucial starting point; change begins at the top, and leaders must exhibit positive behaviours to foster an open and supportive culture throughout the workplace.
- **Mental Health Training:** Provide mental health training for all staff as part of professional development and induction to reduce stigma, enhance understanding, and bolster resilience.
- **Connection:** Facilitate connections among team members through regular check-ins and social activities, recognising the increased importance of such connections in remote work settings.
- **Communication:** Communicate consistently, outlining clear expectations and responsibilities, while promoting the disclosure of mental health issues through safe and respectful discussions.
- **Awareness:** Normalise seeking help by sharing resources like factsheets and contact details for counselling and support services. This could include mental health education as part of induction.
- **Work Design:** Design work processes that prioritise mental health and tailor work demands to be achievable and appropriate for workers' skill levels that benefit both individuals and the business.
- **Recovery:** When supporting individuals returning from sick leave, implement reasonable adjustments to facilitate a smooth transition back to work.





# CMHAA Strategic Priorities 2023-25

## Our pillars

	 <b>Provide Safe Settings</b>	 <b>Empower Our Leaders</b>	 <b>Drive Lasting Change</b>
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"> <li>• Deepen organisational understanding</li> <li>• Create a culture of openness and trust</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and equip our leaders</li> <li>• Empower and influence our fellow business leaders through leader to leader connection</li> </ul>	<ul style="list-style-type: none"> <li>• Advocate for system change within our business, supply chains and the broader community</li> <li>• Shape key public policy issues</li> </ul>
Objectives	<ul style="list-style-type: none"> <li>• Recognise that inclusive leadership capability is fundamental</li> <li>• Develop capability and mental health literacy across all levels of an organisation</li> <li>• Provide robust internal support networks</li> <li>• Provide the platforms for storytelling</li> </ul>	<ul style="list-style-type: none"> <li>• Provide other leaders with the support to influence change in their organisations</li> <li>• Ensure that good mental health practice is led and owned by leaders and integrated into strategic priorities</li> </ul>	<ul style="list-style-type: none"> <li>• Capture insights on:               <ul style="list-style-type: none"> <li>– What businesses believe needs to change to support mental health in the workplace</li> <li>– Ideas and credible practice and policy solutions to support change</li> <li>– How CMHAA can best support and advocate for that change</li> </ul> </li> <li>• Determine key public affairs issues the CMHAA will prioritise and advocate for</li> </ul>
Initiatives and Programs being Undertaken	<ul style="list-style-type: none"> <li>• Early in Career Program</li> <li>• Work Practices</li> <li>• Flagship Activities</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership Best Practice</li> </ul>	<ul style="list-style-type: none"> <li>• Sector Specific</li> <li>• Research &amp; Innovation</li> <li>• Advocacy, Policy &amp; Regulatory</li> </ul>



Each year our Board and member organisations meet as part of our Annual Gathering to reflect on our ambitions and offerings, the achievements of the past year and reset our agenda for the next.

## Focus Areas



### Events & Community Engagement

#### Annual Gathering

- Gathering of Members, experts, stakeholders and invited guests to connect with and learn from each other through a facilitated program of activity.

#### Wellbeing Week

- A week of expert speakers and practical advice focusing on Mind, Body and Life for all employees of member organisations.

#### Expert Speaker Series

- Focus on practical topics with expert speakers.

#### Member-led, Expert guided Meetings (internal)

- Network and discussion opportunity for Members to share their practical approaches, experience and insights in a closed-door setting. Sessions include expert speaker.

#### Global Webinars

- Member sharing across the global CMHA/MindForward Alliance network (UK, HK, Singapore, India).

#### CMHAA quarterly newsletter

- Thought leadership articles, case studies and signposts to events and resources.



### Mentorship & Advisory

- Annual CEO Forum for leaders on specific issues, to support their prioritisation of mental health in their businesses.
- Engage other leaders through Member networks.
- Access to Global and other Chapter leadership.
- Facilitated interactions and connections.
- Provision of evidence-based resources, guides, tools and resources developed by CMHAA, members and collaborators to be made available (where possible) for all business.



### Tools & Resources



### Research & Data

- Biennial mental health survey of member employees.
- Translate existing research and member initiatives into mental health strategies and best practice of CMHAA.
- Fund and contribute to research projects looking to answer new questions relating to mental health in the workplace.



### Policy & Advocacy

- CMHAA representation on relevant government working groups and committees.

# Membership Overview

This year, CMHAA welcomed a new Founding Member, Datacom, as well as Lendlease and EY with other organisations in the pipeline for confirmation in 2024.

The website details benefits enjoyed by members and their responsibilities. Membership is open to for-profit businesses operating in Australia and from 2024 we aim to extend to New Zealand.



It's been fantastic for us to learn from organisations across corporate Australia. When we look at the risks and hazards that are facing employees across organisations, they're all very similar so its nice to learn from that."

**Brooke Dwyer,**  
**Head of Employee Wellbeing & Mental Health, Qantas**

## 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/contact/contact-us/>



---

# Governance

## CMHAA Board

In 2023 CMHAA transitioned to a 10-person Board consisting of representatives from our Founding members, members and a non-member representative.

The new Board continues to be supported by our Founding Member Ambassadors, and at an operational level, through representatives from each member organisation (Functional Leads). The role of the Board

is to focus on the strategic direction of CMHAA, provide a framework for its operations and support the needs of member organisations.

We are very grateful to our Board Members for their time (which is voluntary), dedication and ongoing commitment to creating and sustaining mentally healthy workplaces in corporate Australia.



**Steven Worrall**

Managing Director,  
Microsoft Australia and New Zealand,  
& Chair, CMHAA



**Alison Croswell**

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



**Andrew Culleton**

Executive General Manager  
Group People Services  
Commonwealth Bank of Australia



**Annette Karantoni**

Chief Supply Chain Officer  
Woolworths Group



**David Brewster**

Chief Legal & Safety Officer  
Coles Group



**Ellen Derrick**

Managing Partner, Consulting  
Deloitte Australia



**Julie Mitchell**

Chief General Manager,  
Personal Injury  
Allianz Australia Insurance Ltd



**Lucinda Brogden AM**

Independent Board Member



**Renae Lattey**

Chief Executive Partner  
King & Wood Mallesons

“

Being part of CMHAA has been great. By connecting with other businesses in our sector who have similar challenges and opportunities, to support our teams and working together, we have created this broader workforce to help us solve problems within our industry.”

**Annette Karantoni, Chief Supply Chain  
Officer, Woolworths Group**

## 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.





---

# Expert Advisory Group

CMHAA is a business led, expert guided organisation. As part of this we continue to engage with some of Australia's leading thinkers in mental health and wellbeing who provide their advice and expertise as required to ensure accuracy, appropriateness and relevance of our strategic direction 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.

The Expert Advisory Group members voluntarily contribute their time to the Alliance and CMHAA would like to acknowledge and extend its sincere gratitude.

## Lucy Brogden AM (Chair)

ex-Chair and Commissioner National Mental Health Commission and CMHAA Board Member

## Professor Sharon Parker

Director  
The Centre for Transformative Work Design

## 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

## Colin Seery

Chief Executive Officer  
Lifeline Australia

## Mitch Wallis

Founder and Chief Executive Officer  
Heart On My Sleeve

## Margo Lydon

Chief Wellbeing Officer  
The Wellbeing Outfit

## Rachel Green

Chief Executive Officer  
SANE Australia

**We also wish to thank** Associate Professor Carlo Caponecchia and Dr Vanessa Huron from UNSW School of Aviation for their work with us and ongoing contribution to our resources on Psychosocial Risk Assessment and better work practices.

---

# CMHAA Activity in 2023

The Alliance has concentrated on formulating evidence-based best practices to foster mentally healthy workplaces in Australia. The 2023 Program of Work builds upon the initiatives from 2022 and is presented through three main channels: Events, Resources and Communications, all of which are comprehensively detailed in this report.

The Flagship events held in 2023 comprised the Wellbeing Week, Annual Gathering and our CEO Forum which was attended by 50+ CEO and C-Suite leaders. Throughout the year, other events included our Member Insight and Exchange Sessions held every 2 months, Webinars and Spotlight topics such as Men's Health Week and Early in Career webinars.

Our CMHAA website hosts a growing number of Resources encompassing case studies, guides, news, personal stories, and research that help support our members and any businesses in creating a mentally healthy workplace.

Communication efforts have centred on Alliance members and more broadly among business on raising awareness about mental health in the workplace with a focus on leaders at various levels. Our communication channels include website content, newsletters, social media platforms, as well as panel and conference presentations.



# Events

## Wellbeing Week

Our inaugural **Wellbeing Week** in February 2023, aimed at supporting self-care and building capability within member employees, saw 70+ virtual and hybrid sessions watched live by over 7,800 people. The topics of the Wellbeing Week covered Life, Body and Mind. Most sessions were recorded and, as well as being hosted on our online platform to allow people to watch the replays, they were also distributed to our members throughout the year.

The top five sessions were:

- Preventing and Mitigating Burnout.
- How to get good sleep and manage fatigue.
- Building an Optimistic Mindset.
- The 5 R's for Being Resilient at Work.
- The Brain Body Axis + Gut Health for You and Your Family.

## This week could make your year.

WELLBEING WEEK – FEBRUARY 20 - 24

You are invited to Wellbeing Week.  
Hear organisations from across Australia share their expertise on achieving a healthier mind, body, and life.  
**It's virtual, and it's free.**

Online sessions range from 10 minutes to an hour and cover our Mind, Body and Life.  
Topics range from acceptance in times of change, to how to get good sleep and financial wellbeing.

Whatever sessions you choose, they can all help set you up for a fulfilling year ahead.

[REGISTER HERE](#)



Corporate Mental Health  
Alliance AUSTRALIA



## Annual Gathering

The Woolworths Group kindly hosted the CMHAA third Annual Gathering this year which saw over 150 attendees. The gathering brings together business leaders, experts, and companies from a broad range of sectors to share insights into workplace mental health. Each year it provides a space for important discussions and allows for the sharing of knowledge and experiences from a wide variety of like-minded people who are willing to share. In business, we're often competing, but here we're competing as one to create thriving and mental healthy workplaces.

In the morning, members of our Board, Expert Advisory Group and member Functional Leads came together to validate our strategy moving forward and brainstorm future activity.

The afternoon brought together our invited guests and members. The program was filled with expert presentations and panels that were honest, insightful and thought-provoking:

- **Woolworths Group's** Wellbeing Journey.
- **Using data to inform strategy.**
- A case study on **Trauma Informed Care.**
- An **Early in Career's** panel about what matters to young people.
- Presentations about **better work through design.**
- A panel about **building capability to improve psychological health and safety.**

What really made the Annual Gathering special was the sense of community and the shared commitment to tackling workplace mental health. We're all in this together, and it was heartening to see so many dedicated individuals and organisations coming together to make a difference.



## Managing Psychosocial Risk in the Workplace

In order to promote CMHAA's Managing Psychosocial Risk in the Workplace Modules, we partnered with academics from UNSW to present a public webinar called 'Psychosocial risk in the workplace'. The event was attended by over 100 people from HR, OHS and other people manager functions.

The webinar featured:

- A/Prof Carlo Caponecchia, School of Aviation, Associate Dean, Equity Diversity & Inclusion, Faculty of Science, UNSW.
- Dr Vanessa Huron, School of Aviation, Senior Research Associate & Educational Designer, Faculty of Science, UNSW.

The session covered the background on new Regulations and Codes, and outline of the CMHAA guidance documents and had time for a discussion.

The key messages were:

- The shift in focus from outcomes to contributing factors.
- Understanding of the relevant Regulations and Codes and a focus on taking a risk management based approach.
- Clarity on definition of psychosocial hazards.
- How to approach psychosocial risk assessment for your organisation and use of the modules developed – importance of psychosocial risk, planning, evaluation options and taking action.

“

We are all on a different journey and have different levels of maturity and it's an area where none of us want to compete with each other. So being part of CMHAA is an opportunity for each of us to amplify what we each do and take all those sparks of innovation, all that learning and bring it all together in a meaningful way. Hopefully we can make a really big difference to workers in this country.

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



**Corporate Mental Health Alliance** AUSTRALIA

### WEBINAR: MANAGING PSYCHOSOCIAL RISK IN THE WORKPLACE

Late last year, the CMHAA, in collaboration with A/Prof **Carlo Caponecchia** and **Dr Vanessa Huron** from UNSW released a series of resources about **Managing Psychosocial Risk in the Workplace**. The resource series considers why assessing psychosocial risks is important, planning the assessment, the tools that are available, and how to implement change. Also included were two CMHAA member case studies.

Attend this Webinar to hear an overview of the resources from UNSW's **A/Prof Carlo Caponecchia** and **Dr Vanessa Huron**.



**Date:** Wednesday 17 May 2023

**Time:** 10am - 11am AEST

**Registration link:** [Webinar registration](#) | [Microsoft Teams](#)

## Men's Health Week Activity

To mark Men's Health Week, we partnered with our members, Bunnings, King & Wood Mallesons, Lendlease and Suncorp to host two panels focused on supporting men in the workplace.

The first webinar was titled The Value of Mateship: Supporting Good Mental Health in the Workplace and featured:

- **Glen Poole**, CEO, Australian Men's Health Forum.
- **Damian Zahra**, Chief People Officer, Bunnings.
- **Chris Doyle**, Group Head of EHS & Operational Assurance, Lendlease.
- **Dr Dave Anthony**, CEO, Mantle.

The session explored many themes including practical workplace initiatives and actions. A few key takeaways included:

- Keeping things simple – coffee, a walking meeting, a chat doesn't have to cost anything and can build connection with others at work.
- The small contribution to a common purpose can create social connections.
- Creating constant connection rituals
- The importance of creating and protecting your 'third' space.

**Corporate Mental Health Alliance AUSTRALIA**

**WEBINAR: THE VALUE OF MATESHIP: SUPPORTING GOOD MENTAL HEALTH IN THE WORKPLACE**

As part of Men's Health Week we welcome you to join us for a **discussion on the value of mateship and social connection in the workplace**. Hosted by CMHAA and moderated by Glen Poole, the discussion will feature outstanding panellists:



**Damian Zahra**  
Chief People Officer,  
Bunnings



**Chris Doyle**  
Group Head of EHS & Operational Assurance,  
Lendlease



**Dr Dave Anthony**  
CEO, Mantle



Moderator  
**Glen Poole**  
CEO, Australian Men's Health Forum

**DATE:** Wednesday 14 June  
**TIME:** 11am-12pm AEST  
**REGISTRATION LINK**

The second webinar was run by our Thriving from the Start Network and featured an interview with Jack Ultracyclist titled: Cycling, Mental Health and an Extraordinary Life.

Jack opened up about his personal struggles and sharing lessons learnt along the way as he continues to live an incredible life as an ultracyclist, all whilst giving back to help those affected by mental health issues.

Some of the key takeaways included:

- The importance of authenticity and vulnerability.
- Having purpose, putting things into perspective and expressing gratitude.
- The importance of taking rest.

## Interview with Jack Ultracyclist: Cycling, Mental Health and an Extraordinary Life.

**Date:** Thursday 15th June 2023  
**Time:** 4pm-5pm AEST



## CEO Forum: Sustainable and Mentally Healthy Workplaces

To mark World Mental Health Day, the Business Council of Australia and the Corporate Mental Health Alliance (CMHAA) hosted their third Annual CEO Forum at Commonwealth Bank to explore how a supportive and innovative work environment can foster efficiency and positive mental health, unleashing the potential of our people, allowing them to thrive.

The evening saw 50+ CEO's gather and was hosted by CMHAA's Chair, Steven Worrall, Managing Director, Microsoft ANZ.

The event started with a fireside chat with Rich Hirst – CEO and Founder, Abundium Multinational CEO Network and Professor Jennifer Westacott AO – Chancellor, Western Sydney University and former Chief Executive, Business Council of Australia.

During the fireside chat, Jennifer discussed her 13-year journey leading the BCA and shared her thoughts on the importance of employers recognising themselves as part of the mental health system, and the potential for a broader conversation on this topic including the involvement of government and community organisations.

She also suggested that firms should concentrate on job design to manage burnout and focus on developing emerging skills and capabilities to create environments that realise people's potential for the country's prosperity.

Then followed a panel, moderated by Steven Worrall and featuring Distinguished Professor Genevieve Bell AO FTSE FAHA – Director, School of Cybernetics, Australian National University; Michael Brennan – CEO, e61 Institute and former Chair, Productivity Commission and Annette Karantoni – Chief Supply Chain Officer, Woolworths Group.



Key takeaways from the panel included:

- **How mental health fits within productivity levers** as a critical human capital factor and plays a role in delivering productivity for businesses. But it's more complex than just measuring output and output alone.
- **The need to unpick the cultural language** surrounding productivity and to ask different kinds of questions about what it means to have a job and do work.
- The importance of considering the **equity and fairness implications of hybrid work arrangements**, particularly for women who have been disproportionately affected by the pandemic.
- The significance of **advocacy, belonging, and connection in the workplace** and their impact alongside the traditional metrics of productivity.
- The **importance of transparency** in workload management, with a focus on prioritising tasks and having open conversations about what's truly important.
- **The role of leaders in creating an environment** for authentic conversations about culture and progress.
- **The role of business as part of the solution** of supporting and improving mental health and wellbeing in the broader community system.

“

In order to accelerate workplace change in health, it's important to be strategic and to recognise that good health is good business.

The real gain is when organisations see that if they create a healthy workforce, they create a productive, efficient, effective, creative and innovative workforce.

**Professor Sharon Parker,**  
**Director The Centre for Transformative**  
**Work Design**





---

# Member Meetings

The CMHAA Functional Leads Meetings are bi-monthly and bring everyone together to hear from an expert and hold discussions between one another. The topics of the 2023 Meetings are below:

- **Financial Wellbeing** – supporting employees (supported by CBA).
- **Understanding Organisational Maturity** (supported by FlourishDX.)
- **Finding the Best Fit for the Job:** Considerations for Pre-Employment Practices (supported by Allianz).
- **Return to Work for Mental Injury:** Balancing Recovery, Workplace Support and Operations (supported by Allianz).

“

I think all organisations across Australia need to work together on this important topic because it's a fundamental right to feel secure in our workplaces and if we can share that knowledge and experience with one another then we grow a culture of safety across the country.

**Lucy Brogden AM**  
**ex-Chair and Commissioner**  
**National Mental Health**  
**Commission**





# Resources

CMHAA strives to offer resource materials that assist organisations in planning, enhancing, and delivering on their strategies for mental health and wellbeing in the workplace. The provided resources aim to be both practical and pertinent to the corporate environment in Australia, and they are accessible to all organisations through the CMHAA website.

Our commitment lies in creating independent resource materials in collaboration with our member organisations and through various partners and expert advisors. Additionally, we compile and connect with reputable government and other expert organisations to gather resources, materials, and guides related to workplace mental health.

“

“When mental health is good, people are productive, happy, healthy, and can manage life’s challenges and stresses. When it is poor, we can find it hard to function, to find meaning in our work and daily life.”

“The CMHAA calls upon all organisations to create safe settings that foster open dialogue and normalise conversations about mental health; prioritise employee mental health as a core part of their business strategy; and build employee, leader and organisational capability that can support a thriving workplace.”

**Steven Worrall, Managing Director, Microsoft Australia and New Zealand**



## The Leading Mentally Healthy Workplaces Report

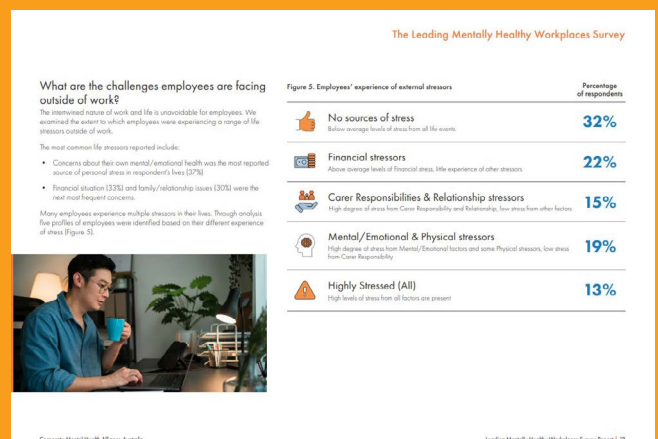
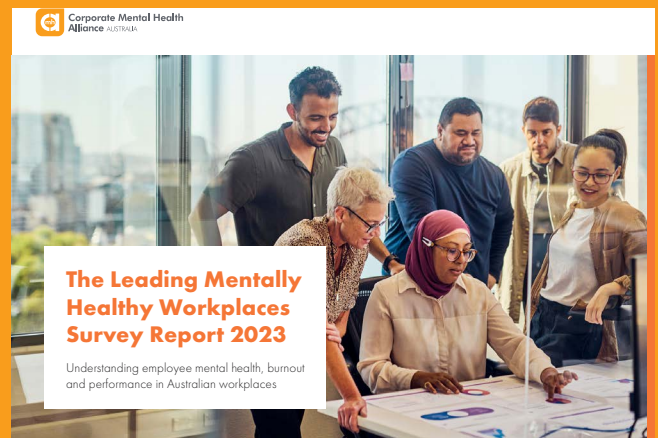
In September, we launched our inaugural [Leading Mentally Healthy Workplace Survey Report](#).

The survey, which looked at work factors, stress, connection and leadership was conducted across 14 member organisations and with responses from over 7500 employees.

The key themes emerging from the data were:

- Burnout was highly prevalent (44%). The analysis identified that burnout was significantly predicted by the degree to which employees had positive emotional and mental experiences at work, control over work and changes at work and emotional and financial stressors outside of work. Read the report to find out what organisations could be focusing on to tackle burnout.
- Overall, employees were positive about the availability of support for mental health from their organisation (78%) and that they felt mental health of people was valued by their organisations (73%) and managers (71%).
- Outside of work, the most common life stressors reported included concerns about their own mental health (37%), their financial situation (33%) and family/relationship issues (30%).

The survey findings were featured in a Sky Business News clip, as well as articles appearing in HR Daily and Lawyers Weekly.



# Key Highlights of 2023

## Resources



### Articles

- ➔ **A healthy start:** How you can support young employees to thrive
- ➔ **The right foundations.**  
Five steps to building a healthy workplace
- ➔ **A balancing act.** Four ways to thrive in a post-pandemic world
- ➔ **Mentally healthy workplaces:** Why organisations need to act
- ➔ **CEO Forum – Sustainable and Mentally Healthy Workplaces**



### Global Resources

- ➔ **How to guide:** Setting up global networks of Mental Health Champions
- ➔ **Top Tips** for Leading with Authenticity



### Case Studies

- ➔ Psychosocial Risk **Bunnings**
- ➔ Psychosocial Risk **CBA**
- ➔ Mental Health First Aiders - **REA Group**
- ➔ The GEM Movement **Coles**



### Fact Sheets

- ➔ Spotlight on: **Burnout**
- ➔ Spotlight on: **Financial Wellbeing**
- ➔ Spotlight on: **Financial Stigma**
- ➔ Spotlight on: **Women's Mental Health at Work**
- ➔ Navigating the **Ageing Care Journey**
- ➔ **Risky Drinking** for Workplaces - Why does it Matter?



### Media

- 🔊 **Sally Clarke,**  
Burnout Expert - Interview
- 📺 **Early in Career** Resource - Video



# Communications

A key objective of how we communicate is to ensure Australian organisations view mental health as core to their business strategy. CMHAA uses various events and multiple communication channels to raise awareness, enable discussions and provide practical information on creating and sustaining a mentally healthy workplace.

## Resources

- Member Case Studies
- Expert Interviews
- Monthly member-only newsletter (PULSE)
- Quarterly thought leadership newsletter (SPRINT)

## LinkedIn

- Thriving from the Start Article Series
- Monthly themed campaigns

## Media

- State of Mind Podcast
- Sky News
- Lawyers Weekly and HR Weekly

## Affiliate Events

- Sparke Helmore Event featuring CMHAA members
- Workplace Wellness Festival
- Workplace Mental Health Symposium Conference
- EAPAA Conference
- Wellbeing at Work Australia Summit
- 23rd World Congress on Safety and Health at Works

## 2022-23 Highlights

Founding Members:

20

Annual memberships:

8

CMHAA Employee reach:

500,000 approx.

CMHAA represented at conferences and panel discussion:

7

Number of member and affiliate events:

19

Attendees at events:

10,200 approx.

LinkedIn followers:

2.9k

Website visits:

17k/4.9k new users

Guides, Resource and Articles created:

17

Newsletter Subscription Increase:

209%  
increase in newsletter subscriptions

## Extending our reach globally

In 2022, the MindForward Alliance emerged as a global initiative from the City Mental Health Alliance (CMHA), aiming to broaden its outreach and impact. Positioned as the foremost global non-profit organisation, it is dedicated to reshaping workplace culture into one that prioritises the mental wellbeing of its workforce.

The MindForward Alliance empowers business leaders to take decisive steps in translating discussions about

mental health into tangible actions. Through continuous research efforts, they generate data-driven solutions that address a diverse array of mental health concerns, ultimately achieving measurable results.

MindForward Alliance believes strongly that a healthier organisation is also one that is freer to innovate and to grow, and to solve the global mental health crisis, we need visionaries to help push the entire workforce into a safer, healthier, and more profitable world.

The values underpinning MindForward Alliance are:

# Our Values



## Business led

We are founded by **purposeful business leaders**.

Our work is **led by business & informed by insights** into the continually changing needs of industries, organisations and employees.



## Brave

We **shine a light** on difficult, sensitive workplace wellbeing challenges, and work to uncover and share **disruptive and impactful solutions**.



## Inclusive

We are committed to **including, supporting and lifting-up people from all backgrounds** in our focus on better workplace mental health.



## Collaborative

We believe that the **purposeful collective effort** of businesses, mental health experts, academics and people with lived experience is **essential for achieving our vision**.



## Passionate

We are **passionate and relentless** in our goal to achieve **impactful, lasting positive change** in workplace mental health.



## Compassionate

We work with **kindness and empathy**, taking a **human-first approach** that has a **positive impact** for people, communities and broader society.



MindForward  
Alliance

## Global Summit 9 & 10 May 2024

*The Evolution of Workplace  
Mental Health: Navigating  
the Future*

### **MindForward Alliance Global Summit**

The 2nd MindForward Alliance Global Summit will take place in May 2024. The Summit focuses on the belief that businesses, a cornerstone of every society, can be part of the solution to the global mental health crisis. By bringing businesses together to share ideas and focus on prevention, we can dramatically improve mental health and save lives.

The event will feature insights from businesses, academics and workplace mental health experts from around the globe. As an affiliate, CMHAA will be presenting sessions based on the Australian experience.

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



# Early In Career Program

The Corporate Mental Health Alliance Australia 'Thriving from the Start' Early in Career (EIC) Program was developed to understand the challenges and concerns young employees face as they embark on their careers, and to highlight to organisations the impact workplace experiences can have on the mental health of early in career employees.

CMHAA officially launched its 'Thriving from the Start' Early in Career Network and Program in December 2021. Since then, our Early in Career Committee (comprised of early in career employees from our member organisations) have formed four working groups which are overseen by CMHAA and Early in Career Functional Leads:

## Engagement Strategy Group

This group creates quarterly newsletters showcasing the Early in Career committee members and Thriving from the Start activities.

## Early in Career Advocacy Program

This group is working with the Leadership Best Practice workstream on assisting to develop a resource designed to mobilise mental health champions within member organisations.

## 2-Way Reverse Mentoring Program

2023 saw the kick-off of the Early in Career 2-Way Reverse Mentoring Program which matched small groups of our Early in Career Committee with CMHAA Board Members. Each session was themed around the Connect Sessions (see above). The aim is to evaluate the 2023 program and build on it in 2024.

## Connect Sessions Group

The members in this group curate quarterly events focusing on topics uncovered in the 2020 'Laying the foundations for good mental health' report research. Each session is facilitated and supported by a different member and they have been extremely popular with over 2,000 attendees collectively. Here are the events from the past 18 months:

- **Overcoming Imposter Syndrome** (April 2022).
- **Building Boundaries for a Balanced Life** (September 2022).
- **Keeping Calm and Navigating Important Conversations** (December 2022).
- **Sustainable Success:** Strategies for Avoiding Burnout (April 2023).
- **Jack Ultracyclist:** Cycling, Mental Health and an Extraordinary Life (June 2023 – see above).
- **Looking after your Financial Wellbeing:** Tips for those Early in Career (July 2023).

## Empower Younger Employees to utilise Mental Health Resources

The members of this group created on a video debunking myths around Employee Assistance Programs (EAPs). The video was released in October 2023.



---

# Outlook for 2024

The Program of Work for 2024 seeks to build and consolidate on the activities undertaken in 2023. Workstreams were amalgamated and streamlined during the 2023 Annual Gathering Strategy Session.

Work has commenced on a number of activities and reports in the pipeline to be launched next year.

## Thriving from the Start: Early in Career Program

We look forward to growing and building the impact of our EIC Program. Our primary focus includes:

- **Board Mentoring:** Continue to refine and offer the yearly reciprocal mentoring relationship between EIC Committee members and CMHAA Board Members/ Senior Sponsors.
- **Growth:** Expand the TftS network through quarterly events and newsletters focused on practical skills to promote thriving in the workplace.
- **Mental Health Resources:** Develop material focused on Early in Career employees to reduce stigma and encourage use of internal mental health resources, such as Employee Assistance Program (EAP) services.
- **Upskill managers:** Work collaboratively with select external providers to educate and upskill managers so they can help EICs to thrive in the workplace.
- **Research:** Partnering with experts in the field we will be contributing to a pilot program looking at the transition of early in career employees into the workplace and the skills and capabilities that enable them to create a sustainable career.

## Wellbeing Week

After the success of our inaugural February 2023 Wellbeing Week, CMHAA will once again host our Wellbeing Week event from 19-23 February to all employees of the members companies of CMHAA. This ambitious event will consist of daily virtual sessions covering topics across Mind, Body, Life and Leadership. A series of keynotes and sessions delivered by experts will help support the wellbeing and development of positive mental health skills for employees and leaders in the workplace.

## Leadership

The Leadership Lifecycle Toolkit is being developed and due to launch in 2024. The aim of the toolkit is to bring together a practical suite of leadership tools and resources based on best practice and evidence to support people leaders from the emerging to the experienced.

Backed by primary research with our members, published literature and the input of experts the toolkit will provide guidance and collation of resources about good leadership on mental health in the workplace.

## Biennial Survey

In late 2022 we launched the Leading Mentally Healthy Workplaces Survey with 14 member organisations across various sectors participating. The aggregated and benchmarked report was launched in August 2023.

The survey will again be run in late 2024 with the aim of even more member organisations participating. The results of which will highlight our areas of improvement since 2022 and guide our work in 2025 and beyond.

## Work Practices

A series of Masterclasses and Learning sessions are planned for our members for 2024 that centre on practical application within the workplace that support system and organisational change.

We will continue to invest in and focus on good work design and capability building, psychosocial risks, hazards and controls best practice and prevention and early intervention strategies that support psychological health and safety within our member organisations.

## Research

In early 2024 we will be launching the report on our CEO interviews on the intersection between mental health and productivity.

CMHAA remains committed to partnering and seeking opportunities to work with experts and organisations to further the evidence base on thriving and sustainable workplaces for all employees.

## Expansion

We are also continuing to explore and prepare for expansion of the Alliance to include New Zealand, which will provide even more opportunities for members to learn from one another and drive lasting change.





# Statistics

 22%

of people reported a mental disorder in the last 12 months<sup>1</sup>

 3.5 million

Australians have mild to moderate mental health issues<sup>2</sup>

 \$39.9 billion per year

The Productivity Commission estimates between \$12.2 and \$39.9 billion lost relating to the workplace due to loss of productivity and participation in the workplace.<sup>3</sup>

 9%

of businesses have a sustained and integrated approach to mental health in the workplace.<sup>4</sup>

 46%

increase in mental health claims since pre-pandemic times<sup>5</sup>

 39%

increase in the average number of days taken off work due to mental<sup>6</sup> health in the last 4 years

<sup>1</sup> AIHW (2023) Mental Health.

<https://www.aihw.gov.au/mental-health/overview/mental-health-services>

<sup>2</sup> Productivity Commission. (2020). Mental Health.

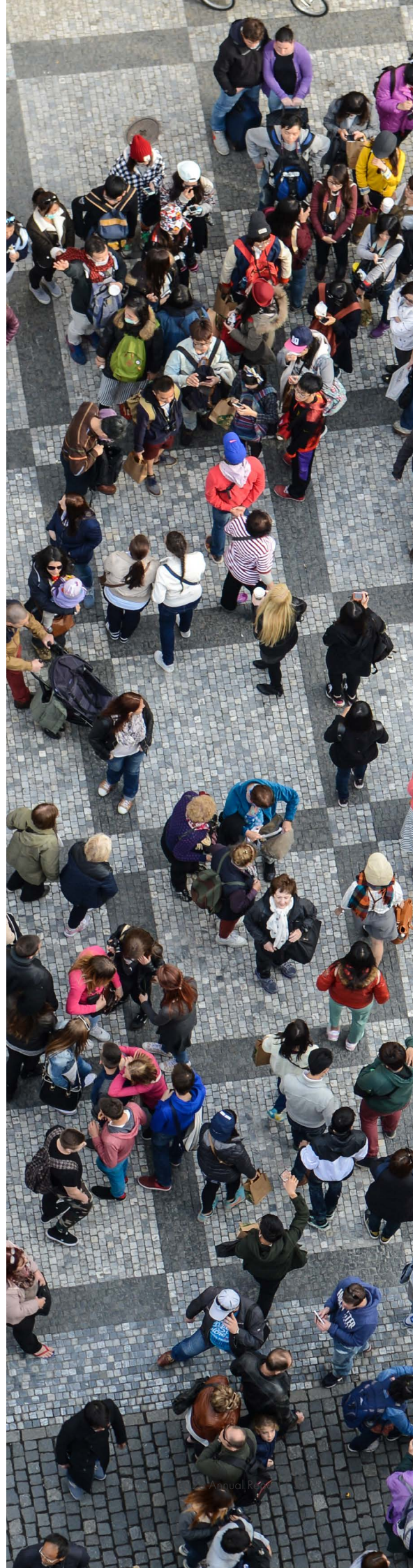
<sup>3</sup> Productivity Commission. (2020). Mental Health.

<https://www.pc.gov.au/inquiries/completed/mentalhealth/report/mental-health.pdf>

<sup>4</sup> CEDA (2022). Mental Health and the Workplace. How can employers improve productivity through wellbeing? <https://cedakenticomedia.blob.core.windows.net/cedamediacontainer/kentico/media/attachments/mental-health-report-13.pdf>

<sup>5</sup> Allianz Australia (2023). The Workplace Realignment: Reset needed as cost of living, fatigue and burnout, put pressure on workplace mental health. <https://www.allianz.com.au/about-us/media-hub/the-workplace-realignment.html#:~:text=New%20claims%20data%20from%20Allianz,cent%20in%20the%20same%20period>

<sup>6</sup> Allianz Australia (2023). The Workplace Realignment: Reset needed as cost of living, fatigue and burnout, put pressure on workplace mental health. <https://www.allianz.com.au/about-us/media-hub/the-workplace-realignment.html#:~:text=New%20claims%20data%20from%20Allianz,cent%20in%20the%20same%20period>



**cmhaa.org.au**

© 2023 Corporate Mental Health Alliance Australia

D0425289



**Commonwealth Bank**

This report was produced with the  
support of Commonwealth Bank