



# 2025 Annual Report



**Corporate Mental Health  
Alliance** AUSTRALIA



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# Message from the Chair

I am proud to share the Corporate Mental Health Alliance Australia's annual report for 2025, marking our fifth year as a united force for change in workplace mental health. What began as a conversation has grown into a thriving alliance representing over 500,000 working Australians. This milestone is a testament to the power of collective leadership and the unwavering commitment of our member organisations. Our shared efforts have driven real change through new resources, research, and events that reach far beyond our membership.

In 2025, the urgency of our mission has intensified, as mental health remains one of the most pressing challenges in Australian workplaces. Burnout and psychological distress are affecting millions, with our latest research revealing that 46% of employees experienced burnout in 2024. Work remains a significant source of stress, underscoring the critical need for organisations to prioritise mental health, particularly during periods of economic uncertainty.

Despite these challenging conditions, marked by slower growth, financial pressures, redundancies, and tighter budgets, our Alliance has demonstrated the power of collective action. Over the past year, we have celebrated our 5th anniversary, expanded our membership, and delivered landmark research, including the second Leading Mentally Healthy Workplaces Survey and the "Surviving or Thriving?" report on early-career burnout. Initiatives like our member Wellbeing Week, which attracted over 45,000 registrations, along with our events, webinars, and mentoring programs, have fostered learning and connection across industries, proving what is possible when businesses unite around a shared purpose.

A highlight of the year was our fifth Annual Gathering, hosted by Microsoft in North Sydney. This event brought together leaders, experts, and stakeholders from across business, government, and the not-for-profit sector. Special guest Dr Michael Gervais challenged us to cultivate high performance through care and connection,



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and our roundtables and panels tackled the complex challenges of work design, productivity, technology and trauma-informed care. The day was a powerful reminder of what we can achieve when we unite around a shared purpose.

As Chair, I am especially proud of the Alliance's ongoing commitment to partnerships and collaboration. This year, we have deepened our connections with not-for-profits, academic institutions, and government bodies, broadening our reach and our impact. Initiatives like the inaugural Workplace Mental Health NGO Symposium, strong connections with organisations such as Lifeline and Healthy Heads in Trucks and Sheds, and exploration of how to expand our Early in Career program demonstrate the value of working together to address complex challenges. By fostering these partnerships, we are building a stronger, more cohesive network that is equipped to drive lasting change for all working Australians.

Through these collaborations, we bring together best-practice thinking from leaders and create resources to address perhaps the most important challenge for our nation – our national productivity. At a time when new technologies including AI are often claimed to be the answer to our productivity challenges, we continue to believe that our greatest strength comes from our workforce. As the Productivity Commission has confirmed, the quality of psychological safety in Australian workplaces today is a significant drag on our nation's productivity and we know much remains to be done. We believe we can and should do better for the benefit of all working Australians and their families.

Looking ahead, our agenda remains ambitious. Our focus remains on deepening connections across sectors, industries, and communities. We will continue to support our members, advocate for evidence-based practices,

and share what works - and what doesn't - so that every organisation can benefit. We are committed to expanding the Alliance by welcoming new members, confident that this growth will bring fresh perspectives, inspire innovative strategies to advance our mission, and strengthen our ability to make a meaningful impact.

I'd like to thank the Alliance's CEO, Dr Kim Hamrosi, our Board, expert advisors, member organisations, and all those who contribute their time and expertise to this vital mission. Thank you for your dedication and leadership.

Together, we are shaping a future where mental health is at the heart of every workplace.



**Steven Worrall**  
Chief Executive,  
Telstra InfraCo & Chair,  
CMHAA

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# Message from the Chief Executive Officer

CMHAA turned 5 this year. What started out as a group of passionate leaders and an idea, has become a highly relevant and impactful example of what can be done through collective leadership. Our Alliance brings together some of Australia's largest employers, representing about 500,000 working Australians, which gives us a real opportunity to make a difference.

The state of mental health remains, without a doubt, one of the biggest challenges we face in Australian workplaces today, fundamentally reshaping how we think about productivity and how companies look after their people. As an Alliance, we acknowledge just how big this issue is. The cost to our economy is staggering, around \$39 billion, and it's not a distant problem. It's something all companies are dealing with right now. The urgency is clear: over the past decade, mental health claims have jumped by 161%, far outpacing other types of workplace injuries. This tells us we cannot just treat the symptoms; we need to address the root causes of poor mental health at work.

Our latest research, including the Leading Mentally Healthy Workplaces Survey, brought home the scale of the challenge. Burnout is everywhere: 46% of employees reported experiencing burnout in 2024, up from 44% in 2022. Work is perceived as a significant source of stress, with 52% of people reporting that it is a medium to large stressor in their lives. And, as businesses navigate ongoing uncertainty and economic pressures, we are seeing budgets tighten, putting important mental health and wellbeing initiatives at risk.

Our Alliance provides a unique platform to tackle this. What makes this Alliance special is the way we collaborate, even across competitors. We are proudly business-led and expert-guided, operating with an 'uncompetitive and unselfish' spirit. We are committed to achieving things together that no single organisation could do alone. As one of our leaders put it, this is where we come to connect with peers who are all facing the same challenges and want to make their workplaces mentally healthier.



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Our goal goes beyond just supporting our members - we want to lift the standard for workplace mental health across Australia. By sharing openly, we can create ripple effects that benefit millions of working Australians.

Our work is focused on three core pillars: Providing Safe Settings, Empowering Our Leaders, and Driving Lasting Change. And I am proud of what we have accomplished this year and over the last 5 years, as you can see from our Annual Report.

We know there is still a long way to go, but I am proud to be involved with these wonderful member organisations that treat mental health as a strategic priority and not just a box to tick. CMHAA gives organisations a space to learn, challenge old thinking, and co-create new approaches that make a real, lasting difference for all working Australians.

As always, I thank those who make all this happen – my team, the Board, our members and the experts who so generously give their time and knowledge. Our progress demonstrates what is possible through collective leadership.



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



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# CMHAA Members

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## Founding Members

We are grateful to our founding members for their leadership on workplace mental health, and for their support in establishing the Corporate Mental Health Alliance Australia.



CLAYTON UTZ



DATACOM

Deloitte.



KING & WOOD  
MALLESONS  
金杜律师事务所



MinterEllison.



SUNCORP 



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## Our Members

All our members form part of an alliance of businesses championing workplace mental health and employee wellbeing.

A&O SHEARMAN



FUJITSU



MELBOURNE  
AIRPORT



\*Founding participant

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# Statistics



## 1 in 5 Australian workers

sustained a mental health injury in the past year, with burnout and stress being major contributors. Younger workers (under 34) are most affected, with 25% reporting injuries.<sup>1</sup>

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## 30% of the workforce

live with an ongoing mental-health condition; 1 in 5 experience high psychological distress.<sup>2</sup>

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## Mental health claims have grown 161% over the past 10 years,

far outpacing other injury categories.<sup>3</sup>

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## 5 x median time lost and 4 x median compensation paid

for mental health claims across all serious claims.<sup>4</sup>

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## 36% of employed Australians

report at least moderate psychological distress, and 1.5 million report high or very high distress.<sup>5</sup>

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## 4.1 million workers

reported a mental health condition lasting six months or more, including:<sup>6</sup>

- Anxiety disorders: 1.3 million
  - Mood/depressive disorders: 1.0 million
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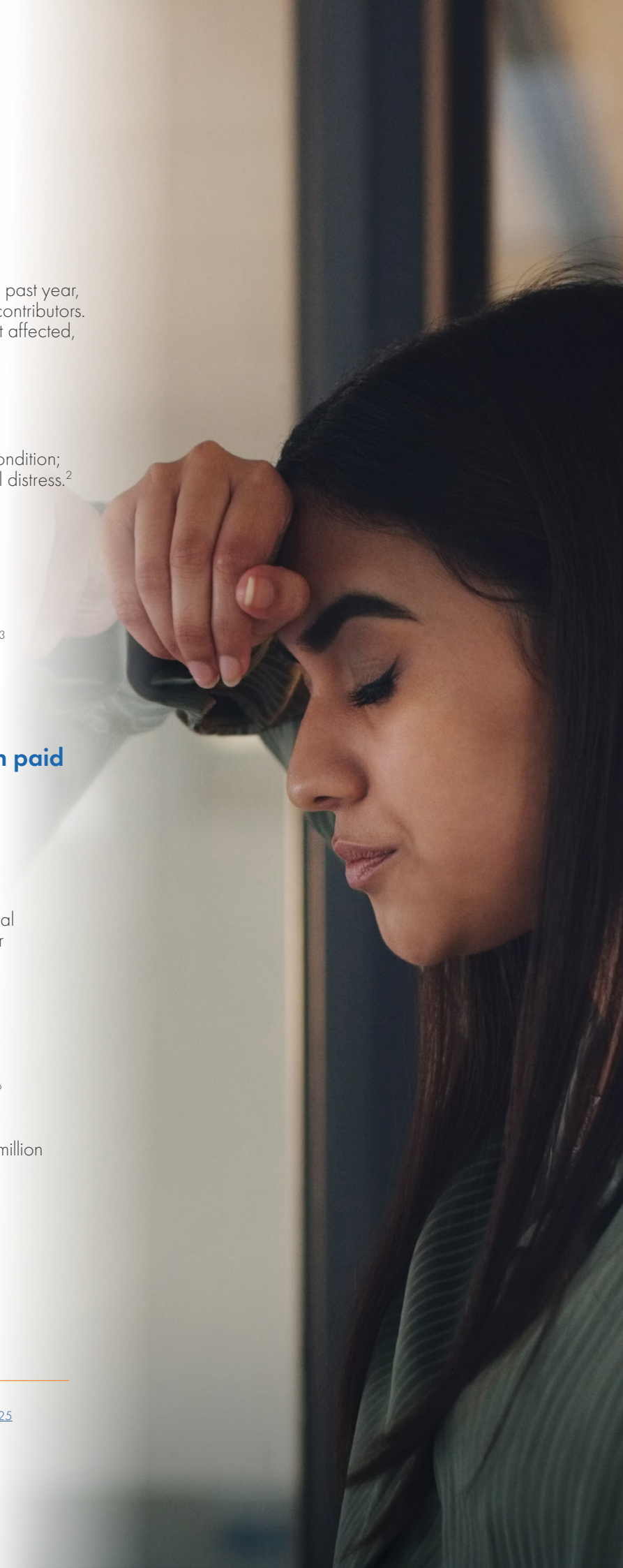


## Nearly 2.73 million Australians

are considering leaving their jobs within the next year, citing mental health concerns as a major factor.<sup>7</sup>

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1. [Safe Work Australia – Mental Health Injuries Report](#)
2. [EML & Monash University – Inside the Minds of Australia's Workplaces 2025](#)
3. [Safe Work Australia](#)
4. [Safe Work Australia](#)
5. [AIHS](#)
6. [AIHS](#)
7. [Allianz](#)



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# CMHAA

## A Year in Review

The Corporate Mental Health Alliance Australia (CMHAA) is a coalition of Australian businesses, led by industry and guided by experts, committed to fostering mentally healthy workplaces for everyone. Our core belief is that coming together as a community, we can achieve more.

At the CMHAA, we are working to ensure mental health is put at the heart of the business agenda. We believe lasting change requires mental health to be viewed as integral to organisational risk management and legal obligations, rather than simply a human resources issue. Our strength lies in uniting Australian businesses, including competitors, for collective action.

Our work is structured around three core strategic pillars: Providing Safe Settings, Empowering Our Leaders, and Driving Lasting Change.

Here is a summary of what we have been doing to bring about change:

- **Turning research into action:** We launched our second biennial Leading Mentally Healthy Workplaces Survey, with nearly 10,000 responses, to benchmark the psychological health of working Australians. This data has shaped targeted research, like the *Surviving or Thriving?* report, which looks at burnout among early-career professionals.
- **Practical collaboration:** We encourage peer-to-peer learning through member-led, expert-guided meetings and our monthly psychosocial risk case study series, where members share real-world solutions to hazards like role overload and customer-threatening events.
- **Tangible resources:** Everything we learn, we share. We've created 38 guides, resources, and articles that are freely available to help organisations plan and implement their mental health strategies.

- **Innovative support:** In partnership with AvanaDe, we co-designed a secure, self-guided AI chatbot. This private, 24/7 tool helps employees access trusted, evidence-based mental health resources—showing what's possible when our members pool their expertise for the benefit of all Australians.
- **Supporting Future Leaders:** Our Early in Career (EiC) program continues to thrive, especially our Two-Way Mentoring Program, where young professionals and senior leaders learn from each other.

These efforts have led to some remarkable milestones this year:

- We celebrated our 5th anniversary this year, a proud moment for the Alliance.
- Our 3rd Wellbeing Week was a huge success, with over 45,000 registrations and more than 11,000 live views and replays for our expert-led sessions on mind, body, and life.
- We hosted the first Workplace Mental Health NGO Symposium, creating a welcoming space for not-for-profit leaders to learn from each other and grow our collective impact.
- We ran public webinars on important topics like neurodiversity in the workplace, men's health, and women's hormones and mental health.
- Our Early in Career team hosted events on comparisonitis, managing uncertainty, burnout and thriving as a new leader.

CMHAA's progress demonstrates what is possible when businesses unite for a shared purpose, focusing not just on recognition but on implementing sustainable, evidence-based practices that benefit all working Australians.

# Happy 5th Birthday!

## Our Story So Far...

Ours isn't just a story about business; it's a story about Australians helping Australians. Five years ago, we began a movement by asking a question that changed everything: *"What if we stop competing on mental health and start collaborating?"*

Back then, the problem was too big for anyone to face alone. Mental health conditions were making up a significant portion of serious workers' compensation claims, and the working years lost due to mental injury had more than doubled in just five years. This was not just about financial losses; importantly, it was about real human suffering that crossed all corporate boundaries. Leaders from big names like Microsoft, Woolworths, and the Commonwealth Bank saw the rising stress and burnout firsthand. They realised that tackling this required working together, not competing.

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Together, we're not just improving our own workplaces, we're helping each other across the corporate landscape. It's something we're proud of because it shows what's possible when businesses unite.

**Justin Martin** | General Manager,  
Health, Safety, Workers Compensation & Wellbeing  
Commonwealth Bank of Australia

That simple pledge - to place people first and walk the talk - is how the Corporate Mental Health Alliance Australia was born.

The real test came when the first pandemic lockdown hit. Instead of retreating, these rival companies leaned in. They opened their playbooks, swapped resources, and openly shared their failure stories and data in virtual huddles - a level of trust not typically seen in corporate Australia. That leap of faith proved our defining principle: True leadership is collective.

“

We're working alongside a large, diverse group of Australian businesses who all believe we can do much better. We don't admit to having all the answers. We know this challenge has not been solved and that it's an evolving issue, but it's a belief that keeps the Alliance striving forward together.

It's uncompetitive and unselfish. The organisations involved share their research, knowledge and expertise for the better of all members. In fact, each business shares hoping that the benefit is much broader than for members alone. I'm proud we agree that we need to put people first.

**Julie Mitchell** | Chief General Manager  
Personal Injury & Commercial, Allianz

Today, we proudly represent over 500,000 Australian employees. We've used this collective strength to create shared intelligence, unified advocacy, and lasting, systemic change across Australian workplaces.

CMHAA's story is still being written, with each new member becoming part of an ongoing transformation that extends far beyond traditional business alliances. This movement demonstrates that corporate success thrives when organisations leverage their collective strength to tackle issues affecting all Australians and recognise that their greatest strength lies in what they can achieve together.

The Alliance continues to prove that workplace mental health isn't just a business challenge to be managed, but an opportunity to benefit the entire community.



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# Purpose, Mission and Vision Statements

## Our Purpose

We unite Australian businesses, even direct competitors, to break down barriers and create unprecedented collaboration around workplace mental health.

Our Alliance demonstrates that when businesses prioritise collective impact over competitive advantage, they not only transform their own workplaces but also create ripple effects that improve mental health support across entire industries and communities, ultimately reaching millions of working Australians.



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I see the Alliance at the heart of a national movement redefining what it means to work well. We'll have made mental health part of the DNA of great organisations where care, safety and performance are inseparable.

In five years, I see a connected network of leaders and workplaces that don't just talk about mental health, but design work so people can truly thrive. The ripple effect will reach industries, policies and how society values wellbeing at work.

Our goal is simple but powerful: Workplaces where everyone feels safe, supported and able to reach their full potential.

**Andrew Culleton**

Executive General Manager, Everyday People Services  
Commonwealth Bank of Australia

## Our Mission

Our mission is to put mental health at the heart of the business agenda. We aim to drive improvements in how Australian businesses respond to and adapt to this rapidly evolving and growing challenge.

We will do this by:

- Bringing together organisations that compete in the marketplace but collaborate in the shared space of human wellbeing.
- Using collective action to tackle the root causes of mental health challenges to influence workplace cultures, industry practices, and public policies.
- Delivering sustainable improvements that transcend organisational structures and changes in leadership.

“

Being part of the CMHAA gives us access to insights from leading organisations across industries. These learnings help shape our strategy, ensuring safeguarding good mental health remains a priority.

**Justin Martin** | General Manager, Health, Safety, Workers Compensation & Wellbeing,  
Commonwealth Bank of Australia

## Our Vision

Our vision is for every Australian workplace to be a mentally healthy environment.

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.

“

We're united for a common cause. We bring together some of Australia's largest employers. We're openly sharing and transparency is valued.

Everything CMHAA learns is made freely available to others. It's not just about helping member organisations, it's about lifting the standard for workplace mental health across the entire country, empowering leaders and shaping policy.

CMHAA empowers business leaders to take action, advocates for systematic change and contributes to shaping public policy. Being part of CMHAA means being part of a movement that's redefining how workplaces support mental health with courage, collaboration and compassion.

**Damian Zahra** | Chief People Officer, Bunnings



# CMHAA Strategic Priorities 2023-25

## 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

- Deepen organisational understanding
- Create a culture of openness and trust

- Develop and equip our leaders
- Empower and influence our fellow business leaders through leader to leader connection

- Advocate for system change within our business, supply chains and the broader community
- Shape key public policy issues

#### Objectives

- 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

- 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 insights on:
  - 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
- Determine key public affairs issues the CMHAA will prioritise and advocate for

#### Initiatives and Programs being Undertaken

- Early in Career Program
- Flagship Activities
- Research

- Leadership Activities
- Flagship Activities

- Strategic Partnerships
- Advocacy, Policy & Regulatory

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.



### Tools & Resources

- Provision of evidence-based resources, guides, tools and resources developed by CMHAA, members and collaborators to be made available (where possible) for all businesses.



### 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.



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# Membership Overview

This year, CMHAA continued working with existing members as well as building and strengthening relationships with stakeholders across industry, government, academia and not for profit organisations.

The website details the benefits enjoyed by members and their responsibilities. Membership is open to for profit businesses operating in Australia. In the future, we aim to extend our operations to include New Zealand.

“

CMHAA gives us a space to learn, challenge old thinking and co-create new approaches that truly make a difference. That collaboration sparks ideas that no organisation could ever achieve alone.

What makes me proud is knowing every conversation and shared story drives real, lasting change, not just for our people, but for my family, my friends and workplaces all across Australia.

**Andrew Culleton**

Executive General Manager, Everyday People Services  
Commonwealth Bank of Australia

## Membership benefits:

- Contribute to a significant shift in creating mentally healthy workplaces across Australia
- Gain access to a global Alliance network of leadership and engage individually with CMHAA's network of experts
- Participate in benchmarking and research opportunities related to mental health issues
- Access to and use of guides, tools, and resources developed by members and external experts
- Collaborate with other members and organisations focused on mental health through events, workshops, and roundtables
- Enhance your brand as a recognised leader in workplace mental health, with opportunities to engage with the media and speak at relevant events
- Influence research and policymakers to improve the quality of the work experience for millions of Australians
- Access a member-only collaboration platform.



“

The thing I'm most proud about with regards to the Alliance is the fact that it's just simply a group of leaders who've come together because they realise that they can learn from each other, they can improve, and that they can continue to redefine what excellence looks like in their organisations. And as we look ahead, I think that's so important, especially at a time now when there's so much conversation about the role of technology with AI emerging.

And of course this desire for us to create organisations where people can be at their best and of course, so that we can drive business performance. And I'm most proud that we're continuing to do that work and ultimately that we want to extend that work to every organisation, no matter how large or small, across the Australian economy.

**Steven Worrall** | Chief Executive,  
Telstra InfraCo and CMHAA Chair

# Governance

## CMHAA Board

The governance structure of CMHAA supports the day-to-day operations and its delivery on the program of work, enabling the measurement of progress and supporting the development of an evidence base.

The Board is operationally supported by representatives from each member organisation (Functional Leads). The Board's role is to steer the strategic direction of CMHAA, establish an operational framework, and address the needs of member organisations. We deeply appreciate our Board Members for their time, dedication, and commitment to fostering and maintaining mentally healthy workplaces across corporate Australia.

### CMHAA Board Changes:

We thank our outgoing Board members:

- **Alison Croweller** | Senior Director Government Affairs and Policy at Johnson & Johnson
- **Annette Karantoni** | Managing Director at Woolworths Retail
- **Ellen Derrick** | Asia-Pacific Government and Public Services Leader at Deloitte

We welcome to the Board:

- **Damian Zahra** | Chief People Officer, Bunnings
- **Dorothy Hisgrove** | National Managing Partner, People & Inclusion, KPMG
- **Simon Lowden** | Chief Officer of Group Affairs, Communications and Sustainability, Woolworths Group, and
- **Steven Miller** | Area Vice President - Microsoft ANZ



**Steven Worrall**  
Chief Executive,  
Telstra InfraCo & Chair, CMHAA



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



**Damian Zahra**  
Chief People Officer  
Bunnings Group



**David Brewster**  
Chief Legal & Safety Officer  
Coles Group



**Dorothy Hisgrove**  
National Managing Partner  
People & Inclusion  
KPMG Australia



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



**Lucinda Brogden AM**  
Independent Board Member



**Renae Lattey**  
Chief Executive Partner  
King & Wood Mallesons



**Simon Lowden**  
Chief Officer of Group Affairs,  
Communications and Sustainability  
Woolworths Group



**Steven Miller**  
Area Vice President  
Microsoft ANZ

# Expert Advisors

CMHAA is a business-led, expert-guided organisation. We actively collaborate with some of Australia's foremost experts in workplace mental health and wellbeing, who generously share their insights and knowledge. This collaboration ensures that we provide accurate, relevant, and appropriate information and resources.

We wish to thank the following experts that have participated in and contributed to CMHAA initiatives throughout 2025.



**Associate Professor  
Carlo Caponecchia**  
UNSW

**Associate Professor  
Caroline Gurvich**  
Monash University

**Associate Professor  
Jo-An Occhipinti**  
University of Sydney

**Audrey McGibbon**  
Global Leadership Wellbeing Solutions

**Ben Farinazzo**  
Mental Health Ambassador

**Ben Gunn**  
Fabulate

**Bran Black**  
BCA

**Dave Burroughs**  
Australian Psychological Services (APS)

**Debra Brodowski**  
The Centre for Corporate Health

**Dr Eleanor De-Ath Miller**  
Transitioning Well

**Dr John Chan**  
Infinite Potential

**Dr Laura Kirby**  
Australian Psychological Services (APS)

**Dr Leah Collins**  
Transitioning Well

**Dr Michael Gervais**  
Finding Mastery

**Dr Michelle Lim**  
Ending Loneliness Together

**Dr Moira Junge**  
Sleep Health Foundation

**Dr Nicole Avard**  
Metluma

**Dr Vanessa Huron**  
UNSW

**John Brodgen AM**  
Mental Health Advocate & Author

**Jono Nicholas**  
The Wellbeing Outfit

**Katies Reeves**  
Centre for Corporate Health

**Professor Brock Bastian**  
Melbourne Business School

**Professor John Buchanan**  
The University of Sydney

**Rachel Linton**  
Cognize Coaching & Consulting

**Sabrina Read**  
Human Better

**Simone Austin**  
HealthyLife

**Stephen King**  
Productivity Commission

**We are grateful for their ongoing support and guidance.**

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Overall, CMHAA and our partners are really shaping a future where mental health is understood, supported and prioritising every workplace across the nation.

**Damian Zahra**  
Chief People Officer, Bunnings



**We would also like to thank the below members for their contribution to events and webinars.**

**Alex McGrath**  
Deloitte

**Allison Warriar**  
King & Wood Mallesons

**Andrew Culleton**  
Commonwealth Bank

**Angela Konstantopoulos**  
Coles Group

**Ben Sheidow**  
Woolworths Group

**Brianna Cattanach**  
Allianz

**Bruce Cooper**  
[formally] Clayton Utz

**Damian Zahra**  
Bunnings

**David Brewster**  
Coles Group

**Emma Howard**  
Clayton Utz

**Emily Woodlands**  
Clayton Utz

**Gabby Smith**  
nib

**Georgie Garvey**  
Bunnings

**Holly Simonetti**  
Suncorp

**Jeanette Fenske**  
Woolworths Group

**John Tuck**  
King & Wood Mallesons

**Julie Mitchell**  
Allianz

**Kate Cato**  
MinterEllison

**Kenny Singh**  
Microsoft

**Kim Church**  
Deloitte

**Lainie Cassidy**  
KPMG

**Lauren Heron**  
MinterEllison

**Lindy Dang**  
Microsoft

**Marguerite McAvoy**  
MinterEllison

**Matt Rees**  
Bunnings

**Matthew Leslie**  
Suncorp

**Melinda Upton**  
Deloitte

**Natasha Polsen**  
Deloitte

**Patrick Wan**  
Microsoft

**Rachael McVitty**  
Bunnings

**Rebecca Hofmann**  
Allianz

**Renae Lattey**  
King & Wood Mallesons

**Sarah Carney**  
Microsoft

**Steven Worrall**  
[formally] Microsoft

**Virginia Briggs**  
MinterEllison

**Vivek Pradhan**  
Bunnings

**And a big thank you to Commonwealth Bank, Deloitte, King & Wood Mallesons, KPMG, Microsoft and MinterEllison for graciously hosting our events.**

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# Activity in 2025

The Alliance continues to focus on system change and encouraging evidence-informed practice to promote mentally healthy workplaces in Australia. The Program of Work for 2025 reflected this direction through our public and member events, growing pool of resources, new research and ongoing communications through various channels. The Flagship events held this year included our hugely successful **3rd Wellbeing Week** and the **5th Annual Gathering** and **Senior Executive Roundtable**, both kindly hosted by Microsoft.

Throughout the year, other events included our **member-only psychosocial risk case study series** which provided an opportunity to bring our community together to share their practical application and knowledge. We also ran our **Expert Series** again with topics covered including; The Role of Ethical Leadership; Psychosocial Risk Regulations – Three Years On and how AI is Revolutionising the Workplace.

Our public events have included webinars focused on **Neurodiversity in the Workplace, Men's Mental Health & Menopause and Mental Health**.

Our research in 2025 saw the launch of our second **'Leading Mentally Healthy Workplaces Survey 2025'** report – landmark research reporting on factors that influence the mental health and wellbeing of our member employees, and the actions organisations have taken to address these factors. Using insights from that report, we conducted an in-depth analysis of early career findings and released an additional report titled **'Surviving or Thriving? The reality of work stress and burnout for early-career employees'** which explored what organisations can do to ensure that young employees are supported and thriving as they start in their jobs and embark on careers.



We were also delighted to host the inaugural **Workplace Mental Health NGO Symposium**, which was kindly hosted by MinterEllison. The gathering brought together a diverse group of not-for-profit leaders committed to advancing mentally healthy workplaces and identified opportunities for mutual learning.

Finally, our **Early in Career program** also went from strength to strength with their 2025 activities which included their 2-way reverse mentoring program, quarterly events and research into burnout.



# Events

## Wellbeing Week 2025

CMHAA Wellbeing Week 2025, held from 24–28 February, was a vibrant and inclusive initiative designed to promote mental, physical, and emotional wellbeing across Australian workplaces. With over 45,000 registrations from our members and more than 11,000 combined live views and replays, the event showcased the Alliance’s commitment to embedding mental health into the business agenda.

The week featured a rich schedule of expert-led sessions - from meditation and movement classes to keynote talks by Martin Heppell, Hugo Toovey, and Laura Brock - each offering practical strategies for resilience, early health intervention, and mindset mastery.

The program was designed with accessibility in mind, offering shorter sessions and on-demand content via our platform, allowing organisations to integrate these resources into their broader wellbeing plans. CMHAA’s thoughtful curation and member engagement throughout the week underscored its role as a leading force in shaping mentally healthy workplaces.



Through Wellbeing Week, any member organisation employee can log in and hear from expert keynote speakers and other subject matter experts about different mental health, physical health and wellbeing topics. And it’s such an incredible initiative that means that that anybody can access some truly incredible experiences all from their desk. They’re all virtual, totally accessible and really engaging, high quality events. It’s just such a wonderful initiative to be able to run in our organisations.

**Alex McGrath** | Senior Manager Wellbeing, Deloitte

## Wellbeing Week Speakers 24-28 February 2025



## CMHAA Wellbeing Week Keynote Speakers 24-28 February 2025, 12PM-1PM

<p>MONDAY</p> <p>Discovering Resilience</p>  <p><b>Martin Heppell</b> The Resilience Project</p> <p>TUESDAY</p> <p>Don't Wait Until It's Too Late</p>  <p><b>Hugo Toovey</b> 25 STAY ALIVE</p>	<p>WEDNESDAY</p> <p>The Importance of Maintaining a Positive Mindset</p>  <p><b>Laura Brock</b> Former Matilda</p> <p><b>PUBLIC EVENT THANK YOU TO ALLIANZ AUSTRALIA, OFFICIAL INSURANCE PARTNER OF FOOTBALL AUSTRALIA</b></p>	<p>THURSDAY</p> <p>Food for Thought</p>  <p><b>Julie Goodwin</b> Chef</p> <p>FRIDAY</p> <p>How Not to Stuff up your Kids</p>  <p><b>Dr Billy Garvey</b> Developmental Paediatrician</p>
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## Annual Gathering

Microsoft graciously hosted the fifth CMHAA Annual Gathering in April 2025 at their North Sydney offices. Our motto, "business-led and expert-guided," truly came to life throughout the day. The morning kicked off with over 50 attendees, including our Board, Member Leads, and Early in Career Committee, sharing case studies and learning from each other. In the afternoon we were joined by guests from across government, industry and not for profit sectors for a series of inspiring sessions including:

- An International Keynote from Dr Michael Gervais on Cultivating High Performance.
- Breakout sessions about good work design, making the business case, technology and wellbeing and Trauma Informed Care.
- Panel discussion about navigating productivity, technology and wellbeing.



## Senior Executive Roundtable

During our Annual Gathering, our Chair, Steven Worrall hosted a Senior Leader roundtable with 24 Senior Executives from some of Australia's leading organisations. Special guest speaker, Finding Mastery Founder and Host, Dr Michael Gervais explored leadership and lessons learned from coaching high-performance athletes, business leaders and world class performers to be their best.



## NGO Symposium

The inaugural Workplace Mental Health Roundtable was kindly hosted by MinterEllison in Sydney late 2025. It brought together a diverse group of not-for-profit leaders committed to advancing mentally healthy workplaces. The event fostered a warm and collaborative environment where participants shared organisational focus areas, explored common challenges, and identified opportunities for mutual learning.

Plans were set in motion for future meetings to deepen connections, amplify collective impact, and advocate more powerfully for workplace mental health across corporate Australia.



## Member Events

Following feedback from members about wanting to share and hear more about the practicalities relating to specific psychosocial hazards, we put together a monthly series where our members presented and discussed a range of topics.

### The 2025 Psychosocial Risk Case Study Series

- **Poor Organisational Change**, Dr Laura Kirby, APS
- **Exposure to Traumatic Events**, Suncorp and APS
- **Role Overload**, Deloitte
- **How Organisations are responding to psychosocial risks**, UNSW
- **Customer Threatening Events**, Bunnings
- **Workplace Strategies for Menopause**, Clayton Utz
- **Feedback, Coaching and Recognition**, MinterEllison
- **Sustainable Working**, KPMG

We also ran a series of sessions featuring experts discussing a range of topics of interest to our members.

### The 2025 Expert Series

- **The Role of Ethical Leadership**  
Prof. Brock Bastian, Melbourne Business School
- **Psychosocial Risk Regulations – Three Years On**  
John Tuck, King & Wood Mallesons
- **AI is Revolutionising the Workplace**  
Prof. Jo-An Occhipinti & Prof. John Buchanan, The University of Sydney
- **The Good Work Blueprint: Insights on JDR Theory, Job Crafting, and the Future of Work**  
Prof. Arnold Bakker, Erasmus University Rotterdam, The Netherlands



CMHAA has helped us elevate our approach to mental health by giving us access to expert insights, peer learning, and practical tools that actually make a difference. Through the Alliance, we've been able to benchmark our initiatives to refine our strategy and embed mental health into our leadership culture. Being part of CMHAA means we're not just talking about mental health, we're actively shaping the future of it in corporate Australia.

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



## Public Events

In 2025, we focused on three areas and explored how they relate to mental health in the workplace, using experts and lived experiences.

### Neurodiversity in the Workplace

This webinar included a discussion around the value and benefits of championing workplace neuro-inclusive approaches and what these might look like in practice.

**Corporate Mental Health Alliance AUSTRALIA**

**Date: Wednesday 19 March 2025**  
**Time: 11am-12pm AEDT**

The livestreamed discussion will feature outstanding speakers:

- Moderator: Dr. Sam Hancock, CEO, CMHAA
- Dr. Eleanor De Jahn-Adler, Consultant Psychiatrist, Clinical Neuropsychologist & Coach, Translational Unit
- Alex McGrath, Diversity & Inclusion Lead, R&D Group
- Kamraj Singh, Director, Modern Work & Cyber Security Practice, On The Market, Melbourne, VIC

**WEBINAR: NEURODIVERSITY IN THE WORKPLACE**

To mark Neurodiversity Celebration Week (17-23 March), the Corporate Mental Health Alliance Australia (CMHAA) is hosting a free webinar to explore neurodiversity in the workplace, including a discussion around the value and benefits of championing workplace neuro-inclusive approaches and what these might look like in practice.

### Men's Health Week Webinar: The Promise of Hope from the Deepest Valley to the Highest Mountain

Dr Kim Hamrosi hosted a conversation with John Brogden AM, global and Australian suicide prevention campaigner, and author of Profiles in Hope, a book which gathered inspiring stories from 15 well-known and ordinary Australians. One of those, army veteran and Invictus Games Gold Medalist Ben Farinazzo, joined John and shared his story of survival, recovery, and living a purposeful life.



### World Menopause Day Webinar: Woman's Hormones and Mental Health: What we're missing

This webinar, saw leading doctors, researchers, and executives unpack:

- How shifting hormones impact the brain, mood, and cognition
- Why symptoms like brain fog, anxiety, and low mood are biological – not imaginary
- Practical tools to recognise and manage symptoms at home and at work
- Why the workplace must be part of the solution for midlife women



Deloitte.

Corporate Mental Health Alliance AUSTRALIA



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# Research

## Leading Mentally Healthy Workplaces Survey 2025

CMHAA conducted its second Leading Mentally Healthy Workplaces Survey from August to December 2024. The results were shared in a report launched in early 2025. This important initiative was launched in 2022 to help our member organisations better understand the mental health and wellbeing issues affecting their employees in the aftermath of the COVID-19 pandemic. Three years on, Australians are facing different challenges, including cost-of-living and housing pressures, but we believe the survey is just as important now as it was then.

This landmark research collected data from CMHAA member organisations on factors influencing the mental health and wellbeing of employees, and the actions organisations have taken to address these factors. The results are drawn from nearly 10,000 employee responses across 10 organisations and six industry sectors in Australia.

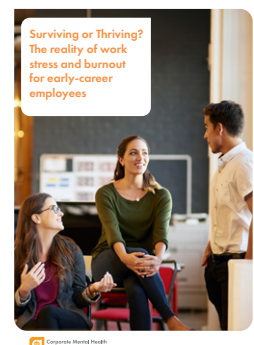
Key findings from the report;

- 46% of employees experienced burnout in 2024, up from 44% in 2022.
- 52% of respondents reported work as a medium to large source of stress over the past six months.
- 45% of employees assessed their current performance as lower than their typical performance, with 60% of these individuals reporting burnout symptoms.
- Further analysis was conducted on the results of those early in career, with qualitative research taking place in late 2025 to explore themes.



## Surviving or Thriving? The reality of work stress and burnout for early-career employees

Following the results of the Mentally Healthy Workplaces Survey, which revealed higher levels of burnout among early-in-career professionals, CMHAA undertook further research to better understand the drivers behind this trend. This led to the release of a dedicated paper exploring the contributing factors to burnout and chronic stress in this cohort. To deepen our understanding, we also conducted qualitative focus groups with early-career employees across member organisations. Insights from these conversations will be shared in a forthcoming report in early 2026, helping to inform more targeted support and interventions.



# Resources

CMHAA is dedicated to providing resource materials that help organisations plan, enhance, and implement their workplace mental health and wellbeing strategies. Our resources are designed to be practical and relevant to the Australian corporate environment, with many available to all organisations via the CMHAA website.

We are committed to developing independent resources in collaboration with our member organisations, partners, and expert advisors. Additionally, we gather and connect with reputable government bodies and other expert organisations to compile resources, materials, and guides related to workplace mental health.

## Employee Resources

CMHAA, in partnership with the Centre for Corporate Health and the Commonwealth Bank of Australia, has launched a new suite of factsheets designed to help employees, managers, and leaders thrive in the workplace.

Building on our 2024 resources, these practical guides focus on offering tools, tips, and strategies to:

- Support your mental and emotional wellbeing
- Navigate today's dynamic work environment with confidence
- Foster a culture where everyone, from early-career employees to senior leaders, can flourish.



## Factsheets

Our public factsheets saw us work with subject matter experts and CMHAA Members on the topics of:



# Communications

A primary goal of our communication strategy is to ensure that Australian organisations recognise mental health as integral to their business strategy. CMHAA leverages various events and multiple communication channels to raise awareness, facilitate discussions, and provide practical information on creating and maintaining a mentally healthy workplace.

## Newsletters

- Pulse – our monthly member newsletter
- Sprint – our quarterly news and events bulletin

## LinkedIn

- Themed campaigns
- Thriving from the Start Articles and Videos

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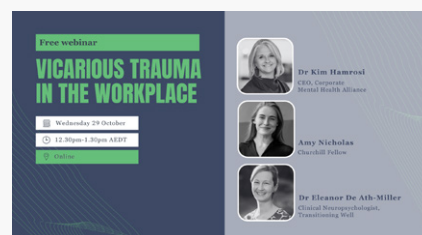
Being part of CMHAA has helped make the connections with other with peers, working towards the same goals, learning from their challenges, understanding what’s worked for them, floating ideas and just sharing successes and failures. So that’s really definitely made a difference and helped all of us here at Microsoft.

Jenny Hicks | Global OHS Manager,  
ANZ, Microsoft

## Partner Activity

### Partnership with Transitioning Well

In 2025, we enjoyed partnering with Transitioning Well and moderating a number of impactful webinars on the below topics:



## Coastrek

The CMHAA also took part in the 2025 Coastrek, raising over \$1000 for Beyond Blue.



## Empowering Australians Through AI: CMHAA's Co-Designed Mental Health Chatbot

CMHAA, in collaboration with member organisations and Avanade, co-designed a secure, self-guided AI chatbot to support workplace mental health. Built using Microsoft Copilot Studio, the tool helps employees navigate trusted, evidence-based resources, especially when they're unsure how to ask for help.

The chatbot is available 24/7, designed to be approachable, private, and easy to use. It complements human-led programs, does not collect personal data, and was developed with rigorous ethical oversight, including risk assessments and governance to ensure trust, privacy and compliance.

Mental health professionals shaped the content, and feedback from users informed the conversational flow. Early responses have been positive, and CMHAA continues to refine the experience to meet the evolving needs of diverse workplaces.

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This technology is a wonderful example of the power of the Alliance, working with a member to share their expertise and knowledge to create a tool to help all Australians.

### Discussion Board

The CMHAA member-only discussion board launched in 2025 and offers a unique and secure space for Alliance members to connect, share insights, and collaborate on workplace mental health initiatives and challenges.

Designed to foster open dialogue among functional leads and senior leaders, the discussion board enables members to pose questions, exchange experiences, and offer advice on complex challenges such as transparency in reporting workplace behaviour. Its value lies in the collective wisdom of the CMHAA community - members can subscribe to threads, receive updates, and engage in meaningful conversations that reflect the diversity of organisational contexts while promoting shared learning.



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# Early in Career Program

The Early in Career (EiC) program is a dedicated workstream at CMHAA that champions the workplace wellbeing of young professionals. It recognises that the transition from education to employment often coincides with significant personal life changes, such as gaining financial independence, relocating, and navigating evolving relationships and identity. These early career years can be marked by high stress, pressure to prove oneself, and considerable uncertainty. When combined with the higher prevalence of mental ill-health in this cohort and the lasting impacts of the pandemic—such as remote work and reduced social networks—the need for targeted support is clear.

The EiC program is designed to:

- Understand and address the challenges young people face when entering the workforce.
- Create a supportive community for early-career employees across member organisations.
- Promote mental wellbeing during a time of intense change and adjustment.

The public face of the program is the **Thriving from the Start Network**, which offers quarterly webinars, newsletters, and social media content. It is open to all individuals regardless of whether their organisation is a CMHAA member.

## New structure

To better support the Thriving from the Start Network, 2025 saw a move to a smaller, more focused Early in Career committee, along with a larger group of Organisational Reps.

We would like to thank our 2025 committee members:

- **Cameron Egger** | Qantas
- **Cassandra Nguyen** | Allianz Australia
- **Courtney York** | Bunnings
- **Gabby Smith** | nib
- **Joshua Torrelli** | Coles Group
- **Kate Buckley** | Clayton Utz
- **Patrick Wan** | Microsoft Australia
- **Zachary Heim** | King & Wood Mallesons

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The CMHAA initiatives have really helped build a stronger Early in Career community here at Microsoft and it's something I'm really proud to be a part of.

**Patrick Wan** |

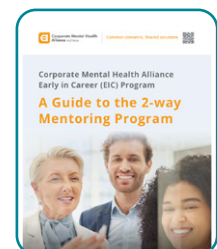
Partnership Development Manager Distribution,  
Microsoft & CMHAA Early in Career Committee  
Member.

## Mentoring Program

Since its launch in 2023, the Two-Way Mentoring Program has brought Early in Career professionals and CMHAA Member senior leaders together in an inspiring way. In its third year we saw a larger program with some new mentors added to the program and the topics explored aligning to the quarterly Thriving from the Start Network topics. Based on feedback, 2025 saw us add pre- and post- mentoring meeting networking opportunities for the mentees to grow their support networks as well as to further explore their mentoring topics.

## Mentoring Guide

In late 2024, CMHAA published a whitepaper detailing the operational framework of our Early in Career Mentoring Program, designed to help member organisations implement their own in-house initiatives. By sharing this blueprint, we hope that we can extend the benefits of mentoring to even more early-career professionals across our network.



## Thriving from the Start Network Communications

Four editions of the Thriving from the Start Network newsletter were sent out, each focusing on a different topic and introducing a member of the EiC Committee. Newsletters contained a mix of educational and promotional material as well as lighter touches like EiC recommended reads, TV series and podcasts.

The newsletter was accompanied by an increased social media presence through the Thriving from the Start LinkedIn page. Posts included the sharing of resources and thought leadership as well as the promotion of events and newsletters.

### Early in Career Webinars

#### Comparisonitis - Navigating Self-Comparison in a Connected World

The event was hosted by **Kate Buckley** from **Clayton Utz** and the CMHAA Early in Careers Committee, featuring **Sabina Read**, psychologist and speaker, and **Ben Gunn**, Co-Founder of Fabulate.

The discussion shed light on:

- “Comparisonitis” – constant self-comparison
- Social media’s role in fueling comparisons
- Impacts: inadequacy, imposter syndrome, burnout
- Pressure to match online career milestones
- Mental health and self-esteem risks and strategies to cope.

#### Burn Bright, Not Out: Understanding and Avoiding Burnout

This insightful webinar, delved into the critical issue of burnout among early-career professionals and featured **Dr John Chan** from **Infinite Potential** and **Allianz’s Rebecca Hofman**. The webinar aimed to equip young professionals with the knowledge and tools to burn bright, not out.

The session guided attendees through:

- Understanding burnout - what it is and why it happens
- Avoiding and managing burnout - practical tips and prevention strategies
- Addressing systemic issues - looking at the root causes of burnout i.e. workload, autonomy, and policies.

#### From Uncertainty to Opportunity: Thriving in the Unknown

This event, hosted by CMHAA’s Early in Career Committee Member **Courtney York**, from **Bunnings**, sparked an enlightening conversation between **Dr Eleanor De Ath-Miller**, Consultant Psychologist & Coach, **Transitioning Well** and **Vivek Pradhan**, General Manager, Data, AI & Loyalty, **Bunnings**.

The engaging session delved into:

- Rising uncertainty for early-career professionals
- How minds and bodies react to unpredictability
- Psychological insights + real-life experiences
- Practical strategies to help EiC professionals adapt and thrive.

#### The Shift from Me to We: Thriving as a New Leader

This event, hosted by CMHAA’s Early in Career Committee Member **Zachary Heim** from **King & Wood Malesons**, featured guests **Rachel Linton**, Leadership Coach and Consultant, **Cognize Coaching & Consulting**, **David Brewster**, Chief Legal and Safety Officer, **Coles** and **Allison Warriar**, Senior Associate, **King & Wood Malesons**.

This interactive webinar featured:

- Expert insights from a psychologist and leadership coach.
- Lived experience stories across the leadership spectrum.
- Real-time coaching on attendee-submitted scenarios.
- Practical tools to support your wellbeing as a leader.

# Highlights 2025



17

Founding Members



8

Annual Memberships



500k

CMHAA  
Employee reach



26

Number of member  
& affiliate events



12.9k

Attendees  
at events



4k

LinkedIn  
Followers



83k

Website visits



38

Guides, Resource &  
Articles created



31%

increase in 2025  
Newsletter  
Subscription Increase

# Outlook for 2026

Dealing with tough economic times and tight budgets means mental health must stay front and centre of business strategy. We know that wise investment in employee wellbeing helps drive productivity and supports an engaged workforce, both of which are crucial for thriving in uncertain times.

**Our plan for 2026 builds on our core pillars: Providing Safe Settings, Empowering Our Leaders, and Driving Lasting Change, to make sure we are helping our members achieve mentally healthy workplaces.**

1.

## Advocacy and Impact through Collaboration

We believe coming together as a community achieves more. In 2026, we will work more closely with other organisations and not-for-profits to broaden our reach, increase our impact, and prevent everyone from having to do the same work twice. Building on initiatives like the inaugural NGO Symposium, we aim to deepen connections, share expertise, and accelerate collective learning. Our strength is uniting businesses to prioritise collective impact over competitive advantage, creating positive ripple effects that improve mental health support for millions of working Australians.

2.

## Empowering Leaders for Systemic Change

Our priority is to equip leaders to drive systemic change, moving beyond individual interventions to address organisational factors that influence psychological risk. We will engage senior leaders and C-Suite representatives through thought-leader articles, information sharing, and targeted roundtables (such as those we host in partnership with organisations, including Allianz Australia). We aim to bring together leaders to collaboratively address the complex challenges present in today's workplaces and foster conversations, share best practices and support leaders in driving sustainable improvements in employee wellbeing and organisational performance.



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# Outlook for 2026

3.

## Building Practical Capability

We are committed to building capability among HR, Work Health and Safety (WHS), and people leaders to facilitate lasting change. While appropriate individual support remains essential, our focus will be on strengthening capability in systems of work and manager training, enabling leaders to drive systemic interventions. We will share practical knowledge and build capability through our Expert Speaker Series, planned workshops, and member-led case studies, delivering real-world application and knowledge sharing across industries.

4.

## Understanding How People Experience Work

Constantly learning about and understanding how employees experience work everyday ensures we can deliver the most appropriate resources and interventions for the workplace. This means ongoing research with our members, particularly focusing on early-career employees, to understand what affects their wellbeing and helps them thrive. We develop this deep understanding through methods such as interviews, focus groups, and storytelling. Once again, we will deliver our Leading Mentally Healthy Workplaces Survey to employees across our member organisations, which provides benchmark data to inform our future initiatives.







**Corporate Mental Health**  
**Alliance** AUSTRALIA