



# Workplace Wellbeing Index 2021/22

Index Insights

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# Foreword

Following the profound changes to working life brought on by the coronavirus pandemic, many organisations have spent the past year attempting to recover while dealing with new uncertainties.

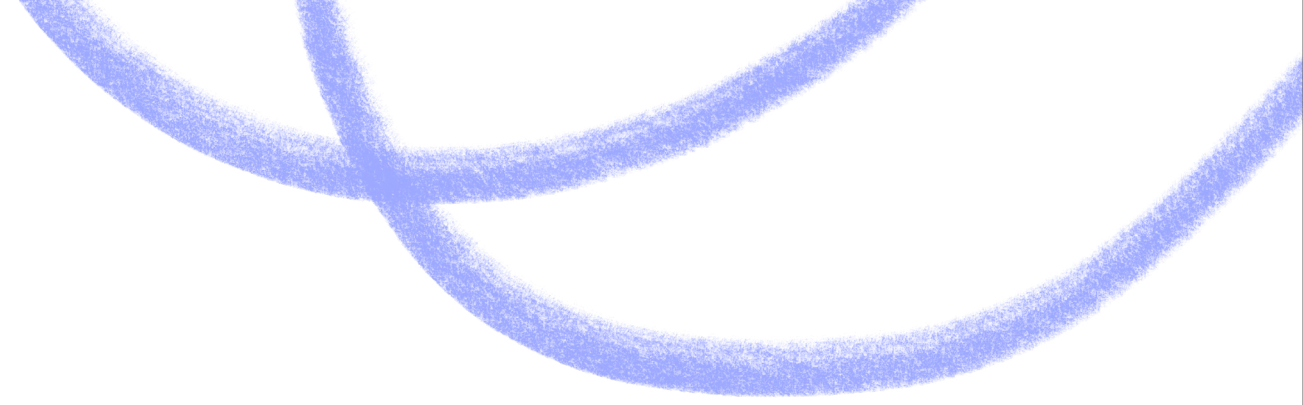
However, as we emerge from the pandemic where there was a period of renewed attention and focus on employee mental health, workplace wellbeing now seems to be diminishing as a priority for many organisations. This is starting to lead to negative outcomes with certain groups more at risk than before.

The Workplace Wellbeing Index has been used by organisations for six years for the purposes of benchmarking best policy and practice in supporting mental health and wellbeing in the workplace. 41,927 employees took part in this year's Index from 119 organisations across the UK. The Index Insights report details different aspects of workplace wellbeing across this robust data set of diverse employees, offering valuable and relevant insights. Beyond exploring these key areas, the report provides a year-on-year comparison with last year's (2020/21) Index.

I find it encouraging to see that mental health outcomes at work appeared to bounce back post-pandemic. The pandemic increased focus and expedited workplace wellbeing agendas, with more attention given to implementing

mental health and wellbeing initiatives at work. We are now experiencing the positive effects of this effort, with more employees reporting that they had good or very good mental health and fewer stating they experienced a mental health problem in their present role. I see these results as proof that mental health is a worthwhile investment for organisations of all sizes and sectors, which should continue to be prioritised in this current climate of wellbeing challenges.

Despite these positive findings, there are worrying trends which threaten the future state of mental health in the workplace. Organisations appear to be experiencing 'wellbeing fatigue', with mental health and wellbeing beginning to make fewer appearances on strategic agendas. Index results show reduced awareness of initiatives and support tools available and less overall promotion of mental health in the workplace. With the effects of recession on the horizon and the present cost-of-living crisis, there is a danger that workplace wellbeing may fall out of focus, something which has already begun to have a negative impact.



It is important to recognise that stigma remains a key challenge and is likely to be a growing one in the midst of recession. Already, fewer employees are disclosing mental health problems to their employers and fewer are being honest when mental health has been a reason for absence when compared to last year. Employees who identify as people of colour and those in their early careers have been particularly affected by the lack of openness around mental health in the workplace, feeling less comfortable and showing lower levels of disclosure than others. With LGBTQ+ employees showing poorer levels of wellbeing across various areas of the Index, more consideration of these groups and a better understanding of their needs is essential.

Going forward, supportive and well-informed line management will be crucial in tackling these challenges. While line managers are improving in their role modelling of good wellbeing behaviours, they are experiencing a lack of confidence in their abilities to support those with mental health issues in the workplace, in turn impacting employee belief in their capabilities. Line managers need the right training and knowledge to act as a trusted source of support and restore their capacity to promote mental health for those they manage, with support from senior leadership.

This year has offered a unique opportunity to reflect on the positive impacts that organisations who participated in the Index have had on the mental health and wellbeing of their employees. As we create roadmaps to address upcoming challenges in the world of work, research has highlighted a need for renewed focus, with greater insights and understanding into employee groups who are more vulnerable to stigma and mental health issues. I hope to support and guide organisations through this transformative and complex work landscape.



**Andrew Berrie,**  
Head of Workplace Wellbeing

# Executive summary

This research focuses on employees' experiences related to wellbeing in the workplace, concentrating on their overall mental health and wellbeing, organisational culture, disclosure of mental health problems, workload and working conditions, building of awareness, knowledge and skills, their levels of line management or manager support and engagement with support tools.

These assessment areas are supported by research as key elements of workplace wellbeing, and can be used for benchmarking, tracking progress and identifying areas of focus by organisations.

## Key findings

### **Employees are hesitant to take time off for health reasons.**

Overall mental health has improved compared to 2020/21, but fewer employees say they will take time off for mental and physical health issues. There was a 4.5% increase in employees describing their mental health as 'good' or 'very good', and 2.9% fewer respondents reporting that they had experienced a mental health problem while working for their current employer compared to the previous year. This is countered by a 4.7% decrease in respondents taking time off for poor mental health, and a 4% increase in employees stating that they would always go to work while experiencing poor physical health. These changes were not reflected equally across different employee groups, with those identifying as LGBTQ+ demonstrating lower levels of overall mental health and a decreased likelihood of taking time off for mental or physical health problems when compared with other groups.

### **Disclosure of mental health problems and reasons for absence has dropped.**

Our research identified a 6% decrease in employees disclosing mental health problems to their employers compared to last year as well as a 3.1% drop in those who felt comfortable doing so. Questions focused on reasoning behind nondisclosure identified a 6.1% increase in worry that disclosing would impact their working relationship with their employer, a 5% rise in worry over a lack of understanding from their employer and a 4.7% increase in those who thought their employer couldn't help, amongst other factors. This is combined with an 11.2% reduction in employees who think their organisation encourages openness and discussion around mental health. Disclosure of absence due to mental health also declined, with an increase of 4.1% of employees citing alternative reasons for their absence from work.

### **Those in early careers and people of colour are less likely to disclose mental health problems.**

Comparatively, younger employees (in the 18-24 age bracket) and employees identifying as people of colour reported lower levels of disclosure and comfort when considering disclosing mental health problems. 10.8% fewer people of colour and 14.1% fewer early careers reported disclosing a mental health problem when compared with other employees completing the Index, with 6.3% fewer people of colour and 7.1% fewer early careers stating they felt comfortable doing so.

### **General reduction in mental health skills and knowledge.**

This accompanies a diminished confidence in dealing with mental health problems. 8% fewer employees stated that they felt there was a good level of awareness and knowledge of mental health at their organisation compared with last year. This is backed by declines across staff views on all measured areas of employer contributions to knowledge; there was a drop of 3.5% in reports that their employer had built their skills and knowledge to support a colleague experiencing poor mental health, a 7.8% decrease in those who agreed that their employer had built their understanding of how to look after their own mental health at work and a 6.4% drop in those feeling their employer built their confidence and comfort in discussing mental health. Confidence in dealing with mental health problems across all employees has been impacted, with 3% fewer feeling confident in their

abilities to provide a colleague with support. Across all areas, employees identifying as LGBTQ+ scored lower, while younger employees and those identifying as people of colour scored higher when compared to other employee groups.

### **Line managers had less confidence in their abilities to support and promote mental health.**

6% fewer line managers reported that their employer had built their skills in supporting a line report and there was an 8.7% decline in managers stating their employer had built their knowledge of how to proactively promote the mental health of their staff. Amongst managers, confidence in their abilities in supporting employees with poor mental health dropped by 3.2% and a 4.5% drop in manager perceptions of their abilities to affectively promote mental health amongst staff.

### **Organisations are doing less to raise awareness of and promote mental health.**

Participating employees disclosed a 9.4% drop in their employers running initiatives to raise awareness of mental health. Significantly, this is combined with a 12.6% decrease in staff perception that senior management are completely or very supportive of the mental health agenda at their organisation. However, employee perception of positive manager role-modelling behaviours has increased, with a reported 5.5% increase in managers role-modelling sensible working hours, a 5% increase in taking their contracted lunch breaks,

a 3.5% increase in recuperating after busy periods at work, a 4.8% increase in taking their full annual leave entitlement and an 8.1% increase in taking sick leave when needed. Perceptions of mental health awareness and promotion as well as positive manager role-modelling were found to be comparatively lower amongst LGBTQ+ employees.

### **Perceptions of line manager support have declined.**

The number of employees who felt their line manager supported their mental health fell by 2.7%, with 2.2% fewer feeling that they have an effective relationship with their line manager. These findings are reflected in staff perceptions of decline in various areas of support, with a 5.5% reported drop in regular one-to-ones with their manager, 3.1% fewer feeling they had been offered chances for personal development or learning opportunities and 6.1% fewer stating that they had been allowed time during working hours to partake in personal development or learning opportunities. Again, LGBTQ+ employees reported more significant declines in their perceptions of line manager support compared with other groups.

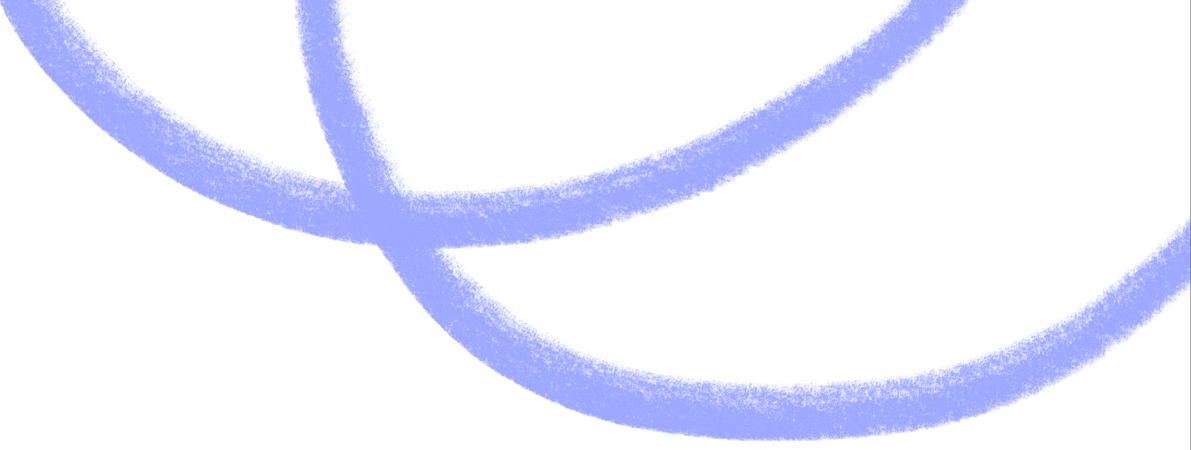
### **Awareness and utilisation of support tools has decreased, with fewer employees confident in their effectiveness.**

4.9% fewer employees disclosed an awareness of support tools compared to the previous year, amongst whom 3.2% fewer reported they were signposted to external sources of support, and 10% fewer stating they were aware of or were offered reasonable adjustments.

Utilisation of support tools across staff is down by 7.6%, coupled with a 5.6% drop in the perception of their effectiveness amongst staff. Those feeling confident in the overall support they receive from their employer also declined by 6.3%. LGBTQ+, people of colour and younger employees all reported comparatively lower scores across questions in this area.

### **Cultural engagement, job satisfaction and perceptions of employee voice are down.**

Employees reported lower scores across cultural engagement areas, with the most significant including a 2.9% drop in respondents believing they share the same values as their colleagues. Staff also reported lower levels of satisfaction with their job, with a decrease of 4.3% compared to the previous year, and there was also a decline in employee voice, with 6.3% fewer stating that they were consulted about how the organisation should be run and 6% fewer disclosing that they were consulted regarding how to promote staff wellbeing. Of those who were consulted, 7.8% fewer felt that their employer had implemented any of their feedback. LGBTQ+ employees reported comparatively lower scores across many of the areas pertaining to cultural engagement.



Our research results demonstrate important positive findings, however, also identify decline in key areas. Mind recommends that employers refresh their efforts to promote and support wellbeing in the workplace as well as concentrate on a review and revitalisation of current support tool and resource offerings to meet employee needs.

It is increasingly vital to work towards a culture of openness, without stigma, where employees feel comfortable talking about mental health and disclosing mental health problems. Ensuring opportunities for employee voice can help in fostering employee engagement and connection in the post-pandemic work environment.

Going forward, it will be critically important for organisations to build their awareness of the needs of different employee groups, such as LGBTQ+ people, people of colour and those early in their careers, creating tailored wellbeing resources and strategies.





# Methodology and Participation

A total of 41,927 employees from 119 organisations participated in this year's Workplace Wellbeing Index, with data collected between January and March 2022.

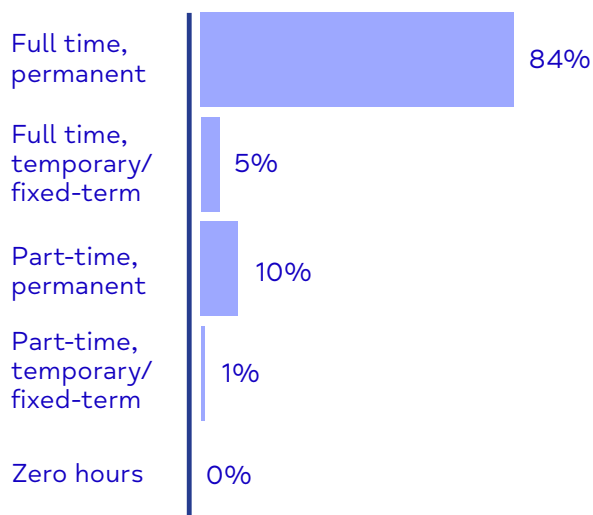
Participants consisted of employees working in small, medium and large organisations across different roles and spanning a variety of industries in the public, private and third sector.

Individuals surveyed operated in various work environments, including traditional office, remote and hybrid.

Data was collected through a mixed-method online survey, consisting of Likert-type, bipolar, multiple choice quantitative questions and open-ended qualitative questions. Insights and recommendations were compiled by workplace mental health and wellbeing specialists at Mind.

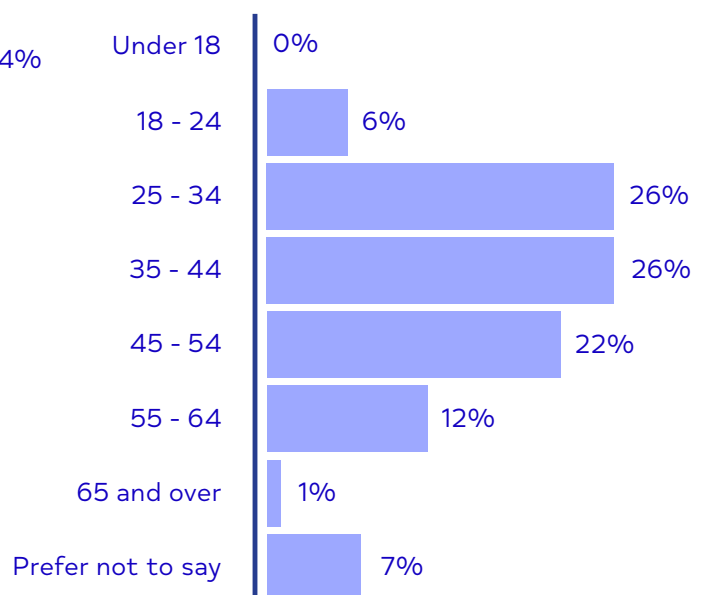
## Contract type

Based on 41,791 responses to this question.



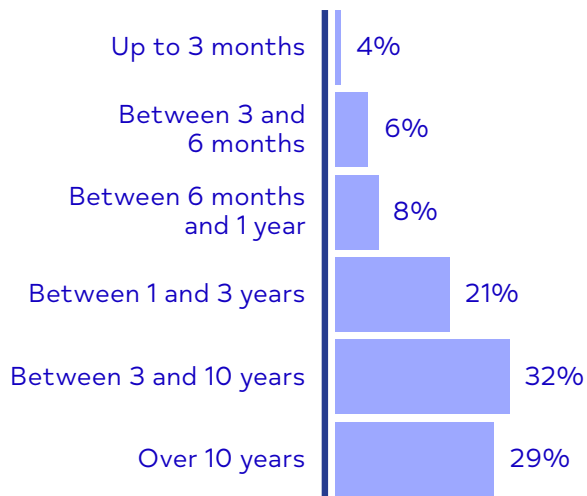
## Age

Based on 41,459 responses to this question.



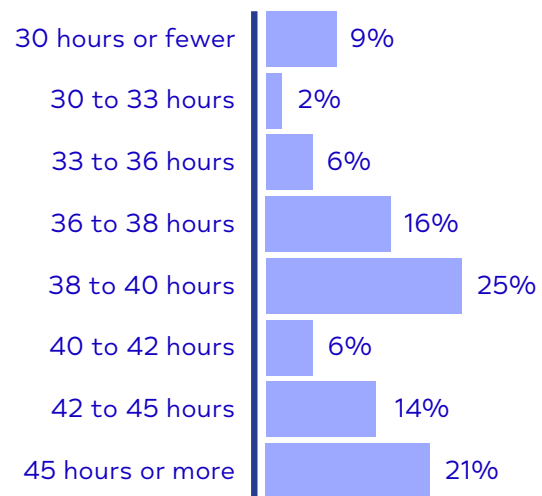
## Length of service

Based on 41,825 responses to this question.

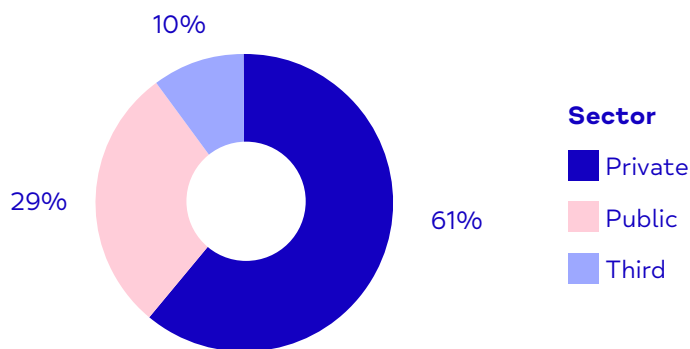


## Hours worked (typical working week)

Based on 38,758 responses to this question.



## Participating organisations by sector



Organisations took part in this year's Index from across 16 diverse industries.

The top three industries taking part in the 2021/2022 Index were:

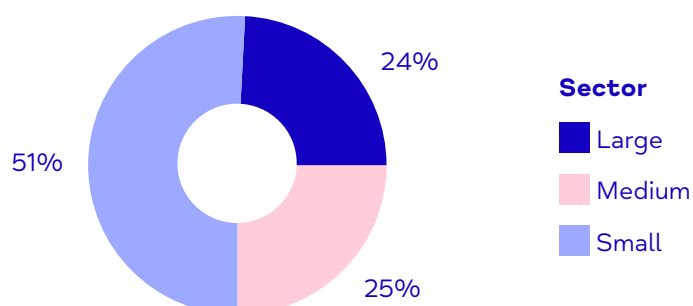
**Government, public or professional body**  
(15 organisations)

**Education**  
(14 organisations)

**Arts, entertainment and recreation**  
(13 organisations)

## Participating organisations by size

Small organisations are defined as those containing fewer than 250 employees, medium between 250 and 1,000 employees and large 1,000+ employees.



# Overall mental health and wellbeing

This section provides an overview of the state of mental health and wellbeing for employees of organisations participating in the Mind Workplace Wellbeing Index in 2022.

**70%** of employees have experienced poor mental health in their lives

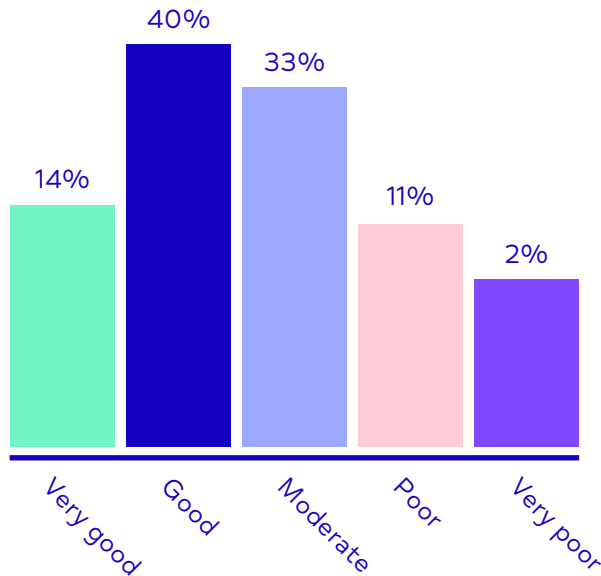
**57%** of employees have experienced poor mental health while working at their current employer

**49%** of those disclosed this to their employer



## Current state of mental health

Based on 41,927 responses to this question.



# 60%

generally happy at work in the last month (prior to Index completion)

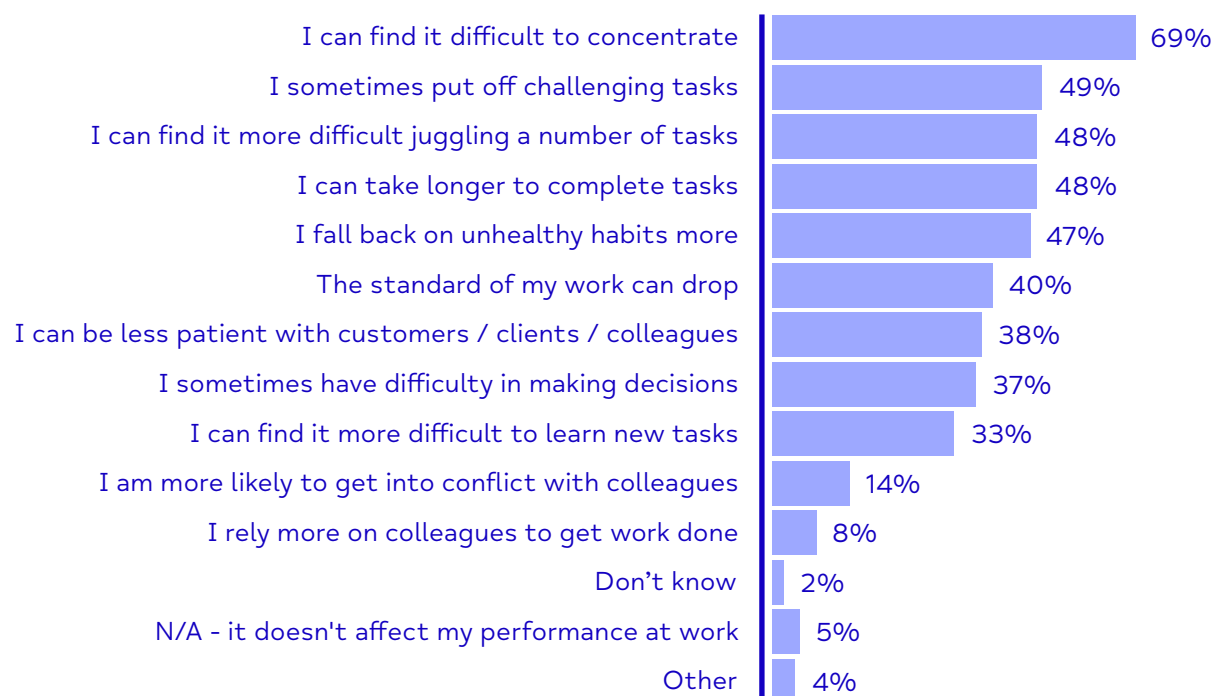
# 50%

anxious on multiple occasions in the last month (prior to Index completion)

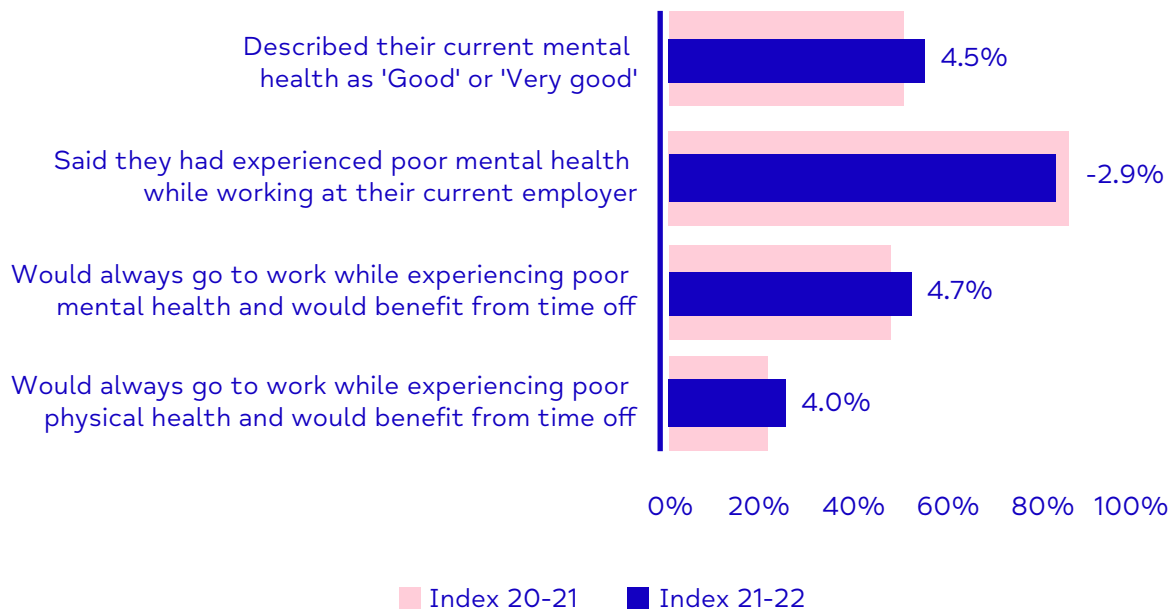
Of those who experienced poor mental health, **30%** have taken time off because of it. Of these, **31%** said it was for a reason other than mental health.

## Impact of poor mental health on employees (respondents could select multiple options)

Each bar as a percentage of 29,209 respondents asked this question.



## Year-on-year comparison



LGBTQ+ employees reported their mental health as **14.8%** lower, and **13.5%** more reported feeling anxious on several occasions (compared with non-LGBTQ+)

**7.7%** more people of colour rated their mental health as 'good' (compared with non-POC)

**4.8%** fewer employees in early careers rated their mental health as 'good' (compared with non-early careers)

“Being open about my mental health makes it easier for me to be my true self. I can be quiet on days when I am struggling and I can be empowered to make working arrangements that suit me best (e.g., work from home on a difficult day, schedule meetings at times that suit me best).”

# Culture and engagement

In this area of assessment, we look at the workplace culture, which is influenced by HR approaches and how they relate to wellbeing, senior leadership, employee work-life balance and engagement.

A good organisational culture enables employees to feel comfortable talking about mental health and wellbeing. Employees should feel their organisation supports their mental health and allows them to talk freely when they are experiencing mental health problems. People who work at organisations with a positive wellbeing culture are happier, less anxious and more motivated.

**58%**

are motivated by the workplace culture at their current employer

**66%**

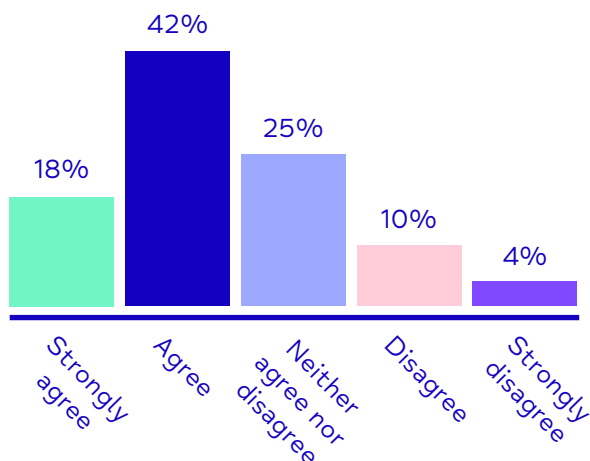
feel the organisation encourages openness and discussion about mental health

**56%**

feel the organisation makes it possible to speak openly when experiencing mental health problems

## The organisation supports my mental health

Based on 41,790 responses to this question.



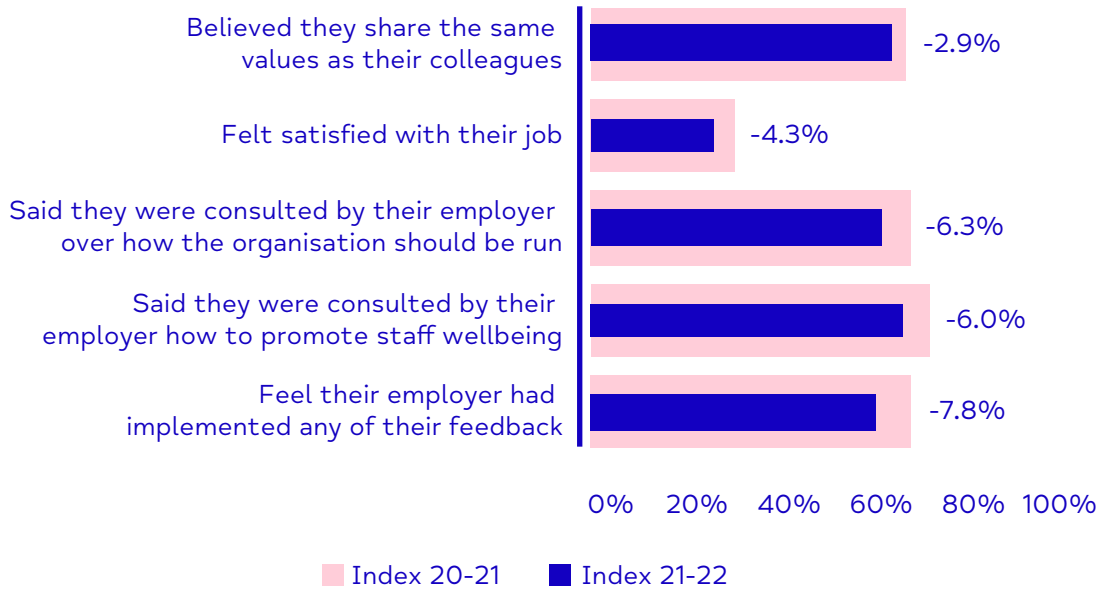
## Do staff feel listened to?

**63%** feel their organisation consults staff on how the organisation should be run.

**68%** feel their organisation consults staff on how to promote wellbeing in the workplace.

**62%** of these feel their organisation has implemented feedback.

## Year-on-year comparison



People of colour averaged **2.4%** higher across culture and engagement questions (compared with non-POC)

LGBTQ+ employees averaged **4.4%** lower (compared with non-LGBTQ+) across culture and engagement questions

“There is a lot of talk about stress and workload management but very poor leadership on this. There is still a culture of overwork at all levels, particularly at management level, which filters down to staff.”

“The senior management team have taken on board feedback from the staff engagement survey and have also run separate culture workshops to better understand how the workforce feels. As a result, a culture change programme is shortly to be launched, which has been many months in the making.”

# Promotion of workplace wellbeing

In this area of assessment, we looked at the measures and initiatives organisations have in place and how workplace wellbeing is promoted, from the physical workplace environment all the way through to how staff connect with others.

The right initiatives need to be in place so that staff have tools they can use to improve or maintain their wellbeing while at work. However, these initiatives also need to be promoted so that staff are not only aware of them but feel supported in using them.

**75%**

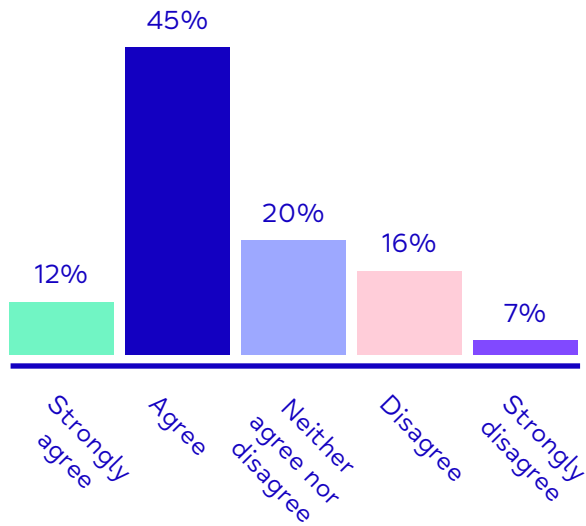
feel that their current employer runs initiatives to raise awareness of mental health





## “My workload is manageable”

Based on 41,709 responses to this question.

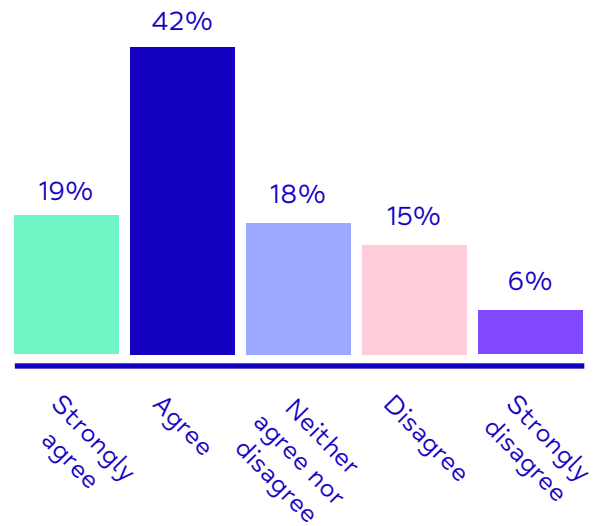


**24%** of staff feel their workload is unmanageable.

**17%** of staff are working 50 or more hours a week.

## “I have a good work-life balance”

Based on 41,715 responses to this question.



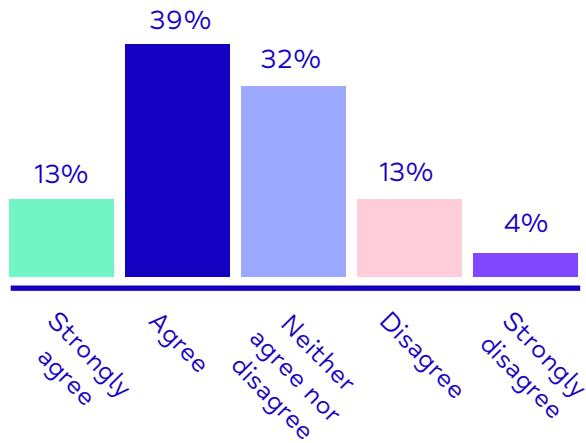
**21%** of staff feel they do not have a good work-life balance.

**68%** of staff feel their manager encourages a healthy work-life balance.

**71%** of staff say their organisation offers flexible working arrangements to help balance work and home demands.

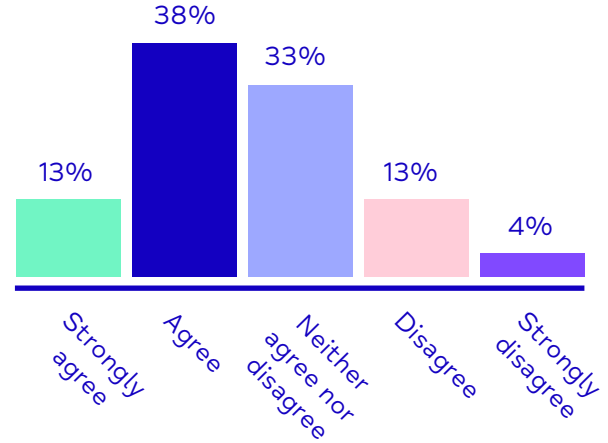
## “The physical work environment supports my mental wellbeing”

Based on 41,601 responses to this question.

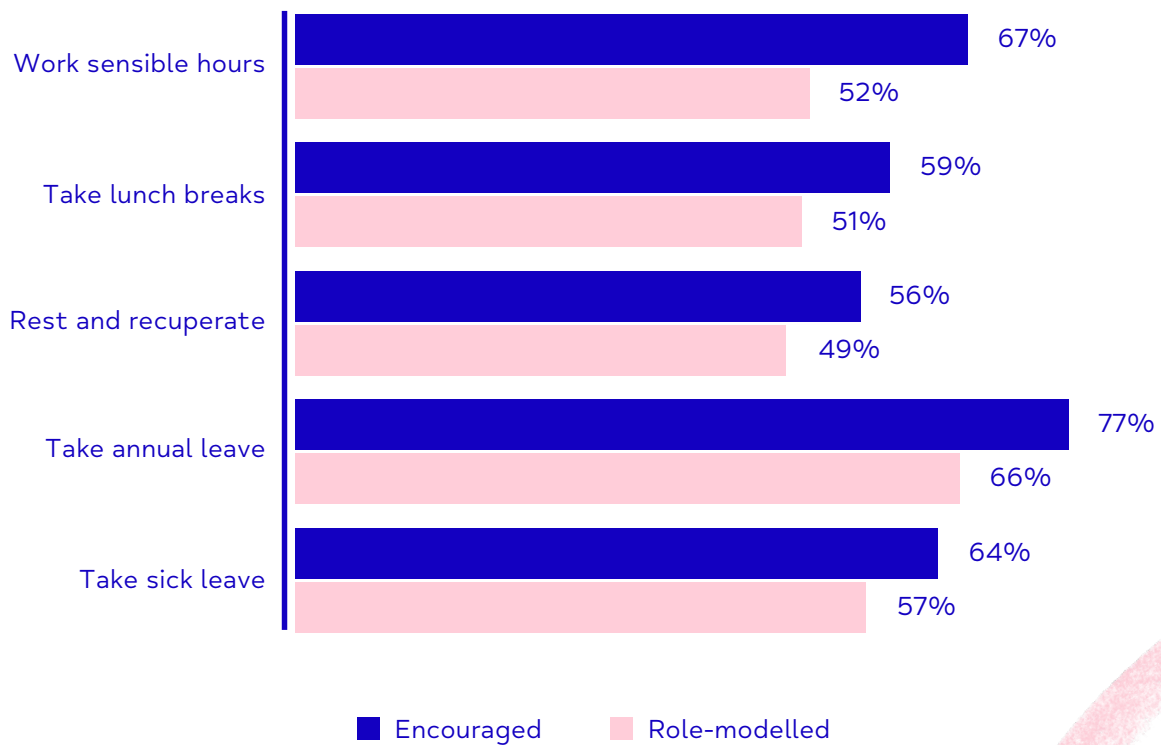


## “My organisation encourages me to be physically healthy”

Based on 41,599 responses to this question.



## Managers’ approach to wellbeing behaviours



## Year-on-year comparison



**7.9%** fewer LGBTQ+ employees agreed senior management was supportive of the mental health agenda (compared to non-LGBTQ+).

People of colour and early careers reported more positive experiences (compared with non-POC and non-early careers) across almost all areas of promotion of workplace wellbeing.

“Encourage a better work life balance. Introduce flexi-time for business support staff. Encourage the option of working from home if staff want it. Or providing the option of at least a day where we can choose to work from home. Some people might prefer to be in the office but understand that it’s not a one-size fits all for all staff.”

“Think about working environments for staff, correct desk set-ups, chairs that can be adjusted, ventilation for small offices. If staff are off sick they are not contacted unless urgent. Giving line managers an awareness of wellbeing and their supporting staff.”

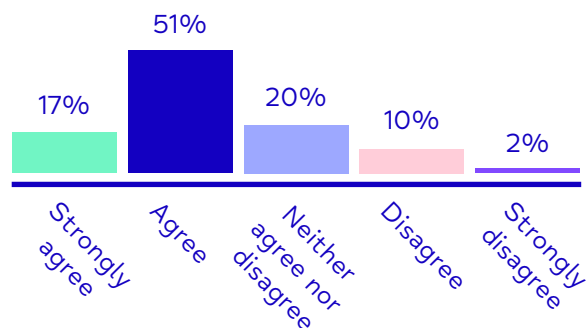
# Building awareness, knowledge and skills

In this area of assessment, we looked at how organisations support employees to increase their knowledge and skills to promote awareness and understanding of mental health.

**61%** feel that staff at their organisation have good awareness and knowledge of mental health

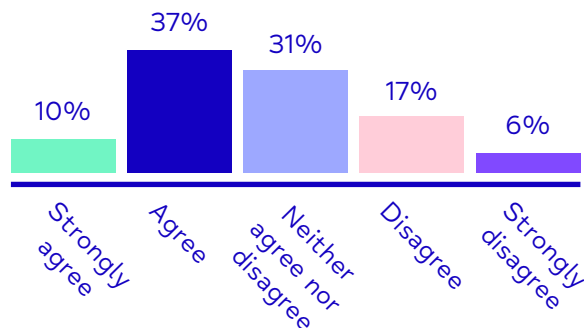
## “I know how to look after my own mental health”

Based on 41,498 responses to this question.



## “My employer has built my understanding of how to look after my own mental health”

Based on 41,323 responses to this question.



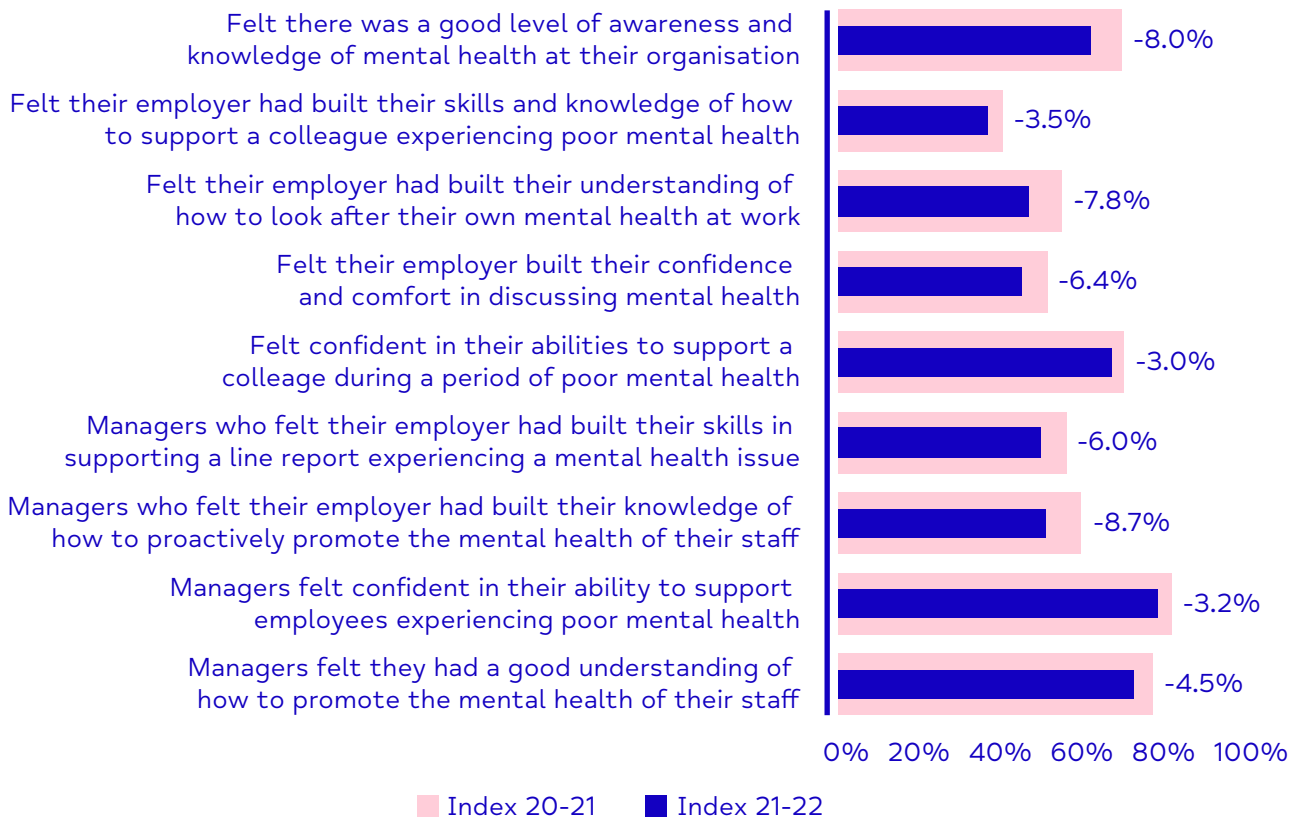
## Confidence in promoting mental health



## Employer contribution



## Year-on-year comparison



**6.3%** fewer LGBTQ+ employees agreed that there is good awareness and knowledge of mental health at their organisation (compared to non-LGBTQ+).

**8.9%** more LGBTQ+ employees disagreed that their employer built their understanding of how to look after their own mental health at work (compared to non-LGBTQ+).

“I am a strong believer that mental health needs to be treated seriously and my confidence in talking about it comes from my awareness. Additionally, the counselling services at the college have helped me greatly and I always feel confident accessing that support.”

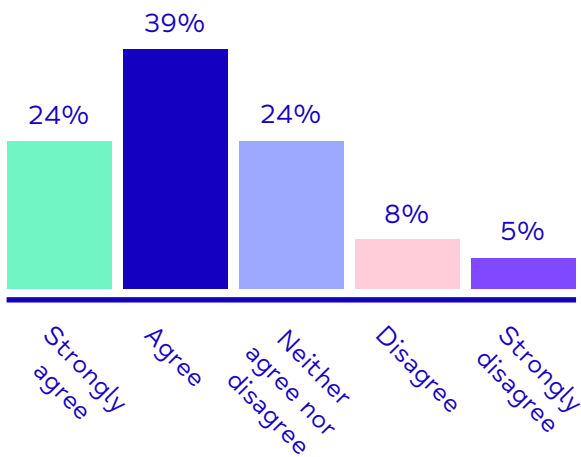
“The company displays more awareness generally of these issues, so have to be seen to be doing the right thing. Individual managers may still have less understanding though and I have seen this indicated amongst others.”

# People management

Managers have an important part to play in workplace wellbeing. Research shows that good line management is linked with good health, wellbeing and improved performance. Meanwhile, poor quality leadership has been linked with stress, burnout and depression. Investing in good management doesn't have to be complex or expensive. It's often about managers taking simple steps to support staff.

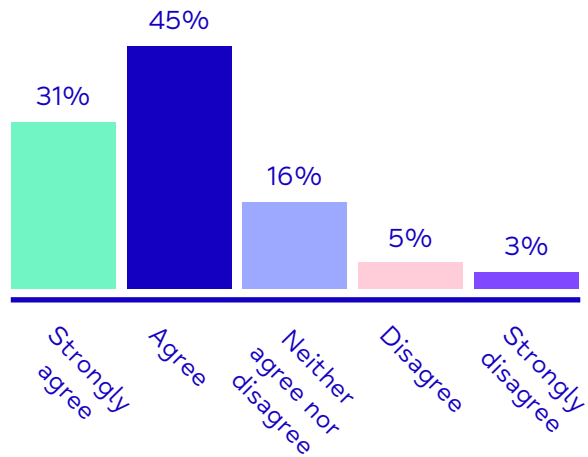
## “My manager supports my mental health”

Based on 41,336 responses to this question.



## “My relationship with my manager is effective”

Based on 41,245 responses to this question.



**66%** say their manager regularly checks in on how they are feeling.

**60%** feel their manager understands their problems.

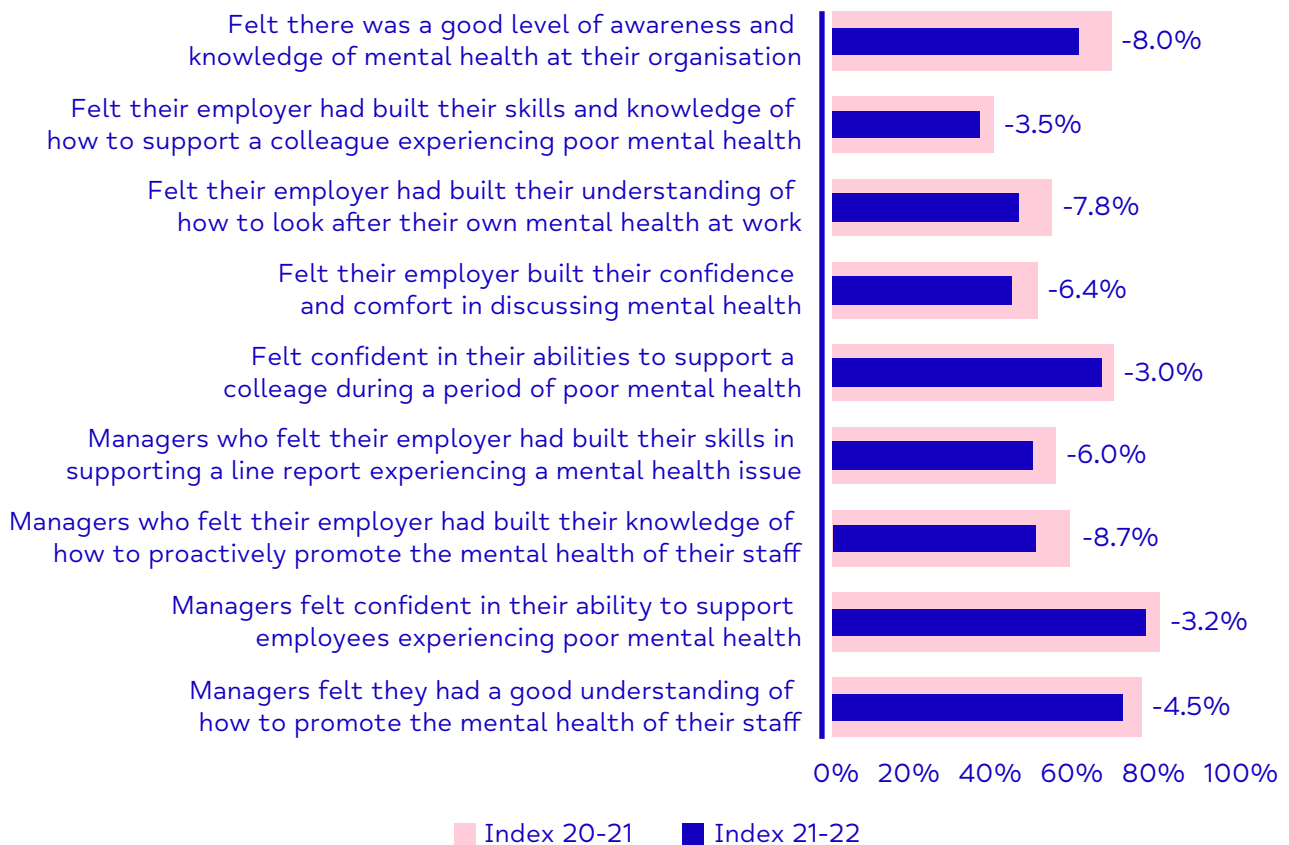
**54%** feel confident their manager would be able to spot the signs that someone is struggling with a mental health problem.

**72%** feel they know where they stand with their manager.

**70%** feel their manager takes responsibility for their actions.

**43%** say their manager encourages them to give feedback on their management style.

## Year-on-year comparison



**3.1%** fewer LGBTQ+ employees felt they had an effective relationship with their line manager (compared to non-LGBTQ+).

**5.2%** fewer early careers reported regular one-to-ones with their line manager (compared with non-early careers).

“My line manager has shown a great level of empathy and awareness around issues of wellbeing and mental health, remaining accessible and keeping the conversation open.”

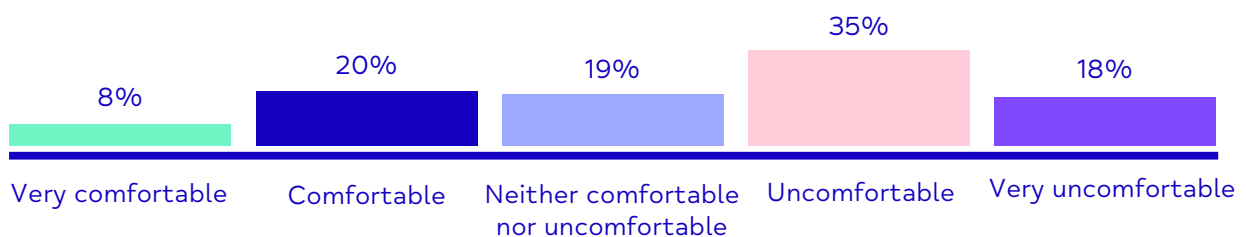
“My manager also takes time to ask how I am within myself at 1-1s and how my life is outside of work. I feel I can, and I have talked to him openly on occasions when family / personal situations have been difficult. He has listened and been supportive.”

# Employee support tools

In this area of assessment, we looked more closely at the wellbeing support provided, including how effective staff feel it is and whether they feel able to make use of support tools available. A key element of this is whether managers are encouraging and role modelling the use of support provided.

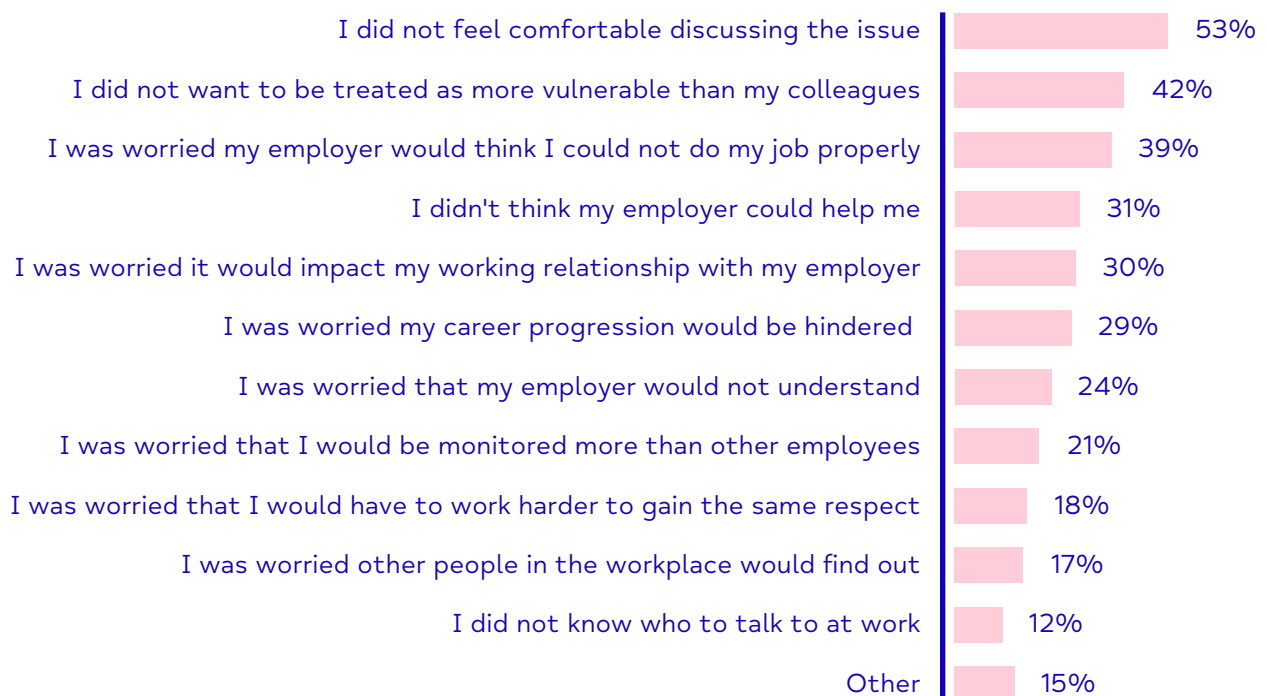
## How comfortable did/would you feel disclosing poor mental health to your employer?

Based on 23,749 responses to this question.



## Reasons for not disclosing poor mental health (respondents could select multiple options)

Each bar as a percentage of 12,215 respondents asked this question.



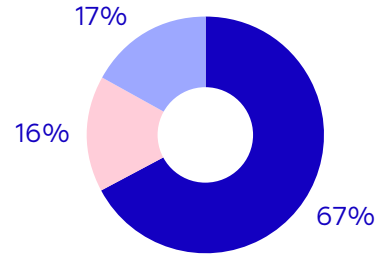
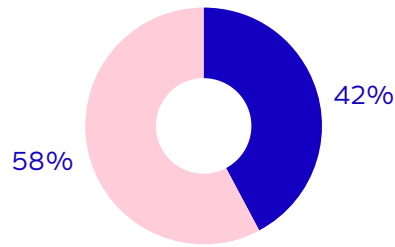
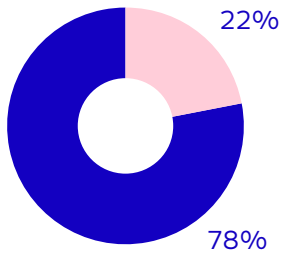


## Aware of support tools

## Used support tools

## Found tools effective

Based on 23,629, 18,374 and 7,652 responses to these questions, respectively.



■ Aware ■ Not aware

■ Used ■ Not used

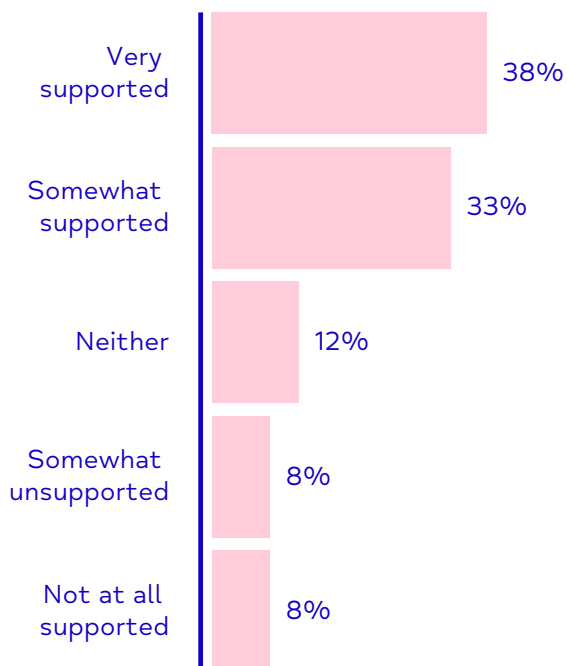
■ Effective ■ Neither ■ Ineffective

# 52%

of those who experienced poor mental health while working at their current employer felt confident they would be supported

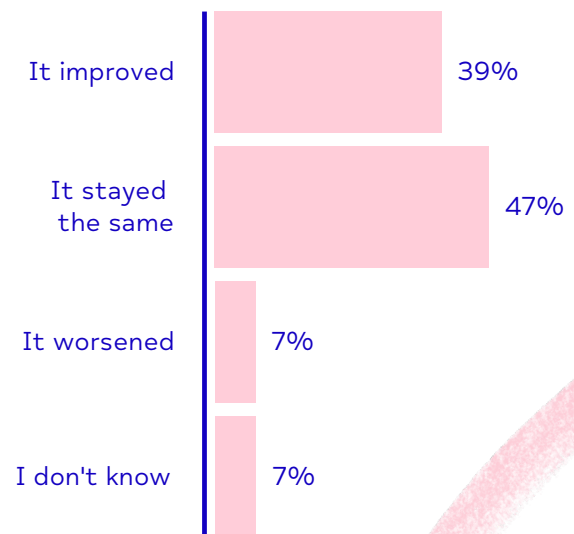
## How supported did you feel when you disclosed poor mental health?

Based on 11,547 responses to this question.

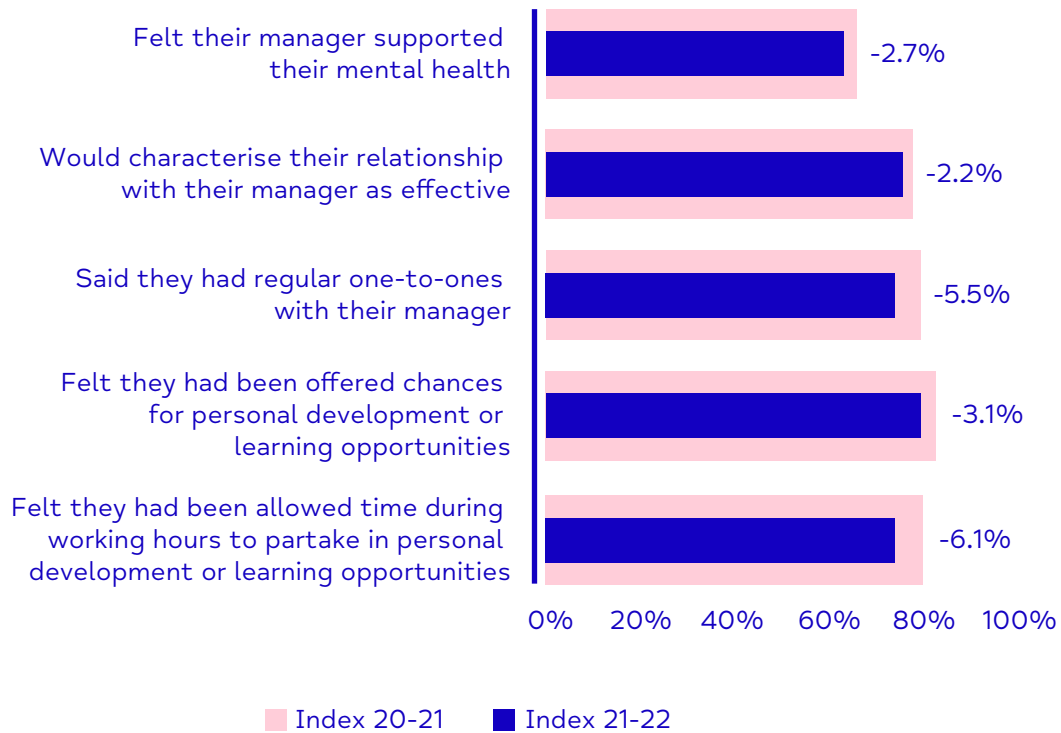


## How has your situation changed after disclosing?

Based on 11,576 responses to this question.



## Year-on-year comparison



**8.8%** fewer LGBTQ+ employees and **9.4%** fewer early careers (compared with non-LGBTQ+ and non-early careers respectively) felt support tools were effective.

**6.8%** fewer people of colour felt confident in support from their employer (compared with non-POC).

“When coping with bereavement I found it a great comfort to talk to someone not closely within my circle about how I was feeling. I found the support tools did help.”

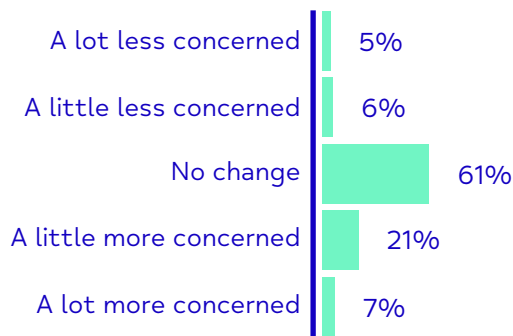
“I would think I would have to have reached a somewhat ‘breaking point’ to bring up my mental health at work and use the support tools available.”

# Returning to the workplace

With restrictions beginning to lift, it is important to continue to acknowledge the impact of Covid-19 on the workforce and provide tailored support that reflects the diversity of staff experience. Employers should develop guidance and support in conjunction with employees to ensure that returning to a workplace, full-time or as part of hybrid working, is a positive experience.

## How has the pandemic affected any concerns about your job security?

Based on 41,818 responses to this question.



**31%** felt more or a lot more supported by their organisation than this time last year. **13%** felt less or a lot less supported.

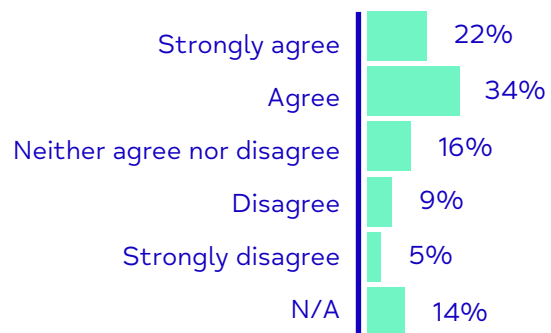
**31%** felt more or a lot more comfortable disclosing this year compared to last year. **14%** felt less or a lot less comfortable disclosing.

**13%** felt that the support they receive from their manager was better or a lot better on site.

**10%** said it was better or a lot better from home or remotely.

## Employees are given flexibility in how they return to on-site / hybrid working

Based on 41,393 responses to this question.



**34%** agreed that their organisation had addressed their feedback about returning to the workplace. **9%** did not agree. **10%** said they were not consulted.

**54%** said they were very or somewhat satisfied with their organisation's handling of the return to working on site / hybrid working. **16%** were very or somewhat dissatisfied.

Of those who said they had returned to the workplace at all, **34%** said it had impacted positively on their mental health, and **20%** said negatively.



**4.6%** fewer LGBTQ+ employees and **10.7%** fewer early careers found the return-to-work process helpful (compared with non-LGBTQ+ and non-early careers respectively).

**4.4%** more people of colour found the return-to-work process helpful (compared with non-POC).

“Despite having a phased return to work there were certain areas of my job that no one had picked up, so I ended up working nearly a day more each week to get the work done.”

“I did a few hours each day and built up slowly. I was encouraged to return to work at my own pace. I was welcomed back by senior managers who knew me.”

# Conclusions and Recommendations

The results of the 2021/2022 Index identify key areas of focus and points to several crucial recommendations for workplace wellbeing.

There have been positive changes to employee mental health post-pandemic, with fewer experiencing poor mental health while working for their current employer and more positive views on the role-modelling behaviours of their managers. However, the Index research has also identified declining perceptions of workplace wellbeing support at both the organisational and managerial levels, affecting confidence in mental health skills and knowledge as well as in the effectiveness of current support tools.

Compared to the previous year, workplace culture was viewed as less open and supportive of mental health,

and fewer employees felt comfortable disclosing mental health problems or taking time off to address mental and physical health. Staff are less satisfied and engaged with work and feel their opinions and feedback (both generally and regarding wellbeing) have not been requested or acknowledged. LGBTQ+ employees have been particularly affected, expressing more negative experiences across most assessment areas.

The following recommendations have been compiled by Mind's workplace wellbeing specialists utilising research to provide high-level guidance for addressing these issues within organisations:



## **Refresh efforts to promote and support wellbeing in the workplace.**

The pandemic put an increased focus on mental health, but employees view this as having diminished over the past year. Organisations should focus on rejuvenating their efforts to promote awareness of wellbeing and mental health in the workplace, letting employees know they are supported. It's important to create a mental health and wellbeing agenda endorsed by senior leaders, and to ensure that supportive practices, such as one-to-ones and check-ins are continuing. Workplace wellbeing policies should be up to date, providing clarity and guidance and resources should easily accessible and signposted. The Workplace Wellbeing Index can provide employers with recommendations on areas of focus, while the Mental Health at Work Commitment can provide a useful framework to employers to build their mental health strategy and plans for implementation. Utilising these resources can help communicate the prioritisation of employee mental health to employees.

## **Review and revitalise support tools and resources.**

The Index report highlighted lower levels of awareness amongst employees regarding what support tools were available to them, and reduced confidence in effectiveness, and their ability to support a colleague experiencing a mental health problem. Managers also expressed less confidence in supporting their line reports. Workplace wellbeing should be cyclical, involving a review and re-evaluation, with consideration given

to the needs of employees in the refresh and creation of support tools and resources. Engagement should be encouraged with workplace wellbeing initiatives, and training and learning opportunities accessible in centralised spaces (such as the staff intranet). This will help employees expand their knowledge and confidence in addressing mental health and wellbeing. Managers should be given training to increase their confidence in how to best support and grow effective relationships with their line reports. They should also be offered clear guidance through policies and processes in how to follow best practice in implementing change.

## **Work towards a culture of openness and acceptance, without stigma.**

Results demonstrate an increased hesitancy amongst employees in disclosing a mental health problem to their employer, as well as disclosing that they have taken time off for mental health reasons. Working towards a culture of openness and acceptance can address stigma and help employees feel comfortable disclosing mental health problems without fear of negative consequences. Mental health and wellbeing should be promoted in the workplace, with open dialogue and discussion taking place at organisational, senior leader and team levels. Staff should be encouraged to consider their own mental health and wellbeing, as well as the mental health and wellbeing of their colleagues. Effort should be made to increase understanding of the different factors that can affect workplace wellbeing, and how to address these in a healthy way.

### **Offer opportunities for voice and engagement.**

The pandemic created a unique atmosphere requiring change at a rapid pace, leaving employees in the aftermath reporting that they felt less listened to and consulted both regarding organisational decisions and in their workplace wellbeing. They also felt less engaged in their work compared with the previous year. Involving employees in decision-making and keeping them informed of changes and strategic direction can increase connection and engagement with their role. Staff want to feel that their opinions and feedback have been addressed and treated respectfully, and they should be offered the opportunity to provide this through means such as engagement steering groups, forums and surveys. Communication and acknowledgement of the results of these measures should also be provided to employees.

### **Build awareness of the needs of different employee groups.**

Index results identified different trends amongst employee groups identifying as LGBTQ+ people, people of colour and young employees aged 18-24. LGBTQ+ employees particularly expressed a more negative experience across almost all areas of the Index, implying additional challenges to mental health and wellbeing in the workplace. Organisations should be exploring the needs of different employee groups and building an understanding of what factors affect them. Consulting with networking groups and forums can offer valuable insights into specific concerns and needs. Mental health strategies and support tools should also be developed and commissioned with the unique needs of a range of employee groups in mind.



# Useful resources

## **The Mental Health at Work Commitment**

Mind's Mental Health at Work Commitment is a simple framework that builds on what we know: based on the Thriving at Work standards, pulling from the pledges and standards that are already out there, using up-to-date research, from UK employers and mental health experts.

[www.mentalhealthatwork.org.uk/commitment](http://www.mentalhealthatwork.org.uk/commitment)

## **Supporting mental health at work: guide for people managers**

Jointly developed by Mind and the CIPD, this guide contains information, practical advice and conversation checklists for managers to better support those experiencing stress and mental health issues.

[www.cipd.co.uk/knowledge/culture/well-being/mental-health-support-report](http://www.cipd.co.uk/knowledge/culture/well-being/mental-health-support-report)

## **Mental Health at Work website**

The Mental Health at Work website is your first stop for better mental health at work. Curated by Mind, the Mental Health at Work website makes navigating the mental health landscape easy through: original content including a range of tips, ideas, examples and thought pieces on workplace mental health as it relates to different issues, people and industries; and a growing curated database of over 450 resources from a wide range of providers, to give people the tools they need to take action and create mentally healthy workplaces.

[www.mentalhealthatwork.org.uk](http://www.mentalhealthatwork.org.uk)

## **Mind eLearning courses:**

Our eLearning courses offer the perfect opportunities for managers and employees to improve their understanding and knowledge of mental health. Full details can be found at [www.mind.org.uk/workplace/mind-training/elearning](http://www.mind.org.uk/workplace/mind-training/elearning)

## **Mental health awareness**

Mental health awareness is an introductory course suitable for all employees. Use it as part of your induction programme or any mental health initiative or activities focused on better mental health in the workplace.

## **Managing mental health at work**

Managing mental health at work aims to support managers and is designed to complement our Mental health awareness course. The course emphasises the importance of looking after yours and your employees' mental health and will build your confidence in supporting employees.





We're Mind, the mental health charity. We're here to fight for mental health. For support. For respect. For you.

We provide advice and support to empower anyone experiencing a mental health problem. We campaign to improve services, raise awareness and promote understanding.

[mind.org.uk](http://mind.org.uk)

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