World Economic Forum Global Agenda Council on Mental Health
Case Study Examples of Good Practices for Addressing Mental Health in the Workplace

AT A GLANCE – CASE STUDY: BANK OF ENGLAND

RATIONALE & DEVELOPMENT
The Bank of England (the Bank) has set out to deliver an integrated approach to health and wellbeing that focuses on the physical and mental health of its employees within an open and diverse culture. Delivering a programme to promote mental health in the workplace supports this wider aim and is aligned with the Bank’s strategic plan (2014) of which one aspect is to be 'Diverse and Talented'. In 2013, the Bank of England signed up to the UK government’s *Time to Change* pledge with the aim of not only encouraging its staff to seek help without fear of stigma but also to increase awareness of mental health issues more generally.

The programme of activities and initiatives supporting mental health evolved over time. Important considerations in designing the programme are: what offers value for money and looking at best practice in other organisations.

PROGRAMME
- The Bank has implemented a holistic programme which is designed to support the three components of wellbeing: *psychological, physical* and *social*.
- A range of services are provided including an in-house medical unit, Staff Counsellors, and a comprehensive Employee Assistance Programme (EAP). The Bank has also recently commenced training for line managers in partnership with UK charities Bank Workers Charity and Mind. A call for expressions of interest from staff in becoming Wellbeing Champions has also been made.

STAKEHOLDERS
- Consultations with staff and managers guided the development of the programme, specifically helping to identify which services or tools are most beneficial. The Bank’s wellbeing strategy was agreed at executive level.
- Mental health initiatives integrated within a broad range of wellbeing activities are led by Human Resources (HR) and supported by senior managers and the Bank's Mental Health Network. The Mental Health Network is one of the Bank’s employee diversity and inclusion networks and closely works with the in-house Staff Counsellors and HR team to improve services offered within the organisation. This includes raising awareness and improving understanding around mental health conditions and highlighting the support available to staff.
- Externally, the Bank has focused on developing relationships with leaders in the mental health field to stay at the forefront of developments in practice and research. Leaders from other spheres, external to the Bank, have also helped to raise awareness and help change the conversation around mental health in the workplace through delivery of talks and seminars to Bank employees. These activities were arranged by the Bank and its employee-led Mental Health Network.

MONITORING & EFFECTIVENESS
- The Bank monitors usage of the various elements of the programme. For example, at an organisational level, the Bank’s staff survey includes a number of wellbeing questions. The results of this are a useful diagnostic and measure of wellbeing in the workplace.

KEY TAKEAWAYS, LESSONS LEARNT, POINTS OF INTEREST
- ‘Value for money’ and best practice in other organisations guided the development of the Bank's programme. Benchmarking the Bank’s activities against best practice has enabled the Bank to have a clear wellbeing strategy.
- Signing the Time to Change pledge signified a public commitment to indicate support of mental health issues.
- Senior management buy-in, engagement across the organisation, direct support from HR, and creating a joined-up offer all contribute to successful programme delivery.
- A key challenge has been to ensure awareness of the wellbeing programme across the Bank. This is being achieved by using a range of communication channels e.g. external speakers, seminars, creating a single ‘intranet hub’ for wellbeing information, and running events such as Wellbeing Week. A new visual identity has been developed to signal to staff the reach of the Bank’s Wellbeing programme ‘think well, live well, be well’.
- To support the Bank's approach to flexible working, a cross-network panel event was organised to highlight case-studies and encourage line managers to have conversations about flexible working.
## IN-DEPTH OVERVIEW - CASE STUDY: BANK OF ENGLAND

**PROFILE**

*Organisation:* Bank of England  
*Sector:* Banking and Finance  
*Country:* UK

"Externally, the Bank has focused on developing relationships with leaders in the mental health field so that we can stay at the forefront of developments in practice and in research. Leaders from other spheres, external to the Bank, have also helped to raise awareness and help change the conversation around mental health in the workplace through delivery of talks and seminars to Bank employees arranged by the Bank and its employee-led Mental Health Network."

### DEVELOPMENT STAGE

The Bank of England (the Bank) has set out to deliver an integrated approach to health and wellbeing that focuses on the physical, mental and social health of its employees within an open and diverse culture. Delivering a programme to promote mental health in the workplace supports this wider aim, and is aligned with the Bank’s strategic plan (2014) of which one aspect is to be ‘Diverse and Talented’.

In recognition of the Bank’s commitment to regarding mental health as a specific consideration in the organisation’s overall health and welfare approach, in 2013 the Bank of England signed up to the *Time to Change* pledge, with the aim of not only encouraging its staff to seek help without fear of stigma, but also to increase awareness of mental health issues more generally. *Time to Change* is one of the biggest anti-stigma programmes in the UK run by charities Mind and Rethink Mental Illness.

The programme of activities and initiatives which support mental health has evolved over time. An important consideration in designing the programme is what offers value for money, as well as looking at best practice in other organisations. Consultation with staff and managers also guided what specific services or tools are most beneficial.

Executive and senior-level sponsorship, broader championing of the wellbeing agenda within Human Resources (HR) and wider engagement across the organisation, as well as the leadership shown by the Mental Health Network (one of the Bank’s employee diversity and inclusion networks) has played a key role in the development of the Bank’s programme. Externally, the Bank has focused on developing relationships with leaders in this field to stay at the forefront of developments in practice and in research. Leaders from other spheres, external to the Bank, have also helped to raise awareness and help change the conversation around mental health in the workplace through delivery of talks and seminars to Bank employees.

### PROGRAMME

Mental health is part of the Bank’s wellbeing strategy and a key consideration in the organisation’s overall health and welfare approach. The Bank has implemented a holistic programme which is designed to support the three components of wellbeing: *psychological, physical and social*. As well as providing support for the treatment of health issues, the Bank is increasingly focusing on ways to proactively manage and support positive mental health and wellbeing in the workplace.

Specifically in relation to mental health, the aim is to raise awareness, improve understanding around mental health conditions and ensure good understanding across the organisation of the breadth of support available. In addition,
the programme encourages openness and encourages staff – of all levels – to talk about their own experiences of mental health issues.

The Bank’s wellbeing programme addresses a range of aspects related to the promotion of mental health. This includes:-

- **Physical Health and Healthy Work Environment**: Services that are focused on keeping people physically well and providing a healthy work environment. This includes access to medicals via the Bank’s core benefits provision, an in-house medical unit with General Practitioners and Nurses, access to gym membership, cycle schemes, physiotherapy, and promoting healthy eating in the Bank’s restaurants.

- **Support services**: A range of support services available to staff including Staff Counsellors, private health insurance, a comprehensive Employee Assistance Programme (EAP), and the Bank’s multiple employee networks.

- **Policies**: The Bank implements a number of policies which are designed to support wider wellbeing. This includes flexible working, discretionary leave for family emergencies, and a community volunteering programme. The Bank has recently restated its approach to flexible working and published a number of case studies and information to encourage line managers to have conversations about flexible working. Some of the Bank’s employee networks arranged a cross-network panel event to highlight how people across the Bank work flexibly and this included a representative from the Mental Health Network.

- **Positive environment**: The Bank seeks to create an environment in which people feel open to talk about mental health issues. This includes organising regular question and answer panel events, mental health seminars, speaker events, and training on mental health. Events are run by the Mental Health Network, and on occasion in collaboration with other staff networks.

- **Training for Managers**: In conjunction with Mind, the Bank Workers’ Charity (BWC) and the Chartered Institute of Personnel and Development (CIPD), the Bank has recently taken part in a research study which involved training a group of managers in mental health, and comparing the impact of the training to a separate control group of managers who did not attend the training. On the basis of positive feedback from the managers that have participated, and their teams, the Bank is offering a further 200 managers the opportunity to attend training on ‘Positive Mental Health at Work’. Training for managers aims to increase understanding of mental health issues, give managers confidence in how to initiate a conversation, handle disclosure, and support individuals returning to work.

- **Reasonable Adjustments Passport**: The Bank has developed a ‘Reasonable Adjustments Passport’ which is a voluntary record of reasonable adjustments required and agreed between a member of staff with a disability or health condition and their line manager. This is intended to provide an accurate record of what has been agreed which will minimise the need to re-negotiate reasonable adjustments every time the staff member changes jobs, is re-located or assigned a new line manager within the Bank.

- **’Wellbeing Weeks’**: A three-week programme was designed to raise awareness of the range of services available in the Bank, as well as create opportunities for learning.

- **Wellbeing Champions**: The Bank has called for expressions of interest from staff in becoming a Wellbeing Champions during 2016.

The Bank has brought all aspects of the programme together in one place creating a ‘Wellbeing intranet hub’, which is intended as a one-stop shop to increase ease of access to information. A new visual identity has been developed to signal to staff the reach of the Bank’s Wellbeing programme ‘think well, live well, be well’.

The Mental Health Network closely works with Human Resources and the Staff Counsellors to raise awareness and improve understanding around mental health conditions, and highlights the support available to staff. A recent campaign has focused on promoting the existence of the Employee Assistance Programme.

**MONITORING & EFFECTIVENESS**
The Bank monitors usage of the various elements of the programme. Some of the indicators include:

- At an organisational level, the Bank’s staff survey includes a number of wellbeing questions; the results of this are a useful diagnostic and measure of wellbeing in the workplace.

- A range of other data is also used to monitor health and welfare.

- The Bank monitors usage of the services available, as well as trends across its service providers.

- Mental health issues are monitored on an ongoing basis by the Bank’s team of Staff Counsellors.

- The Bank has recently taken part on a research project (Mind, the BWC and CIPD), which has provided data in relation to the impact of mental health training on managers, in addition to those they manage; compared to a control group.

### Appendix

- NA