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INTRODUCTION

IntaPeople has made a concerted effort to raise mental health awareness since mid-2020 when we introduced our guide to Supporting Mental Health at Work. As a result, this ambitious action plan has been developed, the 'Time to Change' pledge was taken in May 2022, and the 'Mental Health at Work' pledge was taken in July 2022.

By incorporating the knowledge and experience we have gained from actions taken over the last two years, this Mental Health at Work Action Plan outlines our vision, reaffirms our commitment, and describes the ongoing efforts that IntaPeople is undertaking to promote good mental health at work.

It is not only IntaPeople that takes mental health seriously. In the Thriving at Work report as commissioned by the former Prime Minister, Theresa May, a key recommendation from Lord Denis Stevenson and Paul Farmer, Chief Executive of Mind, was the need for every employer in the UK to develop a Mental Health at Work Plan. We have developed a plan based on the evidence and insights provided in the Thriving at Work report. This plan outlines the specific steps we will take to implement the report's recommendations.

SECTION 1

OUR VISION

Our vision focuses on cultivating a work environment that recognises and reflects the importance of good mental health and wellbeing, as well as providing effective support for colleagues in need.

WHAT ARE WE TRYING TO ACCOMPLISH?

Our goal is to establish IntaPeople as a great place to work in terms of mental health and wellbeing. To achieve this goal, we will work together to:

- Raise awareness of the impact of mental health and wellness issues
- Ensure that we have a better understanding of mental health and how we can help ourselves and each other to achieve and maintain positive mental health
- Maintain training and support systems to enable IntaPeople's leaders and managers to identify when team members need additional support. This will enable them to build resilience in their teams and establish an environment that promotes positive wellbeing.
- Demonstrate how supporting wellbeing and promoting mental health will benefit IntaPeople and its employees
- Identify and combat stigma and discrimination as part of a wider culture that embraces diversity and encourages all colleagues to be themselves at work

Establish and foster a culture of collaboration:

- To promote mental well-being and improve mental health
- Where people feel confident discussing and receiving the support they need, whether for specific mental health issues or for a more general sense of well-being
- That takes a proactive approach to addressing the impact of our working environment and the way we work on our psychological well-being
- To ensure that mental health and wellbeing considerations are embedded into the ways in which we work and how we manage change daily
- In the provision of effective, timely, and high-quality mental health support to colleagues who may be experiencing mental health difficulties

HOW WILL THE SUCCESS OF THIS PLAN BE MANIFESTED?

The achievement of our vision will be evident when our senior leaders are aware of the importance of creating an environment that supports good mental health and wellbeing and act as positive role models. All IntaPeople managers must be equipped to:

- Engage in conversations about mental health and wellbeing
- Be aware of signs that indicate fragile mental health or wellbeing
- Provide support to their employees for them to take care of themselves and each other
- Provide more tailored support when necessary

The mental health of all employees is considered, and they feel able to:

- openly discuss their experiences and needs with their managers and colleagues, and know where to go for information, advice, and support

Mental health and wellbeing outcomes improve – indicated by improved survey feedback scores.

In addition to preventing mental illness from being caused or worsened by work, these factors will contribute to developing a company culture that enables all employees - including those with mental illnesses - to thrive.

HOW DOES PROMOTING GOOD MENTAL HEALTH BENEFIT INTAPEOPLE?

By promoting good mental health among employees, we will enhance IntaPeople's reputation as a company and make it a desirable place to work, which will subsequently increase productivity and engagement.

There is a strong case for investing in mental health and wellbeing at work. Promotion of good mental health at work can lead to the following outcomes:

- Less absenteeism - Through early intervention and robust mental health policies, colleagues who are experiencing difficulties can return to work more smoothly and quickly
- Less presenteeism – occurring when colleagues attend work while ill, particularly with poor mental health, and are not able to perform to their full potential.
- Successful recruitment and growth process - IntaPeople continues to grow. Current and potential employees value sound mental health policies, flexible working arrangements, and work-life balance as core components of any successful employment relationship.
- Better retention - providing employees with an environment conducive to their mental health and supporting colleagues through difficult times can reduce turnover related to mental health.
- Higher productivity - employees who are mentally healthy tend to be happier and more productive

By adopting sound mental health practices, problems can be prevented from arising and can be addressed early before they become more detrimental. It is highly likely that people will be able to stay at work or return to work sooner if there is an environment and a culture where they feel comfortable discussing their mental health and asking for support.

THE APPROACH TAKEN BY INTAPEOPLE TO PROMOTE MENTAL HEALTH

IntaPeople employees at all levels are encouraged to adopt good mental health practices throughout their day-to-day operations. As part of this initiative, senior leaders and managers are expected to set clear expectations, and all colleagues are encouraged to take care of their own mental health and wellbeing and respect others'.

IntaPeople will facilitate this by providing resources and guidance to all colleagues, in particular supporting managers in addressing wellbeing issues, as well as providing individual assistance as needed. Additionally, IntaPeople will conduct a regular program of mental health and wellbeing-related events to promote cultural change and raise awareness.

The purpose of this plan is to summarise the key elements of our approach, based on the recommendations in the Thriving at Work report, and to set out the steps we are taking as a company to meet them.

Our Mental Health at Work Plan focuses on three main areas:

1. Establishing a culture of openness and understanding
2. Creating a healthy working environment
3. Supporting colleagues effectively when they need it

SECTION 2

Section 2 outlines IntaPeople's efforts to create a work environment that facilitates open and honest communication regarding mental health and wellbeing issues

CREATING A CULTURE OF OPENNESS AND UNDERSTANDING

To build a culture of openness and understanding, IntaPeople seeks to create an environment where employees are better able to identify, discuss, and address issues related to mental health and wellbeing.

As a result of our approach and this plan, there is no limiting definition of what constitutes a mental health or wellbeing issue. We value the mental health of all our employees and strive to create a culture in which everyone can raise any concerns that are negatively impacting their well-being. The issue can be perceived as small or large, temporary, or permanent, or originated from within or outside the workplace. Whenever something affects a person's ability to thrive at work, they should feel comfortable bringing it up. They should know that they will be listened to and that the matter will be taken seriously.

DEVELOPING MENTAL HEALTH AWARENESS

As with physical health, everyone has mental health, therefore it is imperative to raise awareness of mental health. As part of its continued efforts to promote mental health awareness, IntaPeople will:

- Provide continued support to the Mental Health Ambassadors, who will continue to deliver the following programmes:
- Incorporate mental health and wellbeing into IntaPeople's induction program for new employees, as well as its introduction to management programme
- Invest in the professional development of colleagues at all levels, including access to a suite of well-being and mental health training programs for managers and leaders, mental health awareness training as a core course for all front-line managers
- Provide colleagues with access to mental health and wellbeing information through IntaPeople's wellbeing toolkit and other online resources
- Seek inspiration and best practices in promoting and supporting mental health and wellbeing throughout our journey

PROMOTING OPEN COMMUNICATION

Awareness of mental health issues is an invaluable part of the process. However, we also need to be able to talk openly about mental health so that we can seek assistance when we need it.

As part of its commitment to encouraging open conversations about mental health, IntaPeople will:

- Remain committed to the 'Time to Change' pledge signed on 10 May 2022
- Remain committed to the 'Mental Health at Work' Commitment signed on 20 July 2022
- Continue to support the Mental Health First Aiders Program, including ensuring that IntaPeople has sufficient staff trained in mental health first aid
- Promote, support, and evolve the Mental Health Ambassadors

- Encourage and support managers to regularly discuss wellness and mental health with all their employees, rather than just those experiencing mental health difficulties. It may be as simple as 'checking in' with colleagues during regular catch-up meetings about how they are feeling.

INCREASING THE EFFICIENCY OF THE DISCLOSURE PROCESS

Research suggests that many employees are reluctant to speak up about mental health or stress with their managers for fear of discrimination. In addition, managers may be reluctant to speak out because they feel uncomfortable, for fear of escalating the issue or pursuing a discrimination claim.

The IntaPeople team encourages talented individuals from a wide range of backgrounds to apply for positions, regardless of whether they have experienced mental illness. If IntaPeople colleagues discuss stress or mental health issues with their manager or anyone else at IntaPeople, they should feel confident that there will be no negative repercussions. In addition, managers also need to have confidence that they will be able to handle conversations about mental health in a professional and respectful manner, both during the recruitment process and throughout the course of their employment.

At IntaPeople, we are committed to:

- Facilitating discussions about stress and mental health between managers and employees
- Assuring that employees are supported in order to stay healthy and productive

As IntaPeople grows over the coming years, we will implement recruitment processes to ensure the following:

- That our commitment to equal opportunities, is included in our job advertisements
- That we make it clear in all advertisements and interviews that we are committed to the wellbeing of our employees
- That our job advertisements focus on the requirements of the position and the tasks that must be undertaken rather than on a specific personality type
- That all colleagues involved in recruitment receive the appropriate training in order to prevent bias or discrimination during the recruitment process
- That candidates are encouraged to disclose pre-existing mental health conditions in confidence, so that any reasonable adjustments can be made during the recruitment process
- As part of IntaPeople's effort to encourage voluntary disclosure of mental health conditions and support colleagues to remain well at work, we will do the following:
- Deliver an awareness programme on mental health to all managers, so that they feel comfortable discussing mental health and can gain practical support as a result

SECTION 3

Section 3 describes what IntaPeople does to provide good working conditions, provide a healthy work-life balance and professional development opportunities for its employees, and promote effective people management to support their mental health and wellbeing.

PROMOTING A HEALTHY WORKING ENVIRONMENT

To ensure the well-being and productivity of employees, it is imperative to create a working environment that promotes both physical and mental health. Whilst considering both our physical working environment, as well as our wider company culture and ways of working, IntaPeople will seek to understand and implement best practices in our working conditions.

To achieve a healthy workplace, it is important to pay attention to matters such as autonomy, work-life balance, and opportunities for learning, growth, and advancement.

ASSURING A HEALTHY WORKING ENVIRONMENT

To enhance the wellbeing of our employees, IntaPeople is also committed to developing the physical working environment. Consequently, IntaPeople will ensure that all employees are made aware of the collaboration area, which has been created on the first floor, for their use. This space is equipped with several features that can positively impact people's health and wellbeing, including new kitchen facilities, sound proofed meeting rooms, high quality showers & changing rooms, air quality, temperature, access to light and quiet spaces and space for socialising.

COMPANY CULTURE AND WORKING METHODS

A company's culture and working practices are equally important in promoting wellbeing and positive mental health as the physical environment.

As part of its commitment to equality, diversity, and inclusion, IntaPeople are taking steps to build an organisational culture based on the principle of respect, to support colleagues in achieving a healthy work-life balance, to emphasise the importance of wellbeing in effective people management, and to assist all IntaPeople employees in attaining personal and career development objectives.

RESPECT

IntaPeople is committed to treating everyone with respect and ensuring a harassment-free workplace. The following actions will be taken in order to fulfil this commitment:

- Encourage and enable colleagues to do their best, acknowledge diversity and value it, and listen to differing views respectfully
- Provide and receive honest, objective, and supportive feedback in a way that is mutually respectful, with a genuine intention to assist each other in their development
- Assume responsibility for inappropriate conduct and respond appropriately when concerns arise
- Make sure that all employees at IntaPeople receive mandatory training as a part of this commitment.

WORK-LIFE BALANCE

At IntaPeople, we understand the importance of recruiting and retaining a diverse employee base, as well as providing a healthy balance between work and personal commitments.

As part of this, IntaPeople will continue to support flexible working arrangements and will, through our Equality and Diversity policy, assess how effectively such arrangements are being implemented across the company. In the coming year, we will assess whether these arrangements are meeting the needs of employees and the organization, whether flexibility is being offered fairly to employees and whether the arrangements will continue to be suitable for future use. As we seek to grow IntaPeople and offer the flexibility existing and prospective employees seek, we want to ensure that IntaPeople stands out as an attractive and supportive employer.

Additionally, IntaPeople will strive to promote good practices by being alert to long or excessive working hours and accommodating employees' individual work preferences and arrangements, for instance:

- Recognising the importance of taking breaks
- Attempting to avoid meetings during lunchtime and during non-core hours
- Promoting best practices on remote and part time working - for example, encouraging colleagues to communicate their normal working hours and taking an inclusive approach to leading meetings when colleagues are attending remotely (for example, by phone or using Zoom).

PEOPLE MANAGEMENT

For the past three months, IntaPeople has provided their staff with online mental health first aid courses offered by Mental Health Wales. In addition, the nominated First Aid Ambassadors have been provided with online Mental Health Ambassador courses offered by the Academy of Health and Fitness through Reed Training.

Currently, IntaPeople is preparing a management development program with a focus on promoting well-being and mental health. As a result of such training, all employees will be better able to receive mental health and wellbeing support from their managers and colleagues.

This program will be implemented by IntaPeople by:

- Continuing to provide mental health awareness training to colleagues and managers
- Providing managers with access to training packages that address resilience, positive wellbeing, and effective team management
- Providing more general people management training so that staff members can give and receive feedback, thus helping managers and supervisors identify when additional support may be needed
- Reviewing roles and responsibilities to ensure that there is effective communication between work and staff managers so that multiple projects or expectations arising from IntaPeople's Matrix management framework do not negatively affect individual mental health or well-being
- Ensuring that the Mental Health Ambassadors continues to coordinate with Mind and other similar organisations in order to identify good training opportunities in the area of mental health and well-being

DEVELOPMENT OPPORTUNITIES

To enable colleagues to thrive at work, it is important to provide opportunities for career advancement and personal development.

It is anticipated that IntaPeople will increase its staff numbers significantly over the next few years, and we will be striving to provide good opportunities for colleagues to learn and develop over the coming years.

For colleagues to achieve their full potential, IntaPeople will facilitate regular, high-quality career development conversations, based on the 'depth, breadth, stretch' model and will provide additional opportunities, such as mentoring, coaching, shadowing, secondments, and buddying programs.

SECTION 4

Section 4 explains how IntaPeople assists colleagues in need

ASSISTING COLLEAGUES IN TIMES OF NEED WITH EFFECTIVE SUPPORT

We believe that by providing appropriate and timely support to colleagues who require it, IntaPeople can minimise the negative impacts of work on employees' mental health and wellbeing and reduce the negative effects of mental ill-health on the efficiency of our business operations.

To achieve this goal, it is necessary to provide individuals with diagnosed mental health conditions with the tools to succeed. In addition, it is necessary to provide timely assistance that can be used to reduce sickness absence and presenteeism related to mental illness.

Besides the work we are doing to promote awareness of mental health issues among managers, IntaPeople provides access to mental health experts through its occupational health and employee assistance programs, as well as trained mental health first aiders as additional contact points.

MENTAL HEALTH SUPPORT PROVIDED IN-HOUSE AND REFERRALS TO CLINICAL SERVICES

An external provider provides an Employee Assistance Programme (EAP) to all IntaPeople employees. During any time of the day or night, colleagues can reach out to a free telephone number to discuss (in confidence) any difficulties they may be experiencing at home or at work and receive impartial advice. IntaPeople employees are automatically entitled to six counselling sessions as part of this service. Additional support may also be available upon request.

Early intervention is an integral part of IntaPeople's management of well-being at work. If staff members are experiencing health problems or return from a long period of absence, the HR team works with the staff member and manager to complete an occupational health (OH) referral. The report provides recommendations on what IntaPeople can do to help staff members and managers manage their condition by putting in place reasonable adjustments for the employee and manager.

OH, and EAP services will be provided on a combined basis in the near future in order to facilitate integration between the two. Throughout the coming year, we will focus on raising awareness of these services, to ensure that all colleagues are aware of the support available.

MENTAL HEALTH FIRST AIDERS & AMBASSADORS

Currently, IntaPeople have three trained mental health first aiders and two mental health ambassadors who are available to offer support to staff who wish to discuss their concerns in confidence. In addition, they can provide referrals to other sources of assistance.

As part of our commitment to providing this support, IntaPeople will maintain sufficient mental health first aiders and ambassadors and we will promote their availability and offer confidential, non-judgmental listening to all our staff.

WELLBEING PEER SUPPORT NETWORK

IntaPeople has established a wellbeing support network that is designed to provide employees with peer support in addressing issues related to emotional wellbeing and mental health. By providing a non-judgemental listening experience, colleagues can meet colleagues who may have faced similar challenges and experiences, and to share ideas and suggestions regarding coping strategies and support options.

SECTION 5

Section 5 outlines IntaPeople's commitment to meeting the updated 'enhanced standards' identified in the Thriving at Work report.

TAKING RESPONSIBILITY FOR THE PROMOTION OF POSITIVE MENTAL HEALTH

Our ambition is to become recognised as a leading employer when it comes to promoting positive mental health among its employees. Our company must take responsibility at all levels, track progress over time, compare it with other companies and develop structures that encourage mental health awareness throughout our day-to-day work.

In order to achieve this goal and comply with the enhanced standards identified in the Thriving at Work report, we are taking the following steps.

DEMONSTRATING ACCOUNTABILITY

The promotion of positive mental health is an important priority for everyone at IntaPeople. Some of the key roles and responsibilities are as follows:

- Philip Handley, the Chief Executive of IntaPeople, and the board of directors are responsible for safeguarding the wellbeing of IntaPeople employees, including mental health support.
- It is the responsibility of all IntaPeople's managers to ensure the well-being of colleagues that report to them or who work on the projects they manage
- IntaPeople's HR department are responsible for developing and implementing policies aimed at supporting wellbeing, as well as ensuring that key support services are available to its employees
- IntaPeople's mental health ambassadors, provide a forum for driving forward standards and delivering initiatives.

MONITORING EMPLOYEE WELLBEING AND REPORTING ON PROGRESS

The following is proposed in relation to the monitoring and reporting of employee wellbeing:

- The Human Resources department will report on absence levels and reasons for absence on a quarterly basis to the board of directors.
- Our mental health staff survey results will be analysed annually, allowing us to identify the factors that influence the different dimensions of mental health. This will help us identify areas for improvement and priorities.
- As part of our commitment to improving the wellbeing and mental health of our colleagues, we will report annually to our board of directors regarding performance and productivity.
- A more in-depth survey will be conducted every two years to gain a deeper insight into issues related to the mental health and wellbeing of our employees.