

# Supporting the mental health and wellbeing of our staff: ASI's Mental Health Policy

2021



# Policy Statement

Adam Smith International (“ASI”) is committed to supporting the mental health and wellbeing of its people. We aspire to be a company where all employees are emotionally aware of themselves and their colleagues; sensitive to the needs of others and supportive in meeting those needs; and collectively resilient and connected.

The wellbeing of our people is our priority. We recognise that we operate in highly pressurised contexts, different time zones, often away from our families and friends, and mental health issues can be triggered by excessive levels of personal and work-related stress. As a company, we will do what we can to support the mental health and wellbeing of employees whilst at work. While the availability of mental health support varies across the world, we strive for equity of provision and aim to make it easy for colleagues to access that help.

We acknowledge the importance and requirement of ensuring that all employees are able to work in a safe, professional and healthy environment, where they are valued and respected. By promoting a supportive workplace culture we aim to support mental wellbeing and reduce stress.

## Definitions

Mental health is defined as **our emotional, psychological, and social well-being at a particular time**. Put simply it is how we feel about ourselves and the people around us; our ability to make and keep friends and relationships; and our ability to learn from others and to develop both psychologically and emotionally.

There are likely to be times in our lives when we face challenges in these areas. Mental health problems are a common human experience and are generally characterised by some combination of unhelpful thoughts, emotions, behaviour and relationships with others. At work, this might mean dips in performance, or other work-related difficulties.

Some examples of specific disorders that require specialised treatment include depression, anxiety, post-traumatic stress disorder, bipolar disorder and schizophrenia. But, often, people experience mental health problems without having such specific disorders or without even being fully aware that they are having mental health difficulties to begin with.

## Policy Scope

This policy applies to everyone who works for Adam Smith International.

Some aspects of ASI’s support are provided through employee benefits which are available to corporate employees only (see Annex A for further details).

It outlines our approach to promoting mental health and wellbeing. It should be read in conjunction with our other policies including: Equality, Diversity and Dignity at Work; Flexible Working; Grievance; Health, Safety and Wellbeing; Learning and Development; and Sickness and Absence.

All staff members have a responsibility to support good mental health. However, certain staff members have a specific role in the process. These are:

- The Executive Team
- People and Talent Team
- **Mental Health Champions**
- Line Managers
- Project Directors/Managers

The Executive Team has the overall responsibility for approving and implementing this policy. Line managers, Project Directors and Project Managers are responsible for implementing relevant aspects of this policy on a day-to-day basis. The People and Talent Team are responsible for providing confidential advice and information regarding specific mental health support services available to employees and for managing company policies (e.g. the Employee Assistance Programme) which support the mental health of staff. Mental Health Champions have a responsibility to serve as contact points for their colleagues; escalating issues where appropriate; raising awareness about mental health and wellbeing; reviewing and, when necessary, updating the policy; and tracking progress against the policy objectives.

This policy requires a shared understanding between employees and managers that mental ill health can be a legitimate health issue in the workplace. Staff that make their mental health concerns known, either to specific individual(s) or more broadly, within or outside ASI, must not be discriminated against in any way.

## Policy Objectives

The aim of this policy is to demonstrate our commitment to the mental health of our employees. Our approach to supporting the mental health of all members of staff:

1. We want to foster a **culture of openness**. Mindful of cultural barriers, we want to normalise conversations about mental health and wellbeing. Symptoms of mental distress such as anxiety, general unhappiness and lack of confidence are legitimate topics for staff to discuss and should not be dismissed.
2. We will seek to **identify and tackle the causes of work-related mental health problems**. We want to prevent so far as is reasonably practicable, those circumstances detrimental to mental health by providing a working environment where hazards to mental health are identified, assessed, removed or reduced.
3. We will offer access to and raise awareness on **mental health support** available to employees globally, making it easy for employees to access help. We will review mental health support available every two years and make changes where necessary and as is reasonably practicable.
4. Create an environment in which **confidentiality and dignity** in relation to mental health matters are respected.

## Responsibilities

Adam Smith International is responsible for:

- **Providing training** (or briefings) for Executive Team members, Heads of Teams, Mental Health Champions and other staff members with significant line management responsibilities on the key aspects of mental health and what they can do to manage for, and otherwise foster, good mental health among those reporting to them.
- **Promoting mental health awareness to all members of staff**, either through training, online learning or other awareness raising activities.
- **Appointing Mental Health Champions** – people who will advocate, and live by, strategies that lead to good mental health for themselves and their colleagues, as well as assist the implementation of future mental health activities.
- **Adopting a zero-tolerance approach** to potentially offensive remarks about mental health by placing such remarks in the same category as remarks about ethnicity, sexual orientation, age, and disability. There are multiple options to raise a concern on these grounds, such as discussing confidentially with your line manager or with People, Talent, Legal & Ethics (PTLE); contacting the Whistleblowing hotline; and/or referring to the grievance policy for more information on the grievance process.
- **Providing high quality mental health support services for corporate employees, e.g. through the Employee Assistance Programme (EAP) and health insurance policies** and reviewing these support services bi-annually, taking anonymous user feedback into account where appropriate. Details of relevant policies and the mental health support they entail can be found in the annex below.
- **Raising awareness on how to access the mental health options above**, making it easy for employees to access.
- **Making the mental health support options introduced above** accessible, where available, to all corporate staff members regardless of the cause(s), or perceived cause(s), of mental health issues.
- **Making reasonable adjustments to ensure that people with a mental health problem are not disadvantaged at work**. Examples of reasonable adjustments are gradual return to work following a period of absence, flexible working arrangements, and relief from responsibilities that may exacerbate mental health problems. More information is available from the Royal College of Psychiatrists website [here](#). Staff members are encouraged to discuss reasonable adjustments with their line manager or a member of the People and Talent team.

- **Conducting an annual review to assess** how effectively this policy is being implemented, and more broadly how effectively the company is supporting good mental health. Improvements to the policy and wider support offered will be made where needed.
- **Providing safe and healthy office environments** in which to work, free from harassment, bullying and victimisation, as per the ASI Code of Conduct.

Line managers are responsible for:

- **Actively supporting the wellbeing of colleagues.** Line managers should also regularly review workloads within their teams, taking remedial action where excessive workloads risk compromising wellbeing. Other examples of support could include directing staff to the mental health newsletters, which give tips on how one can maintain and improve their physical and psychological health through exercise, a balanced diet, obtaining sufficient sleep. One could also encourage staff to contact the employee assistant scheme, or encourage people to monitor their thinking or “self-talk”, guiding it away from destructive paths and into more positive directions. As part of the awareness training, line managers will learn about the effects of poor sleeping patterns and seek to minimise sleep loss for themselves and colleagues due to work related issues.
- **Encouraging structured, ongoing professional development** that gives staff members the tools to be able to do their job effectively. Line managers are encouraged to create and maintain high quality professional development plans with each member of their team.
- **Line managers should encourage members of their teams to form supportive working relationships** and ensure there is space and opportunity to do so. This is particularly challenging – and important – for colleagues based in remote locations abroad. Options to support this include setting up a buddy system, ensuring that mental health and general wellbeing are covered as a matter of course in catch up meetings, and ensuring regular visits back to the relevant corporate office.
- **Being vigilant for symptoms of possible mental health problems** and open to discussing these with colleagues, guiding them towards relevant professional support options where appropriate.
- **Monitoring time off to ensure that staff are taking their full entitlement or making provision for time off in lieu (TOIL)** – see the Leave Policy for more information. Where structural issues (e.g. understaffing) lead to excessive overtime, line managers, the People and Talent team and the Executive team will help to identify and implement solutions.
- **Providing effective planning, workload allocation and feedback** on performance.
- **Applying sound management practice** based on equality of treatment and respect for diversity.

Project Directors and Project Managers are responsible for:

- **Supporting the mental health and wellbeing of project teams,** creating a culture of mutual support, monitoring the mood and well-being of the team in a similar way to line managers, engaging with the project's senior leadership team to discuss any concerns. Where appropriate escalate concerns to People & Talent team.

#### Additional provisions for field-based staff

ASI undertakes significant work in challenging environments. Given the nature of ASI's work you will be likely to travel to, or live in, the places we work in order to fulfil your job. This often entails long haul flights, different time zones, and being away from family and friends for extended periods of time. Applying the points under Objectives 1 and 2 becomes even more important for field-based staff, particularly in locations where we do not have a significant presence.

Prior to travel, your line manager (or Project Director/Manager for Associates) should:

- Ensure that you have clear terms of reference, and the skills, tools, networks and other resources needed to succeed in, and enjoy, your role.
- Establish a schedule of regular updates to check on your wellbeing as part of ASI's Duty of Care commitment.
- Make you aware of the mental health support available and confirm the options that are available remotely, should support be required.

If you feel other types of support would work well for you, please discuss these with your line manager.

If you would like to access support, or discuss options, you are encouraged to contact any of the services presented in the Annex and / or speak with your line manager, People and Talent or another trusted colleague.

In addition to remote support options, there is potential to travel back to 'home' base to access support, or to agree reasonable adjustments to your work.

The international nature of the business means that you might receive electronic communications outside working hours. You are not expected to respond to emails outside of your core working hours in the relevant country.

Everyone who works for ASI is responsible for:

- Contributing to **creating a supportive, professional and caring workplace culture**, where all colleagues are valued and respected.
- Being vigilant and proposing **additional support to colleagues who are experiencing stress** outside work e.g. encouraging staff experiencing bereavement or separation to take their compassionate leave entitlement.

# Annex: Accessing mental health support

ASI's mental health support services, available to all corporate employees, are presented below. Staff can access these services directly; it is not necessary to inform your line manager or the People and Talent team if you prefer not to. If you would like to know more about any of the options below please visit the Enterprise portal under HR, and look at the sections on **Reward and Benefits** and **Policies and Procedures**.

We recognise that due to the changing nature of the contexts and jurisdictions in which we work, support options pertaining to certain geographies might not be listed below. Should you have questions regarding policies available in the country where you work or regarding your specific employment arrangements, please contact your country or regional lead, as well as people [people@adamsmithinternational.com](mailto:people@adamsmithinternational.com).

Support option	Further information and how to access		
<b>Employee Assistance Programme (EAP)</b>	<p>The EAP is intended to help all corporate employees deal with personal problems that might adversely impact their health, well-being, and work performance. The service, provided by Health Assured, gives employees up to 8 sessions of face to face, telephone, or online counselling per employee, per issue, per year, all available 24/7 using the online access <a href="http://www.guidanceresources.com">www.guidanceresources.com</a></p> <p>From short-term problems to more extended ones, some examples of the service provided includes:</p> <table border="1"> <tr> <td> <p><b>Responsibility at work</b></p> <ul style="list-style-type: none"> <li>Stress/anxiety management</li> <li>Developing resilience</li> </ul> <p><b>Personal problems</b></p> <ul style="list-style-type: none"> <li>Divorce/separation</li> <li>Anxiety</li> <li>Depression</li> <li>Alcohol or drug abuse</li> </ul> </td><td> <p><b>Managing money</b></p> <ul style="list-style-type: none"> <li>Budgeting</li> <li>Financial planning</li> <li>Managing debt</li> </ul> <p><b>Family issues</b></p> <ul style="list-style-type: none"> <li>Parenting</li> <li>Caring for relatives</li> <li>Disputes and relationships</li> </ul> <p><b>Legal concerns</b></p> <ul style="list-style-type: none"> <li>Divorce/separation</li> <li>Child custody</li> <li>Landlord/tenant disputes</li> </ul> </td></tr> </table> <p>If you need financial or legal services, Health Assured will refer you to an expert in that field. If you want to see a clinician, they will match you with one in their network who has the appropriate experience to help. Specialist and experts are sensitive to gender, language, and cultural requirements.</p> <p>There are two ways both UK and International employees can access support:</p> <p><b>Global Access:</b></p> <ul style="list-style-type: none"> <li>Website - Compsych.com</li> <li>App - GuidanceResource Now</li> </ul> <p><b>UK Access:</b></p> <ul style="list-style-type: none"> <li>Website - Healthassuredeap.co.uk</li> <li>App - My Health Advantage</li> </ul> <p>When accessing for the Compsych.com website for the first time, you will need to register by entering the Web ID '<b>HealthAssuredEAP</b>' and then create an individual login. Once registered, you will need to select your country/language. You can do this by clicking on the flag icon in the upper right-hand side of the page. If the country you are in is not in the list shown in the box of flags to click on, then click on the line at the top of that box. You will then be able to access various information about the service and in most cases, it will also provide the country-specific telephone number that you should call to access counselling services. You can also access the services by clicking on the 'Wellness' heading and clicking on 'Send a Question' under the '<b>Ask a Guidance Consultant</b>' heading. Please note that this service is available to all corporate employees working for ASI, but not project staff and associates.</p> <p><b>Telephone numbers for ASI's HQ countries offices are as follows:</b></p> <ul style="list-style-type: none"> <li>Australia: 1-800-377-275 or 1300-956-253</li> <li>India: 000800-100-4444</li> <li>Kenya: 0800 211 136</li> </ul>	<p><b>Responsibility at work</b></p> <ul style="list-style-type: none"> <li>Stress/anxiety management</li> <li>Developing resilience</li> </ul> <p><b>Personal problems</b></p> <ul style="list-style-type: none"> <li>Divorce/separation</li> <li>Anxiety</li> <li>Depression</li> <li>Alcohol or drug abuse</li> </ul>	<p><b>Managing money</b></p> <ul style="list-style-type: none"> <li>Budgeting</li> <li>Financial planning</li> <li>Managing debt</li> </ul> <p><b>Family issues</b></p> <ul style="list-style-type: none"> <li>Parenting</li> <li>Caring for relatives</li> <li>Disputes and relationships</li> </ul> <p><b>Legal concerns</b></p> <ul style="list-style-type: none"> <li>Divorce/separation</li> <li>Child custody</li> <li>Landlord/tenant disputes</li> </ul>
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Support option	Further information and how to access		
	<ul style="list-style-type: none"><li>Netherlands: 0-800-020-0726</li><li>UK: 0800-917-530</li><li>US: (800) 272-7255</li></ul> <p>See EAP policy in <b>Reward and Benefits</b> for more information.</p>		
<b>Private Medical Insurance: AXA, Cigna or any other local schemes</b>	<p>We provide corporate employees with private health insurance to cover your health and well-being internationally. This includes a fully comprehensive policy, covering both inpatient and out-patient treatment (provided you have been referred to a specialist consultancy by your own GP). You may also include your spouse and/or children up to 24 years old. The company will pay the full cost of your membership, although the premiums paid by the company on your behalf will be assessed as a taxable benefit in your hands. Members are able to claim for eligible treatment for pre-existing conditions and related conditions immediately on joining the scheme.</p> <p>Details of mental cover provided through ASI's health insurance providers, together with contact details are as follows:</p>		
	<b>Provider (location)</b>	<b>Mental health cover</b>	<b>Contact details</b>
	<b>AXA (UK)</b>	<ol style="list-style-type: none"><li>1. Face to face, email or phone counselling sessions through Stronger Minds services. Available to those 18 and over – No GP referral needed.</li><li>2. Private hospital (in-patient) and day-patient unit fees for psychiatric treatment (accommodation, diagnostic tests, drugs). Paid in full so long as you use a hospital or day patient unit in AXA's Directory of Hospitals. Alternatively, cash payment of £50 per night/day for in-patient/day-patient treatment if you use a hospital or day-patient unit that is not in AXA's Directory of Hospitals.</li><li>3. No yearly limit on out-patient fees for psychiatric treatment by psychologists and cognitive behavioural therapists.</li><li>4. No yearly limit on specialist fees for psychiatric treatment (out-patient).</li><li>5. Options 2-4 require a GP referral. A straightforward way to access the required referral is to use AXA's 'Doctor at hand' online GP service (you can register for this service <a href="#">here</a>). Alternatively, you can get a referral from your own GP (in which case you should ask for an 'Open Referral').</li></ol>	<p>Call the helpline before you see a consultant or other healthcare practitioner if you experience stress, anxiety, or any mental health concerns, your Personal Advisory team will check your cover and pass you straight through to Stronger Minds team to speak to a trained counsellor or psychologist.</p> <p><b>Helpline number:</b> <b>0800 317 810</b></p> <p>For other contact options see the policy document.</p>
	<b>Cigna (UK expats)</b>	<ol style="list-style-type: none"><li>6. Psychiatric care, for psychiatric conditions, other mental disorders or addictions. Unlimited out-patient consultations and unlimited in patient/day case treatment.</li></ol>	<p>When you need treatment, call Customer Care Team on +44 (0) 1475 788182 or from the US on 800 835 7677.</p> <p>Email them to: <b><a href="mailto:Cignaglobal_customer.care@Cigna.com">Cignaglobal_customer.care@Cigna.com</a></b></p>
<b>Cigna (Kenya and Somalia)</b>	<ol style="list-style-type: none"><li>7. Inpatient psychiatric care up to a maximum of £6,500.</li><li>8. Outpatient psychiatric care up to a maximum of £1,400, within overall limits of outpatient care (£8,000).</li></ol>	<p>Access a provider of your choice and then submit a claim. Advice on providers available through the Cigna website <b><a href="http://www.cigna.com">www.cigna.com</a></b></p>	



Support option	Further information and how to access		
		<p>9. Annual Health risk assessment, which includes aspects of mental health.</p> <p>10. Online 2nd opinion: access to an online second opinion in the case of any mental health assessment.</p>	
	APA (Kenya)	11. Both outpatient and inpatient care limited to KES 600,000 per person (does not include counselling).	You can get in touch with Zainab Okaalo on her direct line 020 2862222   0709912222 and e-mail <a href="mailto:zainab.okaalo@apainsurance.org">zainab.okaalo@apainsurance.org</a>
	Venus Medicare (Nigeria)	12. Outpatient psychiatric up to 8 weeks.	Access to psychiatric care is based on a doctor's referral. Once you receive a referral, you can call the Venus Customer Care Team on +23470033330000 or email <a href="mailto:info@venusmedicare.com">info@venusmedicare.com</a> .
	East West Insurance (Pakistan)	<p>13. Mental health professionals' fees for outpatient treatment up to a maximum of PKR 50,000 annually.</p> <p>14. Medication for mental health issues is covered both through the regular OPD limit and through this additional 50,000 dedicated for mental health care.</p>	Access a provider of your choice and then submit a claim to ASI (provider must be a registered practitioner and invoice must be on an official letterhead).
	Asia Pacific	15. Employees set themselves up with an insurer and ASI reimburses their premiums up to a limit.	For information on local providers and limits, reach out to: <a href="mailto:Kate.Coulman@adamsmithinternational.com">Kate.Coulman@adamsmithinternational.com</a>
	Remaining offices (≤ 10 corporate employees)	16. Coverage differs depending on PMI providers and availability in the region.	For information on local providers and limits, reach out to: <a href="mailto:people@adamsmithinternational.com">people@adamsmithinternational.com</a>
More information on our health insurance policies is available in <b>Reward and Benefits</b> .			
<b>Trauma Risk Management (TRiM)</b>	<p><b>Trauma Risk Management (TRiM)</b> is a peer support process designed to identify individuals at risk of psychological trauma as a result of an incident or a build-up of stress. By identifying people at risk following an incident, we are able to help them access the specialised treatment from providers outside Adam Smith International that they need to get back to normality as soon as possible. With the kind of early detection provided by TRiM, and the right treatment, evidence shows that the vast majority of people recover fully and suffer no lasting effects. The TRiM assessment we carry out, aims to identify those who may need some more support, let people know how to get help if they need it, and reassure people that it is perfectly normal to have an emotional response to the kind of incident you have been involved in. For more information on available support from TRiM Practitioners and Managers, please get in touch with the Global Operations and Security Manager, Tom Walker, or the Head of People, Talent, Legal and Ethics, Ally Arnall.</p> <p>More information on TRiM is available in <b>Reward and Benefits</b>.</p>		
<b>Leave and flexible working</b>	<p>In addition to your health benefits, Adam Smith International provides you with additional leave and flexibility for your general well-being:</p> <ul style="list-style-type: none"> <li>• Paid and unpaid leave</li> <li>• Sick leave</li> </ul>		



Support option	Further information and how to access
	<ul style="list-style-type: none"> <li>• Enhanced maternity and paternity pay</li> <li>• Time off to deal with incidents involving dependents</li> <li>• Bereavement leave</li> <li>• Time off in lieu</li> <li>• Flexible working</li> <li>• Wellbeing time</li> </ul> <p>More information is available in the Employee Handbook, available in <a href="#">Policies and Procedures</a>.</p>
<b>Group income protection:</b> <b>Canada Life</b> <b>(UK corporate employees)</b>	<p><b>Group income protection</b></p> <ul style="list-style-type: none"> <li>• Provides cover of 66.67% of basic salary if unable to work due to accident or disability</li> <li>• Deferred period of 13 weeks</li> <li>• Benefit paid until you can return to work, reach the cessation age or die, whichever occurs first</li> <li>• Cessation age is 65 or State Pension age, if later</li> <li>• Cover automatic – no application required</li> <li>• ASI pay the premium</li> </ul> <p><b>Second Medical Opinion</b></p> <ul style="list-style-type: none"> <li>• The Second Medical Opinion service provides access to over 50,000 leading consultants worldwide. They offer second opinions on diagnoses and treatments for almost any condition.</li> <li>• Access Second Medical Opinion by calling 0800 085 6605</li> </ul> <p><b>Probate Helpline</b></p> <ul style="list-style-type: none"> <li>• The Probate Helpline provides access to probate experts covering family disputes, validity of wills, power of attorney and obtaining probate.</li> <li>• Call for confidential advice and support 0808 164 3079</li> </ul> <p>See Group Income Protection policy in <a href="#">Reward and Benefits</a>.</p>
<b>Group income protection:</b> <b>Utmost</b> <b>(International corporate employees)</b>	<p><b>Group income protection</b></p> <ul style="list-style-type: none"> <li>• Provides cover of 66.67% of basic salary if unable to work due to accident or disability</li> <li>• Deferred period of 13 weeks</li> <li>• Benefit paid until you can return to work, reach the cessation age or die, whichever occurs first</li> <li>• Cessation age is 70</li> <li>• Cover automatic – no application required</li> <li>• ASI pays the premium</li> </ul> <p>See Group Income Protection policy in <a href="#">Reward and Benefits</a>.</p>

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