

Mental Health & Wellbeing Policy

1. Policy Statement

Cutlass Group Limited ("Cutlass") recognises that its employees are its greatest asset and is committed to providing the support, assistance and working environment necessary to enable employees to undertake their duties safely, effectively and with positive mental wellbeing.

Cutlass recognises that mental health is an important part of overall health and that everyone may experience periods of poor mental health during their working life. Mental health can be affected by a wide range of circumstances, including work-related pressures, workload, workplace relationships, organisational change, financial difficulties, bereavement, family or personal circumstances, physical illness, trauma and other life events.

Cutlass is committed to creating an inclusive workplace in which employees feel able to talk openly and appropriately about mental health without fear of discrimination, unfair treatment or being regarded as weak or incapable.

The purpose of this policy is to:

- promote positive mental health and wellbeing throughout Cutlass;
- provide a supportive working environment in which employees can raise concerns at an early stage;
- reduce, where reasonably practicable, workplace factors that may contribute to excessive stress or poor mental health;
- ensure that employees experiencing mental health difficulties know where they can obtain help;
- support employees to remain at work where this is appropriate and safe;
- support employees returning to work following an absence related to mental health;
- encourage managers to identify and address potential causes of work-related stress;
- ensure that mental health concerns are handled sensitively, respectfully and confidentially; and
- promote equality, dignity and inclusion for all employees regardless of role, seniority, length of service or personal circumstances.

2. Scope

This policy applies to all employees of Cutlass, regardless of length of service, contractual status, role, seniority or working arrangements.

Where appropriate, Cutlass will also seek to promote positive mental health and wellbeing among contractors, temporary workers, consultants and other individuals working with or on behalf of the organisation.

This policy should be read alongside Cutlass's other relevant policies and procedures, including its:

- Health and Safety Policy;
- Equality, Diversity and Inclusion Policy;
- Absence and Sickness Policy;

- Grievance Procedure;
- Disciplinary Procedure;
- Flexible Working Policy;
- Bullying and Harassment Policy; and
- any other applicable workplace policies or procedures.

Where a mental health concern is connected with a separate workplace issue, the appropriate policy or procedure may also apply.

3. Our Approach to Mental Health

Cutlass believes that good mental health is supported by a workplace where employees are treated fairly, have appropriate workloads, understand their responsibilities and are able to raise concerns without fear of negative consequences.

Cutlass will seek to provide a working environment that:

- promotes dignity, respect and professionalism;
- encourages reasonable communication about wellbeing;
- supports employees in raising concerns at an early stage;
- seeks to prevent excessive or unreasonable workloads;
- encourages appropriate breaks, rest and work-life balance;
- promotes healthy and respectful working relationships;
- addresses bullying, harassment, discrimination and inappropriate behaviour;
- provides appropriate support during periods of organisational change;
- recognises the importance of recovery following periods of illness or significant personal difficulty; and
- supports employees who may require reasonable adjustments or other appropriate workplace measures.

Cutlass recognises that work can have both positive and negative effects on mental health. Meaningful employment, supportive relationships, structure, achievement and a sense of purpose can contribute positively to wellbeing. Conversely, excessive workload, lack of control, poor communication, workplace conflict, inappropriate management practices or an unhealthy working environment can contribute to stress and poor mental health.

4. Mental Health Problems Are Not a Sign of Weakness

Mental health problems or concerns, including stress, anxiety, depression, trauma, bereavement and other conditions, will not be regarded as a sign of weakness.

Cutlass will seek to ensure that employees experiencing mental health difficulties are treated fairly, respectfully and with appropriate sensitivity.

An employee should not feel that they have to disclose a diagnosis in order to ask for support. An employee may discuss a concern about their wellbeing, workload, working environment or ability to cope without necessarily identifying a specific medical condition.

At the same time, employees are encouraged to provide sufficient information to enable Cutlass to understand their circumstances and consider what reasonable support may be available.

5. Recognising Stress and Mental Health Concerns

Stress can affect people in different ways. Employees and managers should remain alert to potential signs that an individual may be experiencing difficulties.

Possible indicators may include:

- persistent tiredness or lack of energy;
- difficulty concentrating or making decisions;
- changes in mood or behaviour;
- increased anxiety or irritability;
- withdrawal from colleagues;
- reduced confidence;
- difficulty sleeping;
- increased sickness absence or lateness;
- reduced performance or motivation;
- difficulty managing normal workloads;
- increased conflict or interpersonal difficulties; or
- appearing overwhelmed or unable to cope.

These signs do not necessarily mean that an employee has a mental health condition. However, they may indicate that a conversation about wellbeing or support would be appropriate.

Employees should not be expected to diagnose themselves or others. Managers should approach concerns sensitively and focus on the individual's wellbeing, work circumstances and any support that may reasonably be provided.

6. Raising a Concern

If an employee feels that their ability to perform their duties, or their mental or physical health, is being affected by stress or another wellbeing concern, they are encouraged to raise the matter with their line manager in the first instance.

This applies whether the issue arises within the workplace or outside work.

Employees may raise concerns about:

- workload or working hours;
- competing priorities or unrealistic deadlines;
- workplace relationships;
- management practices;
- bullying, harassment or inappropriate behaviour;
- organisational change;
- the working environment;
- work-life balance;
- bereavement or personal circumstances;
- anxiety, depression or other mental health difficulties;

- returning to work following illness or absence; or
- any other matter that is affecting their wellbeing or ability to work.

Where an employee does not feel comfortable speaking to their line manager, they may raise the matter with another appropriate manager or a more senior member of management.

An employee should not be disadvantaged simply because they have raised a genuine concern about their mental health or wellbeing.

7. Manager Responsibilities

Managers have an important role in promoting positive mental health and identifying workplace factors that may contribute to stress.

Managers should:

- maintain an approachable and supportive management style;
- encourage employees to raise concerns at an early stage;
- take concerns seriously and avoid dismissing or minimising them;
- listen without making assumptions or attempting to diagnose a condition;
- consider whether workload, deadlines, working arrangements or workplace relationships are contributing to the concern;
- discuss appropriate support and potential adjustments;
- maintain appropriate confidentiality;
- monitor agreed actions and review whether they are effective;
- seek advice from senior management or appropriate professional advisers where necessary; and
- ensure that concerns are dealt with consistently, fairly and sensitively.

Managers should not promise absolute confidentiality where information needs to be shared to protect the employee or others, comply with a legal obligation, or enable appropriate support to be provided. Any information shared should be limited to what is reasonably necessary.

8. Discussing and Assessing Workplace Stress

Where an employee raises a stress-related concern, the line manager will arrange an appropriate meeting with the employee to discuss the matter.

The purpose of the meeting will be to understand:

- what is causing or contributing to the concern;
- whether any aspects of the employee's work are contributing to the problem;
- whether the employee feels able to continue performing their duties;
- whether immediate action is required;
- what practical support may be appropriate;
- whether temporary or longer-term adjustments should be considered; and
- whether further professional or organisational support may be beneficial.

Depending on the circumstances, Cutlass may consider factors such as:

- the amount and complexity of the employee's workload;
- deadlines and competing priorities;
- working hours and opportunities to take appropriate breaks;
- the employee's working environment;
- working relationships;
- levels of supervision and support;
- role clarity and expectations;
- workplace changes or restructuring;
- opportunities for flexibility; and
- any other relevant workplace factor.

Where appropriate, agreed actions should be documented and reviewed after a suitable period.

9. Support and Reasonable Adjustments

Cutlass will consider reasonable and proportionate measures to support employees experiencing mental health difficulties.

Depending on the circumstances, support may include:

- temporary changes to workload or priorities;
- additional supervision or management support;
- changes to working patterns or hours, where operationally feasible;
- flexible working arrangements;
- additional or more frequent breaks where appropriate;
- temporary changes to duties;
- a phased return to work following sickness absence;
- changes to the working environment;
- additional time to adjust to organisational or role changes;
- signposting to appropriate professional or wellbeing services; or
- other reasonable adjustments identified through discussion or professional advice.

Any adjustment will be considered on an individual basis, taking account of the employee's circumstances, the nature of their role and the operational requirements of Cutlass.

Where an employee has a disability within the meaning of applicable equality legislation, Cutlass will consider its legal obligations in relation to reasonable adjustments.

10. External and Professional Support

Employees are free to seek help independently from their GP, mental health services or other appropriate healthcare professionals.

Employees may also be encouraged to access appropriate external wellbeing resources or support services where available.

Where an employee provides relevant information or medical recommendations, Cutlass may consider this information when determining what workplace support or adjustments may be appropriate.

Employees are encouraged to seek professional assistance where they believe they need it. Managers should not attempt to provide clinical advice or act as a substitute for a qualified healthcare professional.

11. Confidentiality and Privacy

Mental health and wellbeing information will be treated sensitively and, where it constitutes personal or health information, handled in accordance with applicable data protection requirements and Cutlass's privacy and data protection arrangements.

Information should only be shared with individuals who have a legitimate need to know, subject to applicable legal and safeguarding requirements.

Employees should understand that it may sometimes be necessary to share limited information with appropriate individuals where this is required to:

- arrange workplace support;
- implement agreed adjustments;
- comply with a legal obligation;
- address a significant health and safety concern; or
- protect the employee or another person from serious harm.

Where information needs to be shared, Cutlass will seek to limit the disclosure to what is reasonably necessary.

12. Work-Related Concerns, Grievances and Complaints

Where an employee believes that their stress or mental health difficulties are entirely or substantially related to their employment, they may raise the matter informally with their manager or, where appropriate, invoke Cutlass's grievance procedure.

An employee may also raise a complaint under another relevant Cutlass policy where the circumstances warrant this.

Examples may include concerns relating to:

- bullying or harassment;
- discrimination;
- unreasonable management practices;
- workplace conflict;
- excessive or inappropriate workload;
- unacceptable working conditions; or
- other conduct or workplace practices that may be contributing to poor mental health.

Raising a concern under this policy does not prevent an employee from using another formal procedure where appropriate.

13. Sickness Absence and Return to Work

Cutlass recognises that mental health difficulties may result in sickness absence.

Employees who are unable to attend work because of a mental health condition should follow Cutlass's normal sickness absence notification and reporting procedures.

Where an employee is absent due to mental health difficulties, Cutlass will seek to maintain appropriate and supportive communication during the absence, taking account of the employee's circumstances and preferences.

Before or upon an employee's return to work, Cutlass may discuss whether any support or adjustments are required.

A return-to-work plan may include:

- a phased return;
- temporary adjustments to duties;
- amended working hours;
- reduced workload for an agreed period;
- regular wellbeing meetings; or
- other appropriate measures.

Any return-to-work arrangements should be reviewed regularly and adjusted where necessary.

14. Prevention and Promotion of Wellbeing

Cutlass recognises that supporting mental health is not only about responding when an employee is experiencing difficulties. Prevention and early intervention are also important.

Cutlass will seek, where reasonably practicable, to promote wellbeing through:

- encouraging open and respectful communication;
- appropriate workload management;
- clear roles and responsibilities;
- effective management and supervision;
- promoting a respectful workplace culture;
- addressing inappropriate behaviour promptly;
- encouraging employees to take appropriate breaks and annual leave;
- supporting a healthy work-life balance;
- providing appropriate information about available support; and
- periodically reviewing workplace practices that may affect employee wellbeing.

Employees also have a role in maintaining their own wellbeing where they are able to do so, including raising concerns before difficulties become more serious.

15. Supporting Colleagues

Employees should treat colleagues experiencing mental health difficulties with dignity and respect.

Employees are encouraged to:

- listen without judgement;
- avoid making assumptions about another person's mental health;
- respect appropriate confidentiality;
- encourage colleagues to seek suitable support where necessary; and
- raise serious concerns with an appropriate manager where they believe someone may be at significant risk.

Employees should not attempt to diagnose, treat or manage another person's mental health condition.

16. Serious or Immediate Concerns

If an employee or manager believes that an individual may be at immediate or serious risk of harm, the matter should be treated as urgent.

The appropriate emergency or professional services should be contacted where necessary, and Cutlass should take reasonable steps to safeguard the individual and others.

Where there is an immediate workplace health and safety concern, the employee should inform their manager or another appropriate person without delay.

17. Equality, Dignity and Non-Discrimination

Cutlass is committed to ensuring that employees experiencing mental health difficulties are not subjected to discrimination, bullying, harassment or unfair treatment.

Decisions relating to employment, performance, absence, promotion, training or other employment matters will be made fairly and in accordance with applicable law and company policy.

Mental health concerns will not automatically be regarded as a performance issue. Where performance is affected, Cutlass will seek to understand whether there are underlying health, wellbeing, workload or workplace factors that should be considered before determining an appropriate course of action.

18. Employee Responsibilities

Employees are encouraged to take reasonable care of their own health and wellbeing and to communicate with Cutlass where a health or wellbeing issue may affect their ability to work.

Employees should:

- raise concerns at an early stage where possible;
- cooperate with reasonable discussions about support;
- follow applicable sickness absence procedures;
- participate in agreed workplace support or review meetings;

- treat colleagues respectfully; and
- seek appropriate professional assistance where they believe it is required.

Employees are not required to disclose private medical information beyond what is reasonably necessary for Cutlass to understand and respond to a workplace issue.

19. No Detriment for Raising Concerns

Cutlass encourages employees to raise mental health and wellbeing concerns without fear of being viewed negatively.

An employee should not suffer unfair treatment or detriment simply because they have raised a genuine concern about their mental health, requested appropriate support or sought reasonable adjustments.

Nothing in this policy prevents Cutlass from addressing legitimate performance, conduct, attendance or other employment matters where appropriate. However, such matters will be considered fairly and with appropriate regard to any relevant health or wellbeing circumstances.

20. Review of the Policy

Cutlass will periodically review this policy to ensure that it remains appropriate, effective and consistent with applicable legislation and good practice.

Feedback from employees and managers may be considered as part of the review process.

The policy may be amended where necessary to reflect changes in legislation, organisational requirements, available support services or recognised good practice.

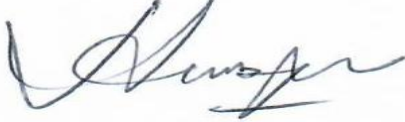
21. Commitment

Cutlass is committed to creating a workplace in which mental health is treated with the same importance and respect as physical health.

Employees are encouraged to speak up when they are struggling. Early communication can enable Cutlass to understand the circumstances, consider appropriate support and, where reasonably practicable, address workplace factors that may be contributing to the concern.

Cutlass recognises that every employee's circumstances are different and that there is no single approach that will work for everyone. The organisation will therefore seek to respond to mental health and wellbeing concerns sensitively, proportionately and on an individual basis, while maintaining appropriate operational, legal and health and safety standards.

Signed:



Review Date:

12.01.2027

Name:

Humayun Shahzad Group Chairman

Date:

13.01.2026