



Mental health position statement

June 2026

This statement sets out the approach of the Commonwealth Bank of Australia (CBA) and its subsidiaries (together, the Group or the Bank) to workplace mental health, psychological health and wellbeing. It applies to all CBA employees and relevant workers, including secondees and contingent workers, and across all CBA business areas, functions and geographies in which we operate.

Our commitment to mental health

At CBA, supporting the mental health and wellbeing of our people is fundamental to how we deliver on our purpose of building a brighter future for all. We want CBA to be a place where our people feel safe, supported and able to do their best for themselves, each other, and the customers and communities we serve.

Work can be a positive source of connection, purpose and development. We also recognise that, if not well managed, the way work is designed, organised and led can create psychosocial risks that can affect the health, safety and wellbeing of our people, the effectiveness of our teams and the experience of our customers.

That is why we are committed to taking a disciplined approach to identifying, assessing and managing psychosocial risks, just as we do with other health and safety risks. This requires clear expectations, active leadership, constructive challenge and a culture where people are encouraged to speak up, ask for help, talk about mental health without stigma and learn from experience.

Support also needs to be accessible when people need it. We will continue to provide wellbeing resources, support services and early intervention pathways, and encourage our people to seek support early. Supporting mental health and psychological safety is a shared responsibility, shaped by how we work together, how leaders set expectations and how we all manage risk every day.

We know there is always more to do and that progress requires sustained leadership attention and effort. We will continue to listen, learn and strengthen our approach over time so that CBA continues to support a safe, inclusive and mentally healthy workplace.



Matt Comyn

Chief Executive Officer

Policies and practices

We are committed to complying with applicable laws and obligations relating to health, safety, employment, anti-discrimination, psychosocial risk management, mental health, psychological safety and wellbeing across all jurisdictions in which we operate.

The Health, Safety and Wellbeing team supports the management of psychological health and safety risks through the Health and Safety Management System and supporting policies, procedures, registers, frameworks and guides, including the:

- [Group Work Health and Safety Policy](#), outlining our commitment and approach, including the scope and accountabilities for psychological health and safety.
- **Health, Safety and Wellbeing Risk Management Procedure**, providing a consistent process to identify, assess, control, monitor and review health and safety risks, including psychosocial risks.
- **Group Psychosocial Risk Framework**, which supports a consistent approach to classifying and managing psychosocial risks.
- **Health, Safety and Wellbeing Psychosocial Hazards Guide**, helping teams identify and assess psychosocial hazards in practice, including risks arising from work design, job demands, support, role clarity, workplace interactions and change.
- **Health, Safety and Wellbeing Hazard Risk Register**, capturing and tracking identified hazards, controls, risk ratings, owners and actions, supporting visibility of psychosocial risks and the effectiveness of controls over time.

Together, these documents support a consistent approach to implementation, escalation and oversight across the Bank. Our approach is also supported by related people, risk and culture frameworks, including our [Code of Conduct](#), and [Group Diversity, Equity and Inclusion policy](#). We tailor delivery to different workforce and location needs, and regularly review our policies and practices in response to emerging risks.

Governance, oversight and responsibilities

The CBA Board oversees and approves the [Group Work Health & Safety Policy](#) and monitors its effectiveness. The policy outlines the Bank's approach to physical and psychological health and safety. The People & Remuneration Committee assists the Board in fulfilling its responsibilities on a range of matters relating to the oversight and review of health, safety and wellbeing. The Board and People & Remuneration Committee receive regular reporting on employee mental health and wellbeing, including key indicators, emerging risks and the effectiveness of wellbeing initiatives. This includes information on trends in areas such as personal illness leave, incidents and workers' compensation claims, as well as broader workforce risk insights, to support informed decision making and targeted action to strengthen employee health, safety and wellbeing.

Management is responsible for implementing the policy across the Bank and embedding it within relevant risk, people and culture frameworks. Day-to-day implementation is supported by the Health, Safety and Wellbeing team, who manage the Health and Safety Management System and related policies, processes and guidance. Our Chief Mental Health Officer provides specialist expertise on workplace mental health and psychosocial risk, supported by a dedicated team working with business areas to strengthen capability and controls. Effectiveness of our program is monitored through safety reporting, risk and employee insights, with issues escalated and addressed where controls are not operating as intended.

Fostering an inclusive, safe and respectful environment

We aim to create a workplace where our people feel supported, safe and valued. Respect, inclusion and fair treatment are important to a workplace culture that supports mental health. Disrespectful behaviour and difficult workplace relationships can affect wellbeing, and we work to prevent and address behaviours that may undermine a safe, respectful and inclusive workplace. Our [Code of Conduct](#) reinforces these expectations by setting the standards of behaviour, actions and decisions we expect, including promoting wellbeing and supporting a workplace where people are free from unlawful discrimination, bullying and harassment.

Our [Group Diversity, Equity and Inclusion Policy](#) and supporting strategy focus on embracing differences, strengthening respect and supporting equitable opportunities to grow. The policy outlines commitments, requirements and accountabilities, including that unlawful workplace conduct such as discrimination, harassment, sexual harassment, sex-based harassment, workplace bullying and victimisation is not tolerated and is addressed in line with our policies and processes.

+ More information on our diversity, equity and inclusion progress can be found in our [Annual Report](#).

Our mental health and wellbeing programs

Our mental health and wellbeing programs support our health, safety and wellbeing strategy with a focus on prevention, early intervention and helping our people stay well at work. The strategy is underpinned by three pillars – Protect, Care and Thrive – which work together to support psychological health and safety across CBA. Through our holistic wellbeing platform Thrive, our people can access practical resources, events and services across life, mind, body and finance.

We tailor support to different roles, work environments, geographies and life stages, including risks experienced by frontline, customer-facing roles and people affected by change. For customer-facing teams, we consider wellbeing risks that can arise through regular customer interactions, including when supporting customers experiencing vulnerable circumstances. We have developed a framework using evidence-based prevention and early intervention measures to help our people reduce risk of harm associated with exposure to traumatic material and emotionally demanding work. This includes realistic job profiles and recruitment processes that support candidate suitability and long-term role sustainability, access to role rotation opportunities and wellbeing breaks where appropriate. We are also strengthening leader capability to identify early signs of distress, and provide informal support and debrief effectively to better support employees exposed to challenging or high-intensity work.

We also consider how to support our people experiencing change as the workforce evolves and adapts to new ways of working. We provide a range of internal and external support channels for specialist wellbeing support, recovery support and confidential counselling. Through periods of change, we use a data-informed change risk assessment process that helps leaders identify emerging wellbeing and workforce risks early, enabling more timely support and targeted interventions. Our People Care team help our people experiencing ill health or injury, including mental health-related concerns, and work with leaders on recovery, meaningful work participation and early intervention. Our Employee Assistance Program (EAP) provides external confidential counselling, trauma support and coaching for our people and their immediate family, including for work and non-work-related matters. International locations have access to a local EAP provider, including CBA India, where EAP resources and Thrive program content have been adapted to the local context. Every employee who accesses the EAP begins with an initial conversation to understand their circumstances, identify their support needs and assess any potential risks. This approach enables early identification of employees who may be at risk, so they are connected to the most appropriate level of care and support.

We monitor a range of programs to understand engagement including EAP utilisation, mandatory and voluntary wellbeing training, and participation in events. We use this information and insights from employee feedback to inform how we evolve our programs over time in line with workforce needs and emerging risks.

Listening to employee feedback

We use surveys, listening forums and other feedback channels to understand our culture and identify strengths and areas for improvement. Employee insights and feedback are used to review and refine wellbeing initiatives and learning, helping ensure they remain relevant across different roles and locations. Employee feedback has helped inform the development of initiatives and guidance to better support employees across different life stages and experiences. The Board monitors the culture of the Group and management's actions to strengthen the desired organisational culture. It is also supported by the People and Remuneration Committee which is responsible for reviewing reports on employee engagement, culture survey results and insights, and monitoring the effectiveness of action plans.

Employee and leader training

We build mental health and wellbeing capability across our workforce. Mandatory learning and annual health, safety and wellbeing campaigns help establish awareness and expectations, encouraging healthy behaviours. Training and learning materials are informed by evidence-based approaches and embedded in our health, safety and wellbeing framework.

Role-relevant learning for senior leaders, people leaders including line managers, and specialist support teams helps them recognise signs of distress, have supportive conversations, refer people to support and manage work-related factors that may affect psychological health and safety. This includes practical learning and resources on psychosocial hazards, early identification of workforce wellbeing risks, and managing workload and change-related impacts.

Our People Care team provide training sessions to leaders on supporting people who may be at risk, recognising and referring for care, difficult conversations, neurodiversity, and domestic and family violence. Together, these activities help embed psychosocial risk considerations into leadership practice through capability and workforce planning. We have also trained around 1,500 employees to help recognise signs of mental health challenges, provide initial support, and guide colleagues to appropriate professional and organisational resources. These employees offer peer-to-peer mental health and wellbeing support, helping foster a culture where employees feel supported and encouraged to seek help when needed.

Supporting development, participation and wellbeing at work

We aim to create an environment where our people can develop skills, grow their careers and feel valued for the contribution they make, recognising the link between meaningful work, confidence and wellbeing. We encourage openness about mental health and wellbeing, and seek to support candidates and employees to access reasonable workplace adjustments where required. This includes considering reasonable adjustments during the recruitment process and throughout the employment lifecycle, including onboarding, career development, performance conversations, changes in circumstances and return to work. We are also committed to fair and equitable reward practices to support financial wellbeing, recognising that financial stress can affect mental health. This includes reviewing pay equity and a remuneration framework that helps identify pay equity gaps and supports actions to address them.

Partnering to advance workplace mental health

We are a founding member of the Corporate Mental Health Alliance Australia (CMHAA), partnering with other organisations to promote mentally healthy workplaces. Through this partnership, we share learnings, collaborate on awareness-raising initiatives such as Wellbeing Week and support practical action to improve mental health in the workplace. CMHAA provides a forum for sharing insights and learning on workplace mental health, supporting the use of evidence-based approaches across member organisations. We use insights from alliance-led surveys and activities to help inform the ongoing development and refinement of our employee wellbeing programs.