

# 2025 Annual Survey Results

Results, analysis and recommendations

# Introduction

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Our annual survey is designed to capture:

- How well organisations implement the Charter
- The level of member satisfaction with MBC activity
- An overview of the impact of MBC activity
- Any other feedback organisations wanted to give

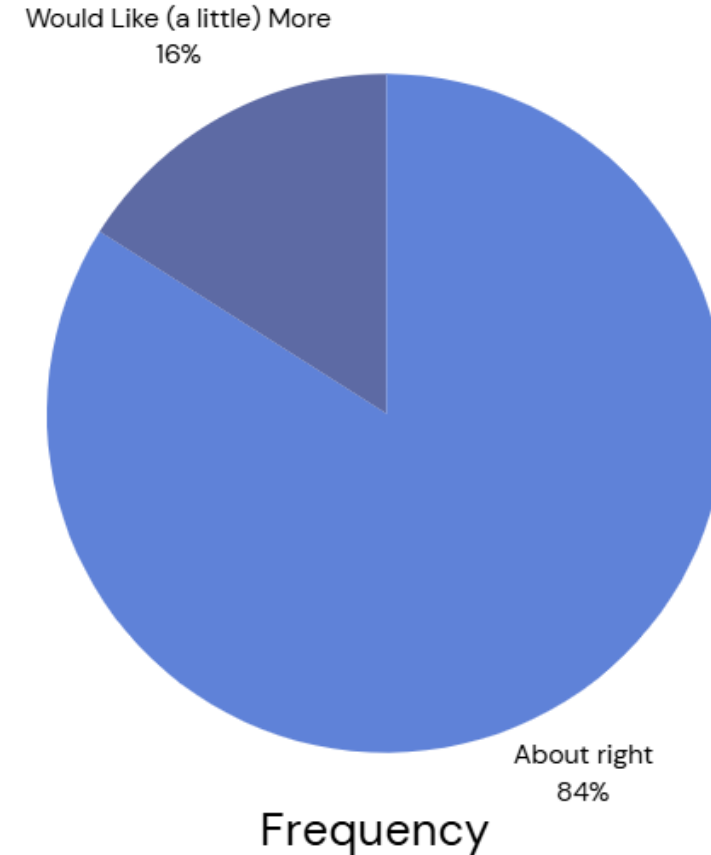
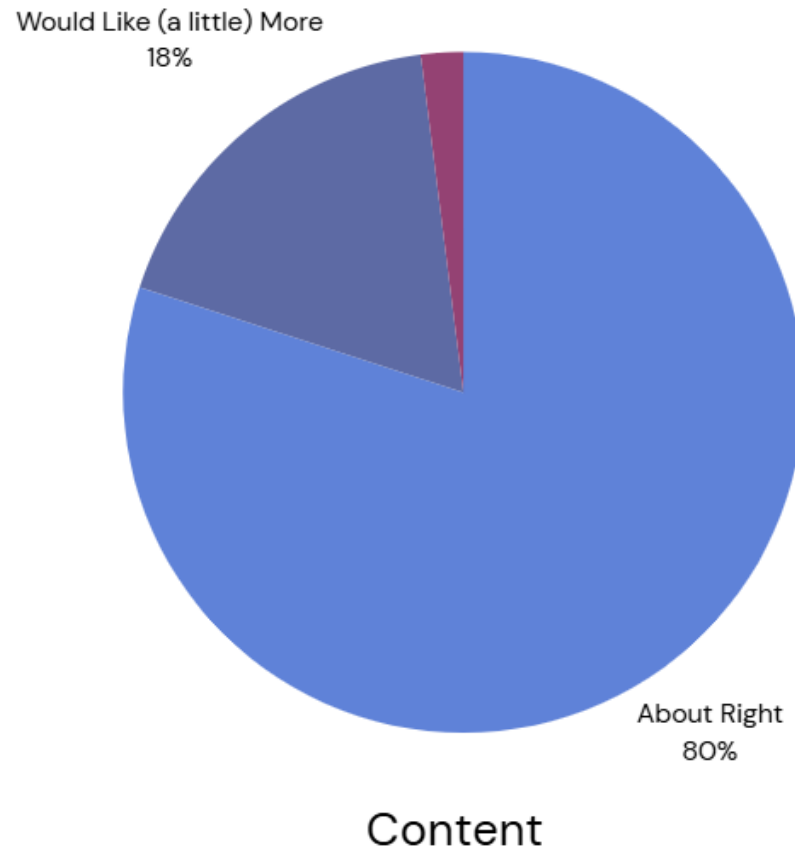
To all who responded – thank you – it's very much appreciated!

This presentation will look at the results, the analysis thereof and discuss the potential impact this has on our work.



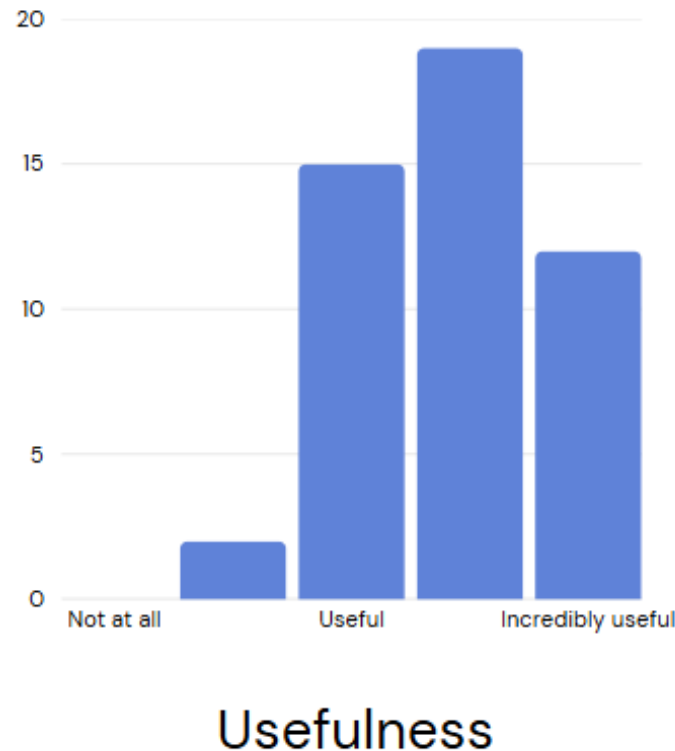
# MBC Communications

We asked members how they felt about both about the amount of content in our communications, and the frequency. In 2024, 92.9% were happy with the content, which has risen this year to 98%, and 94.5% were happy with the frequency last year and now that is 100%!



# MBC Events

## Insight Sessions



- 96% feel they are useful – A 2% increase from last year
- 78% are happy with the frequency (a decrease of 3% from 2024) with 11% wanting more!

“Really varied speakers who discuss some really difficult topics and give us tools to take back into the team or help us personally”

“The variety and content of the insight sessions in the past year has been great, and a useful way to get more of the organisation bought into the MBC principles. The variety of session appeal to different parts of our business.”

“They tend to be topical in terms of issues facing our workforce, they allow us to tap into best practice examples we can learn from, and they reinforce (therefore adding credibility) to the key messaging we share internally about mental health and wellbeing.”

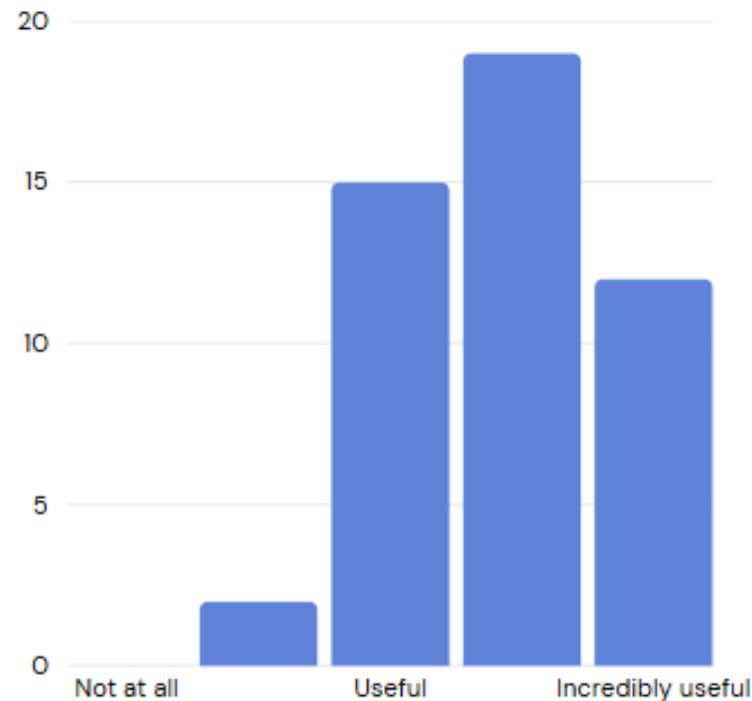
There was also feedback that

“I like that the sessions have a lot of discussion, but the usefulness ends as a “food for thought”, I can't really go deeper on the topics as next steps.” – so perhaps there needs to be more focus on implementable ideas.

Others commented that not all sessions are relevant to their sector/size of org, or that they struggle to attend depending on time/timezones. (We do try to vary times to accommodate different timezones and recordings of sessions are available in the members area of the website.)

# MBC Events

## Insight Sessions



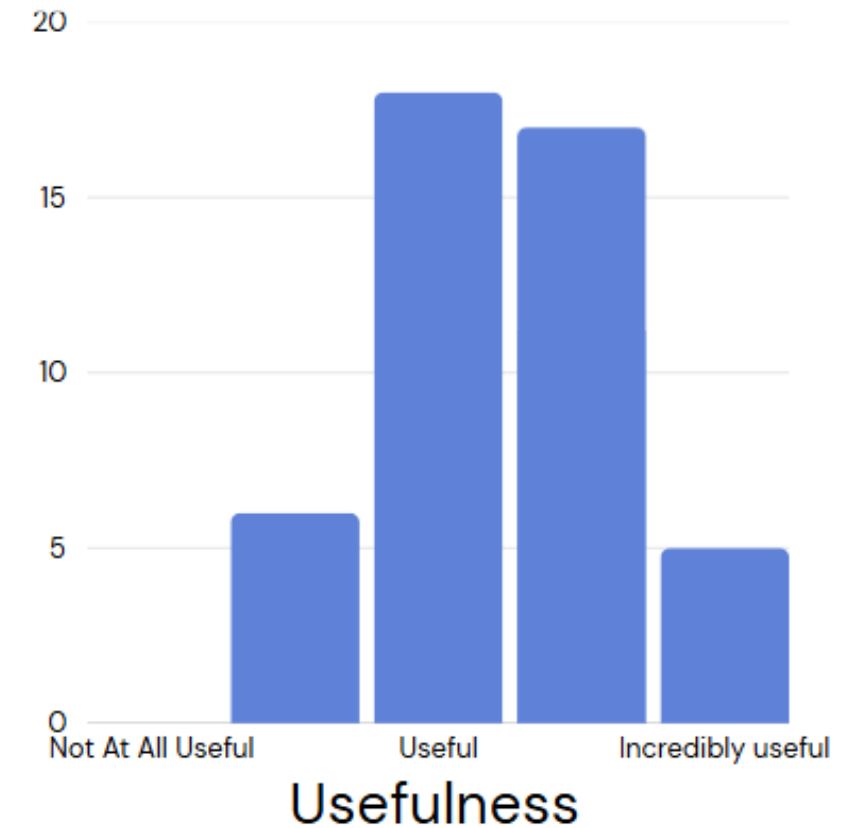
Usefulness

- Alternative topic suggestions included
  - The link between wellbeing and high performance
  - Vicarious Trauma
  - Suicide Prevention
  - Active listening
  - Constructive Feedback
  - Mindful delegation
  - Conflict resolution
  - Importance of sleep
  - Psychological safety
  - Sessions specifically for in-house legal teams
  - Engaging with a disengaged workforce
  - How to effectively support wellbeing on a shoestring budget – i.e. no apps or platforms
  - Perfectionism
  - Behavioural change through positive psychology
  - Impact of being underrepresented through race/lgbt etc x2
  - Empathetic leadership/leaders' commitment to wellbeing

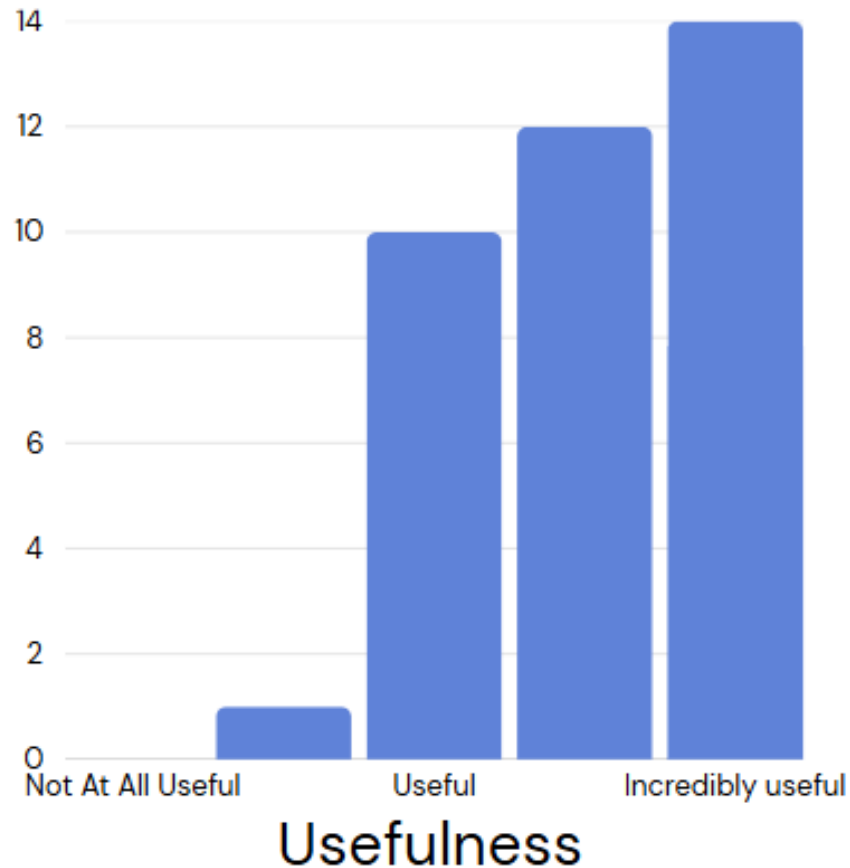
## MBC Events – Signatory Calls

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- 87% feel they are useful, a 5% increase from last year
- Themes in the feedback included that they are helpful to gain “visibility on activities at other signatories and access a network of peers” “shared experience is invaluable” and that it creates a “sense of community.”
- However, there was also a feeling that some found them repetitive, or that they would prefer to hear from some of the founding members to hear how their journeys and approach has changed over time.



# MBC Events – in person events



- 97% of people who answered this question found the events useful which is a slight increase from last year (94%)
- We had excellent feedback on the Legal Leaders, and Best Practice Guidance Regional Meetings, giving opportunities for networking, focus without distraction and the chance to share learnings.
- Interestingly last year the feedback showed that one of the main complaints was that all in person events were held in London – this year we have held in person events in Bristol, Belfast, Manchester, Birmingham, Leeds, and Glasgow – and we will continue to hold events across the UK going forward on a regular basis. We have also increased our attendance at international events this year with Spain, Portugal, and Singapore already visited, with plans to attend conferences in the U.S. and Canada later in the year.



# Member thoughts on their journey so far

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There were some really excellent reports of work done by our members including

- Using the COM-B model to identify changes they can make including flexible working without detriment to productivity
- Using the Best Practice Guidelines to inform their organisation on the importance of mental health assessment – leading to their first colleague stress survey
- Creating methodology for work with clients and teaming up with a new pro-bono charity partner as a result of attending the MBC Annual Event.
- “We have enhanced our performance evaluation approach and over the past year have introduced a new model that encourages much more regular feedback, performance and coaching discussions. At the same time, we delivered training to all Partners and Associates on having effective conversations around performance and wellbeing.”
- “When we have shared MBC-focussed materials with clients (best practice guidelines for example) we have had good feedback and they appreciate we are trying to be practical to improve processes.”
- “No more resignations.”

Overall this year's feedback seems more positive with themes that people are more willing to engage and discuss mental health generally.

There was still a recurring theme from previous years where some people stated they had not perhaps done all they wanted. For example, one member reflected that while other pillars had been easier to implement, respecting rest periods was harder “at busy times and crunch point.”

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# Member priorities for the coming year

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The main themes under this question were –

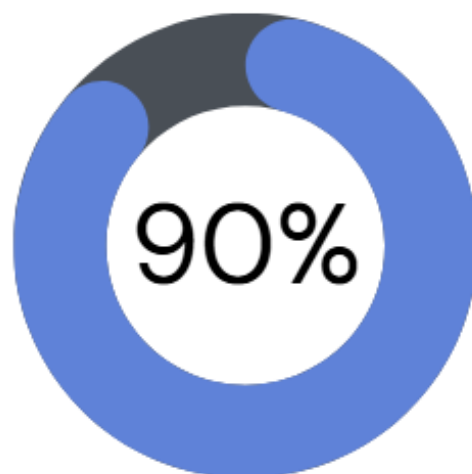
- Refreshing or renewing the MBC within the organisations – “Back to basics and emphasis on four principles of MBC” “A full refresh of the MBC across the firm.”
- Making it part of BAU – “Fully embedding MBC into project lifestyles” “creating more day-to-day touch points with MBC materials for the wider team” or “Monitoring participation in events and use of resources”
- Utilising MBC resources to their fullest extent
  - The Best Practice Guidelines, both for legal and non-legal sectors were mentioned multiple times, along with the roadmap
  - Some also spoke of wanting to increase the number of colleagues who use our members area, with multiple mentions of rolling out the Digital Wellbeing Course to the colleague populations.

There was also talk of wanting to have more data – utilising surveys, making changes based on the results, and then repeating surveys to measure impact, along with wanting to create “more resources that are easy and simple to understand, but heavily science-based.”

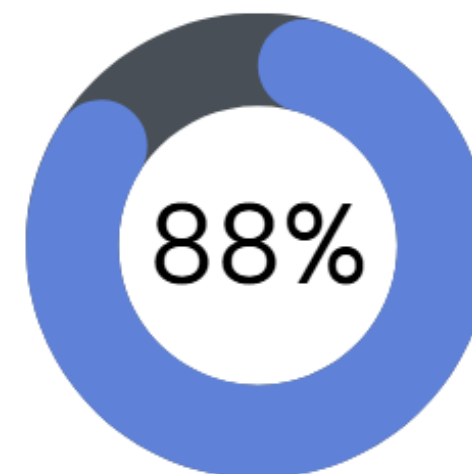
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# MBC Community

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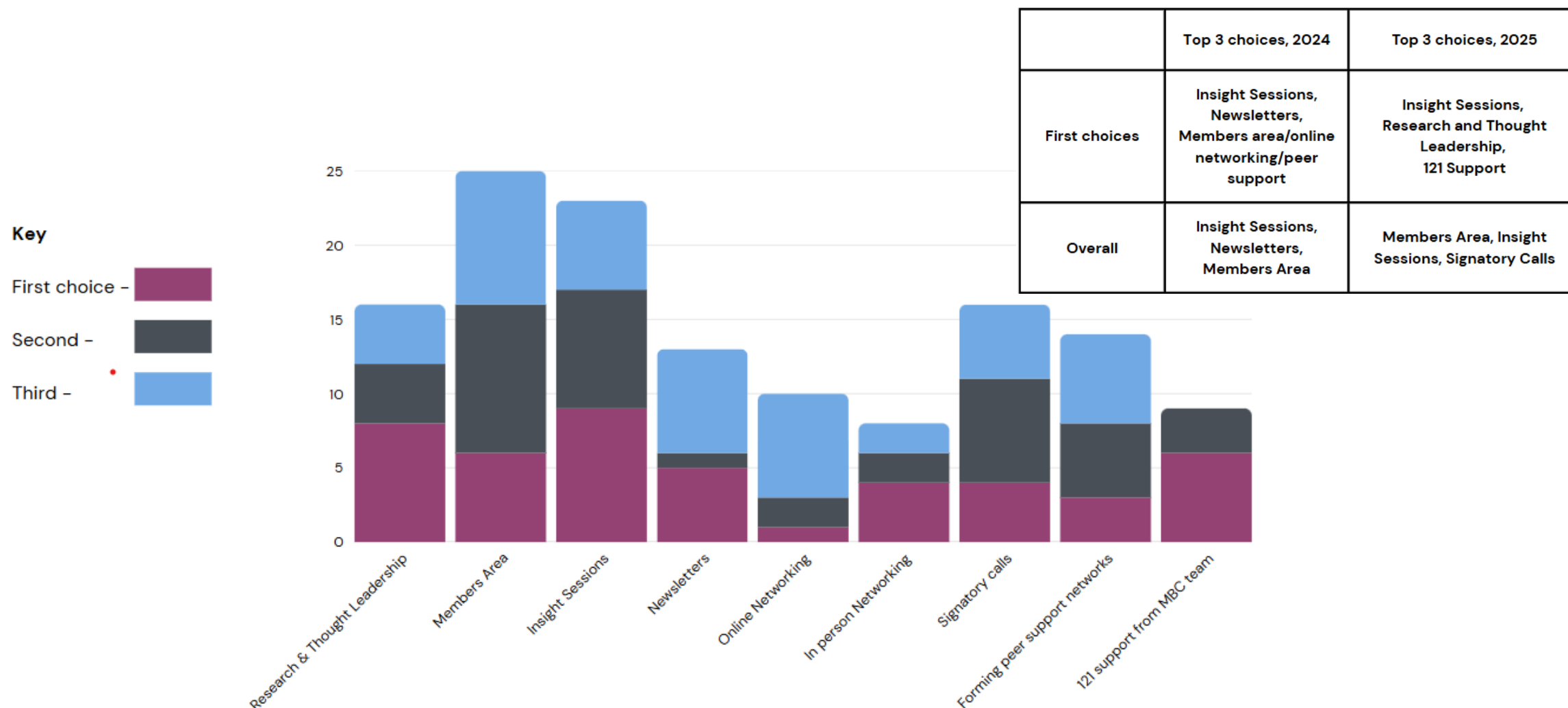
How many of our organisations feel  
like part of a community?  
(12% more than 2024)



For newly joined organisations, how many felt welcomed  
and well "on-boarded"  
(only one organisation reported their joining experience  
as "Neutral" – with noone reporting a negative response)

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# What do you value most in the MBC Community?



# What do you value most in the MBC Community?

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Besides the answers already covered by the quantitative question you also mentioned two other themes - Permission and Community

“Being an MBC member empowers to raise questions, pay attention to certain work areas, provide tips and support to colleagues.

The MBC membership also encourages proactive planning of wellbeing activities within our organisation and together with our external partners.”

“Clear demonstration of commitment to ensure we have a mindful, inclusive culture.”

“The community.”

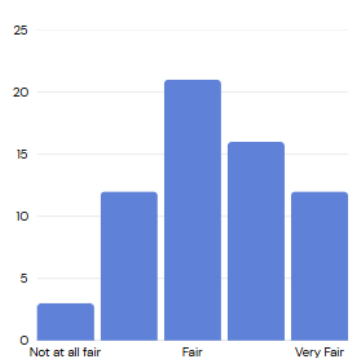
“Definitely feeling that we are not alone and that other businesses have similar challenges”



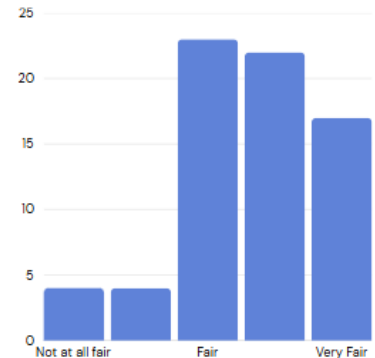
# The Annual Fee

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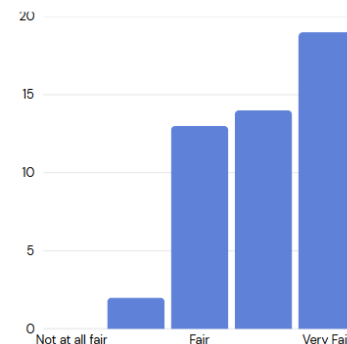
- In our annual survey, we ask two questions relating to the fee. The first is –“Do you feel that the membership fee provides value for money” using a scale of 1–5 with one being “Not at all fair”, and 5 being “Very fair”
- This year, 96% of respondents feel the fee is “Fair” to “Very fair”.
- This is a 7% increase compared to last year, and a 20% increase from 2023.
- No organisations have reported feeling the fee is “Not at all fair” this year, compared to 5% in 2023 and 6% in 2024.



2023 Results



2024 Results



2025 Results

- The percentage of those reporting “Very fair” has increased from 19% in 2023, to 24% in 2024 to 40% this year and is now the most often reported rating.

# The Annual Fee

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The second question we ask about the fee asks for qualitative data – “Please explain your thinking behind the previous answer.” The quotes below give a selection of answers from the 2025 study along with the score they gave.

“We need to utilise the resources available to us much more to get value for money.” 3/5

“I know that we could definitely get more value from MBC than we currently do but that sits with us!” 3/5

“The MBC team are always happy to discuss challenges facing the business, the signatory session are also helpful to highlight different ways of doing things.” 4/5

“MBC gives us the opportunity to learn from others about how they are encouraging behavioural changes, and structural changes (such as having guidelines on internal communicational channels) to improve the mental health and wellbeing of their people. The range of speakers, from experts to other organizations, are also helpful.” 4/5

“Content of resources is comprehensive and being a member is more time/cost efficient than going looking for it elsewhere” 5/5

“The fee is good value based on the great work Richard, Charlotte and the MBC team do. We feel very well supported by the MBC team.” 5/5

“I think the value that our firm gets from membership with the MBC far outweighs the cost” 5/5



# The Annual Fee

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- In previous studies the themes of these answers were by and large the same, with the only noticeable difference being that in 2023 there were mentions of how membership was becoming more valuable as the MBC developed , for example “I think it is starting to, with the updates to the member resources and the additional sessions that are being offered.”
- It is interesting to note that there doesn’t appear to be any correlation between business size and score. Across all sizes of business, (reported here as being between 7 and 26,000,) the spread of scores is pretty even.
- It may be presumed that smaller organisations would find it harder to justify the (albeit proportionally smaller) spend – but this isn’t the case.
  - “We are a not-for-profit organisation and the fee is appropriate.” – 5/5
  - “We are a small organization and are seeking to amplify MBC rather than gain resource so for us, the fee seems proportionate” – 5/5





# Online Resources

This dashboard shows what percent of organisations have....



Utilised online  
resources (80%)  
(27% increase from 2024)



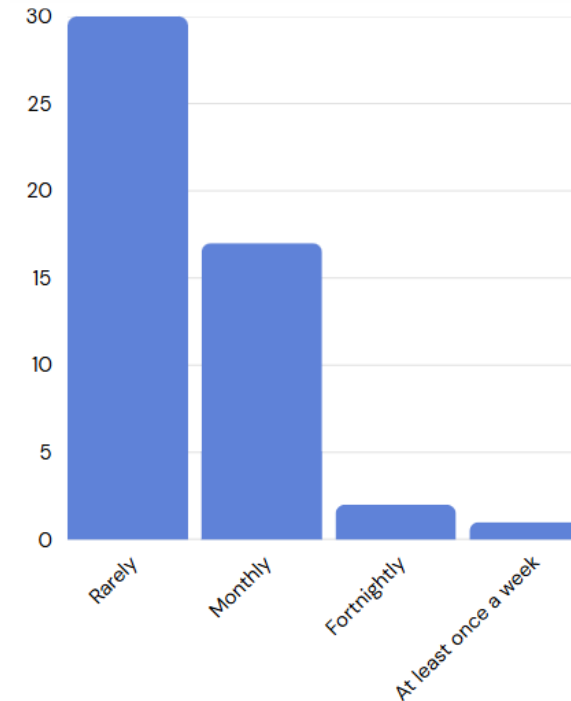
Used the road map 31%



Used the members  
forum 21%



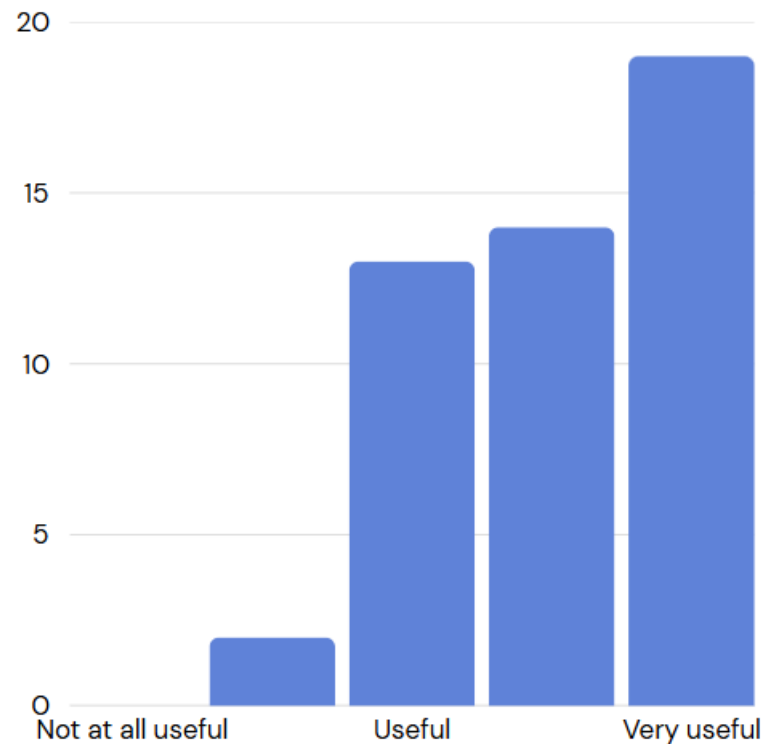
Used the digital  
wellbeing course 48%



This graph shows how often people  
access the members area.

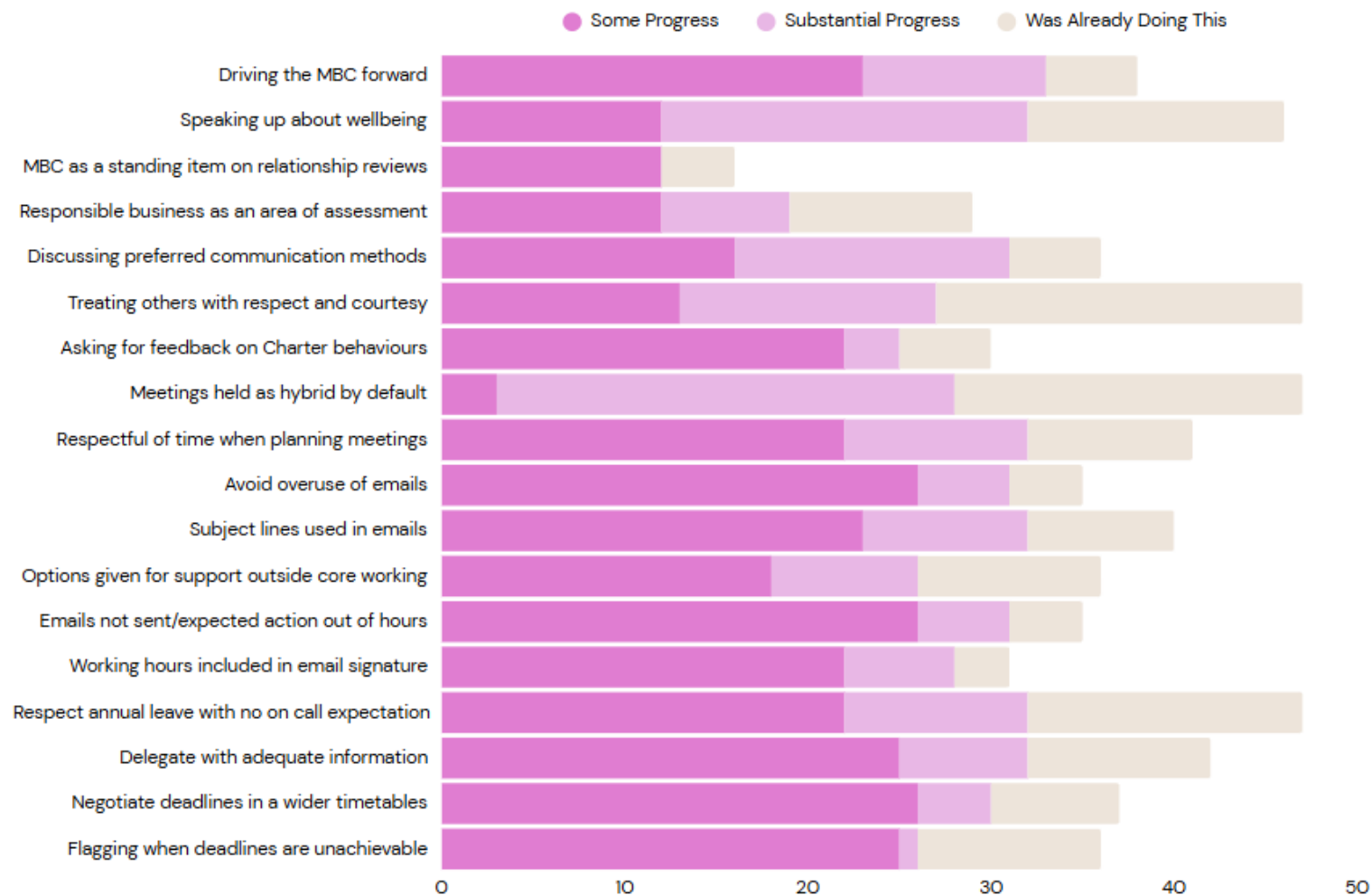
# Impact of the Best Practice Guidelines

“How useful have the Best Practice Guidelines been to socialise and integrate the MBC into your organisation.”



- As well as 92% of respondents saying the BPG's were useful, their impact wasn't just seen in this question – they were mentioned throughout, when discussing what resources people had found helpful, what they wanted to focus on in the coming year, and that the regional meetings to socialise them had been appreciated and well received.
- Those who said they haven't implemented them yet cite either a lack of time, or that they are at the beginning of their MBC journey so want to start with the Charter.

# Impact of the MBC



# Impact of the MBC

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## Insight from the previous table

- 100% of respondents have made progress in at least one area.
- On average respondents reported 7 areas of some progress and 3 areas of substantial progress.
- 38% reported being stuck in one or more areas of the 18 – for most this was really only one area, with only 8% stuck on 2 and 4% stuck on three – but all reported progress elsewhere.

The top areas where organisation reported progress since joining the MBC are:

- Driving the MBC forward was the number one response (66%)
- Respecting annual leave, respecting time when planning meetings, using subject lines in emails, and delegating with adequate information all tied in second place with 64%.

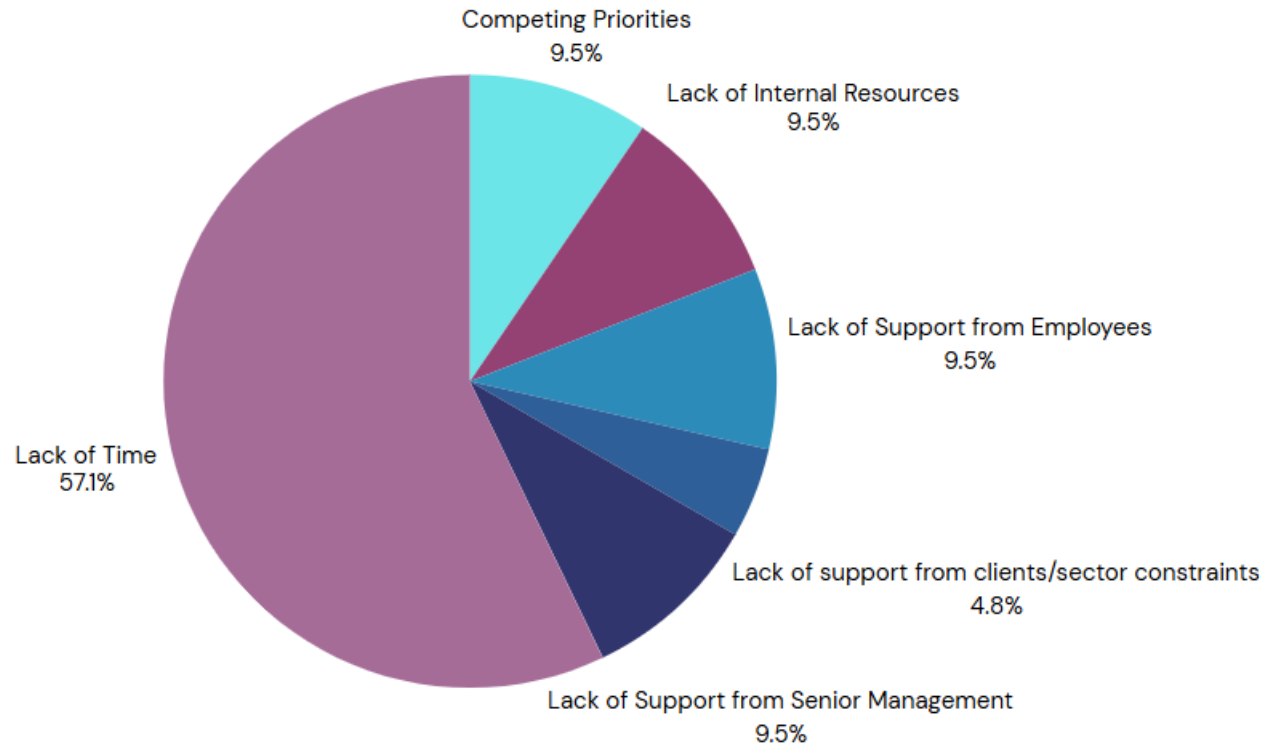
The areas with the least reported progress are;

- Asking for feedback on Charter behaviours (50%)
- Responsible business as an area of assessment (38%)
- MBC as a standing item on relationship reviews (24%)



# Barriers to implementing the MBC

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When we contrast this with last year we see:

- Lack of time remains the main issue for the third year running, but this has decreased by 15.4%
  - Lack of Internal Resources and Lack of Support from Employees have both decreased by 2.3%,
  - Lack of support from Senior Management has gone up by 7.5%
  - Lack of support from clients is a “new entry” at 4.8% as is Competing Priorities at 9.5%
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# What would you like more support with?

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- **Clients**
  - “Having conversations with clients and how to bring them on the journey with us.”
- **Partner/Leader engagement**
  - “Executive Leadership support- there is an element of our leaders knowing this is the 'right thing to do' but challenged in displaying the positive behaviours and practices that the MBC support.”
- **Wanting more time with the Exec Team**
  - “We would benefit from more one-to-one consultancy support.”
- **A session to signpost the benefits/members area** and explain who can use what and when
- **More peer learning**
  - “Being connected to other signatory firms who are in similar places in their journeys.” “More practical examples of really impactful initiatives would be helpful.”



# Recommendations for activity

- Peer learning
  - As well as continuing to refine our Insight Sessions to be more specific (with invitations which denote sector, size of organisation that is sharing, and length of time with the MBC) we will continue to develop our peer support groups – a pilot has already launched. (As tailored support for in-house teams was mentioned a couple of times – perhaps a peer group for those members is a good next step.)
  - There were also suggestions of things such as a “buddy” system, for new organisations to learn from more experienced ones that we can look into.
  - There were also lots of reflection on how to increase more in person events, such as hosting Signatory calls as hybrid events in members offices, and how there can be a continuation of non-London in person events across the UK and US – which we are undertaking.
- Working directly with leaders
  - While we did carry out work with leaders last year, it is clear from the responses around barriers, as well as in other parts of the survey that more work needs to be done to engage leadership – to help them develop both their empathy and understanding of the business case for wellbeing– of which continued work with the white paper can form a key part.
- Intersectionality
  - This idea was mentioned in multiple parts of the survey, both in the suggestions for Insight Sessions and as an area of more support. It has also been raised in other conversations, so we will look more into how we can meet this need.





# Recommendations for activity

- Client work
  - This theme is brought up regularly, not just in surveys, but also in all our conversations. We hope today's session on the client voice goes some way to answer this, but we are keen to continue to hold this as a priority in our strategy as we know how defining the client-supplier relationship can be.
- More signposting of the benefits of membership/the members area
  - A recording of a session that covers this does exist on the members area – however, we have developed so much and brought in so many new resources – such as the forum, the best practice guidelines etc, that a revisit may well be in order.
- Suicide prevention
  - This was mentioned a couple of times in the suggestions for Insight Sessions. We are currently in the process of working with a number of third-party organisations on guidance and resources around this – so watch this space!
- More time with the executive team
  - Of course, we are very small, so we need to be mindful of how we deploy our resource, we offer new starter surgery sessions, which we offer as a drop-in service to ask questions – but we can also offer these to longstanding members as well as offering 121 meetings on request



# Thoughts from you on the benefits of membership

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**We asked you to share any final thoughts and feedback, and we are both grateful and humbled by your responses.**

“For us personally it's a case of doing what we can amongst a whole load of other priorities. I am always encouraged and reassured with any interaction I have with MBC that what we are trying to do is important (in fact, critical) and that we are not alone – that is hugely important.”

“I think Richard and Charlotte are just great. Very responsive. Always helpful and a pleasure to work with.”

“Impressed by the growth and engagement directly with mental health – Charlotte's presence, gathering senior leadership together (etc). Richard has engaged brilliantly with Legal Neurodiversity Network (thank you!).”

“Great and practical collaboration, one of the rare collaborations working across clients and legal services, to help change behaviours and the culture in the way we work for the better.”



# The quality of the data

How reliable is the survey?

Sample size and generalisability–

- 50 responses
- 36% of members
- Within this there is a good cross section, representative in terms of size of organisations, time with the MBC and sector.

Potential reporting bias

- There is of course an element of people “marking their own homework”
- Perhaps people who felt negatively stay away?
- However, there were enough “dissenting voices” to show that people felt comfortable voicing their opinion.

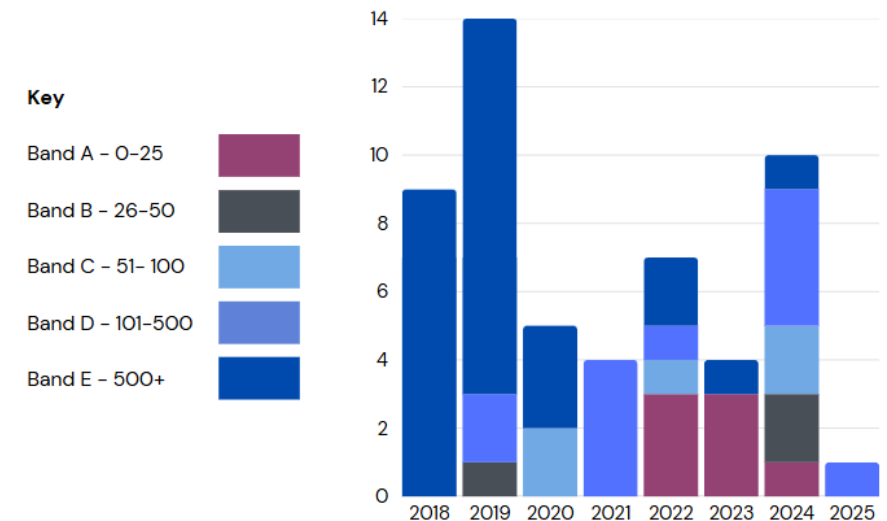
It is prudent to note

- The sample sizes are different across the years, with almost 50% more responses in 2024 than 2025.
- While we do not have evidence to show that the veracity of the data is compromised, it is worth bearing in mind.

While statistically the demographic distribution and sample size does add to its validity (margin of error at around 11% at a 95% confidence level) it is not as high as I would like.

We will look at ways to make the survey more accessible, quicker to complete, and perhaps look at sending at a different time to avoid end of financial year deadlines.

## Who responded?



The dates refer to the year in which the survey responders joined, with the colours representing the size of organisation.