



*Affiliated with the Centre for
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Corporate Leadership in Addiction and Mental Health

“The case for the importance and severity of mental disability is incontrovertible. We are dealing with something that is not under control. In fact, it is growing.

“In my judgment, any board that doesn’t insist on having environment, safety and health – with special emphasis on mental health – on its agenda is not discharging its governance responsibility.”

Dr. John Evans, Chairman of the Board, Torstar Ltd.

Board of Directors Guideline on Mental Health and Safety

The costs of mental illness in the Canadian labor force – unchecked and only recently documented – exceed \$33 billion a year in lost production alone. Mental illness is the leading cause of worker disability.

The greatest concentration of mental illness occurs among men and women in their prime working years with ten or more years of service with their current employer – the heart of our labor force, the most loyal and productive of our people, and backbone of our economy.

Workplace stress is a factor in the onset of mental illness. Such risk factors can be mitigated through sound management practices in the best interests of employers and employees alike.

The unchecked prevalence of mental illness across such a wide track of the working population affects a range of corporate policy and strategic issues – among them:

- *The recruitment and retention of skilled employees, the viability of business plans and the sustainable performance assumptions which anchor them, productivity rates, the capacity for innovation, cost structures and the management of risk.*

Further:

- *Evidence is well-mounted to suggest that the current rates of untreated mental illness in the work force pose material risks to the realization of optimal shareholder value and may constitute a form of unfunded liability in the affairs of public companies.*

As a result of this information, this Guideline advises the corporate directors of public companies in Canada to place the topic of environment, health and safety generally and mental health specifically on all future agendas of their Boards and relevant committees.

Further, this Guideline advises corporate directors to report this action to shareholders as a matter of good governance given the very recent expansion of knowledge on the subject and the conscionable merits of acting on that knowledge.

This Guideline also advises boards of director to express their support of senior management in its efforts to conduct and report on the costs and benefits of a strategic action plan to promote mental health as a business asset and prevent mental disability as an eventful form of risk management.

Addendum

The Global Business and Economic Roundtable on Addiction and Mental Health, now in its sixth year, is available to assist boards and executives in acting on this Guideline.

THE BOARD OF DIRECTORS GUIDELINE ON MENTAL HEALTH AND SAFETY
February 17, 2004

Endorsed by:

John Evans, MD, Chairman of Torstar Corp.

Yves Fortier, Chairman of Alcan Ltd.

John Hunkin, President and CEO, Canadian Imperial Bank of Commerce

Tim Price, Chairman of the Board of Brascan Financial Corporation

Gordon Nixon, President and CEO, Royal Bank of Canada

Guy Saint-Pierre, Chairman, Royal Bank of Canada

Honourable Michael Wilson, Chairman, UBS Global Asset Management (Canada) Co.