

# Case Studies

## COMPANY MENTAL HEALTH PROGRAM SUMMARIES

The American Heart Association CEO Roundtable is a premier leadership collaborative where member CEOs collectively commit to tackle the biggest workforce health challenges.

Fueled by the science and mission of the Association, member CEOs take bold action to help create scalable solutions and systemic change for companies across the country, drive innovations in employee health through evidence-based interventions, and improve the lives of their nearly 10 million employees and family members. This includes taking comprehensive approaches to support employees mental health, through health promotion, prevention, screening, treatment and rehabilitation.

In this section, we include descriptions from 19 companies that showcase a wide range of implemented programs, policies and practices. The intent in sharing these examples is to spark ideas among other companies and provide examples of mental health support for employees.

### Program Summaries

*All program summaries were originally published in March of 2019 and are attributed to and summarized by the CEO at that time.*

1. ADP
2. American Heart Association
3. Amgen
4. AT&T
5. Bank of America
6. Booz Allen Hamilton
7. Dignity Health
8. The Dow Chemical Company (Dow)
9. Express Scripts
10. Humana
11. Johnson & Johnson
12. Kaiser Permanente
13. KKR
14. Leo Burnett
15. Levi Strauss & Co.
16. Macy's, Inc.
17. Merck
18. Philips
19. Quest Diagnostics



**CEO  
ROUNDTABLE**

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[ceoroundtable.heart.org/mentalhealth](http://ceoroundtable.heart.org/mentalhealth)



**At ADP, we are committed to helping people do their best work — not only for our clients and their businesses, but for our associates.** As one of the world’s largest providers of human capital management solutions, with over 58,000 associates worldwide, our purpose is to design products, services, and experiences that people love using every day. We are committed to the health and well-being of our associates, as they are the hearts and minds who help us fulfill our mission. We can’t do what we do without them.

**We foster a safe and positive work environment through our corporate policies.** We also approach health comprehensively. When we think about the health of our associates, we consider all aspects of health, including mental health. As part of our comprehensive benefits package, associates have access to a range of mental health support services. At no cost, associates can receive counseling through our Employee Assistance Program or access resources available through our LifeCare referral service, our Voluntary Wellness Program, and our On-site Health and Wellness Centers. Our associates can seek mental health care through a choice of two leading health care provider networks under our medical plans. We’ve also expanded our telemedicine coverage to include virtual visits with behavioral health providers, making mental health care more affordable and convenient.

**ADP also thinks about mental health in terms of how the organization can promote positive mental health and well-being for all associates.** ADP provides an inclusive culture and nurtures an environment where well-being thrives. For example, many of our locations are equipped with on-site gyms, walking trails and offer on-site meditation services. We also support a broad range of Business Resource Groups which are voluntary groups of like-minded associates that enable them to connect with each other and participate together in associate and community engagement activities. Further, our senior leaders communicate with associates openly through leader blogs which provides a forum for associates to share and comment on matters important to them. Encouraging this open dialogue helps develop a workplace culture of health where associates feel comfortable talking with each other and with leadership about their well-being, including the support they may need in the workplace to foster their well-being.

**The well-being of our associates has been a long-standing priority at ADP.** In 1992, we established our first On-site Health and Wellness Center. Since then, we’ve expanded to twelve locations, each staffed by physicians and medical professionals who provide emergency and primary medical care and are able to refer associates to other care providers for mental health support. The staff further supports our associates with work accommodations to help manage stress and anxiety, even helping obtain an emotional support pet if needed.

**In recent years we’ve seen a rise in utilization for mental health related services in our health care plans and in our Employee Assistance Program (EAP).** We recognize that our associates need support and in response, we are expanding our EAP to offer virtual counseling. In addition, we are partnering with our EAP vendor to develop mental health awareness programs for managers.

In addition, through our voluntary Wellness Program, we promote emotional and mental well-being by providing incentives for associates who talk with an EAP counselor or associates who complete a stress-less challenge which includes activities to help them build resiliency skills.

**Our efforts to support associates’ well-being continue to grow in response to our associates’ health-related needs.** For instance, to help combat family and financial stress, we’re introducing a new backup child and adult care benefit and have expanded our paid parental leave program to offer associates more ways to balance their lives. We strive to provide a supportive workplace for our associates that empowers them to be their best.



**Carlos Rodriguez**  
President and CEO



**At the American Heart Association, the overall health and well-being of our employees and their families is our highest priority, so we can focus on what matters most — keeping people healthy around the globe.** We also know that people who suffer from heart disease or stroke can also likely suffer from anxiety or depression, and it is important to understand that link so we can effectively educate and support the people we serve.

**Research shows there could be physiological connections between mental health and heart health.** The biological and chemical factors that trigger mental health issues can also influence heart disease. That's why weaving mental health awareness into the fabric of everything we do inside our organization is foundational. We care about our employees' overall health and well-being and we innately understand how devastating mental illness can be to people's everyday lives. We have many programs in place to help our employees tackle issues that negatively affect their mental health and provide support for diagnosed mental health disorders.

**Promoting flexibility allows our employees to integrate their professional responsibilities with their personal goals and obligations to optimize their emotional and mental well-being.** Many companies promise work-life satisfaction — we actively encourage it. And our mission-driven organization provides nearly 3,500 nationwide employees with a sense of purpose to help save lives.

**Employees' changing health needs and identifying when support may be needed is vital and we encourage continual listening to one another with the intention of understanding.** Through the employee wellness program, a voluntary annual health survey asks employees about stress, depression, substance abuse, social engagement and overall employee attitudes toward their health. Feedback from this assessment is translated into recommended programs and activities to help promote mental and emotional well-being.

**Staff are provided a variety of resources to help mitigate stress and develop resiliency skills.** For example, coaching programs, including Stress Less, Meditation and Happiness, help to manage stress and enhance everyday lifestyle.

Suggested mood and stress impact activities are: try a new group activity, meditate daily, breathe deeply, write in a journal, talk to friends and family, do something creative or keep a mood diary.

**For employees who may be experiencing personal and/or work-related challenges, we offer free and confidential short-term counseling, referrals and follow-up services through our Employee Assistance Program (EAP).** The Personal Assistant component of our EAP helps employees research anything they need help with such as finding elder care options for their parents and in-laws. From 2016 to 2017, our EAP utilization rates of 5 percent – 9 percent continue to be higher than the national benchmark of 4 percent.

**Our medical plans offer the same level of benefit for mental health treatment as for medical/surgical treatments.** And when our employees need interventions, we offer traumatic event group counseling, resources such as a grief counselor at the office to assist employees work through their feelings related to the passing of a co-worker, materials, professional guidance, and private/confidential, individual, couples or family counseling. If long-term counseling is needed, our medical coverage allows for inpatient/residential treatment or outpatient care.

## American Heart Association *(Continued)*

As a future priority, the American Heart Association is implementing stand-alone health support services such as expanding our telehealth services to reduce barriers to access and make counseling services available to more employees virtually. We've expanded our employee resource groups ERGs, who come together based on shared life experiences to move our mission forward and give further.

We have also recently published a presidential advisory from the American Heart Association that identifies ideal brain health so that it can be measured, monitored and modified. Our work will include the emotional component of brain health as we explore the contribution of behavioral science to develop solutions people who are counting on us most. We will collaborate with other experts in the field to inform our approach.

What sets us apart is the fact that we're in the business of managing chronic disease – whether it's heart disease or a related condition. We don't shy away from health challenges. We embrace them. Most importantly, our employees know that they will be supported no matter what.

We are committed to support the overall health and well-being for our employees, their families and the people we serve around the world because we are a relentless force for a world of longer, healthier lives.



A handwritten signature in black ink that reads "Nancy A. Brown". The signature is written in a cursive, flowing style.

**Nancy Brown**

Chief Executive Officer

## Amgen's Commitment to Mental Health

Amgen is committed to unlocking the potential of biology for patients suffering from serious illnesses by discovering, developing, manufacturing and delivering innovative human therapeutics. While we work to develop treatments to take care of others, we are also committed to taking care of the people contributing to these advances.

For example, Amgen offers its 12,000 staff in the U.S. and Puerto Rico a variety of programs that support mental health and well-being:

- **Employee Assistance Program:** This is an Amgen-sponsored benefit that connects staff members and their eligible dependents with effective and convenient care for their mental and emotional well-being. The program combines technology, research-backed therapeutic methods and top therapists to offer personalized care at no cost to the participant. The program provides access to certified counselors and coaches as needed. The services are delivered in different mediums (in-person, live video or self-guided) and sessions can begin almost immediately.
- **Meditation Program:** This program features meditations and teaches simple and effective tools for mindfulness at work and at home. The meditations are varied in topics and duration and are delivered in a "self-study" online medium, which allows staff to participate at a time that is most convenient.

We also offer our employees help in managing some of life's most stressful situations—from having a baby to caring for an elderly parent.

- **Cancer Support Resources:** A proprietary oncology resource guide, and other cancer support, is provided through our medical network. Amgen pays the full cost of this program.
- **Future Moms Program:** Personalized support from nurse coaches is provided to help expectant mothers through all stages of pregnancy.
- **College Coaching:** On-site seminars and personalized assistance are provided from former admissions officers who are available to assist staff members with questions related to financial aid applications, essay reviews and college savings.
- **Adoption Assistance Program:** Amgen reimburses eligible adoption expenses up to \$4,000.
- **Elder Care:** Personalized support and resources are provided for staff members who care for an elderly family member. Some of the services provided include assessing appropriate housing options, discussing the benefits of engaging an elder care attorney, and evaluating available insurance options.
- **Child Care:** Amgen provides discounts for staff members utilizing child care services at participating day care centers. Partially-subsidized, on-site child care is provided at our headquarters in Thousand Oaks, California and at our manufacturing facility in Puerto Rico.
- **Special Needs Program:** Amgen provides webinars and personalized assistance to staff with special needs children or children facing everyday issues such as bullying, drug use, etc.
- **New Mom's Return to Work Support:** In addition to the required nursing room space, Amgen provides fully equipped rooms with hospital grade pumps, drying racks, and supplies. For nursing mothers traveling for Amgen business, Amgen provides a breast milk shipment service.



*Robert A. Bradway*

**Robert A. Bradway**

Chairman and CEO



## **AT&T is a modern media company.**

We unite premium content, direct customer relationships, advertising technology and high-speed networks to deliver unique experiences to consumers and businesses of all sizes. We have about 270,000 employees across the US in functions ranging from corporate roles, data scientists, retail operations, technicians and call center representatives. Our major US locations include Dallas, Los Angeles, Atlanta, Chicago and New York City.

When it comes to our employees' mental health and well-being, AT&T's goal is to provide robust and well-rounded services through traditional benefits and our Your Health Matters (YHM) program. For example, we work to remove barriers that get in the way of access to quality care. We meet our employees "where they are" through a variety of channels: mobile app, website, text or telephone. And to contribute to the overall well-being of our employees, we are currently evaluating resiliency and stress management solutions to possibly complement our existing mental health support programs.

### **Overall Approach to Mental Health:**

AT&T offers a variety of benefits and resources to help address life issues such as personal and family concerns, financial and legal issues, depression and other mental illnesses. The benefits and resources available to employees are accessible online or via telephone, and include:

- **Mental Health/Substance Use Disorder Benefits**
- **Employee Assistance Program**
- **Work Life Services**
- **Well-Being Services**

**One example of our company's focus on mental health is our annual Stamp Out Stigma campaign.** In 2018, the campaign was designed to educate employees to recognize and reduce the stigma surrounding mental illness and substance abuse. We encouraged them to take the pledge to Stamp Out Stigma, either online or in-person, and donated \$1 to Mental Health America for every pledge collected. The campaign was promoted through storytelling on corporate communication channels and in-person by YHM champions in over 50 AT&T offices. By the campaign's end, we had collected over 11,250 employee pledges.

**Besides our annual Stamp Out Stigma campaign, we also encourage supervisors to talk about AT&T's Employee Assistance Program (EAP).** Our program administrator offers a specially trained team of EAP Consultants, called the Health and Performance Solutions (HPS) team, to assist supervisors with workplace issues or help employees develop strategies to resolve any issues they have. Supervisors may also contact HPS to request brochures or consultation on topics such as working with difficult people, coping with grief, excessive tardiness or absences, changes in personal hygiene, an inability to concentrate or other signs that raise concern.

AT&T's EAP, Mental Health (MH)/Substance Use Disorder (SUD) benefits work with other services to prevent, diagnose and treat issues related to mental illness. Each has received a minimum 90% satisfaction rating by our employees. One of our main goals is to have more proactive depression screenings performed by our vendor partners and to continue working across the company to lessen the stigma around mental illness. These programs are designed to provide superior resources for employees' mental health concerns and to address issues that may impact work performance.

## AT&T (Continued)

Our vendor partners offer effective and cost-efficient services with ample provider networks, including the development of a preferred provider network that allows members rapid access to high-quality providers. The programs are universally available to our employees, and we continue using data to evaluate them and find ways to help to identify employees who may be at risk and in need of behavioral health support.

Historically, one of the common concerns of our employees was that our providers were sometimes no-longer in-network or not accepting new patients. To address that, we collaborated with our vendor partners and developed the preferred provider network. The data so far is showing us that more members have seen a preferred provider and are satisfied with the level of care they received. Eliminating this barrier alone helps employees get the help they need. That was key for us.

### Outcomes

AT&T continues to focus on increasing participation in the EAP program, with a goal of resolving more cases before transitioning to behavioral health benefits. In cases that require additional MH/SUD care, we continue to emphasize the value of using an in-network preferred provider.

**Current participation in the employee assistance program is around 8%.** Campaigns like Stamp Out Stigma help employees understand that mental illness is nothing to be ashamed of. In fact, we've had several employees offer their own video testimonials of the struggles they overcame, and how they utilized our resources to find the right level of care. These powerful personal stories are a very effective tool to engage other employees.

**AT&T continues to explore how to better integrate and coordinate medical, behavioral health and well-being services.** We believe it's important to look at the holistic well-being of an employee and strive to make our services and benefits easily accessible to employees, regardless of where they are in their search. We're also considering staffing our onsite health clinics with EAP counselors to proactively screen, counsel or refer members to in-network providers. And finally, we are working with digital solutions to help aid in assessing and triaging members. Our goal is to direct employees to the appropriate level of care, while using data to proactively reach out to those who may need mental health support.



*Randall Stephenson*

**Randall Stephenson**

Chairman and CEO



## Supporting Mental Health and Resiliency is Important to Bank of America's Approach to Wellness.

**Overview:** At Bank of America, our purpose is to help make financial lives better through the power of every connection. We deliver on that by driving responsible growth. What does that mean? First, we have to grow, and do it by serving our clients and managing risk well. It also means that our growth has to be sustainable. This means that we share our success, including through our Environment, Social, and Governance programs; that we continue to invest in our talent and capabilities by focusing on continuous improvement through operational excellence; and, third, that we focus on being a great place to work for our teammates.

Fundamental to being a great place to work is supporting employees' wellness across three areas – financial, physical and emotional. To do that, we offer programs and resources that include approaches to stress management, work-life challenges, and mental health care. We also offer assistance for life's major moments such as the birth of a child, the death of a loved one, retirement, and other milestones. This encompasses a number of programs, benefits, and resources, including:

- **Comprehensive wellness benefits and resources:** Bank of America provides a range of resources related to mental health, work-life challenges, and stress management:
  - **In-person and telephonic counseling** – Employees and their families can access six face-to-face counseling sessions per issue, plus unlimited telephonic support with a specialist, all at no cost to the employee, through our Employee Assistance Program.
  - **Work-life support** – Work and life benefits include back-up child and elder care, free financial counseling, tuition reimbursement and referrals for everyday needs. By addressing these stressors — big or small — these programs help support mental well-being.
  - **Return-to-work** – A physician and an administrator partner supports employees in a graduated return-to-work process.
- **Courageous conversations:** In an effort to address the stigma that can accompany discussions about mental health, senior leaders and employees across the company have engaged in conversations about the importance of well-being, and how to find support and resources. The discussions emphasize the importance of investing in employees' and communities' well-being. Leaders have shared personal stories of how they addressed challenges in their own lives.
- **Wellness communications:** To support the efforts around emotional wellness, we offer a series of articles and events for employees. In recognition of Mental Health Awareness Month in May, we shared messages with employees around the world about building resiliency, stress management, the importance of sleep, crisis prevention, and mental health care – all to create discussions accessible for employees at all levels. These conversations will continue into 2019 on topics including suicide prevention, mental health support for at risk populations like veterans and youth, support for victims of domestic violence, and substance use disorder and recovery awareness.
- **Focusing on managers:** Managers are the front line when it comes to staying in touch with our employees' wellness. Managers are equipped with programs and tools related to helping build resiliency. When employees have a major life event, we also have our Life Event Services team, which is a single point of contact and a trained, empathetic ear in times of crisis. This team brings resources to bear when teammates or their family experience tragedy, loss, or crisis.

Our focus is on how we support employees' physical, emotional and financial wellness. Each aspect of wellness contributes to the others. It is important to being a great place to work for our teammates.

**Brian Moynihan**  
Chairman and CEO



## **Mental Health Program Summary: Booz Allen Hamilton.**

For more than 100 years, business, government and military leaders have turned to Booz Allen Hamilton to solve their most complex management and technology problems. We create value from tomorrow's technology today, applying a combination of consulting, analytics, digital solutions, engineering and cyber expertise. Headquartered in McLean, Virginia, our firm employs more than 25,000 people across the globe.

**Mental health and emotional wellness are at the core of our people programs.** Through leadership development that focuses on building up our people and health and wellness programs that empower, employees are provided with the tools to change the world. For those experiencing mental health conditions, we aim to provide personalized care, resources to reduce stress, and a compassionate support system to ensure they get the help they need. We focus on fostering holistic health and well-being. Our goal is to increase awareness about the importance of mental health, reduce stigma, and provide employees with the tools they need to improve their mental well-being.

**To support our global workforce, we take a high-touch and high-tech approach to promote total physical, emotional, and financial wellness and reduce the stigma around mental health.** Our PowerUP program, for example, provides opportunities throughout the year to practice healthy habits and build resilience. In addition, we have partnered with a resilience training website, MeQuilibrium, to provide online stress management and skills programs to all employees and their spouses/domestic partners, regardless of health care plan. Employees who participate in our annual emotional wellness challenge are rewarded with an \$150 contribution to their HSA. In 2015, Booz Allen partnered with the Campaign to Change Direction (CCD), adopting resources from CCD's five signs of emotional suffering campaign. The campaign has created a common language for talking about mental health issues at the firm and has reinforced an institutional culture that puts people's well-being at the center.

**At the core of our business are our leadership philosophy, employee value proposition and purpose statement: "Empower People to Change the World."** Our leadership philosophy commits leaders to revere our people, to be personally invested in their success and to provide them with a supportive culture to be themselves. When an employee experiences a mental health issue, their leadership team and the Booz Allen First Responders (HR community, Legal, Employee Relations, Security) make the biggest impact. That is why we dedicate time and resources to training to ensure that our leaders promote positive mental health. Leaders are educated on how to prevent unhealthy work behaviors that cause stress and how to spot warning signs of emotional suffering using the five signs. They are also equipped with effective practices to reintegrate and employ people who have experienced mental health problems.

**The most valuable resource for many employees is our Disabilities Accommodations Team (DAT).** Employees may request assistance from DAT and be assigned a case manager to create a plan and arrange workplace accommodations that help them perform their work, while managing their mental health needs. Each plan is tailored to the employee's medical needs and designed to promote workplace success and productivity. In accordance with recommendations from a health care provider, as well as the desires of the individual, our accommodation specialists help implement workplace accommodations, ranging from equipment to flexible work schedules.

**For the past two years, Booz Allen leaders, including our CEO and Chief People Officer, have sponsored and championed the Emotional Wellness Symposium.** At the symposium, leaders, employees, and external experts share stories and resources on coping with mental and emotional challenges. As leaders model unflinching courage and talk about their own personal journeys with mental health, they set a tone for openness and understanding across the firm. Put simply, our leaders show that at Booz Allen we care about and empower one another.

## Booz Allen Hamilton *(Continued)*

**The support we provide includes medical and specialist care.** We provide 8 free counseling sessions per mental health event for employees and dependents, and expert advice through our EAP. Mental health services and medical coverage are included in our company health care plans. Additional online resources are available 24/7, such as meditation and mindfulness practices for stress reduction through Castlight and resources on dealing with life events through Lifeworks.

**While promoting positive mental health is a good business practice (reduces health care costs and improves retention), we measure success by how healthy and empowered our people are.** We believe we are making progress in destigmatizing mental health issues, as evidenced in the increased use and participation in our mental health programs. For example, we've seen an increase in the use of the EAP, and in 2017, employee inquiries about mental health resources more than doubled from the prior year to more than 16,000 inquiries by phone and online. We also expanded the range of wellness offerings from largely physical wellness programs to a variety of emotional wellness offerings such as yoga, meditation and the Emotional Wellness Symposium. These new offerings yielded an additional 1,000 employees engaged in mental and emotional wellness programming, with participation totaling approximately 37 percent of the workforce. Our leaders and managers have also reported an increase in conversations and inquiries about accommodations and mental health in general. We consider this increase a positive indicator that employees are seeking the assistance they need to improve their overall health through firm-provided resources.

To sustain momentum, we've incorporated a mental health and emotional wellness training into our mandatory annual ethics and compliance training for all leaders.

**We care about our employees and want to provide them with the resources they need to live their best lives.** This is why we strive to increase awareness about the importance of mental health, reduce stigma, and provide employees with the tools they need to improve their mental well-being.



*Rozanski*

**Horacio Rozanski**

President and CEO



Dignity Health.

## Dignity Health

**Dignity Health is one of the nation's largest health systems** with more than 400 care centers, including 41 hospitals, urgent and occupational care, imaging and surgery centers, home health, and primary care clinics in 22 states. Founded in 1986 by the Sisters of Mercy under the name Catholic Healthcare West, Dignity Health has more than 60,000 employees and 10,000 active physicians – all united by a mission to provide compassionate, high-quality, and affordable patient-centered care to all populations. We strive to keep our patients and staff members healthy and fulfilled through teamwork, innovation, strategic partnerships, faith, and compassion.

**Delivering care to patients can be a rewarding and fulfilling career.** For some, it is a higher calling to serve. But building healing connections with patients can also take an emotional toll on health caregivers. Practitioners can suffer from ongoing stress that comes with the responsibility of caring for other people's lives. At worst, this can have an impact for providers, resulting in industry-wide issues related to burnout. Research has shown that there are many factors that contribute to both physician and nurse fatigue. That is why Dignity Health works toward the overall well-being of our employees by promoting a culture of resilience and providing physical, mental and spiritual resources they need to feel safe, productive and valued. Over the years, Dignity Health has developed evidence-based interventions and engaged in partnerships that increase resilience and improve the overall well-being and satisfaction of employees.

Dignity Health understands that tackling burnout can't be a one-size-fits-all solution and must instead encompass a combination of interventions to address the unique needs of our individual care facilities and teams.

**Most recently, in 2017, Dignity Health established an interdisciplinary resilience steering committee to help employees across the network acquire skills that can be applied – at work or at home – to improve resilience and their individual well-being.** Based on research conducted in partnership with academic and social innovation organizations to explore the impact of compassion and kindness in health care, the committee developed a toolkit of evidence-based interventions. Programs in that toolkit include reflective pauses, peer support, and compassion skills training. We also leverage technology such as apps and online programs to scale these offerings across our broader employee network.

**Dignity Health partners with Stanford Medicine's Center for Compassion and Altruism Research and Education (CCARE) program** which aims to cultivate compassion and promote altruism through science and research. An extensive scientific literature review sponsored by Dignity Health and conducted by CCARE found growing evidence that kindness holds the power to heal, and that when patients are treated with kindness, they experience better outcomes.

**Providers benefit from compassionate care, too, as evidenced by Dignity Health's mindfulness-based cognitive program for nurses.** Our research and analytics team, along with experts from CCARE, worked with the staff to develop "mindfulness shift huddles," in which nurses perform a series of mindfulness exercises at the beginning of their shifts and agree on a phrase they can use throughout the day to reset when needed. Participating nurses reported improved communication and better handling of complicated situations with patients. The program is now being scaled and offered online for nurses at several of our facilities.

**There is nothing more important than the well-being of those who are called to be caregivers.** As the needs of our employees evolve, Dignity Health will continue to promote a culture of resilience and offer evidence-based strategies and resources to our employees and physicians. These individuals give so much of themselves and it is important that we address and are open about the strain they experience on a daily basis. After all, they are the key to delivering the highest standard of care to patients throughout our system.

**Lloyd Dean**  
President/CEO





## The Dow Chemical Company

**Dow combines science and technology knowledge to develop premier materials science solutions that are essential to human progress.** Dow's market-driven, industry-leading portfolio of advanced materials, industrial intermediates and plastics businesses deliver a broad range of differentiated technology-based products and solutions for customers in high-growth markets such as packaging, infrastructure, and consumer care. Dow employs approximately 37,000 manufacturing, research and development (R & D), commercial and support employees serving customers in more than 150 countries.

**As a company that aspires to be the most innovative, customer-centric, inclusive and sustainable Materials Science company in the world, the mental and emotional well-being of employees is critical to Dow's success.** This is because a work environment that enables employees to bring their best and whole self to work increases Dow's ability to collaborate creatively, work safely and act efficiently.

**Dow treats mental health as one dimension of total health and creates a support structure for mental health, in parallel with creating support structures for the other dimensions of well-being (e.g., physical, intellectual, financial).** Dow's approach to supporting the mental health of employees is comprehensive; yet, it continues to evolve as the organization learns more about the evolving needs of its employees, including changes to work and life stressors. For example, technology and globalization have led to increasing fatigue among employees. Several decades ago, fatigue was a mental health challenge reported mostly by shift workers. However, today fatigue is an issue Dow observes across its whole workforce. In response to this need, Dow now provides support to all employees to address fatigue.

**Further, Dow has moved beyond singularly addressing "stress management" to addressing "total health."** While Dow offers specific stress and resilience training, programs and communications, Dow, more importantly, focuses on providing broader "total health" support to address the underlying causes of stress. Total worker health strategies involve recognition, communication, health services, employee resource groups, mentoring, flexible work, and safe, appealing work environments. For example, Dow works actively with cross-functional teams to identify and address workplace stressors and reduce their impact on safety, employee satisfaction and company performance. At Dow, stress is not viewed or discussed as a personal weakness; it is readily accepted as a business imperative to help employees manage.

**Dow's approach to address mental health involves being aware and inclusive of employee differences and taking understanding of those differences into consideration in the design and implementation of company policies and practices.** For example, offering of programs like Dow's employee assistance program (EAP) is no longer a perk limited to some locations. Today, Dow's EAP is available to every employee and his or her dependents, globally. Globally, EAP utilization averages about 5 percent, which is consistent with market average. The design of global health programming has also changed. Twenty-five years ago, for example, Dow operated health promotion programs designed for the general U.S. workforce. Today, Dow creates and delivers its own health programming through a global lens. Dow's health promotion programming aims to address all dimensions of well-being and aims to customize its programming to its various employee subgroups. For example, Dow translates its health promotion programming into more than 10 languages.

Specifically, for mental health, Dow has offered mental health-related support for employees for more than 30 years.

## The Dow Chemical Company *(Continued)*

Key activities include:

- A global healthy culture index, with an annual assessment and site-based action planning
- Diversity and Inclusion strategy and Chief Inclusion Officer
- Mental health parity in U.S. health care benefits
- Various leave options for stages of life or personal needs, in addition to traditional holiday and vacation programs
- Global substance use policy
- Active leadership and funding to help communities where we operate flourish
- Stress/resiliency and depression leader training
- Energy management and purpose programs

In addition, since 2014, 5,000 employees participated in Dow's team-based stressor assessment and improvement program. Employees who have participated in this program report improvements in the workplace culture, regarding support for mental health and emotional well-being. In another example, users of a purpose app saw statistically significant improvements in outcomes such as presence, creativity, energy, willpower and personal, family and community alignment.

Dow regularly assesses the mental health needs of employees and evaluates the effectiveness of its approach to support employee mental health. For example, Dow's annual employee health exam and employee survey includes questions about stress and mental illness. Asking about these areas of health demonstrates to employees that Dow values mental health as much as it values the other dimensions of well-being. Results from these assessments indicate, consistently, 80% of employees do not perceive that work-related stress affects their ability to do job well. In addition, only 20% of employees feel they do not have energy for family, friends and activities at the end of a workday. Where available, we also monitor prevalence and direct health care costs associated with mental disorders. In general, our covered populations are at or below peer levels.

We are currently in the process of updating our mental health and emotional well-being approach (as part of our overall corporate well-being strategy) and increasing our efforts to reduce stigma related to mental health. Going forward, we will extend our efforts to create an amazing employee experience, to go beyond just removing stressors and toward a work experience where Dow people thrive.



**Jim Fitterling**

Chief Executive Officer



EXPRESS  
SCRIPTS®

## Express Scripts

**Express Scripts is a health care opportunity company.** Our legacy as an industry innovator provides us with the foresight to recognize potential where others see problems – potential for safer, more affordable care and better health for all. Every day, we actively expose opportunities to unlock new value through our specialized expertise, deep insights, active listening and meticulous data analysis. We take on the toughest challenges in health care wherever they arise, with unwavering focus and a tenacious determination that never fades. In working alongside our clients and partners, we continue to innovate and reach toward getting better, together by developing personalized solutions that make a meaningful difference for our 100 million members. At Express Scripts, we are “all in” for our patients, and that includes many of our 27,000 employees. In alignment with the national conversation surrounding mental health awareness, Express Scripts remains dedicated to providing resources and tools to educate our employees about mental illness in the workplace and beyond.

### Overall Approach to Mental Health

This September, Express Scripts introduced #StampOutStigma, a campaign that is devoted to reducing the stigma surrounding mental illness. As an organization, #StampOutStigma represents our commitment to raising awareness about mental health issues and removing barriers to treatment for our employees. Over the past several months, Express Scripts has offered live, interactive webinars facilitated by GuidanceResources® behavioral health professionals, which allow employees to learn more about various mental health topics. By taking part in these webinars, our employees have come together to align our corporate values with our #StampOutStigma initiatives, further developing our culture of inclusion on behalf of those with mental illness.

### Building a Culture that Supports Mental Health

To promote our #StampOutStigma webinar series, we leveraged our Recognition Rx program to incentivize employee participation. When an employee registers and attends any of the monthly webinars, s/he is entered into the webinar session's sweepstakes drawing. The winners of the drawing each month win 100 Award Points. Using these points, employees may purchase items from company's Recognition Rx store or provide donations to charitable organizations.

**As a follow-up to the webinar, employees also have access to send #StampOutStigma cards to leaders and other employees, recognizing their contribution to “stamping out the stigma” of mental illness.** These cards are used when a leader allows time for an employee to attend a training or a co-worker uses one of the toolkits on HR Express Way, leads a behavioral health conversation in a meeting or supports others during a difficult time. These #StampOutStigma cards connect awareness with gratitude, encouraging mutual respect and collaboration among co-workers.

### Mental Health Programming

In addition to the #StampOutStigma webinar series, Express Scripts provides employees with a “Mental Health Toolkit,” which contains information to aid employees in becoming mental health advocates. These resources include checklists and research-driven insights about mental health issues, such as what to do if someone is contemplating suicide and the warning signs of depression. Furthermore, the GuidanceResources program offers all employees convenient access to confidential counseling. These counselors are certified health professionals available 24/7 to assist advocates and patients with strategies for managing and coping with mental illness. With our “Mental Health Toolkit,” our guiding philosophy of being “all in” for patients informs our multi-faceted approach to employee well-being, reminding those with mental illness that help is always readily available and accessible.

## Express Scripts (Continued)

### Mental Health Programming Outcomes

Beyond metrics and data points, the real value of our #StampOutStigma campaign reveals itself in the community building that comes with awareness, as recently evidenced in one of our “Post Script” blog posts. The “Post Script” blog is an internal forum where our employees are invited to tell personal stories related to health care topics within the larger Express Scripts community.

**This November, one of our associates shared her ongoing journey with chronic mental illness.** While describing her idyllic childhood, professional achievements and caring family, she also delved into the darkness of severe depression and the shame that often accompanies mental illness. With time, this associate courageously acknowledged her closeted condition and sought out strategies that have allowed her to move forward, understanding that the road to recovery is a lifelong journey. After reading her story, I was struck by the remarkable outpouring of positive support and sincere gratitude from fellow Express Scripts employees and co-workers in the comments section. Within the first day, the post had garnered more than 120 likes and 37 comments. Reading through these comments, I noticed how her courage became contagious, inspiring others to share their story, seek out help and create “a life to love.”

**Following her example, Express Scripts will continue to raise awareness and reduce anxieties about mental health issues in the workplace and beyond.**



A handwritten signature in black ink that reads "Tim Wentworth".

**Tim Wentworth**  
President and CEO

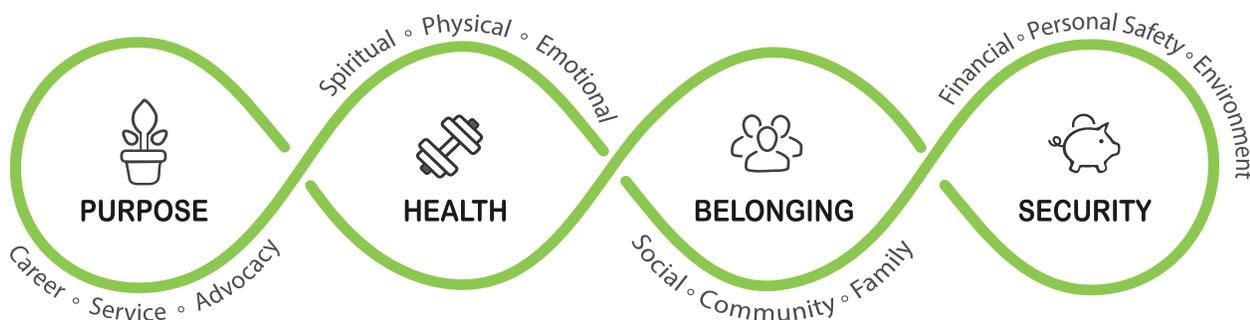
With a rich history in care delivery and health plan administration, Humana is creating a new kind of integrated care with the power to improve health and well-being and lower costs. The company's 42,000 employees are in nearly every state plus Puerto Rico, with roughly one quarter of them in clinical care roles.

Humana's approach to mental health is holistic, fitting with a commitment to whole-person well-being. The focus is on building emotional health and resilience, creating an environment for honest, open dialogue and when life becomes too difficult, EAP/Work-Life, financial assistance, and behavioral health support are available.

### Humana's approach to employee mental/emotional health and well-being

Using Humana's holistic well-being model as an underpinning, the company first understands employees' needs and positive practices and then delivers simple, integrated experiences to help improve well-being across multiple life dimensions:

- **Purpose:** Inspiration leading to meaningful activities that bring joy, including one's job.
- **Health:** Having the physical, emotional and spiritual energy and desire to thrive every day.
- **Belonging:** Personal relationships and connections within communities.
- **Security:** Feeling safe and protected, including financially.



### The Humana Well-being Model

This broad spectrum of care helps to address social determinants that impede mental health, such as social isolation, economic insecurities and disengagement in one's work. Emotional health programs, experts and practices are made available to all employees. In addition, caring leadership create opportunities for discussion and shared support, and behavioral health services are integrated into benefits. When resilience resources are not enough, targeted interventions are used.

### Building a culture that supports employee well-being

Humana's culture impacts employees' emotional well-being by nurturing their relationships with leaders and teammates. Leaders are expected to create meaningful experiences by showing simple acts of support and encouragement. For example, listening with empathy and showing compassion elevates employees' experiences at work. Leaders are provided guidance and coaching to help them interact with their teams in this way. Emotional well-being outcomes, such as perceived stress or Mentally Unhealthy Days, are part of the digital dashboard used by leaders and teams to set improvement goals across all well-being dimensions and continue shared progress.

In addition, Humana launched a series of conversations and exercises for all employees. Developed by a behavioral expert, these interactive team experiences are designed to promote optimism, build resilience, and reduce stress.

## Humana (Continued)

As a result, safe and open conversations about needs and values are now a more normal part of the workplace. This sharing of feelings has increased empathy and trust and enhanced the perception of teammates as a source of support. This care and attention to emotional well-being makes all the difference to employees. Collective well-being has measurably improved in many ways with employees happier, healthier, more resilient and more engaged in their work.

### Experiences and resources for employee emotional well-being

Humana utilizes internal and external best-in-class practices to deliver measurable results. Services are tailored to population needs and geography, with an emphasis on creating simple and meaningful experiences. With Humana's multi-dimensional well-being model, emotional health and resilience are an essential focus for the culture and leadership.

Care and support address the breadth of emotional needs. For example, webinars are available to increase awareness of the signs and symptoms of substance use disorders and offer guidance on what employees can do if they, a family member, or a friend has a substance use disorder/problem. They also showcase how EAP can help reduce the impact of mental health disorders, workplace stress and other work/life issues. EAP behavioral health counselors are embedded within Humana's onsite health and well-being centers as part of integrated employee care. Behavioral health services are provided for those enrolled in benefits and targeted interventions are made with people struggling or when trauma is too difficult to address through available resilience resources.

There's also substantial support for employees caring for or affected by family members, co-workers, or friends struggling with substance abuse. The EAP/Work-Life team can assess and locate support including substance abuse treatment services, after-care services such as transitional/halfway houses or sober living programs, and support groups for those recovering from substance abuse issues or those affected by a loved one's substance abuse.

### Well-being outcomes for the Humana employee population

In 2014, Humana set a Bold Goal to improve the health of every community served by 20% by the year 2020. The primary measurement for Bold Goal community health improvement is Healthy Days, a measure developed by the CDC that includes the combined total of physical and mental unhealthy days. By the end of 2017, employees' health had improved 18%. These gains amount to over 1.8 million more Healthy Days than they would have otherwise experienced at baseline. In 2018, Unhealthy Days per month continues to trend down, and in Q2, reached a full 20% improvement, at 4.9 Unhealthy Days/month.



In 2017, 85.4% of employees reported their leaders care about their well-being. Further, teams who have a high sense of belonging – empathy and compassion for each other – experienced 6 times fewer Mentally Unhealthy Days. Recent measurable results signal continued positive progress:

- Overall well-being across the four dimensions has improved over 25% since 2013
- Mental Unhealthy Days have improved 9% over the past 5 years.
- In 2018, a 19% YOY decline was observed in the number of employees reporting elevated levels of perceived stress (7 or above on a 10 point scale, according to the American Psychological Association).

## Humana (Continued)

- EAP/Work-Life services utilization by Humana employees (strongly promoted and integrated) is at an annualized rate of 20%. That's more than two times the level of utilization reported by National Business Group on Health members (surveyed in 2018) and over 4 times above the national average which is usually reported between 2-5%.

Humana's holistic approach addresses mental health within the context of whole-person well-being. This approach has facilitated building a culture that fosters emotional well-being and has supported health outcome improvements among the workforce, including a notable decline in mentally unhealthy days. To continue improving the workplace culture and achieve additional health outcome improvements, Humana will continue supporting employee's overall well-being across multiple life dimensions: purpose, health, belonging and security.



*Bruce Broussard*

**Bruce Broussard**

President and CEO



## **“There is so much more to be done; the patients are waiting.”**

That famous quote from Dr. Paul Janssen is very meaningful to us at Johnson & Johnson because it embodies our determination to find solutions to persistent public health issues, and specifically, mental health.

We believe good health is the foundation of vibrant lives, thriving communities and forward progress. That’s why for more than 130 years, we have aimed to keep people well at every age and stage of life. Every day, our more than 130,000 employees across the world are blending heart, science and ingenuity to profoundly change the trajectory of health for humanity.

At Johnson & Johnson, we believe in looking at health holistically: physical, mental and emotional health are inexorably linked. We continue to foster and grow an inclusive and understanding culture that destigmatizes mental health issues and provides the resources to support our employees in bringing their whole selves to work. As an active leader in global mental health advocacy, we support mental health within our workforce through strong leadership, compassionate culture and innovative technologies. New approaches are evaluated using continuous measurement to understand employee needs and impact.

### **Strong Leadership**

J&J’s CEO, senior executives, and managers have committed to raising awareness and proactively addressing mental health in the workplace. Our employee health goals are publicly reported and our leaders have shared accountability for those goals. Leaders not only regularly communicate the progress toward our health goals and emphasize employee resources at company events and business town halls, but many leaders often share personal stories to help raise awareness and contribute to building a safe and inclusive culture. This provides a foundation and guide for all the company’s mental health efforts – consistent with the company’s overall focus on every employee being their personal best, in all dimensions of health.

### **Compassionate Culture**

Johnson & Johnson provides a work environment, culture and programs that support an integrated approach to health that addresses three pillars -Healthy Eating, Healthy Movement, and Healthy Mind.

**Within the Healthy Mind pillar, we have implemented a Healthy Mind policy, which is designed to:**

- Educate and engage employees and families on the importance of mental well-being
- Conduct a periodic review of, and ensure compliance with, regional/local regulatory requirements related to mental well-being
- Regularly conduct a workplace risk analysis of key elements impacting mental well-being, and develop action plans to address identified risks
- Provide awareness training for managers and employees on resources available and how to reduce the stigma related to mental health
- Provide employees access to resources and programs on mental well-being (including stress management, resiliency, energy management, and work-life effectiveness)
- Provide and promote an Employee Assistance Program (EAP) to employees and families
- Provide individual and organizational support during critical incidents
- Report and provide data annually on EAP utilization and effectiveness

### **Innovative Technologies**

We continue to offer new services, based on emerging trends. For example, we provide computer-based mental health training and a mobile app that teaches resiliency and self-stress management techniques.

## Johnson & Johnson (Continued)

In April 2017, the Mental Health Diplomats employee resource group was formed. This group of 600+ passionate employees in 21 countries worldwide have a common interest in raising awareness of mental health in the workplace, providing resources to educate and support employees coping with mental illness and ultimately fostering a culture of inclusion at J&J by helping to remove the stigma often associated with mental health. Recently, this group mobilized 80+ global J&J sites to share their resources on World Mental Health Day. Sites across the globe held interactive activities, speaker forums, and lunch & learns, while also promoting via posters, videos and through our internal social newsfeed.

### Measuring Outcomes

J&J not only invests in well-designed and well-executed employee health and well-being programs, but also spends money to evaluate program outcomes across multiple dimensions that included health risks and financial returns.

Our programs have been verified externally to show a proven return on investment as well as demonstrate strong links to improved market performance. This value has been realized via decreased health care costs, lower absenteeism, increased employee engagement and productivity.

We offer behavioral health programs as part of our medical plan. These programs are universally-targeted, and the services are available 24/7/365. To measure the effectiveness of these services, we work with Aetna to employ specific quality metrics and identify complex clinical management cases as early as possible. For example, in 2017 we saw a positive trend in accurately identifying behavioral health comorbidities during the initial case manager contact. On average, we expect to see 25% of a population with behavioral health comorbidities. Of the 8,284 Johnson & Johnson members who sought care using Aetna, 22% were accurately identified with a behavioral health comorbidity, therefore we identified 88% of the potential cases upon first interaction.

We are dedicated to continuous measurement and improvement by reviewing utilization of the mental health program and EAP. Some recent outcomes from this approach include: appropriate behavioral health diagnosis and improved worker health.

**J&J supports the mental health of its global workforce through strong leadership, compassionate culture, and innovative technologies.** In addition, J&J recognizes the importance of continuously assessing the effectiveness of efforts to ensure that programs are providing benefit and that all aspects of employee health, including mental health, are addressed holistically.



**Alex Gorsky**

Chairman and CEO



## Kaiser Permanente

As a leader in total health, Kaiser Permanente understands the importance of supporting the mental health and wellness of our employees and physicians to inspire, encourage, and motivate them to live healthier lives, ensuring that they continue to thrive and provide high-quality care and service to our members.

Our workforce well-being model – a multi-function approach that integrates the total health experience of mental health and wellness, physical health and safety, career and financial wellness, healthy relationships, and community involvement – is foundational to how we support our employees' overall health, ensuring they have access to the help they need, when and where they need it. We apply a model for mental health and wellness based on evidence of what works, measurable outcomes, integration of emerging technologies, and breaking barriers caused by stigmas.

**Don Mordecai, M.D., Kaiser Permanente's National Leader for Mental Health and Wellness, suggests that it's important for all of us to learn [behavioral signs](#) indicating a person may be at risk, [how to discuss depression](#) and suicidal thoughts, and what to do if someone tells you [they need help](#).** We must build a culture that supports a stigma-free environment, where employees feel safe to openly talk about mental health and wellness, and where our workplace encourages more dialogue and provides support for those who are reaching out for help.

**In 2016, Kaiser Permanente embarked on a focused effort to address stigma around mental health conditions.** Through our public health awareness campaign, "[Find Your Words](#)," we educate and encourage everyone to speak up about their mental health needs, and access resources and support. We have showcased those resources internally and encourage our leaders, managers and supervisors to share personal stories about their own mental health and wellness, modeling resilience, vulnerability and authenticity to help spread the message that our mental health matters and should be regarded as a vital part of our total health. These stories have proven to be a powerful way to help end the stigma around mental health and wellness, raise awareness and spread hope.

**We regularly promote our Employee Assistance Program (EAP) for anyone who is facing mental health issues.** The EAP licensed therapists meet our employees and their dependents "where they are," providing initial counseling, supporting self-care, and making referrals. EAP also provides immediate response to critical incidents in the workplace. Almost all Kaiser Permanente employees are also KP Health Plan members and can access the full range of clinical offerings, including providing easy-to-access resources and services that supports our employees' ability to lead resilient, mentally healthy and meaningful lives.

**Kaiser Permanente utilizes an annual employee survey and workforce health data to guide our work and meet the mental health and wellness needs of our growing and evolving employee population; feedback from the survey helps to inform strategy and development of future programs.** The survey includes 5 questions specific to a culture of health and well-being (Culture of Health Index), such as leadership role modeling, direct supervisor support of health and well-being and organizational support in creating supportive work environments. This index shows a specific correlation between Kaiser Permanente having a strong culture of health and well-being and our organizational outcomes, such as improved attendance and reduced workplace injury.

## **Kaiser Permanente** *(Continued)*

**To help our workforce manage stress, build resilience, practice mindfulness and gratitude, promote respect and kindness, and find joy and meaning in their lives, we provide programs and activities** – such as Kaiser Permanente’s Healthy Workplace Activities Policy, One-Moment Meditation, Gratitude Trees, our Pathways to Happiness trainings, and Health and Happiness for the Holidays campaign. These programs help to engage employees in creating a supportive and safe, stigma-free environment. Web-based education on various mental health and wellness topics are available to our workforce year-round, including trainings geared toward leadership, managers, and supervisors on how to build a culture of health and well-being for their teams.

**Future efforts include the implementation of a new online mental health and wellness training for employees, managers, and supervisors**, to learn how to identify the signs and symptoms of mental health conditions and be able to assist someone – a co-worker, colleague, or loved one – in need. Our goal is that 100% of our workforce receives mental health training within the next three years.

**Kaiser Permanente is committed to continue creating a stigma-free workplace**, where support for and awareness of mental health is high, where education and resources are easily accessible, and where employees feel safe to seek the help they need.



A handwritten signature in black ink, appearing to read 'Bernard J. Tyson'.

**Bernard J. Tyson**

Chairman and CEO

**KKR is a leading global investment firm** that manages multiple alternative asset classes, including private equity, energy, infrastructure, real estate and credit, with strategic partners that manage hedge funds. KKR employs approximately 1,200 employees with offices in 21 cities in 15 countries across four continents.

**KKR's wellness strategy is designed to help employees proactively manage their health goals from both a physical and mental well-being perspective.** KKR recognizes that mental well-being is a foundational part of an impactful wellness program given how important it is for employees to have the skills to adopt and maintain healthy behaviors in their work and personal lives.

**The firm continues to evolve health and wellness programming** to foster a workplace that promotes inclusion and diversity, generates engagement in the consumption of benefit plans, and ensures employees and their families are supported across a spectrum of work-life challenges that can generate daily anxieties and stressors that impact employee health and productivity.

**As an organization that values its people, KKR supports the mental and emotional well-being of each employee.** While physical well-being is important, addressing mental health is equally paramount to ensuring our employees' overall health and wellness. The firm has committed to investing in enhanced behavioral support programs, reviewing opportunities for improved manager/employee training around mental health management, and continuing to build a work environment where diversity and inclusion is prioritized.

We believe that by speaking openly about mental health within our workplace, while offering employees more resources to proactively manage their own mental well-being, as well as providing training and development opportunities such as unconscious bias training, we will build a more resilient and productive workplace.

**KKR is currently evaluating the Mental Health First Aid training program,** organized by the national Council for Behavioral Health and the Missouri Department of Mental Health. The program encourages optimal support between managers and employees by training managers to recognize the signs of mental health issues and to properly articulate and provide support to employees working through mental well-being concerns.

In 2018, KKR developed a global thematic calendar with each month speaking to a different dimension of the KKR Experience. The KKR Experience encompasses four dimensions: Values and Environment, which underpin all we do; Core Business, in which we produce exceptional results; Career Development, to ensure employees thrive; and Citizenship, to support people and communities. August focused on mental well-being and in 2018, KKR launched a partnership with Spring Health to provide all U.S. employees with an enhanced digital mental well-being resource.

As part of the launch of the Spring Health partnership, senior leadership sent a kick-off message to employees highlighting how support of mental and emotional well-being is a critical part of the firm's overarching benefits and wellness strategy. This leadership message laid the foundation for follow-up messaging as part of the Spring Health program.

In addition, KKR leveraged its weekly internal newsletter, which is distributed to all employees globally, to feature five senior executives and their personal stories/best practices on how they manage their own mental well-being. The examples ranged from the practice of Transcendental Meditation to spending time with their daughter to recalibrate and ground themselves after a frenetic day in the office. We also leveraged the firm's intranet site to post (during the month of August) twice-a-week tips, ranging from decluttering your desk/home to disconnecting from technology. Through these communication challenges we also conducted employee giveaways to Headspace subscriptions, Marie Kondo's book on decluttering, and a Muse headband.

## KKR (Continued)

**The Spring Health program was launched because KKR felt it was important to invest in an enhanced behavioral health program that improved employee engagement in accessing mental health support.** KKR also wanted to offer employees programming that addressed the limitations of most insurer-provided Employee Assistance Programs (EAPs). Using the national average 3% participation rate for EAPs for comparison, with less than 5 months since the implementation of Spring Health, KKR had 10% of eligible employees access the platform, 75% of those employees complete a mental health assessment, and 50% engage with a mental health provider, indicating a successful implementation and engagement of employees in their health.

While the impact on employee health hasn't been measured yet, KKR believes that continuing to remove barriers to care and closing gaps in health care coverage is an integral part of our health and well-being strategy – from that standpoint, the value on the investment (VOI) is more meaningful than attempting to measure the return on investment (ROI) on every dollar spent to potentially avoid future health care costs, because our strategies help employees be more present and productive, today. Being able to appropriately quantify the costs of improved mental health is both challenging and secondary to our focus on being a workplace that recognizes and supports employees.

Given the early stages of the Spring Health program, KKR believes that initiating the conversation around mental well-being in a way that is transparent and supported by enhanced access to care, is the start of a process to further evolving the culture of health at the firm.

While the focus has been on the U.S., additional resources will be made available globally. In addition, KKR will continue to focus on other means of supporting mental well-being through ongoing executive wellness coaching for key talent as well as making other means of mindfulness and meditation more readily available/financially sponsored for all employees, again focusing on the removal of barriers to engagement across all levels, titles and business units at the firm.



**Henry Kravis**

Co-Chairman and Co-CEO

Leo Burnett is a North America-based creative solutions company founded on the idea that “what helps people helps business.” By solving human problems with the power of creativity, Leo Burnett delivers value for people and prosperity for brands.

Leo Burnett recognizes the correlation between the demands of a client-service oriented workplace and the mental health and wellbeing of our over 1100 employees. We strive to foster a culture of flexibility and inclusivity that empowers employees to live balanced and full lives.

### Overall Approach to Mental Health

The agency provides a wide range of services and resources to employees to encourage the holistic health of individuals and families.

In addition to providing comprehensive insurance to employees and their families across several plan options, Leo Burnett offers access to several no-cost resources:

- **Workplace Solutions**, offering employees support and guidance in the form of consultations and referrals to address life challenges, including those most closely correlated to mental health—stress, anxiety, depression, addiction, and more;
- **Health Advocate**, which assists employees in navigating the insurance benefits world, from finding specific medical providers in network, to helping break down the potential costs of enrollment plans;
- **Employee Assistance Program**, a voluntary and anonymous service that helps employees identify resources and support systems to suit their particular needs; and
- **Rethink**, a scalable wellness program and elearning support system for parents who have children with developmental disabilities; and more.

In addition, short-term disability coverage is provided to employees at no cost, allowing employees eligibility for 100% pay when they need to be medically out of the office, whether for physical or mental health. Leo Burnett is also proud to offer flexible vacation days and an optional work-from-home policy which encourages a healthy work-life balance by granting employees the ability to responsibly manage their work in a way that also services the demands of their personal lives.

The practice of mindfulness has become a core feature of our agency culture, and a growing body of research shows that that mindfulness-based interventions can be effective in the prevention and management of mental and physical health issues.

Last year, Leo Burnett North America CEO Andrew Swinand introduced “Conscious Leadership” to his senior team, inviting leaders to help create a culture of accountability, trust, and respectful candor where collaboration and creativity could flourish. Shared from the top down, conscious leadership practices have led to the development of meditation classes and a speaker series focused on mental well-being.

This year, the agency unveiled a new internal communications campaign, “Create Greater Than,” designed to encourage an empathetic and inclusive culture. Leo Burnett also utilizes a digital platform called Tiny Pulse to promote constructive communication between agency employees and the leadership team. Employees can, and do, leverage the platform to share positive feedback and appreciation with their peers.

Leo Burnett seeks to provide health and wellbeing programs that are as diverse as our employees. Our Employee Resource Groups (ERGs) support specific employee populations—women, parents, LGBTQ+, veterans, multicultural, and more—through targeted programming and live events.

## Leo Burnett (Continued)

To ensure a safe and respectful workplace, Leo Burnett hosts trainings and workshops throughout the year in multiple formats—including a mandatory harassment training, a three-day 4A's Workplace Enlightenment Certification® Workshop, and a day-long Unconscious Bias training program.

To address issues of stress and provide employees with positive social outlets, the agency sponsors involvement in extracurricular sports teams, and provides multiple opportunities to participate in community service initiatives benefiting Chicago's Off the Street Club and Ronald McDonald House. All employees are encouraged to join the employee-only Revisions gym and fitness center, which also offers on-going health screenings, wellness seminars and more.

**Leo Burnett has high participation rates across its insurance plans, as well as supplemental programming.**

- **Approximately 40% of Leo Burnett employees are active across the agency's ERGs.**
- **Approximately 950 employees hold membership with the Revisions gym and fitness center**
- **Across its first three Mindful Morning sessions, the agency attracted 150 employee participants.**

A significant percentage of Leo Burnett employees takes advantage of the company's comprehensive insurance offerings. Many of the supplemental and auxiliary resources are available at employees' discretion and/or anonymous, so the agency does not necessarily track or gather data on their involvement.

The agency continues to expand its programs and offerings on mindfulness and awareness. In 2019, the agency will be providing a portion of the employee population with access to the Life XT Habit System, designed to help users cultivate mindful habits through everyday moments. Further, Leo Burnett will participate in a research project with the American Heart Association designed to evaluate the effect of the Life XT program on employee resilience, mindfulness and well-being.



A handwritten signature in black ink, appearing to read 'Andrew Swinand'.

**Andrew Swinand**

CEO, Leo Burnett Group

LS&Co. has 13,800 global employees based in the Americas, Europe and Asia. A history of responsible business practices, rooted in our core values, has helped us build our brands and engender consumer trust around the world.

We take a holistic view of an individual's well-being. The mental health of employees is considered within the broader context of well-being, for example. Programs are designed to support employees in addressing essential aspects of life, through a wide range of mental health programs and resources. Integration of health metrics drives our wellness strategy, allowing us to enhance programs based on what we are learning.

To support the mental health of our employees, our goal is to remove barriers and reduce stigma for employees reaching out for mental health services. We do this in several ways:

- **Outreach** Globally placed Wellness Champions allow us to understand geographically- based well-being challenges.
- **Coaching** Our Human Performance program offers free coaching in areas of health, including but not limited to physical fitness and financial health.
- **Support** Employee Resource Groups foster peer-to-peer connections, which helps to develop a supportive work environment.

### Awareness = Change

Our newest strategy supports the mental health of employees in emergency situations. Recognizing the importance of addressing access-to-support in emergency situations, in 2017 we embedded Global Employee Assistance Program (EAP) information into our security protocols. When incidences occur, security can determine physical safety and then immediately connect affected employees to the next level of care and psychological support through the Global EAP resource.

This approach helps us deliver quality programs encouraging meaningful, long-term change and improved outcomes for employees. In 2018, our efforts were recognized by One Mind at Work when Levi Strauss & Co. was the inaugural recipient of the Salus Award for Workplace Mental Health. This was presented for "excellence in workplace mental health and outstanding leadership, with executives that deeply care for their own workers and the communities in which they operate." Levi Strauss & Co. is proud of how it supports the mental health and overall well-being of its employees and will continue to provide support in response to its employees' diverse and ever-evolving well-being needs.



**Chip Bergh**

President and CEO



**Macy's, Inc. is one of the nation's premier retailers.** With approximately 130,000 employees, the company operates approximately 690 department stores under the nameplates Macy's and Bloomingdale's, and more than 170 specialty stores that include Bloomingdale's The Outlet, Bluemercury, Macy's Backstage and STORY. Macy's, Inc. operates stores in 44 states, the District of Columbia, Guam and Puerto Rico, as well as [macys.com](http://macys.com), [bloomingdales.com](http://bloomingdales.com) and [bluemercury.com](http://bluemercury.com).

At Macy's, Inc., every colleague plays a role in our success. We strive to build a culture that educates, engages and empowers our colleagues to reach their optimum individual well-being, which includes support for mental health.

- **Employee Assistance Program (EAP):** All colleagues who work an average of 20 hours per week or more, as well as anyone in their household, have access to a confidential EAP. Colleagues can receive five counseling sessions at no cost, including a video-based telehealth option. An EAP counselor is available to listen, help assess the situation, and recommend appropriate resources or treatment options.
- **Employee Resource Groups (ERGs):** More than 4,000 Macy's colleagues support nearly 50 ERG communities at Macy's. Their many successes include driving our national "Can We Talk?" program on cultural and social issues, promoting career development, and building team resilience. We've held "Can We Talk?" events around topics including Black Lives Matter and Being Muslim in America.
- **Mental Health Benefits:** Colleagues enrolled in a company-sponsored health plan have access to an array of mental health benefits. Coverage varies by plan.
- **Meditation:** After a successful pilot in select locations, we are partnering with Journey Meditation to offer a 13-week stress management and mental well-being meditation program in multiple locations across the country.
- **Flexible Work:** We know our colleagues value work/life balance and we're pleased to offer flexible schedules for many positions. For example, colleagues working in our stores and distribution centers have direct access to their schedule and can select when they want to swap or pick up additional shifts.
- **Paid Parental Leave:** Welcoming a new family member is a special experience and we're proud to offer paid parental leave to give our salaried colleagues time to warmly welcome their newest family member.
- **Onsite Health Coach:** Colleagues at our Customer & Credit Services location in Cincinnati have access to a full-time, on-site Health Coach to help them attain their individual health goals.

Through these resources and services, Macy's, Inc. aims to support colleagues' overall well-being, including their mental health.



**Jeff Gennette**

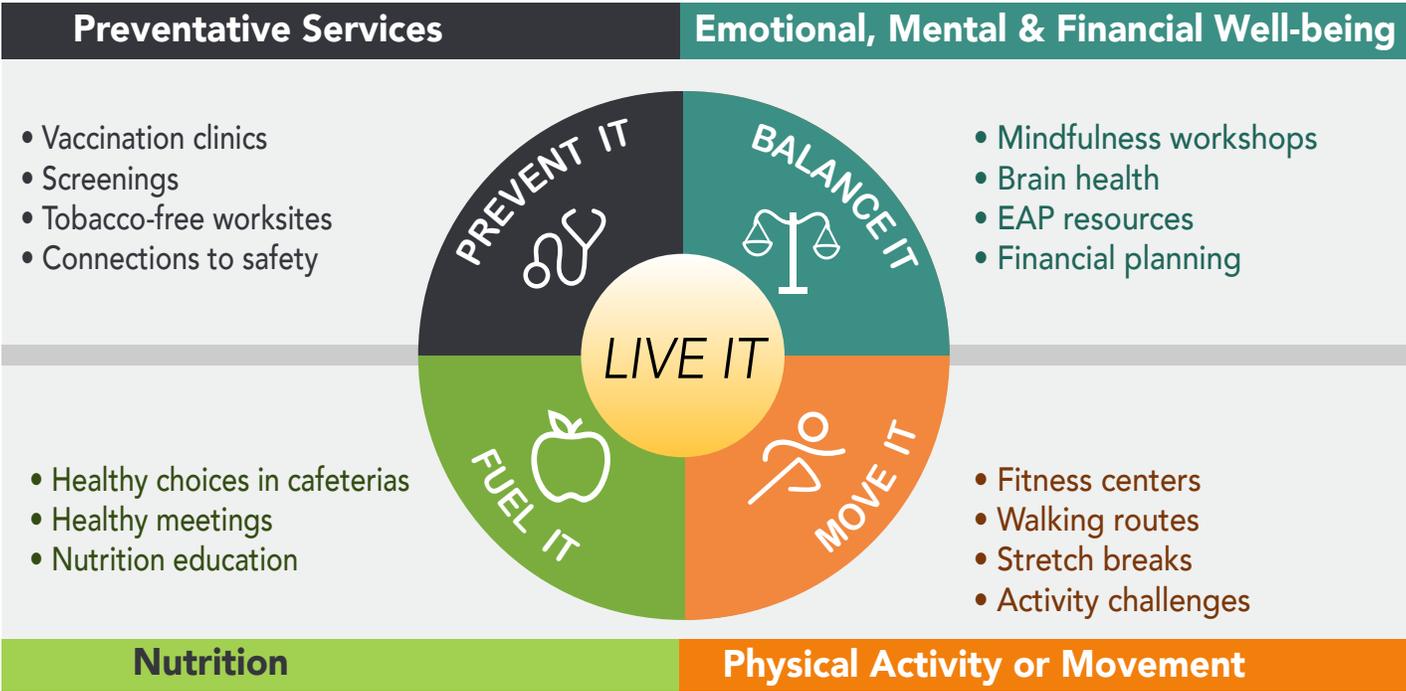
Chairman and CEO



Merck is a global biopharmaceutical company inspired by a shared vision and mission to save and improve lives. This commitment extends to our employees. LIVE IT is our holistic approach to well-being designed by and for employees and their families to be healthier and more productive, both professionally and personally. LIVE IT includes four components: 1) preventive services within PREVENT IT; 2) emotional, mental and financial health within BALANCE IT; 3) physical activity/movement within MOVE IT and 4) nutrition within FUEL IT. LIVE IT serves as a call to action to our employees for enhancing physical, emotional and financial health. Within the framework of LIVE IT, the components are flexible to allow for employee needs and cultural nuances. At Merck, we're not just Inventing for Life, we LIVE IT.

Merck has approximately 69,000 employees worldwide. About 35% are located in the United States, of which 83% are located in U.S.-based worksites. Our company has presence in more than 80 countries and operates in 140 countries.

LIVE IT - A Holistic Approach to Well-being Designed by and for Merck Employees and Their Families



At Merck, we address mental health through the LIVE IT BALANCE IT component. Results from our annual Personal Health Assessment in the U.S. and biennial Global Employee Voice Survey demonstrate that stress is a common issue among our employees. Over 40% of U.S.-based employees surveyed identified stress as a top health issue. Despite the fact that this percentage is close to benchmark, we recognize the importance of supporting well-being as it relates to stress and resiliency.

We developed a global strategy to ensure that the majority of our employees had access to resources to address mental health regardless of which country they work. We recognized the opportunity to introduce a Global Employee Assistance Program (EAP) to support employees experiencing stress and the stigma associated with mental health issues.

In April 2016, we launched Resources for Living, a Global EAP and Work-Life Program to employees and their family members in 83 countries and in 23 languages. Significant resources were dedicated to ensure effective program promotion and awareness. The EAP consists of four key services:

## Merck (Continued)

- **In-the-moment telephone support for daily relationship challenges, work issues and everyday stress.**
- **Professional counseling sessions for personal, family or emotional issues (telephone, face-to-face, or video sessions).**
- **Work-life services for everyday help and everyday needs, such as finding assisted living for aging parent or support with child care services.**
- **Crisis support for unanticipated events.**

To ensure a seamless user experience, EAP counselors were trained on the portfolio of our employee benefits so members could be referred to relevant services when needed, such as personalized health coaching, health advocacy and provider referrals.

This program expanded EAP coverage from 15 to 83 countries, with greater consistency in program governance and administration. Post-launch, the global utilization rate exceeded benchmarks provided by our Global EAP. Assessment of the Global EAP services showed that the U.S., Canada, France, Germany, Australia, the UK and Turkey had the highest utilization rates. The most common mental health services requested were in response to personal stress, anxiety/depression, and workplace stress and workplace performance issues.

### **Building a Culture that Supports Mental Health**

To help expand and extend mental health services across our population, we offer web access to a variety of services. Digital mindfulness exercises, stress reduction techniques, cognitive behavioral therapy, behavioral activation and motivational interviewing are examples. The EAP website offers a diverse range of tools and resources on behavioral health and work-life balance topics. Endorsement of employee emotional well-being from leadership helped to reduce the stigma associated with using these services. Local management ensured that cultural awareness was incorporated into the program promotion.

In an effort to raise awareness of mental health and reduce the stigma often associated with it, our Cramlington UK site took the initiative to train a mixed team of 24 Mental Health First Aiders through a two-day course at the end of 2015. People managers were also provided and encouraged to complete a two-hour awareness training.

Senior leadership was a strong supporter of this training experience. The mental health first aid training spread to the remaining four UK sites and has become a country wide initiative managed completely by employee volunteers.

**In the U.S. we are taking learnings from our UK colleagues to implement mental health first aid training to employee volunteer 'ambassadors'.** This began with a two-hour mental health first aid course held in our corporate headquarters earlier this year. The mental health first aid course provides the type of training needed to assist someone experiencing a mental health crisis. In this two-hour training session focused on anxiety and depression, the employees learn what it is, how it is treated and how they can help someone in need. Over 30 employees were trained. These employees will become our first task force ambassadors with the vision to: create a work environment that has an inclusive and supportive environment that values employees' overall health, including emotional well-being and mental health creating a foundation for a culture of openness, acceptance, understanding and compassion. Objectives of task force is to reduce the stigma of mental health within our workplace by:

- **Helping to raise awareness that mental health conditions are not the result of personal weakness, lack of character or poor upbringing—and that knowing the facts about mental illness can help reject stigmatizing stereotypes**
- **Promoting relevant support services our company offers**
- **Leading by example to help replace silence and stigma with acceptance and compassion**

## Merck (Continued)

**We have many ways that we communicate with our employees.** With over 24,000 employees dispersed around the U.S., we provide relevant health and wellness information through several different channels and formats to reach as many employees as possible wherever they are. We offer an employee intranet well-being portal called LIVE IT, which contains information about many of the programs and resources our company offers to keep our employees healthy. We also proactively distribute a monthly electronic newsletter which is sent to all US employees which includes updates and educational programs offered that month on LIVE IT (Well-being), Total Rewards (Compensation and Benefits) and Diversity. In addition, we have launched four Wellness Champion Networks at all of our major sites and are now working to expand this network to many of our small sites. Our Champions join the network because they are passionate about the importance of well-being to our company and employees.

### **Mental Health Programming**

We take a balanced approach to improve employees' emotional/mental health. Our EAP provides in-the-moment telephone support along with professional counseling and crisis support. Our EAP vendor also offers a "My Strength" tool which is based in cognitive behavioral therapy (CBT) and available online 24/7 at no cost to employees. It is an evidence-based, private and confidential digital self-help resource for emotional health and overall well-being. We spotlight this tool in newsletters, during mindfulness sessions, and provide training on the "My Strength" tool/features with our wellness champions. New features to the "My Strength" tool include sleep, LGBTQ+ Resources, Opioid Management & Addiction Recovery, and Pregnancy and Postpartum Mental Health.

**Over the past two years, we have coordinated global webcasts on well-being topics such as Mindfulness and most recently on reducing the stigma of mental health.** Andy Lee, Chief Mindfulness Officer of Aetna, conducted our 2017 Mindfulness webcast. Over 5,000 employees attended or watched this global webcast. This year on World Mental Health Day, Christine Moutier, M.D., Chief Medical Officer of the American Foundation for Suicide Prevention, presented - Emotional Well-being and What We Can Do Together: A global webcast focused on supporting emotional well-being and reducing the stigma of mental illness. An email invitation was sent from our C-Suite Member who is also our GD&I Council Sponsor. Having C-Suite Members invite people into the BALANCE IT efforts has made a difference in acceptance. Over 950 employees joined live and via webcast.

Because gratitude is a component of emotional health, we run an annual 30-day gratitude challenge in November. This is coordinated with our Merck employee wellness champions. We create posters that employees can post a sticky note of something they were thankful for. After 30 days we collect the sticky notes and create a Word Cloud of gratitude messages which gets featured in our U.S. HR newsletter and Yammer/social media platform.

### **Lessons Learned**

Implementing a global EAP is a complex undertaking. Lessons learned from the launch and program management experiences include:

- **Stigma associated with EAP is not universal. It is correlated with employee education level, local cultural norms and social acceptance. In some emerging markets, EAP is perceived as a contemporary program and employees were curious to explore the tools and services provided.**
- **Program language and symbols have different meanings. The imagery or the branding in one country and culture may be interpreted differently in another country or culture. For example, a pile of rocks may represent tranquility in some cultures but is considered a burial symbol in another. Language and symbols should be assessed for local interpretation.**

## Merck (Continued)

- Compliance and tax implications may exist. It is important to understand whether EAP is considered a benefit in kind and taxable for employees. We needed to address this with EAP providers and local tax advisors.
- Leadership support is a critical success factor. Senior corporate leaders and local country management were instrumental in preparing for the launch, engaging employees early and building awareness and enthusiasm.

### Next Steps

Increasing employee awareness and engagement, and continued efforts to mitigate stigma associated with emotional and mental health issues, remain priorities. Merck's Employee Population Health and Human Resource teams are initiating a Wellness Champions Network to encourage use of EAP resources and educate on other aspects of employee health and well-being. With leadership support, program promotion across functional areas and regions, and a dedicated effort to create work environments that support Total Worker Health, we will achieve our goal of becoming one of the healthiest workforces in the world.



A handwritten signature in black ink, appearing to read 'Ken Frazier'.

**Kenneth C. Frazier**

Chairman and CEO



In Our People strategy, the first step in our mission is to improve our people's lives and ensure we create the best place to work for people who share our passion. A key aspect of this strategy is to consider health and well-being as part of the employee experience.

In December 2016, Philips launched its Global Health and Well-being Strategy which aligned to three focus areas – Health Lifestyle & Vitality, Healthy Safe Workplace and Well-being at Work. The focus area, Well-being at Work, helps to support the mental health of employees and underscores the idea that an inclusive and caring workplace is a productive workplace. We work hard to support employees to “feel empowered and in control” at work. This means supporting them in reaching a work-life balance, promoting positive working relationships and developing their passion for their work.

**Philips recognizes that creating this supportive workplace culture must be affected through multiple channels.** Leadership engagement is critical to changing workplace culture where employees feel included and a valuable part of an organization. Philips will focus on training leadership to acquire skills to help identify and proactively manage the environmental and behavioral risks that can contribute to an unhealthy work environment and the underlying root causes of unhealthy workplace stress. In addition, employee awareness and engagement must be complementary leadership initiatives. Therefore, Philips also focuses on training employees to identify triggers that could affect their resilience in the workplace, along with skills on how to address them effectively.

#### Philips will focus on managing stress-related issues in the workplace on three levels:

- **Primary level.** Measures Stress climate and focuses on organizational-level interventions and corporate stress prevention initiatives.
- **Secondary level.** Interventions that focus upon the detection and management of experienced stress, and the enhancement of team and individual vitality, to more effectively manage stressful conditions by increasing awareness, knowledge, skills and coping resources.
- **Tertiary level.** Interventions are reactive and focus upon the curative approach to Common Mental Health Disorders (CMD) for those individuals suffering from ill-health as a result of stress.

#### Targeted Outcomes:

1. **Understand and continuously measure the problem** – Employee feedback surveys provide feedback on workplace issues and enable focus on managing concerns before they escalate. The aim of these surveys is to meet or exceed employee satisfaction levels compared with comparable organizations.
2. **Develop leadership awareness of the risks** that can contribute to an unhealthy work environment, enhance leadership skills to address workplace stress and assess performance in promoting a stress-free workplace.
3. **Fewer cases of clinically diagnosed Common Mental Disorders (CMD)**
4. **Demonstrate link between employee wellness, vitality and enhanced productivity / output and reduced absenteeism**
5. **Demonstrate de-stigmatization of CMD**, resulting in superior employee engagement

Historically, Philips has promoted a number of employee Wellness & Mindfulness-led programs to address management of stress in locations including the Netherlands, USA, UK, India and China (e.g., Happy and Healthy, Lunch and Learn). Some internal stress reduction projects with external support (e.g., University of Utrecht) were completed. A successful Stress Management program was implemented in the UK and Philips is exploring how this can be leveraged across the company. Philips also provides outsourced medical support in the Netherlands and the UK.

## Philips (Continued)

We have also empowered our markets to deliver their own initiatives, specifically focusing on Well-being at Work and supporting positive Mental Health. These initiatives have incorporated Private Medical Insurance (PMI), Occupational Health services, Mindfulness workshops, trained Mental Health Champions and Employee Assistance Program (EAP) as support.

### However, we recognize we need to do more:

- We will start with our Leaders who need to acquire additional skills that will help them to identify and proactively manage the underlying root causes of stress for themselves and others.
- We need to educate and empower our People Managers by educating them in Mental Health issues, Mindfulness and we recognize the need to de-stigmatize the impact of CMD in the workplace, starting with their own teams.
- We need to engage all employees and make them aware of the issues, and create a culture of inclusion where they feel comfortable in reporting them and give them the tools and time to manage them effectively.
- Communication at all levels will be critical.

### Looking ahead:

- In August 2018 under direction of Ronald de Jong, Chief HR Officer, Philips launched an initiative to pull Mental Health into a formal Occupational Health program. This program will have a proactive focus in eliminating the root causes of stress in the workplace. It will also deliver medical support to manage any cases that do occur.
- Philips is trialing an assessment protocol - Copenhagen Psychosocial Questionnaire (COPSOQ) in Germany and investigating its applicability company-wide, which is operationalized through proactive Wellness & Vitality programs across the company.
- A major Stress Management pilot project is being deployed in the Netherlands. Occupational Health provision is being enhanced as part of the upgrade of the Health and Safety Department and they are reviewing previous projects and learnings with a mandate to produce one consistent Stress Management program grounded in Occupational Health.
- One internal program (secondary level) was developed in collaboration with the University of Utrecht. This measured a baseline of Absenteeism, Motivation and Orders Booked on Time. The intervention focused on engaged leadership with the goal of: "strengthening, connecting, empowering and inspiring their team members. Leaders promote the fulfillment of followers' basic psychological needs for competence, relatedness, autonomy, and meaningfulness respectively." The project demonstrated clear gains in all three measurements. We are revisiting this to evaluate its potential as a component of a bespoke Philips Stress Management Program.

**In order to achieve this, Philips has formed a multi-disciplinary team to craft a practical solution that will meet our commitment to improve our people's lives and ensure we create the best place to work for people who share our passion.**



**Frans van Houten**

Chief Executive Officer



## Quest Diagnostics

**Quest Diagnostics empowers people to take action to improve health outcomes.** Derived from the world's largest database of clinical lab results, our diagnostic insights reveal new avenues to identify and treat disease, inspire healthy behaviors, and improve health care management. Annually, Quest serves one in three adult Americans and half the physicians and hospitals in the United States. Our 45,000 employees understand that, in the right hands and with the right context, our diagnostic insights can inspire actions that transform lives.

**Quest developed its mental health strategy around two of the company's three aspirational goals: promoting a healthier world and creating an inspiring workplace.** At Quest, our commitment to building a healthier world starts at home with our employees and their families. We recognize that our ability to care for the millions of patients we serve is closely tied to the well-being of our employees, and that mental and emotional health is an essential component of overall well-being – often intersecting with and influencing other aspects of health.

**From the company's CEO on down, health and wellness is a priority for the company.** To help address the ever-changing, unique and personal needs of our 45,000 employees and their families, we are taking a multi-pronged approach to support a continuum of mental health and emotional well-being needs. This includes support, treatment, advocacy, and education services that are accessible, interconnected, and covered by our medical plans. The ultimate goal for our Quest colleagues and their loved ones is to achieve emotional vitality — when one feels a sense of positive energy, empowerment to regulate one's behavior and emotions, and meaningful engagement in life in general.

**Our effort to cater to a broad spectrum of mental and emotional well-being needs begins with addressing and dismantling stigmas around mental health—a powerful barrier to seeking help.** To that effect, we launched Chill@Work – a branded campaign and onsite movement dedicated to promoting mental and emotional well-being in a positive and proactive way. We engage employees with motivational messaging and offer diverse, simple activities to help manage stress and develop resilience including: daily intention setting, deep breathing, meditation, exercises in gratitude and mindfulness, and creativity opportunities. We encourage managers and supervisors to participate in educational webinars that give them tools to practice self-care and empower them to help their direct reports do the same. In addition, our wellness champion network regularly shares key facts and stats about mental health issues and promotes relevant webinars and resources to raise awareness and destigmatize mental health.

By normalizing the conversation around mental well-being and offering resources to our employees onsite, we not only demonstrate our commitment to their overall well-being, but also give them the permission, knowledge, and tools to make positive changes for themselves and loved ones.

**Ample research shows that practicing stress-reducing techniques to build resilience can help individuals cope** with both nonclinical and clinical problems (like pain, cancer, heart disease, depression and anxiety); transform how they respond to life events; prevent relapse in affective disorders; and address the challenges of anxiety disorders. As such, providing opportunities for employees to practice stress reduction is foundational to our strategy. Our onsite coaches lead workshops, disseminate valuable information and engage individuals one on one. They do this by promoting educational webinars and an interactive web-based stress-management program; leading gratitude workshops; and distributing finding balance toolkits. We also developed an e-learning module, CHILL: Quest for Less Stress, that teaches employees simple but meaningful techniques they can incorporate in their daily lives, presented in an interactive “choose your own adventure” format.

**Additionally, our Employee Assistance Program (EAP), Resources for Living, helps employees and their family members cope with everyday stressors** like child care, legal matters, elder care, family conflict, grief and loss, and offers complimentary and confidential counseling sessions for those in need.

## Quest Diagnostics (Continued)

We know that early engagement with emotional support and daily-life assistance is key to preventing more serious conditions, so we launched an intense evaluation in 2017 to identify and alleviate perceived barriers to use. Armed with more than 6,000 survey responses, voice-of-the-customer feedback, and root cause analysis results, we developed a plan to better promote the EAP that boosted engagement by 10% and more than doubled that of the national benchmark business. Through our EAP, when traumatic events or natural disasters affect a large employee population (e.g., when several employees lost cars, homes and belongings to the recent hurricanes), counselors come onsite to offer grief counseling and support. Individuals with more severe mental health needs are served by our medical plans, which also recognize and cover emotional well-being at the same level of physical medical needs.

**Health care is complex, and Quest's management recognizes that expecting the average employee to navigate it successfully alone is unrealistic.** Therefore, Quest set out to identify places where gaps in care can occur. Research tells us that only a small portion of those who could benefit from mental health services actually engage. We are addressing this with pilot initiatives that will eventually broaden emotional well-being screening through the health-risk assessment portion of our world-class Blueprint for Wellness™ health screening program. In doing so, we aspire to successfully engage more individuals with the right care at the right time and drive further utilization of the valuable resources we already offer. Future initiatives also include collaborations with academic institutions to increase convenience and access to care.

**As the world leader in diagnostic information services, Quest uses our unique position and unmatched data to collaborate with leading academic institutions to improve the health of the millions of patients we serve, as well as our own employees.** We anticipate that our expanded and collaborative thought leadership, combined with our diagnostic footprint, will improve engagement in emotional well-being programs for our Quest colleagues and their family members. Quest has also sought to replace the one-size-fits-all approach typical of corporate wellness programs with targeted approaches – often in collaboration with leading health care specialists. For instance, an employee with a cancer diagnosis may access Memorial Sloan Kettering's MSK Direct guided cancer program for guidance or get a second opinion from a top medical expert through Grand Rounds. A busy working parent can tap into telehealth services through Teladoc, while an individual struggling with high prescription drug costs can seek lower-cost alternatives from Rx Savings Solutions. Our unique collaborations may also better connect the individuals we serve to the right care for the right person at the right time.



A handwritten signature in black ink that reads "Stephen H. Rusckowski".

**Stephen H. Rusckowski**

Chairman, President and CEO