



# CULTIVATING WELLNESS

MENTAL HEALTH TRAINING  
IN THE WORKPLACE



U.S. CHAMBER OF COMMERCE FOUNDATION

**A**ddressing mental health and well-being in the workplace has become an increasing priority for companies around the world, with many employers seeing the great benefits of putting culture and employees first. As social isolation and remote work become our new normal in the time of COVID-19, the toll on our mental health becomes even bigger. From front-line workers to C-suite executives, many of us may be experiencing and observing increased emotions. Taking care of ourselves, our loved ones, and our employees through this pandemic is going to mean protecting not only our bodies, but also our minds.

Typically, strategies and initiatives to address mental health in and out of the workplace involve turning to other people and support systems, but now that we have to be socially distant, many of us don't have the luxury of in-person contact. This isolation, coupled with the need to care for family and navigate our professional lives in turn, compounds the risk to our health. Yet, it also presents opportunities for employers to put in place effective workplace mental health programs that improve employee morale not just during this unprecedented time, but over the long-term.

The U.S. Chamber of Commerce Foundation's new case study report, *Cultivating Wellness: Mental Health Training in the Workplace*, addresses how and why leaders in the business community are creating innovative programs and training to address mental health and well-being in the workplace. While it adopts a general approach to building a mentally healthy business, the practical information and strategies provided in the report can be applied to any situation, including COVID-19. For additional resources from business leaders and industry experts on addressing mental health in the time of COVID-19, visit our [coronavirus resources page](#).

On behalf of the U.S. Chamber Foundation, we hope these resources help empower you to prioritize the mental health of yourself, your loved ones, and colleagues. We're all in this together and the Chamber Foundation is here to support you during this challenging time.

Be well,



Elyse Cohen  
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# EXECUTIVE SUMMARY

Both employers and employees recognize the importance of good mental health, which enables employees to cope with stress, work productively, and realize their potential. Acknowledging that good employee mental health contributes to good business, companies are increasingly investing in programs to teach employees how to address mental health and substance use in the workplace. One of the more direct forms of employee learning is workplace mental health training, which educates employees about different types of mental health and substance use issues and how to address them. While such mental health training benefits companies and their employees overall, myriad options exist for training, which can be overwhelming and time consuming for companies to explore.

To help companies gain a better understanding of the issue, the U.S. Chamber of Commerce Foundation created this report as a resource for companies considering a workplace mental health training program for their employees. The report provides an overview of the current state of mental health in the U.S., research that supports programs, and a list of questions to guide companies when choosing a training program. Case studies from companies that offer mental health training to their employees showcase training accomplishments and possibilities in the report appendix.

# BACKGROUND

Mental health and substance use affect a significant portion of the adult population in the U.S. Nineteen percent of American adults experience mental illness, and 9% have a substance use disorder.<sup>1,2</sup> An additional 3% provide care to those who suffer from mental illness or substance use.<sup>3</sup>

Many adults with mental health and substance use issues are employed, which can, in turn, impact their workplace performance and productivity. As a result, mental health problems have a direct effect on businesses. Employee absenteeism, presenteeism, and turnover comprise some of the difficulties employers face regarding mental health and substance use issues. Mental health influences a person's physical health as well, which has workplace implications. Research shows that mental illness is associated with a greater prevalence of physical pain, which interferes with work activities and contributes to an increased risk of injury in the workplace.<sup>4,5</sup>

Additionally, employers may incur greater financial costs as a consequence of employing workers with mental health and substance use issues. Over the past several years, companies' mental health expenses have risen more than 10% annually compared with increases of 5% for other medical costs.<sup>6</sup> If employees have physical illnesses, coupled with a mental health or substance use issue, the costs for treating them is two to three times higher than for those employees with a physical illness alone.<sup>7</sup> While some employer health plans or well-being programs provide assistance to employees to care for mental health or substance use issues, a Willis Towers Watson survey reports that only 23% of employees use these benefits for treatment.<sup>8</sup>

Employees equally worry about, and are affected by, mental health and substance use issues in their workplaces. Half of employees responding to a behavioral health survey are concerned about job-related mental health in the workplace, and roughly one-fourth are concerned about substance use issues.<sup>9</sup> And a survey by the American Heart Association and Harris Poll reveals that two-fifths of employees have been diagnosed with a mental health disorder.<sup>10</sup>

Training employees to recognize and engage in mental health and substance use issues in the workplace and providing them with resources to seek care, or help fellow employees seek care is critical.

For these reasons, training employees to recognize and engage in mental health and substance use issues in the workplace and providing them with resources to seek care, or help fellow employees seek care is critical. Workplace mental health training informs employees about the spectrum of mental health and substance use issues and demonstrates how these issues manifest in the workplace. Training does not instruct employees how to diagnose and treat such problems, but instead furnishes employees with resources to obtain help.

Training employees in mental health and substance use issues can improve employees' mental health knowledge, attitudes, and support of fellow co-workers.<sup>11, 12, 13, 14</sup> It can be particularly beneficial for executives and managers.<sup>15</sup> Managers who receive mental health training relay more information about mental health and related resources to employees, encourage the use of those resources, and are more supportive of employees' mental health and substance use issues.<sup>16</sup> In addition, employees whose managers attend workplace training in mental health also report a greater willingness to use available resources. Finally, mental health training can spur better health for employees overall. When employers help improve the mental health of their employees, the employees tend to be physically healthier.<sup>17</sup> ■

# WORKPLACE MENTAL HEALTH TRAINING

Workplace mental health training originates from a variety of sources. Organizations developing and offering such services include nonprofits in the mental health space and employer assistance programs (EAPs). Less frequently, companies may design mental health training to implement internally.

Nonprofit organizations that focus on mental health are uniquely qualified to administer mental health training to companies. They use their expertise to equip other groups and individuals with information and resources in mental health and substance use. Many organizations have translated this knowledge into the workplace, sharing best practices and insights.

EAPs are typically provided through employer health plans to help employees resolve personal problems that may adversely affect their work performance. Such problems include mental health and substance use issues, along with stressors at home like childcare and personal relationships. Some EAPs offer their clients access to workplace mental health training as part of their products package or for an additional cost.

Occasionally, companies may develop their own mental health training for internal use. Companies that pursue internal training generally have the resources and/or expertise to dedicate to creating programs specific to their work environments. They also have corporate cultures that embrace addressing mental health in the workplace.

There are advantages and challenges to each source of workplace mental health training. EAPs that provide training through employer health plans may make the training easily accessible to their company clients. However, the cost of training, which is typically based on the number of employees to be trained and the training delivery method, may influence companies to consider other options. Companies' goals or philosophy about mental health may also sway them toward a particular vendor whose vision and training format aligns with their needs and desires. The list of questions found later in this report is designed to facilitate the decision-making process for companies to help them determine the best mental health training for their workplace. ■

# WHO ATTENDS, WHEN IS IT OFFERED

Workplace mental health training typically targets human resources staff, managers, and supervisors—those employees who regularly handle issues related to employee performance. In companies that have made mental health a priority and/or have larger budgets, training may be available to all employees.

The timing of when companies offer workplace mental health training to their employees is frequently determined by a company's financial situation, the source of the training, and the corporate culture. A company with a large budget, a mission dedicated to mental health, and/or internally developed training may provide workplace mental health training to all employees regularly—for example, during the onboarding process—especially if the training is short in duration and easy for new employees to complete. Other companies may offer training annually or every other year to make certain that key employees receive the information needed to address the mental health of employees. Workplace mental health training may also take place after a significant mental health occurrence.

In instances where employees manage or encounter employee mental health and substance use issues routinely, training may be mandatory. If participation is voluntary, companies have a variety of means to encourage employees to attend. Employees are motivated to participate in workplace mental health training when they recognize the need to improve their skills to better manage and/or interact with fellow employees. Therefore, marketing training as a way to relieve the challenges of managing employees may boost participation.<sup>18</sup> The use of incentives like additional leave or monetary bonuses may also motivate employees to attend.<sup>19</sup> ■

# PROGRAM CONTENT

The content of workplace mental health training is diverse as companies are frequently given the option to tailor the content to their needs and goals. Companies can choose to inform their employees on a plethora of mental health issues, including stress; anxiety, depression, and other mood disorders; personality and psychotic disorders; eating disorders; and trauma-related disorders like post-traumatic stress disorder (PTSD). Substance use content pertains to alcohol, opioids, and other substances that adversely influence work performance and behavior.

Vendors of workplace mental health training typically work with companies to design training content and delivery formats tailored to the company's industry and work culture.

Workplace mental health training generally has a three-pronged approach to provide knowledge about mental health and substance use disorders, address attitudes to destigmatize these issues in the workplace, and teach employees how to interact with employees with mental health issues and equip them with resources to seek—or help others seek—care. Accordingly, training contains detailed information regarding the symptoms of mental health disorders. Training may also include information about federal and state laws regarding mental health, in addition to workplace mental health and substance use policies and procedures specific to the company. Less common topics consist of how to accommodate employees with mental health issues and strategies to facilitate the successful return to work for employees who have been absent on medical leave.<sup>20</sup>

Vendors of workplace mental health training typically work with companies to design training content and delivery formats tailored to the company's industry and work culture. Such customization entails addressing workplace liability concerns to help employees with mental health or substance use issues. Cultural sensitivities between employee populations or between employees located in different countries may also be taken into consideration. ■

# PROGRAM DELIVERY

The delivery of workplace mental health training takes various forms, but two of the most common types are online and in-person training. Online and mobile training are typically two to four hours long and can be completed at an employee's desired pace and schedule. In-person training incorporates live group discussions, role playing, and immediate responses to participants' questions and concerns. This type of training is frequently four or more hours depending on the amount and depth of content covered. Blended learning options combine both online and in-person training to ideally reduce the cost and duration of the training, while providing employees with the best aspects of both formats.

Companies that want their employees to be certified to teach a workplace mental health training that allows them to train fellow employees may opt for train-the-trainer workplace mental health training. This format is usually longer in duration, where attendees devote one or more days to instruction. Participants learn the information, practice instructing others on the content, and are then assessed on their ability to deliver the training. Participants who successfully complete the training receive a certification in workplace mental health training. With this model, continuing education is normally required on a regular basis. Train-the-trainer programs are generally geared toward human resources staff and managers who deal directly with mental health and substance use issues in the workplace, often at larger companies.

The learning tools used in workplace mental health training delivery include course manuals, workbooks, checklists, videos, and role playing, among other items. Course manuals and workbooks serve as reference materials and are useful for self-directed learning. Checklists provide quick guidance to help employees work through specific courses of action in specific scenarios or when addressing certain mental health or substance use conditions. Videos feature experiences of people with mental health problems or describe how other companies address mental health situations in the workplace. Finally, role playing enables participants to understand how to interact and react when confronted with a workplace mental health or substance use issue. ■



# OTHER ASPECTS OF WORKPLACE MENTAL HEALTH TRAINING

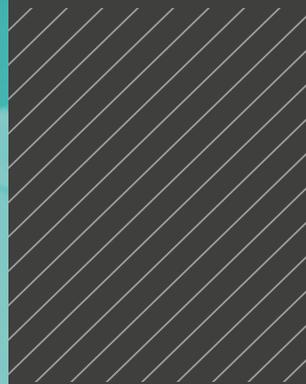




**Marketing:** If workplace mental health training is not mandatory, companies need a strong marketing campaign to encourage employee attendance. Coordinating with their corporate clients, some training vendors help companies develop language to accurately describe training to encourage employee participation. A combination of digital marketing tools like company intranet pages or emails, along with physical marketing tools like posters and flyers, communicate both personal and work-related benefits of attending training.

**Data Collection:** Data collection is a core component of workplace mental health training. Training programs often collect basic information on attendance and participant demographics. Pre- and post-training surveys also gauge employee learning and information retention. While not commonplace, longitudinal research that follows up with participants several months after training has occurred can also measure the implementation of learnings over time.

**Recognition:** Public acknowledgement of employees' completion of workplace mental health training enables employees to showcase their participation and serves to designate them as resources on mental health and substance use issues to fellow employees. Companies wishing to recognize participants who have successfully finished training may present them with a certificate of completion that can be posted in the workplace and/or the names of participants may be posted on company intranets or other internal marketing materials. Further, companies may receive some form of external recognition for their involvement in a workplace mental health training, such as a training badge or logo to put on their websites. ■



## TRAINING SPOTLIGHT:

# MENTAL HEALTH FIRST AID AT WORK

Mental Health First Aid at Work (MHFA at Work) is a skills-based and experiential training program that teaches participants how to notice and support fellow employees who may be experiencing a mental health or substance use issue. It also informs employees how to connect fellow employees in need with appropriate company resources.

Businesses of all sizes and sectors can benefit from empowering their employees with mental health awareness tools and skills. MHFA at Work serves this purpose by fostering employee engagement in mental health with an evidence-based approach that has proven success. Moreover, the training is customized to incorporate and complement a company's existing employee services and wellness programs.

Employees can partake in two different trainings: (1) a four-hour awareness training or (2) an eight-hour certification.

The four-hour awareness training, an interactive presentation of mental health and addiction, includes teaching employees how to recognize the signs and symptoms of depression, anxiety, and substance use; assess risk; use nonjudgmental listening; and identify and provide appropriate resources. Interactive exercises and case study discussions augment participant learning.

**Mental Health First Aid at Work** is a training program that teaches participants how to notice and support an individual who may be experiencing a mental health or substance use concern or crisis, and connect them with the appropriate employee resources. Mental Health First Aid at Work is a skills-based, experiential and evidence-based practice.

The eight-hour certification training builds on the awareness training by teaching employees how to pinpoint risk factors of mental health concerns and de-escalate difficult situations.

All training is conducted for groups of 30 employees based on a company's schedule and accommodations. Short meetings leading up to the events help customize important components of training, including a company's employee assistance and/or benefits programs.

MHFA at Work safely opens the conversation about mental illnesses and addiction in the workplace, addressing the gap between (1) recognizing a mental health or substance use issue and (2) accessing treatment and encouraging employees to take responsibility for their mental health. The training does *not* teach or endorse how to diagnose mental illness and substance use, encourage self-disclosure of an employee's mental health status, embolden participants to become counselors, or promote the use of the Americans with Disabilities Act (ADA) or medical leave of absence for such conditions. ■

# CHOOSING A WORKPLACE MENTAL HEALTH TRAINING



Below are questions that companies should consider when selecting a workplace mental health training program. It is not meant to be a comprehensive compilation of items. Instead, it can serve as starting point for further discussion:

- What are your goals regarding workplace mental health training?
- What are the most pressing mental health and substance use issues in your workplace that you want employees to learn about and address?
- How much of your budget can you dedicate to workplace mental health training?
- Is it a better use of time and resources to use a third-party vendor like a nonprofit organization or an EAP to conduct the training or design training in-house?
- Do you want to train all employees in workplace mental health or only those who have more frequent workplace interactions regarding mental health (e.g., human resources staff and workplace managers)?
- Do you want employees to be certified to train other employees in workplace mental health?
- How much time do you want your employees to devote to workplace mental health training?
- Do you want employees to be trained online, in-person, or through both methods?
- Do you have a preference regarding the types of tools used to instruct your employees during training? If so, what tools do you prefer?
- Do you want/need assistance with marketing workplace mental health training? Through what mediums (e.g., email, social media, or physical flyers or brochures) do you want your training to be marketed to employees?
- What type of recognition, if any, do you want your employees to receive for completing a workplace mental health training?
- What type of recognition, if any, do you want your company to receive for being involved in workplace mental health training? ■

# LOOKING AHEAD

With the advancement of technology, workplace mental health training continues to evolve. New mobile and videoconferencing platforms will allow employees to take part in training anywhere. And sophisticated innovations like virtual reality and artificial intelligence will foster more realistic role-playing experiences and instruction.

While training offers firsthand information and instruction on mental health in the workplace, it is generally only one part of a company's broader workplace mental health portfolio. Other mental health activities that companies may offer include yoga, meditation, and stress-reduction classes; counseling sessions; and intranet webpages dedicated to mental health information and resources. Case studies in Appendix A demonstrates instances of both company involvement in mental health training, as well as more extensive initiatives to bolster mental health in the workplace.

Workplace mental health training provides companies with a proven method to inform their employees about mental health and substance use issues and teach them how to interact with fellow employees and direct them to the appropriate resources. Through the implementation of such training, companies can create a more supportive work culture and enable employees to successfully recognize and address mental health and substance use issues. ■

**APPENDIX:**  
CASE  
STUDIES

## Deloitte:

# Fighting Stigma With Support—The Journey to Empower Deloitte Employees’ Mental Well-being

**Empowered Well-being** has been central to Deloitte for several years. Many of its leaders, including Deloitte’s Chief Well-being Officer Jen Fisher, have opened up about the impact of stress on their lives and how to mitigate it. It is not uncommon to hear leaders discussing their meditation practice or find an entire project team taking a -minute break for chair yoga. Deloitte encourages its employees to unplug when they are on vacation and has established a companywide collective disconnect (a week at the end of every calendar year) so that people can relax, focus on friends and family, and disconnect from day-to-day activities.

Last year, Deloitte furthered its focus on holistic health and well-being by addressing not only generalized stress, but, specifically, the often stigmatized topic of mental health and mental illness. Intending to promote conversations around mental illness—a topic rarely broached in the workplace—the company created Mental Health @ Work. Deloitte wants its employees to know that it is OK to be vulnerable as well as understanding and empathic. After all, it is estimated that one in five adults in the U.S. deals with a mental illness, and no walk of life is exempt from those statistics—if it is not you, it is someone you know, someone you love, or someone you work with.

In addition to building a courageous culture, a key part of Deloitte’s strategy is focused on training and equipping employees with tools to better understand mental illness and their own emotions and triggers—as well as learn how to support their colleagues who are undergoing mental health issues.

Launched during Mental Health Awareness Month, Deloitte supported a new vision of Mental Health @ Work through instruction, communications, and resources that engage, educate, and inspire its people online, in the office, and at [Deloitte University](#) (DU) throughout the month of May. It rolled out three new, sold-out courses: (1) the National Council for Behavioral Health’s Mental Health First Aid at Work, which focuses on strategies to destigmatize mental health in the workplace and provide employees with skills to address mental health at the company, (2) Path to Support, which covers how to harness the power of social interaction with colleagues, friends, and family, and (3) Mindful Leader I and II, which trains the mind and the neuroscience and benefits behind mindfulness. The courses are offered via live training (four hours) or virtually (two hours) so that they were accessible to all.

Deloitte also created an internal microsite so that its professionals can easily access a multitude of resources, such as interactive guides, infographics, videos, and fact-filled booklets. At DU, the company offered coaching from a clinician, provided mid-program breaks on health and meditation, and distributed cards and coffee sleeves with mental health tips and strategies—which were available in other Deloitte offices.

Because so many people worldwide live with mental health conditions, Deloitte extended its program beyond company walls.

Through a robust internal and external communications plan, Mental Health @ Work resonated strongly across Deloitte's businesses and regions. Once the company introduced the program, the testimonials poured in:

- "Being a person diagnosed with bipolar disorder 1, I truly appreciate this initiative."
- "I have my own mental health journey (as do many in my family), and it makes me very proud to work for this organization."
- "Two years ago in May, I lost two family members within weeks of each other due to suicide. Reducing the stigma to discuss this critical issue is so, so important."
- "A great catalyst to reduce the stigma of this group of diseases. Thank you so much for leading [Deloitte] in a very positive direction."

Many of the company's employees allowed their stories, or their families' stories, to be published internally in raw, first-person accounts that demystified bipolar disorder, obsessive compulsive disorder, suicide, and more. As part of the company's [WorkWell podcast series](#), experts were showcased in the mental health field: Dr. Christine Moutier, the chief medical officer for the American Foundation for Suicide Prevention, and Pamela Harrington, executive director of Bring Change 2 Mind.

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"A great catalyst to reduce the stigma of this group of diseases. Thank you so much for leading [Deloitte] in a very positive direction."

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Because so many people worldwide live with mental health conditions, Deloitte extended its program beyond company walls. More than 2 million people saw the company's special editorial section on mental health published in collaboration with Ariana Huffington's Thrive Global organization, and nearly 36,000 actively engaged with the content. In these articles, Fisher interviewed Deb Miscoll, a trained psychologist and managing director at Deloitte, about subjects such as eliminating the stigma of mental illness; understanding and supporting a family member's or colleague's mental health challenges; particular difficulties faced by leaders with mental health challenges; and proactive steps individuals can take to support their mental health.

Deloitte learned through its experiences that its programs and messaging are evolving, and it continues to offer more learning opportunities and information as Mental Health @ Work becomes embedded into its culture.

Stories are great discussion starters, but improving employees' mental health at work requires a commitment to serious change. Deloitte has been piloting one such change and expanded it across the organization as part of Mental Health @ Work. Each of its employees has access to a personalized Vitals Dashboard that aggregates information about how many hours they have worked, how much business travel they have done, and how long it has been since they have taken time off. Managers and coaches can use these data points to see which employees may need a check-in to ensure that their well-being is OK and that they are not letting their self-care suffer. Nearly 44,000 employees visited their Vitals Dashboard in the first month alone—almost 50% of Deloitte's workforce.

Deloitte learned through its experiences that its programs and messaging are evolving, and it continues to offer more learning opportunities and information as Mental Health @ Work becomes embedded into its culture. The outpouring of stories and leadership action have given employees a voice and helps to reduce the stigma of mental illness. Deloitte will continue to spotlight mental health and, once again, promote it in May to align with Mental Health Awareness Month. ■

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# Delta Air Lines: You Matter

**Delta Air Lines** is the U.S. global airline leader in products, services, innovation, reliability, and customer experience. Powered by its 90,000 people around the world, Delta continues to invest billions of dollars in its people, delivering a world-class travel experience and generating industry-leading shareholder returns. With its constant drive to invest, innovate, and expand, Delta today is the world's No. 1 airline by total revenue.

Caring for its employees is core to Delta's culture. Delta recognizes that with one in five adults living with a mental health issue, many members of the Delta team must be impacted and yet may be reluctant to seek the help they need because of the stigma.

This must change.

Delta launched the You Matter mental health initiative, tripling its investment in mental health resources and services with the following goals:

- Encourage an environment for employees to seek help when needed.
- Invest in training for leaders and peer-to-peer programs.
- Enhance the employee assistance offering with expanded coverage of care, on-site services, and access to on-demand emotional support.

Delta has partnered with the National Council for Behavioral Health to provide Mental Health First Aid at Work (MHFA at Work) training to leaders and frontline employees alike. MHFA at Work equips employees to recognize the signs and symptoms of mental illness and offers guidance on appropriate responses to colleagues who may be experiencing an issue or crisis through immersive skill building. The training emphasizes a listen, support, and—importantly—a refer culture.

MHFA at Work training was first offered to Delta Wellness Champions and Leaders—a network of employees throughout the organization committed to promoting Delta's wellness services—in April 2018. A full day of MHFA at Work training is now embedded into the company's Peer Support Champion program, along with information on Delta's employee assistance program (EAP) and additional mental health services.

To bring MHFA at Work training to Delta, the Delta Wellness team tapped leaders and employees to better understand what challenges the business was facing. After vetting several curriculums, MHFA at Work training best suited the company's needs. Support from leadership has been key in reinforcing the importance of mental

health with Delta's CEO, Chief People Officer, and other senior leaders regularly communicating about upcoming training and reminding employees of available services.

Each customized MHFA at Work training includes content on depression, anxiety, risk of suicide or self-harm, substance abuse, and panic. MHFA at Work's action plan for addressing these issues, ALGEE, is practiced through role playing. Each participant receives a manual, an ALGEE action card, and handouts on Delta's EAP services. An on-site EAP counselor is present at each training to provide support for employees.

The You Matter initiative is making a positive impact on the lives of Delta employees and has brought the company to the frontline of fighting stigma associated with mental health in the workplace. By tripling its investment in

mental health resources, Delta expanded its EAP in-office visits from three to seven; in 2019, 60% of participants used three or more visits. In a span of two months, new on-site and on-demand services have already reached over 1,500 Delta employees.

To date, more than 600 employees have participated in MHFA at Work training, including 61% of Delta's human resources team. The Delta Peer Support Champion network has tripled in size since its inception in 2018 and represents each of Delta's largest business units, reinforcing Delta's "take care of each other" mindset.

Further, one of Delta's largest lines of business—Airport Customer Service (ACS)—will soon make MHFA at Work available to all its leaders. Delta is also exploring making this training available on its internal learning management system for all employees.

As a result of its experience with MHFA at Work training and mental health in the workplace, Delta has learned several important lessons:

- To ensure the success of a mental health program, internal alignment is key. Hold focus groups or conduct surveys to understand the current climate of your organization and identify areas that could benefit from additional support. Meet with leaders to explain the importance of the offering, make the case for how mental health impacts the business, and secure buy-in.
- Build a brand to make mental health efforts at your organization recognizable. Discuss concepts with appropriate departments like communications and diversity teams to ensure that the messaging is on target with the company's culture and policies.
- Become creative with training formats to ensure engagement, while meeting the unique needs of each line of business.

Delta won't stop until every employee is informed and feels confident using mental health services when needed. This means continuing to listen and evolve to meet the changing needs of employees and leveraging cross-divisional partnerships to remove any remaining barriers that employees may have in seeking care. ■



# Johnson & Johnson: Energy for Performance®

**Guided by Our Credo**, where employees are the heart, mind, and soul of the Company, Johnson & Johnson is committed to helping employees, families, and communities live well throughout their lives—be it spiritually, mentally, emotionally, or physically—enabling an engaged, purpose-driven workforce that is focused on changing the trajectory of health for humanity. Johnson & Johnson is on a mission to become the healthiest workforce and is actively creating a culture of health that approaches personal health and well-being holistically and brings approximately 132,000 global employees together under this shared goal.

To achieve this ambitious commitment, Johnson & Johnson launched HealthForce 2020 in 2016 to address employees' top health risks. Rooted in the pillars of Healthy Eating, Healthy Movement, and Healthy Mind, the company delivers innovative programs and resources for employees and has implemented changes around the workplace to help make the healthy choice the easy choice.

Through HealthForce 2020, the company set a goal to train 100,000 employees in the principles of energy management.

Built on the sciences of performance psychology, exercise physiology, and nutrition and based on the course developed by Johnson & Johnson's Human Performance Institute®, Energy for Performance® (E4P) training takes a multidimensional (spiritual, mental, emotional, and physical) approach to provide employees with new ways to manage and expand their energy capacity to be their best in their personal lives and in the workplace. The training helps employees be more mentally focused, emotionally connected, physically energized, and spiritually aligned to direct their energy toward what is purposeful in life.

In today's world, employees feel the pressure to always be on and ready for any challenge. Through the voluntary E4P one- or two-day program, employees complete exercises to help them identify and prioritize the most meaningful components of their lives. With an emphasis on work-life balance and stress resiliency, E4P is designed to help transform the way they approach energy management to achieve sustained high performance. It offers employees the chance to do the following:

In today's world,  
employees feel the  
pressure to always  
be on and ready for  
any challenge.

## By learning to oscillate between stress and strategic recovery, employees become more equipped to handle stress and prevent burnout.

- Develop a personal purpose to live by both in life and in the workplace.
- Work alongside new teammates to build strong relationships and hold each other accountable on working toward their purpose.
- Discover unique ways to maximize their energy throughout the workday and encourage productivity.

By learning to oscillate between stress and strategic recovery, employees become more equipped to handle stress and prevent burnout. Beyond purpose, energy, and productivity, E4P training also covers healthy movement and healthy eating as ways to expand energy capacity aligned to a holistic approach to health and well-being.

E4P training is voluntary and offered at no cost to all Johnson & Johnson employees. It is currently available in 60 countries and 17 languages.

To reach the goal of training 100,000 employees by 2020, Johnson & Johnson made energy management a core part of its overall approach to talent and weaved this into talent and employee well-being strategies. People leaders were highly encouraged to complete the two-day training that positioned them to build a culture

aligned with the principles in energy management within their teams. They received periodic communications about leveraging the E4P program and the principles of energy management regarding their division's overall talent strategy. Johnson & Johnson also highlighted the importance of managing energy in its leadership imperatives, underscoring its importance in employee success and growth.

Since 2009, over 92,000 Johnson & Johnson employees around the world have completed E4P training. This represents 92% progress against the HealthForce 2020 target of training 100,000 employees. E4P graduates have access to an online portal with informational webinars, instruction, articles, videos, and a private social media group to support continued engagement post completion.

An internal study of Johnson & Johnson E4P course graduates found a positive correlation between course participation and workplace performance, promotion, and retention. Graduates were 10% more likely to achieve a higher rating a year after taking the course, 22% were less likely to leave Johnson & Johnson, and 18% were more likely to receive a promotion the following year.<sup>21</sup> ■

# Lendlease: Building a Strong Foundation for Mental Health and Wellness in the Workplace

Lendlease, founded in 1958, is a leading international property and infrastructure group. The company's vision is to create the best places—those that inspire and enrich the lives of people around the world. This vision is supported by the company's **Sustainability Framework**, which includes championing the health and well-being of people in communities where the company has a presence.

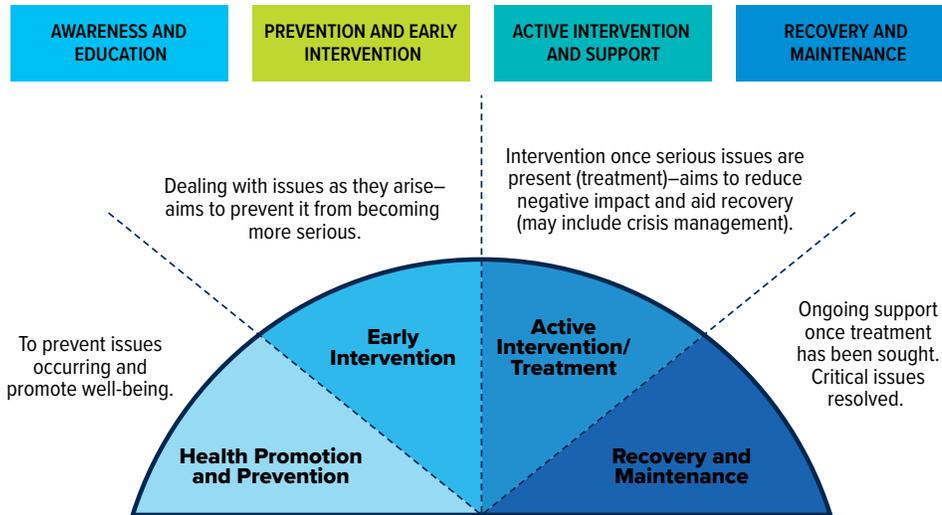
## The Case for Championing Health and Wellness

World Health Organization research shows that one out of every five adults globally will experience a mental illness at some point in their lives. Mental health disorders are the leading worldwide cause of illness and disability, with 450 million people currently living with mental illness.

The construction industry ranks as one of the highest industries in suicide deaths in the U.S., with construction workers having a suicide rate of 53.3 per 100,000 people, four times the national average of 12.5.<sup>22</sup> With this in mind, Lendlease is committed to prioritizing mental health and suicide prevention in its safety standards and strives to create a culture of care throughout its business operations.

World Health Organization research shows that one out of every five adults globally will experience a mental illness at some point in their lives.

## Mental Health Approach—From Employees to Supply Chain



Lendlease has adopted a four-pronged approach to mental health: education and awareness, early intervention, active intervention, and recovery and maintenance. To facilitate this approach, the company has engaged several mental health providers and organizations, such as Optum, the National Council on Behavioral Health, and Living Works to ensure that employees have resources and support. With a robust program for employees, Lendlease is extending the initiative to its supply chain so that workers on project sites are equipped to handle a mental health crisis and the larger construction workforce can also obtain these skills and support services.

### How It Works

**Breaking the Myths.** There are misperceptions that talking about mental health and suicide exhibits weakness, or that talking about it makes someone think about attempting suicide. Working with experts like Living Works and the National Council for Behavioral Health

teaches us that talking about mental health and suicide provides an opportunity for open communications, and that sharing thoughts of suicide helps diminish fears. Reducing the stigma around mental health begins with education and awareness.

**Training.** By providing training on mental health and suicide prevention, Lendlease equips its employees and tradespeople with tools and resources to seek support for themselves and others. The company focuses on training programs that raise awareness, enable open conversations, help identify signs and symptoms, and provide tangible actions if there is a mental health crisis. Employee programs range from an 8-hour Mental Health First Aid at Work workshop to shorter courses on work-life balance, stress management, and sleep.

**Business as Usual.** Creating a culture that reduces the stigma around mental health means integrating this thinking throughout construction and safety operations. Lendlease has created a series of Global Minimum

## Mental Health is Safety Construction

**Safety Week**—Safety is core to everything Lendlease does and a value that is shared throughout the company's business operations. Lendlease has been an active participant in the week-long campaign that raises awareness about both physical and mental safety throughout the offices and project sites since 2014.

Requirements (GMRs) around safety, including a provision on mental health and fatigue. Embedding these requirements into the company's safety training, Toolbox Talks, and making them a part of how the business operates is key.

### Collaboration and Thought Leadership

Lendlease recognizes that for meaningful change to take place, it must include industry collaboration. To further its efforts, the company is on the board of the Construction Industry Alliance for Suicide Prevention (CIASP) and works with other industry leaders to raise awareness around mental health and suicide prevention.

Lendlease recognizes that mental health does not discriminate. While much work has been done to address mental health and suicide prevention, the company acknowledges that there are no easy solutions. The key is to listen to workers' needs and foster a safe space for conversations as mental health providers recommend. Through awareness, training, business operation integration, and advocacy, Lendlease aims to reduce the risk of suicide and will continue its efforts to make an impact on mental health issues in the industry.

# Prudential Financial:

## A Holistic Approach to Employees' Well-being

**Since 1875**, Prudential Financial has helped individual and institutional customers build and protect their wealth through a variety of insurance and investment management products. The company has built on this foundation by supporting its employees with a culture of health and well-being, a comprehensive health strategy, proactive programs, and visible organizational support.

Prudential embraces a holistic approach to the well-being of its employees and understands the health of its workforce is intrinsically linked to that of the organization. Its multidimensional definition of health focuses on the physical, emotional, social, financial, cognitive, and spiritual wellness of its employees and provides a foundation for the development and delivery of its programs and services.

Within that framework, Prudential recognizes behavioral health as an integral component. In doing so, the company offers programs and services that support the emotional and overall health needs of its employees. And Prudential does not rest at merely offering mental health-related benefits to its employees and their families. Rather, the company's proactive approach encourages employees to become actively involved in their emotional health.

An extensive behavioral health program provides myriad programs and services, including confidential on-site and external EAP counseling; life, budget, and adult care coaching; mental health-related webinars; mindfulness sessions; serenity rooms; and work-life resources and referral services.

An Alternative Work Arrangement program further supports the company's commitment to well-being by recognizing the importance and value of a flexible work

schedule. The Behavioral Health team also partners with managers to address behavioral concerns within the workplace and serves as an excellent resource to help identify services that support the emotional health of employees at work and at home. Partnering with the business continuation and crisis management teams further broadens the scope and depth of support Prudential provides to its employees, as unexpected and extraordinary events affect the safety and health of employees and their families.

To complement the broad scope of services offered, Prudential facilitates a variety of forums that encourage employees at all levels to participate in open conversations focused on mental health and well-being. Long recognized for its pioneering dedication to employee wellness (its first on-site health clinic was established in 1911), Prudential's Health & Wellness team has deepened its commitment to employee health by developing programs that challenge long-held perceptions of mental illness. Prudential understands that the work environment is a critical driver of health and is committed to continuing its focus on reducing the stigma of mental health in the workplace and building a culture of health that benefits its employees and their families, as well as the enterprise.

To that end, Prudential partners with Global Security, Employee Relations, and Human Resources to deliver a program that addresses situations that challenge the health and safety of its employees and the workplace. Case scenarios are presented to managers with guidance on how to approach, provide support for, and help resolve sensitive workplace issues. The Behavioral Health team's Management Consultation Referral Guide further supports the concepts and information

The Health & Wellness team gathers data from multiple sources to gain insight into employee well-being by business group, location, and across various demographics.

provided with company and external resources. A companion online training is being developed as an additional tool for managers. Training is also available that addresses leadership behaviors related to the six dimensions of health that serve to sustain a healthy work environment. These behaviors focus on increasing trust and respect in the workplace, encouraging self-care and meaningful relationships, and guiding employees to appropriate resources.

The Health & Wellness team gathers data from multiple sources to gain insight into employee well-being by business group, location, and across various demographics. This information helps drive strategy, identifies employee population needs, and supports business groups and outcomes. Findings over time demonstrate that supervisor support in several areas is linked to higher job satisfaction, lower job stress, and increased work productivity.

The American Psychological Association, recognizing Prudential's ongoing commitment to promote psychological well-being, destigmatize mental health issues, and enhance employee and workplace culture and health, honored Prudential with its 2017 Organizational Excellence Award. This award exemplifies the company's ongoing commitment to develop programs designed to break down barriers associated with mental health and help acknowledge, respectfully address, and support mental health issues in the workplace. ■

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