

NATION
SWELL

Investing in employee wellbeing: **innovative benefits and policies**

A curated collection of practices and examples for
Institutional Members

February 2024

The business case for employee wellbeing

The COVID-19 pandemic served as [catalyst](#) for employers to invest more deeply and creatively in employee wellbeing, driven by fundamental changes to workplaces (e.g., remote work), implications for healthcare, family and childcare support, financial outlook, and more. Simultaneously, increased focus on racial justice and equity following the murder of George Floyd heightened private sector commitments to inclusive workplace policies for marginalized communities. More recently, policy changes in the U.S. — including the [overturn of Roe v. Wade](#) and the “[childcare cliff](#)” — have escalated the need for employers to increase benefits that supplement lack of government supports.

Employees and companies alike are placing workplace wellbeing higher on their priority lists. [91% of employees](#) find that their job plays a role in determining their wellbeing, and [57%](#) report seriously considering quitting for a more supportive workplace. [76% of U.S. executives](#) feel that expectations about workforce wellbeing are higher than in previous years, and [87%](#) say that workforce wellbeing gives their company a competitive advantage. In addition to productivity and retention advantages, companies with higher employee wellbeing scores [fare better financially](#), showing a superior return on assets, higher profits, and higher valuations.

About this resource

When balanced with other [core aspects](#) of employee experience (including leadership behaviors and job design), inclusive **employee policies and benefits** can play a significant role in supporting holistic wellbeing. **This resource provides the business rationale for and innovative examples of private sector wellbeing policies and benefits across five key areas: reproductive health, family care, paid leave, financial wellbeing, and mental health.**

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Family care

Rationale for investment

- Black people with children under five are 12% more likely to leave or lose a job to care for their children ([Brookings, Census Bureau Household Pulse Survey, 2022](#)).
- 65% of women are worried that their total family income isn't enough to meet their family expenses and pay their bills, including 70% of mothers ([Institute for Women's Policy Research, 2023](#)).
- 54% of employers report that childcare services had a positive impact on employee absenteeism, reducing missed workdays by as much as 30% ([Childcare Aware, 2017](#)).
- 45% of parents reported that child care breakdowns resulted in chronic absenteeism, causing them to miss an average of 4.3 days every six months ([Childcare Aware, 2017](#)).

Explore

1. [Making the Case for Childcare](#) | NationSwell Collaboratives
2. [Redesigning The Workplace To Be Family Friendly: What Governments and Businesses Can Do](#) | UNICEF

Dependent care FSA contribution

WHAT IT IS

Dependent care flexible savings accounts (FSAs) allow employees to contribute pre-tax dollars that can be used toward childcare or other expenses incurred by their dependents (children, disabled spouse, eldercare). Companies can financially support employees with dependents by contributing to their savings accounts.

IN ACTION

- **Adobe's** dependent care flexible savings account (FSA) can be used on qualified **day care and/or elder care expenses**. When employees enroll in a dependent care FSA, Adobe makes a contribution of up to \$1,200, prorated for new employees.

For employees who have partners with access to a dependent care FSA, contributions **cannot exceed \$5,000** (pre-tax per calendar year).

Watch this space:

- **ABLE** (achieving a better life experience) accounts are tax-advantaged savings accounts for people with disabilities. As of 2020, companies can offer this benefit to employees and make direct contributions.

Employer-provided child care

WHAT IT IS

Most companies that offer childcare benefits do so through subsidies, flexible work, or paid leave.

However, on-site childcare can increase employee loyalty and in-office attendance. Fewer than 6% of companies in the U.S. currently have on-site care centers.

Some companies that do not offer on-site care offer sponsored seats at childcare center like [Vivvi](#) and [Bright Horizons](#).

IN ACTION

- [Cisco Life Connection](#) child care center offer employees with **on-site childcare with video streaming** so that parents can view their children throughout the day from their work computers. During the pandemic, Cisco partnered with [Adobe](#) to provide discounted rates on their child care services to their employees.
- Since 1983, [Patagonia](#) has offered on-site childcare to employees with children between the ages of two months to nine years. Their childcare program costs the company ~\$1M annually, and it is estimated that they are able to recover 91% of the costs.

Offsetting expenses and reimbursements

WHAT IT IS

On average, **the cost of child care** annually is \$18,000 or 27% of household income in the U.S. For employees who are planning to have children, or have families, childcare expenses can create financial hardship. Reimbursements are an avenue for companies to pay a defined sum of money back to employees who have spent it on various childcare needs.

HOW IT WORKS

- **Google's** “baby bonding bucks” cover expenses like diapers, food, and formula for up to **\$500**.
- **Yelp** reimburses employees for child and elder care expenses. This includes the **cost of child care, parenting or family safety classes, and/or tutoring services**.
- **Bank of America** employees can participate in Child Care Plus to receive a reimbursement of **up to \$275 per month** on child care expenses. This reimbursement is available for children 12 years or younger, or 20 years or younger if incapable of self-care and living with the employee.

Backup care

WHAT IT IS

One way that companies can offer security to employees in case of a childcare emergency is by partnering with a care center like [Care.com](#) or [Vivvi](#) to sponsor backup care. Some employers sponsor up to five days of backup care per employee.

HOW IT WORKS

- **Nvidia** provides child care at one of [Kindercare's](#) 1,500 **child care centers** and at over 450 **before and after school sites** nationwide. Backup care is **available for last-minute emergencies**. Nvidia provides a **10 percent discount on full-time and part-time tuition** for children aged six weeks to 12 years and 15 days with **up to 10 hours a day of backup care**.

Return to work

WHAT IT IS

The majority of employees (57% of male and 74% of female millennials) anticipate taking time off from work to care for their families. Employees should not have to choose between being an available caregiver to their families and advancing their careers professionally. Companies that offer return to work programs can support a seamless reintegration into the workforce for individuals who chose or require a period of time off to support their families.

HOW IT WORKS

- **Dow Jones'** ReAction is a return to work program, also known as a returnship, offered for caregivers who are re-entering the workforce after a period of time away. The program provides **re-skilling** in technical and organizational skills, supporting various operations, and improving business strategies. Upon completion, employees are able to transition back into a full-time position.
- **Wells Fargo's** Glide Re-Launch program is offered to employees in USA, India and Ireland. In USA, the program allows employees who have been hired after taking a career break to spend **20% of their working time** in a manager-led, cohort curriculum experience that includes skills refresh, training, engagement with program graduates, and senior leader networking opportunities.



Beyond Benefits: NationSwell Case for Childcare Collaborative

In response to the need for collaboration to address the urgent and far-reaching challenges faced by communities and the planet today, NationSwell launched **Collaboratives**: Building coalitions to meet the moment. Through our Collaboratives, we help a consortium of partners come together to take collective action on ambitious impact goals focused on one social or environmental issue.

HOW IT WORKS

- Nationswell's **Case for Childcare Collaborative** launched in 2022 aiming to build the business case for supporting working families, the child care economy, & early childhood education.
- Partners include Annie E. Casey Foundation, American Family Insurance Institute for Corporate & Social Impact, National Domestic Workers Alliance, Pivotal Ventures, & Working for Women.
- Moving into Phase 2, the Collaborative will focus on building tangible solutions for employers of frontline workers to advance equity and access so that more parents have the opportunity to start, return, or remain in the workforce.

Join us for year two [here](#).

Reproductive health

Rationale for investment

- In a recent survey of 1,061 Americans, 77% of respondents said they would stay at a company that offers fertility benefits, and 88% said they would consider changing jobs for fertility benefits. 50% of respondents feel that their company's benefits are insufficient in covering their family forming needs ([CARROT and RESOLVE, 2022](#)).
- 70% of women and 59% of men (ages 18-44) report that they would be discouraged from taking a job in a state that restricts access to abortion ([Perry Udem, 2021](#)).
- 68% of LGBTQ+ individuals have restricted access to workplace fertility benefits because a diagnosis of infertility is usually needed to qualify for coverage ([Progyny, 2023](#)).
- On average, women incur ~\$266 more in out-of-pocket health care expenses per year compared to male employees ([Deloitte, 2022](#)).
- Only fifteen states currently have laws mandating that health plans cover some infertility treatments, and only one state (New York) specifically requires Medicaid to cover fertility treatment ([KFF, 2020](#)).

Explore

1. [Birth Equity: What Employers Need to Know to Make a Difference](#) | Collective Health
2. [Hidden Value: the Business Case for Reproductive Health](#) | Rhia Ventures

IVF coverage

WHAT IT IS

In vitro fertilization (IVF) is a fertility process through which an egg and sperm are fertilized in a laboratory. On average, one treatment can cost up to **\$25,000**. As of 2022, **54%** of large employers (20,000+ employees) cover IVF, an increase of **36%** since 2015.

IN ACTION

- **Bain & Co** offers IVF treatment coverage for all employees, regardless of position. The company provides an **unlimited lifetime IVF treatment maximum**. The treatment does not cover preimplantation genetic screening (PGS).
- **Starbucks** is among a few select companies (CVS, TJX Cos.) that offer IVF treatment coverage to hourly workers. In addition, the company provides the benefit to part-time workers. Their IVF benefit covers up to **\$10,000 in fertility drugs** and **\$25,000 in fertility treatments**.

Surrogacy

WHAT IT IS

Surrogacy is a family-forming strategy through which a gestational carrier provides support to parents who cannot carry the pregnancy themselves. Surrogacy benefits provide financial assistance to employees in the form of reimbursement to cover surrogacy arrangements. On average, surrogacy costs between **\$100,000-\$250,000**.

IN ACTION

Adobe's Inclusive Family Benefit Surrogacy Program provides surrogacy benefits to employees who work at least 24 hours per week.

- Adobe will consider **reimbursement of \$25,000 per child**, if the process meets certain eligibility criteria. Reimbursement is considered for a maximum of two surrogacy contracts. Reimbursement is applied after surrogacy is complete.
- Employees are allowed a **maximum total lifetime reimbursement of \$50,000**. This budget includes support for a number of non-medical expenses associated with surrogacy including (but not limited to): surrogate agency, administrative fees, legal fees, and travel expenses.

LGBTQ+ family forming

WHAT IT IS

63% of LGBTQ+ individuals use third-party reproduction for family forming (e.g., IVF, surrogacy, etc.). However, fertility benefits often require proof of infertility, making them inaccessible to many in the LGBTQ+ community; this places disproportionate fertility costs on LGBTQ+ individuals and families.

IN ACTION

- **Yelp** supports LGBTQ+ identifying employees by providing adoption assistance (up to a \$5,000 reimbursement), cryopreservation of sperm/oocyte/embryos, assisted reproductive technology (e.g., artificial insemination, GIFT, ZIFT, FET), and prescription coverage for fertility medication.

Travel costs for abortion

WHAT IT IS

In 2022, the Supreme Court of the United States **overturned Roe v. Wade**, making abortion immediately illegal in **14 states**. To support abortion access for employees, companies have instituted policies that provide financial support for out-of-state travel, medical care, and childcare costs.

IN ACTION

- **Amazon** covers up to **\$4,000 annually** for out-of-state travel for abortion – for both salaried and warehouse workers.
- **Chobani** covers the cost of **transportation, lodging, and childcare** for employees and their families who need to travel out of state for abortion.
- **Comcast** covers **\$4,000 per trip** for abortion, with up to three trips per year. The maximum amount per year they will cover is **\$10,000**.

Paid leave for pregnancy loss

WHAT IT IS

Pregnancy loss, also referred to as miscarriage, is an unexpected termination of pregnancy, experienced by 26% of pregnant people. Miscarriages can lead to significant mental, financial, and emotional stress. Companies can provide support to employees who experience pregnancy loss by offering paid leave and mental health services that are separate from their typical sick leave packages. Close to 25% of companies in the U.S. currently offer a bereavement leave policy.

IN ACTION

- **Pinterest** offers **four weeks of additional paid leave** for employees who experience a miscarriage at any point in their pregnancy.
- At **Goldman Sachs**, employees who experience a pregnancy loss in the form of still life birth or miscarriage are eligible for paid leave under their family care and bereavement leave policies. The benefit provides **four weeks additional paid leave** in the event of a loss.

Menstrual leave

WHAT IT IS

Menstruation is normal discharge of blood that bodies with a uterus experience cyclically from puberty until menopause. Menstruating bodies experience a variety of painful physical and emotional symptoms. This creates a need for organizational policies that normalize the experience and include them as part of their paid sick leave packages. In the U.S., to date, only one company (Chani) has publicly shared that they offer a menstrual leave benefit.

IN ACTION

- **Chani** offers employees with a uterus unlimited menstrual leave days. Their benefit was designed to mitigate depleting sick leave or vacation hours for bodies that have to deal with this normal experience.

Menopause

WHAT IT IS

Menopause is the termination of a period caused by loss of ovarian follicular function and a decline in circulating blood estrogen levels – a natural part of aging. Menopause can affect physical, mental, emotional, and social wellbeing. Corporate menopause benefits are designed to normalize menopause culture, while recruiting and retaining employees whose bodies will experience menopause or perimenopause in their lifetime.

IN ACTION

- Through a partnership with Maven Clinic, a virtual healthcare app, **Bank of America** offers support and resource advice for employees who experience menopause.
- **Genentech** employees and their spouses receive access to menopause specialists 24/7, a drop-in menopause support group, and on-demand video chat and messaging with doctors, nurses, and coaches specializing in menopause.

Paid leave

Rationale for investment

- The U.S. does not offer statutory rights to paid parental leave. As a result, the country compares poorly to other high-income countries on maternity and paternity leave policies ([Institute for Women's Policy Research, 2023](#); [Leave Network, 2022](#)).
- According to a survey of senior human resources (HR) and corporate executives, offering paid leave increases employee engagement (60%), attracts talent (58%), and retains employees (55%) ([SHRM](#)).
- Black workers are more likely than White workers (21% vs. 13%) to say that the risk of losing their job is a reason they take less paid leave than is offered ([Pew Research Center, 2023](#)).
- Women are more likely than men (48% vs. 39%) to report burden on co-workers as a reason for not utilizing paid leave benefits ([Pew Research Center, 2023](#)).

Explore

1. [The Case for Offering Paid Leave: Benefits to the Employer, Employee, and Society](#) | Sage Journals
2. [Black Women Need Access to Paid Family and Medical Leave](#) | Center for American Progress
3. [Paid Family Leave: How Much Time is Enough?](#) | New America

Unlimited paid time off

WHAT IT IS

Paid leave can help individuals stay financially afloat, especially in cases of unexpected leave. **Twelve weeks** of paid time off mitigates \$9,800 in lost wages for the average worker in the U.S. A trend first adopted by many technology companies, unlimited paid time off provides unrestricted leave time for employees, but is currently only offered by **6%** of employers.

IN ACTION

- **Netflix** has a “**take vacation**” policy that is not fixed. They do not prescribe time off policies for salaried employees. Salaried employees can take **unlimited time off** to schedule and observe what is most important to them, including for rest and family care.
- **Salesforce** offers “flexible time off” to salaried employees. Eligible employees can take time off whenever needed, without worrying about available hours.

Parental leave

WHAT IT IS

Pregnant and parenting people benefit mentally and physically from time away from work when welcoming new family members. In the U.S., companies on average, offer **10 weeks** of paid leave; however, the International Labor Organization recommends a **minimum of 14 weeks**. Families who welcome a new member through adoption or surrogacy equally benefit from a generous leave policy.

IN ACTION

- **Nitro** offers a competitive paid leave package for both birthing/primary care parents and secondary care parents. The benefit includes new arrivals via adoption and surrogacy. **Twenty (20) weeks** of maternity leave is offered to birthing/primary care parents and **8 weeks** to non-birthing/secondary care parents. Ten (10) additional days are provided for fertility treatments, adoption, appointments, etc.
- **Hewlett Packard Enterprise (HPE)** offers up to **26 weeks of paid leave (6 months)** for both primary and secondary caregivers. HPE ranks **#1** in its industry and 7th overall for its parental leave policy. In addition to providing one of the most generous leave policies, the company offers a **parental transition plan**. This allows new parents to work **part-time for up to 36 months** to ease their transition back to work.

Domestic violence leave

WHAT IT IS

While paid leave is conventionally associated with vacation time, parental leave, or sick days, some companies are expanding their benefits packages to address challenges that may be overlooked due to social stigma. To provide employees with psychological and physical safety, companies can offer time off to employees in high-risk or abusive situations.

IN ACTION

- **Reward Gateway** provides support for employees in an abusive environment. Their assistance covers reporting, proactive victim protection, and financial and legal support. Employees who are facing abuse are provided with **10 additional days of fully paid leave** to remove themselves from an abusive environment.

Paid family and medical leave (PFML) / disability insurance

WHAT IT IS

Paid family and medical leave (PFML) / disability insurance policies provide working employees with paid time off for conditions like a medical disability or caring for a family member with a serious health condition or disability. Currently, only [10 states](#) have approved legislation mandating coverage for this benefit.

IN ACTION

- [Metlife](#) offers private employers PMFL/ disability insurance for their employees. Duration of coverage ranges from 12 weeks to 1 year. The benefit does not cover full pay. Per state law, Colorado, Connecticut, Hawaii, Maryland, Maine, Minnesota, Massachusetts, New Jersey, New York, and Oregon state employees are fully insured under participating employers.

Firmwide shutdown

WHAT IT IS

Firms can encourage a culture of rest by institutionalizing time off from work. Firmwide shutdowns occur when employees across functions do not work for a set period of time (e.g., between Christmas and New Years, or on summer Fridays).

IN ACTION

- **PwC** offers firmwide shutdowns to allow employees to rest and recharge together. The company **closes their firm twice a year** – one week in December and one week in July.
- **Bumble** offers employees a collective **week off in June** and is introducing a second week off given success in reducing burnout.

Reduced workweek

WHAT IT IS

Research has shown that a shorter work week is associated with significant gains in happiness, health, and productivity. Companies are experimenting with models that reconceive the Monday-Friday, 40-hour work week.

IN ACTION

- **Panasonic** offers a **four day week** for all employees. The shortened week is designed to encourage employees to find greater work-life balance and further their education, volunteering, or side job. Panasonic's four day work week is **optional**.
- In the summer, **IBM** employees receive **partial days off** during the work week. They work 4.5 days during this season. During the other seasons, IBM encourages employees to adopt a "ThinkFridays" approach to work – using Friday afternoons for creative purposes.

Sabbatical

WHAT IT IS

A sabbatical is an opportunity for employees who have worked at organizations for a defined period of time – often after 10+ years – to invest in their lives outside of work. This paid time off can include education, volunteering, dedicated time towards a hobby, travel, spending time with family, and more.

IN ACTION

- **Yieldstreet** offers employees **one month** of paid leave after every **four years** of employment.
- **Autodesk** offers a sabbatical to regular employees who work at least 30 hours per week. Autodesk's sabbatical leave provides **six weeks of paid time off every four years**.

Financial wellbeing

Rationale for investment

- For every one dollar earned by White fathers, Native mothers earn 37.1 cents, Hispanic and Latina mothers 40 cents, Black mothers 45.7 cents, White mothers 64.3 cents, and Asian and Pacific Islander mothers 75.7 cents ([Institute for Women's Policy Research, 2023](#)).
- PwC's 2023 employee financial wellness survey found that 60% of full-time employees are stressed about their finances, which is slightly higher than the number who were stressed about finances during the height of the pandemic ([PwC, 2023](#)).
- 73% of financially stressed employees say they would be attracted to another employer that cares more about their financial wellbeing ([PwC, 2023](#)).
- 84% of employers report that offering financial wellness tools can help reduce employee attrition, and 81% say wellness tools help attract higher quality employees ([Bank of America, 2022](#)).

Explore

1. [Wealth and Financial Wellbeing](#) | Urban Institute
2. [Women's Financial Wellbeing in 2022](#) | Center for American Progress
3. [Living Wage Calculator](#) | MIT
4. [The Worker Financial Wellness Initiative](#) | JUST Capital

Employee financial wellness program

WHAT IT IS

Financial wellness programs are designed to reduce barriers to attaining financial security for employees. Barriers may include healthcare costs, childcare costs, financial illiteracy, budgeting constraints, and inability to save. Companies with these programs have introduced tools (e.g., budgeting calculators), resources (e.g., financial education), and options (e.g. stock ownership), to improve outcomes for employees.

HOW IT WORKS

- **PayPal's** financial wellness program is designed to **improve employee financial outcomes**. Key components include: Paypal decreasing the amount hourly and entry level employees have to pay for healthcare by nearly 60%; making every full-time employee a PayPal stakeholder to ensure the entire workforce can benefit from the company's success; and making financial education and planning available.
- **American Express** prioritizes employee financial security through their **Smart Saving Initiative**. While the program was initially designed to support employees' preparation for retirement, their program has evolved into a global initiative on managing personal finances. The Smart Saving Initiative provides employees with independent financial coaches and education on basic spending, estate planning, student loan debt, insurance, and more. The program is tailored to various employee groups.

Employee stock ownership

WHAT IT IS

Employee stock ownership and purchase plans provide employees with access to shares of their company's stock. This helps employees accrue savings over time and ultimately begin to [close intergenerational and racial wealth gaps](#).

IN ACTION

- **Wawa** shares ownership with their associates through their [Employee Stock Ownership Plan](#) (ESOP). Currently, the ESOP owns approximately 38% of the company. All Wawa associates (ages 18 and over) become eligible to participate on the **first day of the month after they are hired and will be eligible for a contribution if they work 1,000 hours in a year.**
- **Yelp** employees are eligible to **purchase shares of the company** through their Employee Stock Purchase Plan (ESPP). The ESPP offers employees a **15% discount** by setting aside 1-15% of their paycheck during the six-month purchase period.

Health savings account

WHAT IT IS

Health savings accounts (HSAs) allow employees to contribute pre-tax dollars that can be allocated toward a range of healthcare related expenses. As of 2022, only 12% of U.S. firms offer HSA benefits.

IN ACTION

- **T. Rowe Price** offers employees access to an HSA to ease the burden of healthcare costs. The HSA is offered by **Optum Financial** and includes a payment card to access funds, an online portal for account management, mobile account access, interest earnings and blue chip investment options, as well as other benefits.

Mental health

Rationale for investment

- Four out of 10 U.S. workers report that their job has an extremely negative (7%) or somewhat negative (33%) impact on their mental health. Young workers are struggling even more: nearly half (47%) of employees aged 18-29 say their job has negatively affected their mental health ([Gallup, 2023](#))
- Workers with fair or poor mental health have nearly 12 days of unplanned work absences annually compared with 2.5 days for all other workers. Generalized across the U.S. workforce, this missed work is estimated to cost the economy \$47.6 billion annually in lost productivity ([Gallup, 2023](#)).
- In 2023, more women left the workplace than in 2020 and 2021 combined. Burnout from hybrid working models was cited as a key contributing factor. For example, only 37% of women in 2023, compared to 45% in 2022, say that they are able to “switch off” from work ([Deloitte, 2023](#)).
- 81% of individuals report that company support for mental health will be an important consideration when they look for work in the future ([Psychological Association, 2022](#)).

Explore

1. [Protect Expanded Medicaid Coverage](#) | NAACP
2. [Mental Health Cost Calculator for Employers](#) | National Safety Council, University of Chicago
3. [Framework For Workplace Mental Health and Wellbeing](#) | U.S. Department of Health and Human Services

Free counseling

WHAT IT IS

Personalized mental health support programs provide employees with options for maintaining their mental health. Companies can make this benefit widely accessible by offering it for free.

IN ACTION

- **Yelp** employees receive free access to personalized mental health support via **Modern Health**. Therapy benefits also extend to dependents in the U.S. if they are 6 years of age and older. Modern Health provides free and personalized mental health services including one-on-one therapy, one-on-one coaching, group support sessions, digital programs, and guided meditation.
- **American Express' Healthy Minds Program** offers free mental health counseling, wellbeing webinars, stress-relief sessions, virtual meditations, and specialized grief and loss support.
- **Microsoft Cares** provides counseling support for employees and family members under their employee assistance program. Microsoft Cares covers personal and work issues, relationships, and parenting.

Telemental health account

WHAT IT IS

Telemental health tools, such as mindfulness applications, are inexpensive, evidence-based platforms that allow employees to take ownership of their mental health. Companies can partner with service providers to offer employees a subsidized or free account on telemental health platforms.

IN ACTION

- **Nike's** employee mental health benefits include a free **Headspace** account. Headspace is an app that provides mindfulness practices for mental wellbeing. Nike and Headspace have also partnered to provide meditation for running exercises.
- **Target** offers employees a year of free access to **Daylight** and **Sleepio**, which can help navigate stress, worry, and sleep issues.

Retreat rooms

WHAT IT IS

Rest can be integrated into the workplace by providing areas dedicated to mental and physical needs. On-site “retreat rooms” serve this purpose by providing space for employees to privately recharge.

IN ACTION

- **MillerKnoll** provides **on-site retreat rooms**, especially designed for working caregivers. Private, furnished rooms can be used for relaxation, meditation, prayer, or lactation.
- **Steelcase’s** office locations in the U.S. have Wellbeing Hubs, designed to support naps and equipped with **registered nurses and massage therapists**.

Flexible working hours

WHAT IT IS

Flexible working hours allow employees to schedule work around their daily lives. Companies that offer this benefit usually set a number of hours (i.e., 40 hours/ week, 80 hours/ bi-weekly) that employees need to spend on work, but do not require employees to adhere to a traditional 9am-5pm schedule. The **benefits** of this offering include reduced burnout, increased productivity, and improved work/family harmony, which in turn can improve employee job satisfaction and reduce the likelihood of employee turnover.

IN ACTION

- **Dell** employees have had the option to work flexibly since **2009**. Employees work variably, and are **not required** to clock-in and clock-out.
- **Asana** project cycles are pre-planned four months out with specific tasks and goals for employees. This allows employees to work on their own schedules and reduces the need for unnecessary meetings. Employees are not expected to work set hours or track hours but are accountable to their goals.

Beyond benefits: Internal mental health communities

IN ACTION

Unilever is one of the founding partners of the **Global Business Collaboration for Better Workplace Mental Health**. Unilever's mental health strategy is designed around four pillars: culture, leadership, prevention, and support. Under these pillars, Unilever commits to creating awareness and improving accessibility around mental health needs, and equipping teams with capabilities and self-help tools. A key component of their framework is building psychological safety through assessments and trainings.

IN ACTION

EY launched a mental health campaign called “**r u ok?**” to raise awareness, reduce stigma, and provide support to employees suffering from addiction and mental illness. **r u ok?** is meant to drive meaningful, non-intrusive conversations about helpful firm resources. The campaign covers e-learnings on signs, symptoms, interventions and resources for mental illnesses and addiction. It's currently embedded within national and regional newsletter communications and local meetings hosted by office managing partners.

IN ACTION

Pinside Out is Pinterest's **internal mental health community**, responsible for content creation related to mental health, rest, and re-charging to overcome burnout. In 2021, the Pinside Out community launched an online and offline destination exploring the relationship between mental health and rest. Havens include a collection of relaxing images and Idea Pins about rest, gratitude journal prompts, and affirmations.



Supplemental Resources

1. [How employees value social impact | NationSwell](#)
2. [The state of play: corporate civic engagement in 2022 | NationSwell](#)
3. [Datasets for economic mobility | NationSwell](#)
4. [Are US companies paying enough attention to worker economic mobility? | NationSwell](#)
5. [The state of play: DEIB in 2022 | NationSwell](#)
6. [DEIB U.S. certifications and recognitions | NationSwell](#)
7. [Women @ work 2023: a global outlook | Deloitte](#)
8. [Supporting the wellbeing of your underrepresented employees | HBR](#)
9. [Strategies to support wellbeing and retention of BIPOC staff | MIT Training Center](#)
10. [Wellbeing: a bottom-line issue | Steelcase](#)

*NationSwell would love your feedback on this resource so that we can continue providing valuable insights to you and your organization. Please consider taking 30 seconds to complete this [**brief questionnaire**](#).*



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Thank you