



**BELL SEAL FOR WORKPLACE MENTAL HEALTH 2023 BRIEF:
BENCHMARKING FOR WORKER EXPERIENCE,
EQUITY, AND ACCESS TO SUPPORT**



INTRODUCTION

Mental Health America (MHA) is the nation's leading national nonprofit dedicated to promoting mental health, well-being, and illness prevention. MHA's workplace mental health initiative is part of an ongoing commitment to uncover workplace disparities, promote meaningful change in organizational practices, and develop resources to address workers' mental health needs.

In 2019, MHA launched the [Bell Seal for Workplace Mental Health](#), the first national certification program to recognize U.S.-based employers committed to supporting a mentally healthy workforce. Over 276 organizations with a combined workforce of 3 million workers have been certified since 2020 at one of four recognition levels – bronze, silver, gold, and platinum.

In 2023, 169 employers completed a [58-criteria application](#), evaluating organizational policies and practices impacting worker mental health outcomes, including culture, benefits, compliance, and wellness programs. In addition, 520 employers completed a [pre-assessment](#) to determine their eligibility for Bell Seal certification. Sourced from the aggregate data from all submissions, the findings presented in this report identify emerging trends and help Bell Seal recipients and all employers benchmark their workplace mental health efforts and progress.

Bell Seal recipients represent the top employers in the nation that demonstrate a strong mental health commitment to their workers, consumers, clients, and communities. MHA is proud to recognize this year's Bell Seal recipients and their exceptional efforts to improve worker mental health outcomes and experiences through equity and access to support. Find all 2023 recipients and more information or apply for Bell Seal certification [here](#).

2023 BELL SEAL PROGRAM HIGHLIGHTS

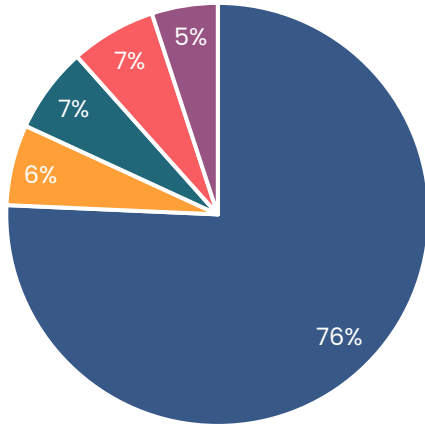
Employers with Bell Seal certification understand that time, intention, investment, and collaboration at all organizational levels are needed to support workers' mental health and well-being.

- **Only 1 in 4 employers meet the standards for Bell Seal certification.** Of the 520 employers that completed the [pre-assessment](#) in the past year, only 24% qualified for certification at any recognition level.
- **Bell Seal recipients are leading the workplace mental health movement by considering all dimensions of workers' well-being.** Recipients scored an average of 87% (n=169), compared to the average pre-assessment score of 36% (n=520).
- **Recipients focus on involving leadership and improving people management to foster an open and collaborative workplace culture.** Recipients scored a remarkable average of 95% in workplace culture, compared to the pre-assessment score of 28%.
- **Recipients offer generous benefits, like equitable compensation, accessible health plans, and robust employee assistance programs, for full- and part-time workers and their families.** Recipients scored an average of 75% in benefits, compared to the pre-assessment score of 34%.
- **Recipients promote practices rooted in protecting workers' psychological health, such as supporting workers' quality of life and improving responses to trauma and crises in the workplace.** Recipients scored an average of 88% in compliance, compared to the pre-assessment score of 40%.
- **Recipients implement innovative programs, like peer mentorship and employee experience navigation, to promote workers' well-being.** Recipients scored an average of 96% in wellness, compared to the average pre-assessment score of 62%.

BENCHMARKING YOUR WORKPLACE WELLNESS EFFORTS

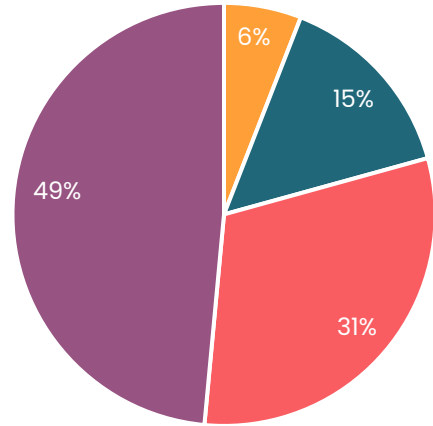
Nearly 50% of Bell Seal recipients achieved platinum (n=169), followed by 31% of employers who achieved gold certification. Platinum recipients must meet a 90% and gold recipients an 80% overall score to qualify. Of the 520 employers that completed the Bell Seal [pre-assessment](#) in the past year, only 24% qualified for certification at any recognition level.

Pre-assessment Scores



■ Not Qualified ■ Bronze ■ Silver ■ Gold ■ Platinum

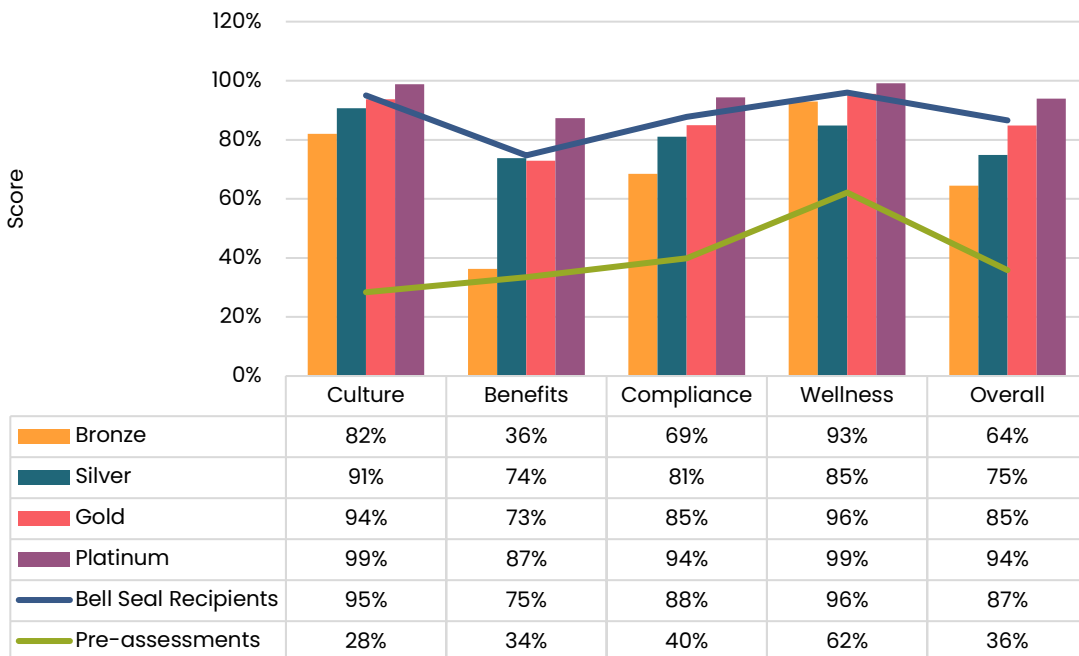
Recipients by Recognition Level



■ Bronze ■ Silver ■ Gold ■ Platinum

Overall, Bell Seal recipients across all recognition levels scored an average of 87%, compared to the average pre-assessment score of 36%. Recipients scored the highest in the workplace culture and wellness sections, at 95% and 96%, respectively. Recipients scored an average of 75% in the benefits section and 88% in the compliance section, indicating potential areas for improvement and growth.

Bell Seal Recipient and Pre-assessment Average Scores

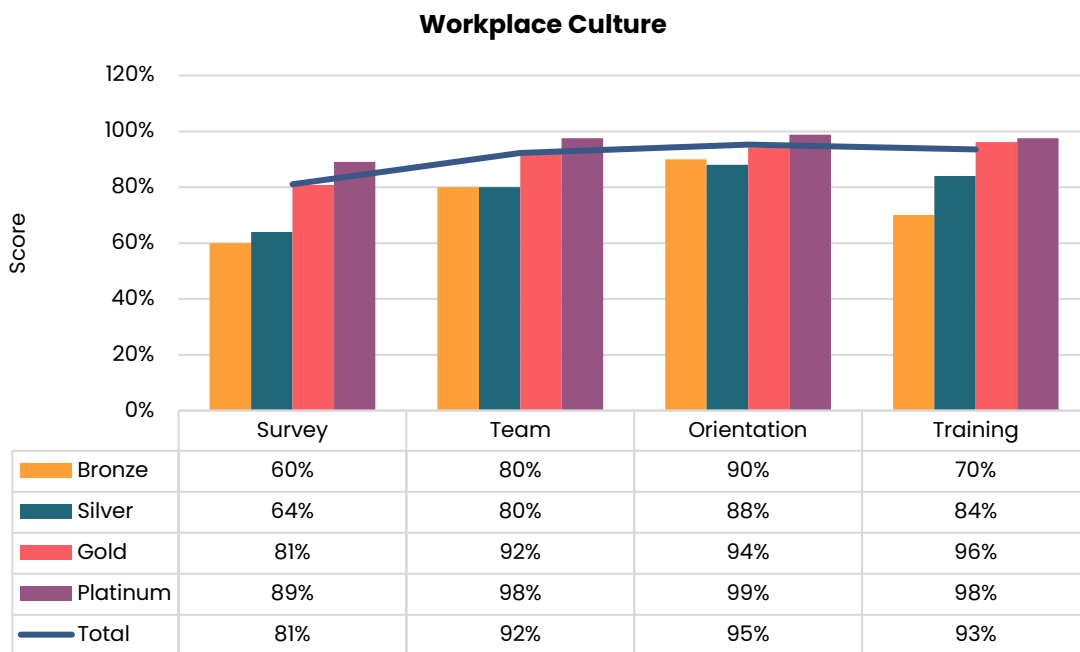




SUPPORTIVE WORKPLACE CULTURE

Bell Seal recipients with high scores for workplace culture understood their workforce’s needs and responded to feedback with meaningful policy changes, improved benefits, and additional support. Bell Seal recipients scored an average of 95% in workplace culture, compared to the average score of 28% among employers who completed the pre-assessment.

Recipients were scored on the following items: administering a wellness **survey**, implementing a policy or program change in response to worker input, developing a mental health strategy, sponsoring a mental health **team**, educating new hires about benefits during **orientation**, offering mental health **training**, and enforcing fair people management.



MEASURING AND ASSESSING WORKERS’ MENTAL HEALTH NEEDS

Eighty-one percent of Bell Seal recipients measured their workforce’s mental health and well-being through various methods, including health screenings, engagement surveys, organizational climate assessments, training pre- and post-surveys, function- or industry-specific surveys, and benefits utilization and satisfaction analysis. The average worker participation or survey completion rate was 66%.

Surveys addressed various mental health and well-being topics, including benefits, psychological safety, worker values and experiences, workplace relationships, and daily workflow and routines. The following chart outlines each topic with subtopics and example survey items:

TOPIC	SUBTOPICS	EXAMPLE SURVEY ITEMS
Mental Health Benefits	<ul style="list-style-type: none"> Utilization and satisfaction Comfort with accessing resources Dimensions of wellness Quality of life support and resources 	<ul style="list-style-type: none"> My employer’s resources meet my personal mental health needs. My employer supports my physical, mental, social, emotional, and financial well-being.

Psychological Safety	<ul style="list-style-type: none"> • Cultural unspoken pressures • Workers' roles in a collaborative and positive work environment • Worker perceptions about leadership's commitment to well-being • Social connection or loneliness at work 	<ul style="list-style-type: none"> • I feel comfortable expressing my opinions to my supervisor or leadership without fear of repercussion. • My supervisor cares about my well-being. • I have meaningfully connected with colleagues while working remotely or hybrid.
Worker Values and Experiences	<ul style="list-style-type: none"> • Job fulfillment and satisfaction • Respect for identity and personal values • Professional growth and self-efficacy • Healthy expression of emotions 	<ul style="list-style-type: none"> • My employer has meaningful conversations about race, gender, and disability. • My organization encourages honesty, transparency, and candid, open dialogue.
Workplace Relationships	<ul style="list-style-type: none"> • Managerial and colleague support • Trust and respect within relationships • Access to a support system • Maintaining healthy relationships and boundaries 	<ul style="list-style-type: none"> • The person I report to treats me with respect and knows me as a person. • I receive the emotional support I need from those close to me (e.g., family, friends, and community).
Daily Workflow and Routines	<ul style="list-style-type: none"> • Autonomy and decision-making ability • Realistic workload expectations and management • Work-life balance and scheduling flexibility 	<ul style="list-style-type: none"> • I regularly have opportunities to discuss my goals or professional development with my manager. • I feel empowered to structure my workday to allow time to complete necessary tasks and take periodic breaks.

ALTERNATIVE MEASUREMENT METHODS

Many employers used alternative methods to assess worker well-being to avoid survey fatigue or address smaller workforce populations, such as:

- Facilitated **1:1 informal discussions** between supervisors and their direct reports at all organizational levels, including the board and C-suite leadership, to better understand their workforce's mental health needs;
- Employed **small group discussions** in the form of huddles, focus groups, or team meetings to foster connection and discuss opportunities to promote mental well-being;
- Dedicated **all-staff, people management, or departmental meetings** to discuss solutions that support workers;
- Conducted **organization-wide town hall forums** to provide workers with access to leadership and upper management to express mental health concerns;
- Appointed **worker representatives** to gather collective staff input and relay information to leadership; and
- Recorded and **analyzed workforce participation** in mental health benefits and wellness programs.

IMPLEMENTING RESPONSIVE WORKPLACE IMPROVEMENTS

Bell Seal recipients made the following changes based on their workforce's direct feedback, with examples included:

1. Increased or improved mental health benefits and additional support:

- **Improved employer-sponsored health care options.** Examples include increasing the number of in-network behavioral health care providers; negotiating with insurance carriers to cover out-of-network providers at the in-network rates; transitioning to an incentivized annual primary care visit model to increase the number of workers' scheduling wellness visits; contributing to workers' Health Savings Account (HSA) plans to help pay for out-of-pocket medical expenses; and providing workers earning less than a designated threshold a bi-weekly credit to subsidize health care costs.
- **Offered no cost or low-cost mental health resources.** Examples include providing free, unlimited virtual mental health therapy to all workers; expanding free onsite health clinic or counseling services; providing workers paid

time off to attend a support group or therapy during work hours; hiring a full-time facility dog dedicated to support staff's emotional well-being; and improving benefits for part-time workers.

- **Improved the employee assistance program (EAP) services.** Examples include increasing the number of sessions to 12 free sessions per year, extending services to workers' family members, and improving the response times and session availability.
- **Enhanced workers' family policies.** Examples include increasing paid parental leave to 12 weeks; adding fertility treatment as a medical benefit; reimbursing adoption expenses incurred in carrying out any surrogate parenting relationship; broadening how family members are defined to allow greater access to benefits; offering therapy, coaching, and couples' therapy to workers' families; adding paid caregiver leave; subsidizing childcare backup and support for eldercare, childcare sourcing, and tutoring; increasing paid bereavement leave to five days; and clarifying the inclusion of miscarriage or stillbirth, discontinuation of adoption or foster, or the loss of a person of significance in the bereavement leave policy.
- **Reimagined how flexible work options and paid time off can help workers balance life and work priorities.** Examples include offering fully remote and hybrid work options and flexible scheduling; implementing a four-day work week; establishing days in which workers are encouraged not to schedule meetings; allowing eligible workers to telework internationally for up to four weeks; providing paid mental health days for all staff; and providing time off to allow workers to engage in diversity, equity, and inclusion education or volunteerism.

2. Updated policies and procedures to reflect person-centered values and protect workers:

- **Evaluated and enforced equitable workplace practices.** Examples include routinely evaluating the compensation policy for fair pay and workers' perceptions of fair pay; standardizing new hire and performance evaluation processes; updating professional development policies to clearly define the career path for each role; and implementing a "return from leave" program to support workers transitioning back to work after taking extended leave.
- **Protected workers from psychological harm based on identity or experiences in and out of the workplace.** Examples include streamlining the accommodations process to be more accessible and efficient for workers with mental health or substance use conditions; providing workers the option to input a secondary, safe mailing address into the payroll system to support survivors and victims of domestic violence; creating gender transitioning guidelines to support workers in transition; developing a comprehensive harassment policy and procedure; creating a policy and mandatory training to address workplace bullying; and adding a tip line for workers to report incidences of perceived and real bias or discrimination.
- **Improved the organization's response to crises or trauma.** Examples include launching a real-time debriefing program to aid health care workers' emotional well-being after a traumatic event; implementing a Stress First Aid program to provide immediate response and support to employees affected by work-related stressors; adding a policy for life emergencies; allowing up to a week of paid time off in the event of a personal, catastrophic life event; and adding critical incident time off to address employees that have experienced a critical incident such as a mall shooting or employee death.

3. Developed people managers' skills and improved employee experience:

- **Conducted manager-led conversations to provide workers an opportunity to feel heard, valued, and supported.** Examples include proactively identifying risk factors for turnover and barriers to individual worker success; incorporating workers' feedback into the organization's mission, values, and strategic plan; and providing staff an opportunity to influence corporate policy and improve culture.
- **Standardized managerial practices to provide a consistent employee experience.** Examples include requiring supervisors to complete a standardized form that addresses self-care and direct reports' needs; participating in training to recognize the emotional and mental health needs of struggling workers; conducting routine 1:1 meetings and bi-directional performance reviews between supervisors and direct reports; and encouraging workers to take time off to care for well-being.
- **Created teams or mentorship programs to promote an engaging and personalized approach to each worker's experience.** Examples include designating a team that strategically maps an employee's journey from onboarding and professional development to performance management and personal concerns; and pairing

new and rising workers with more experienced staff to support workers in their roles, environment, and the organizational culture.

- **Invested in workers’ professional growth and development.** Examples include outlining individual development plans with each worker and meeting with supervisors 1:1 to discuss their goals, skills, and support needs; providing allocated time and a budget for personal and professional development; publicly and personally recognizing workers’ value to the organization’s success; and adding new digital procedures to monitor and facilitate internal mobility.

STRATEGIC MENTAL HEALTH INTEGRATION

Improving workers’ mental health and well-being requires strategic planning and execution. Bell Seal recipients described their tactics for integrating mental health into their broader strategic plans and general operations:

- ✓ **Established a person-centered philosophy** and addressed multiple dimensions of wellness, including workers’ physical, mental, social, emotional, and financial well-being.
- ✓ **Provided benefits that support workers’ mental health**, including onsite health services, equitable compensation, annual benefits review, and thorough consideration when identifying and selecting carrier partners and vendors.
- ✓ **Involved leadership** by addressing mental health in the organization’s strategic plan, identifying systemic organizational barriers to psychological safety, leading by example, signing onto a formal pledge, and routinely assessing how organizational values and culture align with workers’ experiences.
- ✓ **Established and empowered employee-led groups** with group values, objectives, conversation, and activity facilitation tools; the ability to provide actionable recommendations; and metrics to evaluate impact.
- ✓ **Appointed liaisons and mentors to assist workers** in navigating benefits, mental health resources, and professional growth opportunities.
- ✓ **Incorporated inclusive practices that support workers’ daily routines**, including ensuring realistic workloads, role clarity, and recognition; hiring workers with lived experience; and promoting accommodations.
- ✓ **Promoted mental health through employer-sponsored activities**, such as planning the year with a wellness calendar; hosting onsite wellness events, participation challenges, and charitable campaigns; providing mental health screening, training, and educational sessions; and partnering with external subject matter experts.
- ✓ **Communicated consistently about mental health** and available resources using various communications methods, such as new hire orientation, social media, email, intranet, and 1:1 meetings, and customizing communications based on population or demographic.
- ✓ **Identified and measured outcomes** related to worker productivity, engagement, satisfaction, benefits utilization, and well-being program participation.

SUPPORTING EMPLOYEE-LED RESOURCE GROUPS

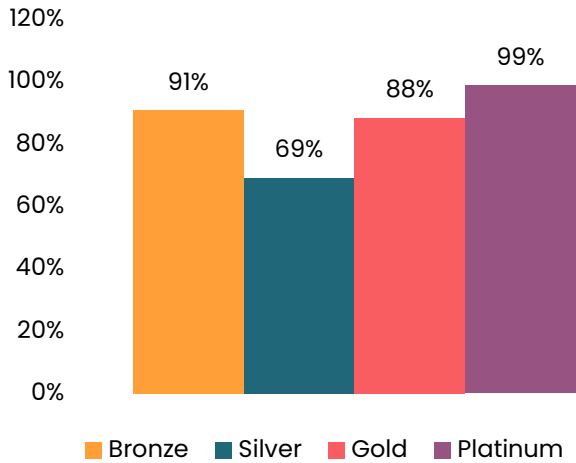
Ninety-two percent of Bell Seal recipients supported or sponsored the development of worker-led resource groups. Groups were defined as teams, committees, councils, employee or teammate resource groups, task forces, and ambassador networks. The groups addressed communities and topics regarding BIPOC, AAPI, and LGBTQ+ communities, military and veterans, working parents, caregivers, mental health, neurodiversity, and disability.

Bell Seal recipients shared how leadership supports or contributes to empowering worker-led resource groups, including offering financial support, participating as a group member, and empowering workers to improve workplace culture:

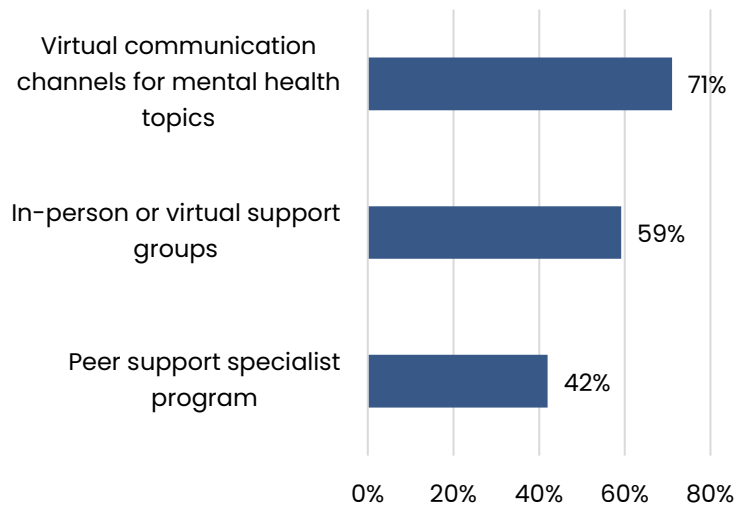
FINANCIAL SUPPORT	PERSONAL PARTICIPATION	WORKER EMPOWERMENT
<ul style="list-style-type: none"> • Hired a salaried individual, team, or department to lead worker well-being initiatives • Provided an annual or monthly budget or stipend • Allocated staff time to discuss and plan wellness initiatives 	<ul style="list-style-type: none"> • Shared openly about their lived experiences with mental health or substance use recovery • Served as a committee liaison or sponsor • Offered guidance and participated in initiatives 	<ul style="list-style-type: none"> • Encouraged managers and workers to participate in employee resource groups • Included workers in shared decision-making processes • Executed a process for workers to provide input on culture

In addition to worker-led resource groups, recipients shared how they facilitate colleague-to-colleague support, from providing designated channels to discuss mental health topics and concerns (71%), to hosting support groups (59%), to implementing a formal peer support specialist program (42%).

Recipients with Colleague Support Programs



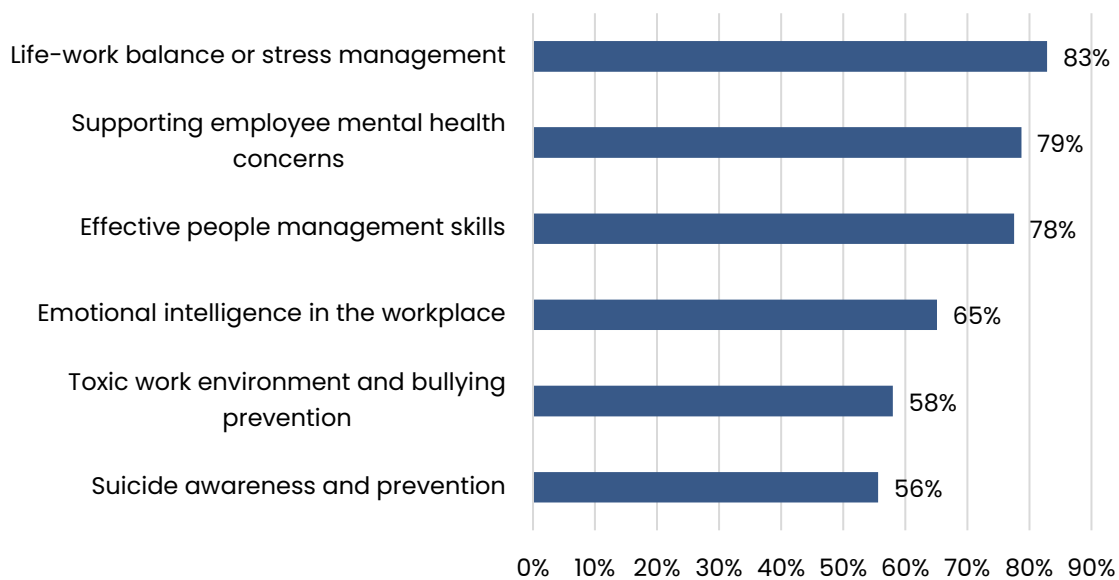
Types of Colleague Support Programs



MENTAL HEALTH EDUCATION DISSEMINATION

Most recipients leveraged existing platforms to raise awareness and educate staff about mental health through new hire orientation (95%) and training (93%). Training topics included life-work balance, stress management, supporting workers' mental health concerns, people management skills, emotional intelligence, bullying prevention, and suicide prevention.

Mental Health Training Topics



Recipients also cited sharing information and educating staff about mental health and available resources in the following ways:

- Leveraged technology (e.g., app, digital platform, or equipment) to provide access to resources, offered a direct line of communication to leadership, crowd-sourced solutions, built communities, and strengthened connectivity for remote workers;
- Implemented specific communication guidelines to allow staff to feel more informed and encouraged workers to connect with colleagues with whom they would not typically interact; and
- Published mental health educational content and employer offerings in various formats (e.g., employee handbook, newsletters, fact sheets, webinars, and recorded video testimonials).

ENFORCING FAIR AND EFFECTIVE MANAGEMENT

Bell Seal recipients describe their overall approach and tactics to enforce fair and effective management between supervisors and direct reports:

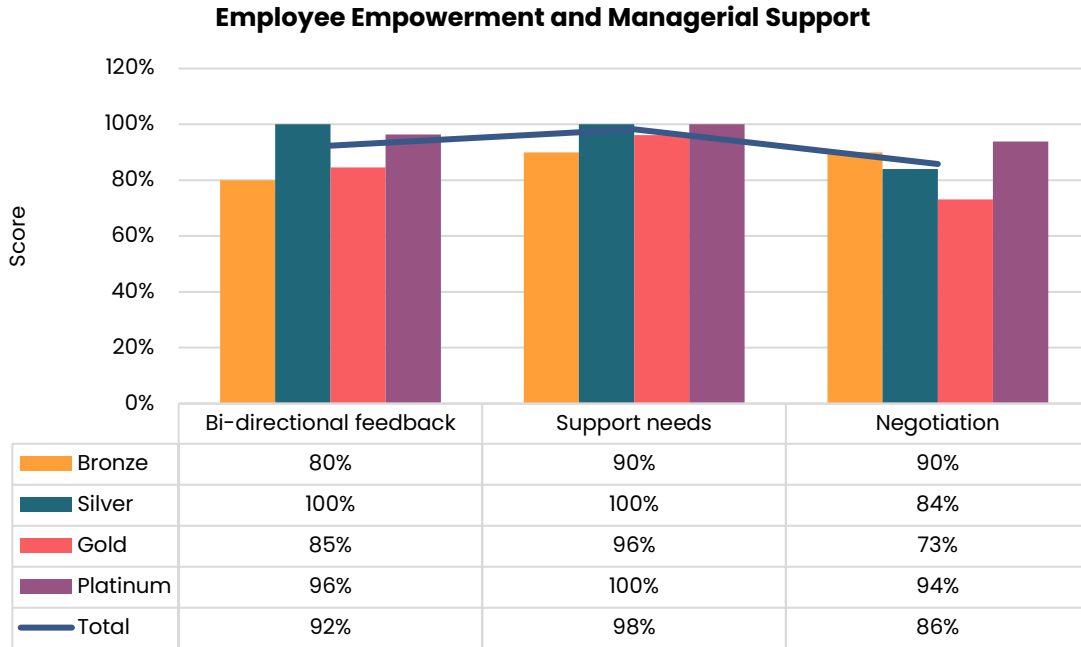
- ✓ **Articulated the organization’s people management philosophy**, including outlining the organization’s approach to an empathetic, supportive, and flexible culture and managerial style; hired diverse leadership and people managers; and provided guidance around mentorship and coaching over a project or task oversight.
- ✓ **Standardized and enforced transparent guidelines for fair and consistent people management**, including providing public and accessible processes and forms; requiring routine 1:1 meetings; and establishing standards for performance evaluation, conflict resolution, disciplinary actions, and best hiring practices.
- ✓ **Determined how people managers fit into the organization’s hierarchical structure**, such as whom supervisors can report to for guidance on best practices and receive support, and how they should support their staff.
- ✓ **Prepared workers to become people managers** through mandatory orientation and onboarding, comprehensive learning curriculum, various training, and access to external support.
- ✓ **Determined a policy for fair compensation** across departments and positions and realigned starting rates and salaries to reflect workers’ years of experience and current market value.
- ✓ **Ensured consistent and transparent communication** across all organizational levels about internal job opportunities, work preferences, and performance check-ins through various methods, such as the employee handbook, email, meetings, or video series.
- ✓ **Held leadership and people managers accountable** by administering anonymous satisfaction surveys, implementing a grievance process, running an ethics hotline, or establishing an executive governance committee.
- ✓ **Regularly assessed the organization’s people management strategy** through an external organization or consultant; anonymous, confidential worker surveys; and open-door leadership policies to ensure the strategy met its metrics.
- ✓ **Required and enforced the following practices for all people managers:**

People Management Practices



EMPLOYEE EMPOWERMENT AND PROFESSIONAL GROWTH

The following measures assessed how workers felt empowered in their positions and environments. Among Bell Seal recipients, 98% of workers were encouraged to ask their supervisor for support, followed by 92% who were encouraged to provide constructive feedback about their managerial performance. Lastly, 86% of workers could negotiate aspects of their position, such as title, role, or responsibilities.



Bell Seal recipients also provided various professional growth opportunities for workers, including internal promotions, merit-based salary increases, mentorship programs, professional training, and conference travel stipends.





BENEFITS THAT SUPPORT MENTAL HEALTH

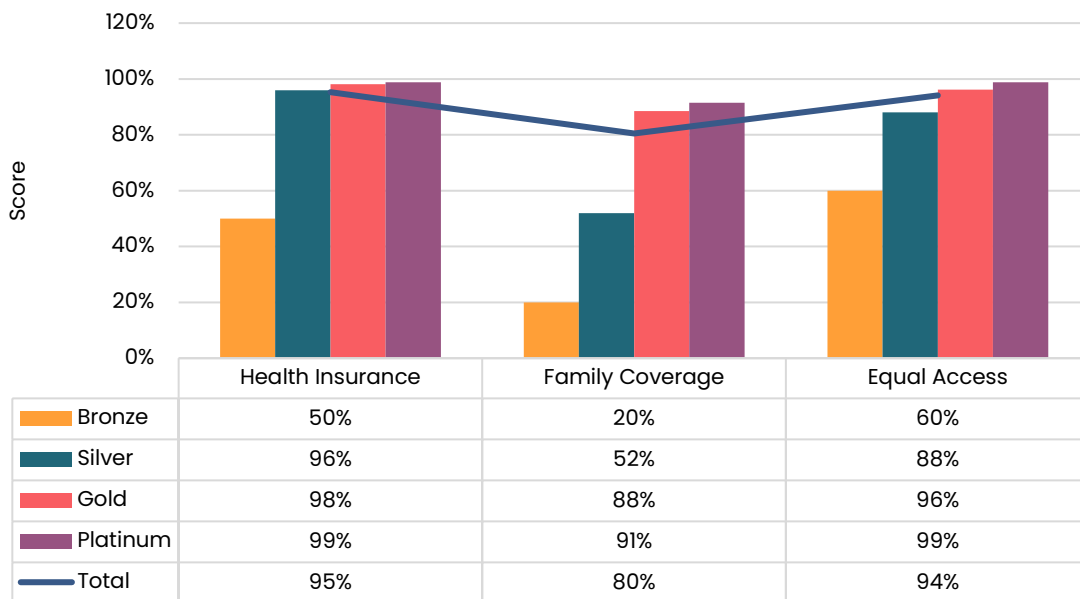
Bell Seal recipients leverage benefits to support workers' and their families' mental health needs and care. Recipients scored an average of 75% in benefits that support mental health, compared to the average score of 34% among employers who completed the pre-assessment.

Recipients were scored on the following items: sponsoring **health insurance**; offering **family coverage**; providing **equal access** and options to all workers; monitoring their health plans' efficacy; offering an **EAP** that covers mental health services, provides at least **six sessions**, and has a **response time** within one business day; and offering **PTO for family**, **paid family leave**, paid time off, and **short-term and long-term disability** insurance options.

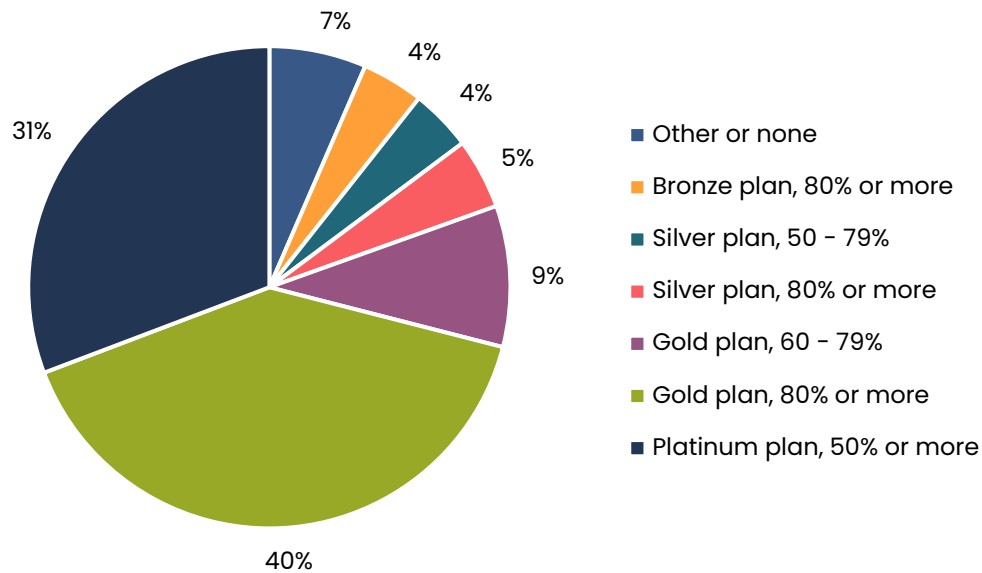
EMPLOYER-SPONSORED HEALTH CARE OPTIONS

Ninety-five percent of Bell Seal recipients provided health insurance options to workers, with the remaining 5% offering alternative health care options. Four-fifths of recipients offered platinum or gold health insurance plans, with 60% or more of the costs covered by the employer (81%), and covered at least 50% of costs for a silver plan for an employee's family members (80%). Ninety-four percent of recipients offered the same health insurance options to front-line workers as executive leadership and upper management, and 47% offered health insurance options to part-time workers.

Health Insurance Coverage and Access



Health Insurance by ACA Level and Coverage



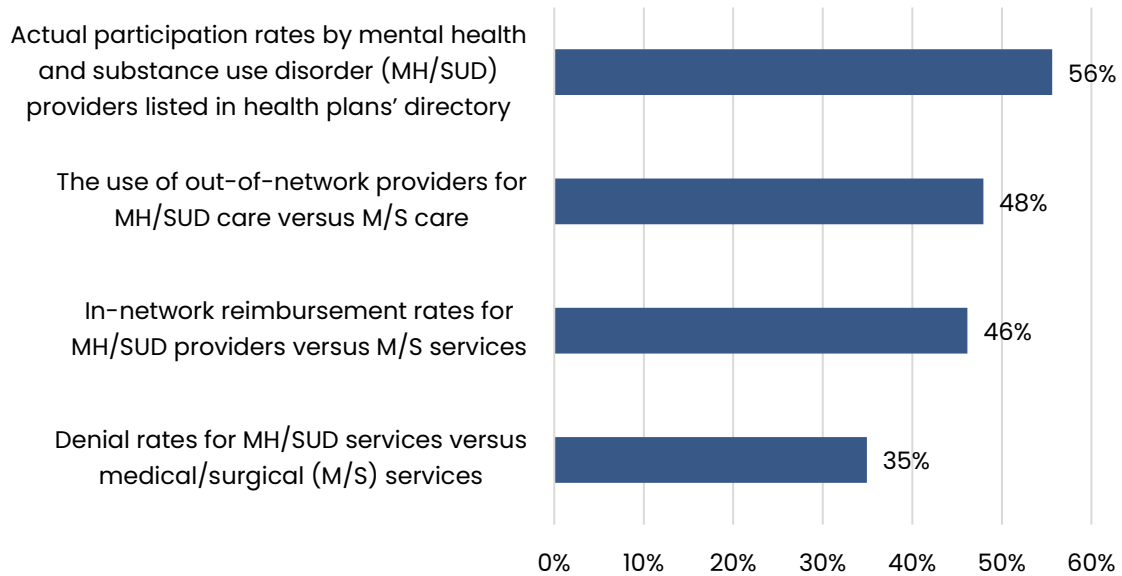
VERIFYING HEALTH CARE NETWORK ADEQUACY

Bell Seal recipients used the following efforts to verify that workers could access mental health care providers who were in-network, accepted new patients, and scheduled timely in-person or virtual appointments:

- **Conducted an annual comprehensive review of services**, including vetting providers for quality and real-time availability to determine the best benefit options for workers.
- **Mapped mental health care providers with the workforce's geographic footprint** to ensure a specified number of providers are in-network and within a specified distance from workers' home addresses.
- **Regularly monitored and reported benefit utilization rates**, behavioral health claims, employees' experiences with services, standard wait times, and barriers to accessing care.
- **Requested feedback on workers' experience accessing mental health benefits** through administering surveys or reviewing provider complaints.
- **Collaborated with external partners and community organizations** to assess and improve workers' access to mental health care.
- **Offered a health advocate, human resources coordinator, or concierge service that assists workers in navigating their health care** and benefit options, such as scheduling an appointment with a provider on a worker's behalf, verifying insurance coverage with the provider, and addressing billing questions or issues.
- **Conducted secret shopper calls** to determine if the health insurance plans meet the organization's standards for care and better understand the worker's experience in accessing care.

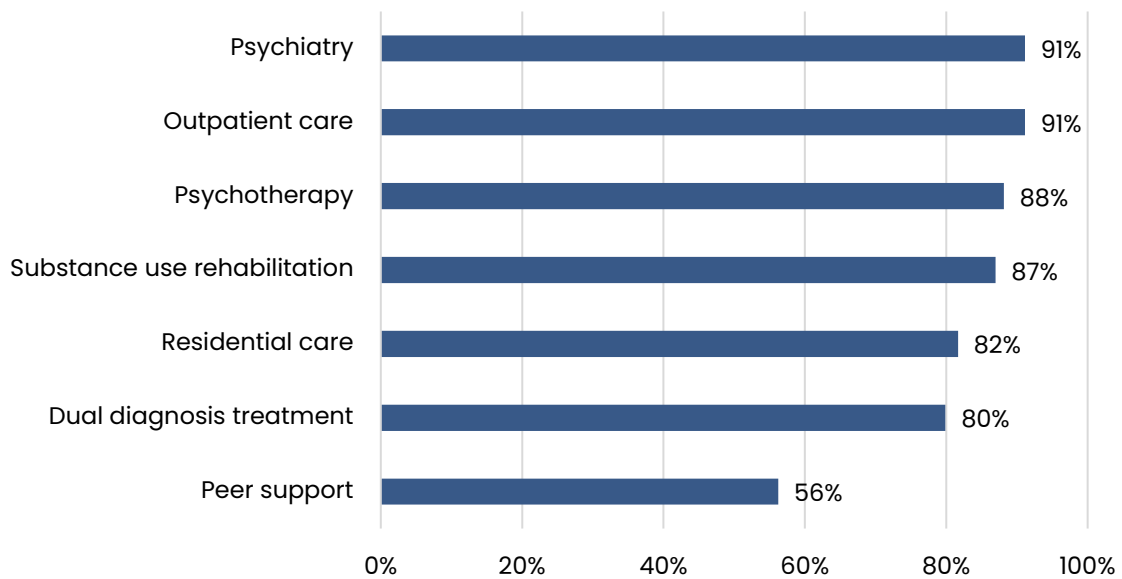
To ensure parity between medical and mental health services, 63% of recipients requested the following data from their third-party administrator or benefits broker in the last 12 months. These quantitative measures evaluate mental health and substance use disorder (MH/SUD) network adequacy as outlined in the Model Data Request Form (MDRF) by the National Alliance of Healthcare Purchaser Coalitions and the HR Policy Association. [Learn more about the MDRF.](#)

Health Insurance Services Parity



In addition, 94% of recipients cover one or more of the following mental health services to ensure access to a range of treatment options, including psychotherapy, psychiatry, out- and inpatient care, and peer support:

Covered Mental Health Care Services



ALTERNATIVE HEALTH CARE OPTIONS

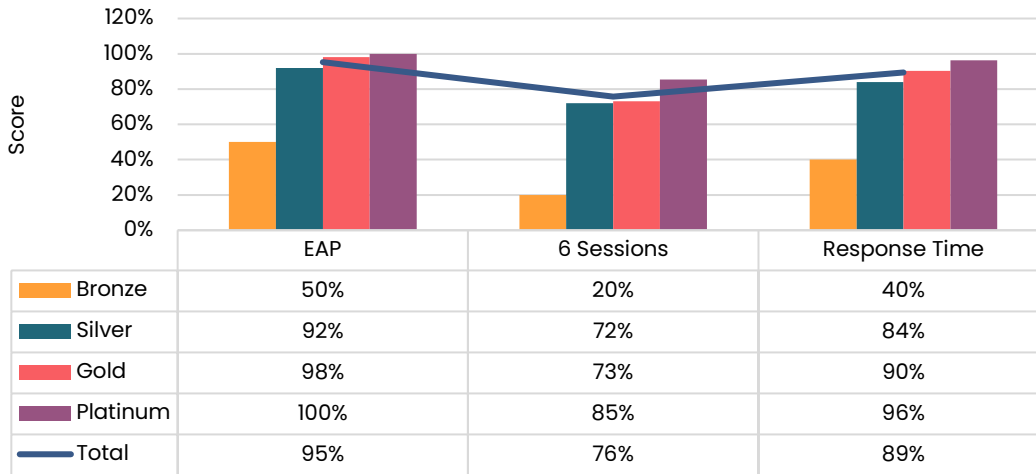
The remaining 5% of recipients who do not offer traditional health insurance plans support workers' health care needs by providing paid sick leave and mental health days, free community-based mental health resources, increasing compensation or providing a stipend to subsidize marketplace health insurance options, and contributing to health savings or reimbursement accounts.

EMPLOYEE ASSISTANCE PROGRAM

Ninety-five percent of Bell Seal recipients offered an employee assistance program (EAP) that covers mental health and substance use services, with 80% of recipients monitoring or receiving reporting on their EAP utilization rates. The recipients' average EAP usage rate was 16%, compared to the national average of 5.5%.¹ Usage includes in-person and virtual appointments and phone calls for information and services. Seventy-eight percent of recipients opted to offer free EAP services to part-time workers.

Recipients made significant improvements to their EAP services between 2022 and 2023, including an increase in the number of employers offering an EAP from 88% to 95%, an increase in the number of counseling sessions from 52% to 76%, and having a response time of less than one business day from 81% to 89%.

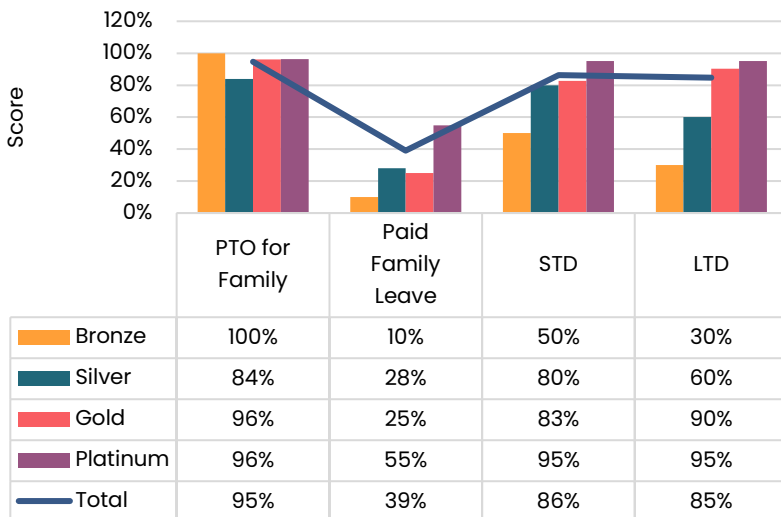
Employee Assistance Program



PAID LEAVE AND TIME OFF

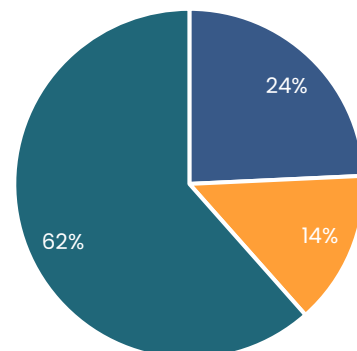
Seventy-six percent of recipients provided at least 25 days of paid time off (PTO) in an eligible worker's first year of employment, with an average of 30 days (this average excludes organizations that offer more than 100 days or unlimited PTO). PTO includes vacation, sick leave, mental health days, federal and administrative holidays, and personal time. Seventy percent of recipients offered PTO to part-time workers.

Paid Leave



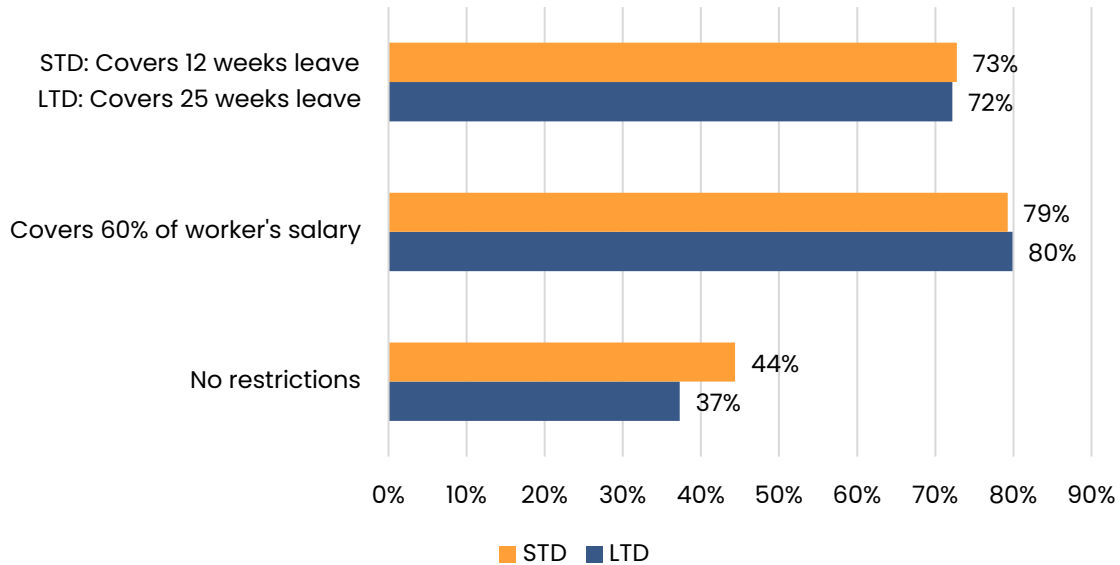
Paid Time Off

■ 0-24 days ■ 25-29 days ■ 30+ days



Most recipients offered short-term and long-term disability insurance options that cover 60% of a worker's salary for up to 12 or 25 weeks, depending on the insurance type. Unfortunately, most policies contained restrictions for workers who self-harm or are recovering from a suicide attempt.

Short-term and Long-term Disability Insurance



REDUCE STRESS AND BURNOUT WITH TIME OFF

Bell Seal recipients encouraged workers to take time away from work through the following means:

- **Implemented organization-wide policies that promote PTO usage**, such as enacting organization-wide planned closures, granting mental health days for wellness program participation, or requiring workers to take a designated number of consecutive days off in a year.
- **Promoted people management best practices and expectations**, such as checking in with direct reports about available PTO, providing guidance on how to take advantage of PTO, monitoring PTO usage on a routine basis, and encouraging workers to plan out how and when they intend to use PTO at the start of the year.
- **Trained leadership and people managers to support workers taking time off**, including modeling healthy life-work balance behaviors, assisting with employees' workload, rearranging shifts or schedules to accommodate workers, hiring float staff, or finding additional coverage to allow workers to take time off.
- **Communicated the importance of taking time off to care for well-being** during new hire orientation, supervision meetings, all-staff meetings, training sessions, email, social media campaigns, newsletters, automatic or scheduled email reminders, and verbal reminders.



CARING BEYOND COMPLIANCE

Bell Seal recipients are committed to building a workforce that includes those with mental health and substance use conditions and represents all identities. In addition, recipients strive to provide workers with the knowledge and confidence to request support when needed. Bell Seal recipients scored an average of 88% in compliance, compared to the average score of 40% among employers who completed the pre-assessment.

Recipients were scored on the following items: incorporating diversity, equity, and inclusion in strategy and hiring practices; having leadership with lived experience **representation**; offering **ADA education and training**; enforcing the Family and Medical Leave Act (**FMLA**); and implementing **return-to-work** and **reporting** procedures.

STRATEGIC DEI INTEGRATION

Bell Seal recipients described their approach and tactics in developing an integrated diversity, equity, and inclusion (DEI) strategy in the following ways:

- ✓ **Considered which populations best reflect the organization's workforce**, including by race, ethnicity, gender expression, generation, and work and lifestyle preferences, to develop culturally competent and responsive programming.
- ✓ **Codified the organization's commitment to DEI** by signing a pledge and drafting a policy, incorporating it into the mission statement, and reviewing it annually.
- ✓ **Infused equitable practices into general operations** by offering fair and competitive compensation, publishing salary bands and promotion criteria, working collaboratively with labor unions, and designing accessible work environments (e.g., handicap-accessible facilities and gender-neutral restrooms).
- ✓ **Ensured mental health benefits were culturally responsive and affordable**, offered a diverse provider network, identified and addressed health disparities, and allowed workers to craft a health plan to fit their needs.
- ✓ **Established employer-sponsored communities of people managers and advocates** to promote best practices, advance diverse talent internal mobility and promotion, hold leadership accountable, create a culture of support and dialogue, participate in advocacy campaigns, and promote emotional intelligence to support workers.
- ✓ **Provided tailored resources and services for various populations**, such as webinars, coping tools, or training to discuss and educate about neurodiversity, disability, substance use recovery, gender expression, or individuals who have experienced violence or trauma based on their identities.
- ✓ **Held partners and external vendors to high standards** by requesting how vendors support diversity, equity, and inclusion in their operations or requiring a diverse provider network as a criterion for hiring health plans.
- ✓ **Researched and measured the impact of the organization's equity initiatives**, including administering a survey to workers or assessing diversity metrics to identify and address systemic barriers that impact workers' mental health.

DIVERSE AND INCLUSIVE TALENT RECRUITMENT

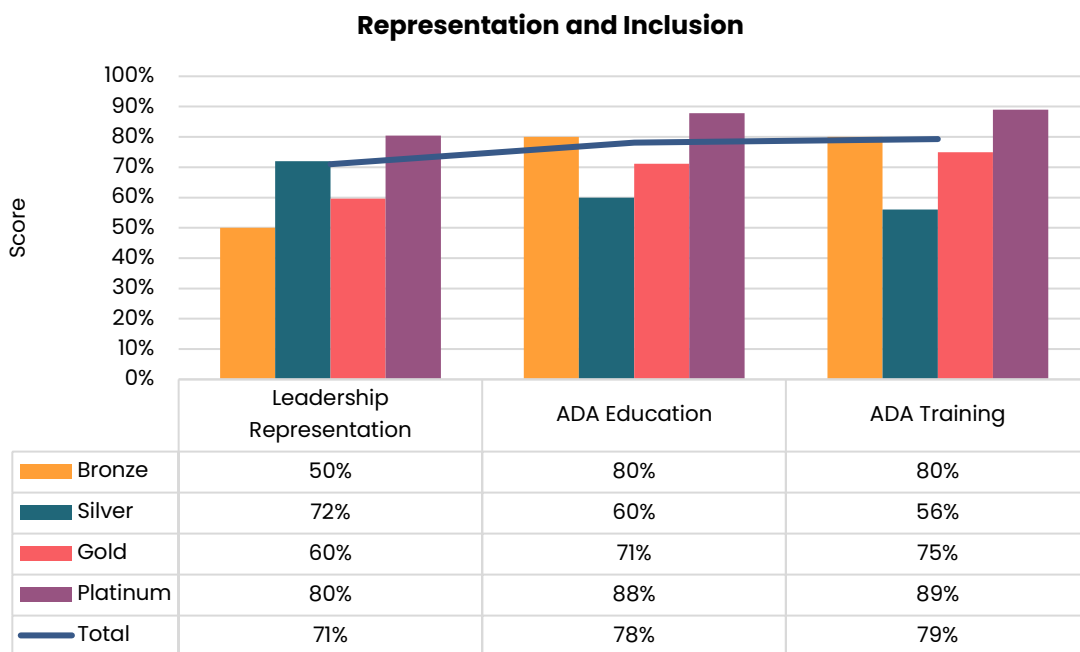
Bell Seal recipients strove to hire a diverse workforce and maintain an inclusive workplace culture through the following:

- ✓ **Reviewed each job posting for inclusive and gender-neutral language**, such as listing explicit statements about non-discrimination and equal opportunity and encouraging traditionally marginalized populations to apply.
- ✓ **Considered how position requirements supported or hindered an applicant's opportunity to apply** by determining which positions do not require a high school diploma, GED, or college degree; encouraging bilingual individuals or people with lived experience to apply; and similarly weighing years of education and experience on resumes.
- ✓ **Leveraged community partnerships, recruitment services, and events prioritizing traditionally marginalized populations** (e.g., veterans, immigrants, LGBTQ+, neurodiverse individuals, people of color, and Latinx).

- ✓ **Standardized the interview process for a consistent candidate evaluation and experience**, such as removing names, dates, and headshots from resumes; scheduling phone (versus video) interviews; using the same interview questions and recruitment checklist for all candidates; and offering anti-bias training to all recruiters.
- ✓ **Included diverse representation and opinions on the recruitment and hiring teams**, including existing staff, a constituent, or a community representative in the decision-making process, and invited current staff to interview job candidates and provide anonymous feedback to inform selection.
- ✓ **Asked targeted interview questions to potential candidates** to learn more about their perspective and commitment to equity and inclusion, especially if the organization serves specific populations.
- ✓ **Reviewed metrics to compare the workforce’s composition with anticipated needs**, addressed gaps in recruitment and hiring processes, and compared the composition of applicants to new hires to identify any bias in candidate selection.

LIVED EXPERIENCE REPRESENTATION AND ADA EDUCATION

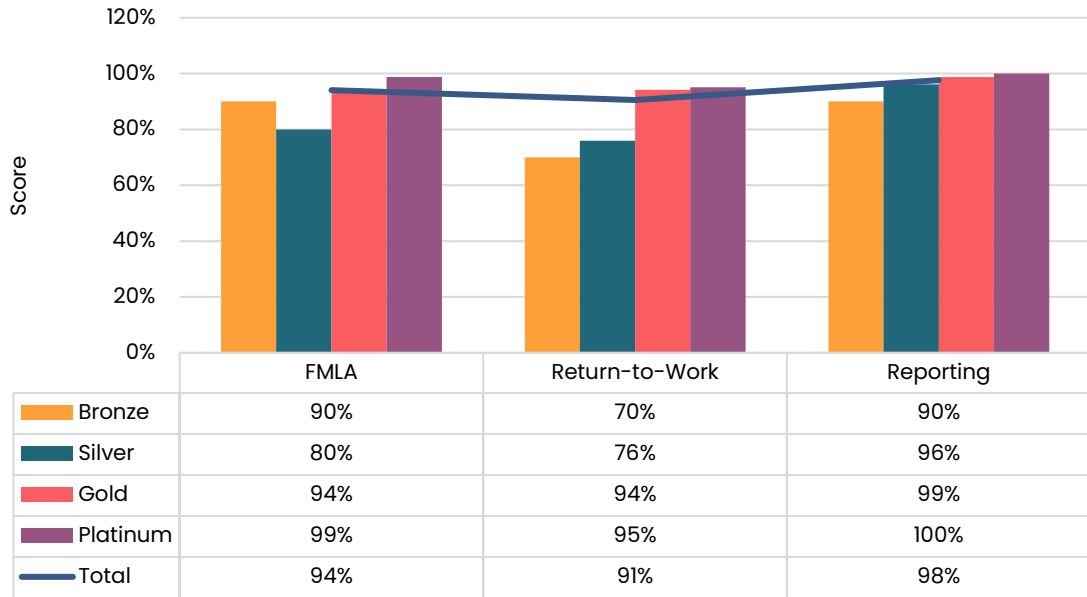
Seventy-eight percent of recipients ensured that workers with mental health or substance use conditions understood their rights under the Americans with Disabilities Act (ADA), and 79% prepared human resources and people managers to address concerns regarding disclosure and accommodations. In addition, 71% of recipients included a member or members of leadership, defined as board members, executive leadership, human resources, or upper management, who openly shared their lived experience with mental health or substance use conditions.



LEAVE AND REPORTING PROCEDURES

Bell Seal recipients implemented policies and procedures to contribute to a culture in which workers were encouraged and felt safe to request support, including guaranteeing a worker’s position if they took leave to recover from a mental health or substance use condition (94%), providing support (e.g., accommodations, alternative positions, or career transition services) for workers who return to work from leave (91%), and establishing procedure in which workers can report incidences of perceived bias or discrimination (98%).

Return-to-Work and Reporting Procedures



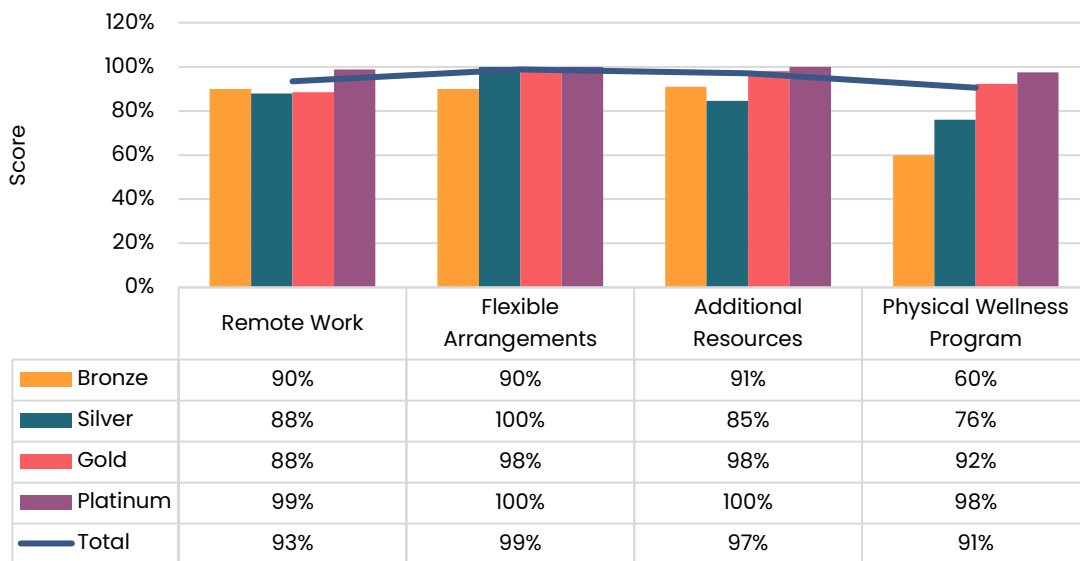


HOLISTIC WELLNESS AT WORK

Bell Seal recipients offered remote work options, schedule flexibility, and additional resources to holistically support workers' well-being, assist workers in balancing life and work priorities, and promote a positive workplace culture. Recipients scored an average of 96% in wellness, compared to the average score of 62% among employers who completed the pre-assessment.

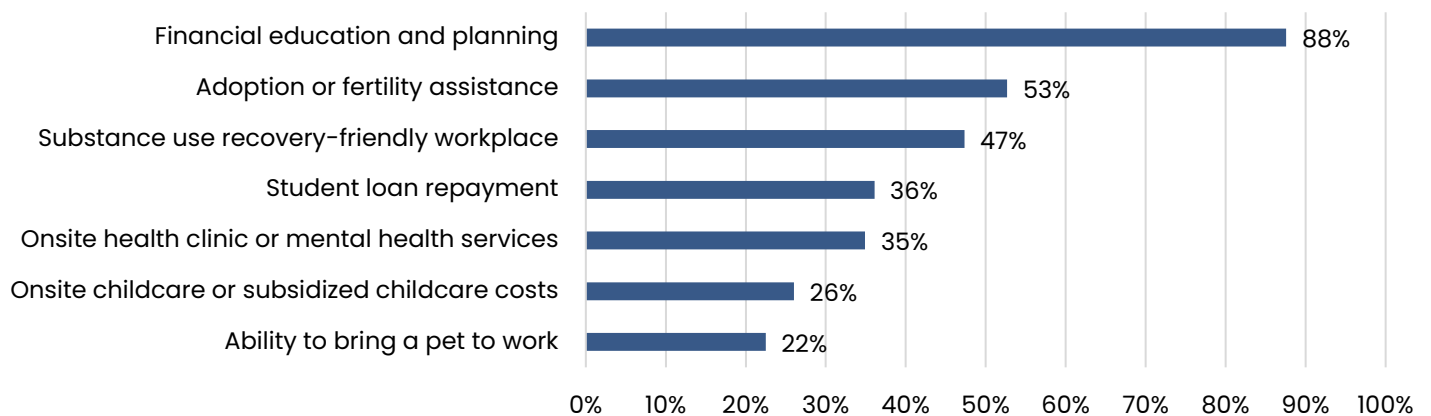
Recipients were scored on the following items: offering **remote work** options, **flexible** work **arrangements**, **additional resources** that support workers' quality of life, and a **physical wellness program**.

Remote and Flexible Work Options and Additional Resources



Bell Seal recipients offered remote work options (93%) and flexible work arrangements (99%) to allow workers to structure their core work hours to accommodate different start and end times, appointments, caregiving or parental obligations, or other personal matters. In addition, recipients provided resources to support various aspects of life inside and outside the workplace, including physical health programming, financial education, family planning, childcare, and the ability to bring a pet onsite.

Additional Resources



CONNECTING WITH LIKE-MINDED EMPLOYERS

Employers with Bell Seal certification are nationally recognized as leaders in the worker mental health movement and serve as models to other employers seeking to improve workers' mental health and well-being. You will find each 2023 Bell Seal recipient listed by name alphabetically under each recognition level below:

PLATINUM

Abrdn
Alkermes
Amazon
Andersen Construction Company
Associated Bank
Atrium Health
BASF Corporation
Bowling Business Strategies
Brown & Brown
Brown Brothers Harriman
Cengage Group
Chevron Corporation
City of Hollywood
CNO Financial Group
Connecticut Children's Hospital
CSAA Insurance Group
EAB Global, Inc.
Elevance Health
Family Services, Inc.
Gallagher
Gehring Group
Georgia Power Company
Health Federation of Philadelphia
Independent Health
Kansas City University
McGohan Brabender
Mental Health Association of Westchester
Mental Health Minnesota
Mission Partners
National Life Group
New York Psychotherapy and Counseling Center
Nielsen
NYU Langone Health
Optum
Parkway School District
Pure Dental Brands
Rivermark Community Credit Union
Rogers Behavioral Health
Southern Company
TIAA
Valor Healthcare
Vistagen Therapeutics, Inc.

ADT, LLC
Allina Health
American Society of Addiction Medicine
Apex Benefits Group, Inc.
Association Management Strategies
Barilla America
Bentek
Broward College
Brown and Crouppen, P.C.
Cal Voices
Champions for Children, Inc.
Children's Services Council of Palm Beach County
City of North Port
Colorado Housing and Finance Authority
ConvergeOne
Cummins Behavioral Health Systems
Edward-Elmhurst Health
Faith Technologies Incorporated
FIS Global
GDIT
Genentech and Roche US Diagnostics
Hartford Healthcare
Hubbell
JKJ
Kearney
Mental Health Association of South Central Kansas
Mental Health Connecticut
Mental Health Partnerships
N. Harris Computer
National Parent-Teacher Association
NewYork-Presbyterian Hospital
Nova Healthcare Administrators
Oakland Community Health Network
Palm Beach County Sheriff's Office
Partnership Development Group
PwC
Riverside Healthcare
RTI International
Southern New Hampshire University
University of Miami Health System
Village Of Wellington
Watchdog REPM

GOLD

A Body & Mind Health Services
Argonne National Laboratory
Bon Secours Mercy Health
Brinker International
Children's Hospital & Medical Center
City of Fishers
Community Action Council
Cottage Health
Friend Health
Hot Topic, Inc.
JAMHI Health & Wellness, Inc.
Mascaro Construction Company
Media Cause
Montgomery County Government
MyAdvisor, LLC
North Country Community Mental Health Authority
Ohio Department of Youth Services
PathPoint
PermiaCare
Sanford Health
SERV Behavioral Health System, Inc.
Simply Business
Stanford Medicine Children's Health
TriNet
United Group Services
Walgreens

American Queen Voyages
Aspire BHDD Services
Brii Biosciences
Campus Apartments, LLC
City of Coconut Creek
City of Port St. Lucie
Copa Health
Deer Path Integrated Living, Inc.
Gannett
Hyperproof
Kroger
McHenry County
Mental Health Association of Alameda County
MSU Federal Credit Union
Nationalities Service Center
Northeast Iowa Community College
Palm Beach County Board of County Commissioners
Pathways Community Mental Health
Provident Behavioral Health
SCA Health
Shamrock Electric Co.
Southwestern Virginia Mental Health Institute
StoneCrest Center Behavioral Health Hospital
Union Bank & Trust
University of Cincinnati College of Education, Human Services, Criminal Justice, and Informational Technology

SILVER

Array Behavioral Care
City of Clearwater
Easterseals NH, VT & Farnum Center
Green Spoon Sales
Hawthorn Children's Psychiatric Hospital
Life Enhancement Services
Mental Health America of Dutchess County
Mental Health Association in Michigan
Neuronetics, Inc.
Opal Labs, Inc.
Peckham, Inc.
The Family Place

Cariloop
Cummings Graduate Institute for Behavioral Health Studies
EverService
Güd Marketing, Inc.
Horst Engineering
Mental Health America Lakeshore
Mental Health America Wabash Valley Region
Mental Health Association of East Tennessee
Northern Lakes Community Mental Health Authority
Our Journey Brands
The Ecumenical Center
Youth Advocate Services

BRONZE

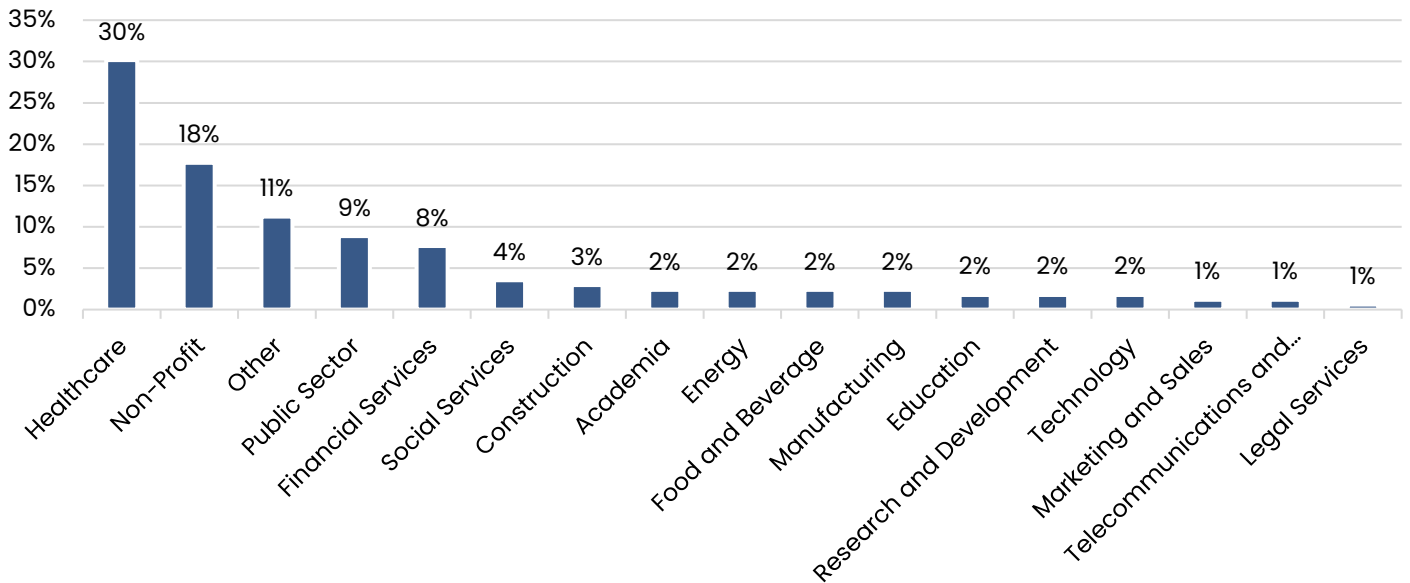
Advanced Correctional Healthcare, Inc.
Atlanta Treatment Center
City of Panama City Beach
Freedom Behavioral Health, Inc.
Joelle Rabow Maletis & Associates, Inc.

Afiri Consulting International, LLC
Bay View Center
D. Hope Miller Foundation
GP Strategies Corporation
PowerSecure

BELL SEAL RECIPIENTS BY THE NUMBERS

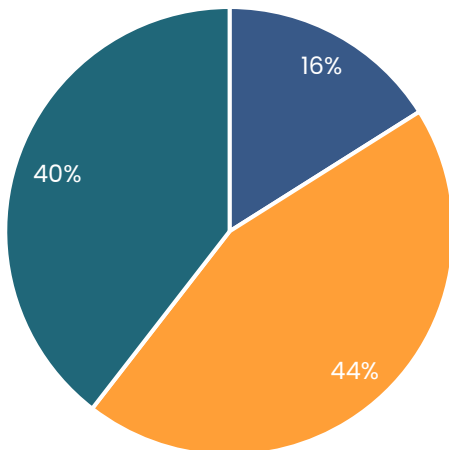
The 2023 Bell Seal recipients represent over 28 industries – from health care and the public sector to financial services and manufacturing – and organizational sizes, from three to more than 1 million workers, in 35 states. Workers who identified with one or more populations, including women, immigrants or first generation, LGBTQ+, people with mental health conditions or physical disabilities, caregivers, and veterans or active-duty military, comprised most of the workforce for 76% of Bell Seal recipients. In addition, AAPI and BIPOC workers comprised most of the workforce for one-third of recipients.

Bell Seal Recipient by Industry

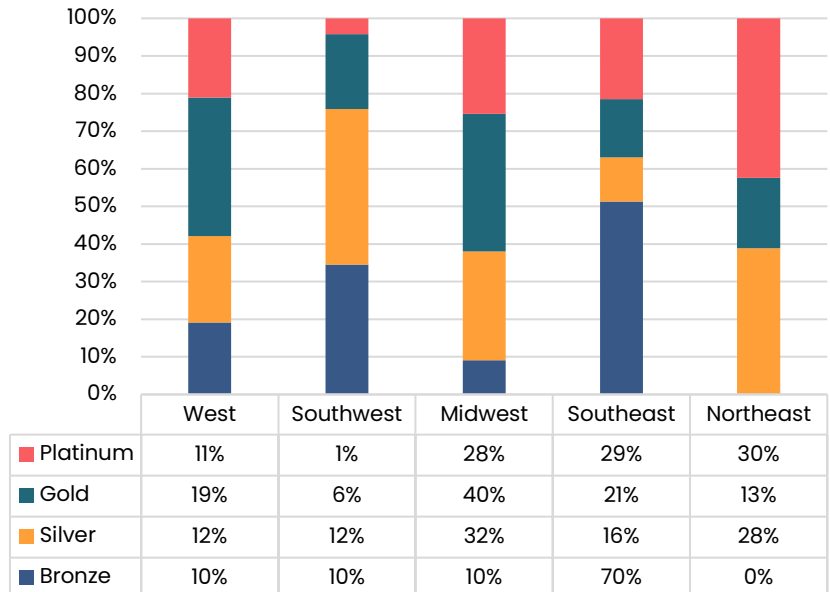


Organizational Size by FTE Count

■ 1-50 ■ 51-1,000 ■ 1,001+



Recipients by Recognition Level and Region



APPLICATION CRITERIA PERCENTAGES

All 2023 application criteria results can be found below:

WORKPLACE CULTURE

- 81% Conducted a survey that evaluates employee mental health in the last 12 months.
- 66% Average worker participation or survey completion rate.
- 92% Have a designated team or individual to identify and address mental health concerns in the workplace.
- 95% Educate new workers about benefits and resources during the orientation or onboarding process.
- 93% Provided one in-person or online mental health training for managers or employees in the last 12 months.
- 92% Encourage workers to provide feedback about their managers' performances to their manager.
- 98% Encourage workers to ask their manager for specific support needs.
- 86% Encourage workers to negotiate aspects of their position with their manager.

BENEFITS THAT SUPPORT MENTAL HEALTH

- 81% Offer platinum or gold health insurance with 60% or more of the costs covered by the employer.
- 80% Cover 50% of health insurance costs for a silver or higher-level plan for an employee's family members.
- 94% Offer the same health insurance options to frontline workers as executive leadership and upper management.
- 95% Offer an employee assistance program that covers mental health services.
- 76% Provides at least six free, in-person or virtual appointments per year.
- 89% Have a response time of less than one business day.
- 62% Offer 30 or more paid days off to eligible employees in their first year of employment.
- 95% Permit workers to use their paid time off to care for family members with mental health conditions.
- 39% Offer paid family leave for a minimum of 12 weeks.
- 86% Offer short-term disability insurance that covers mental health or substance use condition recovery.
- 85% Offer long-term disability insurance that covers mental health or substance use condition recovery.

CARING BEYOND COMPLIANCE

- 71% Leadership includes an individual who identifies as living with a mental health or substance use condition.
- 78% Educate employees about their rights under the Americans with Disabilities Act (ADA).
- 79% Provide training on ADA compliance and accommodations to human resources or management.
- 94% Have an FMLA policy allowing employees to take leave for mental health or substance use.
- 91% Have a formal or informal return-to-work procedure for employees who take leave.
- 98% Have a clear and accessible procedure for employees to report unfair or unsafe practices.

HOLISTIC WELLNESS AT WORK

- 93% Offer eligible employees the option to work remotely on a permanent or semi-permanent basis.
- 99% Offer eligible employees flexible work arrangements.
- 91% Offer a colleague-to-colleague support program.
- 97% Offer additional resources that support life outside of work.
- 91% Offer a physical health program that addresses nutrition, fitness, or smoking cessation.

QUESTIONS?

Please email Taylor Adams at workplace@mhanational.org with questions, to connect with other recipients, or to get started on your organization's [2024 Bell Seal application](#).

¹ <https://www.businessgrouphealth.org/en/resources/global-employee-assistance-programs-evaluating-eap-effectiveness#b-employers-guide-with-view-all>