### Additional File 1. Employer and employee characteristics between those who were included in the final study population and those who were not.

**Employer Level Characteristics**

| Industry               | Included N = 36 | Excluded N = 61 | p-value |
|------------------------|----------------|-----------------|---------|
| Construction           | 3 (8%)         | 2 (3%)          | 0.439   |
| Education              | 3 (8%)         | 3 (5%)          |         |
| Healthcare/Social assistance | 10 (28%)    | 11 (18%)        |         |
| Public Admin           | 2 (6%)         | 5 (8%)          |         |
| Other                  | 18 (50%)       | 40 (66%)        |         |

| Size                   | Included N = 36 | Excluded N = 61 | p-value |
|------------------------|----------------|-----------------|---------|
| Micro (< 11)           | 3 (8%)         | 11 (18%)        | 0.262   |
| Small (11 - 50)        | 13 (36%)       | 28 (46%)        |         |
| Medium (51 - 200)      | 14 (39%)       | 15 (25%)        |         |
| Large (201+)           | 6 (17%)        | 7 (12%)         |         |

| Total Number of Employees | Included N = 36 | Excluded N = 61 | p-value |
|---------------------------|----------------|-----------------|---------|
|                           | 109 (113)      | 61 (75)         | 0.014   |

| Baseline Heath Links Total Score | Included N = 36 | Excluded N = 61 | p-value |
|-------------------------------|----------------|-----------------|---------|
|                               | 46 (18)        | 37 (14)         | 0.005   |

**Individual Level Characteristics**

| Age            | Included N = 250 | Excluded N = 2535 | p-value |
|----------------|------------------|-------------------|---------|
| Age            | 42 (12)          | 41 (13)           | 0.0506  |

| Female         | Included N = 250 | Excluded N = 2535 | p-value |
|----------------|------------------|-------------------|---------|
| Female         | 186 (74%)        | 1415 (65%)        | 0.014   |

| Race/ethnicity | Included N = 250 | Excluded N = 2535 | p-value |
|----------------|------------------|-------------------|---------|
| White, non-Hispanic | 217 (87%)   | 1708 (67%)        | <0.001  |
| Hispanic/Latino/Spanish Origin | 24 (10%) | 314 (12%)        |         |
| Black/African American | 2 (1%)     | 39 (2%)           |         |
| Asian           | 2 (1%)          | 26 (2%)           |         |
| Native American/Alaskan Native | 1 (0%)    | 14 (1%)          |         |
| Native Hawaiian/Pacific Islander | 0 (0%) | 4 (0%)          |         |
| Multiracial     | 3 (1%)          | 50 (2%)           |         |
| Did not provide | 1 (0%)          | 380 (15%)         |         |

| Job level       | Included N = 250 | Excluded N = 2535 | p-value |
|-----------------|------------------|-------------------|---------|
| Manager         | 92 (37%)         | 877 (35%)         | <0.001  |
| Non-manager     | 157 (63%)        | 1291 (51%)        |         |
| Did not provide | 1 (0%)           | 367 (15%)         |         |

| Tenure, years   | Included N = 250 | Excluded N = 2535 | p-value |
|-----------------|------------------|-------------------|---------|
| Tenure, years   | 5 (6)            | 6 (7)             | 0.853   |

| Education       | Included N = 250 | Excluded N = 2535 | p-value |
|-----------------|------------------|-------------------|---------|
| Did not complete high school | 0 (0%)     | 653 (26%)         | <0.001  |
| High school/GED | 20 (8%)          | 237 (9%)          |         |
| Some college/2-year degree | 62 (25%) | 494 (20%)        |         |
| 4-year college degree | 104 (42%) | 736 (29%)        |         |
| Graduate/professional degree | 54 (22%) | 397 (16%)        |         |
| Did not provide | 10 (4%)          | 653 (26%)         |         |