Prioritizing Employee Wellbeing

Willis Towers Watson Webcast

June 12, 2020
Today’s discussion

Today’s employee realities

Rethinking wellbeing strategies and practical interventions

Equipping managers and employees moving forward

Questions and answers
As the virus spread and most countries restricted people movements, companies responded and adapted to rapidly changing conditions to protect employees and businesses.

As economies reopen, companies gradually reopen workplaces while taking steps to keep work safe. A period of operating with uncertainty follows until immunity is achieved. Societal immunity occurs through treatment, a vaccine, or herd immunity. Companies adopt new ways of operating to accelerate and sustain performance.

**Key stages of action**

1. Managing through the crisis
   - Reaction and survival
   - Reopening workspaces
   - Operating in uncertain environment
   - New Growth

   - Protect/Preserve
   - Cope/Regenerate
   - Accelerate/Sustain

   - Health
   - Wellbeing
   - Work
   - Pay
   - Retirement
   - Employee Experience & Communication
   - Culture
Today’s speakers

Emory Todd
Human Capital and Benefits

Regina Ihrke
Wellbeing

Carrie Khan
Wellbeing

Shane Bartling
Financial Wellbeing

Lindsay Stortz
Employee Experience
### Even before the pandemic, financial wellbeing, health and stress were interconnected and the issues compound

<table>
<thead>
<tr>
<th></th>
<th>Financial &amp; health issues</th>
<th>Financial issues only</th>
<th>Health issues only</th>
<th>No financial or health issues</th>
</tr>
</thead>
<tbody>
<tr>
<td>Days lost (to absence and presenteeism)</td>
<td>18</td>
<td>15</td>
<td>14</td>
<td>9</td>
</tr>
<tr>
<td>Highly engaged</td>
<td>33%</td>
<td>50%</td>
<td>39%</td>
<td>53%</td>
</tr>
<tr>
<td>Anxiety or depression in past 2 years</td>
<td>47%</td>
<td>27%</td>
<td>23%</td>
<td>10%</td>
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<tr>
<td>Plan to work past 70</td>
<td>39%</td>
<td>28%</td>
<td>28%</td>
<td>20%</td>
</tr>
<tr>
<td>High life satisfaction</td>
<td>27%</td>
<td>57%</td>
<td>43%</td>
<td>72%</td>
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</tbody>
</table>

Note: Employees with health issues have fair, poor or good health (but not very good).
Sample: Full-time employees only.
Source: 2019 Global Benefits Attitudes Survey, United States
This is a moment of grief, loss and unprecedented change
Where are your leaders, employees and managers along the change curve?

What’s been lost?

What’s the impact?
What are the good things to take forward?

How do you bring back a high-performing experience and rebound?
Resilience has never been as critical in our lifetimes as now, with employees under considerable strain.

<table>
<thead>
<tr>
<th>Employees are feeling anxious &amp; worried…</th>
<th>…And the majority do not feel they are coping fully.</th>
<th>Most are also struggling to balance life at the moment…</th>
<th>… A stress compounded by financial concerns.</th>
</tr>
</thead>
<tbody>
<tr>
<td>92% Reporting at least some anxiety, with 55% indicating a moderate or high degree of anxiety</td>
<td>Only 39% Agree fully that they are coping with the stress they’re under</td>
<td>70% Reporting at least some distraction from work, with 26% reporting a moderate or high degree of distraction</td>
<td>61% Reporting new financial concerns due to CV-19, with 25% indicating a moderate or high degree of worry</td>
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</tbody>
</table>

Source: Willis Towers Watson Employee Opinion Norm Database, based on 100,000 employee voices globally
Wellbeing needs have shifted from big events to daily life challenges

<table>
<thead>
<tr>
<th>Pre-COVID-19 challenges</th>
<th>New reality of challenges</th>
</tr>
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<tbody>
<tr>
<td>Focus on managing condition and preventive care compliance</td>
<td>Dealing with illness or a health problem</td>
</tr>
<tr>
<td>Navigating health care system complex diagnosis (i.e. cancer, MSK, diabetes)</td>
<td>Virtual care navigation</td>
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<tr>
<td>Nutrition and weight management</td>
<td>Worrying about job security</td>
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<tr>
<td>Debt management</td>
<td>Managing alcohol use</td>
</tr>
<tr>
<td>Redesigning incentives</td>
<td>Supporting virtual learning for children</td>
</tr>
<tr>
<td>Creating an emergency fund</td>
<td>Losing a loved one</td>
</tr>
<tr>
<td>Retirement savings</td>
<td>Managing loss of a job or spouse’s job</td>
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<tr>
<td>Working for an inclusive organization</td>
<td>Public transportation challenges</td>
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<tr>
<td></td>
<td>Feeling lonely or isolated</td>
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<tr>
<td></td>
<td>Delayed ability to take care of my chronic conditions</td>
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<tr>
<td></td>
<td>Staying connected to coworkers, family and your company</td>
</tr>
<tr>
<td></td>
<td>Taking vacation time</td>
</tr>
<tr>
<td></td>
<td>Staying engaged</td>
</tr>
<tr>
<td></td>
<td>Short-term financial security</td>
</tr>
<tr>
<td></td>
<td>Commitment for racial equity and opportunity</td>
</tr>
</tbody>
</table>

- Anger
- Dealing with loss of a job or spouse’s job
- Feeling lonely or isolated
- Delayed ability to take care of my chronic conditions
- Staying connected to coworkers, family and your company
- Taking vacation time
- Staying engaged
- Short-term financial security
- Commitment for racial equity and opportunity

- Managing loss of a job or spouse’s job
- Dealing with lack of childcare
- Feeling lonely or isolated
- Delayed ability to take care of my chronic conditions
- Staying connected to coworkers, family and your company
- Taking vacation time
- Staying engaged
- Short-term financial security
- Commitment for racial equity and opportunity
The employee must remain at the center of the wellbeing strategy
Pre-pandemic, employers were expected to play an active role and improve their offerings

Employee expectations

“Employers should actively encourage their employees to live healthy lifestyles”

Employee reality

Meets needs

Employees think the initiatives and resources offered by their employer to support their health and wellbeing meets their needs

Would recommend their company as a place to work based on its health and wellbeing initiatives

Detractors (0 to 6) 59%
Passives (7 or 8) 27%
Promoters (9 or 10) 14%

Net promoter score: -45
% promoters - % detractors

Sample: Full-time employees only. The net promoter score (NPS) embeds the idea that adequate or passive responses are not enough to build brand or engagement and focuses more on the difference between approval and disapproval.

A good NPS is 20 or more, while zero is a “satisfactory” benchmark.

Source: 2019 Global Benefits Attitudes Survey, United States
Wellbeing offerings will need to quickly adapt to the new normal

**February Wellbeing Objectives**

- Employer of choice
- Solving for the big events
- Targeted solutions
- Decisions driven by program utilization and outcomes
- ROI

**Lessons learned**

- Low EAP utilization
- Flexible work arrangements do work
- Surge in virtual care
- Misalignment of manager expectations
- Missed opportunity of financial planning
- Vulnerable population is exposed
- Optimizing existing resources
- Rapid response to crisis

**Evolved Wellbeing Objectives**

- Focus on health, safety and wellbeing mindset
- Compassionate leadership and management
- Connecting solutions to community-based needs
- Supporting life’s daily challenges
- Employee experience and culture
- Healthy company mindset

**Trending**

- Caregiving
- Flexible work
- Digital and virtual care
- Race, inclusion and diversity
- Navigation
- Mental health
- Intersection of financial and emotional wellbeing
- Equipping managers
- Employee listening
Critical steps for rethinking wellbeing

Lean in to wellbeing through established culture, purpose, and leadership commitment

Know your population through multi-dimensional data gathering

Solve for employee challenges both big and small integrating across all aspects of wellbeing
The **mindset** and **behaviors** that shape and reflect life in an organization, made tangible through programs, policies, and practices, and **experienced** through personal connection and contribution.
How do we lean into the culture of wellbeing emphasized through COVID-19?

<table>
<thead>
<tr>
<th>Experiences</th>
<th>Behaviors</th>
<th>Enablers</th>
</tr>
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<tbody>
<tr>
<td><strong>Mindset</strong></td>
<td><strong>Behaviors</strong></td>
<td><strong>Enablers</strong></td>
</tr>
<tr>
<td>WHY we do what we do</td>
<td>HOW we do what we do</td>
<td>WHAT supports what we do</td>
</tr>
<tr>
<td>• What is our business strategy and competitive advantage?</td>
<td>• How do behaviors inspire others?</td>
<td>• In what ways do our tangible assets align with/reinforce our culture?</td>
</tr>
<tr>
<td>• What do we aspire to and value?</td>
<td>• How do our leaders behave?</td>
<td>• How can culture create greater sustainability for our people?</td>
</tr>
<tr>
<td>• Where do we have impact?</td>
<td>• How do our managers behave?</td>
<td></td>
</tr>
<tr>
<td>• How do we all behave?</td>
<td></td>
<td></td>
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Culture/strategy alignment

Leadership/manager/team effectiveness

Programs, policies and practices

Communication/Interdependence (factors cross categories)
A multi-dimensional data gathering approach is critical to a refreshed wellbeing strategy.
### Success levers that move wellbeing forward

<table>
<thead>
<tr>
<th>Culture, purpose and leadership commitment</th>
<th>Multidimensional data gathering</th>
<th>Solve for employee’s challenges big and small</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Take bold steps</strong> to address anxiety, stress and mental health challenges</td>
<td><strong>Redeploy investments to support</strong> near-term challenges and address the vulnerable population</td>
<td><strong>Connect wellbeing offerings to Inclusion and Diversity commitments</strong></td>
</tr>
<tr>
<td><strong>Solve for the employee journey</strong> through multiple modalities and connectedness to employer and community</td>
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Managers are critical to maintaining connection and driving performance, but employers know there is a skills gap

<table>
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<tr>
<th>Some have started to provide emotional wellbeing training</th>
<th>...And some are providing support in managing remotely.</th>
<th>However, overall there is a lack of action so far...</th>
<th>...And broadly, employers are not listening enough to what their people need.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>39%</strong> Offer or plan to offer training to managers on recognizing signs of anxiety</td>
<td><strong>50%</strong> Offer or plan to offer training on managing and engaging a remote workforce</td>
<td><strong>24%</strong> Have actually increased development opportunities for their managers in response to the crisis</td>
<td><strong>31%</strong> A relatively small number have put in place a survey to understand how their people are feeling</td>
</tr>
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Both anxiety and financial concerns can be addressed through improving employee understanding and perception of what they have

Employee communication should:

- Be authentic and transparent
- Demonstrate support and compassion
- Make connections across wellbeing resources
- Organize where employees go for what
- Clarify relevant benefits
Building your wellbeing communication strategy

With uncertainty about what the future looks like, how can we reach and engage employees now, when way of life, collective and individual priorities and circumstances are continually shifting?

Wellbeing communication needs to...

- Understand diverse audience situations and needs
- Focus on areas of concern
- Be highly individualized and agile
- Be easy to engage, access and consume
Questions

Upcoming events:

June 26: A Special Conversation on Race

Early July: Safeguarding Capital and Creating Value Amidst Business Disruption

Past events:

May 15: Restoring Stability: Emerging Principles and Priorities

May 29: Leveraging Opportunities for a Sustainable Reset

Register for future events and access past recordings on willistowerswatson.com
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