

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

Key stages of action



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

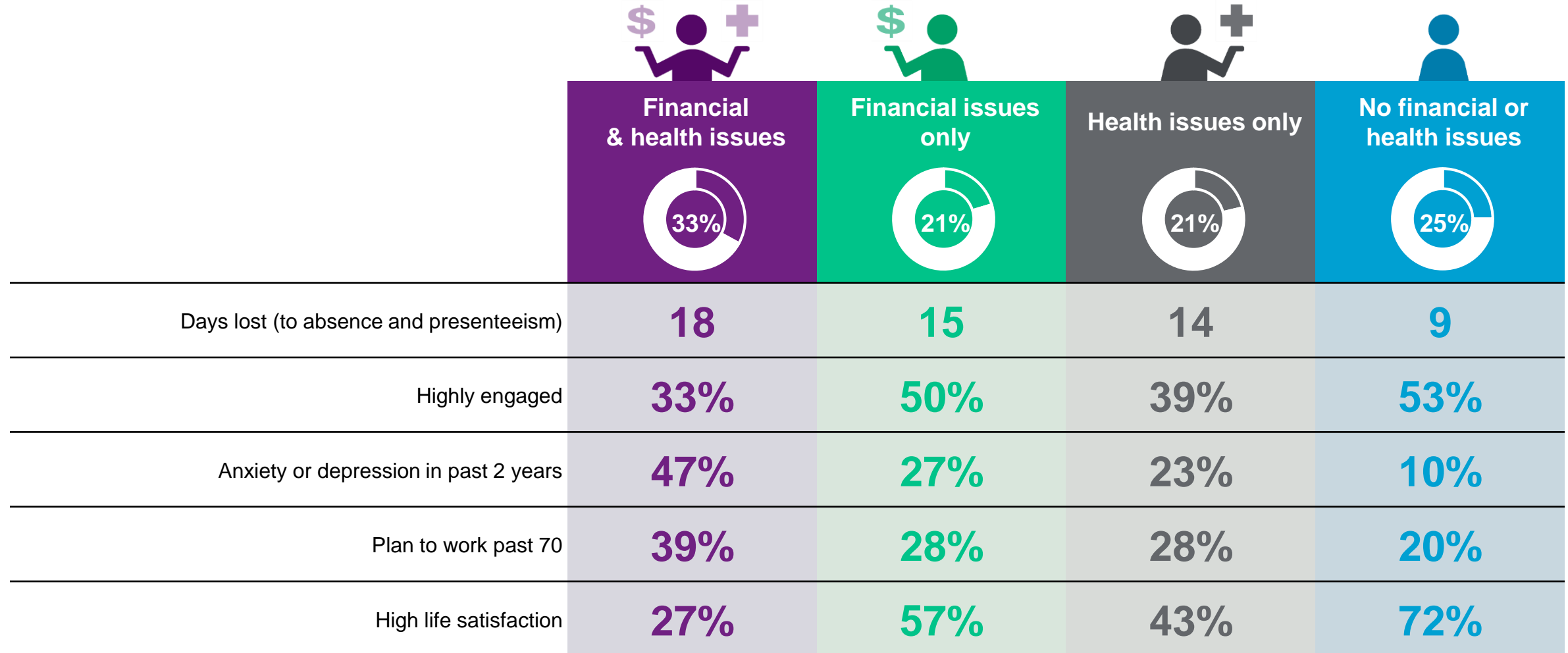
Financial
Wellbeing



Lindsay Stortz

Employee
Experience

Even before the pandemic, financial wellbeing, health and stress were interconnected and the issues compound



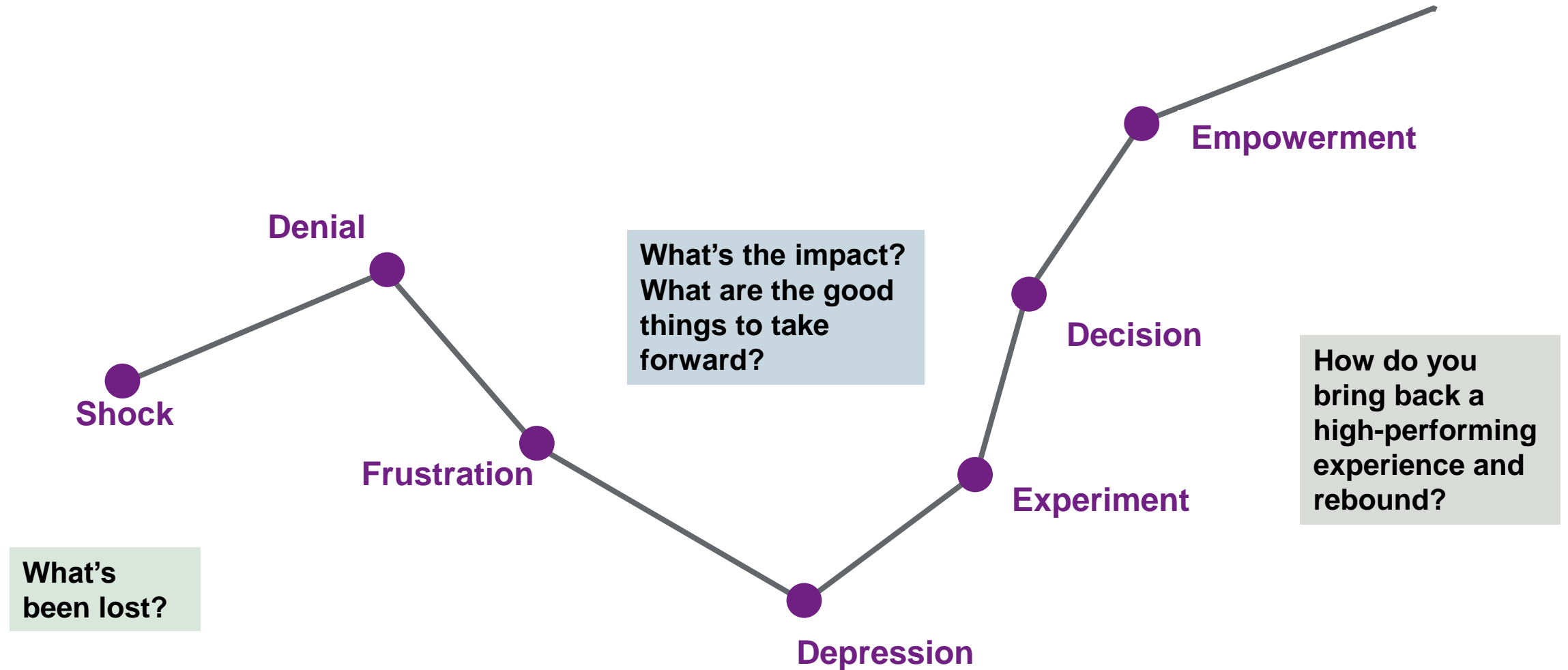
Note: Employees with health issues have fair, poor or good health (but not very good).

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?



Resilience has never been as critical in our lifetimes as now, with employees under considerable strain

Employees are feeling anxious & worried...

92%

Reporting at least some anxiety, with 55% indicating a moderate or high degree of anxiety

...And the majority do not feel they are coping fully.

Only **39%**

Agree fully that they are coping with the stress they're under

Most are also struggling to balance life at the moment...

70%

Reporting at least some distraction from work, with 26% reporting a moderate or high degree of distraction

... A stress compounded by financial concerns.

61%

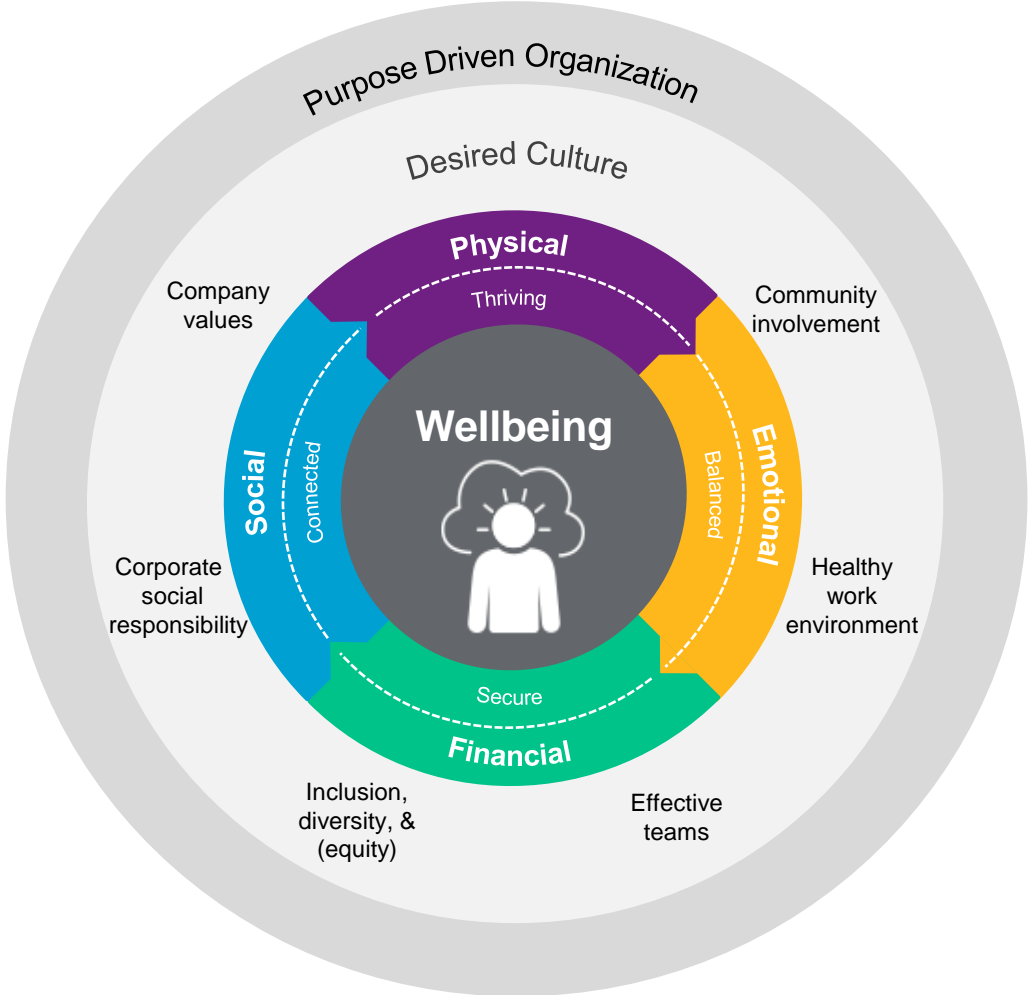
Reporting new financial concerns due to CV-19, with 25% indicating a moderate or high degree of worry

Source: Willis Towers Watson Employee Opinion Norm Database, based on 100,000 employee voices globally

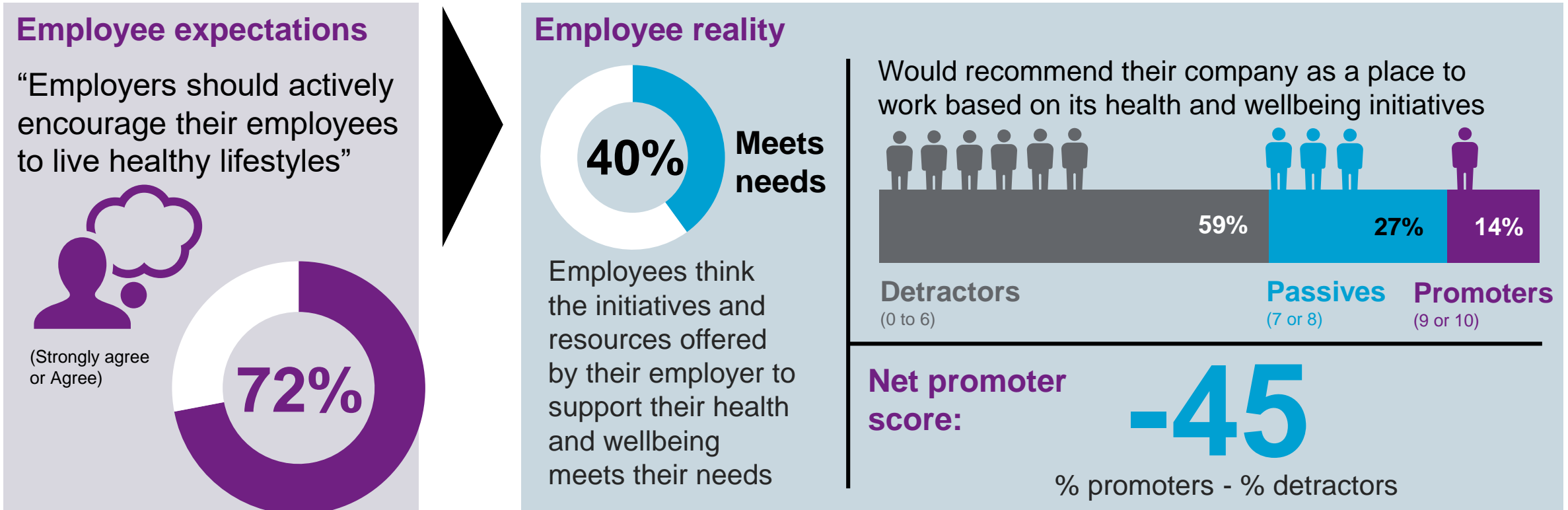
Wellbeing needs have shifted from big events to daily life challenges

Pre-COVID-19 challenges	New reality of challenges
<p>Focus on managing condition and preventive care compliance</p> <p>Navigating health care system complex diagnosis (i.e. cancer, MSK, diabetes)</p> <p>Nutrition and weight management</p> <p>Redesigning incentives</p> <p>Retirement savings</p> <p>Working for an inclusive organization</p>	<p>Dealing with illness or a health problem</p> <p>Virtual care navigation</p> <p>Worrying about job security</p> <p>Facing anxiety or depression</p> <p>Managing alcohol use</p> <p>Domestic violence</p> <p>Sense of safety both at work and in every activities</p> <p>Physical safety</p> <p>Concerns over social unrest</p> <p>Supporting virtual learning for children</p> <p>Losing a loved one</p> <p>Striving to be healthy while quarantining</p> <p>Isolation</p> <p>Over productive</p> <p>Anger</p> <p>Managing loss of a job or spouse's job</p> <p>Dealing with lack of childcare</p> <p>Feeling lonely or isolated</p> <p>Delayed ability to take care of my chronic conditions</p> <p>Short-term financial security</p> <p>Commitment for racial equity and opportunity</p> <p>Public transportation challenges</p> <p>Staying connected to coworkers, family and your company</p> <p>Staying engaged vacation time</p>

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



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

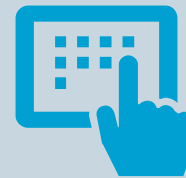


Critical steps for rethinking wellbeing

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



Know your population through **multi-dimensional data gathering**

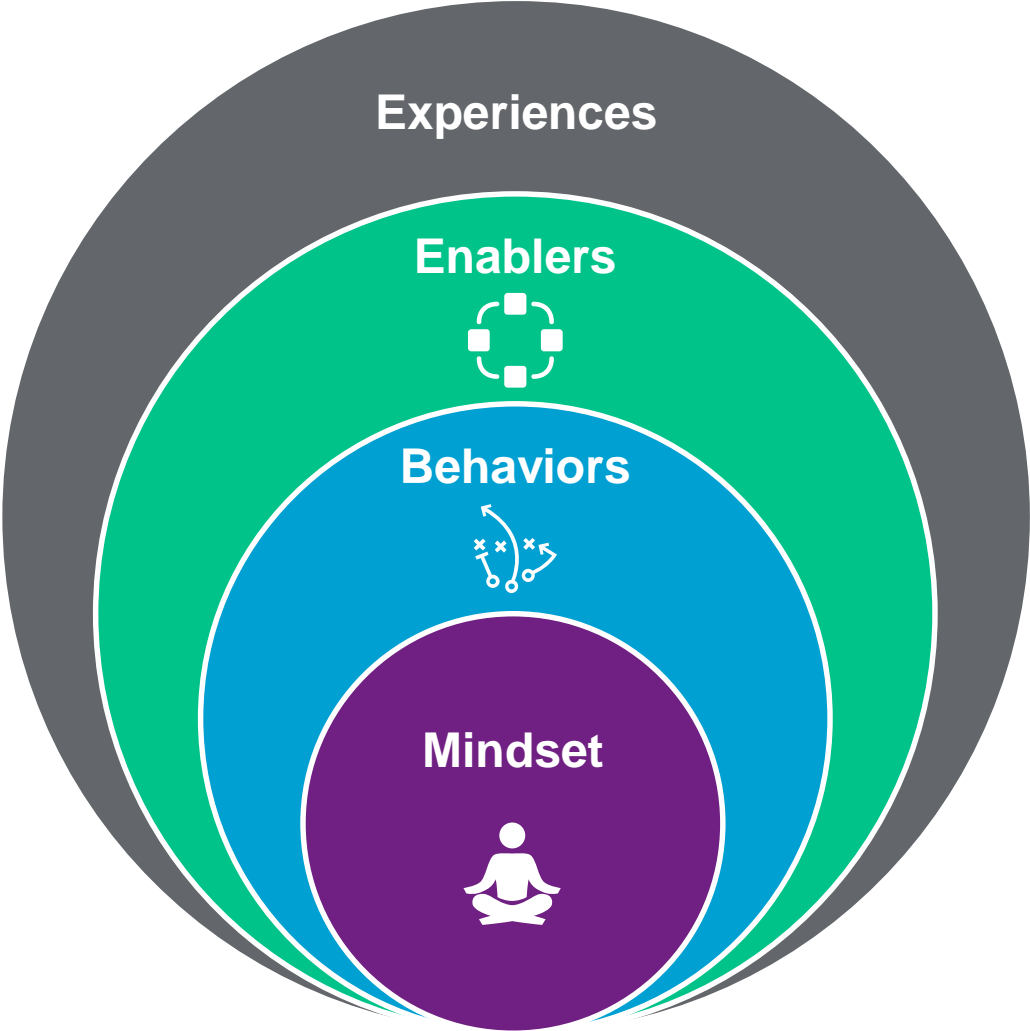


Solve for employee challenges both big and small integrating across all aspects of wellbeing

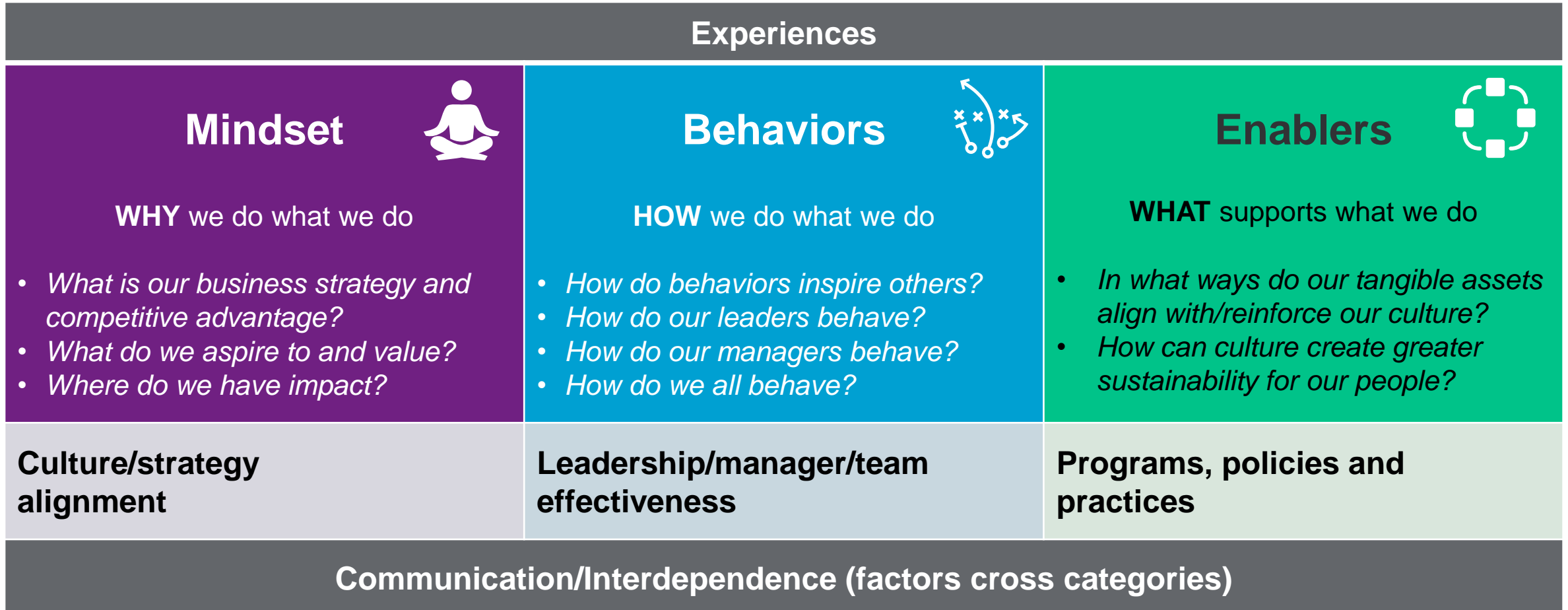


Defining culture

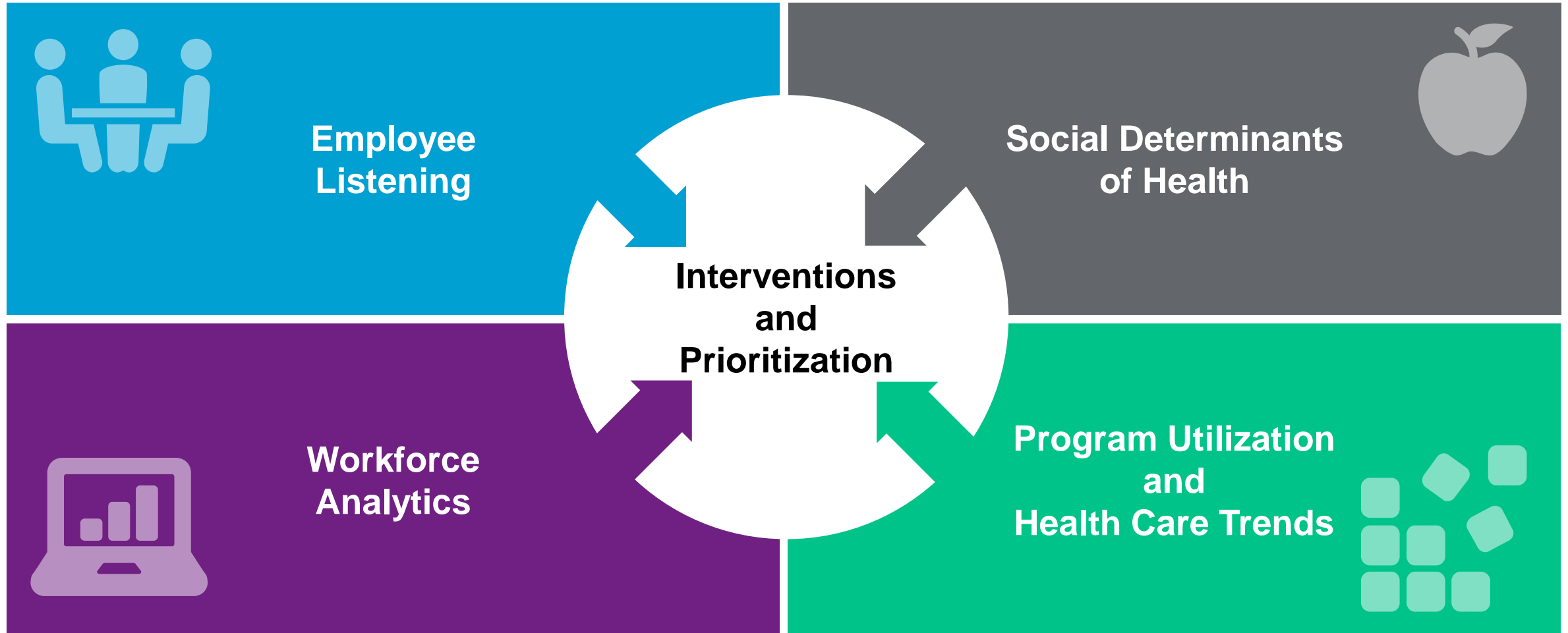
*The **mindset** and **behaviors** that shape and reflect life in an organization, made tangible through programs, policies, and practices, and **experienced** through personal connection and contribution.*



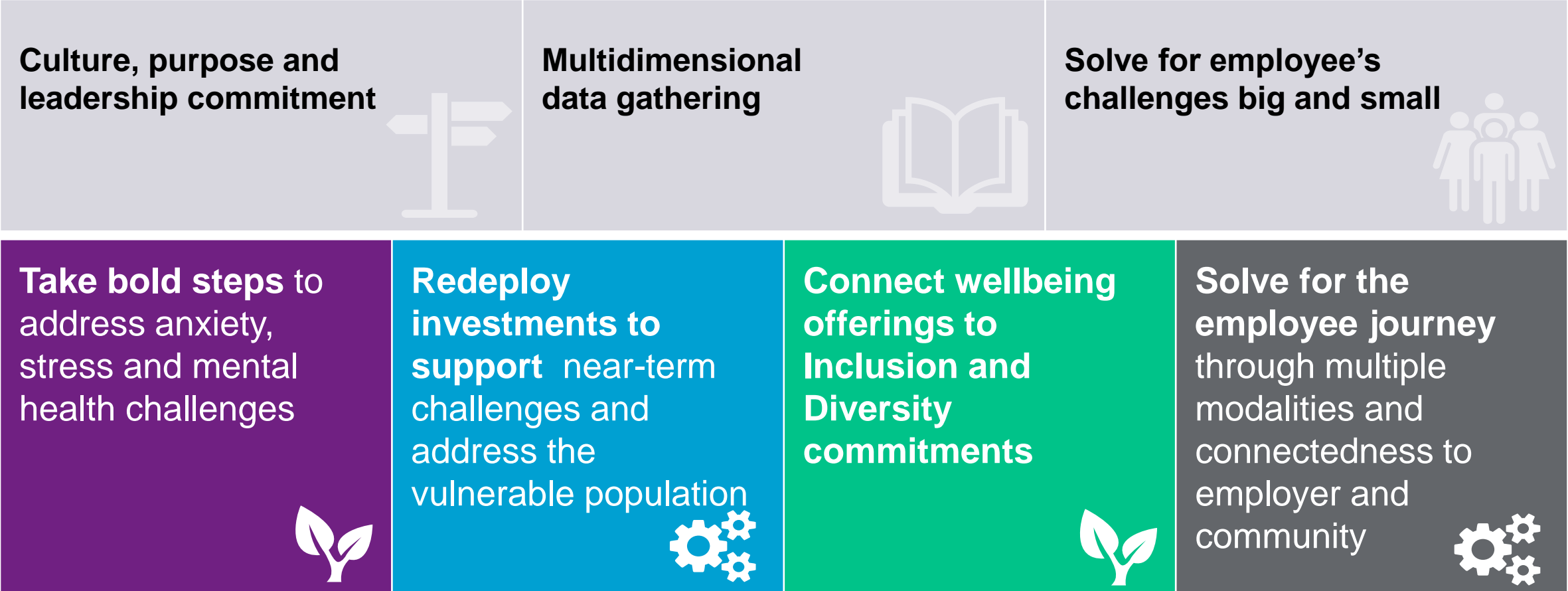
How do we lean into the culture of wellbeing emphasized through COVID-19?



A multi-dimensional data gathering approach is critical to a refreshed wellbeing strategy



Success levers that move wellbeing forward



Managers are critical to maintaining connection and driving performance, but employers know there is a skills gap

Some have started to provide emotional wellbeing training	...And some are providing support in managing remotely.	However, overall there is a lack of action so far...	...And broadly, employers are not listening enough to what their people need.
39% Offer or plan to offer training to managers on recognizing signs of anxiety	50% Offer or plan to offer training on managing and engaging a remote workforce	24% Have actually increased development opportunities for their managers in response to the crisis	31% A relatively small number have put in place a survey to understand how their people are feeling

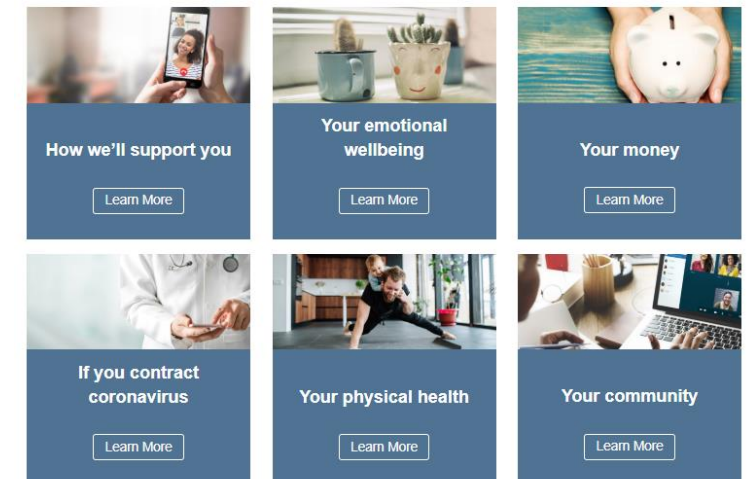
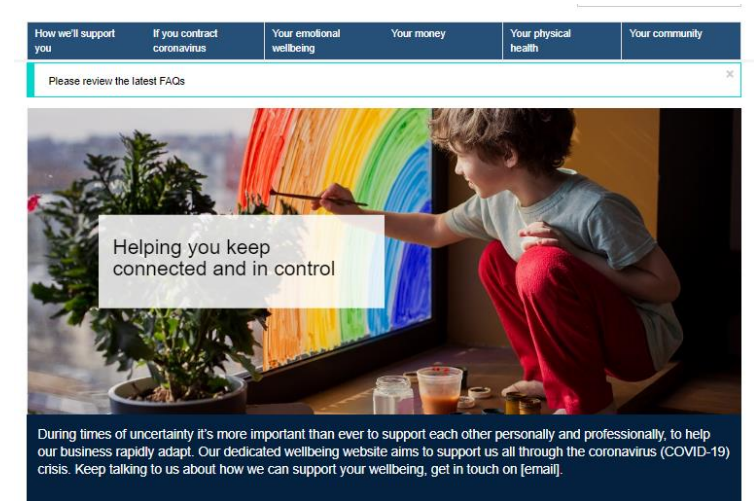
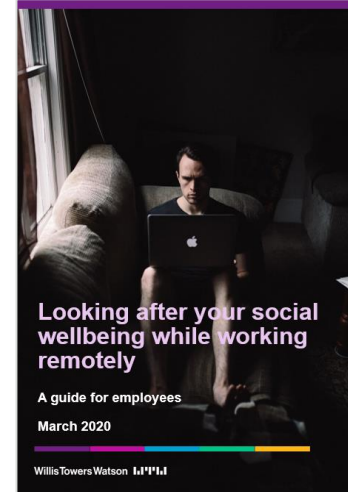
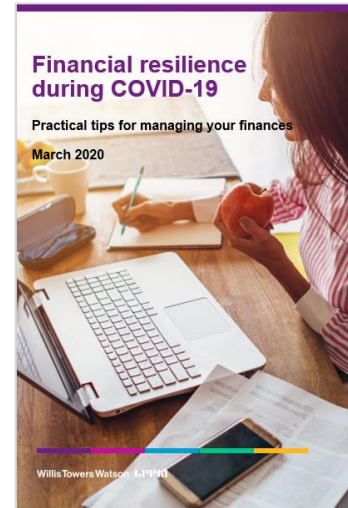
Source: Willis Towers Watson 2020 NA Talent Implications Survey (May 2020)

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](https://www.willistowerswatson.com)

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