



Wellbeing Trends & Innovations

SHRM Montgomery | May 12, 2022

Sarah Green, M.A.

Senior Wellbeing Consultant, Wellbeing Consulting

Tom Tielbur, AIF[®], CEBS, CPFA

Area Vice President, Retirement Plan Consulting



Gallagher

Insurance | Risk Management | Consulting

Today's Conversation

- Shifting organizational objectives during Covid-19
- Key trends, insights and best practices
- Innovative ways to support employees work and life integration



Sarah Green, M.A.
Senior Wellbeing Consultant
Wellbeing Consulting



Tom Tielbur, AIF[®], CEBS, CPFA
Area Vice President
Retirement Plan Consulting

Physical & Emotional Wellbeing

48% of Employers to add a Wellbeing Strategy by 2023*

Never more apparent than it is now, the link between **physical and emotional health** is motivating employers to look for compatible and even integrated options that better equip employees to address both**.



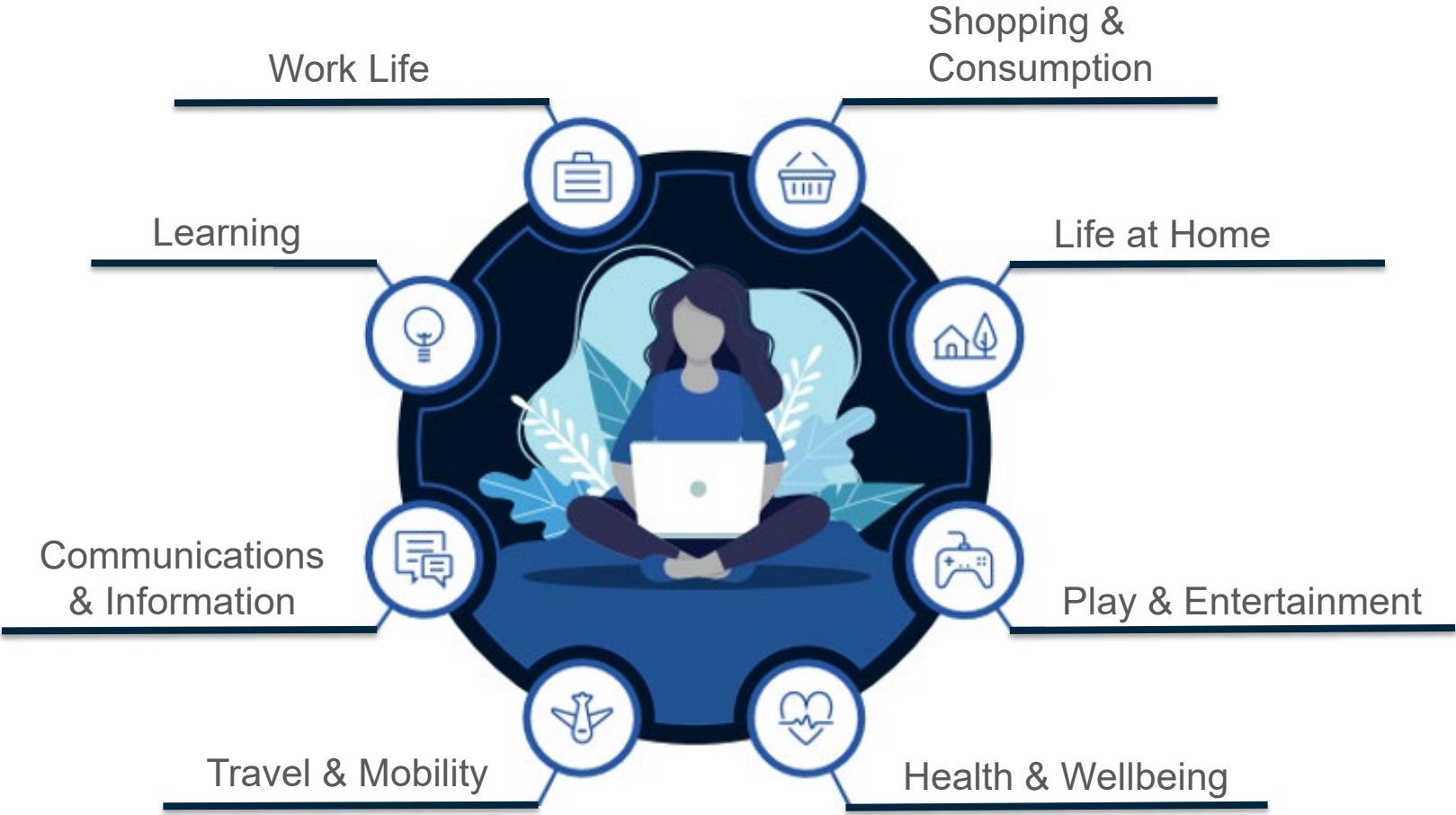
*Gallagher, "Workforce Trends Report: *Organizational Wellbeing*," September 2021

** Gallagher, "Gallagher Better Works Insights Report: *The Path Forward*," January 2021

Shifting Organizational Objectives During Covid-19

Shifting Employee Behaviors

Changes experienced since 2020



Source: McKinsey Behavioral Change 2020

Physical Wellbeing

What has this looked like in the past?

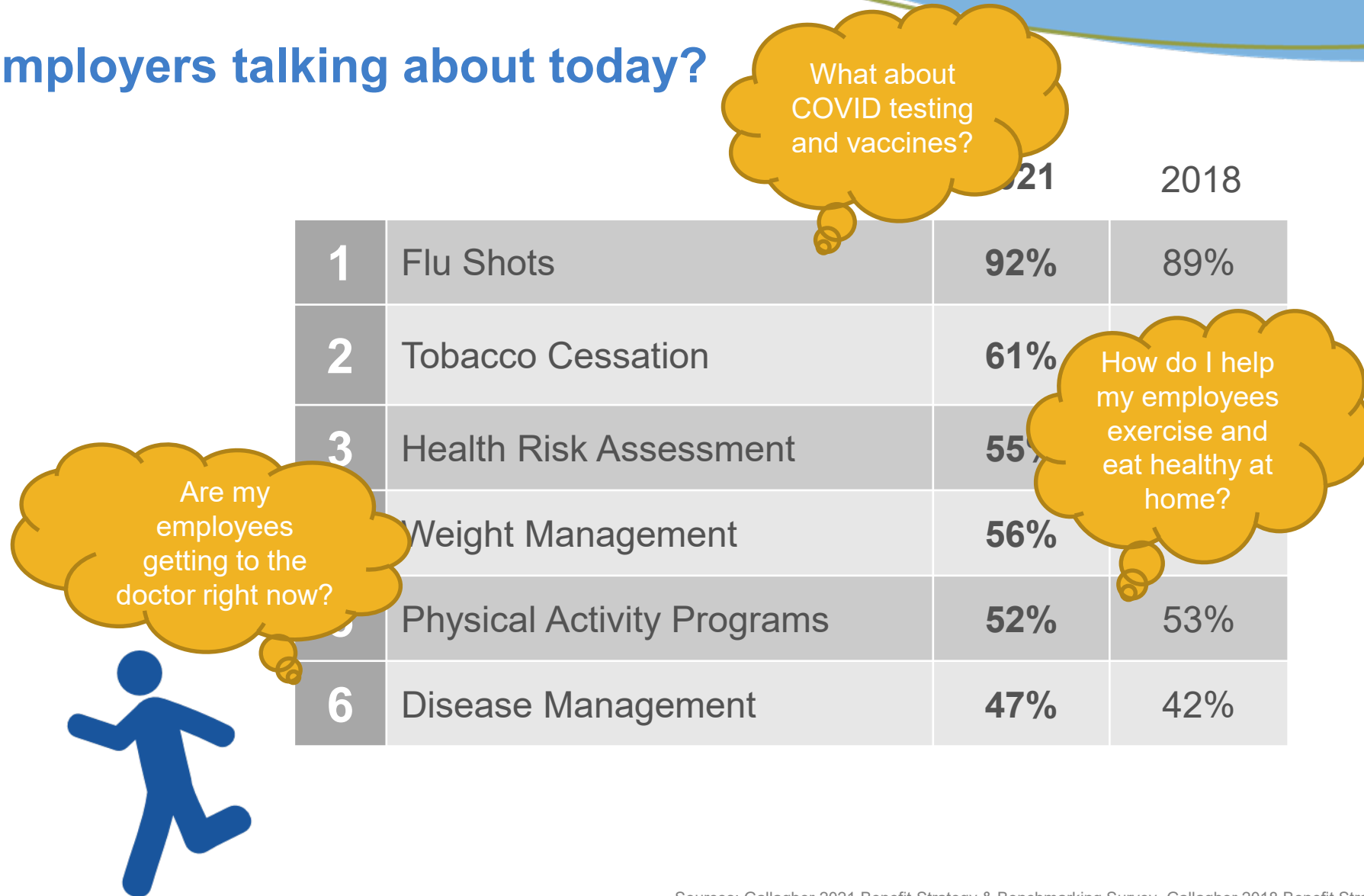


		2021	2018
1	Flu Shots	92%	89%
2	Tobacco Cessation	61%	57%
3	Health Risk Assessment	55%	55%
4	Weight Management	55%	52%
5	Physical Activity Programs	52%	53%
6	Disease Management	47%	42%

Sources: Gallagher 2021 Benefit Strategy & Benchmarking Survey, Gallagher 2018 Benefit Strategy & Benchmarking Survey

Physical Wellbeing

What are employers talking about today?



Sources: Gallagher 2021 Benefit Strategy & Benchmarking Survey, Gallagher 2018 Benefit Strategy & Benchmarking Survey

Shifting Organizational Priorities

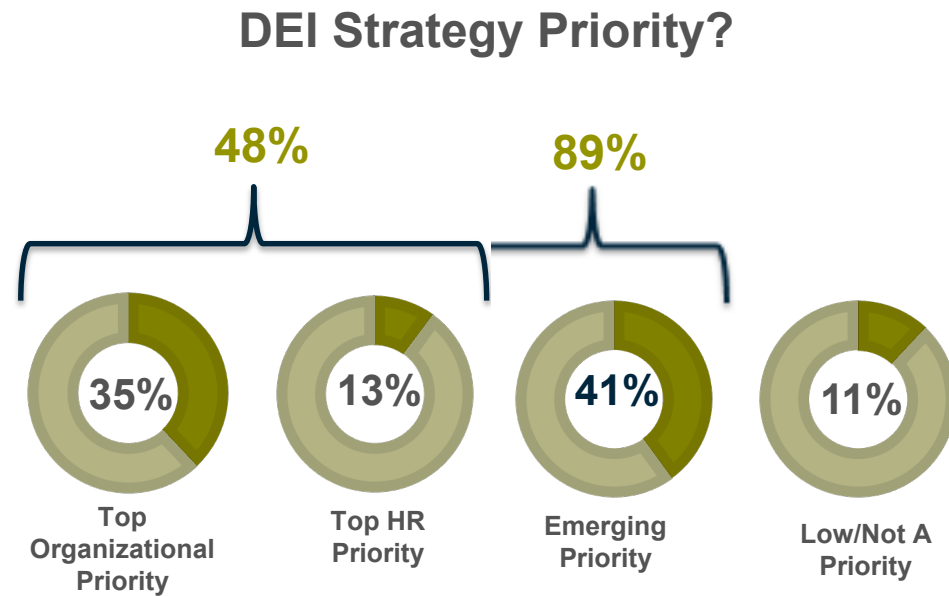
Top HR priorities centered on talent, cost control, engagement and productivity prior to COVID-19:

PRE-COVID	April '20 (6 weeks)	Sept. '20 (6 months)	Now
1 Attract & Retain a Competitive Workforce	1 Health & Safety of Employees	1 Health & Safety of Employees	1 Health & Safety of Employees
2 Control Employee Benefit Costs	2 Business Continuity	2 Business Continuity	2 Retention
3 Increase Productivity & Engagement	3 Recovery Plan	3 Retention	3 Talent Attraction

Sources: Gallagher 2020 Benefits Strategy & Benchmarking Survey – U.S. National Report, September 2020; Gallagher’s “COVID-19 Pulse Survey Part 2: Employer Response”, April 2020; Gallagher’s “COVID-19 Pulse Survey Part 5: Sustaining Organizational Wellbeing and Resiliency Through a Crisis”, September 2020 Gallagher Workforce Trends Pulse Survey: May 17, 2021

What's the Impact on Diversity?

At the same time Inclusion and Diversity are rising as workplace priorities, hundreds of thousands of women are leaving the workforce, and concern about equity is rising.



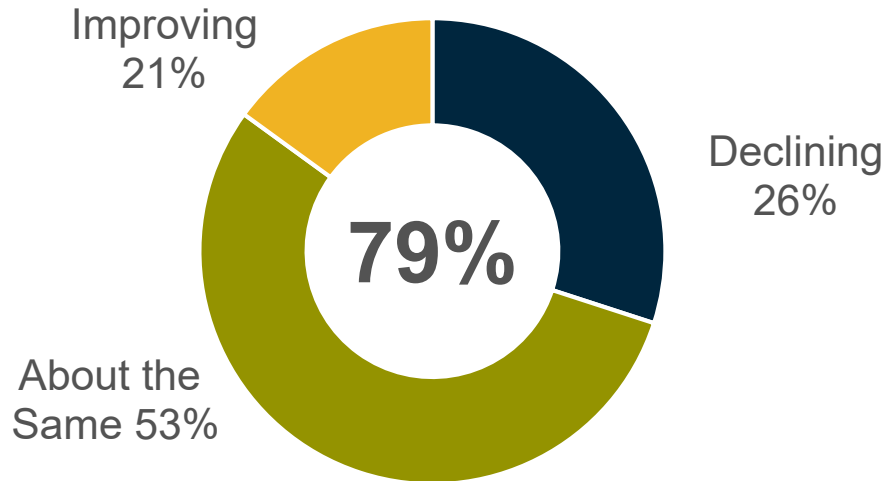
80% of the 1.1 million workers who dropped out of the workforce in September were women

Sources: Employee Benefit News, October 29, 2020, Gallagher Workforce Trends Pulse Survey #2: DEI and Benefits Planning. April 26, 2021

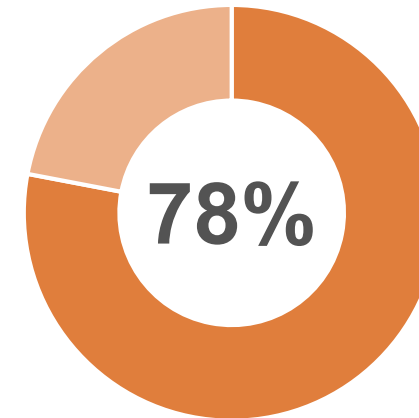
Beyond the Pandemic

While we may be transitioning out of the pandemic, issues will linger that impact productivity and employee wellbeing.

Compared to when the pandemic started, employee emotional wellbeing is:



Our leadership team is concerned about the impact of employee caregiving on our organization

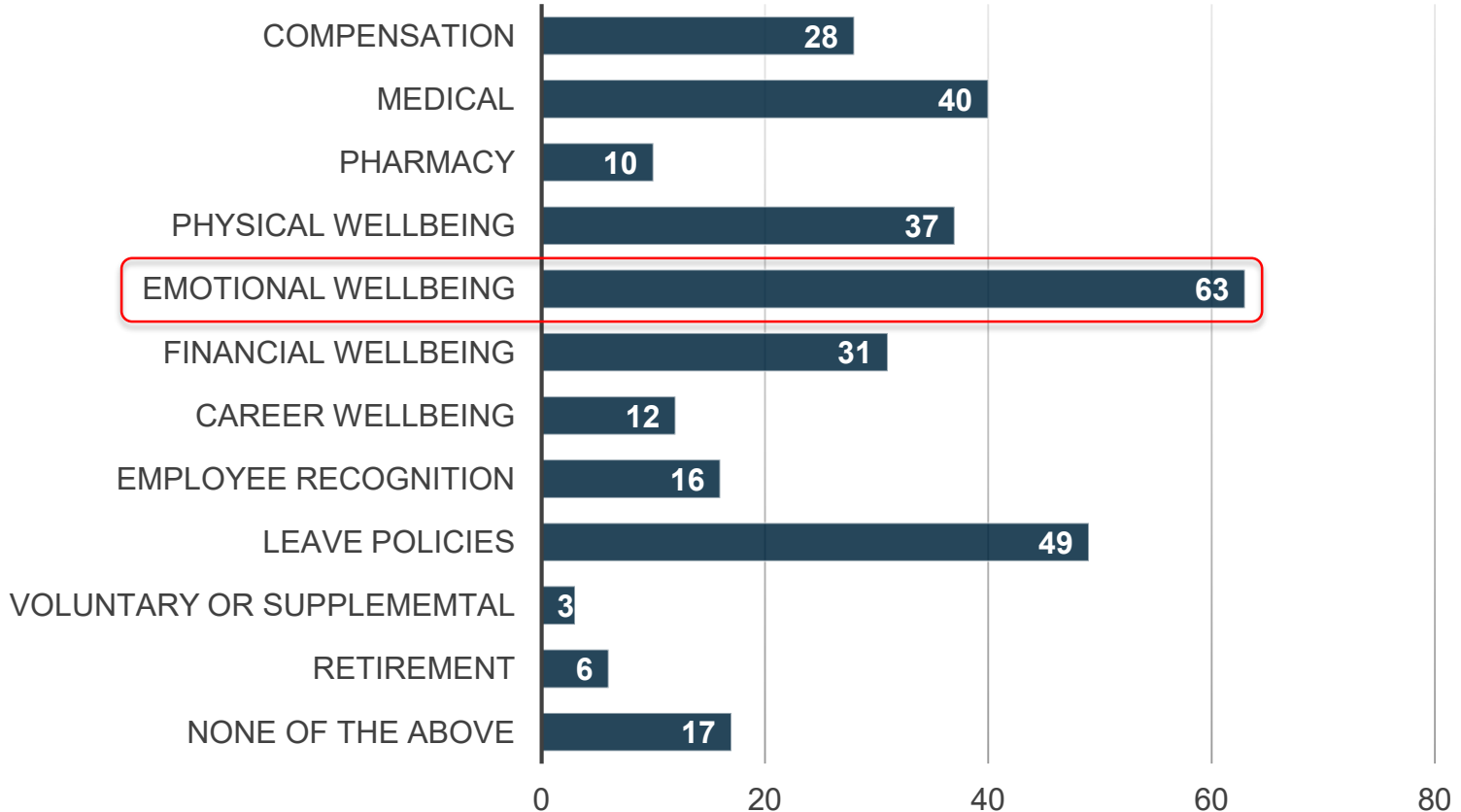


While **81% of executives** say their company has been successful in extending benefits for childcare, just **45% of employees** say the same.

Sources: Gallagher Workforce Trends Pulse Survey #1, February 15, 2021, Gallagher's COVID-19 Pulse Survey #6: The Caregiver Crisis, November 2020, PwC's US Remote Work Survey - January 12, 2021

Shifting Importance - Benefits

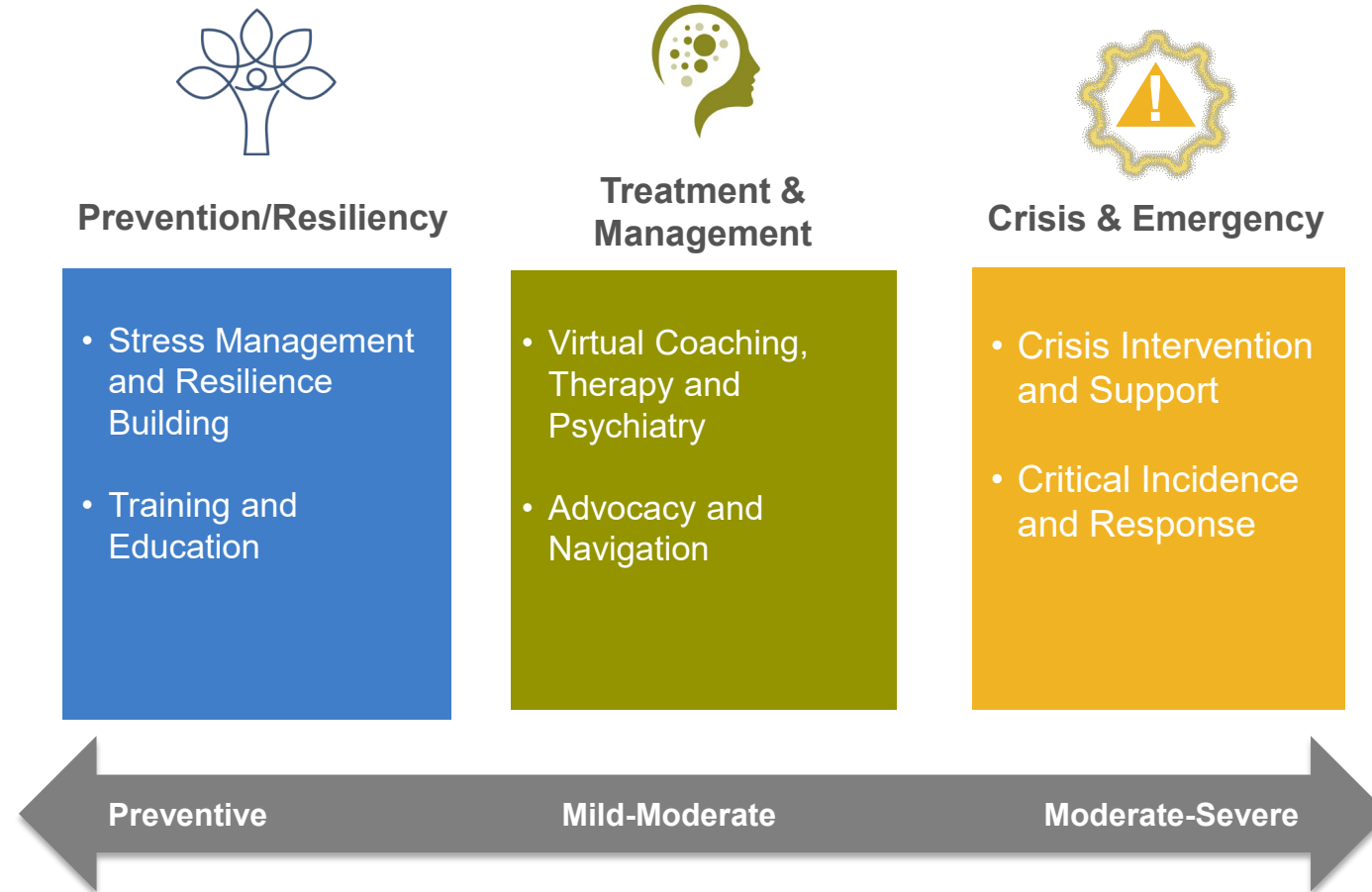
What benefits have become more important to total rewards planning due to COVID-19?



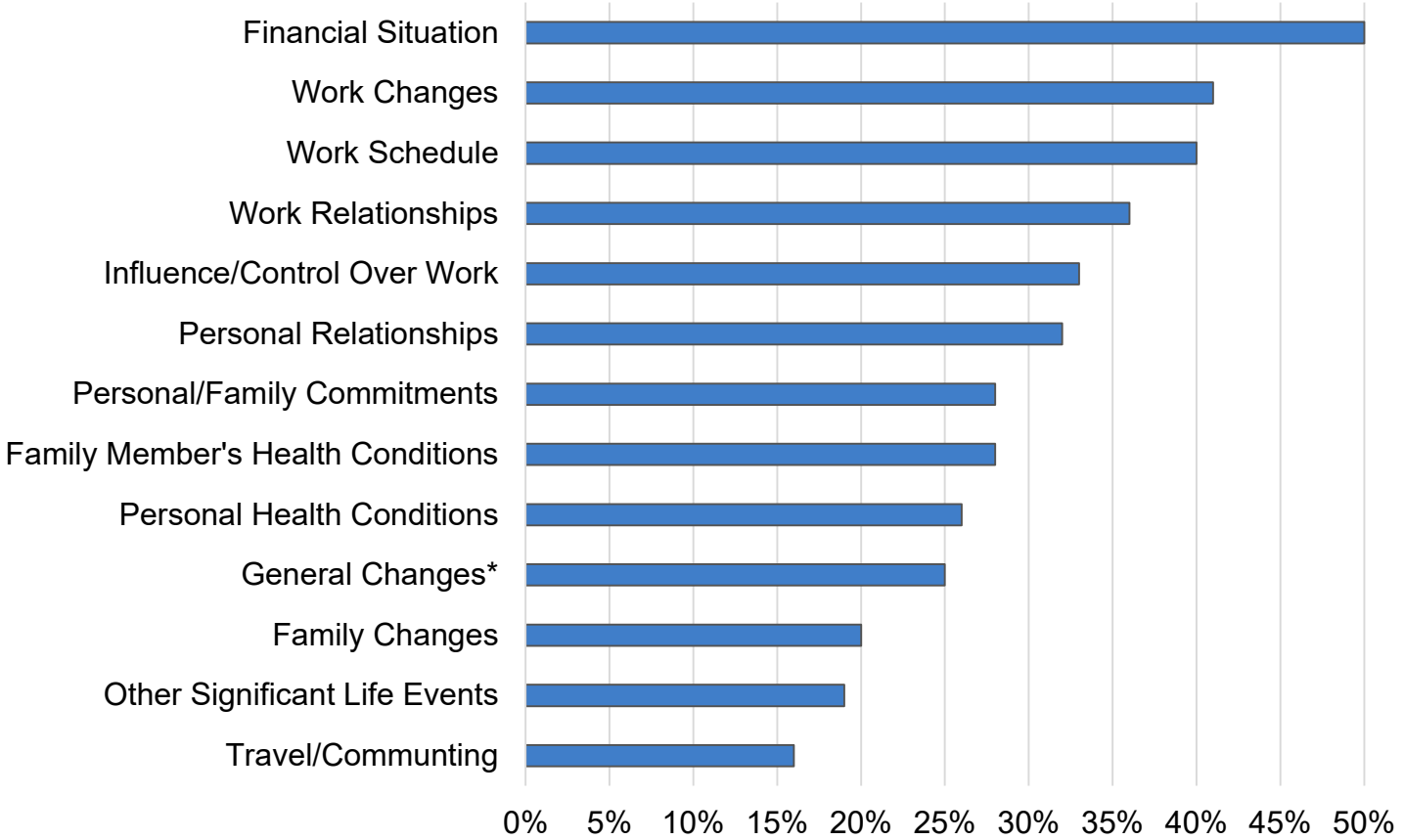
**COVID-19 Silver Lining...
Advancing the
conversation on
emotional wellbeing**

Source: Gallagher's COVID-19 Pulse Survey Part 4: Work In A New Normal. Results as of 6/22/20

Spectrum of Emotional Wellbeing



Factors that create stress for employees



Many factors are related to work, and therefore modifiable

Sources: The Consumer Health Mindset Survey. NBGH, 2017, 2017 NSDUH Annual National Report

Examples of Stressor Management Solutions

Financial

- Literacy
- Education
- Debt reduction
- Short term loans
- Budgeting tools
- Student loan payment and financing

Fertility & Maternity

- Planning and fertility treatments
- Adoption assistance
- Pregnancy support
- Lactation support
- New parent coaching

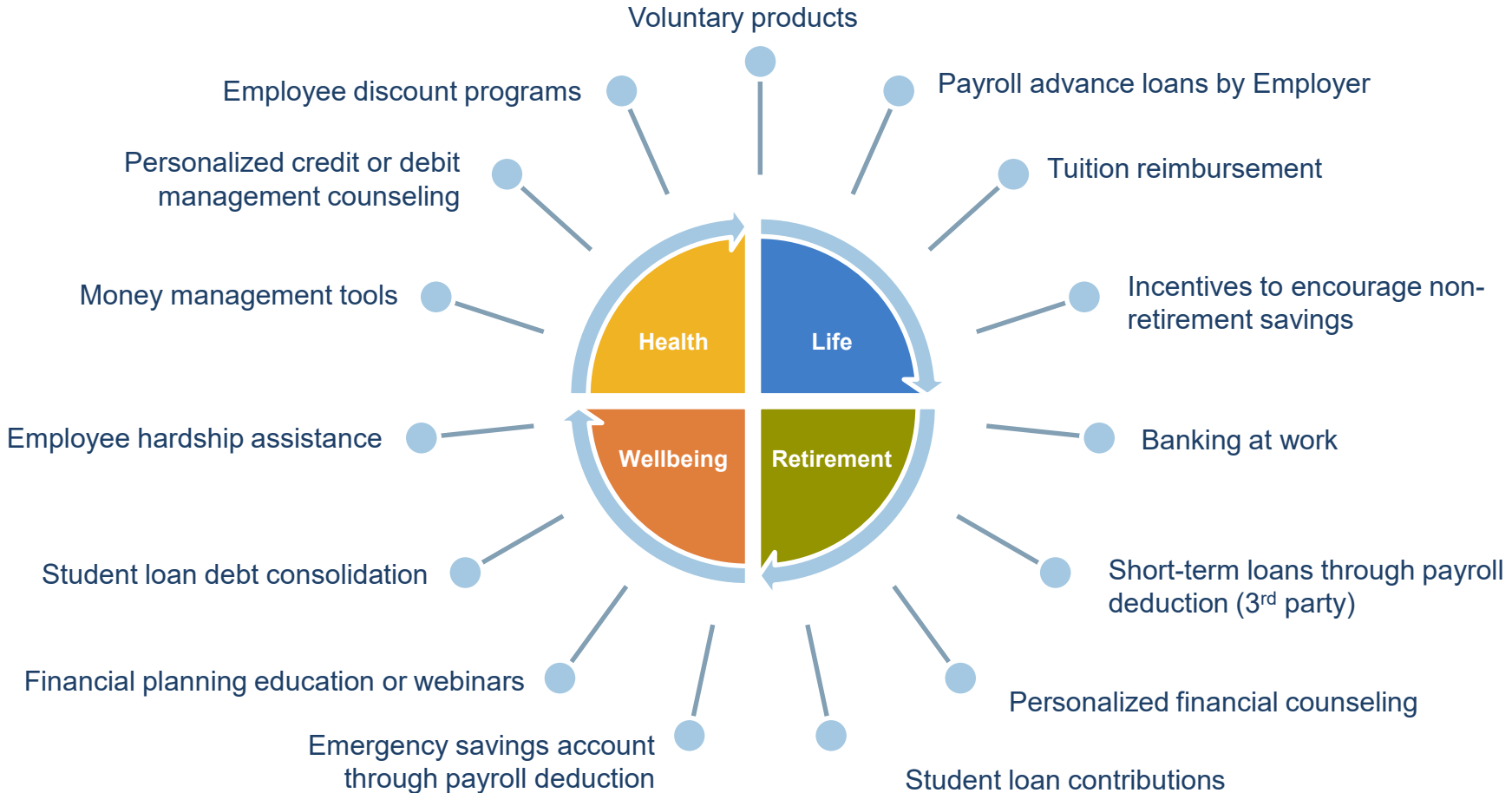
Caregiving

- Parental coaching
- Care coordination
- Virtual tutoring
- Virtual and engagement
- Back-up care for children and other dependents

Life Management & Convenience

- Auto maintenance
- Meal planning
- Dry cleaning
- Concierge services

Financial Wellbeing Solutions




Key Trends, Insights and Best Practices


Polarizing Trends in Physical and Emotional Wellbeing


Comparing pre-pandemic vs. pandemic period responses

Historically, engagement and wellbeing are reciprocal — each influences the future state of the other.


Spring - Fall 2020


 **LOYALTY**
"I have not seriously considered leaving the organization for another job."


 **DISCRETIONARY EFFORT**
"I am willing to put in effort to help the organization succeed."

 **WELLBEING**
"I am thriving physically, emotionally, financially and at work"

Winter 2020 - Early Spring 2021

 **LOYALTY**
"I have not seriously considered leaving the organization for another job."

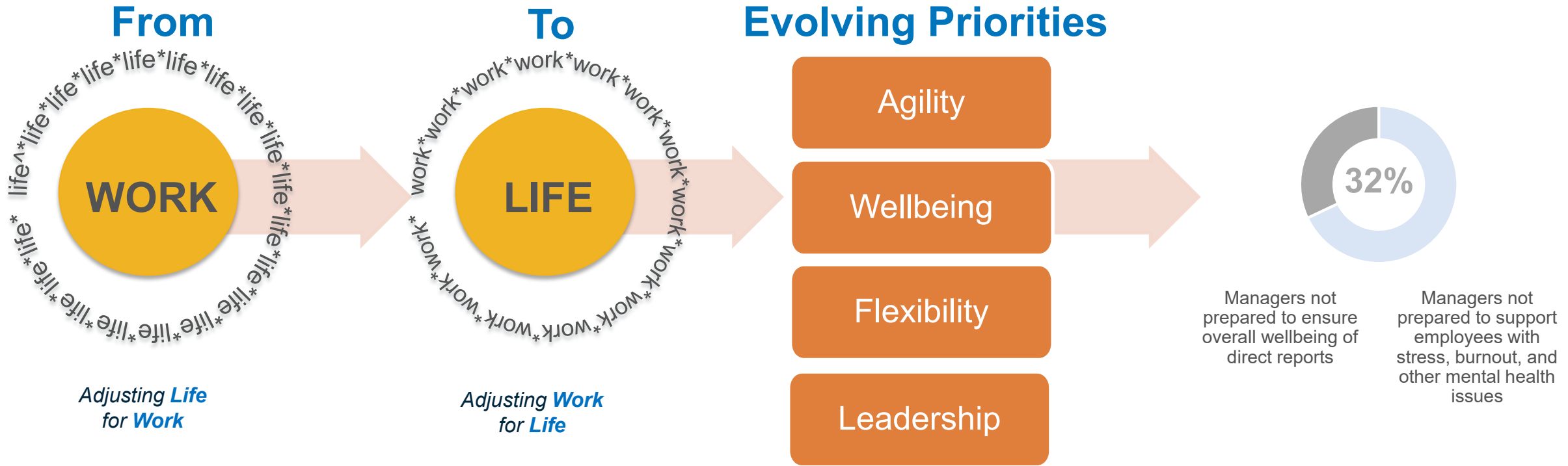
 **DISCRETIONARY EFFORT**
"I am willing to put in effort to help the organization succeed."

 **WELLBEING**
"I am thriving physically, emotionally, financially and at work"

Sources: Gallagher's National Engagement Survey Database, Gallup Wellbeing Index, 2021

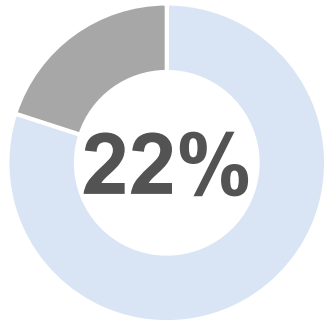
The Future of Work

New priorities are shaping the future of work...

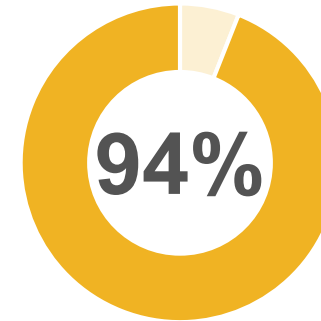


Sources: MetLife: Redesigning the Employee Experience: Preparing the Workforce For a Transformed World, 2021

Communications: A New Opportunity



22% have a comprehensive strategy for employee communications



94% saw COVID-19 as an opportunity to connect strongly with employees



Most Desired Outcomes for Employee Communication

- 1 Employees understand their benefits and how to use them
- 2 Employees understand the total value of their compensation and benefits
- 3 Employees understand how they contribute to the organization's success

Top Priorities for Internal Communicators

- 1 Communicate about wellbeing
- 2 Strengthen relationship with leaders
- 3 Communicate the possible long-term impact of the pandemic

Source: Gallagher's "2021 Benefits Strategy & Benchmarking Survey – U.S. National Report," April 2021

Fostering Connectedness

Emotions and behaviors that optimize performance, health & happiness.

Accountable Grace

Intentionally
foster
relationships

Offer
consistent
communication
**reliable social
norms**

Frame issues
as **learning
opportunities**

Empower a
**resource
network**

**Limit noise,
instill calm**

Take
**celebrations
and laughter
seriously**

Financial and Retirement Trends

Design and Solution Focused

- Tools/resources to help employees improve financial literacy and reduce stress
- Organizational evaluation of retirement readiness
- Auto enrollment in savings plans, auto escalators
- Student loan payment and forgiveness programs continue to grow as a powerful attraction and retention benefit
- Retention bonuses expanding

Type	%
Financial advisors	62%
Discounts (products, services, events)	58%
Gym subsidies	48%
Financial literacy	47%
Debt counseling	23%
Student loan forgiveness	13%

Wellbeing Trends

Vendor space

Behavioral & Mental Health

- cCBT
- Resiliency/Mental Health programs
- One-on-one connection with a mental health clinician

Data & Personalization

- Machine learning to personalize the user experience
- User selected incentive type (i.e. employees have several options of incentive types to choose)

Program & Partnerships

- Condition specific solutions (blood pressure, pre-diabetes, diabetes, musculoskeletal, etc.)
- Streaming digital fitness content

Innovative Ways to Support Employee Work and Life Integration

1.

Understand the Shift

- Personalization and flexibility
- Virtual wellbeing services

2.

Offer convenient access to holistic wellbeing support

- Recognize the importance of physical and emotional wellbeing
- Know your resources - evaluate what you offer/ how it's working
- Boost program engagement for key employee segments

3.

Cultivate an environment of sharing and caring

- Share recommended resources and tools
- Encourage physical activity and emotional health (self care)
- Dissolve the mental health stigma

4.

Keep physical and emotional wellbeing experiences simple, personal & connected

- Avoid drowning employees in information
- Personalize communications
- Look at what employees want, value

Insight into Action

- Financial needs can be highly influenced by an individual's age and life stage/event
- Aligning and connecting individuals to the right resource at the right time can improve engagement and avoid financial missteps (and stress!)

For 3 in 10 employers (31%), financial wellbeing benefits have become a more important part of total rewards during the pandemic.

Source: Gallagher 2021 Retirement Pulse Survey

For Institutional Use Only. Not for Public Distribution.

Source: Workforce demographics; Fidelity Report

Generation Z (ages 4-24)

- Defer to maximize the match
- Student loan debt
- Budgeting (housing, food, car, entertainment)
- HSA savings and investment
- Accidents or unexpected expenses (avoid debt)

Generation X (ages 40-54)

- Retirement savings momentum (or restart)
- Student loan debt to 529 Savings or Parental Student Loan Debt
- Lifestyle changes (second house, relationship changes)
- Parent health/caretaker
- Debt management
- Avoid retirement leakage

Millennials (ages 25-39)

- Increase retirement savings
- Student loan debt
- Life style changes (house, kids, advanced degree, marriage/partnership)
- Parent health/caretaker
- Debt management
- Avoid retirement leakage

Baby Boomers (ages 55-75)

- Shift to retirement income planning
- Children returning home (financial support)
- Lifestyle changes (second house, relationship changes)
- Spouse health/caretaker
- Debt retirement
- Long-term care

Thank you!



Sarah Green, M.A.
Wellbeing Practice
Senior Wellbeing Consultant
sarah_green@ajg.com

P: 858.829.4042
1900 West Loop South, Ste. 1600
Houston, TX 77027



Tom Tielbur
Area Vice President
Retirement Plan Consulting
tom_tielbur@ajg.com

P: 214.998.0212
109 Northpark Blvd. Ste. 305
Covington, LA 70433

Consulting and insurance brokerage services to be provided by Gallagher Benefit Services, Inc. and/or its affiliate Gallagher Benefit Services (Canada) Group Inc. Gallagher Benefit Services, Inc., a non-investment firm and subsidiary of Arthur J. Gallagher & Co., is a licensed insurance agency that does business in California as "Gallagher Benefit Services of California Insurance Services" and in Massachusetts as "Gallagher Benefit Insurance Services." Investment advisory services and corresponding named fiduciary services may be offered through Gallagher Fiduciary Advisors, LLC, a Registered Investment Adviser. Gallagher Fiduciary Advisors, LLC is a single-member, limited-liability company, with Gallagher Benefit Services, Inc. as its single member. Certain appropriately licensed individuals of Arthur J. Gallagher & Co. subsidiaries or affiliates, excluding Gallagher Fiduciary Advisors, LLC, offer securities through Kestra Investment Services (Kestra IS), member FINRA/SIPC and or investment advisory services through Kestra Advisory Services (Kestra AS), an affiliate of Kestra IS. Neither Kestra IS nor Kestra AS is affiliated with Arthur J. Gallagher & Co., Gallagher Benefit Services, Inc. or Gallagher Fiduciary Advisors, LLC. Neither Kestra AS, Kestra IS, Arthur J. Gallagher & Co., nor their affiliates provide accounting, legal, or tax advice.

Investor disclosures <https://bit.ly/KF-Disclosures>



Gallagher

Insurance | Risk Management | Consulting