Are your wellbeing efforts making a difference for your employees?

June 29, 2022
### About Buck

<table>
<thead>
<tr>
<th>Years in consulting</th>
<th>Years in health consulting</th>
<th>U.S. Net Promoter Score (excellent)</th>
</tr>
</thead>
<tbody>
<tr>
<td>106</td>
<td>66</td>
<td>70</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Employees</th>
<th>Public sector client tenure</th>
<th>Clients</th>
<th>Average employee tenure</th>
<th>Public sector clients</th>
</tr>
</thead>
<tbody>
<tr>
<td>2,200</td>
<td>18</td>
<td>1,700</td>
<td>12</td>
<td>200+</td>
</tr>
<tr>
<td></td>
<td>Years (average Public sector client tenure)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Years (average Public sector client tenure)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>84 of the Fortune 500</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Today’s presenters

**Ruth Hunt**  
Principal, Engagement Practice  
Buck  
Ruth.Hunt@buck.com

**Tom Kelly**  
Principal, Health Practice  
Buck  
Tom.Kelly@buck.com

**Larry Jacobs**  
Assistant Finance Director  
DeKalb County, Ga.
What benefits do employees want?

Tom Kelly
Principal, Health Practice, Buck
## Factors impacting employee retention

### Positive drivers

<table>
<thead>
<tr>
<th>Positive drivers</th>
<th>Correlation coefficient*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfied with benefits package</td>
<td>0.629</td>
</tr>
<tr>
<td>Company shows it cares about wellbeing</td>
<td>0.583</td>
</tr>
<tr>
<td>Employer is committed to wellbeing</td>
<td>0.548</td>
</tr>
<tr>
<td>Benefits provide diverse offerings for a diverse workforce</td>
<td>0.524</td>
</tr>
<tr>
<td>Company shows it cares about wellbeing of family and dependents</td>
<td>0.519</td>
</tr>
<tr>
<td>Trust senior management</td>
<td>0.487</td>
</tr>
<tr>
<td>Employer does good job promoting benefits</td>
<td>0.441</td>
</tr>
</tbody>
</table>

### Negative drivers

<table>
<thead>
<tr>
<th>Negative drivers</th>
<th>Correlation coefficient*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lower job satisfaction</td>
<td>-.343</td>
</tr>
<tr>
<td>Younger age</td>
<td>-.288</td>
</tr>
<tr>
<td>Don’t feel good about my work</td>
<td>-.270</td>
</tr>
<tr>
<td>Don’t care about the company’s success</td>
<td>-.242</td>
</tr>
<tr>
<td>The company doesn’t create environment where I can be productive</td>
<td>-.200</td>
</tr>
<tr>
<td>Diverse backgrounds are not respected</td>
<td>-.191</td>
</tr>
<tr>
<td>Company doesn’t offer diverse benefits for a diverse workforce</td>
<td>-.184</td>
</tr>
<tr>
<td>Company is not committed to DE&amp;I</td>
<td>-.121</td>
</tr>
</tbody>
</table>

* The correlation coefficient is a statistical measure of the strength of the relationship between the relative movements of two variables. The values range between -1.0 and 1.0. A correlation of -1.0 shows a perfect negative correlation; 1.0 shows a perfect positive correlation.

35% workers are considering a job change. Wellbeing, DE&I and diverse benefits are key drivers of retention.
Wellbeing efforts are missing the mark for most employees

Level of commitment to promoting employee wellbeing

Employers are 4x more likely than employees to say they are significantly increasing their level of commitment to promoting wellbeing.

Employers

- Increased significantly: 40%
- Increased somewhat: 43%
- Stayed the same: 12%
- Reduced somewhat: 4%
- Reduced significantly: 4%

Employees

- Increased significantly: 12.00%
- Increased somewhat: 33.00%
- Stayed the same: 7.00%
- Reduced somewhat: 4.00%
- Reduced significantly: +32 pts

2022 Wellbeing and Voluntary Benefits Survey
Creative strategies are vital to support DE&I

DE&I and intent to quit

Gap:
A third of employees feel companies are not committed to DE&I.
There is a direct relationship between DEI concerns and intent to quit.
Creative strategies are vital to retain younger workers

Average level of agreement by generation

1 out of 2 Millennials would change jobs for better benefits and wish they had a better understanding of their benefits.

EE Q10g. I would change jobs for better benefits (top 2 box).
EE Q10h. Plan to quit (top 2 box).
EE Q10k. I wish I had a better understanding of my benefits (top 2 box).
The generational (or life stages) gap

Mind the gap and then tend the gap: Does your value proposition need to prioritize ways to address unique subgroup needs?

Diverse options are vital to recruit and retain younger employees.
Employees rate their wellbeing lower than employers estimate

Employer estimates of wellbeing vs. employee self-ratings

Employers overestimate all aspects of wellbeing, especially financial and social; employees expect more support, especially for work/life, mental/emotional, and financial needs.

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**ER Q4.** Please estimate the percentage of your organization’s actively-at-work employees who are essentially “healthy” in each of the following areas.

**EE Q5.** Which of the following do you consider part of your employer’s responsibility? Q6. Please indicate how “healthy” you feel you are in each of the following areas.
Employees’ top request: Better financial support

Desire for expanded employer-sponsored programs

<table>
<thead>
<tr>
<th>Service Type</th>
<th>employees who want support</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial</td>
<td>79%</td>
</tr>
<tr>
<td>Physical</td>
<td>73%</td>
</tr>
<tr>
<td>Work/life support</td>
<td>72%</td>
</tr>
<tr>
<td>Mental/emotional</td>
<td>65%</td>
</tr>
<tr>
<td>Social</td>
<td>61%</td>
</tr>
<tr>
<td>Dependent care</td>
<td>50%</td>
</tr>
</tbody>
</table>

Employees

- Financial: 79%
- Physical: 73%
- Work/life support: 72%
- Mental/emotional: 65%
- Social: 61%
- Dependent care: 50%

Live paycheck-to-paycheck: 53%

Unsure if they manage their money well: 32%
There’s agreement on mental health as a priority

### Wellbeing priority areas of focus for employers versus employees

<table>
<thead>
<tr>
<th></th>
<th>Employers</th>
<th>Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase job satisfaction and engagement</td>
<td>70%</td>
<td>44%</td>
</tr>
<tr>
<td>Support employee mental health</td>
<td>69%</td>
<td>46%</td>
</tr>
<tr>
<td>Support diversity, equity, and inclusion</td>
<td>46%</td>
<td>65%</td>
</tr>
<tr>
<td>Improve employee physical wellbeing</td>
<td>50%</td>
<td>40%</td>
</tr>
<tr>
<td>Lower the risk of employee burnout</td>
<td>50%</td>
<td>45%</td>
</tr>
<tr>
<td>Improve productivity</td>
<td>40%</td>
<td>30%</td>
</tr>
<tr>
<td>Improve employee financial wellbeing</td>
<td>42%</td>
<td>38%</td>
</tr>
<tr>
<td>Lower benefit costs/save money</td>
<td>35%</td>
<td>39%</td>
</tr>
<tr>
<td>Improve employee social (family/community) wellbeing</td>
<td>24%</td>
<td>18%</td>
</tr>
<tr>
<td>Improve employee retirement readiness</td>
<td>23%</td>
<td>18%</td>
</tr>
<tr>
<td>Reflect our organizational values and social responsibility</td>
<td>20%</td>
<td>16%</td>
</tr>
<tr>
<td>Reduce absenteeism</td>
<td>18%</td>
<td>13%</td>
</tr>
<tr>
<td>Communicate a greater sense of corporate purpose</td>
<td>7%</td>
<td>1%</td>
</tr>
<tr>
<td>Other</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>

While there is agreement on mental health as a top priority, 1 in 5 employees feel their mental health has worsened from a year ago.
Focus areas for expanded wellbeing support

The survey asked about 66 metrics of wellbeing. Employers “get it” that addressing mental health issues, represented by stress, anxiety/depression, and burnout (1, 2 and 4), should be priorities – even if employees rate it lower among needs.

The disconnect – employers tend to prioritize physical wellbeing while employees value financial savings.

<table>
<thead>
<tr>
<th>Employers and employees agree</th>
<th>Employee</th>
<th>Employer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stress</td>
<td>1 (45%)</td>
<td>1 (68%)</td>
</tr>
<tr>
<td>Exercise</td>
<td>2 (38%)</td>
<td>3 (60%)</td>
</tr>
<tr>
<td>Burnout</td>
<td>3 (34%)</td>
<td>4 (56%)</td>
</tr>
<tr>
<td>Time off policies</td>
<td>4 (34%)</td>
<td>9 (48%)</td>
</tr>
<tr>
<td>Anxiety/depression</td>
<td>5 (32%)</td>
<td>2 (63%)</td>
</tr>
</tbody>
</table>

More important to employees

- Financial wellbeing assessments: 32%
- Budgeting and money management: 29%
- Retirement readiness: 25%
- Unexpected medical expenses: 23%
- Travel/vacation assistance: 23%
- Emergency savings: 22%
- Fitness/equipment savings: 22%
- Auto maintenance: 20%

More important to employers

- Work relationship building: 56%
- Diet and nutrition: 49%
- Weight management: 48%
- Health screenings: 45%
- Chronic condition management: 44%
- Healthcare understanding/navigation: 42%
- Social isolation: 41%
- Child caregiving: 37%

ER Q3. For which of the following wellbeing needs are you currently expanding, or you plan to expand resource offerings (not just voluntary benefits) in the next one to three years? (Select all that apply)

EE Q4. For which of the following areas would you like to receive additional support from your employer? (Select all that apply)
Priority areas for support based on lifecycle stages

Younger employees want more support (millennials the highest) and the diversity of needs tends to decrease with age.

<table>
<thead>
<tr>
<th>&lt; age 25</th>
<th>Age 25 – 40</th>
<th>Age 41 – 56</th>
<th>Age 56+</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Unstable home environment (+134%)</td>
<td>• Pregnancy or fertility (+104%)</td>
<td>• LTC readiness (+39%)</td>
<td>• Identity fraud/cyber protection (+33%)</td>
</tr>
<tr>
<td>• Hobbies (+111%)</td>
<td>• New baby support (+77%)</td>
<td>• Identity fraud/cyber protection (+18%)</td>
<td>• Retirement readiness (+26%)</td>
</tr>
<tr>
<td>• Negative emotions (+92%)</td>
<td>• College coaching (+76%)</td>
<td>• College planning (+13%)</td>
<td>• Pet care (+9%)</td>
</tr>
<tr>
<td>• Addiction and substance abuse (+87%)</td>
<td>• Child education and/or home tutoring (+64%)</td>
<td>• Life and disability (+13%)</td>
<td>• Charitable involvement/volunteerism (+6%)</td>
</tr>
<tr>
<td>• Food/grocery delivery (+84%)</td>
<td>• Student loans (+59%)</td>
<td>• Retirement savings/readiness (+11%)</td>
<td></td>
</tr>
<tr>
<td>• Entertainment savings (+81%)</td>
<td>• Entertainment savings (+43%)</td>
<td>• College savings (+10%)</td>
<td></td>
</tr>
<tr>
<td>• Pet care (+66%)</td>
<td>• Home ownership/mortgage (+39%)</td>
<td>• Identity fraud/cyber protection (+33%)</td>
<td></td>
</tr>
</tbody>
</table>

Greater focus on day-to-day savings, mental health and family building

Greater focus on long-term planning and de-risking

Varied needs demonstrate the importance for employers to offer creative options to differentiate their value proposition.

Note: Percentages represent extent of preference above the median response.
Voluntary benefits provide holistic wellbeing support

12
average number of voluntary benefits offered by employers (vs. 10.6 in 2020)

97%
employers offer at least 1 voluntary benefit (vs. 88% in 2020)

72%
employers plan to expand voluntary benefits (vs. 64% in 2020)

68%
employees agree that voluntary benefits are an essential part of a comprehensive benefits package

52%
employers have expanded voluntary benefits since pandemic

61%
employees agree voluntary benefits provide a better value than buying similar services outside employer

Source: Buck 2022 Wellbeing and Voluntary Benefits Survey
The DeKalb County story

Larry Jacobs
Assistant Finance Director, Risk Management, and Employee Services
About DeKalb County, Georgia

- DeKalb County is in the north central portion of the state of Georgia and contains roughly 10% of the City of Atlanta
- Occupies 271 square miles
- Fourth-most populous county across Georgia with ~800k citizens
- ~6,300 employees
- Provide pension and healthcare to ~5,000 retirees
- Served by seven elected Commissioners
- District 3 Commissioner, Larry Johnson, is NACo’s current 2021-2022 President
Focus on employee benefits and wellbeing

Benefits guiding principles

• **Provide quality, affordable healthcare** to employees and their families
  — Choice in place of service that are valued by employees—current and future
• **Manage** short- and long-term healthcare **cost increases**
  — Balance between the needs of the County and its employees through simplistic designs and logical / forward thinking decisions
• **Aggressive** approaches to **wellbeing** and **health promotion** strategies
  — Ease of use and understanding for employees and their families
  — Focus on preventive care, management of disease(s) and catastrophic case management
• **Educate and engage** to drive personal accountability
• **Consistent** focus on employee health and financial wellbeing
• **Keep it simple** with messaging that’s easy to understand
Focus on employee benefits and wellbeing

Benefits objectives

• Deliver an efficient and effective experience for employees
• Promote preventive care, early risk identification, proper nutrition, healthy lifestyles, and financial support
• Effectively communicate the value of the programs offered to maximize engagement and understanding
• Manage total cost to acceptable trend rates and effectively monitor cost drivers
• Facilitate competitive cost-sharing strategies with competitive benchmarking and talent objectives
DeKalb County wellbeing objectives

- Assess employee needs and wants
- Help improve employee health and financial literacy
- Assess key issues relating to employee’s personal finances (i.e., improve credit scores)
- Connect to real solutions – health, wealth, career – to aid in their ability to lower stress and improve outcomes
- Robust education tools and wellness coaching resources
- Support for engagement and education
- Minimal to no impact to DeKalb County budget
Continually striving to connect real solutions for top financial stressors

- Emergency savings and banking services for the “unbanked”
- Roundups, two-day early wage access
- Emergency and/or consolidation loan
- Inclusive access to affordable low-interest loans
- Financial coaching around budgeting and planning
- Financial literacy education and tools
- Credit score and credit building
- Free credit report, score, and counseling
- FDIC curriculum
- Student loan and college savings support
- Salary-linked savings products

Connect employees to financial products and tools that they wouldn’t typically have access to, or if they could access, would be more expensive.
Built a strategic roadmap based on data

We review colleague listening, data analytics and benchmarking, and conduct benefit gap analysis to define and refresh our strategic roadmap.
Telling your wellbeing story

Ruth Hunt
Principal, Engagement Practice, Buck
Preferred channel disconnects warrant a check-in

More **personalized** info is key to relevance, but online platforms must become more effective.

**Younger** employees want one-on-one help:

- Gen Z: 34%
- Millennials: 22%
- Gen X: 21%
- Baby Boomers: 15%
Identify your gaps; use creativity to fill them

Perception gap
Focus groups or surveys, data analytics, and creative delivery

Wellbeing gap
Targeting diverse needs; bundle to promote holistic, integrated offerings

Priorities gap
Examples: Mental and financial wellbeing support, top priorities
Get creative amid busy life challenges

- Be bold; brand to compete for attention and engagement
- Acknowledge today’s challenges; show help to reduce stressors
- Connect the dots on the value of offerings; help by bundling resources
- Make it relevant, e.g., interactive to self-select based on personal situations or lifecycle needs (mental health microsite support at right)
- Educate via personas (“people like me”), from EAP resources to interactive site on long-term care across generational needs

Find the Right Mental Health Support
Click below to find best-fit resources to support you and your family.

Who is it for? People like me.

Tony
- 55 and living with HIV. Tony worries he won’t be able to work for long and needs help to manage his medications and care for his family.
- He finds the EAP helpful by connecting him to a mental health professional.

Eric
- Eric is 35 and married with two children. He is concerned about providing for his family.
- He values having life insurance to secure his family’s financial future.

Jan
- Jan is 27 and married with a financial plan for her future.
- She values the idea of life insurance to help her family if something happens to her.
- She also values building each other’s confidence in securing future access to work if needed.

Get creative amid busy life challenges

You can talk about the elephant in your room.

How the EAP Can Help You

- Take advantage of the Solutions for Personal, Employee Assistance Program (EAP) provided by Buck, a leading benefits and mental health provider.
- EAP counselors are available 24/7 via phone, online video, or chat to help with work, family, or personal issues.

Get creative amid busy life challenges

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Jan
- Jan is 27 and married with a financial plan for her future.
- She values the idea of life insurance to help her family if something happens to her.
- She also values building each other’s confidence in securing future access to work if needed.
- She values $25,000 in life insurance coverage.
Success insights

• Know your audience needs; education is a start
• Can’t win the long game (retirement savings) without the short game (paycheck-to-paycheck help)
• Enable with tools and benefits, and engaging, motivational communication strategies

Financial wellbeing communication and education

Microsites can enable doubling down on easy access to education, benefits and resources.

Brief video series can simplify universal financial concepts.
Example: Financial wellbeing urgency is now

Save now; save on recurring bills

With rising inflation driving up prices, savings from our Discount Center and many benefit options can really add up.

Find Discount Center savings on purchases such as:
• New and used cars
• Car maintenance, repairs, and roadside assistance plans
• Clothing and accessories for adults and kids
• Restaurants, meal delivery and snacks
• Small and large appliances
• Furniture

Stretch paychecks further – reduce recurring bills for:
• Childcare and e-learning
• Wholesale club memberships
• Cell phones and coverage plans
• Mortgage, auto refinancing and personal loan programs

Plus, compare auto and home insurance from leading carriers to save every month.
Use a needs-based approach; microsite tile examples
More important than ever in our hyper-inflationary environment

To build my financial wellness, I want to...

- ...get financially smarter; get guidance
- ...find ways to make my paycheck go further
- ...be ready for unexpected emergencies
- ...save for my longer-term goals
- ...fix or improve my credit rating
- ...get a loan
- ...refinance my student loans
- ...build a 529 education savings account
- ...save and invest for retirement
Example: Large county continuous improvement

**Problem:** Reach employees and family via easy-to-understand communications, tailored by union subgroup, and flexible to reach via each audience’s preferred media

**Solution:** Work closely with union representatives, conduct focus groups to learn understanding and preferences, and continually update the communication strategy

- Eye-catching visual identity
- Benefits portal with video benefit tutorials; FSA microsite
- Print enrollment materials AND “go green” initiative to promote Web
- “Quick Start” summary to streamline enrollment
- Posters for visibility in each workplace
- Quarterly wellness newsletters

**Results:** A process and approach that works

- Survey (ASK!): 95% positive on understanding and 95% on making good decisions; 88% said mix of print and digital info is just right
- Pivoted quickly for unique needs during the pandemic
- Ongoing collaborative process with unions for input
# How can your organization step up wellbeing?

Let your human capital objectives, data and employee input guide priority actions

## Mind the gap: Where’s the right place to help fill it and enhance your employee value proposition?

<table>
<thead>
<tr>
<th>DE&amp;I, social determinants</th>
<th>Mental wellbeing support</th>
<th>Financial wellbeing and VB</th>
</tr>
</thead>
</table>
| • Data confirming present state and gaps for race/ethnicity, women, LGBTQ+, age, ability, neurodiversity, etc.  
• Policies, practices and culture-building  
• Tactics to address health inequities | • Claims data and employee listening  
• Stigma reduction, toolkits  
• Tailored support beyond EAPs: vendor selection, promotion | • Savings and discounts to stretch budgets  
• Financial coaching; money management  
• Emergency savings; personal loans  
• Long-term care  
• 529 plans; college resources |

<table>
<thead>
<tr>
<th>Family building, caregiving</th>
<th>Paid time off, flexibility</th>
<th>Employee experience</th>
</tr>
</thead>
</table>
| • Assessment  
• Fertility support  
• Transgender benefits  
• Coaching and counseling services | • PTO buy, sell, trade  
• Work flexibility  
• Family leave  
• Life planning/lifestyle accounts | • Review of employee experience: recruitment, onboarding, ongoing  
• Emphasize personalized and ongoing, year-round communication |
Questions

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