

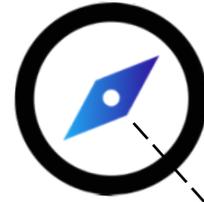


Are your wellbeing efforts making a difference for your employees?

June 29, 2022



About Buck



106

Years in consulting

66

Years in health consulting

70

U.S. Net Promoter Score
(excellent)

2,200

Employees

18

Years (average
Public sector client tenure)

1,700

Clients

200+

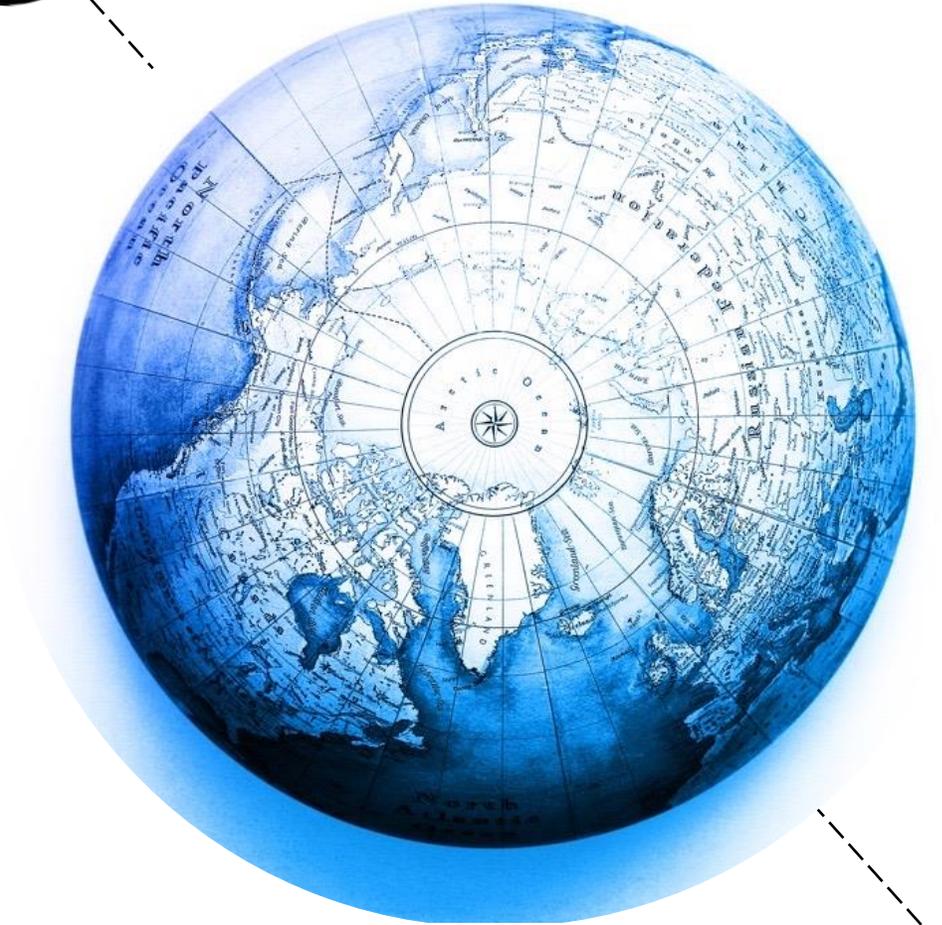
Public sector clients

12

Years (average
employee tenure)

84

of the Fortune 500



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?

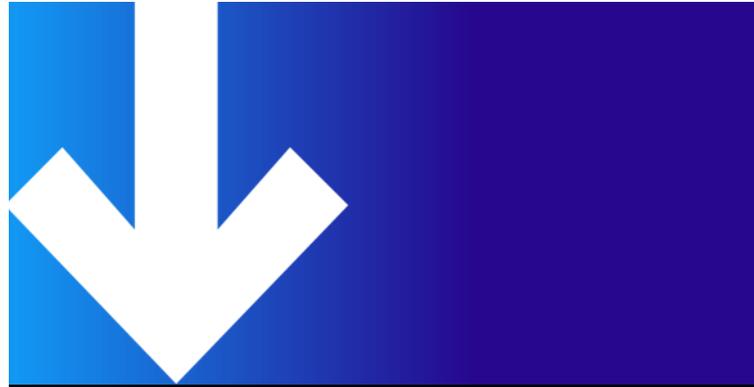
Tom Kelly

Principal, Health Practice, Buck

Factors impacting employee retention



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



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

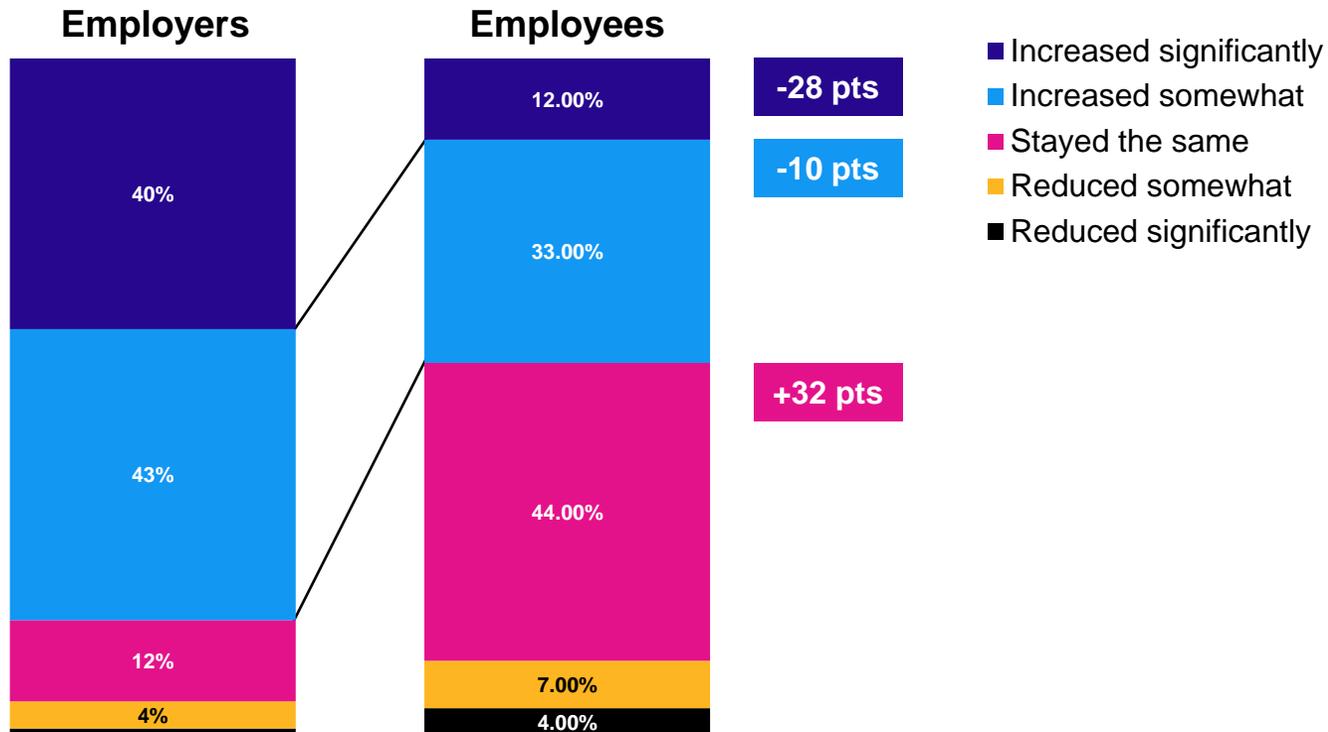
35%

workers are considering a job change. Wellbeing, DE&I and diverse benefits are key drivers of retention.

* 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.

Wellbeing efforts are missing the mark for most employees

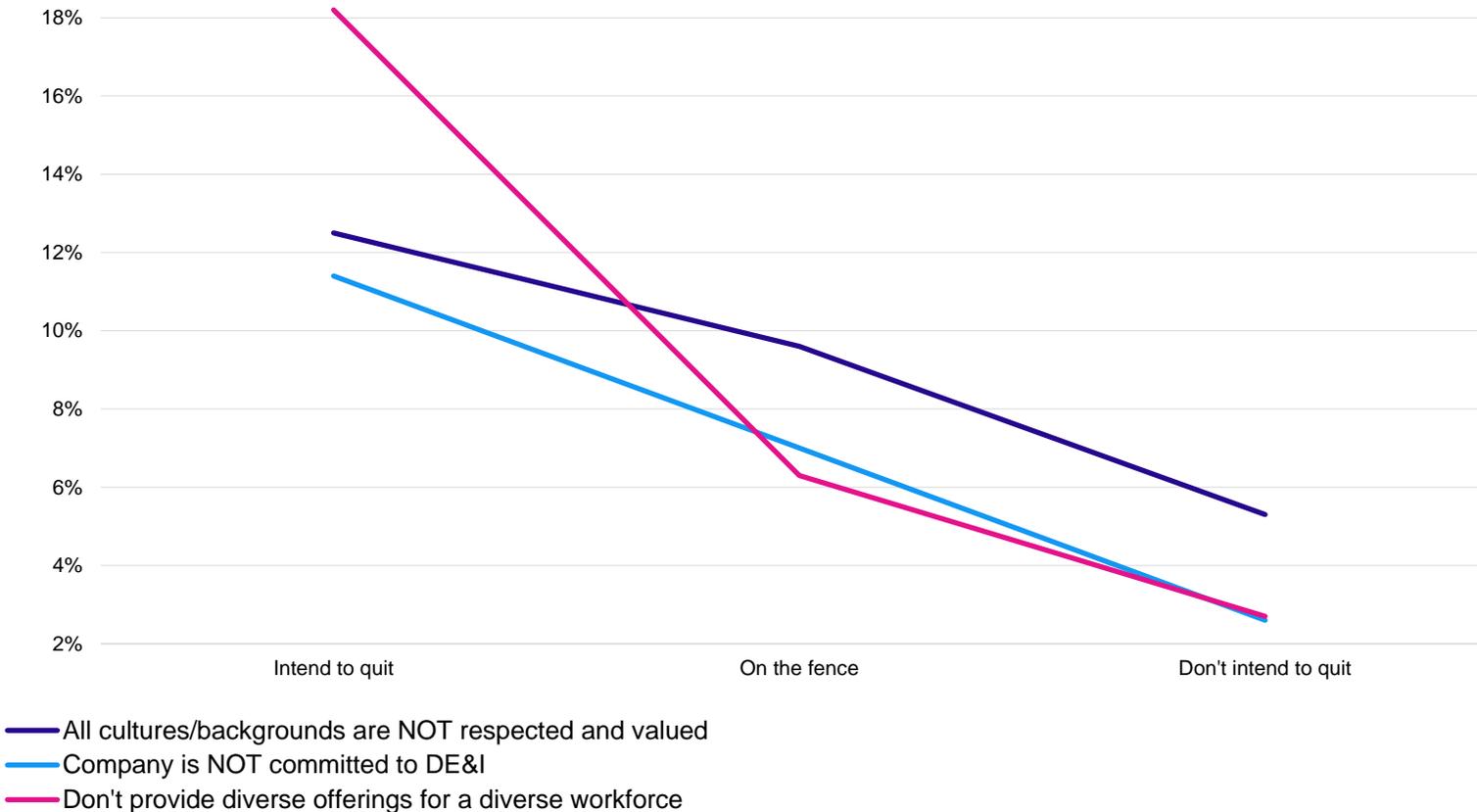
Level of commitment to promoting employee wellbeing



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

Creative strategies are vital to support DE&I

DE&I and intent to quit



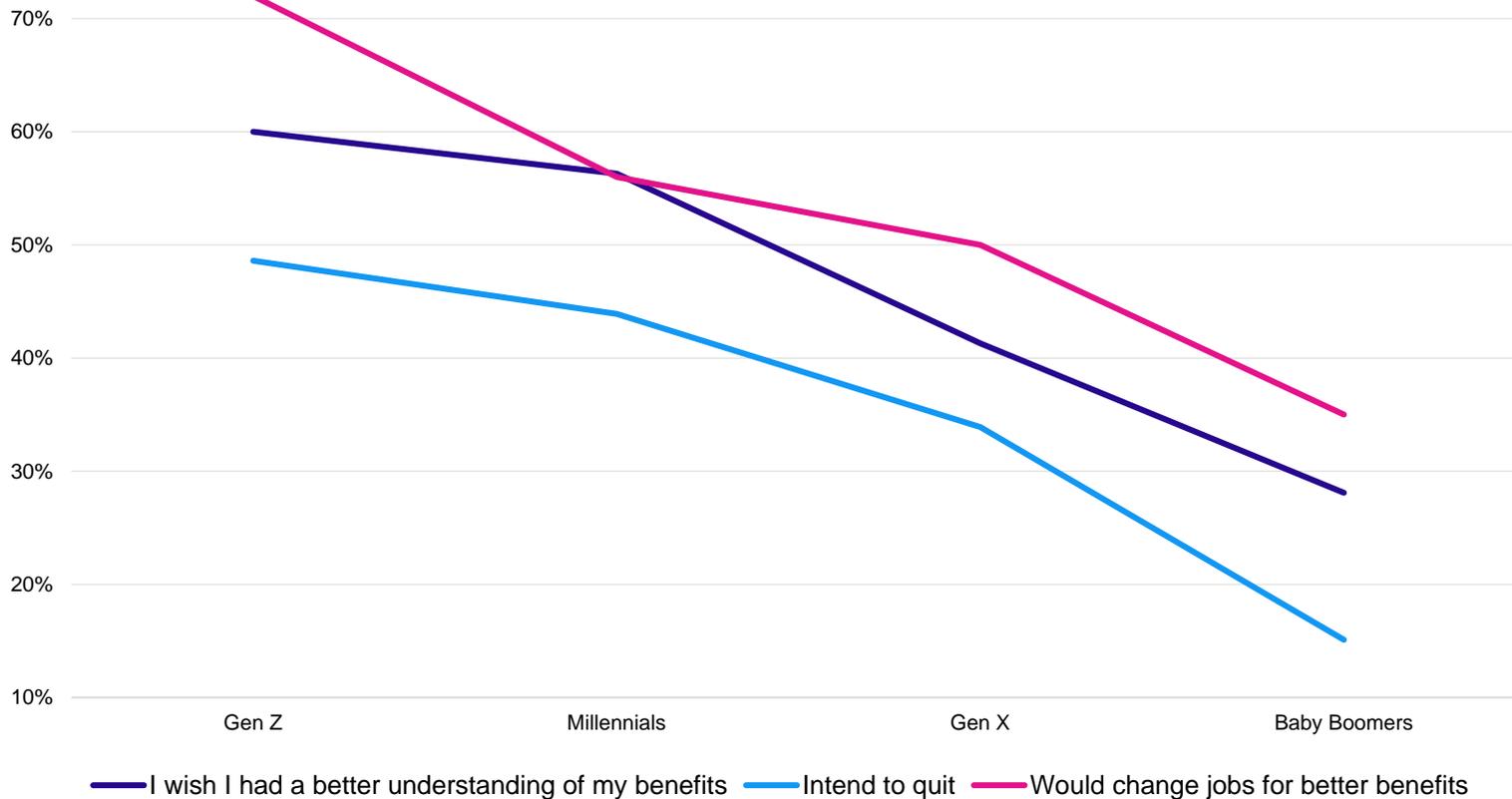
Gap:

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

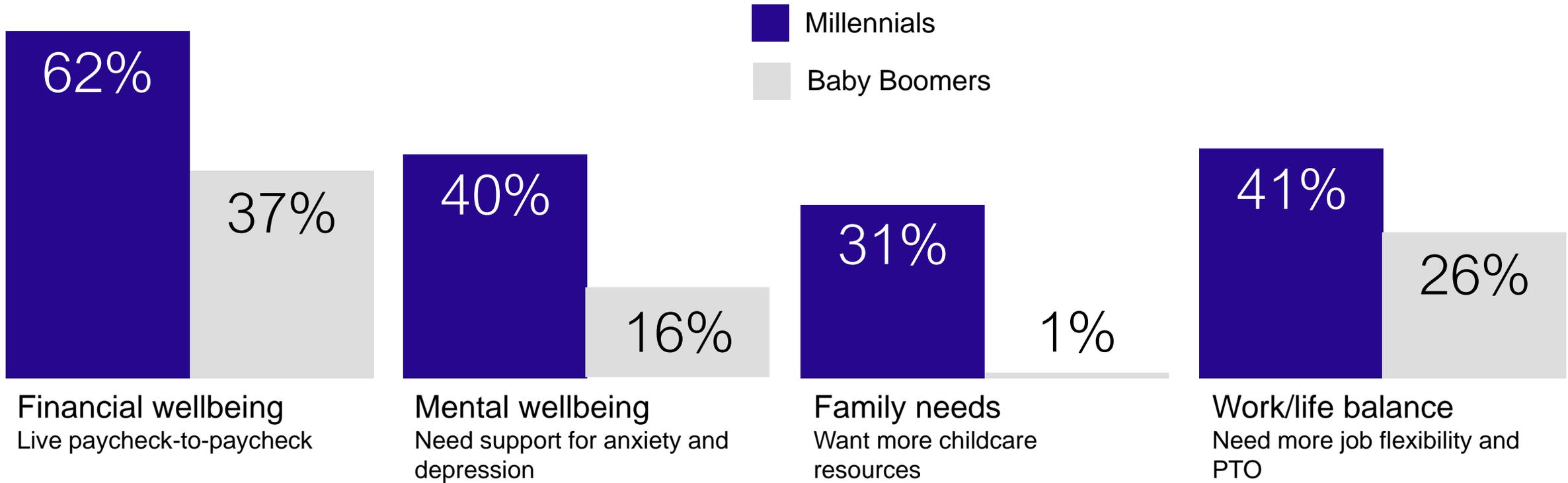
Average level of agreement by generation



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

The generational (or life stages) gap

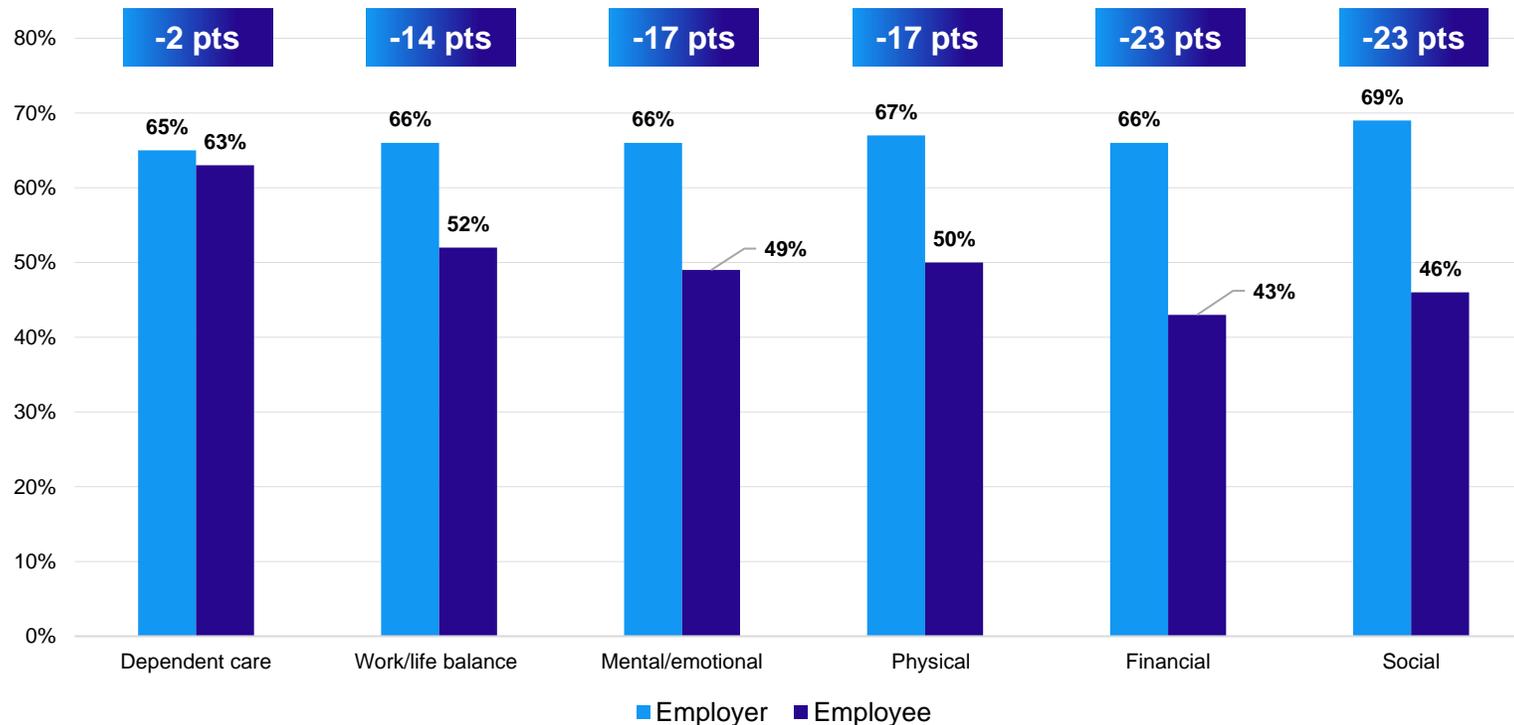
Mind the gap and then tend the gap:
Does your value proposition need to prioritize ways to address unique subgroup needs?



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

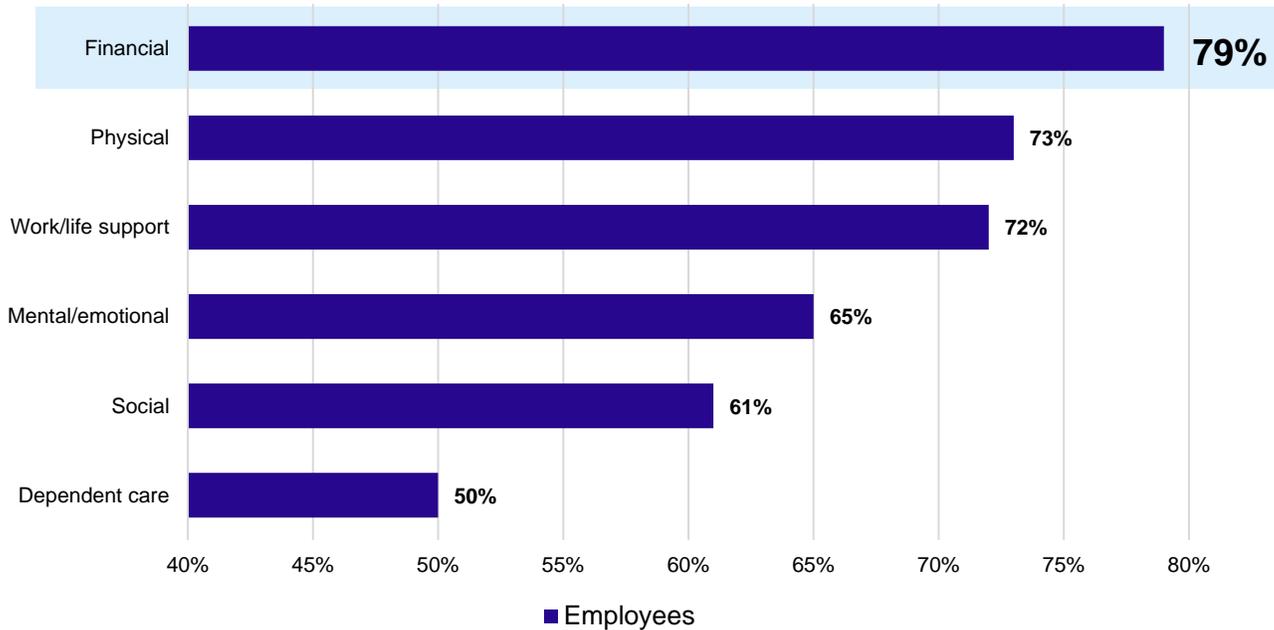


Employers overestimate all aspects of wellbeing, especially financial and social; employees expect more support, especially for work/life, mental/emotional, and financial needs.

Employees' top request: Better financial support

Desire for expanded employer-sponsored programs

Employees

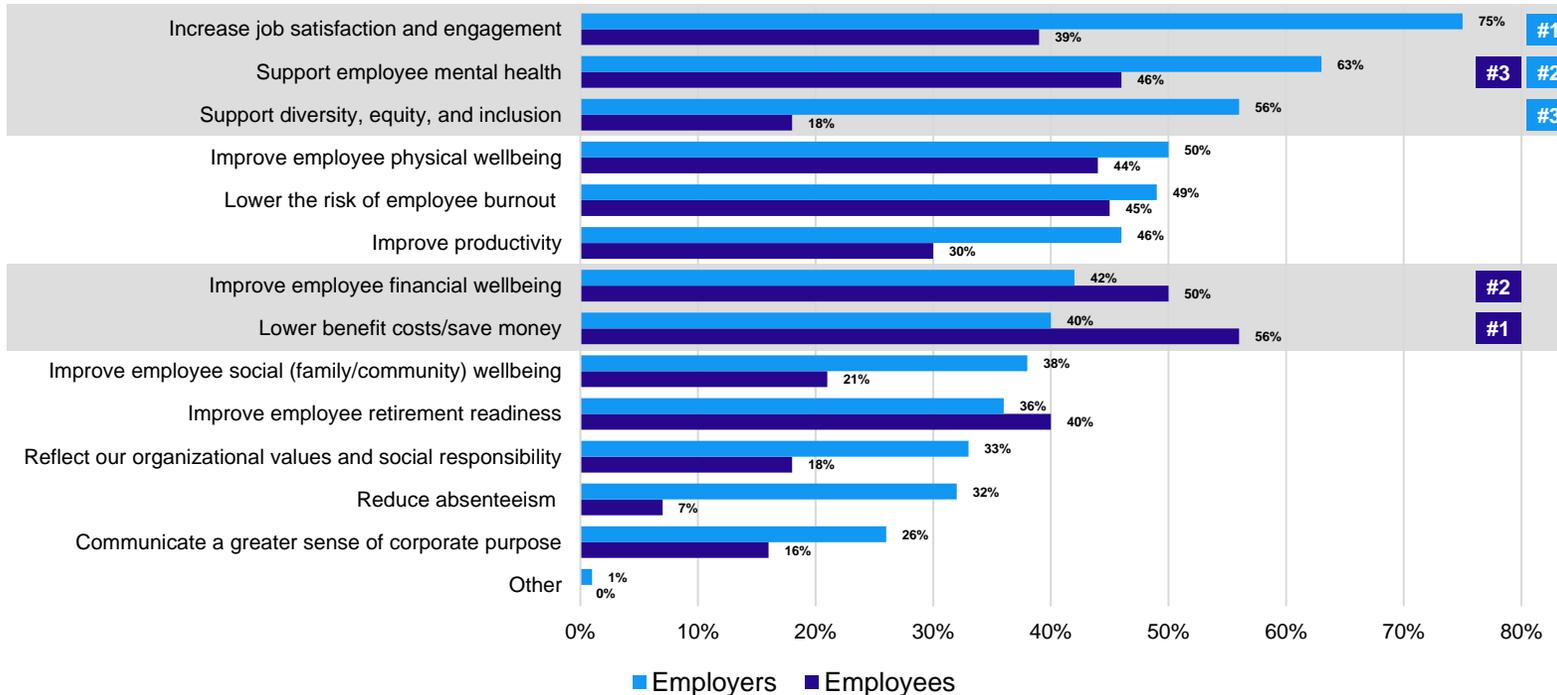


53%
Live paycheck-to-paycheck

32%
Unsure if they manage their money well

There's agreement on mental health as a priority

Wellbeing priority areas of focus for employers versus employees



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

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

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%

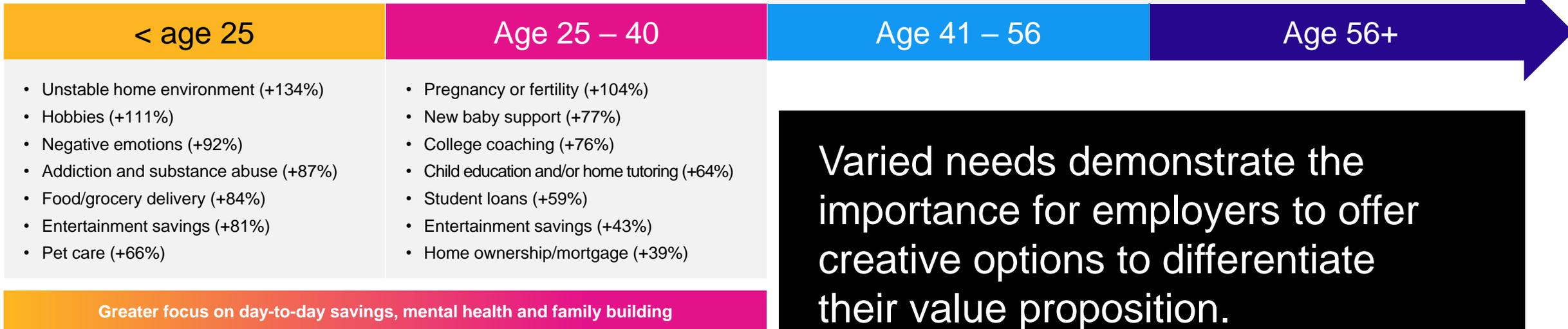
More important to employers	
Work relationship building	56%
Diet and nutrition	49%
Weight management	48%
Health screenings	45%
Chronic condition management	44%
Healthcare understanding/navigation	42%
Social isolation	41%
Child caregiving	37%

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.

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.



Note: Percentages represent extent of preference above the median response.

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

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

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

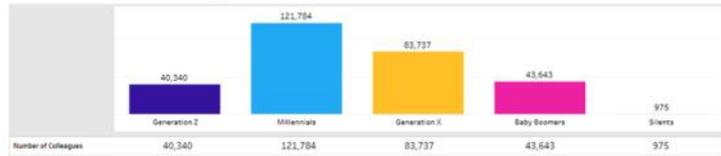


We review colleague listening, data analytics and benchmarking, and conduct benefit gap analysis to define and refresh our strategic roadmap.

Social determinants research – VB enrollment

	Columbus, OH	Dallas, TX	Hartford, CT	Houston, TX	Kansas City, MO KS	Philadelphia, PA NJ DE MD	San Antonio, TX
Number of Colleagues	290,479	3,759	12,256	5,870	3,211	10,283	4,399
VB Enrollment %	2.0%	30%	31%	29%	26%	23%	37%
Avg VB Plan per VB Colleague	2.00	2.05	2.12	1.88	2.15	2.07	2.20
% Male	30.3%	24.0%	32.3%	36.7%	29.9%	28.3%	31.9%
% Female	69.7%	76.0%	67.7%	63.3%	70.1%	71.7%	68.1%
Avg. Age	39	40	38	43	37	39	41
Avg. Annual Salary							
Avg. Employment Length (years)							
% Critical Illness							
% Health Reimburse							
% Hospital Indemnity							
% Legal Services							
% Identity Theft							
% Auto/Home							
% Pet							
% Disability							
% Purchasing Power							
% Uninsured/Underinsured							

Generation analysis



Colleague overall eligible demographic analysis



Financial well-being VB gap analysis

Voluntary benefit	Well-being consideration	Opportunity	Benchmarks
Emergency savings via payroll deduction	<ul style="list-style-type: none"> Households with difficulty covering usual expenses increased between 2020 and 2021 Rates are particularly high for household incomes <\$50,000 65% lack a savings buffer, putting them at risk of hardship in the event of income disruption or unexpected expenses 	<ul style="list-style-type: none"> Colleagues earn up to \$50 bonus on first \$500 saved Competitive 0.5% APY ongoing Money automatically moves to savings every period Simple, smartphone-friendly setup, mobile banking Broader mobile banking solutions - free overdraft protection, early access to pay, and "save while you spend" feature to round up spending into savings 	2020 EBRI FW Survey: <ul style="list-style-type: none"> Loans: 19% offer, 17% plan to offer Emergency savings via payroll deduction: 20% offer, 31% plan to offer (highest of all financial wellbeing offerings)

Financial well-being VB gap analysis

Voluntary benefit	Well-being consideration	Opportunity	Benchmarks
Instant pay and digital banking for "unbanked"	<ul style="list-style-type: none"> Fill the gap for colleagues that are unbanked 83% of employees experienced an unexpected expense in the last 12 months 41% use credit or alternative high-interest funding source to cover this 	<ul style="list-style-type: none"> Free for both CVS Health and your colleagues - no transaction fees, subscription fees, minimum balance requirements Automated digital disbursements Part of the Allpoint network of ATMs (in CVS Health locations) Banked in 90 seconds with no credit-check - easy entry to the financial system for unbanked/underbanked colleagues 2-day, early paycheck - no need to modify payroll 	2020 EBRI FW Survey: <ul style="list-style-type: none"> 16% offer, 18% plan to offer Walmart Wendy's Kroger McDonald's

Financial well-being VB gap analysis

Voluntary benefit	Well-being consideration	Opportunity	Benchmarks
Excess liability	<ul style="list-style-type: none"> Complement existing auto/home program Litigiousness in the U.S. growing at an alarming pace Gaps in personal lines coverage: accidents at home, dog bites, swimming pools, youthful drivers, other uninsured/underinsured 	<ul style="list-style-type: none"> For select "carveout" population, bridge gaps between auto/home liability coverage and a judgment or settlement As low as \$200 per year colleagues can get \$1M of 	Kellogg's McDonald's United Airlines Home Depot

Financial well-being VB gap analysis

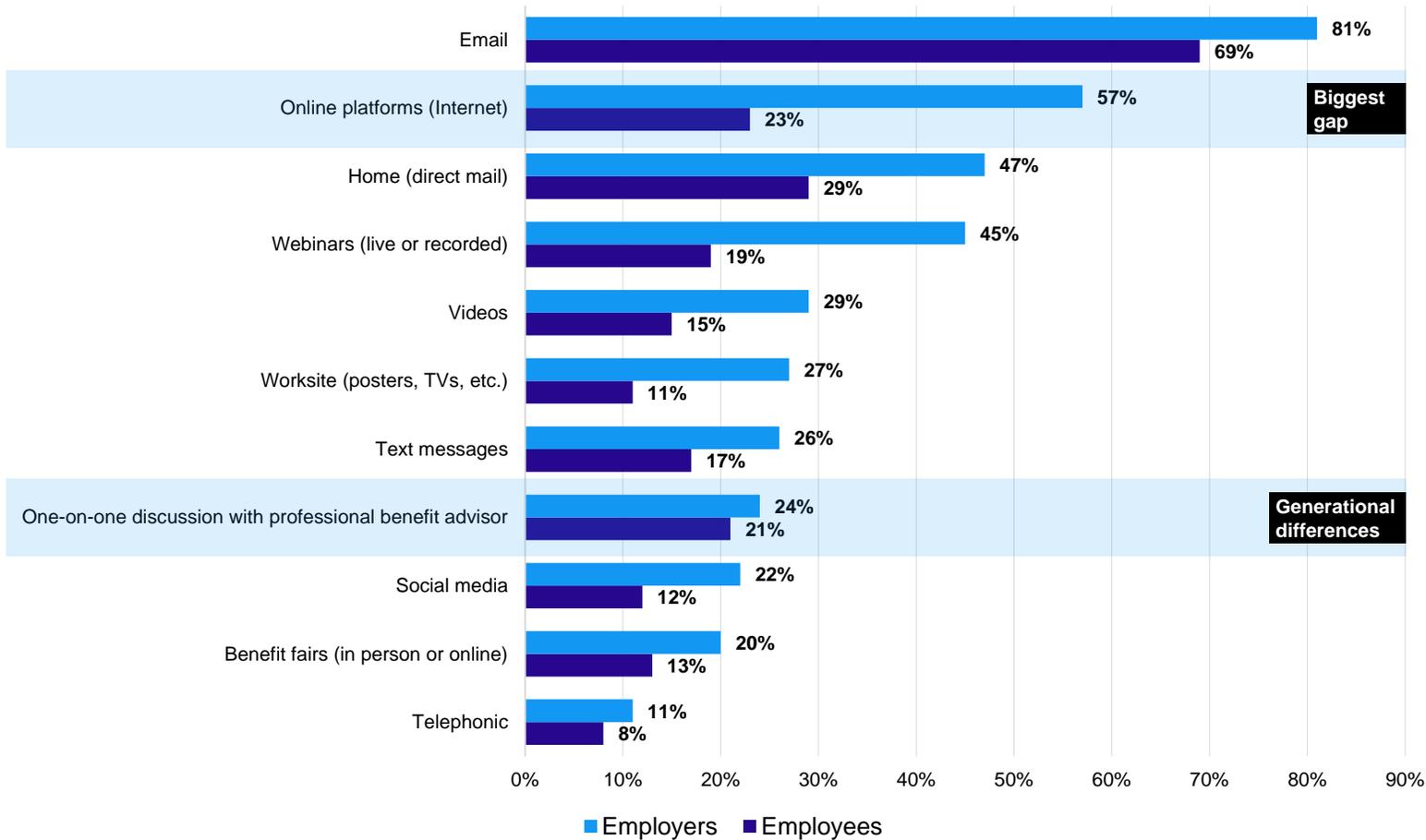
Voluntary benefit	Well-being consideration	Opportunity	Benchmarks
\$29 college savings	<ul style="list-style-type: none"> Millennials/Gen X (70%) most likely to use 529 plans Paying for college #1 financial concern of employees 74% of employees say 529 plans help achieve wellbeing 85% expect kids to attend college, only 40% have plan to pay #1 concern of parents: 73% worry about college funding more than any other issue 	<ul style="list-style-type: none"> Add payroll deduction and increase promotion Enrollment/contributions in all direct 529 savings plans Financial advisors and proprietary scoring methodology to select right 529 plan Take advantage of state tax credits Track performance 	Currently offered to CVS Health without payroll. Compiling participant data to better understand satisfaction
College ROI matching and career path support for children	<ul style="list-style-type: none"> Complement existing Bright Horizons as well as student loan refinancing and tuition reimbursement benefits Address one of the largest anxieties and liabilities for parents: the rising cost of college Increase retention, engagement and financial wellness 	<ul style="list-style-type: none"> Provide greater transparency around the "true cost" of college and ROI based on major, expected first-year salary, qualification for financial aid/scholarships, etc. \$5,000 saved for the average family Personalized reports on affordability and outcomes Personalized financial aid and loan calculations Career Pathfinder helps align career choices with own individual talents and interests Assessment tools linked to career/knowledge planning Connect career planning to educational choices and return on investment 	Write large number of Fortune 500

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



Pulse survey: mental/emotional wellbeing

Thank you for participating. Your responses are confidential, although the system does include your name and email address. Be assured that your personal answers will not be shared; they will be aggregated with others for summary reporting of highlights across our Buck US colleagues.

1. What has been your personal experience with COVID? (Mark all that have applied.)

- None
- Have someone who had a mild case
- Have someone who became seriously ill
- Have someone who died
- Have been fully - none of the above

2. Have any of the following been affected?

- Fear of contracting COVID
- COVID isolation or quarantine
- Job or financial loss
- Physical illness
- Mental anguish



Wellbeing gap

Targeting diverse needs; bundle to promote holistic, integrated offerings



Priorities gap

Examples: Mental and financial wellbeing support, top priorities



Mental well-being: Choose resources for your journey

Resource	Topic	Language	Format
Employee Assistance Program (EAP)	Mental Health	English	Phone/Chat
My Well-being	Mental Health	English	Online
Financial Well-being	Financial	English	Online
Health Discount Center	Health	English	Online
Identity Protection Program	Identity	English	Online
My Well-being	Physical	English	Online
My Well-being	Emotional	English	Online
My Well-being	Financial	English	Online
My Well-being	Health	English	Online
My Well-being	Identity	English	Online
My Well-being	Physical	English	Online
My Well-being	Emotional	English	Online
My Well-being	Financial	English	Online
My Well-being	Health	English	Online
My Well-being	Identity	English	Online



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.

I need help managing relationship issues	I'M FEELING STRESSED OR BURNED OUT	I want to focus on better health habits <i>(Sleep, food, exercise, help with a health condition, etc.)</i>
I'm worried about my child or parent: caregiving support	I have financial worries	I'M CONCERNED ABOUT THE USE OF ALCOHOL OR DRUGS
I FEEL ANXIOUS OR DEPRESSED	I'm grieving the loss of a loved one	I'm concerned about suicidal thoughts

- my  health & wellness
- my  financial security
- my  rewards & recognition
- my  growth & development
- my  community



How the EAP Can Help You

All associates can take advantage of the GuidanceResources Employee Assistance Program (EAP) year-round. Confidential, no-cost, 24/7 EAP services can help you and your family members with everyday or more complex issues, even if not covered by a Weis Markets medical plan! Get up to three free visits with a counselor (by phone, video chat, or in person), per family member, per issue, per year.

KEEP EAP INFO HANDY

 <p>Juan</p> <p>Juan's son, Anthony, has had a tough first year of college being away from home for the first time and balancing his social life and classwork. He's developed anxiety and wants help to cope.</p> <p>Solution: Anthony connects with a trained clinician for virtual counseling help in managing his stress and anxiety.</p>	 <p>Maria</p> <p>Maria's husband recently lost his job, and they need help managing their finances. She doesn't know where to start and knows that financial advisors can be expensive.</p> <p>Solution: An EAP Guidance Consultant helps connect Maria to help from a free, confidential financial expert.</p>	 <p>Sarah</p> <p>Sarah recently had a baby and lost his job, and they need help managing their finances. She's worried about finding a quality child care provider she can trust, to care for her little one.</p> <p>Solution: Sarah receives a child care referral from an EAP Guidance Consultant. She returns to work knowing her baby is safe.</p>
---	---	--

Who is it for? People like me.



Tony

- 55 and having watched his own parents' health decline, Tony wants long-term care coverage for himself and his wife, to have peace of mind for their future together.
- He purchases \$150,000 in life insurance coverage for himself, which will provide a long-term care benefit should he need it, or will support his wife financially in the event of his death.



Eric

- Eric is 38 and the primary bread winner. His spouse is at home caring for their three young kids.
- He likes having life insurance to protect his family, and long-term care coverage to protect their financial futures.
- Since they're a one-income family, Eric buys \$75,000 in life insurance coverage for himself and \$20,000 for his wife.



Jan

- Jan is 27 and proactively building a financial plan for her future.
- She likes the idea of life insurance to help a family member if something happens to her. She also likes building cash value for future access to a loan if she needs it; this would help protect her 401(k) plan balance.
- She enrolls for \$25,000 in life insurance coverage.

COVERAGE DETAILS

Financial wellbeing communication and education

Success insights

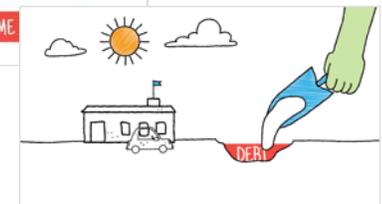
- Know your audience needs; education is a start
- Can't win the long game (retirement savings) without the short game (paycheck-to-paycheck help)
- Enable with tools and benefits, and engaging, motivational communication strategies



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



Financial strength for tomorrow by building strength today



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

DE&I, social determinants

- 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

Mental wellbeing support

- Claims data and employee listening
- Stigma reduction, toolkits
- Tailored support beyond EAPs: vendor selection, promotion

Financial wellbeing and VB

- Savings and discounts to stretch budgets
- Financial coaching; money management
- Emergency savings; personal loans
- Long-term care
- 529 plans; college resources

Family building, caregiving

- Assessment
- Fertility support
- Transgender benefits
- Coaching and counseling services

Paid time off, flexibility

- PTO buy, sell, trade
- Work flexibility
- Family leave
- Life planning/lifestyle accounts

Employee experience

- Review of employee experience: recruitment, onboarding, ongoing
- Emphasize personalized and ongoing, year-round communication

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

Questions



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.



The information contained in this presentation does not constitute legal advice. Consult with your legal and tax advisers before applying this information to your specific situation.

© 2022 Buck Global LLC. All rights reserved. Buck is a trademark of Buck Global LLC. and/or its subsidiaries in the United States and/or other countries.