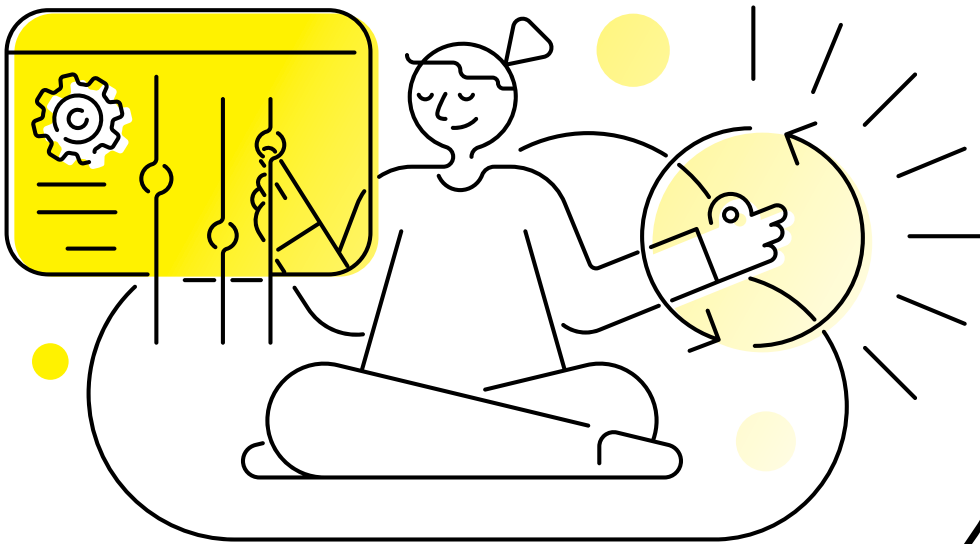

2023 Hot topics in employer wellbeing



About this report

Alight's Hot Topics in Employer Wellbeing Programs Report summarizes the results from our first-ever survey showing the current landscape of employer wellbeing programs and the changes that employers are planning for the upcoming year. The survey was conducted in the summer of 2023 and gathered responses from 63 organizations, together employing three million workers.

Thank you for your interest in this report. We hope you find value in the data and insights.

About Alight Solutions

Alight is a leading cloud-based human capital technology and services provider that powers confident health, wealth and wellbeing decisions for 36 million people and dependents. Our Alight Worklife® platform combines data and analytics with a simple, seamless user experience. Supported by our global delivery capabilities, Alight Worklife is transforming the employee experience for people around the world. With personalized, data-driven health, wealth, pay and wellbeing insights, Alight brings people the security of better outcomes and peace of mind throughout life's big moments and most important decisions. Learn how Alight unlocks growth for organizations of all sizes at alight.com.

Powering confident decisions, for life.

Employee wellbeing is the future of work.

For many, work was typically defined by being in-person in an office setting but now more than 80% of employees work remotely at least some days per week.¹ Technology enabled this work design and allowed many organizations to pivot quickly during the pandemic and continue operations. Yet despite the work from home wave, half of employees are feeling burned out.² While some may think the “great resignation” and “silent quitting” may be slowing down, half of employees are open to changing employers within the next year.³

Fortunately, there is hope for employers. According to Alight's *2023 International Workforce and Wellbeing Mindset study*,

47% of workers say wellbeing benefits and programs make the employer more attractive to potential workers

In a tight labor market, keeping employees and having them feel their best is paramount.

More than 80% of employers believe wellbeing has grown in importance over the last 12 months. As a result, wellbeing initiatives have expanded. Now, employers have an average of 22 different wellbeing programs and many have greater than 50 programs.

Yet after all that investment and effort, only 21% of employers consider themselves to be at a leading level of maturity in this space today. Roughly half of employers said they are likely to make additional investments in programs in the next 12 months. So what is next for wellbeing? It's time to pause and rethink what a wellbeing strategy looks like in 2024 and beyond.

The first step in determining the wellbeing strategy of the future is to look at where we are today. That is the main reason Alight created this inaugural Hot Topics in Employer Wellbeing Programs report. We believe there is value in seeing what other employers offer and where they intend to focus in the year ahead. Based on the responses from more than 60 organizations employing three million workers, we found three key themes for employers:

THEME 1

The primary reason employers invest in a wellbeing program is to improve culture.

- 87% of employers cite the primary reason for a wellbeing program is to improve culture. However, the culture can change only if workers have awareness and utilize the wellbeing benefits. We believe people are more likely to use the programs and benefits in the moments that matter to them personally.
- Only 31% of employers currently use employee data to create personalized communications, but the number is expected to double in the year ahead.
- 84% of workers who received personalized health and wellness communications said they were valuable.⁴

THEME 2

It's all about the employee experience.

- Almost 90% of employers said that having a portal or single platform for health, wealth and wellbeing is important and will be making that investment if they do not already have one today.
- 86% of workers think it is important to have a one-stop shop for all health, wealth and wellbeing benefits.⁵
- According to The Josh Bersin Company, a good wellbeing platform makes a company 2.2X more likely to exceed financial targets and 5.4X more likely to have low annual healthcare claim costs.⁶

THEME 3

There is a balanced focus on future investments across mental, physical, financial and social wellbeing pillars.

- **Mind:** Seven out of ten employers have already invested in mental health resources and half of the rest are very likely to add coaching support resources for mental, emotional, and behavioral health. This is likely due to the high demand for services, especially among the Gen Z population where 80% say they have moderate to high stress.⁷
- **Body:** Along with traditional physical programs like fitness, nutrition, and weight loss programs, 50% of employers have women's health resources. This continues a broadening view of women's health beyond fertility to now include hormone and menopause support.
- **Wallet:** Two-thirds of employers have a tool or service to help workers with budgeting and with 40% have resources focused on financial support for different life stages, like purchasing a home or saving for college. This is reinforcement that financial wellbeing is more than simply saving for retirement.
- **Life:** Three-quarters of employers say career development is a focus area of investment for social wellbeing. Generative AI has the potential to assist employees by identifying skill gaps and suggesting relevant training opportunities for career development. This can help employees align their personal career aspirations with the company's broader goals.

By using these insights, you can take actionable steps to improve your wellbeing strategy:

1. Create a culture of wellbeing with a personalized wellbeing path.

- Make employees feel cared for by using personalized messaging to highlight the right content, programs and benefit at the right time during the moments that matter.
- Leverage wellbeing content, create challenges and recruit wellbeing champions or ambassadors to serve as role models for wellbeing and create a bottom-up and top-down approach for a culture of wellbeing across all levels in the organization.
- Always search for the wellbeing connection. For example, instead of giving generic gift cards as an incentive for taking wellbeing actions, allow employees flexibility and choice to use incentive dollars to what is meaningful to them personally through a wellbeing marketplace. Because wellbeing means something different to every individual, flexibility and choice can help build trust between the employee and employer.

2. Leverage a wellbeing platform as a weapon for talent attraction and retention.

- Employees don't need a link farm to all their benefits and programs. Instead, they need a single front door that has a simple, personal and engaging user experience.
- Provide an AI- powered digital employee platform. A rich data set that tracks how employees engage with their benefits can guide the employee to the right program at the right time.
- Employers using a wellbeing platform are three times more likely to engage and retain workers and 5.4 times more likely to be able to recruit new talent.⁸

3. Overcome the budget hurdles by recognizing the “free” options.

- Almost 70% of employers said that budget constraints keep them from fully executing their wellbeing strategy.
- Instead of adding more wellbeing vendors, use a wellbeing marketplace to provide hundreds of choices for niche wellbeing needs such as sleep support, nutrition solutions and on-demand coaching services.
- Navigational services can provide a 100% return on investment because they connect workers to high-quality healthcare providers and services with lower costs options.
- Digital therapeutics can reduce and prevent healthcare costs for people at risk for conditions such as diabetes, heart disease, back pain and anxiety by letting them complete digital clinical journeys and self-care. According to Mobile Health, this type of approach is estimated to result in 5X less claims costs per engaged employees and is 10X less expensive than an independent provider solution.

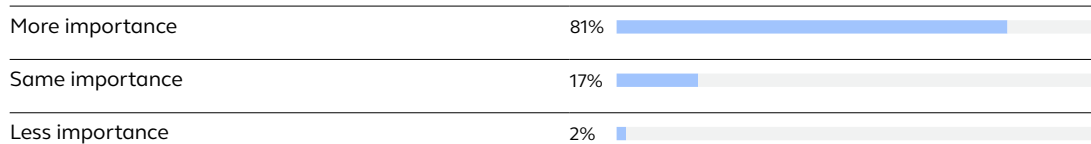
In short, employee wellbeing is the future of work. By building a culture of wellbeing, having a simplified user experience with a wellbeing platform and investing in the most relevant solutions to meet the vast and diverse needs of the employee population, you can remain competitive this year and beyond.

We sincerely thank the employers that participated in this survey. Their dedication to building healthy employees and healthy organizations is truly commendable. Their efforts empower workers and their families to live their best lives at home and at work.

WELLBEING PROGRAMS SHOW NO SIGNS OF SLOWING DOWN

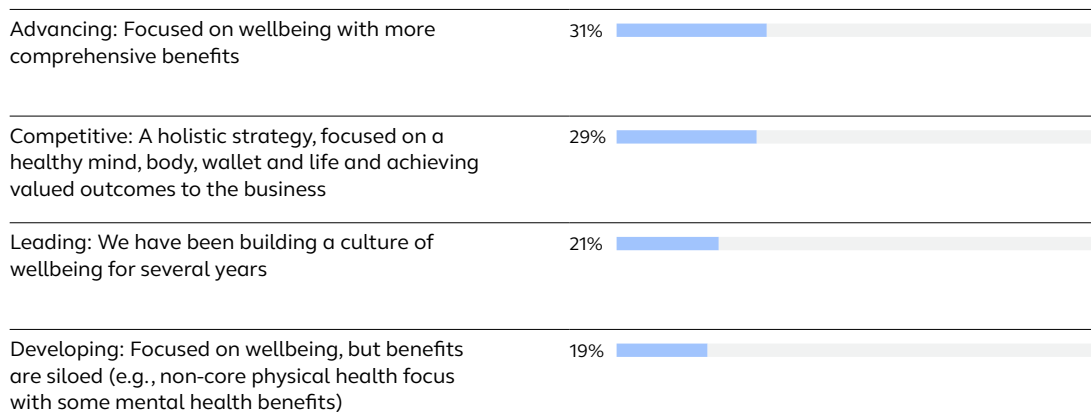
Despite some employers tightening their benefits spend, we see a clear trend: over 80% of employers said that their wellbeing program is more important than it was a year ago. Only 2% said it was less important.

Change in wellbeing program importance over the last 12 months



Employers are evenly split among different maturity stages of their program. While a fifth say they have been building a culture of wellbeing for several years, an equal number say they are consolidating different silos of benefits.

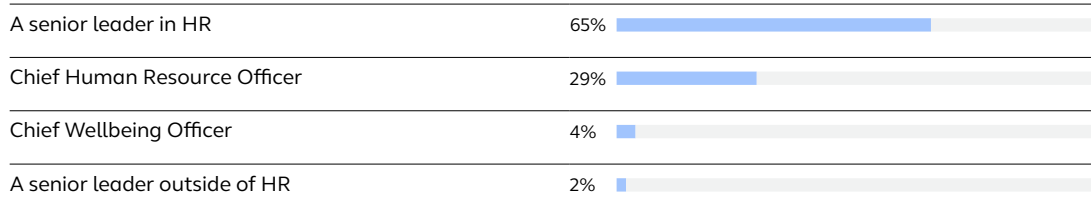
Maturity of wellbeing program



WELLBEING PROGRAMS SHOW NO SIGNS OF SLOWING DOWN

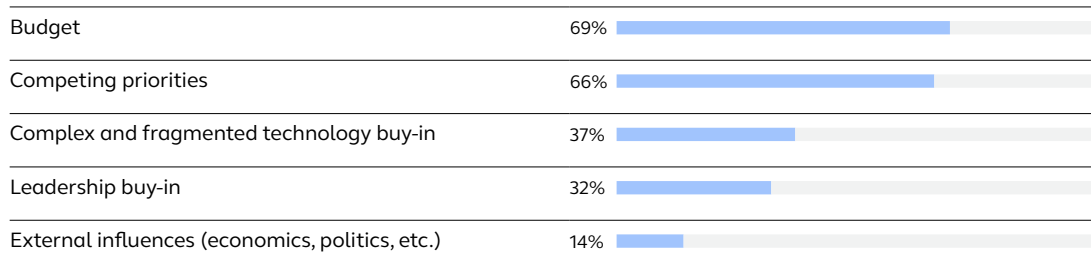
The ownership of wellbeing programs is evolving. About one out of every six employers said that there is no explicit owner of the wellbeing program at their organization. Among those that have an owner, about two-thirds said it is a senior leader in human resources.

Owner of wellbeing program



Almost every employer (97%) said they have some constraint keeping them from realizing their vision for the best wellbeing program with the biggest hurdles being budget (69%) and competing benefit priorities (66%). Only one-third said they have trouble getting leadership buy-in.

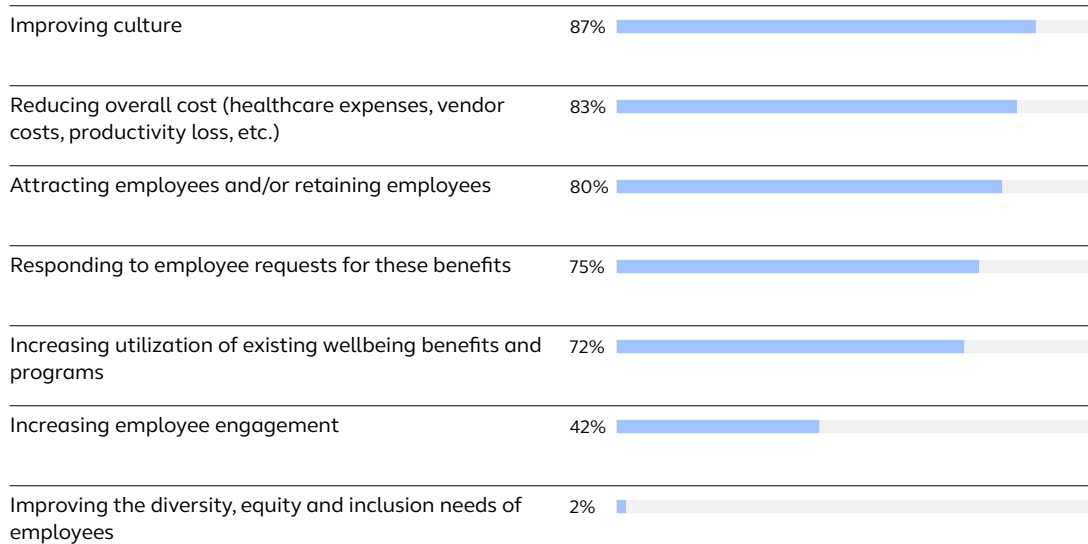
Hurdles to executing wellbeing strategy



WELLBEING PROGRAMS SHOW NO SIGNS OF SLOWING DOWN

Employers gave many reasons for offering their wellbeing program. Among the most common reasons were to improve culture (87%) and reduce costs (83%). Worker perspectives are also important. Eighty percent of employers said that they offer a wellbeing program to attract and retain employees and three-quarters said employees are asking for wellbeing benefits.

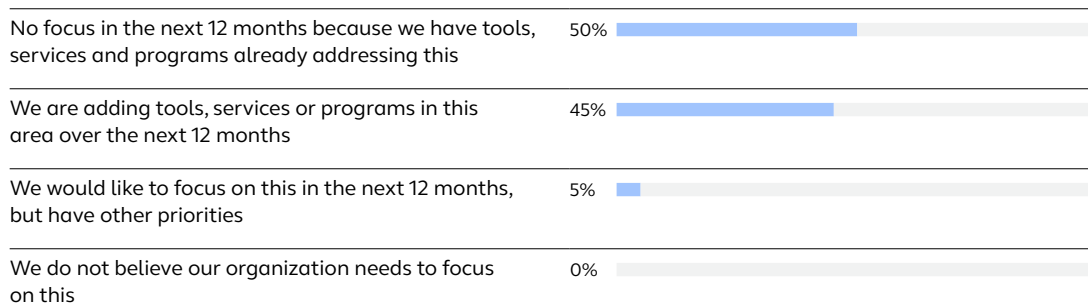
Reasons for a wellbeing program



How employers can help workers develop a healthy mind

Almost half of employers (45%) said they are planning on adding tools, services and programs to help workers with their mental wellbeing. All employers said they had a traditional Employee Assistance Program (EAP) for mental health needs from therapy/psychiatry and nearly 80% said they have a modern EAP with on-demand support for emotional, mental or behavioral health needs. Chat bots to assist with mental, emotional and behavioral health remain rare. Only 15% have them today, and of the rest, only one-in-ten are very likely to add them in the next 12 months.

Company focus on mental wellbeing over next year



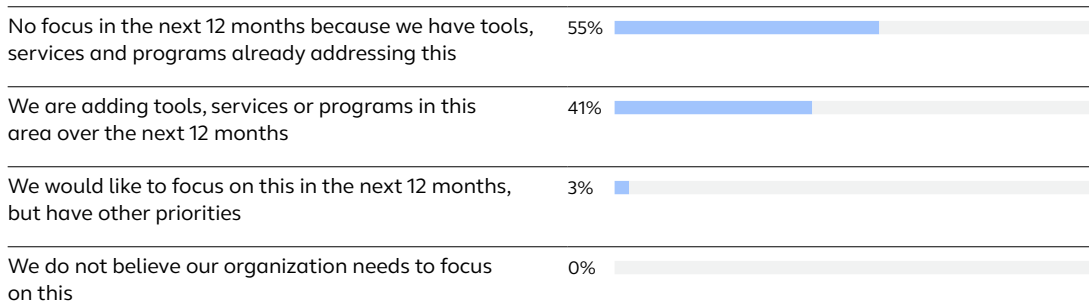
Mental health programs, policies, services or digital tools

	Among those not already offering			Already offer
	Very likely to add this year	Moderately likely to add this year	Not at all likely to add this year	
Employee Assistance Program (EAP): modern with on demand support for any emotional, mental or behavioral health needs	25%	58%	17%	78%
Mental/emotional/behavioral health coaching resources	50%	44%	6%	70%
Behavioral healthcare navigation/clinical expertise	35%	41%	24%	69%
Self-service digital/smartphone apps for everyday mental health awareness/support (i.e., mindfulness, meditation, sleep, stress)	52%	33%	14%	61%
Substance use disorder	26%	39%	35%	58%
Support groups	22%	33%	44%	35%
Mental/emotional/behavioral health chat bots	11%	41%	48%	15%

How employers can help workers develop a healthy body

Employers continue to add tools, services and programs to help workers improve their physical wellbeing. Women’s health is a particular focus. Only half of employers currently have a program specifically focusing on women’s health. Of those without a program, 54% are likely to add one in the next 12 months.

Company focus on physical wellbeing over the next 12 months



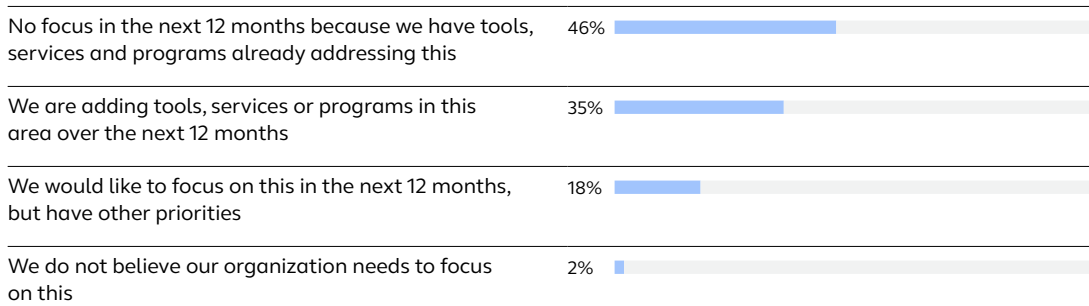
Physical health programs, policies, services or digital tools

	Among those not already offering			Already offer
	Very likely to add this year	Moderately likely to add this year	Not at all likely to add this year	
Diabetes	38%	38%	25%	85%
Smoking cessation	22%	33%	44%	83%
Health risk assessment	17%	17%	67%	77%
Chronic condition management	38%	23%	38%	75%
Exercise/fitness	50%	50%	0%	73%
Weight management	56%	38%	6%	69%
Health coaching	39%	44%	17%	65%
Nutrition	44%	44%	11%	65%
Musculoskeletal	45%	41%	14%	58%
Fertility	35%	57%	9%	56%
Cardiac care	26%	30%	44%	50%
Women’s health	54%	31%	15%	50%
Men’s health	35%	48%	16%	40%

How employers can help workers develop a healthy wallet

Improving financial wellbeing remains a hot topic. At Alight, we believe people move through four stages on their financial wellbeing path: security, foundation, growth and freedom. While employers are offering a range of tools to help with each phase, there is currently a greater focus on tools that help with security, such as debt management and budgeting assistance. In contrast, resources to help in the freedom stage, like post-retirement planning, are less widespread.

Company focus on financial wellbeing over the next year



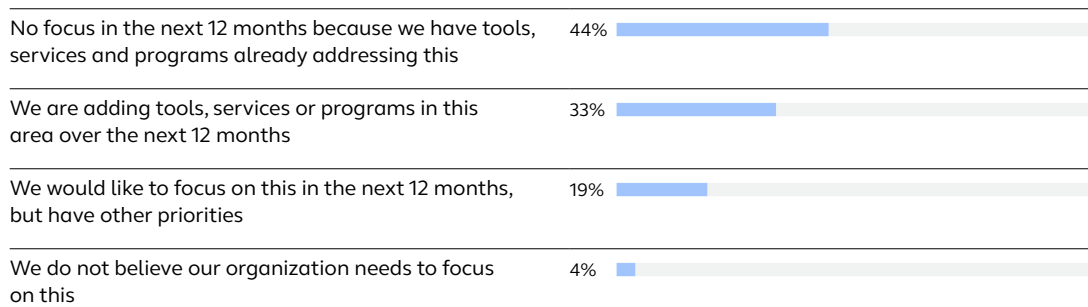
Financial health programs, policies, services or digital tools

	Among those not already offering			Already offer
	Very likely to add this year	Moderately likely to add this year	Not at all likely to add this year	
Budgeting (manage day-to-day finances)	33%	61%	6%	67%
Basics of financial markets, simple investing , etc.	45%	50%	5%	63%
Debt management (debt reduction, credit counseling, credit score management, digital tools)	22%	61%	17%	57%
Financial planning (creating a broad financial plan incorporating major purchase, medical expenses, retirement savings and income planning, insurance, taxation strategies, etc).	39%	43%	17%	57%
Healthcare education and planning (active medical expenses, Health Savings Accounts, retiree medical planning, government-provided healthcare programs)	35%	50%	15%	52%
Assistance post-retirement for programs (e.g., retiree forum or continuum, estate planning, retiree health expenses, etc.)	16%	10%	74%	43%
Prioritize savings (emergency savings vs. debt reduction vs. retirement savings, etc.)	39%	45%	16%	43%
Help savings for specific life stages (emergency savings, home purchase, college savings, etc.)	41%	38%	22%	40%
Assistance with establishing emergency savings	14%	49%	37%	36%

How employers can help workers develop a healthy life

One-third of employers plan on adding tools, services or programs to help employees establish and maintain a healthy work-life balance. Caregiver support and childcare resources are offered by about two-thirds of employers. Five out of every six employers have Employee Resource Groups, a way to connect with workers who volunteer to provide help and support to peers who share common characteristics such as gender, ethnicity, religious affiliation, lifestyle or interest.

Company focus on social wellbeing over the next 12 months



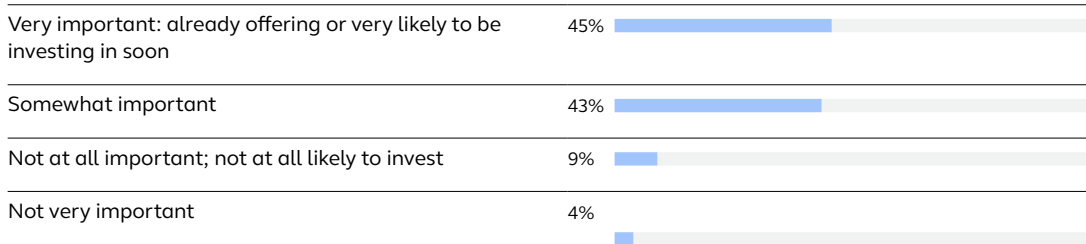
Social health programs, policies, services or digital tools

	Among those not already offering			Already offer
	Very likely to add this year	Moderately likely to add this year	Not at all likely to add this year	
Employee Resource Groups (ERG's)	38%	38%	25%	85%
In person or virtual social gathering events	38%	38%	25%	85%
Tuition reimbursement	0%	38%	63%	85%
Flexible schedules	18%	36%	45%	79%
Career and personal development and training programs including coaching, mentoring and leadership development	54%	23%	23%	76%
Volunteer opportunities / paid time off for volunteering	0%	54%	46%	76%
Family forming (adoption, surrogacy, fertility)	25%	56%	19%	70%
Childcare resources	10%	35%	55%	63%
Caregiver support/resources: Help for child, elder care or adult with impairments or condition	24%	43%	33%	62%
Emergency daycare	3%	35%	61%	42%
Domestic violence support	15%	38%	47%	35%
Virtual childcare support (e.g., classes, social communities)	13%	18%	69%	26%
Paid time off exchange: Redirect the balance of unused paid time off to services, charity, accounts or experiences	7%	18%	76%	15%

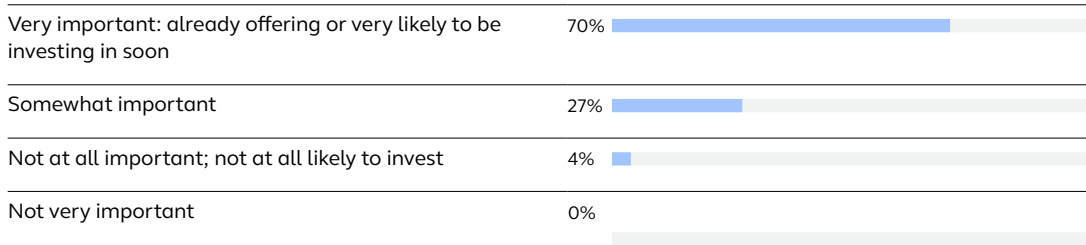
How employers are integrating their wellbeing pillars

Workers want unified wellbeing programs. According to Alight's 2023 *International Wellbeing and Workforce Mindset report*, 96% of workers with wellbeing sites think they are valuable. However, only about two-thirds of employers currently have a site, portal or hub. Employers believe in the importance of on-the-go access to health, wealth and wellbeing benefits with 70% saying mobile access is important.

Importance of a single portal or platform for access to all health, wealth and wellbeing benefits



Importance of mobile access to health, wealth, and wellbeing benefits



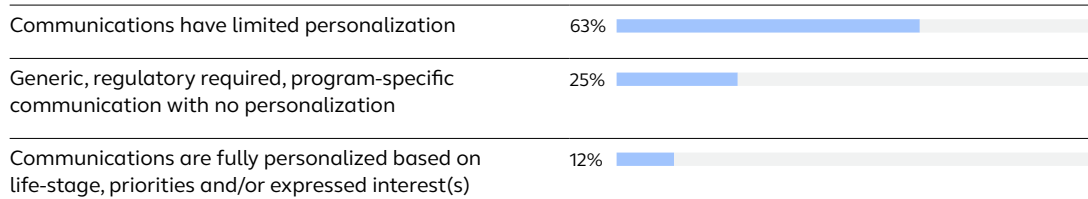
Wellbeing benefits, programs, solutions and capabilities

	Among those not already offering			Already offer
	Very likely to add this year	Moderately likely to add this year	Not at all likely to add this year	
Wellbeing content: articles, worksheets, challenges, videos, etc.	50%	40%	10%	82%
Wellbeing site/portal/hub	22%	50%	28%	68%
Wellbeing incentives	15%	40%	45%	65%
Virtual or on-site event experience: health fairs, seminars, etc.	50%	35%	15%	65%
Wellbeing champions, advocates or ambassadors	33%	15%	52%	53%
Wellbeing engagement platform with a personalized wellbeing plan	14%	46%	39%	51%
A wellbeing marketplace, store or similar where the employee selects their own wellbeing-related service or product	6%	29%	65%	14%

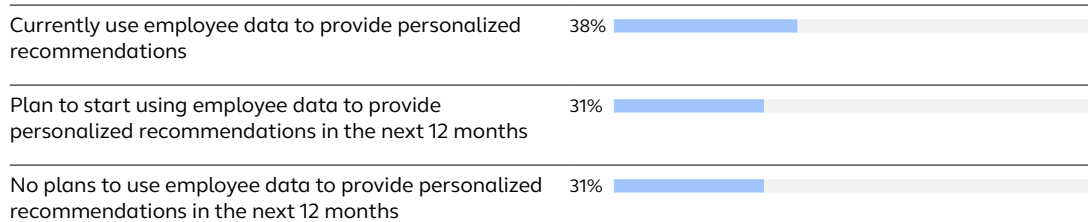
Personalization packs a punch

Roughly two-thirds of workers say they are comfortable sharing personal data with their employer to receive more individualized health and financial recommendations. In response, three-quarters of employers have some personalization in their communications with 12% having fully personalized communications.

Personalized communication



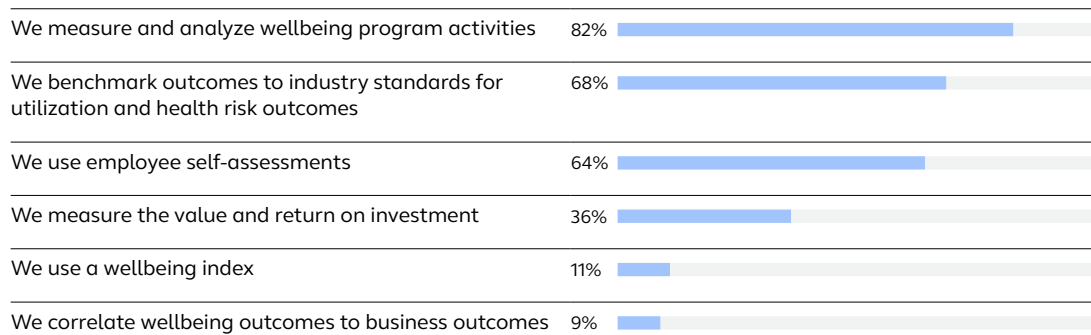
Use of employee data to create personalized recommendations



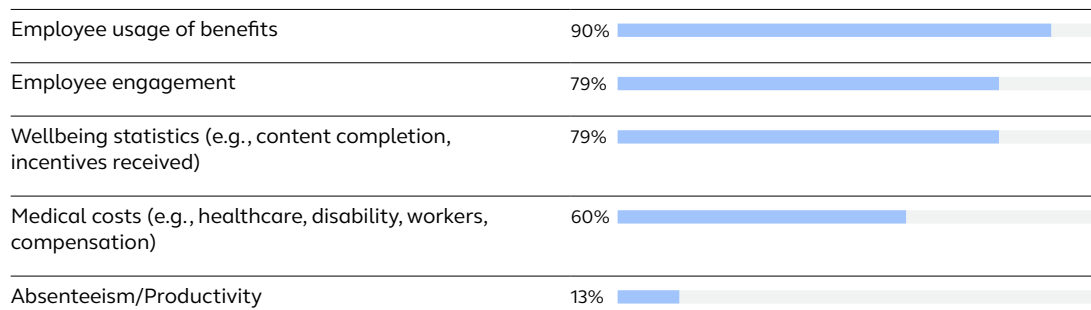
THERE IS NO STANDARD WAY TO MEASURE A WELLBEING PROGRAM

More than one out of ten employees (11%) said they have no intention of measuring the results of their wellbeing program. Among the rest, nearly everyone (90%) said that employee usage of benefits will be a key indicator. After all, the benefit cannot be effective if people don't use it. Forty percent of employers say they will analyze and measure wellbeing in the aggregate only. Examining wellbeing usage and outcomes can help guide future strategies and developments.

Approach to measuring and analyzing wellbeing program

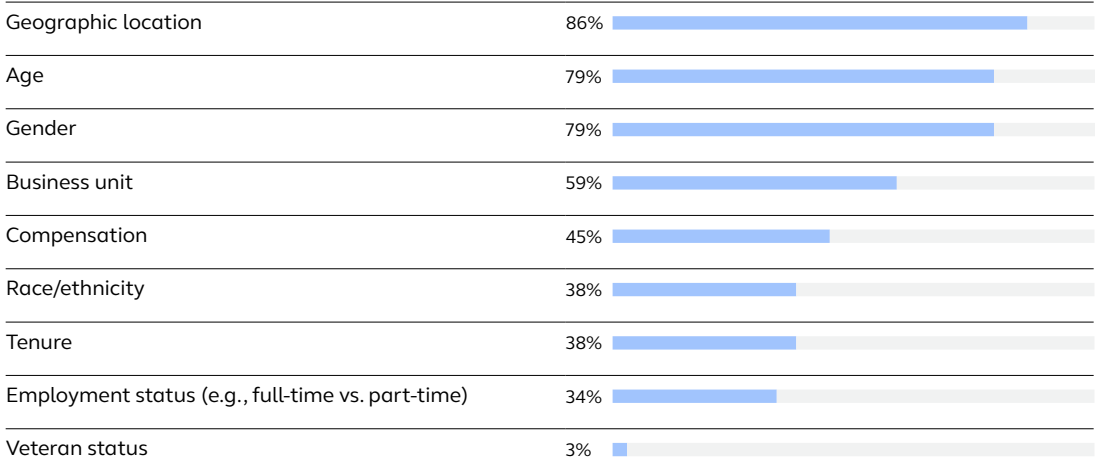


Ways to measure the results of the wellbeing program



THERE IS NO STANDARD WAY TO MEASURE A WELLBEING PROGRAM

Segments by which analyzing and measuring wellbeing insights



What's next?

The future is bright for wellbeing programs. While few employers anticipate a radical change to fundamental work design — only 6% said they are very likely to consider a 4-day work week — one-third are very likely to revamp existing benefits that directly tie to employee wellbeing, such as paid time off.

Likelihood of addressing wellbeing initiatives in the next 12 months

	Among those not already offering			Already offer
	Very likely to add this year	Moderately likely to add this year	Not at all likely to add this year	
Communicate the link between physical, financial, social, career and those impacts on mental wellbeing	50%	36%	14%	58%
Create a “front door” for all wellbeing benefits: A single platform or portal that houses all wellbeing solutions and benefits	32%	32%	35%	43%
Leverage digital therapeutics to lower the cost of chronic condition management programs	25%	36%	39%	32%
Invest in root cause solutions that address the underlying drivers of disease and mental health issues	27%	46%	27%	30%
Redesign policies and procedures that support employee wellbeing, such as PTO policies	33%	31%	36%	28%
Provide alternative wellbeing methods, such as food is medicine to support underlying conditions	13%	33%	53%	17%
Consolidate wellbeing vendors	17%	39%	43%	15%
Provide lab testing beyond biometrics, such as genetics, microbiome, hormone, etc.	2%	22%	76%	13%
Rethink work design, such as implementation of a four-day work week	6%	20%	75%	6%

10 ways Alight can help

At Alight, we seek to improve employee wellbeing across all four pillars — healthy mind, healthy body, healthy wallet and healthy life, grounded in inclusion — so that all employees can live their best lives at work and at home.

1

We're leading the wellbeing revolution with Alight Worklife[®], a high-tech platform with a human touch, delivering integrated wellbeing solutions and driving better outcomes for organizations and individuals. The Alight Worklife[®] platform seamlessly integrates with our digitally enabled and data-driven employee wellbeing solutions to provide a return to the bottom line for organizations. Alight Worklife[®] uses a robust data engine and AI to send personalized HR and benefits recommendations to people's preferred channel or device. This allows employees to make better decisions and maximize the employer benefits provided to them. Alight sees more than 200 million benefits interactions from 30 million employees across our core administration services of health, wealth, payroll, wellbeing and leave of absence. This information fuels the data engine.

2

Alight's Navigation solution transforms the standard benefits experience by providing a personalized approach and access to expert-led clinical guidance 365 days a year. There are three primary areas of high-touch support:

- Personal Health Pro[®] consultants. Highly-trained Health Pros help your people navigate healthcare, no matter how simple or complex the issue. They also provide proactive recommendations personalized to an individual's healthcare needs.
- Clinical Nurses. Licensed clinical nurses proactively engage your people to drive higher quality care paths, leading to better outcomes and lower costs. They match the most effective clinical resources to an individual's healthcare needs, while providing compassionate support.
- Physicians. Top physicians from elite academic backgrounds provide live medical decision support, look for opportunities to improve treatment and develop custom questions for patients to ask their doctors.

- 3** Alight's Behavioral Health Allies are trained to lift the burden of navigating the mental and behavioral healthcare system, so that employees can be productive and focus on their work. Alight Behavioral Health Guidance delivers comprehensive and personalized concierge level support and provides guidance for any behavioral health need (mental health and/or substance abuse). Our designated team of behavioral healthcare professionals, with adult, pediatrics and addiction treatment expertise, helps individuals navigate to the right resources, access information on how to remove barriers and understand their behavioral (mental and/or substance abuse) condition and treatment options. The team provides unlimited support throughout the care journey.
- 4** Alight's Wellbeing Marketplace supports total wellbeing through individual services and experiences that save time, impact people's lives and spark joy. With over 150 services globally, it allows for consolidation of niche vendors, individual vendor contracting and numerous service and administrative costs, resulting in dollar savings to the bottom line. The Wellbeing Marketplace also allows the employee to choose what is important to their personal wellbeing. So, for example, if stress is important, people could choose from various solutions, like help from a sleep provider, buy personalized vitamins or purchase a subscription to Calm.
- 5** Alight Well® offers an integrated and personalized approach to wellbeing that helps people live better lives at work and at home. It uses data-driven wellbeing programs, including team and individual challenges, flexible incentives, gamification and personalized communications to drive year-round engagement for employees and their families.
- 6** Alight Well now offers digital therapeutics content for top health conditions (including but not limited to diabetes, heart health, behavioral health, women's health and musculoskeletal care). This means that 100% of employees can start to prevent disease through self-service rather than waiting for a diagnosis, costly claim or months to receive care. According to Mobile Health, employers can expect to see 5X less claims cost per engaged employees and 10X less cost for employers to deploy.

- 7** Alight Financial Path provides the tools and support your organization needs to guide employees to a financial future they can feel good about. With data-driven insights and personalized messaging, Alight Financial Path addresses diverse populations made up of distinct needs. But even though individual needs vary, benefit equity should not. With capabilities that go beyond financial stage and target age, income, geography and more, your people get solutions that fit who they are. That means real results for your entire organization. Because employee-first is always company-centric.
- 8** Alight Partner Network provides access, numerous providers and support for all of life's transitions from mental health to women's health to financial health.
- 9** Alight Worklife Optimization — build an optimized experience with incremental solutions that seamlessly integrate the wellbeing vendor ecosystem and boost the value of HR investments. Closed loop reporting is provided to measure vendor engagement and valued outcomes back to the employer.
- 10** Alight Engagement Services uses multi-media campaigns and AI-based content to increase awareness, understanding and utilization of holistic and emotional wellbeing programs and partners, driving greater engagement in the moments that matter. Participants experience amped-up wellbeing messaging through creative, interactive channels, including a Tik Tok-style video channel, AI avatar options for video and personalized high-impact emails and podcasts, along with personalized enrollment guides and concierge guidance services to power more confident decisions. If you are looking to refresh or rebrand your wellbeing communication strategy, Engagements Services is where to start.

RESPONDENT DEMOGRAPHICS

63

respondents employing
3 million workers

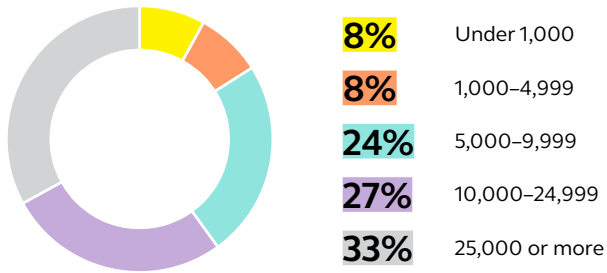
43,000

average number employed
by respondent

13,000

median number employed
by respondent

Distribution of employer size



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- 1 Alight Solutions, 2023 International Workforce and Wellbeing Mindset Study
 - 2 Alight Solutions, 2023 International Workforce and Wellbeing Mindset Study
 - 3 Alight Solutions, 2023 International Workforce and Wellbeing Mindset Study
 - 4 Alight Solutions, 2023 International Workforce and Wellbeing Mindset Study
 - 5 Alight Solutions, 2023 International Workforce and Wellbeing Mindset Study
 - 6 The Josh Bersin Company, Rising to the Challenge: How Digital Platforms Unlock Healthy Organizations
 - 7 Alight Solutions, 2023 International Workforce and Wellbeing Mindset Study
 - 8 The Josh Bersin Company, Rising to the Challenge: How Digital Platforms Unlock Healthy Organizations
 - 9 Alight, 2023 International Workforce and Wellbeing Mindset Study

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