



How Benefits can support the DEI evolution and employee experience

CEB Conference

April 12, 2022



Contents

1

Background of DEI, Emerging Trends in Benefits and Data Driven Insights (30 min)

2

Table Exercise 1 (20-30 w/report out)

- How will I bring this to Finance, Operations, other stakeholders

3

Evolving relationship between Benefits and DEI Leadership and Employee Resource Groups (10 min)

4

Table Exercise 2 (15-20)

- How do I interact with Employee Resource Groups and the Diversity Council (where in place)

5

Wrap up – practical ways to apply concepts in the future (10-15 min)



*“Fairness does not mean everyone gets the same.
Fairness means everyone gets what they need.”*

— Rick Riordan





Background of DEI, Emerging Trends in Benefits and Data Driven Insights

Current state of the workforce.....and the strong employee desire for DEI

Employees are experiencing **major burnout**

Engagement, retention, and productivity are top risks for employers as employees are adapting to new ways of working

Mental health stigma is slowly breaking and employees are identifying issues and looking for support

Managers and leaders are overwhelmed in how to lead and support their teams in these types of vast change



It is difficult to maintain cultures from pre-pandemic; creating a **culture of wellbeing** is imperative but has become more difficult

Employees **needs and expectations** have shifted greatly – caregiving, flexible work

Shifting demographics and the Great Resignation are driving the **tight labor markets**

The attention to **diversity, equity, and inclusion** has never been greater – employees are looking for action and change

Diversity is what makes each of us unique. It's not just about gender and LGBT+, it includes our ethnicity, age, socioeconomic class, and much more

Caregiving

Gender

LGBT+

Veteran Status

Ethnicity

Equity involves trying to understand and give people what they need to enjoy full, healthy lives.

Equality, in contrast, aims to ensure that everyone gets the same things in order to enjoy full, healthy lives.

Like equity, equality aims to promote fairness and justice, *but it can only work if everyone starts from the same place and needs the same things.*



People with Disabilities

Religion

Life Stage
(generational)

Race

Socioeconomic Class

Source: https://www.aecf.org/blog/racial-justice-definitions/?gclid=EALalQobChMI6sf_g-rD7wIVAAOzAB38TwiJEAAAYASABEglg3PD_BwE

Pre-conference survey insights: where are you in your journey?

Employee experience lens is
being embraced

7 in 10

Are focusing on employee
experience across all benefits

ESG focus on the rise

60%

employers have made ESG
commitments, of those 60%
have made a connection to
benefits

Most believe health and/or
wealth outcomes could be
connected to gender and race

9 in 10

said both health/wealth
outcomes (0 said No)

DEI and benefits are in
people's mind

7 in 10

Have looked at benefits from a
DEI lens last year

... and so are health/wealth
outcomes

Over 60%

Have looked at health/wealth
outcomes in the last year,
and 25% planning to do so

Things we've heard these past few days:

- Building business case for action can be challenging. Envisioning solutions that resonate with data helps
- Are employers best suited to address inequity challenges?
- How do I find those high value interactions to focus on?
- How do I leverage my ERGs and wellbeing champions?

Based on 29 responses – CEB survey on “How Benefits Can Support the DEI Evolution and Employee Experience”

**How do we build the business case for
change with the C-suite?**

What are the obstacles to drive change?

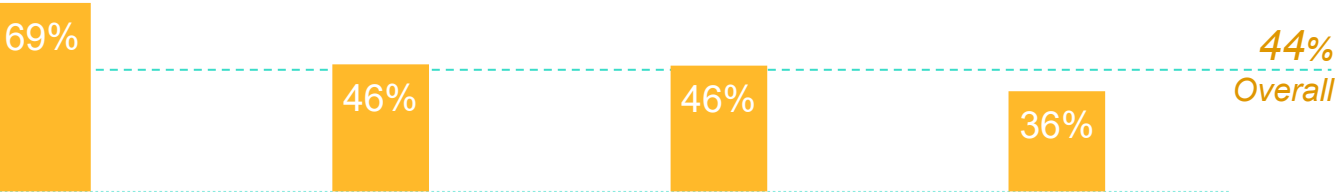
Employers who fail to deliver on DEI policies could see a significant exit risk among employees who prioritize DEI issues

How would you rate your employer's I&D work environment?

Poor	Average	Good	Very Good
7%	15%	36%	42%



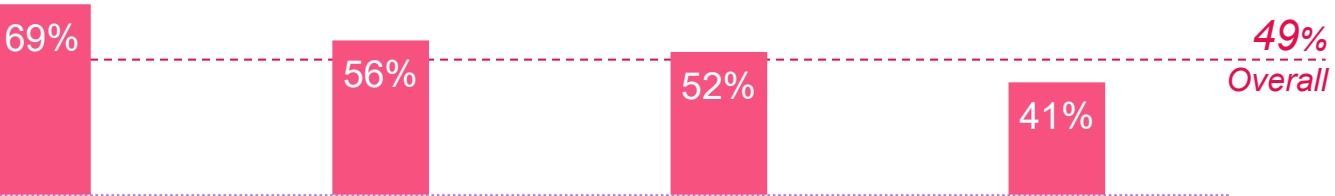
Leave for 5% pay increase



Days lost to presenteeism (per year)



Job seekers



Sample: Full-time employees, those who think I&D is a high priority only
Source: 2022 Global Benefits Attitudes Survey, United States

DEI is a key area of sustainability and focus for boards, management teams and heads of HR, who are asking...

Pay Fairness & Gender/Racial Gap

Diversity, Equity and Inclusion

Culture



Talent Gap

Inclusive Benefits

- Do our current benefit programs meet the needs of a diverse workforce?
- Are our benefit programs integrated and aligned with our DEI strategy?
- Do our benefit programs align with/ support our current sustainability commitments and ESG goals?

Has your company thought about Inclusive Benefits?

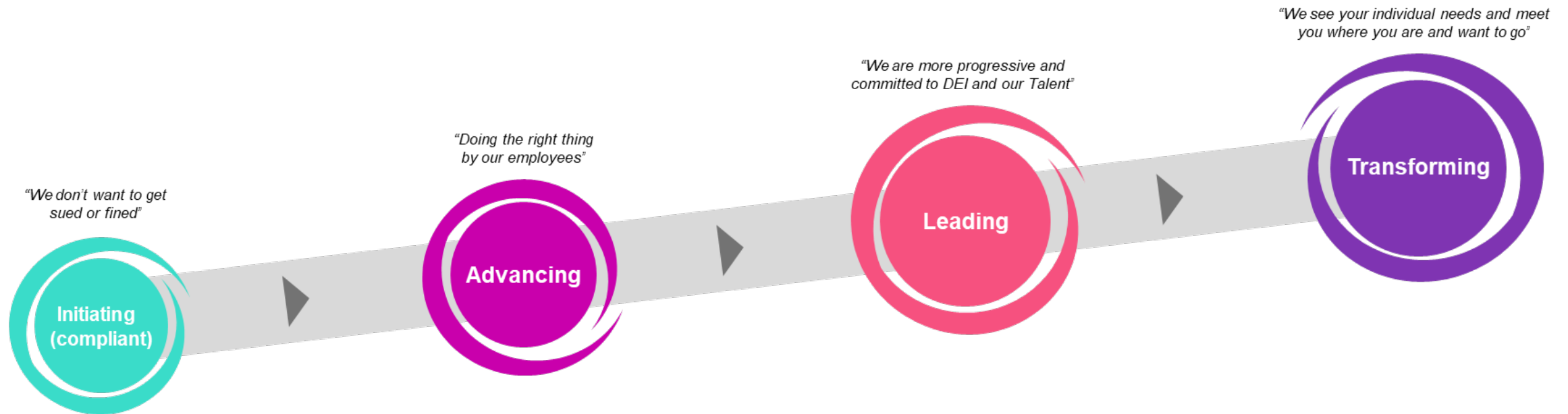
73% of employers said their #1 external influence on organization's benefits strategy in the next two years was DEI, followed by 53% indicating a tight labor markets was the top influence¹

1. Source: 2021 Benefit Trends Survey, United States

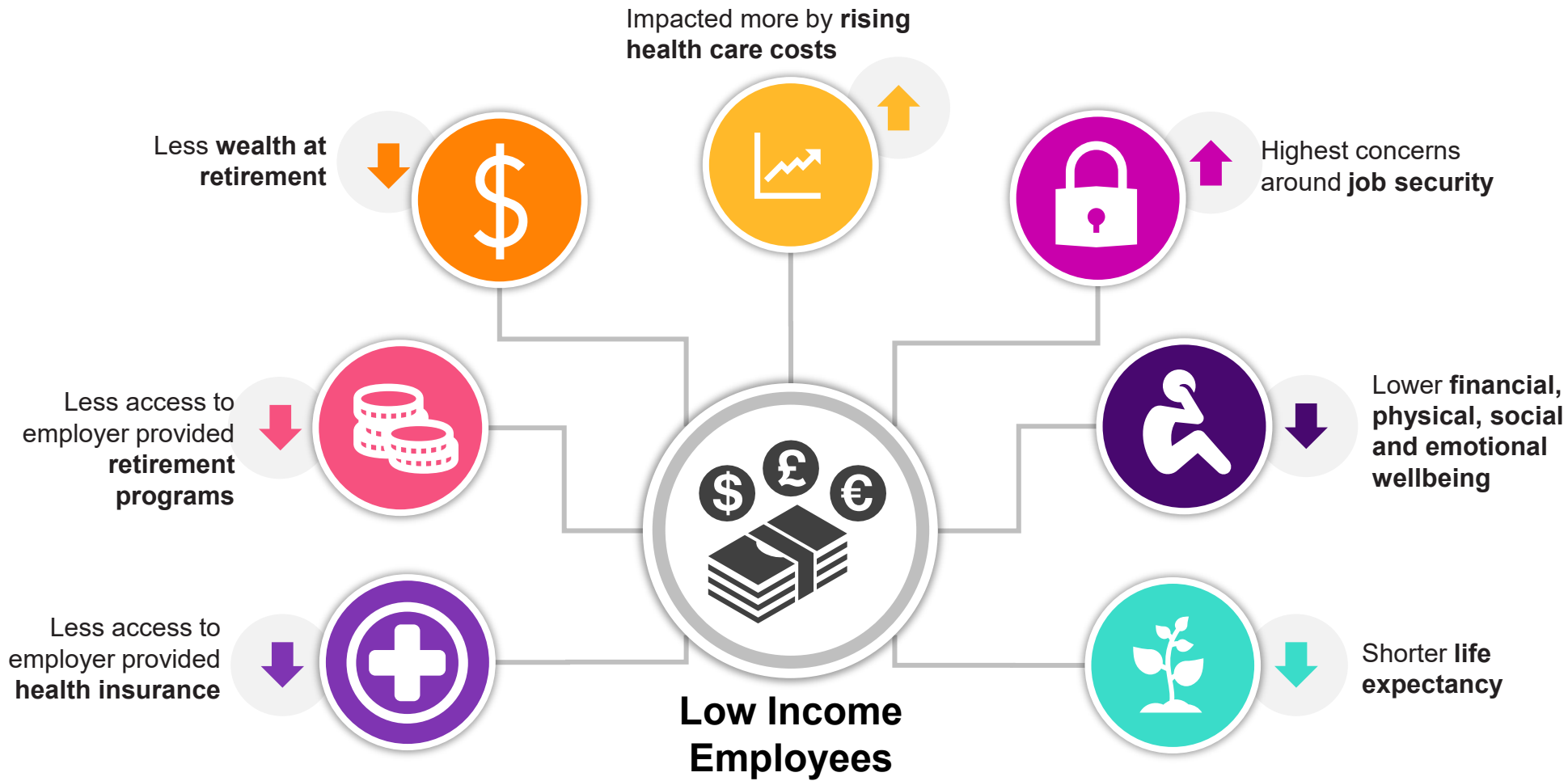
Strategically and tactically bringing together Benefits with DEI and ESG

Benefits can support company ESG and Sustainability strategies

DEI Maturity Spectrum



DEI discussions have also led to a better understanding of the impact of income to outcomes



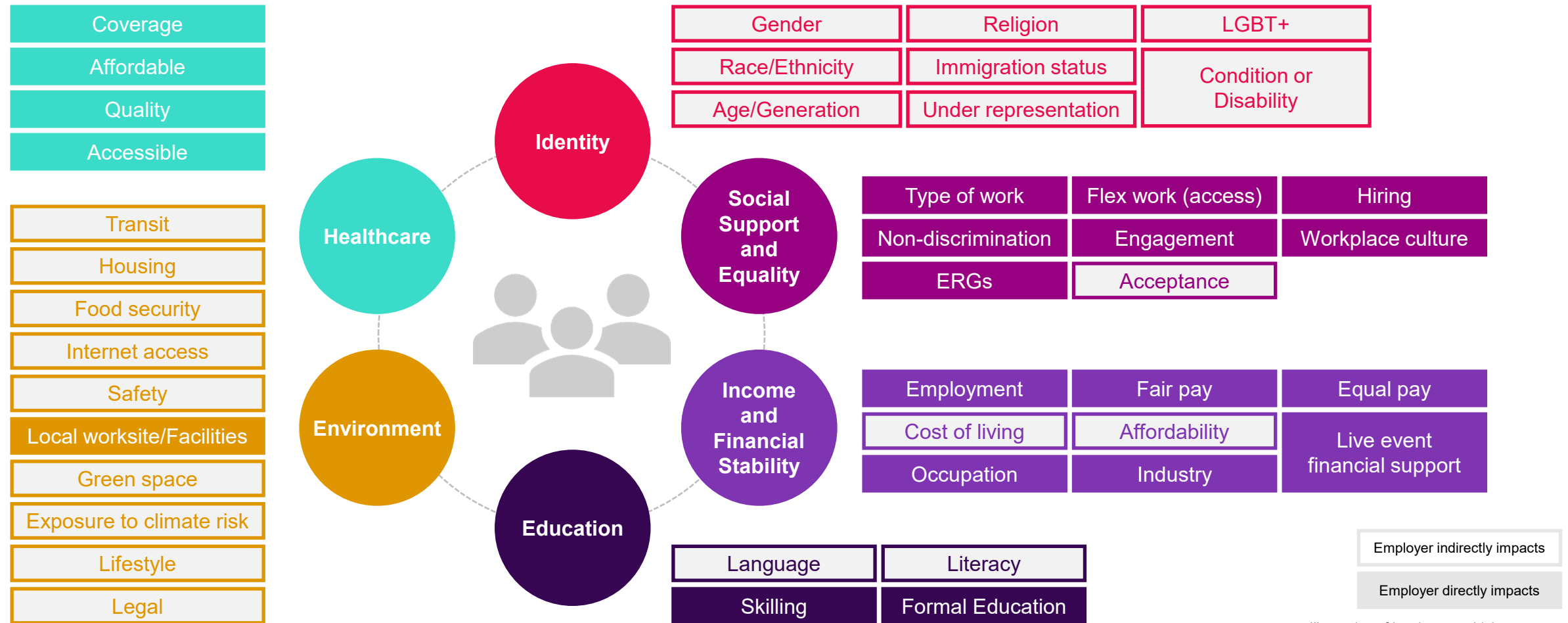
WTW's research shows that low-income employees often have suboptimal health/wealth outcomes in US



Are you seeing these themes in your population?

It is important to understand how SDoH influences health and wealth inequities

In 2021 only 31% of employers indicated they make health partner decision based on existence of a SDoH strategy¹



¹Source: 2021 Willis Towers Watson Best Practices in Health Care Employer Survey

Illustrative of key levers, which may vary by industry, location and other factors

What happens if we don't get this right?

Black employees are **30%** more likely than white employees to leave their organization ¹

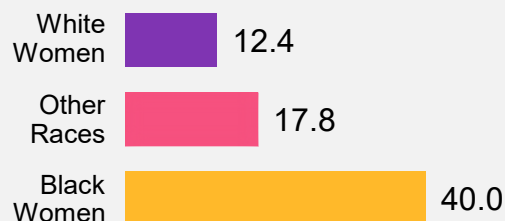
Female and low-income employees feel **less positive about their organization's fairness on promotion** ²

Across European OECD countries, **pension payments to women aged 65 and over were 25% lower**, on average, than for men. ³

In the UK the average pensioner from **an ethnic minority** can expect a retirement income **24.4 per cent lower** than other pensioners ⁴

Considerable **racial disparities** in pregnancy-related mortality

Deaths per 100k live births



LGBT+ individuals are **2½ times more likely** to experience depression, anxiety and substance misuse ⁵

Low-wage earners had **½ the usage of preventive care**, nearly **2x the hospital admission rate**, more than **4x the rate of avoidable admissions**, and more than **3x the rate of emergency department visits** relative to top-wage-group earners ⁶

Hispanic people are about **50%** more likely to die from diabetes than whites ⁷

African American women are **42% more likely to die from breast cancer** than are non-Hispanic white women. Minorities are underrepresented in breast imaging and have less access to screening mammography ⁸

One quarter of older workers (50-64 yr) in UK pursue non-traditional jobs **severely impacting expected retirement income** ⁸

Overall, globally men are **two times** more likely to commit suicide than women ⁹

Sources

1. <https://www.cnn.com/2019/12/13/report-corporate-americas-diversity-efforts-fail-black-employees.html>

2. <https://leanin.org/women-in-the-workplace-report-2018/ensure-that-hiring-and-promotions-are-fair>

3. <https://www.oecd.org/gender/data/wide-gap-in-pension-benefits-between-men-and-women.htm#:~:text=March%202020%20%2D%20Data%20shows%20that,gap%20is%20lower%20than%2010%25>

4. https://thepeoplepension.co.uk/wp-content/uploads/Media_ethnicity-gap_media-brief_20200915_vf.pdf

5. https://ic.arc.losrios.edu/~hokers/Psyc_365/Printables/Example_Heterosexism.pdf

6. <https://www.healthaffairs.org/doi/full/10.1377/hlthaff.2016.1147>

7. <https://www.cdc.gov/vitalsigns/hispanic-health/index.html>

8. <https://www.sbi-online.org/Portals/0/Position%20Statements/2019/diversity-and-inclusion-statement.pdf>

9. <https://www.verywellmind.com/gender-differences-in-suicide-methods-1067508>

Employer strategies and what employees want

Key priorities in the next 2 years¹

86%

Achieve health program costs that are affordable for employees, especially lower wage employees¹

78%

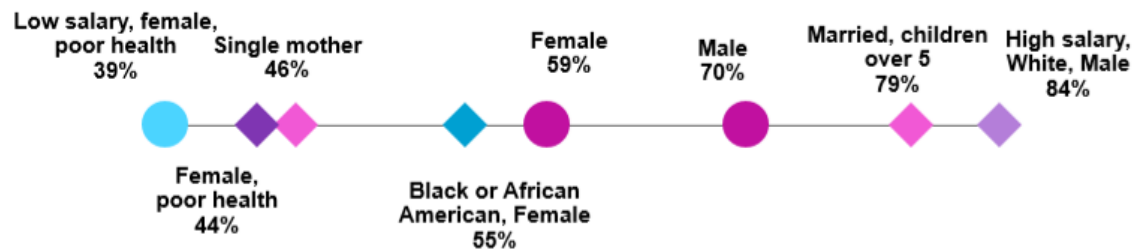
Programs to support DEI goals and address social determinants of health factors, however¹:

- 29% feel this is a weakness today, 32% feel it is a strength
- 31% consider in selecting a health vendor the criteria of having a SDoH strategy

And the voice of employees²

65%

of employees say their benefits meet their needs but there are distinct differences by gender, health status, salary, and race



Source:

¹ 2021 Willis Towers Watson Best Practices in Health Care Employer Survey

² 2022 Global Benefits Attitudes Survey, United States



Employer-Sponsored Programs Have Unintentionally Created Inequity (examples)

Equal







✓	Same plan design offerings
✓	Consistent payroll contributions
✓	Equal access to carrier programs and resources
✓	Suite of voluntary benefits to supplement core programs
✓	Retirement benefits with employer match for those who contribute
✓	Paid and unpaid leave parental leave
✓	Offering of perks and resources



Equitable

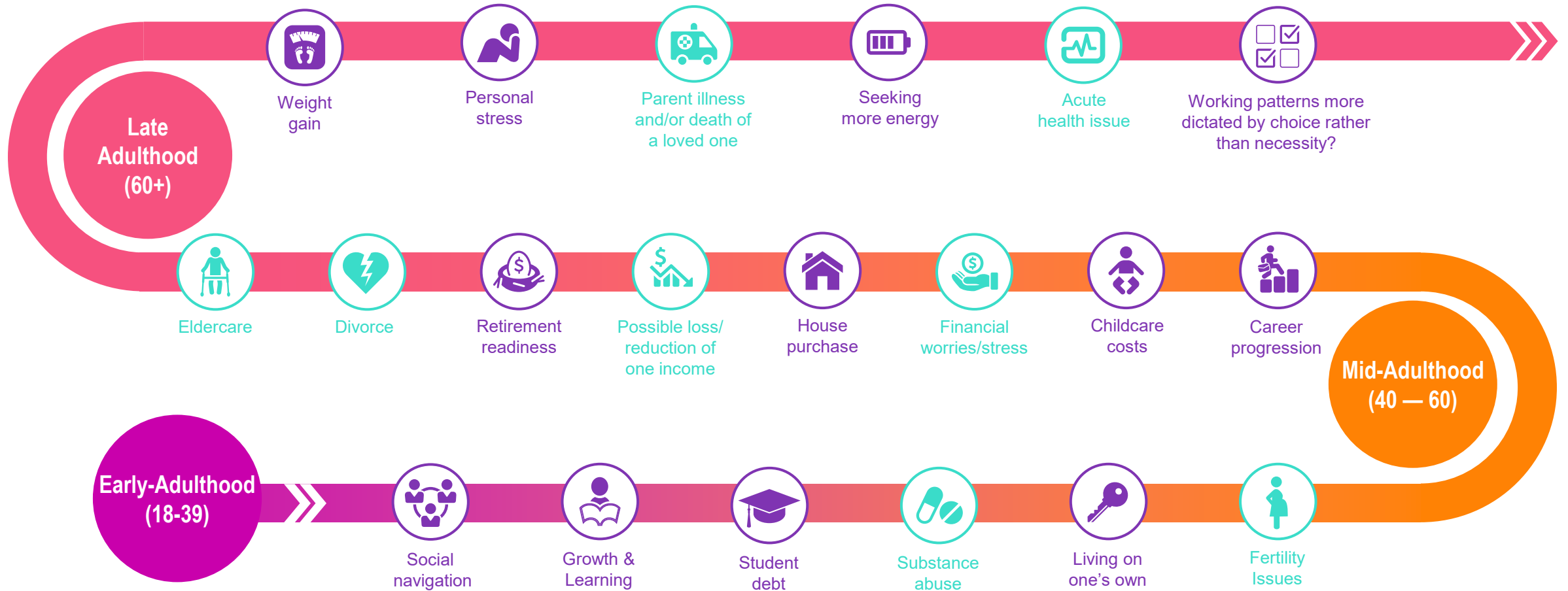
✓	Designs that are affordable when using care
✓	Affordable payroll contributions relative to salary (not just ACA)
✓	Provider diversity, navigation, multi-language communications, etc.
✓	Access to critical illness, hospital indemnity with HDHPs and legal benefits
✓	Automatic employer retirement contributions, providing financial education, tools and resources
✓	Paid caregiving, parental, military and other leaves supporting wellbeing
✓	Meaningful resources to address SDoH like transportation, healthy food, ERGs, etc.

To fully understand *why* certain health inequities exist, reviewing the potential influencers is just as important as the outcomes

 Access and participation	 Affordability	 Health and financial risk
 Plan design inclusivity	 Employee feedback	 Connection to brand

Navigating life's ordinary and unexpected events

Meeting employees where they are – and – where they want to go through a sustainable employee experience

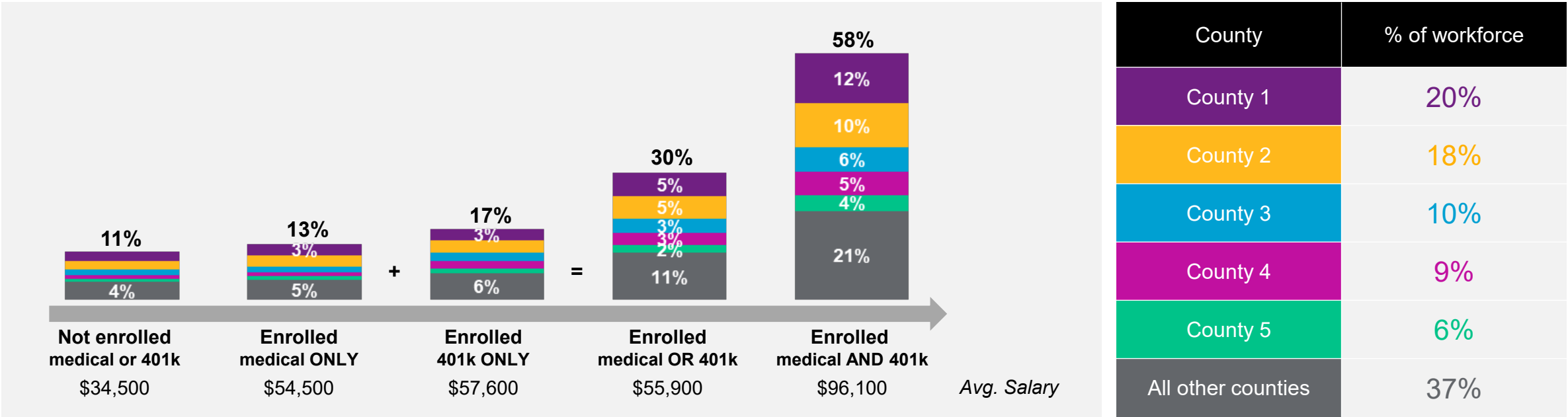


Diversity lenses based on availability via HRIS or self coding, subject to local country legislation and/or customary in each geographical location

○ "Ordinary" Life Events ○ Detractors

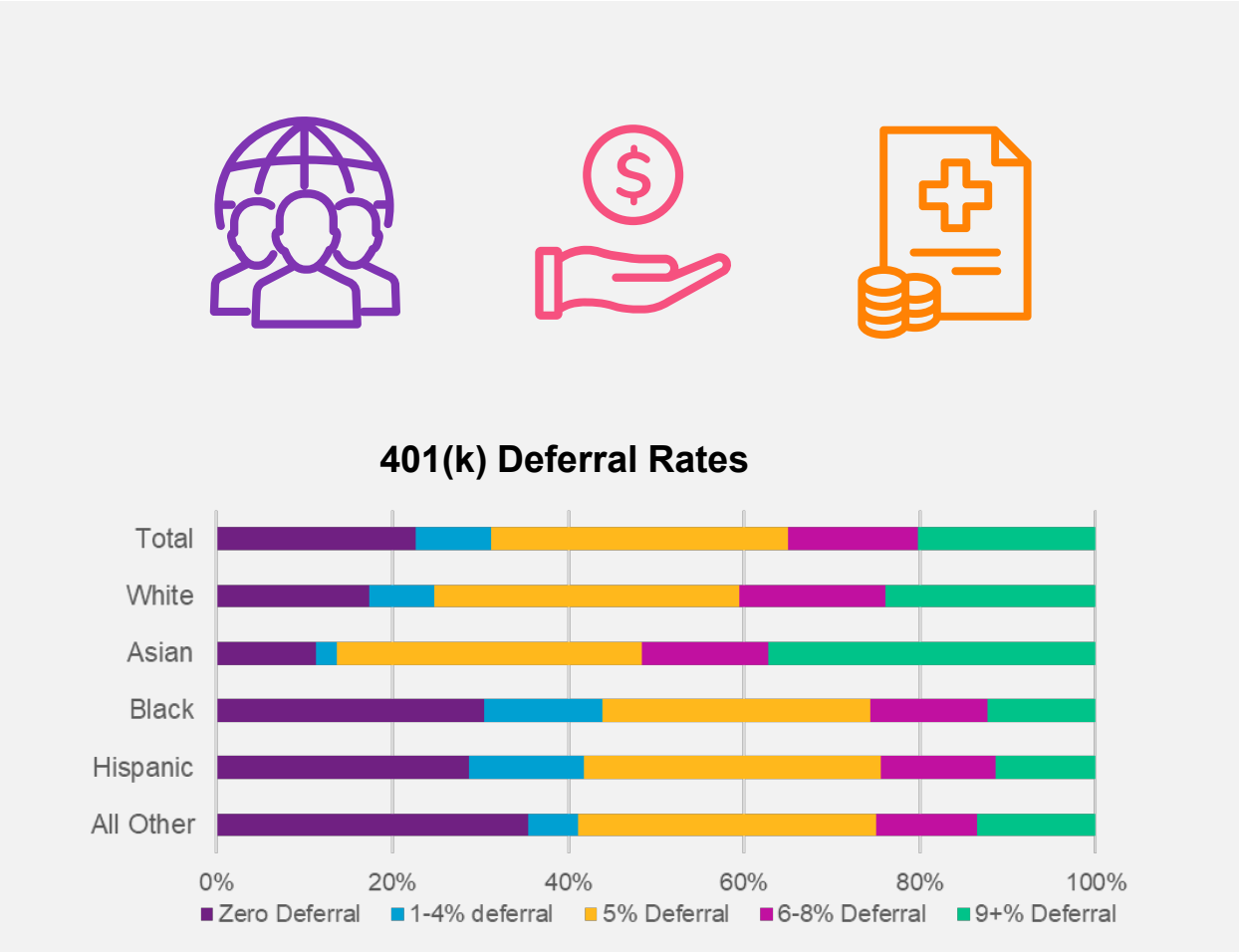
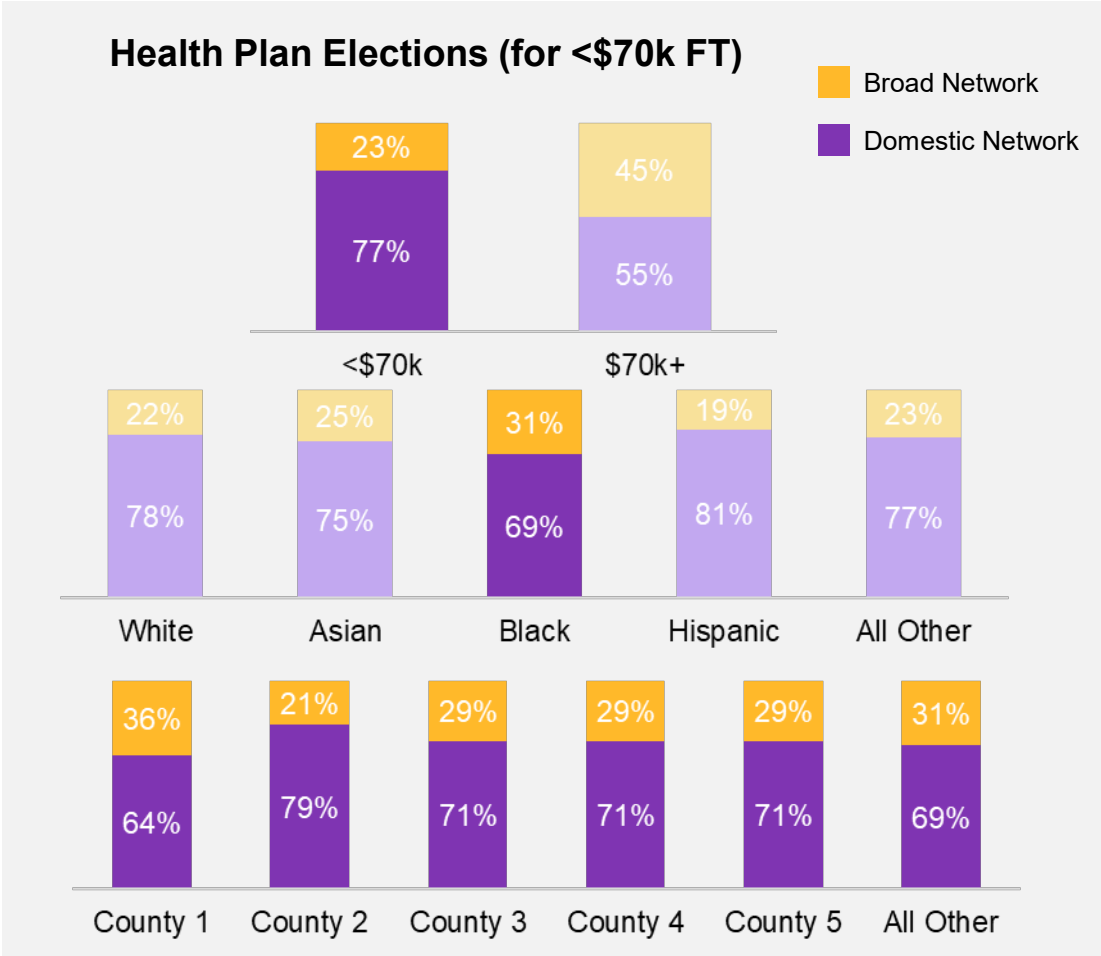
How election patterns illustrate the role income has on benefit security

Lower income employees appear to have to participate in either medical or retirement



Election patterns by race and location helped us better identify variances

Black employees elected domestic-only medical plans at a lower rate, despite the higher cost



What benefits do employees want their employers to focus on?

Which of the following would you most want your employer to support you with or focus on? *Ranked in top 3.*

Health Status			Chronic Conditions		Neurodevelopmental issues		Anxiety & Depression	
Very good	Good	Fair or poor	No	Yes	No	Yes	No	Yes
Retirement	Retirement	Retirement	Retirement	Retirement	Retirement	Retirement	Retirement	Retirement
Flexible work	Flexible work	Flexible work	Flexible work	Flexible work	Flexible work	Flexible work	Flexible work	Flexible work
Getting most from benefits	Manage health	Manage health	Getting most from benefits	Manage health	Manage health	Manage health	Getting most from benefits	Manage health
Manage health	Getting most from benefits	Getting most from benefits	Manage health	Getting most from benefits	Getting most from benefits	Career	Manage health	Manage emotional health
Career	Manage emotional health	Manage emotional health	Career	Insurance products	Career	Manage emotional health	Career	Career
Insurance products	Career	Insurance products	Manage emotional health	Manage emotional health	Insurance products	Day-to-day finances	Insurance products	Insurance products
Manage emotional health	Insurance products	Career	Insurance products	Career	Manage emotional health	Getting most from benefits	Manage emotional health	Getting most from benefits

Sample: Full-time employees only.

Source: 2022 Global Benefits Attitudes Survey, United States

What benefits do employees want their employers to focus on?

Which of the following would you most want your employer to support you with or focus on? *Ranked in top 3.*

Family grouping

Female

No dependent children	Single mother	Married with dependent children under 5	Married only with children 5 or more
Retirement	Flexible work	Flexible work	Retirement
Flexible work	Retirement	Managing health	Flexible work
Getting most from benefits	Managing emotional health	Retirement	Managing emotional health
Managing health	Managing health	Caregiving	Career
Managing emotional health	Career	Managing emotional health	Managing health
Career	Caregiving	Career	Getting most from benefits
Insurance products	Getting most from benefits	Day-to-day finances	Caregiving

Male

No dependent children	Single father	Married with dependent children under 5	Married only with children 5 or more
Retirement	Retirement	Retirement	Retirement
Flexible work	Getting most from benefits	Flexible work	Managing health
Getting most from benefits	Flexible work	Managing health	Flexible work
Managing health	Managing health	Career	Career
Career	Career	Insurance products	Day-to-day finances
Insurance products	Caregiving	Getting most from benefits	Getting most from benefits
Managing emotional health	Managing emotional health	Day-to-day finances	Managing emotional health

Sample: Full-time employees only.

Source: 2022 Global Benefits Attitudes Survey, United States

Creating and sustaining a culture of inclusion, wellbeing, equity and dignity can have an impact on outcomes

Culture

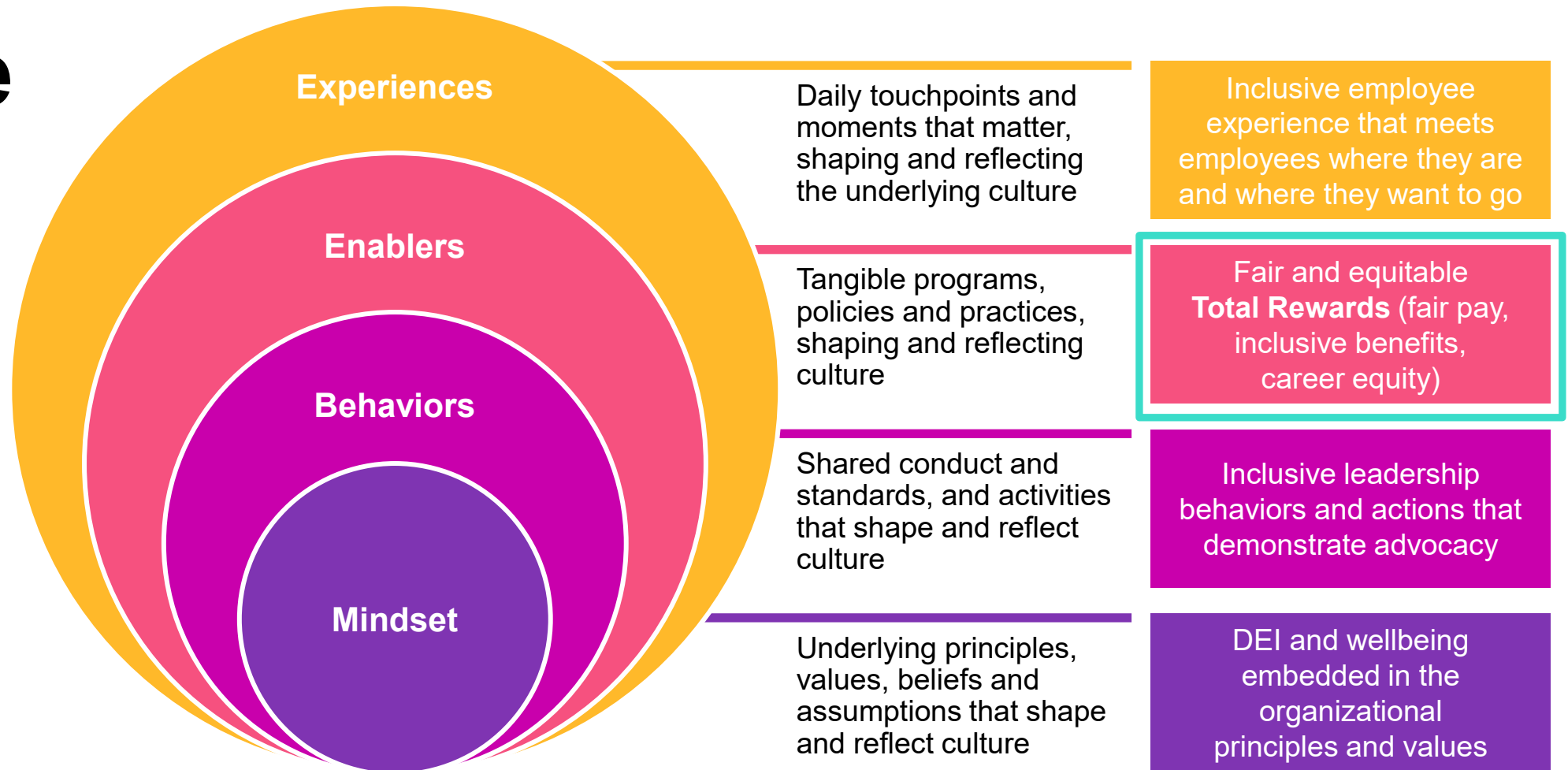


Table Exercise 1

Bringing DEI design and data insights to
other stakeholders

Exercise 1

20-30 minutes

01

As a group, review the provided slides – what are some of the key insights and how do they come together?

- Discuss how this data helps you think about your benefit programs differently

02

How will I bring this to Finance, Operations and Talent/Recruiting?

- Key points
- How would you use it to further your benefits strategy and tactics?

03

Table report back to the group



Data driven insights to
drive strategic discussion



Evolving relationship between Benefits and DEI Leadership and Employee Resource Groups

Benefits and DEI functions are on a journey of collaboration – where are you?

	Cooperate	Tactical Partnership	Strategic Partnership
Overview	<ul style="list-style-type: none"> DEI and Benefits mostly have independent relationship Benefits often are responding to “in the moment” needs of DEI 	<ul style="list-style-type: none"> Active communication and problem solving between teams Collaboration at some levels to solve problems and address new issues 	<ul style="list-style-type: none"> Full alignment between functions Priorities, roadmap jointly determined
Benefits philosophy and objectives	<ul style="list-style-type: none"> Do not meaningfully consider DEI 	<ul style="list-style-type: none"> Considers DEI objectives, but not part of core Not applied consistently across the globe 	<ul style="list-style-type: none"> Conceived with jointly-owned objectives in mind Global consistency
Prioritization	<ul style="list-style-type: none"> Designed for the majority Promoted as DEI-supportive after-the-fact 	<ul style="list-style-type: none"> Consideration for select underrepresented groups (e.g., women, LGBT+) 	<ul style="list-style-type: none"> Full embrace of underserved, beyond traditional cohorts Proactive approach – solving for the “unknown unknowns”
Communication protocols	<ul style="list-style-type: none"> Focused on “in the moment” issues 	<ul style="list-style-type: none"> Information and feedback is shared freely Primarily happening at execution, “on the ground” levels 	<ul style="list-style-type: none"> Frequent touchpoints across all ranks of Benefits and DEI working groups, including leadership teams
Measurement and success metrics	<ul style="list-style-type: none"> Determined separately between Benefits and DEI teams 	<ul style="list-style-type: none"> Emerging alignment of cross-function scorecard metrics Programs assessed against DEI objectives and changes are embraced 	<ul style="list-style-type: none"> Significant overlap in success measures Health and wealth equity outcomes are measured and tracked

Table Exercise 2

Exercise 2

15-20 minutes

01

As a group, review the provided slides and discuss

- How would you suggest working with your ERGs to elevate and evolve collaboration of inclusive benefits?
- How would you also work with Facilities?
- What about those focused on ESG?

02

How do you envision collaborating and making benefits decisions for 2023; what about in future years? What are potential opportunities and/or obstacles?

03

Table report back to the group

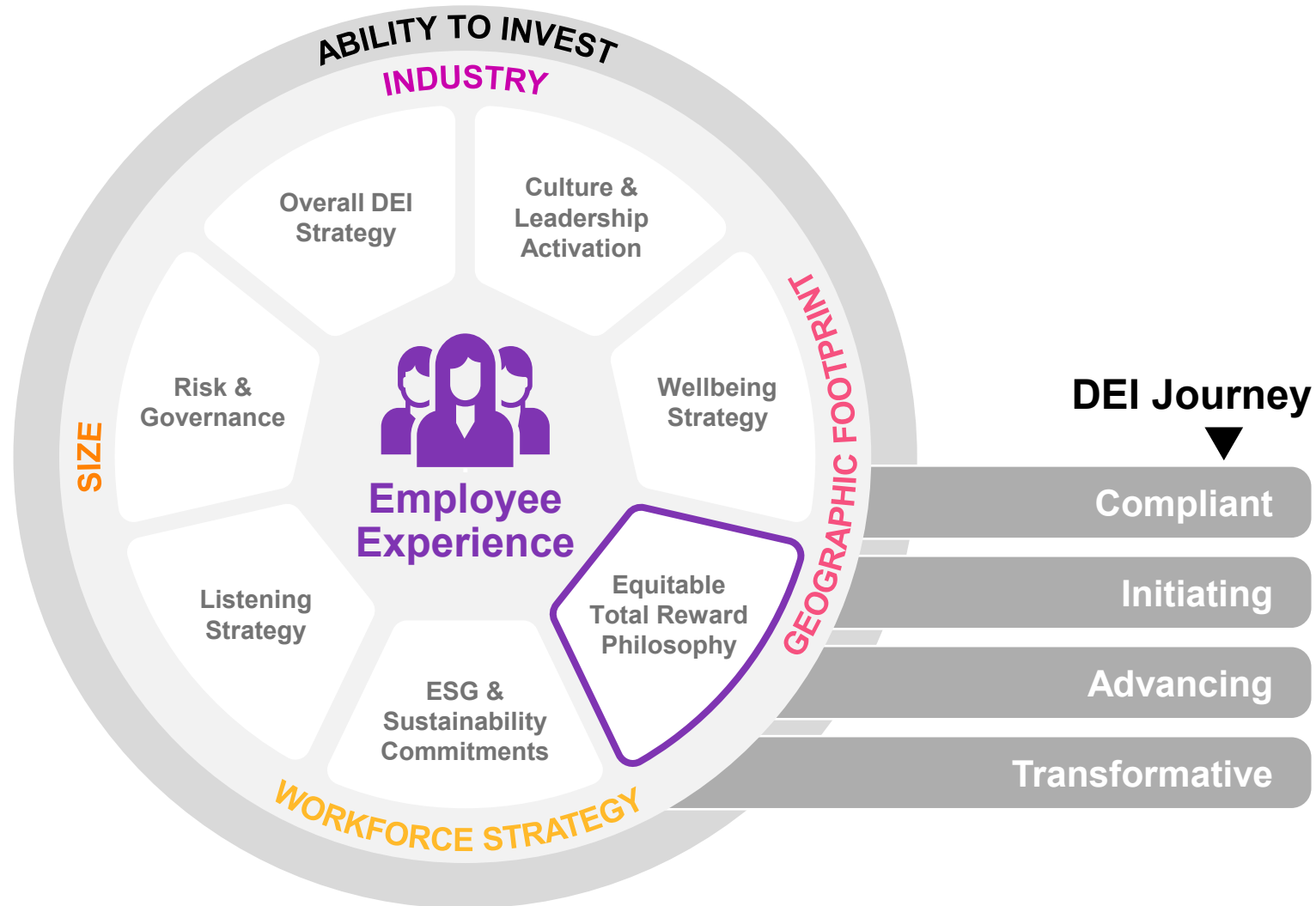


Collaborate with Purpose



Wrap up – Practical ways to
apply concepts in the future

Develop or refine benefit strategy understanding intersectionality



Best practices from companies trying to maximize in the following areas with a DEI lens

bringing purpose, culture and values to life

signature benefit programs

hearing from employees, e.g., to inform what's the most impactful change, what's next

benefits that align with what the company does

sustainability and benefits inclusion – both what and how

thoughtful use of choice

helping employees get the most out of the benefits you offer

using innovative financing to push benefit boundaries

employee experience within the budget and resources they have

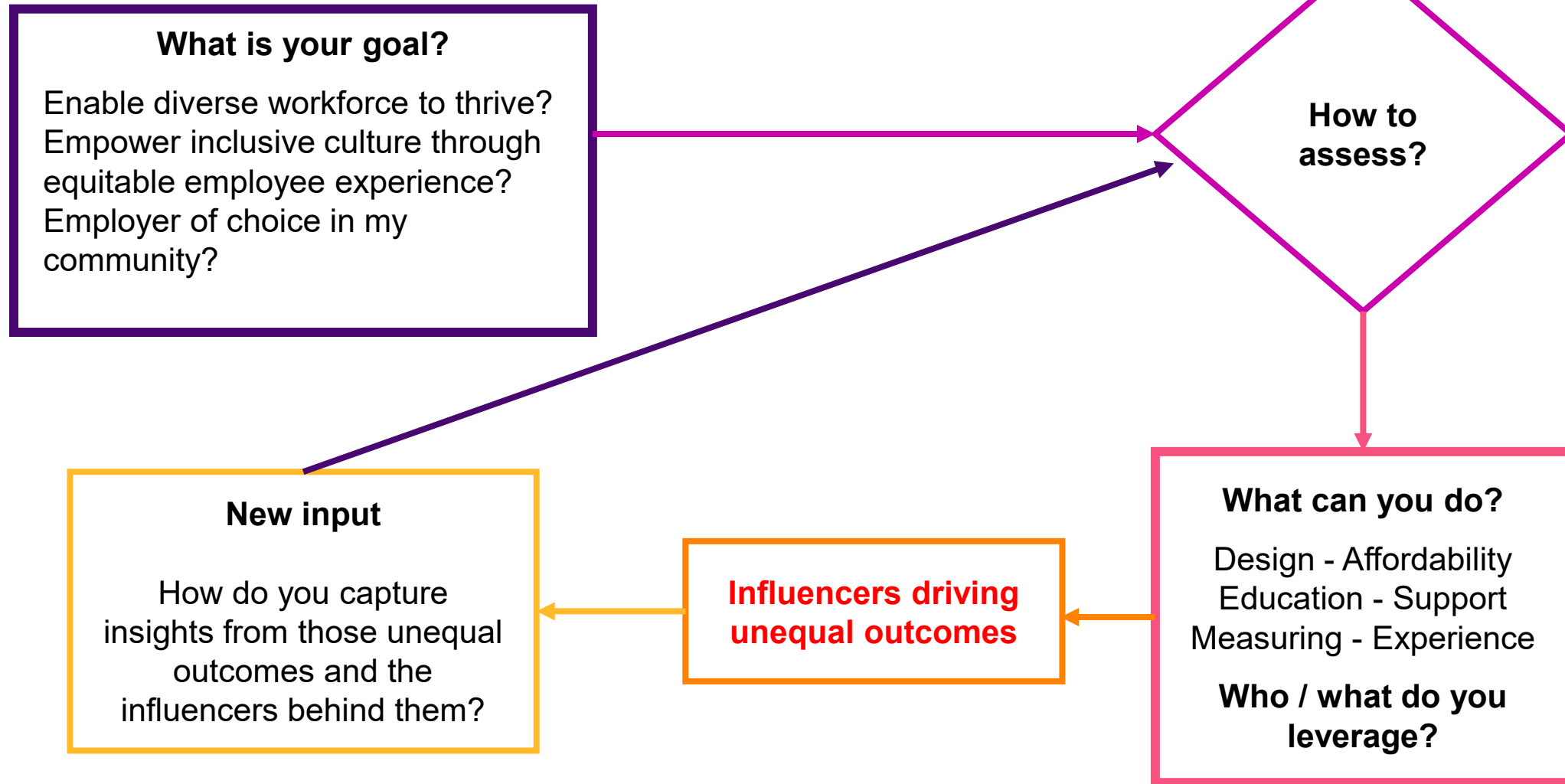
Broaden... what's meant by "benefits"

diversity, equity and inclusion – both what and how

Equitable outcomes:

- health
- financial security
- career growth/retention

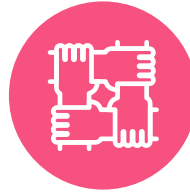
Are there practical things you will be doing ...



Are there practical things you will be doing ...



Design



Social Support and Equality



Affordability



Employee Experience



Data & Measurement



Education

How are you thinking about a roadmap

Global example

	Current	Year One [Y1 priority]	Year Two [Y2 Priority]	Success Measures
Portfolio to support Inclusive benefits across age, gender, LGBT and nationality	[Assessment of current state]	[What actions drive to Y1/2 objectives and align with success measures?]	[What actions drive to Y1/2 objectives and align with success measures?]	
Communication & Engagement	[Assessment of current state]	[What actions drive to Y1/2 objectives and align with success measures?]		
Measurement	[Assessment of current state]	[What actions drive to Y1/2 objectives and align with success measures?]	[What actions drive to Y1/2 objectives and align with success measures?]	
Leadership	[Assessment of current state]	[What actions drive to Y1/2 objectives and align with success measures?]	[What actions drive to Y1/2 objectives and align with success measures?]	
				<ul style="list-style-type: none">• Measure 1• Measure 2• Measure 3

- *How many of you have strategic benefit roadmaps?*

- *How many also include communications and education?*

- *What about measurement?*

- *Employee feedback?*

- *Or expectations of leadership engagement?*

What we want you to take away



Listen with purpose
Challenge assumptions
Put yourself on your employees' shoes



Ask the hard questions!



You don't have to be the expert —
collaborate with internal partners and
vendors



Focus on insights: Think about what data
is already available, how it intersects and
what's the bigger story behind it



Understand current state and how you got there
before solutioning




Connect the story with business outcomes and
challenges — then strive to envision a way
forward



Don't let the volume of opportunity, cost
restraints or other factors get in the way of
progress — get creative, be agile and be patient



This is a multi-year journey and benefit evolution



Thank you! We appreciate
you and your participation!