More than Meets the ROI: Enhancing Workforce Wellbeing to Improve Health, Productivity and Safety Outcomes

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Welcome & Introductions

Robin Bouvier
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Aon
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- My primary responsibility is working with Aon consultants and clients across the country to identify opportunities to improve total workforce wellbeing and resilience
- Professional designations include:
  - Certified Corporate Wellness Specialist
  - Certified Wellness Program Coordinator
  - Corporate Athlete Bootcamp Trainer
  - Mental Health First Aider
- I recently joined the American Diabetes Association Community Board of Directors to assist them in their efforts to bring resources to prevent and manage diabetes to the workforce
- My purpose is to help people overcome barriers to wellbeing by creating exceptional environments and experiences – which is what I am here to do today
# Agenda

<table>
<thead>
<tr>
<th>The current state of employee wellbeing</th>
<th>How employers are trying to help</th>
<th>Identify and target solutions to improve health, productivity and safety outcomes</th>
<th>Q&amp;A</th>
</tr>
</thead>
</table>

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**AON**

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The Current State of Employee Wellbeing
What Is Workforce Wellbeing?

Wellbeing is a **people and performance approach** that is a balance of having the appropriate resources, opportunities, and commitment needed to **achieve optimal health, resilience, performance and sustainability** for the individual, team, leadership, organization, and community.

- **Physical**: Ability to function with energy and **make healthy choices**
- **Work Life**: Positive **work and life** experiences that produce pride, satisfaction and **meaning**
- **Social**: Capacity to thrive through meaningful connections and **relationships**
- **Financial**: Ability to confidently manage financial life, while preparing for the future and **unexpected**
- **Mental & Emotional**: Attitudes and reactions to daily living
Wellbeing Is a Top Priority for Employers Globally for the Next 5 Years

North America
- Attracting or retaining talent
- Employee wellbeing
- Innovation of product and/or services
- Diversity, Equity, and Inclusion (DE&I)
- Profits and financial margins (i.e., control costs and efficiencies)

Latin America
- Attracting and retaining talent
- Employee wellbeing
- Innovation of product and/or services

Europe/UK
- Attracting or retaining talent
- Employee wellbeing
- Profits and financial margins (i.e., control costs and efficiencies)
- Innovation of product and/or services

APAC
- Attracting or retaining talent
- Employee wellbeing
- Profits and financial margins (i.e., control costs and efficiencies)
- Environment, Social, and Governance (ESG)

Africa-Middle East
- Attracting or retaining talent
- Employee wellbeing
- Diversity, Equity, and Inclusion (DE&I)
- Environment, Social, and Governance (ESG)

Source: Aon's 2022 Global Wellbeing Survey
Workforce Wellbeing Performance Impacts Company Performance

Changes in employee and organizational wellbeing can impact company performance and business outcomes¹

63% of employers globally say employee wellbeing is more important to their company since 2020²

47% say employee wellbeing has increased as a priority since 2020²

<table>
<thead>
<tr>
<th>Increase in Wellbeing Performance</th>
<th>Increase in Business Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>3%</td>
<td>1% Customer satisfaction and retention</td>
</tr>
<tr>
<td>3.5%</td>
<td>1% Employee satisfaction Customer Acquisition</td>
</tr>
<tr>
<td>4%</td>
<td>1% Company profit</td>
</tr>
<tr>
<td>5%</td>
<td>1% Commitment to innovation Net promoter score Employee engagement</td>
</tr>
<tr>
<td>4%</td>
<td>1% Decreased employee turnover</td>
</tr>
</tbody>
</table>

Sources: 1. Aon’s 2021 Global Wellbeing Survey; 2. Aon’s 2022 Global Wellbeing Survey

Proprietary & Confidential
### Top Five Employee Wellbeing Issues Globally

#### Employer Perception

<table>
<thead>
<tr>
<th></th>
<th>Wellbeing Issue</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Mental and emotional health</td>
</tr>
<tr>
<td>2</td>
<td>Burnout / languishing (i.e., reaction to prolonged or chronic job stress)</td>
</tr>
<tr>
<td>3</td>
<td>Working environment / culture</td>
</tr>
<tr>
<td>4</td>
<td>Virtual and hybrid work support</td>
</tr>
<tr>
<td>5</td>
<td>Financial risk and stress</td>
</tr>
</tbody>
</table>

Source: Aon 2022 Global Wellbeing Survey
Definitions of Top Wellbeing Issues

**Mental and emotional health**

- Mental health is a **state of mind** characterized by emotional wellbeing, good behavioral adjustment, relative freedom from anxiety and disabling symptoms, and a capacity to establish constructive relationships and cope with the ordinary demands and stresses of life.
- Mental health is a synonym for flourishing

**Burnout**

- Burnout is a syndrome classified by the World Health Organization as an **occupational phenomenon**
- Results from “**chronic workplace stress** that is not managed effectively”

**Languishing**

- Languishing is defined by the American Psychological Association as the condition of **absence of mental health**
- Not a disease but a state people can find themselves stuck in
- Languishing is the opposite of flourishing

Sources: World Health Organization; American Psychological Association
Worsening State of Workforce Mental Health in the US

- 37% of Americans rate their mental health as only *fair or poor*\(^1\)
  - Up from 31% a year ago

- 26% reported they anticipate experiencing *more stress* in 2023\(^1\)
  - Up from 20% last year

- 75% of US employees indicate their stress level is usually high/moderate\(^2\)

- Only 37% of employees report they feel in control of their stress\(^2\)

Top Sources of Stress & Anxiety in the US

- Personal finances: 64% (2023) vs. 58% (2022)
- Uncertainty: 55% (2023) vs. 54% (2022)
- Physical health: 49% (2023) vs. 44% (2022)
- Mental health: 41% (2023) vs. 37% (2022)
- Relationships: 31% (2023) vs. 28% (2022)
- Job security: 27% (2023) vs. 27% (2022)

Source: American Psychological Association December 2022
## How Stress Presents in the Workplace

<table>
<thead>
<tr>
<th>Symptoms of Distress</th>
<th>=</th>
<th>Impacts on Business</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sleep problems</td>
<td>=</td>
<td>Safety-related mishaps, tardiness</td>
</tr>
<tr>
<td>Lack of concentration</td>
<td>=</td>
<td>Procrastination and distractibility</td>
</tr>
<tr>
<td>Slowed cognition</td>
<td>=</td>
<td>Indecision, project delays</td>
</tr>
<tr>
<td>Aches and pains</td>
<td>=</td>
<td>Trips to the doctor, increased costs</td>
</tr>
<tr>
<td>Forgetfulness</td>
<td>=</td>
<td>Errors and omissions</td>
</tr>
<tr>
<td>Self-medication</td>
<td>=</td>
<td>Missed deadlines, absenteeism</td>
</tr>
<tr>
<td>Irritability and tearfulness</td>
<td>=</td>
<td>Strained work relationships (colleagues, boss, clients)</td>
</tr>
<tr>
<td>Low motivation or morale</td>
<td>=</td>
<td>Reduced productivity</td>
</tr>
</tbody>
</table>
How Employees Feel Stress Impacts Work Performance

In what ways is stress negatively affecting your work?

- Absence: 11%
- Social: 28%
- Productivity: 33%
- Creativity: 36%
- Motivation: 54%
- Focus: 56%

Source: Grokker 2021 Working American's State of Emotional Wellbeing Report
Lack of Motivation and Focus Can Lead to Burnout

Some common “faces” of burnout for individuals may include:
- looking tired or withdrawn
- consistently bearing a different countenance than normal
- self-isolating when faced with many tasks
- looking angry or frustrated more frequently (and not trying to hide it)

Some common sounds of burnout for individuals may include:
- responding with irritation
- softening their feelings with words or phrases like “overwhelmed” or “a little bit tired”
- outrightly sharing they are stressed, anxious or struggling
- referencing having a difficult time “balancing” or “prioritizing”

76% of employees experience workplace burnout at least sometimes

Source: Gallup
Main Causes of Burnout

- Excessive workload
- Perceived lack of control
- Lack of fairness
- Lack of recognition
- Poor relationships
- Values mismatch

"Calling out quit"

Source: If You Want to Fix Burnout, You First Have to Understand Its 6 Main Causes | Inc.com
Exacerbated by Working Parents’ Challenges

- **4.8 million** working parents have ‘preventable’ burnout¹
- **43%** of working parents say it has been more difficult to manage work and personal commitments during COVID-19⁴
- **64%** of working parents are considering a career change, including leaving their jobs³

Underrepresented racial groups are more likely to be working parents – and they’re more likely to experience burnout²

Working mothers, and mothers who are Black, Hispanic, Asian and Indigenous, are more likely to experience burnout due to lack of support and recognition in their career, ranging from unequal pay to stalled promotions²

Burnout Leads to Disengagement

“Quiet Quitting”
"Quiet quitters" make up at least 50% of the U.S. workforce

“Loud Quitting”
The ratio of engaged to actively disengaged has dropped to 1.8 to 1, the lowest in a decade

Source: Is Quiet Quitting Real? (gallup.com)
Disengagement Leads to Voluntary Turnover

“Actual” Quitting

- Over four million American workers quit their jobs each month in 2022\(^1\)
- A recent survey found around 40% of employees are thinking about leaving their jobs in the next three to six months\(^2\)
- The rate of employees voluntarily quitting their jobs is 25% higher than pre-pandemic levels\(^3\)

70% of the C-suite considered quitting in 2022 to search for a job that responded to their mental health and wellbeing\(^1\)

How Employers Are Trying to Help
32% of employees want their employer to offer more mental health resources and 52% said a stress management program would be valuable.

Source: 1. Alight International Workforce and Wellbeing Mindset 2022
Mental Health & Emotional Wellbeing Programs Employers Offer

Source: 13th Annual EMPLOYER-SPONSORED HEALTH & WELL-BEING SURVEY: The Great Recalibration
Financial Wellbeing Resources Employers Offer

- 98% of employers include financial wellbeing as part of their overall wellbeing approach in 2023
  - Up from 94% in 2022
- Second most common wellbeing dimension, after mental health (99%)

2023 Financial Wellness Programs

- Financial seminars or lunch 'n learns: 92%
- Tools and resources to support debt management and budgeting: 92%
- Financial health programs: 92%
- Tuition reimbursement: 89%
- One on one financial planning with advisor/coach: 84%
- Resources to support key financial decisions: 83%
- Student loan counseling: 62%
- Programs to enable emergency savings: 61%

Source: 13th Annual EMPLOYER-SPONSORED HEALTH & WELL-BEING SURVEY: The Great Recalibration
**Are Employers’ Efforts Supporting Employee Mental Health?**
Employers Believe They Are; Employees Disagree

<table>
<thead>
<tr>
<th><strong>Feel workers have the flexibility in their schedule to get the mental health they need</strong></th>
<th>Employers 80%</th>
<th>Workers 53%</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Have more access to mental health resources than previous years</strong></td>
<td>Employers 82%</td>
<td>Workers 50%</td>
</tr>
<tr>
<td><strong>Has an open and inclusive environment that encourages a dialogue about mental health</strong></td>
<td>Employers 82%</td>
<td>Workers 48%</td>
</tr>
<tr>
<td><strong>Mental health has improved thanks to resources provided by the company</strong></td>
<td>Employers 79%</td>
<td>Workers 35%</td>
</tr>
</tbody>
</table>

Source: The Hartford's 2022 Future of Benefits Study
Only 15% of U.S. employees believe their employer offers stress management programs and only 23% have utilized a stress management program in the last year.

Source: Alight International Workforce and Wellbeing Mindset 2022
Identify and Target Solutions to Improve Health, Productivity and Safety Outcomes
Define Your Objectives

Most Important Business Issues Wellbeing Initiatives Would Impact

<table>
<thead>
<tr>
<th>Issue</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee satisfaction / engagement</td>
<td>34%</td>
</tr>
<tr>
<td>Employee performance / productivity</td>
<td>32%</td>
</tr>
<tr>
<td>Employee loyalty and retention</td>
<td>27%</td>
</tr>
<tr>
<td>Financial business results</td>
<td>24%</td>
</tr>
<tr>
<td>Talent acquisition and attraction</td>
<td>24%</td>
</tr>
<tr>
<td>Employee burnout / languishing</td>
<td>21%</td>
</tr>
<tr>
<td>Employee resilience</td>
<td>17%</td>
</tr>
<tr>
<td>Employee absenteeism</td>
<td>16%</td>
</tr>
<tr>
<td>Diversity, Equity, and Inclusion (DE&amp;I)</td>
<td>15%</td>
</tr>
<tr>
<td>Living company values and purpose</td>
<td>14%</td>
</tr>
<tr>
<td>Healthcare costs</td>
<td>13%</td>
</tr>
<tr>
<td>Safer work and work environments</td>
<td>13%</td>
</tr>
<tr>
<td>Environment, Social and Governance Strategy (ESG)</td>
<td>12%</td>
</tr>
<tr>
<td>Social responsibility</td>
<td>11%</td>
</tr>
<tr>
<td>Climate change</td>
<td>8%</td>
</tr>
<tr>
<td>Other</td>
<td>2%</td>
</tr>
</tbody>
</table>
Collect Data to Target Your Employees’ Wellbeing Priorities

Top 12 Employee Wellbeing Priorities

- Not living beyond my means/staying within a budget: 81%
- Eating healthy: 81%
- Effectively managing or balancing my work and personal commitments: 79%
- Getting enough exercise: 76%
- Reducing or managing my stress: 75%
- Retirement income: 74%
- Growing and maintaining relationships: 73%
- Building an emergency fund: 72%
- Spending more time on myself and my interests: 71%
- Getting routine medical screenings/annual physicals: 71%
- Reducing debt: 70%
- Taking care of my child(ren)’s or other dependents’ needs: 51%

- 81% among those with debt
- 82% among parents and caregivers

Source: Alight 2021 Employee Wellbeing Mindset Study, 2,500 U.S.-based employees
<table>
<thead>
<tr>
<th>Priority Ranking</th>
<th>Gen Z</th>
<th>Emerging Millennials</th>
<th>Established Millennials</th>
<th>Gen X</th>
<th>Boomers</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Reducing or managing my stress</td>
<td>Eating healthy</td>
<td>Eating healthy</td>
<td>Not living beyond means or staying within a budget</td>
<td>Not living beyond means or staying within a budget</td>
</tr>
<tr>
<td>2</td>
<td>Eating healthy</td>
<td>Managing/balancing work and personal commitments</td>
<td>Managing/balancing work and personal commitments</td>
<td>Retirement income or wealth accumulation/ investments</td>
<td>Retirement income or wealth accumulation/ investments</td>
</tr>
<tr>
<td>3</td>
<td>Managing/balancing work and personal commitments</td>
<td>Reducing or managing my stress</td>
<td>Getting enough exercise</td>
<td>Eating healthy</td>
<td>Eating healthy</td>
</tr>
<tr>
<td>4</td>
<td>Gaining new job skills or advancing my job/career</td>
<td>Not living beyond means or staying within a budget</td>
<td>Reducing or managing my stress</td>
<td>Managing/balancing work and personal commitments</td>
<td>Getting medical screenings or condition management</td>
</tr>
<tr>
<td>5</td>
<td>Not living beyond means or staying within a budget</td>
<td>Growing and maintaining relationships</td>
<td>Not living beyond means or staying within a budget</td>
<td>Building an emergency fund</td>
<td>Managing/balancing work and personal commitments</td>
</tr>
</tbody>
</table>

Source: Aon 2021 Employee Wellbeing Mindset Study, 3,500 U.S.-based employees
Address the Impact of COVID on Mental & Physical Health
Short- and Long-Term Implications of Delayed Care

Employers have already seen the impact of long-term mental health issues and increased medical services due to delayed care during the pandemic, and many employers anticipate more late-stage cancers as well as higher chronic condition management needs as well.

<table>
<thead>
<tr>
<th>Condition</th>
<th>Currently Seeing Impact</th>
<th>Anticipate Seeing Impact</th>
<th>Do Not Anticipate Impact</th>
<th>Don't Know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Long-term mental health issues</td>
<td>44%</td>
<td>44%</td>
<td>4%</td>
<td>8%</td>
</tr>
<tr>
<td>Increase in medical services due to delayed care</td>
<td>43%</td>
<td>39%</td>
<td>11%</td>
<td>7%</td>
</tr>
<tr>
<td>Increased disability claims due to employees</td>
<td>21%</td>
<td>24%</td>
<td>27%</td>
<td>28%</td>
</tr>
<tr>
<td>COVID-19 symptoms</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Higher chronic condition management needs</td>
<td>14%</td>
<td>56%</td>
<td>13%</td>
<td>18%</td>
</tr>
<tr>
<td>Higher prevalence of late-stage cancers in our</td>
<td>13%</td>
<td>44%</td>
<td>15%</td>
<td>28%</td>
</tr>
<tr>
<td>population due to delayed screenings</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Make Primary Care & Prevention a Priority

Primary Care accounts for **more than 55%** of physician visits while **influencing up to 90%** of total health care costs

For most employers the cost of

1 ER visit = 10 PCP visits

7.1% Growth in urgent care clinics 2017-2022 annually

87% Urgent care clinics provide episodic care only; only 8% provide primary care

Almost 50% of Millennials don’t have a PCP

74% of Millennials would choose telemedicine over a PCP office visit

Sources:
1. Marketscan Medical Claims (processed through DFI data processing engine)
2. Urgent Care Centers in the US - Market Size | IBISWorld
3. Pros and Cons of Urgent Care vs Primary Care Billing for Urgent Care Services - Journal of Urgent Care Medicine (jucm.com)
4. Millennials Control $3.4 Trillion in Future of Health Care Medical Spend (the-aliance.org)
5. Fixing Healthcare to A Generation Thing (aliance.org)
Address Access, Affordability and Equity

Inflation and healthcare trend outpacing wage increases results in declining real disposable income and growing healthcare affordability challenges.

People Struggle to Pay Their Deductibles

% unable to pay $1,000 unexpected medical bill within 30 days

- 68%
- 69%
- 63%
- 62%
- 49%

2022 Federal Poverty Level (FPL) based on household size:
- 200% = $27K - $65K for single to family of 5
- 399% = $54K - $148K for single to family of 5

Real World Trade-offs

- Groceries or Medication
- Fuel or Therapy
- Rent or Doctors Visit

Among individuals with continuous health insurance:
- 32% had healthcare access problems because of cost
- 61% of “functionally underinsured” had healthcare access problems because of cost

Source: Commonwealth Fund - State of U.S. Health Insurance in 2022

Proprietary & Confidential
Affordability by Industry

On average across Aon’s book of business, 21.7% of employees spend more than 10% of income on healthcare
- Insurance premiums/payroll deductions
- Out-of-pocket expenses
This is equivalent to an annual spend of $8,300

Of those who experience affordability challenges (spend > 10% of income):
- 34.1% live in a highly disadvantaged area
- 33.5% live in an area with high primary care shortage
- 56.7% live in an area with high mental health provider shortage

% of Employees with Low Affordability

- Technology and Communications
- Retail and Wholesale Trade
- Manufacturing
- Finance and Insurance
- Energy, Utilities, Mining
- Entertainment and Leisure
- Professional Services
- Agriculture, Forestry, Fishing
- Health Care
- Transportation
- Construction
- Public Sector

Source: Aon HVI Database
Underserved communities further exacerbate cost pressures

Living in a disadvantaged neighborhood has been linked to a number of healthcare outcomes, including higher rates of diabetes and cardiovascular disease, increased utilization of health services, and earlier death.

Social Determinants of Health (SDoH)

- **Factors Impacting Health Outcomes**
  - 40% Social & Economic Factors
  - 30% Health Behaviors
  - 20% Clinical Care
  - 10% Physical Environment

- **Area Deprivation Index (ADI)**
  - Academically-vetted Social Determinants of Health metric from University of Wisconsin - Madison, Department of Medicine
  - Rankings of neighborhoods by socioeconomic disadvantage at US census block level
  - Includes factors for the theoretical domains of Income, Education, Employment, Housing quality
  - Ranking of 1 indicates the lowest level of "disadvantage" within the nation
  - Ranking of 100 indicates the highest level of "disadvantage"

Source: County Health Rankings Model, University of Wisconsin - Madison, Population Health Institute
24.9% of your employees live in high ADI risk areas, representing elevated Social Determinants of Health (SDoH) risks, compared to 39.3% HVI benchmark.
Area Deprivation Index Risk & Behavioral Risk Factors (Sample Output)

Behavioral risk factors are predicted using CDC data based on your employees’ age, gender, income, MSA (Metropolitan Statistical Areas) and chronic condition diagnosis

• Poor nutrition and tobacco consumption are more common in high ADI risk areas
• Alcohol consumption and obesity are more common in low ADI risk areas

Aon’s own study found ADI risk to be positively correlated with the following chronic conditions:

• Diabetes
• Hypertension
• Asthma

Employees living in high ADI areas are more likely to have higher utilization of emergency room services and lower utilization of preventive services

Source: CDC, Behavioral Risk Factor Surveillance System
Integrate Your Company’s Wellbeing Strategy Across the Organization

Companies that assign a higher level of importance to wellbeing are more likely to have wellbeing integrated with their Health and Safety, DE&I, ESG, and Total Rewards strategy.

Source: Aon 2022 Global Wellbeing Survey, North America
Collaborate to Impact Health, Absence & Safety Outcomes

Treating chronic diseases accounts for **86%** of U.S. healthcare costs

Suffering from physical or emotional health conditions, a social or financial crisis, or distractions increases risk of a serious workplace accident by **50%**

**Annual prevalence of chronic diseases in U.S.**

- **54%** Musculoskeletal Disorders
- **48%** Heart Disease
- **42%** Obesity
- **21%** Mental Illness

- The #1 driver of medical claims is **musculoskeletal disorders**, accounting for 16% of health plan costs, 27% of sickness absences and 24% of lost work days.
- The #1 cause of disability is **mental health disorders**, accounting for ~19% of all years of life lost to disability and premature mortality.
- The #1 cause of workplace injuries is **ergonomic-related (e.g. musculoskeletal)**, representing ~24% of total costs ($13.7 billion annually).

- **Obesity** is associated with the leading causes of death (i.e., diabetes, heart disease, stroke, and some types of cancer), poorer mental health outcomes, and reduced quality of life.
- **Obesity** frequently contributes to soft tissue damage and osteoarthritis—a progressive wear- and-tear disease of the joints. The impact of obesity is especially felt in osteoarthritis of the hip and knee joints. Every pound of body weight places four to six pounds of pressure on each knee joint.
Look at Data In an Integrated Way

**Behavioral Health (BH)** and **Musculoskeletal (MSK)** are two of the leading conditions and cost drivers, as well as significant comorbidities to other health conditions. This analysis highlights the potential impact of BH and MSK to your population and offers solution opportunities to mitigate the risks in the areas of **prevention, risk reduction and treatment**. The dashboard approximates your population through benchmark data from MarketScan, Behavioral Risk Factor Surveillance System (BRFSS), Consumer Financial Protection Bureau (CFPB), Integrated Benefits Institute (IBI), U.S. Bureau of Labor Statistics and Aon's internal benchmarks.

Sample BH recommendations might include:
- Awareness campaigns
- Incorporate MHSUD benefits into wellbeing strategy
- Flexible work schedules and absence policies
- Peer support groups
- Multi-modal therapy/counseling options
- Virtual addiction support

Aon's actuaries project a **1-2.5% reduction in medical and pharmacy claims**, in addition to improved absence and safety outcomes, when organizations implement our recommended interventions.
Identify and Overcome Barriers to Total Wellbeing

“Living a truly healthy life requires more...”

- Time than I'm willing and able to spend: 63%
- Attention than I'm willing and able to spend: 66%
- Money than I'm willing and able to spend: 70%

Only 34% of survey respondents feel their company cares about their wellbeing.

Show your employees that you care by creating a company culture that makes wellbeing a priority.

Help employees find the time, space and financial resources to exert more control over their wellbeing.

Source: Alight International Workforce and Wellbeing Mindset 2022
A Holistic Workplace Revitalizes and Enables Employees

Build a culture of wellbeing and resilience

<table>
<thead>
<tr>
<th>57% of employees feel it would be easier to disclose a mental health issue if their employer were supportive¹</th>
<th>87% think action from employer would help their mental health²</th>
</tr>
</thead>
<tbody>
<tr>
<td>34% Offer flexible hours</td>
<td>32% Encourage taking care of their health</td>
</tr>
<tr>
<td>30% Encourage taking paid time off</td>
<td>30% Encourage breaks during the day</td>
</tr>
</tbody>
</table>

Employees who feel supported by their organization are **5.5 times** more likely to trust the company and its leaders³

**What Can Employers Do?**

- Explore emotional distress in your workplace
- Evaluate cost & access barriers
- Enhance services
- Enable balance
- Engage executive leadership support to drive culture change
- Equip leaders with training, tools and skills

Aon Can Help Your Organization Make Better Decisions

We give you the clarity and confidence to make work, work for everyone.

Bounce Back, Forward and Repeat
The ‘Great Convergence’ is driving the need for resilient workforces that can bounce back from disruption, bounce forward by rapidly adapting to change and that can repeat this process as organizations and working practices continue to evolve.

1. Identify
We have the data, insights and advice to help enrich the lives of your people
Better Informed.

2. Advise
We proactively diagnose, connect and prioritize where measurable impact will be felt most.
Better Advised.

3. Address
Collaborating with you - providing practical advice and support so you can make the right decisions to retain, engage, drive performance and growth.
Better Decisions.
Q&A
Thank You

Please contact me with questions:
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508.245.9341
SHRM: 23-6NVRU

HCRI: 625734