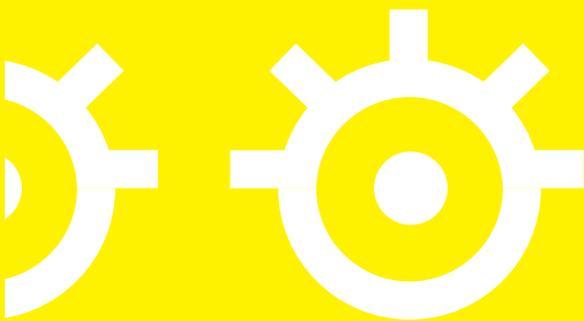
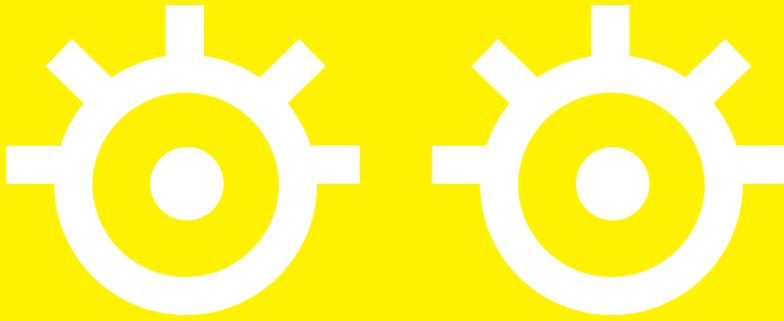


2020 EMPLOYEE WELLBEING MINDSET STUDY

The state of employee wellbeing



alight

CONTENTS

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Considering themes through the COVID-19 lens

This study was conducted prior to the 2020 COVID-19 pandemic in the U.S. As a result, it can be expected that each of the key themes from the study will be impacted. Alight predicts that many of the trends identified will change trajectory (often accelerating) rather than completely change direction. Here are some perspectives for each of the study themes on the likely impact as a basis for consideration, scenario planning and wellbeing strategy development and execution.

Study themes, pre-COVID-19	Potential COVID-19 impacts
Overall employee wellbeing is getting better—up 6 points from 2019 to 44%	<ul style="list-style-type: none"> For some, overall wellbeing will decline as their situation worsens; others may see their current state of wellbeing in a new light as they consider their situation relative to others and a new standard is set. Our recent Alight Pulse Survey (April 10-12, 2020) shows a decline in perceived mental/emotional wellbeing but relatively stable financial wellbeing, albeit with more variation We will see relative priority across the five dimensions shift, and some increased attention on mental/emotional, social, and work/career
Healthcare consumerism rises, but so does decision regret and care avoidance—more navigation support is needed	<ul style="list-style-type: none"> People will reassess their wellbeing readiness, as well as how they evaluate the value of programs There will be increased attention on impact of wellbeing decisions, thereby increasing the importance of the benefits enrollment experience this year Digital/virtual access importance will rise
Financial challenges persist, as debt and fear impact savings behaviors	<ul style="list-style-type: none"> Income instability and related risk will rise, generating potential talent churn in specific roles and industries Recovery from market decline will be priority, especially for older populations, but others may be driven to withdraw from the market
Mental health rises in value as stigma slowly declines	<ul style="list-style-type: none"> Significant increase in demand for mental/emotional health support is likely and stigma decline will accelerate People will place higher value on employer support
Desire for more time to focus on relationships	<ul style="list-style-type: none"> This trend will accelerate and how companies facilitate both “reboarding” and redefining the employee experience will be important
Many employees dread going to work and experience burnout	<ul style="list-style-type: none"> Many will reassess their “vocation,” and importance of meaning in their roles and company will accelerate We will see increased attention and value placed on burnout mitigation efforts and programs
Wellbeing programs are increasingly valued by employees, especially when easy to access and integrate	<ul style="list-style-type: none"> Slow increases in value will accelerate; employer response will matter and be assessed relative to other companies and in alignment to overall brand Value and use of digital/virtual channels will rise

Wellbeing is the new benefits

When it comes to wellbeing in the workplace, what employees want may not be as complicated as we think. Employees don't want to just buy benefit programs or related tools—they want to feel and be well. Business leaders are moving beyond shareholder value as the exclusive goal and seek to serve a broader set of stakeholders like customers, employees, partners and the communities in which they operate. At the same time, the talent market is driving employees to ask the question: “How will this organization help me become a better me, or the best me?” If you're unsure of whether a holistic wellbeing strategy is right for your organization, the results of this study will prove to be compelling.

Alight's *Employee Wellbeing Mindset Study* marks the tenth year of our annual look into the wellbeing attitudes and experiences of employees. For the first eight years we conducted separate studies on the topic: the *Consumer Health Mindset Study* focused on physical and mental/emotional health; and the *Financial Mindset Study* focused on retirement, savings and financial concerns. Last year we combined the two studies into one to better reflect the views and insights within an overall wellbeing framework that was becoming important for both people and their employers.

In our *2020 Employee Wellbeing Mindset Study*, 2,500 U.S.-based employees¹ completed an online survey to share their experiences, perspectives and preferences. Questions focused on five areas of wellbeing: physical, mental/emotional, financial, social and career. This report highlights some of the findings, but does not represent all data collected through the study.

¹ A diverse group of U.S.-based employees working at companies with at least 1,000 people completed the comprehensive survey in November 2019. Results reflect the U.S. employed population across many categories, as shown on page 38.

Top wellbeing priorities for employees cross all five dimensions and vary by segment

Be it physical, mental/emotional, financial, social or career, each of our wellbeing dimensions is represented in the most often mentioned priorities for employees overall. Of course, many of these priorities influence several dimensions reinforcing the complexity of overall wellbeing as well as the importance of a comprehensive approach. Some priorities depend significantly on the employee’s situation, such as having children or having caregiving responsibilities. Others, not surprisingly, differ by stage of life and/or career. Understanding how these, or other, priorities rank for your specific workforce is an important input to a strong wellbeing strategy and related execution.

Of course, COVID-19 has and will continue to impact the relative importance and intensity of priorities and provide opportunities and challenges for employers to provide effective support. In particular, taking care of children requires an even more comprehensive set of capabilities with home school or canceled activities; retirement income is at risk given the market declines and fluctuation; and, of course, managing stress induced by dealing with the consequences of the pandemic (loss, isolation, financial stress). Even getting routine care or managing a condition may take on new levels of challenge or importance for segments of employees.

Current wellbeing priorities²

Taking care of my child(ren)'s needs ³	85%
Reducing current debt ³	84%
Not living beyond my means or staying within a budget	83%
Eating healthy	81%
Retirement income or wealth accumulation/investments	79%
Effectively managing or balancing my work and personal commitments	77%
Growing and maintaining relationships	75%
Getting enough exercise	74%
Reducing or managing my stress	73%
Building an emergency fund	72%
Spending more time on myself and my interests	71%
Getting routine medical screenings/annual physicals or following medical advice for managing a condition	70%
Gaining new job-related skills or advancing my job/career	60%
Making a large item purchase, such as a car	53%
Finding good/better housing options (affordability, security, location) or buying a house	48%
Taking care of someone with impairments (elderly relative, disabled person, someone with significant medical conditions)	36%
Education expenses (your own or others)	36%

² Figures represent percentage selecting “high priority” or “moderate priority” on a 4-point scale.

³ “Reducing current debt” figure is among those who self-report as having debt (excluding mortgage). “Taking care of my child(ren)’s needs” figure is among those who have child(ren) or family health coverage.

Across generations, priorities span all wellbeing dimensions

The level of importance each generation places on wellbeing areas varies and, while most of the top priorities are present across generations, there are differences in relative order as well as some unique mentions.

Top wellbeing priorities by generation—bolded items denote priorities unique to the top 7 for each

Gen Zers

1. Reducing current debt
2. Eating healthy
3. Not living beyond means or staying within a budget
4. **Spending more time on myself and my interests**
5. Growing and maintaining relationships
6. Getting enough exercise
7. Gaining new job skills or advancing my job/career

Emerging Millennials

1. Reducing current debt
2. **Reducing or managing my stress**
3. Not living beyond means or staying within a budget
4. Growing and maintaining relationships
5. Gaining new job skills or advancing my job/career
6. Effectively managing/ balancing work and personal commitments
7. Eating healthy

Established Millennials

1. Reducing current debt
2. Not living beyond means or staying within a budget
3. Effectively managing/ balancing work and personal commitments
4. Eating healthy
5. Growing and maintaining relationships
6. Getting enough exercise
7. Retirement income or wealth accumulation/ investments

Gen Xers

1. Reducing current debt
2. Not living beyond means or staying within a budget
3. Retirement income or wealth accumulation/ investments
4. Eating healthy
5. Effectively managing/ balancing work and personal commitments
6. **Building an emergency fund**
7. Growing and maintaining relationships

Boomers

1. Retirement income or wealth accumulation/ investments
2. Eating healthy
3. Reducing current debt
4. Not living beyond means or staying within a budget
5. **Getting routine medical screenings**
6. Effectively managing/ balancing work and personal commitments
7. Getting enough exercise

Other segment trends

Gender

Debt is an even higher priority for females, along with medical screenings/condition management; while more men say retirement income/investments and exercise are top priorities.

Household Income

Debt is the #1 priority for those whose household income is under \$65K, while retirement income is #1 for those above \$65K. Under \$65K are more likely than others to focus on stress, but less likely to prioritize routine medical screenings or condition management.

Personal wellbeing continues to be a challenge, but it's getting better

While the majority of employees still do not view their current state of overall wellbeing across all dimensions positively, there is some hope as the proportion that do is up 6 points from last year (44% vs. 38%). Employees are least likely to view their financial wellbeing positively, but, along with social wellbeing (which made the largest gain year-over-year), these two dimensions have risen more than others since 2018. We also find a strong relationship between overall wellbeing and perceptions of the overall employee experience (EX). Those who are having a great overall EX are **three times more likely** to say their personal wellbeing is doing well than those who are experiencing an awful EX— simply going from a good to a great EX results in a 20-point increase.

How I'd rate different attributes of my wellbeing⁴

	2020	2019	2018
My overall wellbeing	44%	38%	40%
Mental and emotional wellbeing	46%	43%	49%
Social wellbeing	45%	34%	35%
Physical wellbeing	44%	42%	43%
Professional and career wellbeing	44%	39%	40%
Financial wellbeing	40%	34%	35%

Overall wellbeing differences:

Females, Gen Z and lower income (<\$45k) groups are less likely to be positive by about 8 percentage points compared to males, Boomers and those earning \$65k or more.

Total wellbeing is higher for those having a great overall employee experience (EX)

Great EX	69%
Good EX	49%
Bad EX	26%
Awful EX	22%

⁴ Figures represent those citing an 8, 9 or 10 on an 11-point scale where 0 = "couldn't be worse" and 10 = "couldn't be better." Overall wellbeing is measured by calculating the average percentage across the five dimensions.

Employees continue to question if their wellbeing results are worth the effort required

Most employees (62%) continue to believe they are doing everything they can to promote their personal health and wellbeing, and slightly more employees than last year feel they have a high level of control over their health (up three points). But one-third still say living a truly healthy life requires more time, attention and/or money than they are willing to spend.



say “I feel personally in control of my health”
(versus 55% in 2019 and 62% in 2018 and 2016)

I’m doing everything I can to promote and maintain my health⁵

2020	62%
2018	60%
2016	55%
Gen Zers	57%
Millennials	63%
Emerging Millennials	62%
Established Millennials	63%
Gen Xers	58%
Boomers	67%

Living a truly healthy life requires more time, attention and/or money than I’m willing to spend⁵

2020	33%
2018	30%
2016	30%
Gen Zers	37%
Millennials	39%
Emerging Millennials	42%
Established Millennials	37%
Gen Xers	32%
Boomers	22%

⁵ Figures represent percentage citing “strongly agree” or “agree” on a 6-point scale.

Wellbeing support grows in value

More employees than ever say employer-sponsored wellbeing programs, tools and information are valuable to their company and to them personally.

Wellbeing programs offered by the employer...⁶

	2020	2019
Are easy to access when I need them	84%	81%
Enhance/improve my overall employment experience	81%	77%
Are a good business investment	81%	80%
Make the company more attractive to potential employees	81%	78%
Make me feel better about my employer	80%	78%
Are effective in helping me create a better financial future	79%	75%
Help me to be as productive as I can be	78%	75%
Are one of the reasons I stay at my job	74%	70%
Help me avoid getting sick	70%	68%

Average change in employee perceived value of available wellbeing support since last year

+16 points

Wellbeing benefits and programs

+10 points

Wellbeing decision tools

+20 points

Wellbeing information sources

When considering the value of individual programs, employees are more likely than prior years to rate them as valuable or very valuable. The programs with the highest ratings encompass all five wellbeing dimensions, demonstrating the value of a holistic wellbeing strategy. Not surprisingly, those having a great, or even just good, overall employee experience (EX) are more likely than those having a bad or awful EX to say available wellbeing programs are valuable—further evidence of the connection between wellbeing programs and perceptions of overall EX. See page 30 for details.

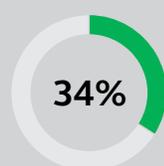
“The company that I work for provides a treadmill workstation so we can bring our laptops to the treadmill and get a workout in while we’re on the clock. I started this about six months ago, and it jump-started my new initiative to live a healthier lifestyle... walking on the treadmill for at least two hours out of each work day really changed my life.”

⁶ Figures represent percentage citing “strongly agree,” “agree” or “slightly agree” on a 6-point scale.

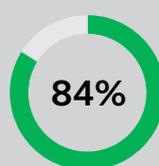
Access to the basics of health pose little challenge for most, but not all

Most employers focus the majority of wellbeing investments on programs, tools and information, but also acknowledge the challenge that lack of access to basic health services, healthy food and water, reliable transportation, affordable housing and safe recreational areas may have on segments of the working population.⁷

Of large employers:



are implementing **food quality/access** in 2020 and another 60% are considering for 2021/2022



are implementing **healthcare access/literacy** in 2020 and another 10% are considering it for 2021/2022



are implementing **housing** as part of their wellbeing strategy in 2020 and another 85% are considering it in 2021/2022

About four-fifths of employees strongly agree or agree that they have appropriate access to these areas. But, fewer than half indicate that they strongly agree with each statement, even among those earning \$65,000 or more in household income. The areas of most challenge include access to clean and safe outdoor recreational areas and health services.

Those low in access (approximately 9% of respondents⁸) are slightly more likely to be male, young, Latino or African American, employed part-time and with lower household income.

Employees who agree they have appropriate access to the following:

	Strongly agree/ Agree	Strongly agree	Agree	Under \$45,000	\$45,000- \$64,999	\$65,000 or more
Healthy food and clean water	83%	47%	36%	79%	83%	87%
Reliable, safe and affordable transportation	83%	42%	41%	77%	86%	86%
Health services	83%	40%	43%	78%	85%	87%
Clean, affordable housing in a safe area	81%	42%	39%	73%	84%	86%
Clean and safe outdoor recreational areas	79%	35%	44%	71%	82%	85%

⁷ Business Group on Health, 2020 Large Employers' Health Care Strategy and Plan Survey, 2019.

⁸ Calculated based on the five statements, with "low" = "strongly disagree" or "disagree" for at least one of the five items, "high" = "strongly agree" or "agree" with all five items, and "moderate" = any employee that does not fit into Low or High.

Positive consumerism behaviors are increasing

4 out of 5 employees have a primary care physician

Consistent with 2019, we continue to see a rise in the percentage of employees taking positive healthcare-related actions. There was a 17-point increase (90% in 2020, up from 73% in 2019) in those who say they have taken at least one of the two cost-related actions at some point in the past. Given this rise in historical trend, we asked a new question to begin to measure these behaviors in a more immediate timeframe, i.e., the last 12 months.

Across all of these behaviors, the proportion is higher for the youngest employees (Millennials and Gen Z).

Actions I've taken at least once before or after a medical visit or when making decisions

	Taken in	Taken ever			
	Past 12 months	2020	2019	2018	2017
Asked a provider or insurance company about costs or looked up costs for recommended prescription drug (Rx) or medical services	55%	67%	56%	56%	54%
Compared costs for any recommended medical services or Rx from different providers or facilities to find the best value	46%	58%	44%	40%	36%
Prepared for medical visit by looking up information and/or list of questions	57%	73%	n/a	n/a	n/a
Reviewed ratings or other quality-related information about providers or facilities	37%	66%	n/a	n/a	n/a
Discussed diagnosis, procedure or recommendation with a health advocate/health support specialist or obtained a second opinion	46%	62%	n/a	n/a	n/a
	Past 12 months	2020	2019	2018	2017
Have taken at least one (or both) of the healthcare cost-related actions	62%	90%	73%	71%	68%

 In 2019, 43% brought information and 60% brought a list of questions to a medical visit at least once.

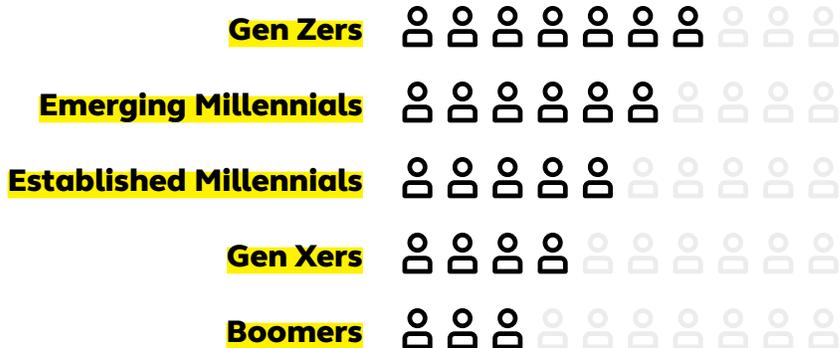
Negative healthcare decisions are tempering the positive

There is a similar increase in potentially negative behaviors that avoid healthcare-related costs. Those who have or have given serious consideration to acting on a potentially negative behavior is growing, and is more prevalent among the youngest groups (Emerging Millennials and Gen Z).

Actions I have taken or seriously considered

	2020	2019	2018
Reduced spending on some other non-health related areas (mortgage/rent, food, utilities, etc.) to pay for health costs	48%	40%	n/a
I have not gotten care for myself or another family member because I could not come up with the out-of-pocket costs required to pay for the care	43%	37%	29%
I have reduced or stopped saving for the future (for retirement or other goal) to pay for health costs	43%	41%	n/a
I have stopped taking/I have taken less medication (either less frequently or fewer in number) or delayed fulfilling a prescription to save money	41%	36%	26%
I have declined other types of insurance or benefits like dental or vision to be able to pay for health insurance	46%	36%	28%

Average proportion of employees who have taken or seriously considered taking the above actions to pay for health costs



Healthcare regret is expensive

Along with making more potentially damaging decisions, more employees express regret for a past healthcare decision (52%, up from 42% in 2019). Employees do realize that these types of decisions, such as jumping into treatment without asking the right questions or not checking costs, can impact both their personal health and their wallet. It's also costly for their employers.

What caused healthcare decision regret⁹

	2020	2019	2018
I jumped into treatment without asking the right questions	33%	30%	35%
I didn't check costs at various facilities	16%	14%	10%
I didn't ask/confirm if provider or facility was in-network	13%	10%	n/a
I got bad advice from a healthcare professional	13%	12%	14%
I took advice from someone who was not a healthcare professional	10%	10%	6%
I didn't go through my primary care physician	9%	6%	5%



⁹ Figures represent those who say they have regretted a healthcare decision that led to getting the wrong care or paying more than necessary.

Healthcare navigation is priceless

Avoidance of regret and proactive, better decision-making can be supported with employer healthcare tools and resources.

Among those who have healthcare tools available to them, the tools hold value. Nearly two-thirds of employees (65%) see value in personalized support for navigating the health system and affiliated costs and perceived value is even higher among those who have it available (78%).

Simple and easy guidance to the right tools is critical. Consistent with prior studies, some employees don't know where or how to find them. Most know where to find information about providers and plans, but fewer do when it comes to prescription drug costs. Not surprisingly, younger employees need more guidance with finding healthcare decision-making tools. For example, 56% of Gen Zers say they know how to find a tool to pick a quality provider, compared to 75% of Boomers. This 19+ point difference is relatively consistent across all healthcare topics, except for finding costs.

I know where to go to find the information I need to...¹⁰

	2020	2019	2018
Pick a quality provider (doctor, hospital, clinic, other facility)	68%	68%	68%
Pick the right health plan for me/my family	64%	64%	61%
Get my health plan or health services question answered clearly and accurately	62%	61%	54%
Figure out what a prescription drug will cost me	57%	56%	49%
Figure out what a health service will cost me	55%	54%	46%

I know where to go to....

	Gen Zers	Millennials	Gen Xers	Boomers
Pick a quality provider (doctor, hospital, clinic, other facility)	56%	66%	66%	75%
Pick the right health plan for me/my family	53%	61%	65%	72%
Get my health plan or health services question answered clearly and accurately	47%	60%	62%	68%
Figure out what a prescription drug will cost me	55%	56%	56%	63%
Figure out what a health service will cost me	52%	55%	55%	56%

¹⁰ Figures represent those citing "strongly agree" or "agree" on a 6-point scale.

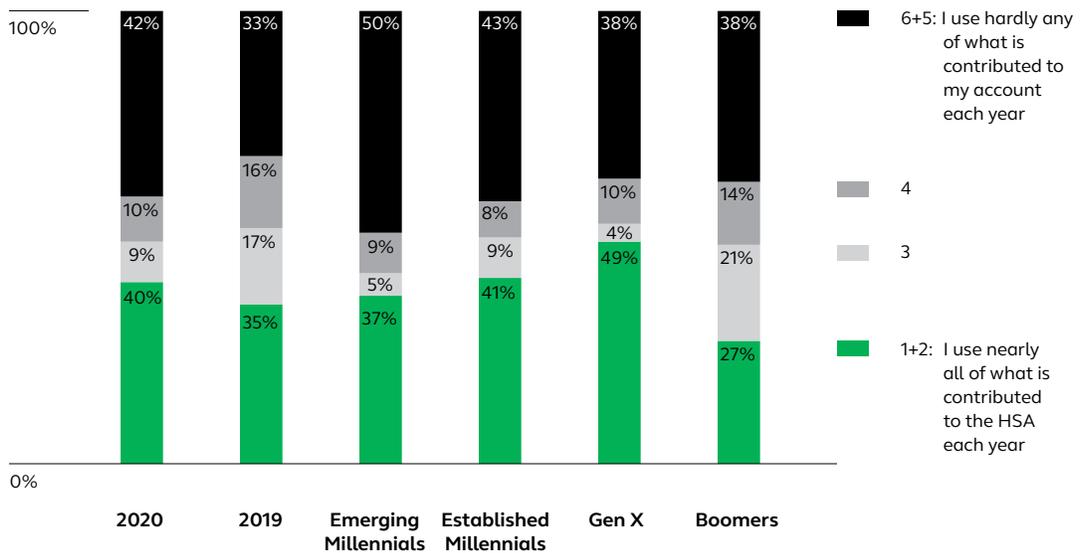
A healthcare dollar saved is a healthcare dollar spent

According to Alight’s 2018 benefits administration data, 81% of employees in an HDHP have an HSA and 76% contribute their own money to an HSA.

A positive trend is the decline in the proportion of employees who reported not saving anything at all for their healthcare expenses—although it is still 40% of the workforce, down from 42%.

For those with a high deductible health plan (HDHP) who are saving, they seem to recognize the benefits of a health savings account (HSA). Those using nearly all their contributions for current expenses as well as those saving for longer term needs grew year over year at the expense of those doing about equal of both. Among age groups, Gen Xers are more likely than others to use nearly all of their funds each year.

How I use my HSA funds each year¹¹



¹¹ Question asked on 6-point spectrum scale where 6 is closest to the anchor labeled “I use hardly any of what is contributed to my account each year (pay from other sources and save as much as possible for future in HSA)” and 1 is closest to anchor labeled “I use nearly all of what is contributed to the health savings account each year (or I would as expenses came up)”. The respondent is instructed to select the box that best fits between these anchor labels. Respondent size for Gen Z was too small to report.

In saving for health (as well as retirement) expenses, affordability matters

When considering how much to set aside between their HSAs and retirement accounts, one-third (32%) contribute to each based on what they think they can afford, while about a quarter (23%) say they save the maximum in each. A positive trend is that fewer say they don't really have a plan.

While employees are taking more positive steps in saving for future healthcare expenses, the opportunity exists for employers to offer tools and guidance that support employees in their financial decision-making.

How I decide how much to save between my HSA versus retirement savings plan (among those who have each available)

	2020	2019	2018
I figure out what I can afford and put some in each accordingly	32%	33%	21%
I save the maximum amount allowed in the HSA and retirement savings plan	23%	21%	23%
I figure out how much I need for each and put some in each accordingly	20%	16%	22%
I don't really have a specific or regular plan and decide as I go along	12%	16%	20%
I save first in my retirement savings plan until I reach my annual goal or get my company match, then save in my HSA	5%	6%	4%
I save first in my HSA until I reach my annual goal, then save in my retirement savings plan	4%	5%	6%
I save <i>only</i> in my HSA or only in my retirement savings plan	4%	3%	5%

Many employees have a bleak outlook on their financial wellbeing

Financial wellbeing is the lowest-rated dimension of wellbeing, with only 40% of people giving themselves positive ratings. “Not living beyond my means” is also a top wellbeing priority. What’s worse is optimism is waning with fewer feeling they are in control of their financial future, down 7 points from 2017, and more saying they do not see a path to retire at the age they want, up 17 points since 2017. This trend is particularly troubling as this survey was fielded during a time of relative prosperity amid record highs on Wall Street. Both sense of control and path to retirement will likely decline further due to COVID-19 consequences.

While we see about half of employees agree they are often intimidated by financial matters (up 10 points from 2017), the youngest group is even more so with 75% of Gen Z and 64% of Millennials feeling this way.

My financial attitudes¹²

	2020	2017
I feel I’m in control of my financial future	70%	77%
I’d describe myself as financially savvy	64%	69%
There’s no way I’ll be able to retire at the age I want	61%	44%
I’m often intimidated by financial matters	53%	43%

¹² Figures represent those citing “strongly agree,” “agree” or “slightly agree” on a 6-point scale.

Debt weighs on employees' minds

One of the biggest barriers to improving financial wellbeing is the presence of debt. Even though 91% of people say that it is important for them to be debt-free, the percentage of people who say they have non-mortgage debt increased from 73% in 2017 to 84% this year.

One-quarter of employees strongly agree or agree that their level of debt is ruining the quality of their life, up from 17% in 2017, and the feelings are not isolated to just those earning less income. Of those people with household incomes above \$100K, 22% say that their level of debt is ruining the quality of their life.

The effect of debt can be profound. Compared to people who say debt is not ruining their life, people that view their debt burden to this extent are much more likely to have poorer wellbeing across all dimensions.

Percent saying debt is ruining their life by household income

<\$25K	29%
\$25K-<\$45K	27%
\$45K-<\$65K	23%
\$65K-<\$100K	22%
\$100K-<\$150K	22%
\$150K-<\$200K	19%
\$200K+	22%

Percent feeling positive about wellbeing among those who agree or disagree that debt is ruining their life

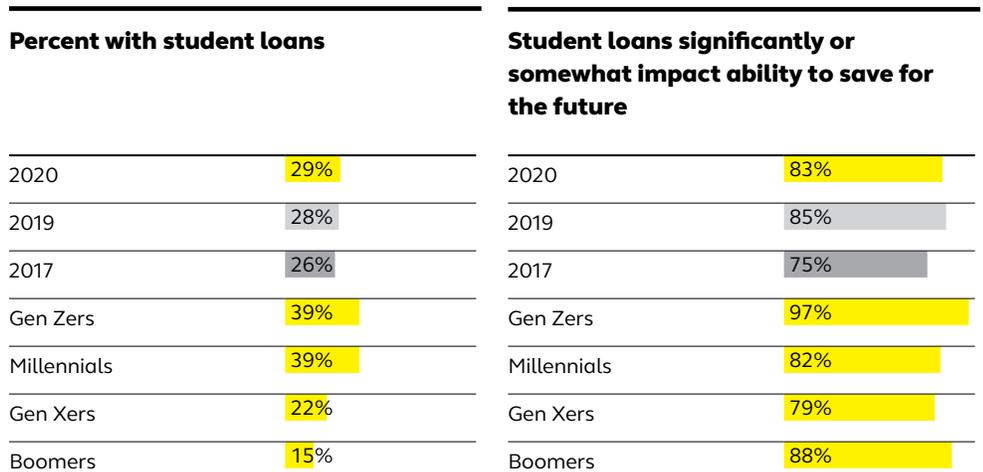
	Strongly agree/ agree	Strongly disagree/ disagree
Mental and emotional wellbeing	42%	57%
Social wellbeing	44%	53%
Physical wellbeing	44%	54%
Professional and career wellbeing	44%	52%
Financial wellbeing	33%	57%

Student loans are a growing strain on finances

Unsurprisingly, student loans are a major contributor to people’s debt. According to the Federal Reserve, outstanding student loan debt at the beginning of 2020 stood at over \$1.5 trillion and increased by \$50 billion in 2019.¹³

Nearly three out of every ten employees now have a student loan (up from one-quarter in 2017) and 83% of these people say their student loans impact their ability to save for the future (up 8 points from 2017). With 22% of Gen Xers and 15% of Baby Boomers saying they have student loans, the impact is not limited to just the youngest generations.

Fortunately, more employers are offering programs that can help employees manage their student loans. According to Alight’s *2020 Hot Topics in Retirement and Financial Wellbeing* report, 21% of employers offer a tool to help refinance and/or consolidate student loans—a percentage that has been steadily climbing from 6% in 2017.



¹³ Federal Reserve Bank of New York, Household Debt and Credit, 2019Q4.

Building an emergency fund nearly matches retirement income as a priority

Retirement income is a priority for over three-quarters of employees, yet only slightly fewer cite building an emergency fund as a priority. This is evidence that providing financial wellbeing efforts beyond traditional retirement savings can be valuable and important. Not surprisingly, retirement income is more likely to be a priority for older employees while education and/or other large expenditures is more likely to be a priority for younger ones.

Retirement income has remained a consistent top priority over the last two years, and two-thirds of employees at least slightly agree (42% strongly agree or agree) that they are afraid of running out of money during retirement, increasing stress and reducing confidence in their financial future. Just 57% or fewer have taken steps to estimate their retirement needs. There is some evidence of hope, though, as retirement planning behaviors have inched up nearly each year since 2015.

Current savings priorities¹⁴

	2020	Gen Zers	Emerging Millennials	Established Millennials	Gen Xers	Boomers
Retirement income or wealth accumulation/investments	79%	59%	69%	76%	82%	89%
Building an emergency fund	72%	63%	76%	74%	73%	67%
Making a large item purchase, such as a car	53%	71%	64%	58%	51%	38%
Education expenses (my own or others)	36%	57%	53%	45%	29%	15%

Actions I have taken to estimate my retirement needs

	2020	2019	2017	2015
Estimated how much money I will need to live on when I retire	57%	58%	54%	53%
Compared how much I will need in retirement and how much I am likely to have	57%	55%	53%	54%
Created a financial action plan that details what I need to do in order to retire by my goal	48%	45%	41%	40%
Projected how to withdraw from savings in retirement	44%	40%	36%	n/a

¹⁴ Figures represent those citing “high priority” or “moderate priority” on a 4-point scale.

Investing isn't one-size-fits-all

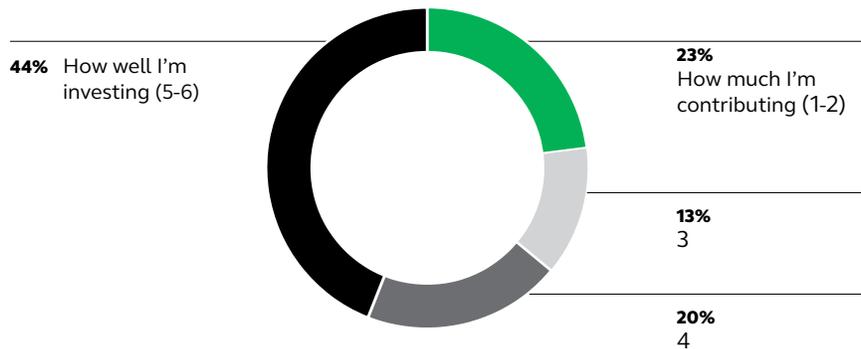
Satisfaction with retirement plans is strong and relatively unchanged, and those having a great overall employee experience are much more likely to express satisfaction. While participation and satisfaction are certainly part of the goals, so too is appropriate investing. Employees are split when asked about their preferences for selecting investments—most prefer an expert to provide recommendations based on age or individual financial situations (45%), while a near equal proportion prefer to choose themselves (40%). This split also carries over to their focus on contribution or investment return with about one-third focusing mostly on contribution and two-thirds on how well they are investing, consistent across generations.

These results reinforce the importance of having multiple approaches and tools for different segments and related preferences. But one thing appears nearly universal—nearly 9 of 10 employees say it is somewhat or critically important that the financial advice they receive is fully independent (e.g. the advisor is not tied to investment products and there is no personal interest/financial incentive recommendations).

Employees are satisfied with their company's retirement savings plan(s)

82% vs. **93%**
 all respondents vs. respondents with a great employee experience

My retirement savings plan priority¹⁵



¹⁵ Question asked on 6-point spectrum scale where 6 is closest to the anchor labeled “How well I’m investing” and 1 is closest to anchor labeled “How much I’m contributing.” The respondent is instructed to select the box that best fits between these anchor labels.

Employees appreciate employer-provided financial wellbeing services

Against a backdrop where more and more employers are offering financial wellbeing resources, employees are increasingly likely to say that these resources are useful. This year, 79% of employees said that financial wellbeing programs are effective in helping them create a better financial future, up from 74% last year.

However, there appears to be a disconnect between what employers offer and what employees think is available. For example, only 16% of employees think that one-on-one financial counseling is available to them, but data from Alight’s *Trends & Experience in Defined Contribution Plans* report shows that 52% of employers offer it. The value of this program is clear, though, with 75% of employees saying it is valuable.

Nonetheless, when employers offer financial wellbeing programs, employees are much more likely to exhibit healthy attitudes—both about themselves as well as toward their employer. When employees have access to financial wellbeing programs at work, they are on average 1.3x more likely to say the different areas of their wellbeing couldn’t be better.

Impact of financial wellbeing programs

	Financial wellbeing programs offered	No financial wellbeing programs offered
Currently making contributions to my company’s retirement plan	77%	65%
Satisfied with my company’s current retirement plan(s)	85%	76%
Likely to recommend current company as employer	59%	42%

“I wish they would provide more resources for financial wellbeing. I know they do a pretty good job for physical and mental health... but it would be kind of nice to have more educational opportunities for financial things, like building wealth, or saving money.”

Mental health is a priority

On top of pressures at work, employees may be faced with things at home like family issues, health concerns, financial obligations and even social pressures. This impacts employees' mental health overall, and their ability to be productive at work.

While high stress levels remain consistent year-over-year on average across all generations, it's the youngest employees who are feeling it the most.

My stress level is usually...

	High	Moderate	Low
2020	15%	58%	26%
2018	16%	57%	27%
2016	18%	54%	29%
Gen Zers	20%	60%	20%
Emerging Millennials	25%	59%	17%
Established Millennials	16%	58%	26%
Gen Xers	13%	60%	27%
Boomers	10%	56%	34%

High stress levels are found in:

25% of those having an awful overall EX vs. **15%** of those having a great overall EX

Mental health stigma reduction efforts may be working

Despite the high stress levels, there is a bright side. While certainly not eliminated, mental health stigma in the workplace doesn't appear to be as much of a barrier to employees getting and asking for help as it has in the past. This is likely driven partly by media messages, recent efforts from employers and the younger/newer entrants to the workforce who tend to be more comfortable with addressing mental/emotional health issues.

The number of employees who say they sought counseling or other related services in the past year increased dramatically (from 25% in 2018 to 41% in 2020). The increased number is in line with the broader U.S. population—according to National Institute of Mental Health, as of 2017, 19.8 million (42.6%) U.S. adults with any mental illness received mental health services within the past year.¹⁶

Of those highly stressed, Gen Zers (75% sought help) and Emerging Millennials (62% sought help) were the most likely to seek out help for those needs. Most often, the underlying concern was high stress levels, followed closely by mental health condition or family issues. The slow rise in overall satisfaction could also be a factor in influencing this increasing trend of using mental health resources.

Sought counseling or other related services within the past year:



If you've received counseling or other related services, how satisfied are you with the services or treatment?

	2020	2018
Completely satisfied/satisfied	63%	58%
Slightly satisfied	23%	28%
Slightly dissatisfied	7%	9%
Completely dissatisfied/dissatisfied	6%	5%

¹⁶ Substance Abuse and Mental Health Services Administration, Key substance use and mental health indicators in the United States, 2018.

Comfort reaching out improves when the overall EX is great

Further evidence of a reducing mental health stigma is the fact that nearly half of all employees (49%) are comfortable reaching out to another employee to offer help if that employee appears to be dealing with an emotional or mental health issue. Comfort levels are even higher among those who have a great employee EX. This reinforces the value of a great experience fostering closer and more meaningful relationships which, in turn, provide stronger overall wellbeing.

How comfortable I am with reaching out to an employee dealing with an emotional and/or mental health issue¹⁷

	Comfortable (7+6+5)	Neutral (4)	Not comfortable (3+2+1+0)
2020	49%	28%	23%
2019	49%	29%	22%
2018	43%	32%	25%
Awful EX	26%	33%	41%
Bad EX	42%	32%	25%
Good EX	53%	28%	19%
Great EX	63%	21%	16%

¹⁷ Employees were asked level of comfort on a 8-point scale, with 7 = "Completely comfortable" and 0 = "Not at all comfortable."

Employees are more likely to utilize mental health resources

Despite the reported likelihood of using mental health services through their employer—especially for stress management—two-fifths (38%) of employees say they do not have any available through their employer. This is slightly higher than the 27% of large employers who do not offer mental/behavioral health services in 2019, perhaps indicating a lack of awareness among employees on available services to some extent.¹⁸

For employers who offer these programs today, there is a welcome opportunity from employees to better promote and create awareness in these offerings. At least 75% of employees who are aware of the available services would use them. Reinforcing the theme of stigma reduction and greater comfort with mental/emotional concerns, most employees, whether they have them or not, say they’d use these services if needed (see page 32 for details).

How likely I am to use mental health services offered by my employer through a third party (among those who have it available)¹⁹

	2020	2019	2018
Stress management program to build resilience	85%	58%	66%
Mental and emotional health apps	82%	52%	68%
Onsite meditation or mindfulness class	80%	56%	63%
Onsite services with a mental health professional	78%	57%	63%
Referral to offsite, in-person mental health professional	76%	61%	n/a
Telephonic, virtual or online visit with a mental health professional	75%	56%	55%

“My company has an anonymous mental health consultation phone line, which is available 24 hours a day, 7 days a week. For anything from personal issues to work issues, it has really made a positive impact on me. I’ve used it once or twice for personal reasons, and it’s helped me focus at work... just knowing that it’s there and available is good peace of mind.”

¹⁸ 2020 Large Employers’ Health Care Strategy and Plan Design Survey Report, Business Group on Health.

¹⁹ Figures represent those citing “definitely would” or “probably would” on a 4-point scale, among the employees who say they have it available through their employers.

Good sleep makes a difference

Sleeping habits—more specifically the importance of quality sleep—are gaining attention in the marketplace as well as in the workplace. Poor sleep can not only impact productivity (low energy, fatigue) and safety (reduced alertness and reaction), it increases mental/emotional health issues and even physical ailments.²⁰

Employees recognize the importance of their sleeping habits with a strong majority (86%) reporting that a good night's sleep can impact their ability to fully contribute at work and home. Gen Z and Millennials are more likely to believe this.

What impact does the quality of your sleep have on your ability to contribute fully day-to-day?

	Significantly	Somewhat	Not very much, if at all
2020	44%	42%	14%
Gen Zers	36%	54%	10%
Millennials	48%	42%	10%
Gen Xers	41%	43%	16%
Boomers	41%	40%	19%

²⁰ Durmer, J.S., Dinges, D.F. (2005). Neurocognitive consequences of sleep deprivation. *Seminars in Neurology*, 25(1), 117-129.

Social wellbeing is a challenge for most

Less than one-half of the current workforce feel their social wellbeing is going well. It's no wonder that growing and maintaining personal relationships is a top priority for three-quarters of the workforce.

Few employees can confidently agree with a series of statements about their relationships—both in a personal and work context. Only about half strongly agree or agree that they have someone they can turn to at work and in their personal lives. Even fewer say their employer encourages social interaction among employees.

Social wellbeing perspective (personal and work context)

	Strongly agree/ agree	Slightly agree	Slightly disagree	Strongly disagree/ disagree
When I'm stressed or worried, I have someone/people in my life I would, without hesitation, reach out to for support or help	51%	25%	11%	13%
I have people/someone at work I can talk honestly to about any topic (work or personal)	42%	28%	12%	19%
My employer actively encourages social interaction among employees (events, outings, socializing spaces, volunteer activities, etc.)	34%	30%	16%	19%
I often feel lonely or isolated	22%	21%	14%	43%
My employer/work gets in the way of me having a reasonable social life	21%	18%	17%	44%

Younger employees—especially Emerging Millennials—and those who sometimes or primarily work virtually are more likely to feel lonely (27% for Millennials and 31% for virtual workers). With more people working remotely, this result may signal an increase in those feeling lonely or isolated, thus making employer efforts to keep employees feeling connected even more critical.

More employees thrive when social wellbeing is positive

There's a strong impact of social wellbeing on employees' overall wellbeing. When social wellbeing is going well, employees are 4 to 7 times more likely to rate other areas of their wellbeing positively, as well as their overall employee experience. They are also less likely to feel stressed or experience symptoms of burnout at work.

4x

Physical or financial

6x

Professional/career

7x

Mental/emotional

4x

more likely to report having a truly great overall EX than those who report poor social ratings (45% vs. 11%)

For those who feel their place of work is socially lacking, they wish their employers would step up. While preferences about the amount and type of social interactions at work vary (like organized happy hours or simply having healthy, professional relationships with colleagues), there is a clear desire for more time and more opportunities to focus on their relationships—inside and outside of the workplace. By providing time and space for employees to focus on their mental health, especially through social interaction, employees can feel happier at work, contributing to their enthusiasm, wellbeing and productivity.

“It’s detrimental to your mental health that you’re not able to pursue the things that really give you purpose in life, like spending time with family and friends.”

“I think we can get together more often and really feel like one team.”

“It’s hard to make friendships, so a monthly social gathering onsite would be appreciated so we could form good working relationships with each other.”

Setting a higher bar for career wellbeing

Along with additional focus on social wellbeing, this year we further explored the impact of work and career on personal wellbeing-oriented concepts like safety, progress, authenticity and meaning (see Alight’s latest *Workforce Mindset® Study* for more details on the current state of the employee experience.) Most agree with items that relate to basic employee needs, like feeling safe and respected and making valuable contributions and progress, though fewer than two-thirds strongly agree or agree. Of greater concern, nearly half (46%) say they often dread going to work, a trend that could certainly have an impact on their mental/emotional state as well as absenteeism, productivity, and retention.

We know from our *Workforce Mindset® Study* that employees seek a more relationship-oriented culture and experience, often mentioning trust and honesty. Unfortunately, less than three-fifths of workers (56%) agree or strongly agree that they can be themselves at work, a result that runs counter to many organizations’ efforts toward inclusion.

My career wellbeing perspective

		Strongly agree/ agree	Slightly agree	Slightly disagree	Strongly disagree/ disagree
Lower for those in the media, entertainment or leisure industries	I feel safe and respected at work	63%	20%	9%	7%
	I feel like I’m making valuable contributions and doing meaningful work	60%	25%	8%	8%
Higher for those in public sector or technology industries	I can be myself at work	56%	27%	10%	7%
	I’m making appropriate progress toward my current career/work growth goals	53%	27%	10%	10%
Less positive for Emerging Millennials and those who primarily work virtually	I often dread going to work ²¹	23%	22%	17%	38%

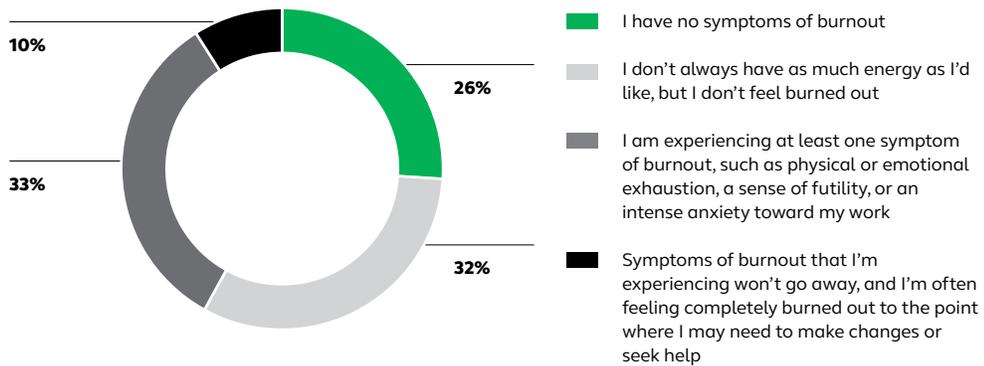
²¹ Note that disagreeing with this item is a more positive result or outcome, i.e., 55% do not dread going to work (strongly disagree + disagree + slightly disagree).

Employees are feeling overworked

Employees across the workforce increasingly desire more efficiency in their work experience and more balance across their work and personal commitments, yet many fail to achieve it. Over two-fifths (43%) of employees are experiencing symptoms of burnout, a number that is significantly higher for Emerging Millennials (57%).

Burnout is also more prevalent among virtual workers (50% among those who are primarily virtual). Alight's *Workforce Mindset® Study* shows that many virtual workers perceive more benefits than drawbacks (69%). However, it's worth noting the possible wellbeing risks among this growing segment of the workforce. Some feel they are missing out on important experiences, and only about half feel their company ensures virtual workers are appropriately included/considered in workplace activities (56%). Work/life balance is more likely to be a priority for virtual workers, but some struggle to find the balance. Virtual workers are more likely than non-virtual workers to feel lonely and burned out, have high stress levels and feel as if their work gets in the way of their social lives.

Overall, based on your own definition of job burnout (an extreme form of work-related stress), how would you rate your level of burnout on a scale from 1 to 4?



Who's more likely to report symptoms of burnout?

- Emerging Millennials
- Women
- Virtual workers, either primarily or sometimes virtual
- Utilities and telecommunications industries
- Media, entertainment and leisure industries
- Financial services and insurance industries
- Those having a bad or awful overall EX

The rising value of wellbeing programs

Employees see value in the various wellbeing programs their employers provide, and those who have a great overall EX tend to value these benefits at higher levels. Even employees who don't currently have these programs available see the potential value.

Perceptions have increased across all 19 programs measured—those with a personalized orientation have increased the most, along with fitness and nutrition.

Value of wellbeing programs (among employees who have it available)²²

	2020	2019	
Getting paid more frequently	88%	n/a	
Access to low-interest, short-term loans	82%	n/a	
Paid time off exchange	79%	66%	
Onsite health centers	79%	65%	
Physical/mental/financial health recommendations	78%	53%	+25 pts
Personalized support for navigating the health system and costs	78%	60%	+18 pts
Sleep improvement programs/resources	78%	n/a	
Fitness reimbursement programs	77%	59%	+18 pts
Higher education support	76%	60%	
Nutrition, healthy eating and/or weight management classes or programs	76%	58%	+18 pts
1:1 financial support	75%	59%	
Fitness challenges and/or fitness classes	71%	58%	
Mental health awareness campaign/promotion	71%	n/a	
Personalized health management	70%	51%	+19 pts
Mortgage assistance programs	70%	59%	
Wellbeing support groups	67%	50%	
Caregiver support/resources	66%	n/a	
Parental support	66%	55%	
Telehealth	64%	49%	

²² Figures represent those citing "very valuable" or "valuable" on a 4-point scale, among employees who say the program is currently available through their employer.

Employees' top-valued programs span all dimensions of wellbeing. Getting paid more frequently stands out as something each generation would appreciate. While there are similarities, there are also variations in perceived value given the different priorities and challenges for each age group. For the youngest generation in today's workforce—Gen Zers—their highest valued programs tend to focus on guidance and span a variety of delivery methods (i.e. one-on-one, groups, virtual). For example, they appear to be more open to telehealth than other generations.

Top 5 valuable wellbeing programs by generation (among those who have it available)—bolded programs are those that are unique to that group in their top 5

Gen Zers

1. **1:1 financial support**
2. **Wellbeing support groups**
3. **Personalized health management**
4. Getting paid more frequently
5. **Telehealth**

Emerging Millennials

1. Higher education support
2. **Fitness reimbursement programs**
3. Onsite health centers
4. Getting paid more frequently
5. Paid time off exchange

Established Millennials

1. Getting paid more frequently
2. Low-interest, short-term loans
3. Higher education support
4. **Mortgage assistance programs**
5. Onsite health centers

Gen Xers

1. Getting paid more frequently
2. Paid time off exchange
3. **Nutrition, healthy eating, and/or weight management classes/programs**
4. Low-interest, short-term loans
5. **Personalized support for navigating the health system and costs**

Boomers

1. Getting paid more frequently
2. **Caregiver support/resources**
3. Low-interest, short-term loans
4. **Financial/physical/mental health recommendations**
5. Onsite health centers

All employees are more open to employers' mental health support

Regardless of whether these mental health resources are available or not, interest is on the rise.

Employees continue to show the most interest in stress management programs or referrals to mental health professionals. The likelihood of using these types of resources has risen substantially with the largest increase being mobile applications—up 8 points from 2019 and 18 points from 2018.

How likely I am to use mental health services if offered by my employer through a third party²³ (among all employees, regardless if have it available or not)

	2020	2019	2018
Stress management program to build resilience	66%	59%	51%
Referral to offsite, in-person mental health professional	62%	56%	n/a
Onsite services with a mental health professional	59%	53%	46%
Onsite meditation or mindfulness class	58%	52%	43%
Mental and emotional health apps	58%	50%	40%
Telephonic, virtual or online visit with a mental health professional	55%	51%	41%

²³ Figures represent those citing “definitely would” or “probably would” on a 4-point scale.

Deliver wellbeing support in relevant and positive ways

More than 7 in 10 employees value available resources that facilitate smarter wellbeing decisions, from a one-stop-shop for information to a retirement savings tool. Local wellbeing champions are also a great way to further promote information and programs, and to encourage a culture of wellbeing. Since more employers are offering wellbeing resources, it will be critical to promote the advantages of available resources and to ensure employees know where to go at point of need.

Value of employer-provided wellbeing communication²⁴

	Have it available		All employees	
	2020	2019	2020	2019
Financial wellbeing site	85%	61%	67%	53%
Overall wellbeing site	80%	57%	63%	51%
Physical or mental wellbeing site	78%	54%	62%	47%
Wellbeing-related seminars (in-person or online)	77%	62%	55%	58%
Wellbeing/wellness champion	75%	53%	51%	40%
Wellbeing newsletter (email or home mailing)	69%	55%	50%	52%

Value of employer-provided tools²⁴

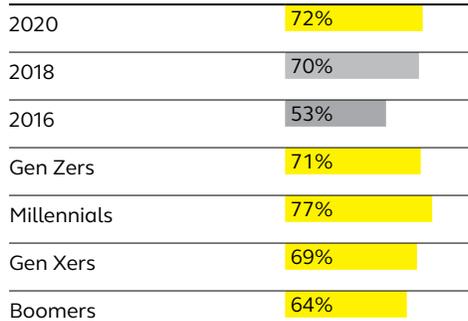
	Have it available		All employees	
	2020	2019	2020	2019
Cost clarity tools	87%	76%	71%	63%
Retirement savings plan decision tools	86%	78%	75%	68%
Health plan comparisons	85%	78%	75%	66%
Provider choice tools	85%	73%	68%	58%
Health plan guidance tools	84%	69%	69%	57%
Spending and savings assistance	84%	70%	70%	59%
Benefits meetings	75%	62%	61%	54%
Past healthcare usage	73%	70%	57%	51%

²⁴ Figures represent those citing "very valuable" or "valuable" on a 4-point scale.

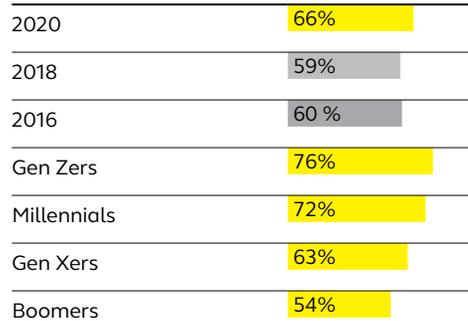
With a greater desire for help that’s tailored to their needs, employees are more willing to share personal health or financial information for relevant guidance through their employer (or appropriate third-party). Boomers stand out among the generations as being significantly more comfortable than they were two years ago (8 points for health and 10 points for financial), though still lower than their younger colleagues in other generations.

When communicating an organization’s data privacy philosophy, employees tell us that storage security, intended use and type of data are important areas of focus. Transparency is especially important to new hires.

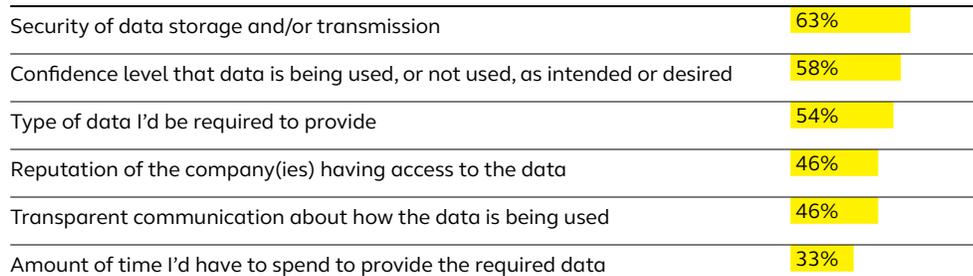
Comfort level sharing personal health information²⁵



Comfort level sharing personal financial information²⁵



If your employer—through an appropriate third-party—offered to use your personal data to provide health/financial recommendations and guidance to you (at no cost), how important would each of the following be to your willingness to share your own personal data or permission to do so? (Ranked in top 3 important factors)



²⁵ Figures represent percentage citing “very comfortable” or “somewhat comfortable” on a 4-point scale. Participants were asked “Assuming you are satisfied with related data security, how comfortable are you with sharing personal health/financial information with your employer (or appropriate third-party contracted by your employer) to allow them to provide personalized health/financial information or guidance for you?”

Wellbeing strategy

As we mentioned in our opening, a predominant theme we see in our data both from a candidate and overall employee experience standpoint is employees asking: “How is the organization helping me become a better me, or the best me?” This question extends to them personally, not only professionally, and points directly to why overall wellbeing has become so important—it has become the shorthand to express genuine care for the employee as a person, not just a worker or means of production. It goes beyond just one dimension to encompass all wellbeing dimensions that may be, at any given time, creating challenges or enhancing a great life. The coronavirus pandemic shines an even brighter light on wellbeing and will increase the importance of it as part of a great, and safe, overall employee experience. At this time, wellbeing will be an opportunity for the best employers to reinforce their values.

Of course, evidence already supported that higher levels of overall wellbeing directly impact important talent-related business drivers like absenteeism, productivity, employee engagement and performance. We have also seen an employer’s position on wellbeing become an important differentiator in the market for talent as well—even more so within the context of COVID-19; companies may not be able to afford not to have a strong wellbeing strategy to support their talent management goals. Wellbeing is good for the person and good for the business! And certainly for our collective society.

So how do you build and execute your unique wellbeing strategy?

1. Do your research

Understand the unique needs and priorities of your workforce to guide your investments and attention both in the near term and longer term. Think broadly across dimensions, not just physical or financial. While at first it may seem effective to simply offer a variety of different programs and experiences to meet the diverse needs of your workforce, you will set yourself up for greater success (and achieve greater ROI) if you understand the priorities of your specific employees to enhance wellbeing across multiple dimensions.

2. Meet them where they are through data and compassion

Your employees will be in very different places along the wellbeing spectrum, but you have (or can get) data that allows you to hyper-personalize their experiences and related appeals. This reduces the risk of overwhelming your people and making sure they are getting what’s most relevant to them when they need it most while also highlighting what matters to your organization as well.

3. Integrate wellbeing into their lives and seek to build new habits

Use multichannel communication and access to reach your people, and don't underestimate the power of mobile. **Employees are 2.5x more likely to have positive wellbeing if activities are easy to access and navigate.** While digital channels are critical, supporting benefits and wellbeing program navigation (especially those related to the complex ecosystem of healthcare), will go a long way in encouraging optimal behavior and engagement. Consider navigation services that provide that human touch people love, especially in their most wellbeing-challenged times.

4. Build trust through transparency and support to mitigate fear and anxiety

Top concerns around sharing data focused on security, confidence in use and type of data required. Be open and transparent in what data you need, how it will be used and the benefits it can provide. Demonstrate the value and build trust over time. With fear and anxiety at high levels already, staying true to transparency and open communication avoids adding to the stress further.

5. Experiment, measure and iterate

Measurement is important to understand progress and effectiveness—this includes not just experience, engagement and perceptions, but behaviors and outcomes as well. Pilot ideas and experiment to get an initial read. Get feedback. Iterate and repeat. Use people-centered, design-thinking principles and processes knowing it won't be perfect from the start, but can quickly and steadily improve with learning. Employees are likely to expect and understand the need to try new processes and establish new norms around wellbeing which provides fertile ground for collaborative invention that balances needs across stakeholders.

Making your strategy work

While the programs, tools and resources are important in achieving the best state of employee wellbeing, your employees ultimately must act. To achieve optimal engagement, you'll need appealing communication to drive attention and awareness. Traditional communication certainly plays a role in ongoing engagement, but it may not be enough.

Solutions that combine a variety of behavior-driving experiences, from incentives and rewards to gamification elements for challenges or activities, can be valuable in your strategy. In addition to leveraging digital assets such as social channels, combining your digital efforts with other non-digital experiences, like wellbeing events, expos or activities that take place in real life, can be beneficial in reaching a broader audience—when those activities can be done safely in a time of social distancing, of course.

Use wellbeing advocates or champions at different locations (and virtually) who can help engage and be your voice to emphasize wellbeing. Of course, encourage leadership role modeling behaviors that reinforce wellbeing. Even simple things—like encouraging walking meetings or providing healthy food options—can make a big difference in reinforcing the wellbeing-oriented culture and engaged workforce you are striving for.

We wish you well in your wellbeing journey, especially in light of coronavirus consequences and context. Alight stands ready to help.

Respondent profiles

2,500

U.S. adult employees who are working for companies with at least 1,000 employees and have employer-sponsored healthcare coverage

Gender

Females	50%
Males	50%
Other	<1%

Generation

Gen Zers	3%
Millennials	49%
Emerging Millennials (born 1988–1996)	18%
Established Millennials (born 1979–1987)	31%
Gen Xers	25%
Boomers	23%

Household income

<\$25,000	10%
\$25,000–\$44,999	25%
\$45,000–\$64,999	30%
\$65,000–\$99,999	18%
\$100,000 or more	16%

Health plan

High deductible health plan with a health savings account or healthcare reimbursement account	16%
High deductible health plan without a health savings account or healthcare reimbursement account	4%
Health Maintenance Organization (HMO)	28%
Preferred Provider Organization (PPO)	46%
Other	<1%
Don't know	6%

Health plan coverage type

Employee-only	55%
Employee and spouse/partner	19%
Employee and child(ren)	8%
Employee and family	18%

Retirement savings plan through employer

Retirement savings plan that allows for employee contributions	70%
Retirement savings plan with employer-matching contributions	51%
Profit sharing (automatic/non-matching employer contributions to retirement savings plan)	16%
Defined benefit or pension-type plan	20%
Other	<1%
None	6%

Company size

1,000–4,999	35%
5,000–14,999	28%
15,000–24,999	8%
25,000 or more	29%

Employment status

Full-time	89%
Part-time	11%

Tenure

Less than 1 year	9%
1–2 years	11%
2–5 years	20%
5–10 years	26%
10–15 years	14%
15 or more years	20%

Industry

Business services and construction	11%
Financial services and insurance	14%
Healthcare	15%
Manufacturing and energy	16%
Internet, media, entertainment and leisure	5%
Public sector	15%
Retail and wholesale trade	17%
Technology ²⁶	8%
Utilities and telecommunications	7%

26 Technology industry is created from a sub-set of industry groups.

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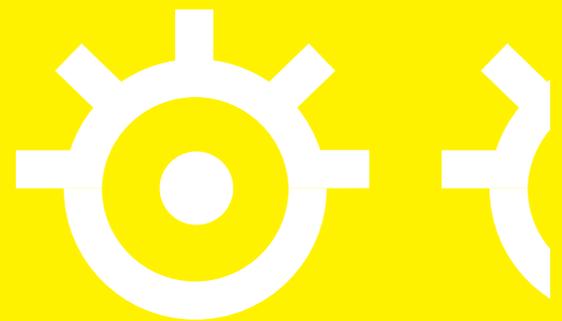
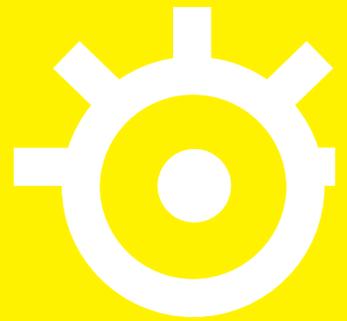
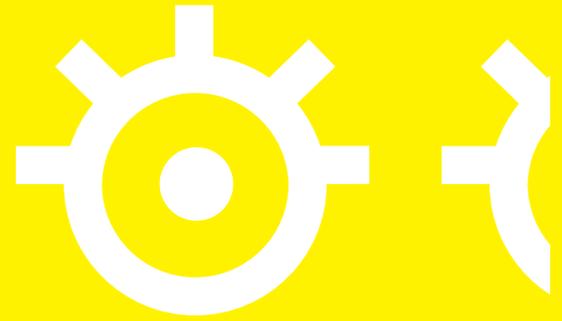
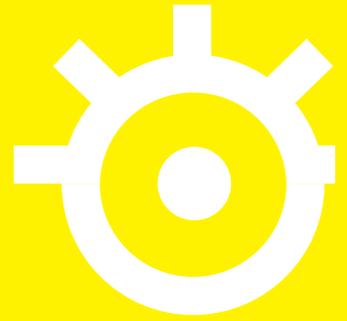
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