



# Employer Case Study: A blueprint for developing a refreshed global wellbeing strategy

Wellbeing represents one of the biggest people challenges organizations have to solve for.

WTW's research indicates that employees that report poor wellbeing are more likely to feel burned out, miss work and be disengaged.

## Key objectives:

- Refresh and update the global wellbeing strategy to ensure that the approach is **globally consistent and competitive**.
- Critically assess the current approach to **ensure the needs of a diverse workforce were met**.
- **Identify and solve for potential gaps** in the global approach to wellbeing.

**> 50%** Are open to leaving

**9** More days missed per year due to presenteeism

**3x** More likely to **feel burned out from their work** (agree/strongly agree)

**3x** More likely to be disengaged

Source: 2022 Global Benefits Attitudes Survey, Global

A high tech industry employer, with 17,000 employees globally, collaborated with WTW to enhance the organization's wellbeing strategy

The employer in this case study conducted a global employee engagement survey on the state of wellbeing within the organization. The insights gathered, along with other feedback from key stakeholders across the organization, compelled the organization to take action and drive change.



## Established current and future state:

- WTW collaborated closely with key stakeholders across the organization to better understand the current and desired future state of wellbeing across the organization.
  - To help develop the business case for the strategy, WTW shared **insights on global market trends** as it pertained to wellbeing.
    - This included examples of what leading employers in the industry are doing, such as the creation of globally consistent mission statements and frameworks for wellbeing, the development of governance frameworks to oversee the successful execution of wellbeing, the implementation of enhanced mental health and family support solutions, and the creation of resources for managers and employee peer groups (e.g., ERGs, champion networks).
    - WTW also leveraged data points from the Global Wellbeing Diagnostic Survey and Global Benefits Attitudes Survey (GBAS), to share **wellbeing practices and trends from both the employer and employee lens**.
  - The employer also shared high-level feedback on the state of wellbeing across the organization that was collected from a robust **employee engagement survey** that is conducted in-house.
  - To further inform the development of the future strategy, WTW conducted a **competitive analysis** of the employer's wellbeing programs across their 4 pillars — in 11 of their key markets.
    - This comprehensive evaluation consisted of review of over 80 wellbeing practices to help identify potential gaps/opportunities that could be addressed in the context of the refreshed global wellbeing strategy.



## Refreshed the global wellbeing strategy:

- Leveraging insights from the discovery work, WTW supported the organization in refreshing and redesigning their global mission statement and framework for wellbeing.
  - This was developed in such a way that it would be **globally consistent** and resonate with the global workforce, in addition to capturing how the organization was committed to **supporting the diverse needs** of their workforce and meet them in moments that matter.
  - The framework includes the four pillars of wellbeing — physical, emotional, financial and social — and is approached from a DEI lens, ensuring that the needs of all are met, across different demographics, job functions, career stage, level and geography.
  - The refreshed strategy has since been **promoted and communicated across the organization** to stakeholders ranging from senior leaders, ERG groups, local wellbeing champions, employees, as well as the organization's ESG report.
- In addition, the discovery work helped inform the development of a multi-year strategy for wellbeing across the organization. This **roadmap** captured all the elements required for the successful execution of a wellbeing strategy, including the **engagement of leaders and managers, a robust portfolio of wellbeing programs and initiatives, the deployment of digital tools and technology and a strategy for measurement, all with the employee experience in mind.**



## Execution of the strategy:

- WTW has supported the organization to ensure that the **right programs and practices are implemented under each pillar of wellbeing**, whether it is enhanced support for the mental health of employees and managers, financial wellbeing tools, flexible work policies, or the development of employee wellbeing networks. This included the following initiatives, among others:
  - Identified and implemented a new mental health vendor partner that would improve access to high quality mental health care globally. This vendor now serves as a strategic partner of the organization and has helped inform the development of employee mental health campaigns and tailored resources for people leaders.
  - Supported the recruitment efforts of multiple **onsite counselors** in strategic locations globally that would be available to provide employees with mental health counselling and broader support in-person or virtually, support local leadership with campaigns and workshops, and be visible sponsors of the wellbeing strategy and the organization's efforts to tackle stigma.
  - Supported the organization in the implementation of a variety of caregiving and family support solutions, including the creation of a business case for establishing an onsite daycare, along with a global subsidy for childcare.
  - Creation of **resources for managers** across the organization that would better support their own wellbeing and equip them with the tools to support the employees they manage.
  - Supported the organization with the **development of a wellbeing champion/ambassador network**, including resources about the global wellbeing strategy and the role and responsibilities required of the program champions.

## Employee Communications and Engagement:

- WTW has supported the organization in redesigning and updating the language on the benefits microsite in order to better communicate the extent to which they provide support to employees.
- WTW develops and shares **monthly wellbeing campaign material** that includes US and globally relevant tips on a variety of wellbeing topics. These are utilized by the organization to support their communication efforts around wellbeing, and help promote all the resources available to employees to support their wellbeing needs.

## Outcomes:

The organization has been named as one of Glassdoor's 2023 best places to work, and has been recognized for its efforts around culture, women in the workplace, diversity and work-life balance.

Utilization of the organization's new mental health vendor partner's services significantly exceeds book of business. This is largely the result of the organization's continued communication efforts, engagement of leaders in supporting the promotion of mental health, and the recruitment of onsite counsellors that have helped further tackle stigma and improve access to care as visible sponsors of the mental health program.

Employees and their family members are equally engaged in other wellbeing solutions offered, including caregiving, family forming support, and financial wellbeing tools.

**About WTW**

At WTW (NASDAQ: WTW), we provide data-driven, insight-led solutions in the areas of people, risk and capital. Leveraging the global view and local expertise of our colleagues serving 140 countries and markets, we help you sharpen your strategy, enhance organizational resilience, motivate your workforce and maximize performance. Working shoulder to shoulder with you, we uncover opportunities for sustainable success — and provide perspective that moves you. Learn more at [wtwco.com](http://wtwco.com).



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