

AON

Global Wellbeing Survey Report

2022-2023



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Executive Summary

Employers are Focused on Wellbeing, Now More Than Ever.

With companies facing volatility and uncertainty in the form of inflation, fears of economic shocks, an ongoing pandemic, workforce erosion and international conflict, it would be reasonable to think that wellbeing initiatives and strategies could decrease in importance and priority. It used to be that overall financial pressures would preclude companies from focusing on wellbeing, which was viewed as a perk and a cost center rather than something that could improve company performance.

Additionally, wellbeing was an obvious priority at the start of the COVID-19 pandemic, as companies scrambled to keep their employees safe. As we continue to move beyond the pandemic, some may assume that wellbeing could decrease in importance and priority over time, especially as volatility captures businesses' attention.

What Aon found, however, in the 2022-2023 Global Wellbeing Survey, is the opposite. Not only is wellbeing still a priority, its priority and importance have grown over the past few years. Companies continue to

increase their commitment both in support and financial investment to wellbeing and have learned the lesson that one way to attract and retain talent is to build a sustainable working life for employees. Wellbeing, a people and performance approach for companies, is a major part of that.



Why Wellbeing is Important

Organizations are still in heated competition for talent, making retention of talent a top priority for companies in every part of the world. That competition is spurred by factors like the Great Resignation and the expansion of remote and hybrid work (which removes a key barrier for some employees to change jobs). That has led to the phenomenon of “missing workers” (estimated to be a million in the UK¹ and 3.5 million in the U.S.² alone), which drives home the point that building an attractive employee value proposition (EVP) is important for any employer. Wellbeing can connect to employee benefits, career development, work environment and company culture, which are all key components of an EVP.

Past studies have shown that an emphasis on wellbeing is also about more than the appearance of being an attractive place to work. Business performance and employee wellbeing are correlated, meaning companies can't afford to let up on supporting employee wellbeing. Previous surveys also showed that having individual initiatives was better than nothing, but real results and better business outcomes only came when an organization had leadership support and a wellbeing strategy that was integrated with overall company goals. The 2022-2023 survey further highlights wellbeing's relationship with other strategic initiatives, such as Diversity, Equity and Inclusion (DEI) and Environmental, Social and Governance (ESG).

The Aspects of Wellbeing

Our understanding of what constitutes “wellbeing” has evolved over time. We've seen a growing recognition of the importance and interconnected nature of the dimensions of individual wellbeing. Using wellbeing as an overarching term for these dimensions has allowed for a standardization and expansion of efforts and resources. Additionally, with 71 percent of companies naming career development as an area of focus in their EVP, career wellbeing has joined physical, emotional, financial and social wellbeing as an important element to be included as part of overall strategy. The different dimensions of individual wellbeing are all gaining in importance, while emotional wellbeing and mental health are the top wellbeing issues for companies worldwide.

While companies are focusing on wellbeing and taking great steps to expand into all areas of wellbeing, their programs sometimes reveal gaps between what they think is important to the business, what employees need and what is offered. As an example, the bulk of financial wellbeing initiatives focus on retirement savings, while some employees are far more concerned about more immediate financial needs such as student loans, creating an emergency fund, and managing everyday expenses. Organizations also need the employees' perspective on what matters to them.

About the Survey

In partnership with Ipsos, Aon conducted the 2022-2023 Global Wellbeing Survey over the course of 10 weeks, in 46 countries and translated into 27 languages. Human Resources and Benefits leaders from more than 1100 companies participated, and their perceptions and insights are what shape this report.

Please note where the total percentage of respondents add up to more than 100%, this is due to percentages being rounded up to the nearest decimal place and / or respondents being able to select more than one response.

¹ [Where are Britain's missing million workers? - BBC News](#)

² [Fed chair Powell on the U.S. labor shortage: COVID, retirements, missing immigrants \(axios.com\)](#)

1

What is Wellbeing and
Why is It Important?

What is Wellbeing and Why is It Important?

Wellbeing is a people and performance approach that balances the appropriate resources, opportunities, and commitment needed to achieve optimal health, resilience, and sustainability for the individual, organization, and community. Far from being a niche issue, wellbeing has wide-ranging impacts on an organization. Our previous survey found that wellbeing impacted an organization's financial performance. Every four percent increase in wellbeing performance correlated to a one percent increase in company profit, along with increases in employee satisfaction, customer satisfaction, and a decrease in employee turnover. Employees that strongly agree that their organization cares about their overall wellbeing are nearly 70 percent less likely to actively search for a new job, and 71 percent less likely to report burnout³.

Employee Perspective

Aon's surveys of employees over the past year show that employees who agree strongly that their organization cares about their wellbeing are 1.5 times more likely to stay with that employer.⁴

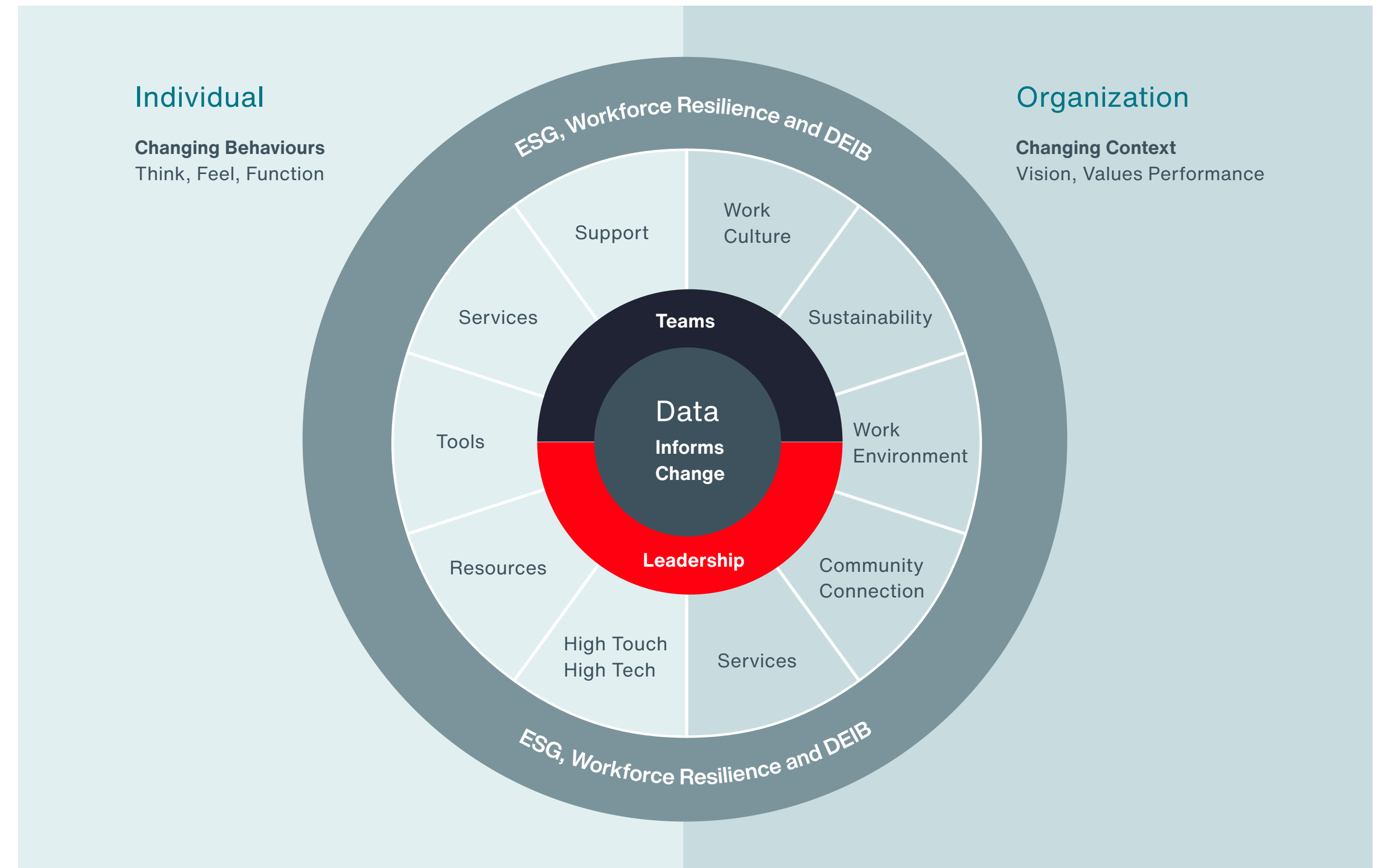
Similarly, a previous study found that resilient employees were 42 percent less likely to want to leave their current employer.⁵

³ Gallup [Percent Who Feel Employer Cares About Their Wellbeing Plummetts \(gallup.com\)](#)

⁴ Aon Total Rewards Employee Surveys

⁵ HR Global Pulse Survey 2021

Aon's Wellbeing People and Performance Framework



Employers who care about wellbeing stand to benefit in several ways. When employees feel like their leaders care about wellbeing, they are more engaged, and more productive. They achieve more, have fewer safety incidents, and lower turnover. While leadership is obviously important, as job satisfaction is 86 percent higher for an employee who works for a compassionate and wise leader⁶, creating a sense of belonging for employees is important as well. Employees who feel part of a team perform better, and their wellbeing improves. The fact that a sense of belonging can improve wellbeing is not surprising, but when that sense of wellbeing can in turn improve other areas of performance, it highlights what an integrated wellbeing strategy can do for an organization.

Because wellbeing impacts not only people aspects of companies but also business performance, it is clear that wellbeing must be integrated into overall company strategy, not just implemented as a handful of individual programs with no connection to a larger business plan.

With that background, the message is clear. Wellbeing is as important to an organization's success as ever.

⁶ [The boss factor: Making the world a better place through workplace relationships](https://www.mckinsey.com/featured-insights/workforce/employees-who-feel-like-their-leaders-care-about-their-wellbeing-are-more-engaged-and-more-productive). (Mckinsey.com)



2

Results

Results

Nearly two-thirds of respondents say wellbeing is more important to their company since 2020, and just under half say that employee wellbeing has increased in priority in that timeframe. What's the difference between importance and priority? Importance means a recognition of the issue. Priority means the company aims to do something about it.

There is no doubt that companies are taking wellbeing seriously.

Seven out of every eight companies have at least one wellbeing initiative in place, and more than 80 percent have a wellbeing strategy. That latter number represents an increase of 28 points over 2020, meaning more than a quarter of companies have implemented a new wellbeing strategy in the last two years.

63%
globally

say **employee wellbeing** is **more important** to their company since 2020

87%
globally

have a **wellbeing initiative** in place

47%
globally

say **employee wellbeing** has **increased as a priority** since 2020

83%
globally

have a **wellbeing strategy** in place, a **28 point increase** from 2020

What we know about wellbeing is that initiatives and strategies aren't enough. A wellbeing strategy that is integrated with the larger company strategy is what truly makes a difference. Just over 40 percent of companies have a fully integrated strategy, a 17 point increase over 2020.

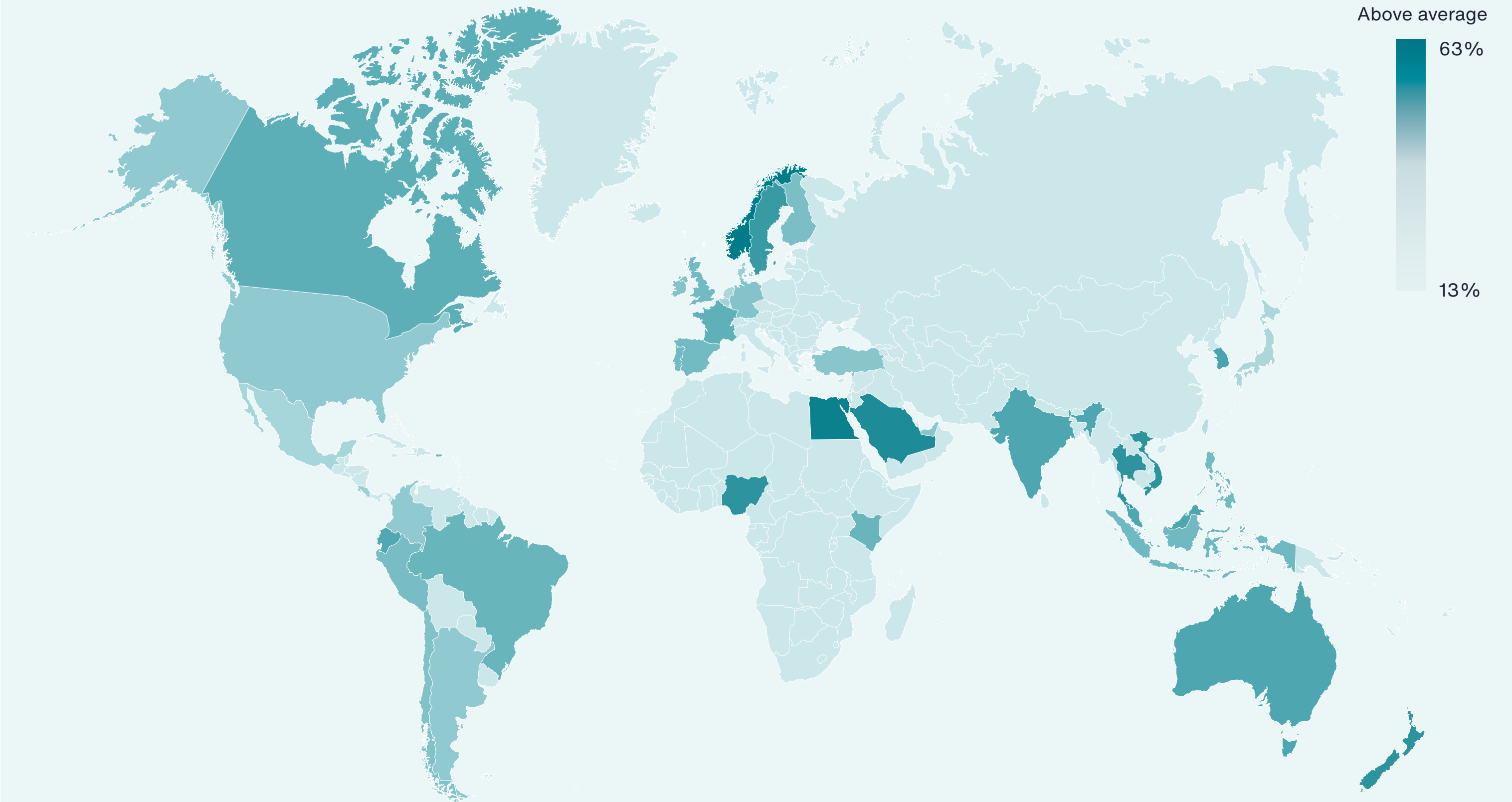


The reported effectiveness of wellbeing initiatives is on the rise as well, with 42 percent rating their programs exceptional or above average. That's up from 22 percent in 2020.

The allocation of funding toward wellbeing varies, with about half of companies allocating 2-5 percent of their benefits funding toward wellbeing, though a quarter of respondents didn't know what their funding level was.

Investment in wellbeing is increasing. Globally, 43 percent of companies say they've increased investment in wellbeing, while the overwhelming majority of other companies have left investment the same or refocused their investments.

Effectiveness of Wellbeing



* Powered by Bing
Australian Bureau of Statistics, GeoNames, Microsoft, Navinfo, OpenStreetMap, TomTom

Regional Highlights

North America

Companies in North America are saying wellbeing is more important, and their actions seem to be living up to that. 70 percent say wellbeing is more important than in 2020 (compared to 63 percent globally) and 42 percent say it has increased as a priority (47 percent globally). While slightly fewer companies (39 percent) have integrated their wellbeing strategy in their overall business and talent strategy, the number of companies increasing their investment is significantly higher (52 percent vs. 43 percent globally). That investment may not be wisely spent, as only 32 percent of companies say their programs perform well.

Latin America

Latin American companies tend to agree that wellbeing is more important (68 percent), but fewer (43 percent) say that it has increased in priority; though more companies (31 percent) say that the priority is the same but focused differently. The number of companies with an initiative (89 percent) and a strategy (83 percent) track closely with the global numbers; however nearly half of companies say wellbeing is fully integrated with their overall strategy, and the number of companies saying their program is integrated (86 percent) is higher than any other region, and higher than the global number as well. The region scored lower than any other on wellbeing program performance, with less than 30 percent saying they performed well.

Europe and the UK

The percentage of companies saying wellbeing is more important or a higher priority than 2020 tracks closely with the global numbers; however, this region has the lowest number of companies with a wellbeing strategy (77 percent). Perhaps indicative of earlier investment in wellbeing, the number of companies saying their investment stayed the same in 2022 was the highest of any region, at 36 percent.

Asia Pacific

The highlight in Asia Pacific is the performance of wellbeing initiatives, with 46 percent saying they performed well, as opposed to 51 percent globally. Slightly more companies than the global average said wellbeing was more important, and just under half said investment had increased. Funding allocation was significantly higher, with half of companies allocating 4 percent or more, the largest of any region.

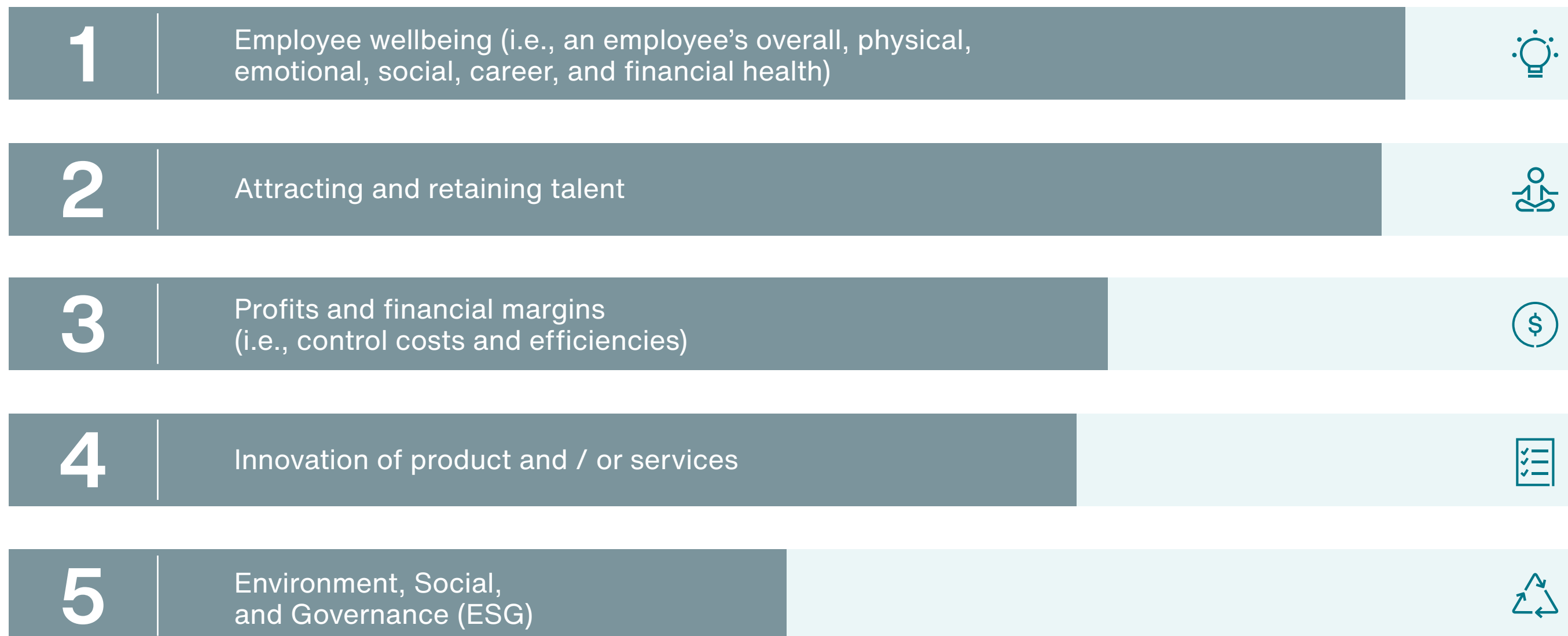
Africa and the Middle East

Companies in Africa and the Middle East are serious about wellbeing. More than 90 percent have an initiative in place, and a similar number have a strategy, both highest among regions. Several countries in the region had 100 percent of companies report having an initiative. Nearly half of all companies say their strategy is fully integrated, and 53 percent say their programs are performing exceptionally or above average, 13 points higher than the global number.

Wellbeing Impacts on Company Culture and Performance

The impact of wellbeing on the larger company culture and performance is easy to see. Companies know that talent acquisition and retention is a top priority for their organization, ranking as either the number one or number two issue in every region.

Top Priorities for Companies for the Next Five Years



Top Priorities for Companies for the Next Five Years by Region

	North America	Latin America	Europe and the UK	Asia Pacific	Africa and the Middle East
1	Attracting or retaining talent	Employee wellbeing (i.e., an employee's overall, physical, emotional, social, career, and financial health)	Attracting or retaining talent	Attracting or retaining talent	Employee wellbeing (i.e., an employee's overall, physical, emotional, social, career, and financial health)
2	Employee wellbeing (i.e., an employee's overall, physical, emotional, social, career, and financial health)	Attracting or retaining talent	Employee wellbeing (i.e., an employee's overall, physical, emotional, social, career, and financial health)	Profits and financial margins (i.e., control costs and efficiencies)	Attracting or retaining talent
3	Innovation of product and / or services	Innovation of product and / or services	Profits and financial margins (i.e., control costs and efficiencies)	Employee wellbeing (i.e., an employee's overall, physical, emotional, social, career, and financial health)	Diversity, Equity, and Inclusion (DE&I)

When asked what business issues could be impacted by wellbeing, those most mentioned included employee satisfaction and engagement, employee loyalty and retention, and talent acquisition and attraction, meaning wellbeing is seen as vital to something that is a top priority.

Business Issues Wellbeing Initiatives Would Impact



What this tells us is that employee wellbeing is seen as important for a variety of reasons. It is viewed as important for its own sake – since the pandemic nearly every company wants to be seen as caring about its employees, and companies feel a responsibility to their workforce that extends beyond business hours. But it's also seen as a means to an end in a few ways. Wellbeing affects talent acquisition and retention, and it affects employee productivity. In addition, wellbeing has an impact on health and safety, as an employee's wellbeing can play a major role in returning an injured worker back to work. An employee's wellbeing, their feelings and perceptions about their employer can have a significant impact on return to work. Those issues certainly affect performance, meaning improved wellbeing can affect nearly every part of an organization.

Our research found that there is a relationship between wellbeing and a sustainable working life, and that relationship can affect company performance.

Namely, the higher an organization's ratings in overall employee wellbeing, culture and climate of wellbeing, performance of wellbeing initiatives and funding allocation toward wellbeing are, the better their scores in the categories of a sustainable working life; workforce resilience, agility and belonging. There is also a direct relationship to company performance. Improving these factors can enhance company performance by at least 11 percent and up to 55 percent.



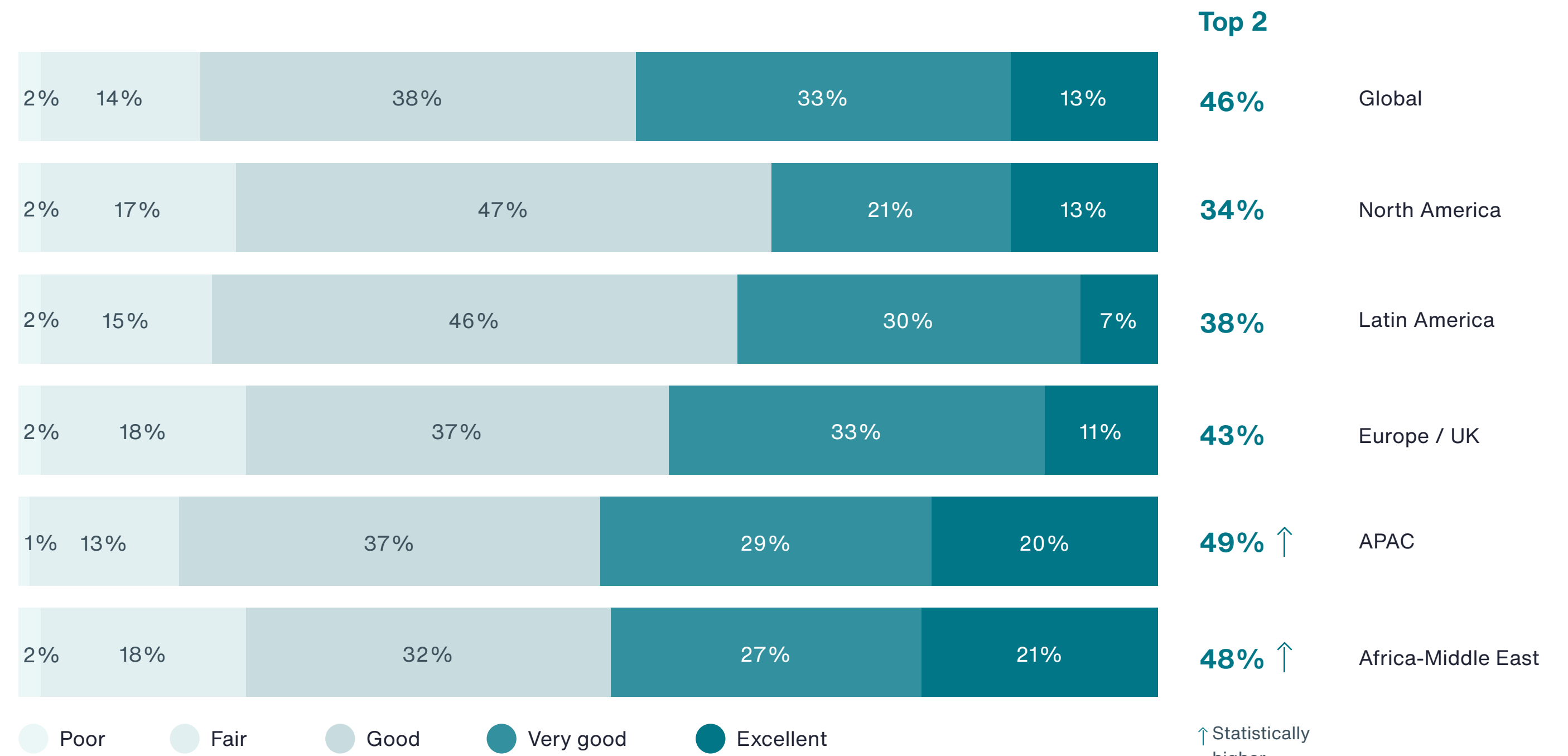
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Current State and Opportunities

Current State and Opportunities

With the importance and priority of wellbeing firmly established, it makes sense to ask what the state of employee wellbeing is at present. Just under half of companies globally rated their overall employee wellbeing as “excellent” or “very good.”

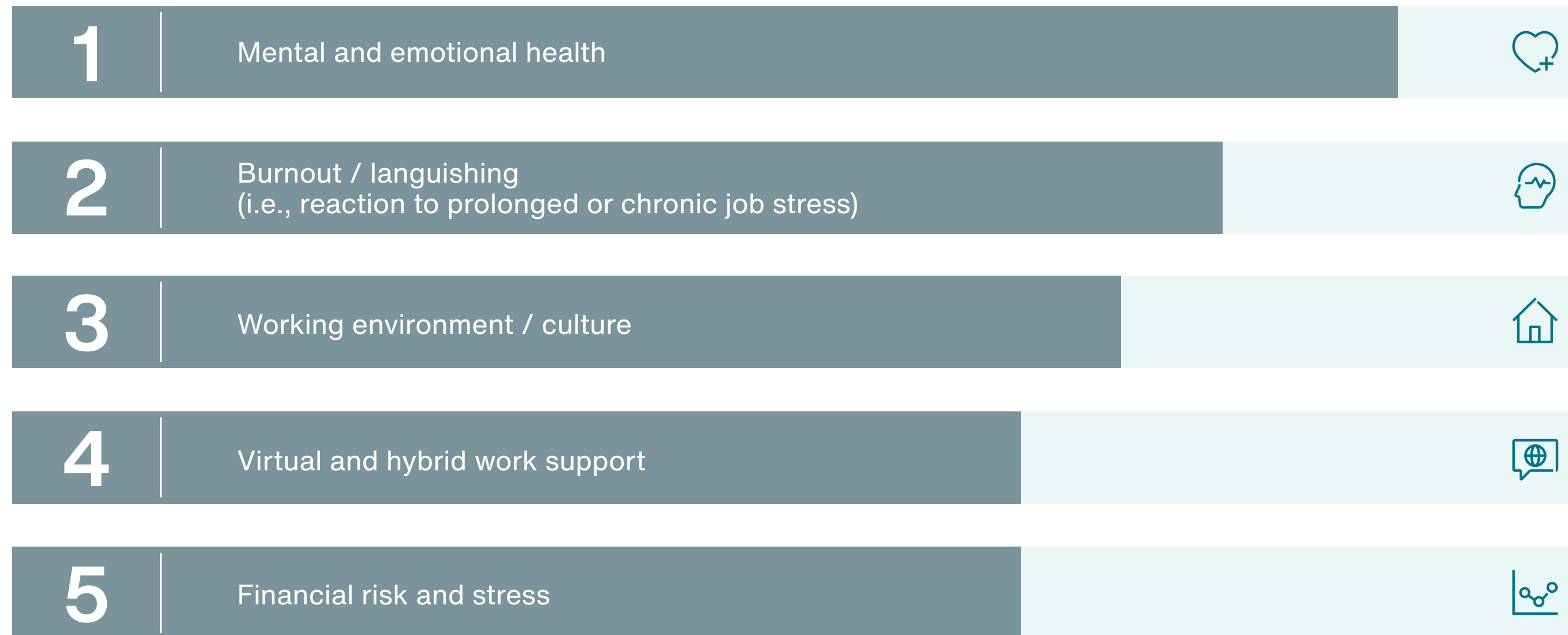
Overall Employee Wellbeing



Companies are confident that their wellbeing strategies are having an impact, with half of all companies rating the wellbeing culture and climate of their organization as excellent or very good.

There are, of course, many different aspects to wellbeing, and many issues within each aspect that employers are concerned with. Most of the top issues mentioned deal with emotional wellbeing, with mental and emotional health a clear number one and burnout not far behind.

Top Five Employee Wellbeing Issues

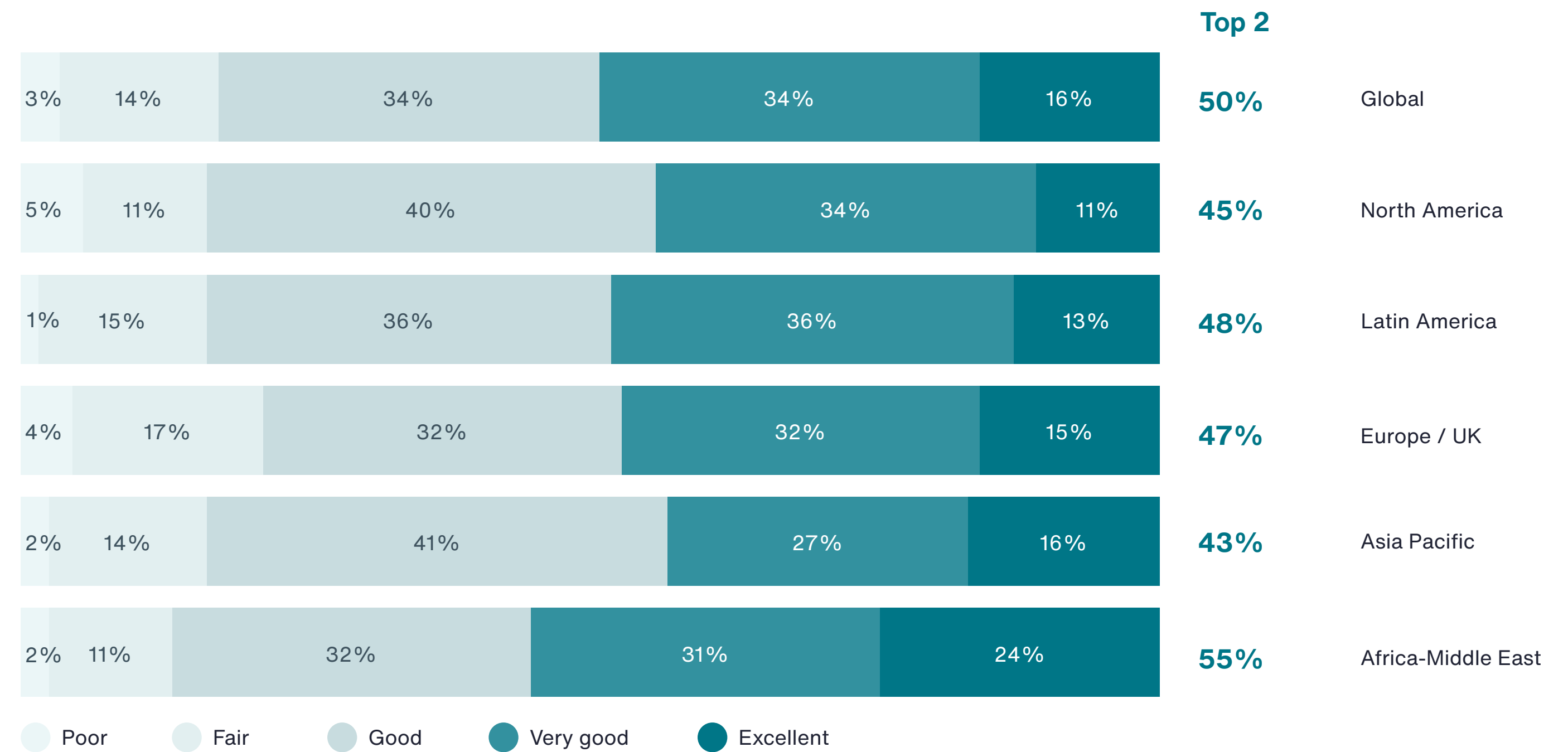


Wellbeing impacts business performance in a few ways across the dimensions of what we refer to as a sustainable working life. A sustainable working life is comprised of three pillars: resilience, agility and belonging.

1. Resilience

Resilience is the ability to bounce back and weather change. We know that employees who are resilient are far less likely to look for a new job, and less likely to suffer from burnout. How resilient is today's workforce? About half of companies reported excellent or very good employee resilience. While that is a significant increase from 2020, it leaves much room for improvement. Regionally, resilience numbers are fairly consistent, with Asia Pacific slightly lower and Africa and the Middle East slightly higher.

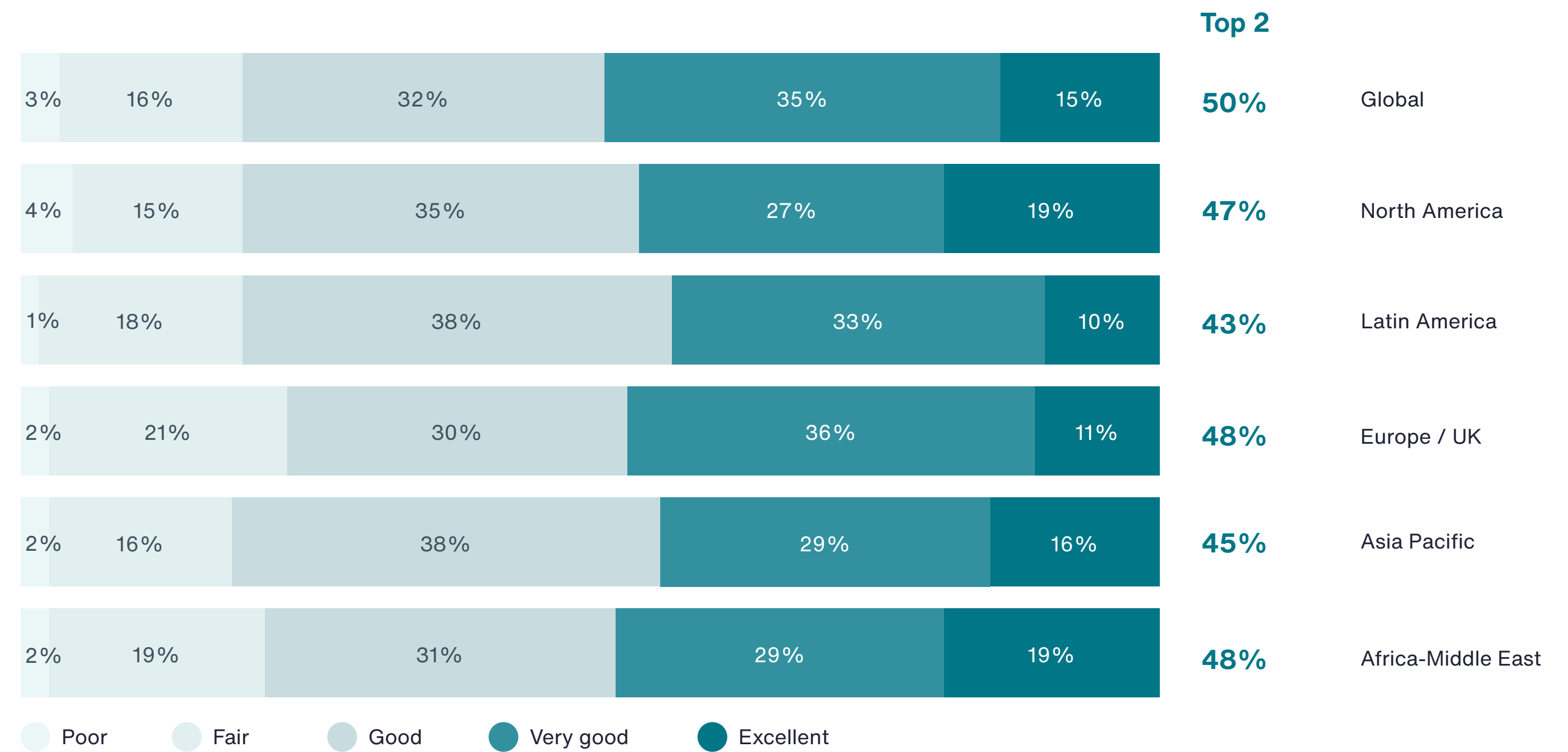
Current Resilience of Workforce



2. Agility

Agility is the ability to bounce forward and navigate change with a positive attitude, intellectual curiosity and an open mind. Agile workforces have the ability to adapt to changing conditions and thrive through volatile times. Agility scores are similar to those of resilience, with half of employers saying their employees were agile.

Current Agility of Workforce

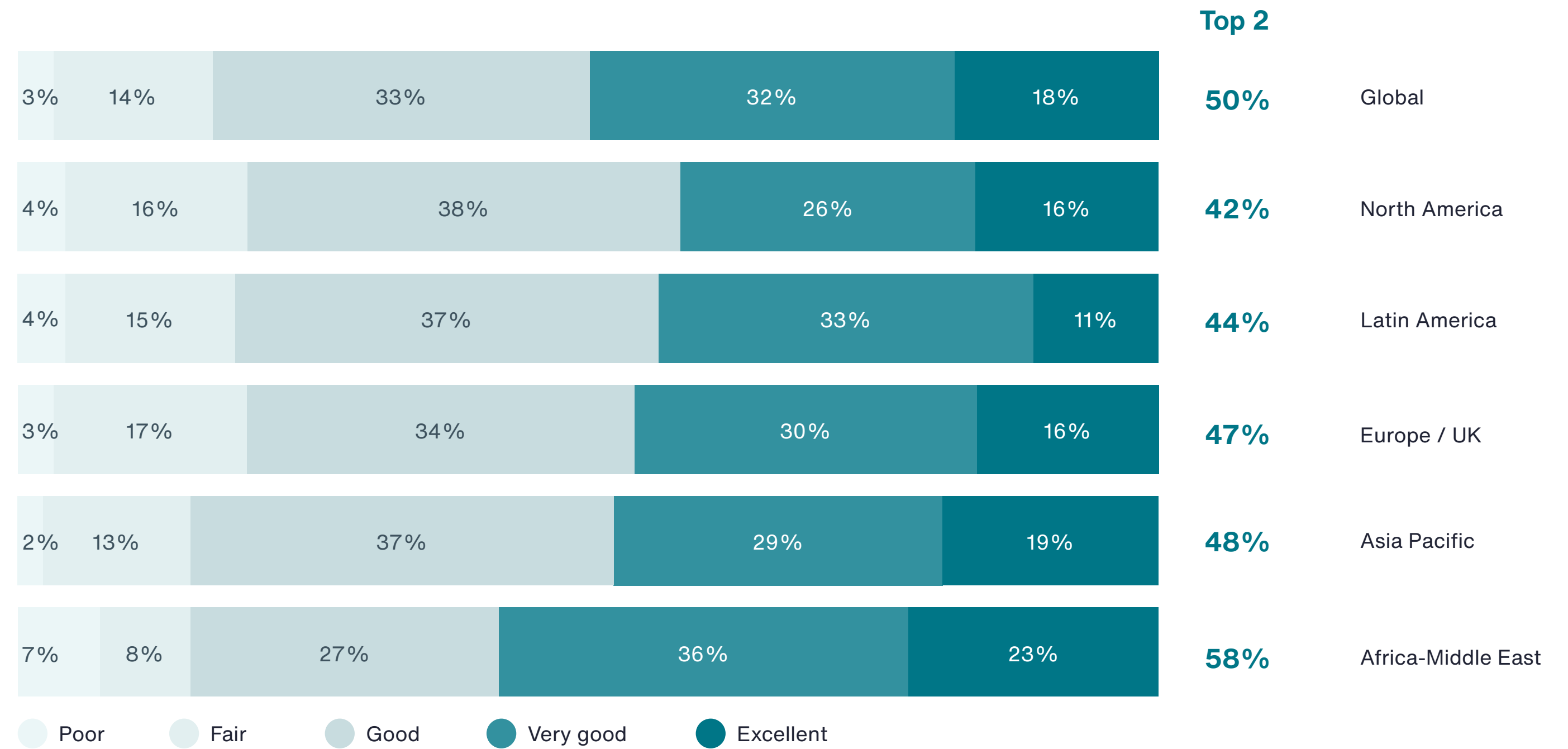


3. Belonging

Belonging is a feeling of support and connection from the community in a working environment. Having a sense of belonging is vital to being a part of a high performing team. A strong sense of belonging can lead to better employee engagement, and it gives employees the support they need to repeat being resilient and agile during uncertainty and when change is required. As with resilience and agility, about half of companies rate belonging as excellent or very good.

Building a sustainable working life for employees takes time and investment. But the benefit it brings, both to employees and the company as a whole, make it worthwhile.

Current Belonging of Workforce



Regional Highlights

North America

Overall employee wellbeing is lowest in North America, with just over a third of companies describing wellbeing as excellent or very good. Only 11 percent of companies characterized their overall wellbeing culture and climate as excellent, lowest of any region, compared with 19 percent globally. North America was the only region to make burnout a top 5 business issue that wellbeing initiatives would impact, and the only region to cite it as the top wellbeing issue. Employee resilience, agility and belonging all checked in below the global average of 50 percent.

Latin America

As with North America, Latin America's overall employee wellbeing, resilience, belonging and agility were all well below the global average. Only seven percent of companies described overall wellbeing as excellent. Companies in Latin America more frequently cited financial results as an issue impacted by wellbeing initiatives, and were the only region to name both physical health and financial risk and stress as top five employee wellbeing issues.

Europe and the UK

Results from Europe and the UK were in line with global averages, with the region running a few percentage points below average in overall wellbeing, culture, resilience, agility and belonging. Befitting its aging population, this was the only region to note "generational needs" as a top five employee wellbeing issue, and one of only two to name talent qualification and reskilling.

Asia Pacific

Overall employee wellbeing ranked the highest in Asia Pacific, with 49 percent describing it as excellent or very good. Companies in the region ranked profits and financial margins as the second highest priority for the coming years, the only region not to rank employee wellbeing first or second. Under employee wellbeing issues, they were one of two regions to rank talent qualification and reskilling as a top five issue. Employee resilience was lowest in this region, with agility and belonging scoring slightly below the global average.

Africa and the Middle East

Statistically higher than the global average, companies in Africa and the Middle East rated overall wellbeing excellent or very good at a 48 percent rate, with the largest percentage of any region rating it excellent. Wellbeing culture and climate was higher than in any other region, and the only region higher (58 percent) than the global average of 50 percent. Nearly a quarter of companies ranked climate and culture as excellent, more than double that of North America. This was also the only region to rank employee performance and productivity over employee satisfaction and engagement, but also the only region to rank employee resilience as an issue impacted by wellbeing. Resilience and belonging scored well above the global mark, the highest of any region, with agility slightly below.

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Support and Integration of Wellbeing
into a Company's DNA

Support and Integration of Wellbeing into a Company's DNA

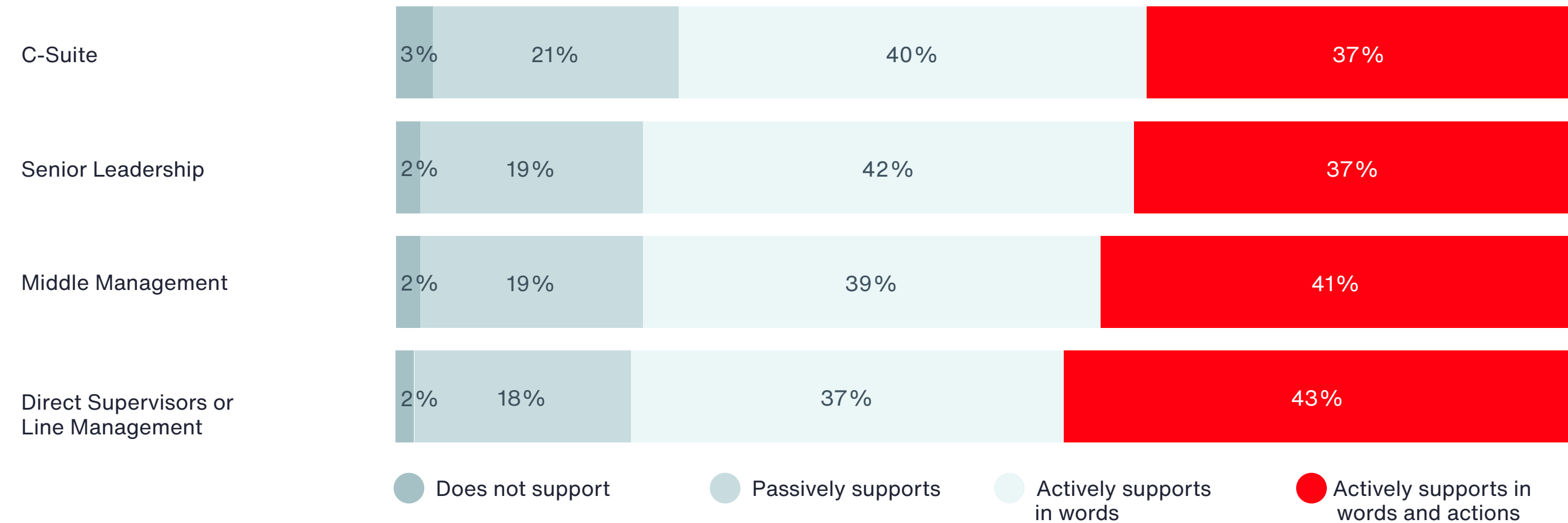
It's simple for companies to say that wellbeing is important and a priority. But how they are supporting wellbeing and integrating it into their larger organizational strategy and culture shows their commitment.

Worldwide, about a quarter of companies support wellbeing at global level. North America and Latin America showed significant increases in "global" support, while Europe and the UK, and Africa and the Middle East showed gains in both the "global" and "country" levels.

That support means more when a company's leadership is engaged in wellbeing. We asked companies how different levels of leadership support wellbeing.

Those closest to rank and file were slightly more likely to support employee wellbeing through their actions as well as their words. For every group, more than three-quarters said that there was active support. Only a tiny fraction said their management didn't support wellbeing initiatives.

Leadership's Engagement with Wellbeing Initiatives



We found that the level of importance an organization assigns to wellbeing determines the level of support from leadership, including the C-Suite.

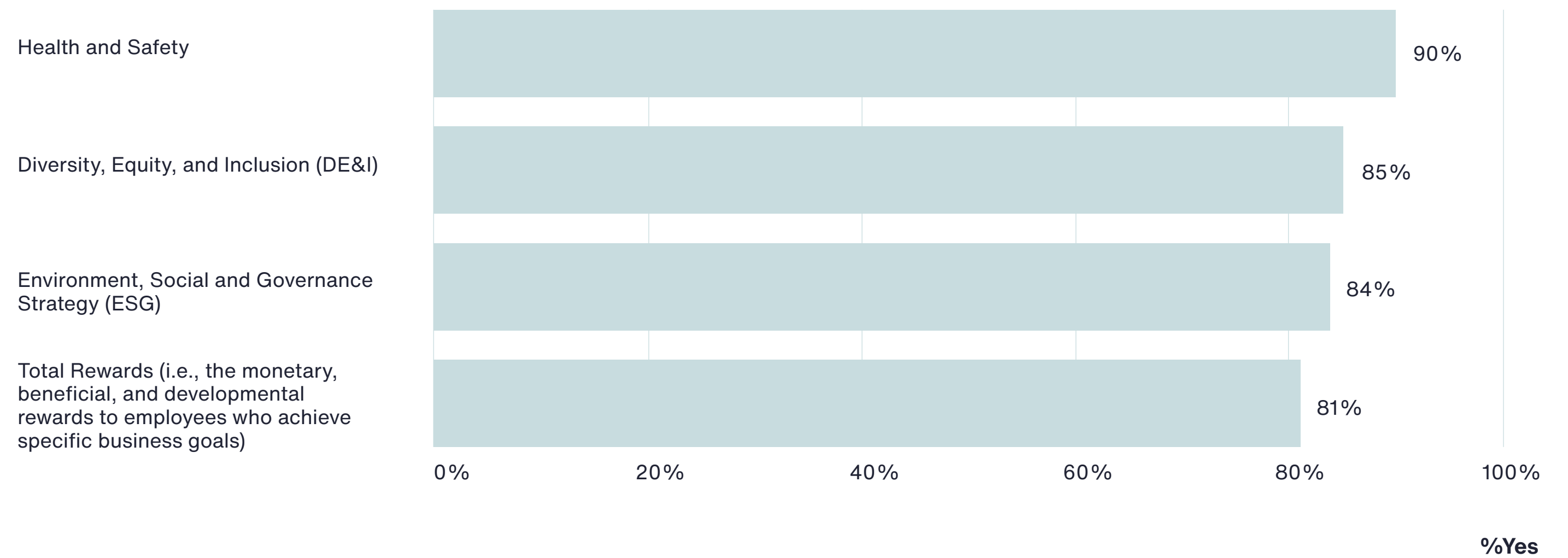
Additionally, we found no correlation between the type of company culture and support for, or performance of, wellbeing. That means that no matter if a company's culture is dynamic, entrepreneurial, people-oriented, process-oriented, or results-oriented, they can have a successful wellbeing people and performance approach.



How do other organizational strategies fit into wellbeing? It seems obvious that it would be a fit with health and safety strategy, and that assumption is borne out, with nine in ten companies saying so. But nearly as many organizations said that wellbeing incorporated parts of their DE&I, ESG and Total Rewards strategies. We see integration of dimensions of wellbeing across other parts of the organization as well. For example, workplace safety studies are beginning to incorporate emotional wellbeing and psychological safety components along with standard accident risk.

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

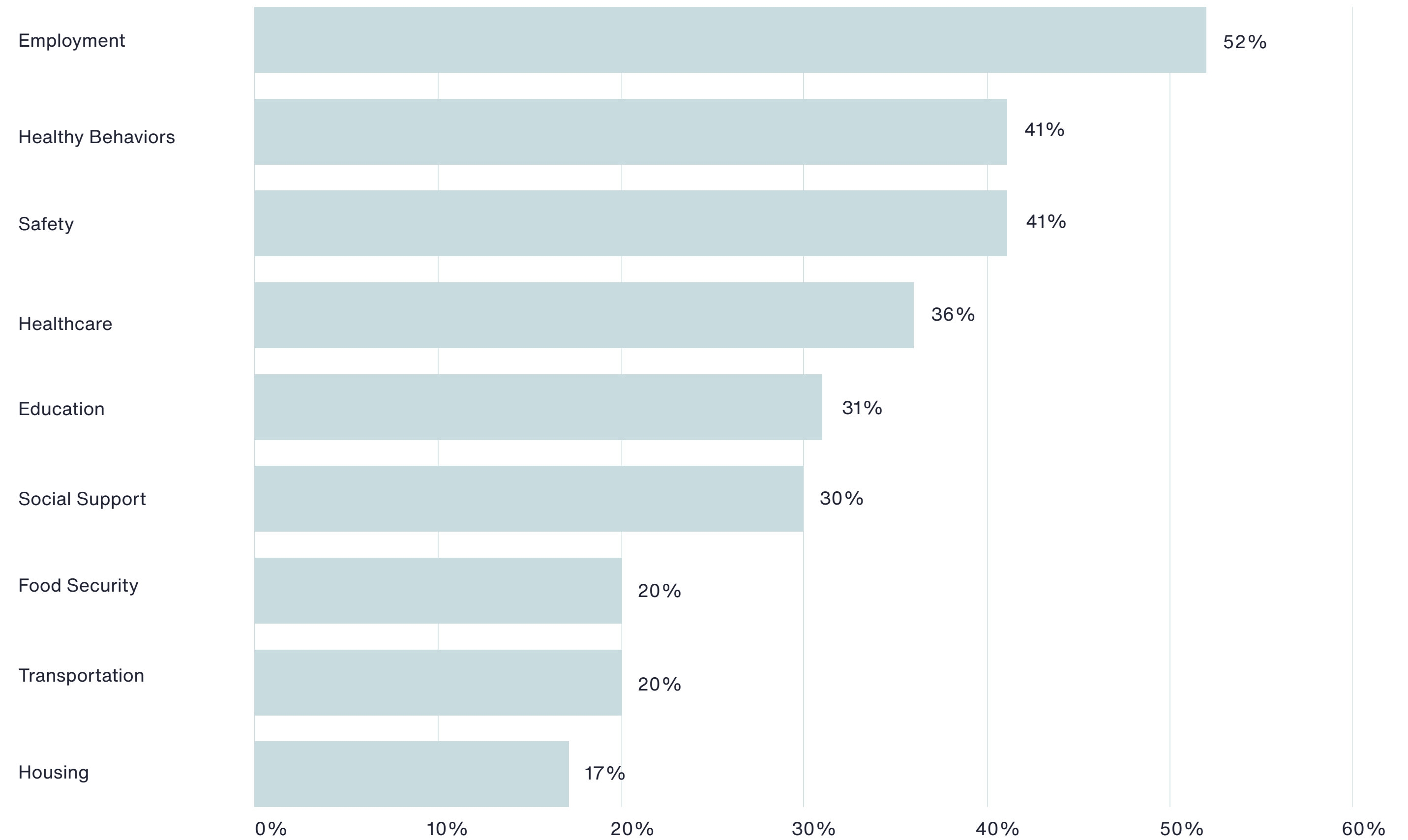
Wellbeing Strategy Integration With Other Parts of the Company



An employee's individual wellbeing is made up of a number of dimensions, and each has many different causes. Increasingly, social determinants of health (SDoH) are being shown to account for differences in wellbeing. A person's living situation, their education, even their access to reliable transportation can all affect their wellbeing. As one report put it, "A zip code can carry more weight on individuals' potential health outcomes than their genetic code."⁷

A wellbeing strategy that is truly comprehensive will address SDoH. Organizations most frequently listed employment, healthy behaviors, and safety as the SDoH addressed. Relatively few organizations listed food security, transportation and housing.

Determinants of Health Addressed in Wellbeing Strategy



What does it look like for wellbeing to be a part of ESG or DE&I strategy? As more organizations focus on wellbeing, it's important that their wellbeing strategy integrates with their overall ESG strategy and their DE&I initiatives.

Wellbeing is about the whole person. Employees who experience discrimination are less likely to be engaged, and it can affect their perceptions about the organization, impact their sense of belonging, and lessen their feeling of psychological safety at work.

What do we mean when we say an organization's wellbeing strategy must integrate with its DE&I initiatives? Put simply, the wellbeing strategy must adhere to the organization's DE&I principles. And the organization's DE&I programs should take wellbeing into account.

A wellbeing strategy that aligns with an organization's DE&I goals will take into account differences in employee experience due to factors like race and ethnicity, sexual orientation and gender identity, which are the most common characteristics organizations address with their DE&I strategy.

Characteristics That DE&I Strategy Addresses - Global View



⁸ <https://www.aon.com/insights/reports/2022/global-diversity-equity-and-inclusion-survey>

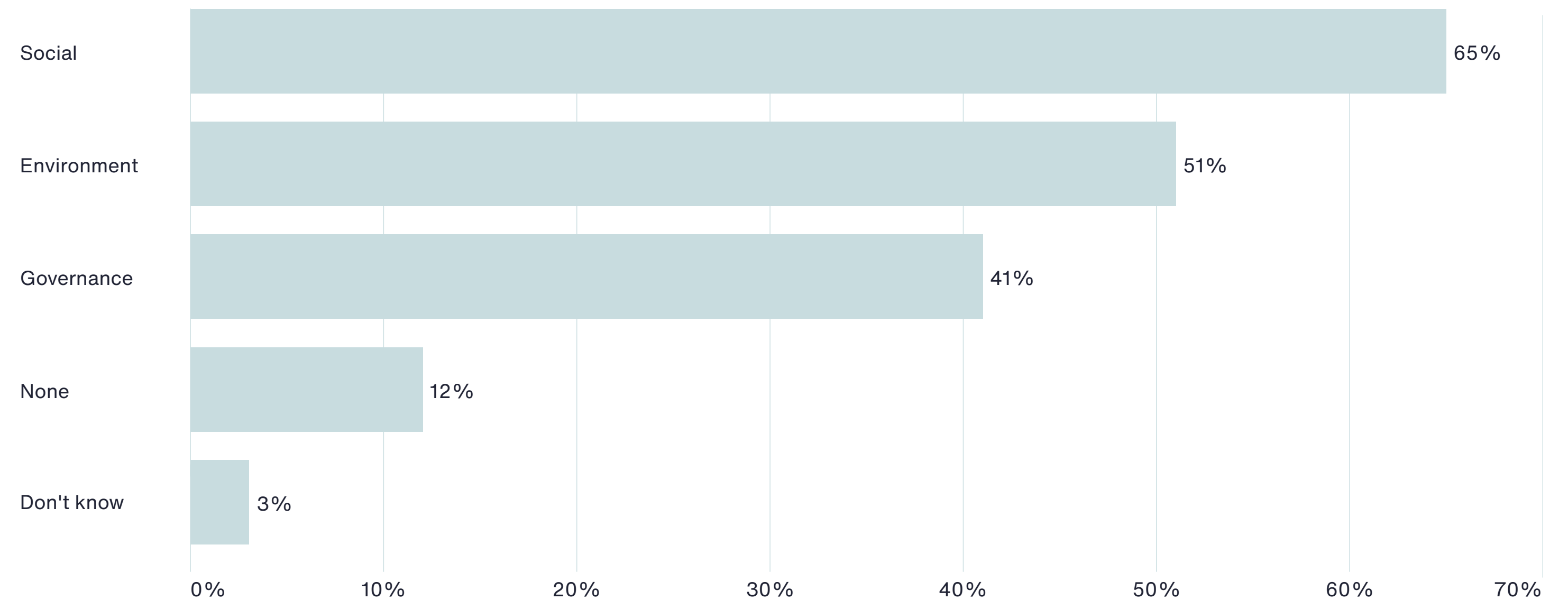
⁹ [Empirical evidence of mental health risks posed by climate change - PubMed \(nih.gov\)](#)

Ensuring access to culturally competent healthcare, collecting and using data to determine what employee needs are, and using inclusive language in communications are just a few ways organizations can integrate their wellbeing and DE&I strategies. Eighty five percent of organizations said that their wellbeing strategy incorporates DE&I.

Integrating wellbeing with ESG may seem like less of a direct connection, but it is still a critical one. Nearly 85 percent of organizations say their wellbeing strategy incorporates ESG. That may be in part because wellbeing is sometimes assumed to exist within the “S” in ESG, but the “E” has quite a bit to do with wellbeing as well. A recent study correlated changes in climate with increased prevalence in mental health issues, meaning a company working to keep its environmental commitments is also working toward improving its employees’ emotional wellbeing.

Nearly two-thirds of respondents said wellbeing impacts social aspects, with just over half saying Environmental and about two-fifths responding Governance.

Aspects of ESG Most Impacted by Wellbeing



Regional Highlights

North America

Nearly a third of North American companies support wellbeing at a global level, well above the global average and more than any other region. However, fewer companies in the region integrate their wellbeing strategy with health and safety, DE&I, or ESG strategies. Only two-thirds of companies integrate wellbeing with ESG, compared to the global average of 84 percent, and only 10 percent comprehensively integrate the two, about half that of other regions. About half of companies' DE&I strategies incorporate wellbeing to some extent, though only 14 percent completely incorporate wellbeing. North American companies' DE&I strategy is more likely than most to address gender identity, sexual orientation, race/ethnicity and mental health.

Latin America

Similar to North America, Latin American companies are more likely to support wellbeing initiatives at the global level. Integration of health and safety with wellbeing is 95 percent in the region, higher than any category in any other region. Employment is the most frequently addressed determinant of health in Latin America, with 61 percent, well above the global average, as is healthcare, at 46 percent. DE&I strategy in the region is more likely to include gender identity and age than anywhere else, with sexual orientation and race/ethnicity also statistically higher.

Europe and the UK

Consistent with other section, companies in Europe are at or near global averages in having initiatives and strategies. More European companies than the global average incorporate wellbeing into ESG by a significant margin, perhaps reflecting a more mature commitment to ESG than in other parts of the world. Similarly, a higher number of companies comprehensively incorporate wellbeing with DE&I strategy, though companies were less likely to address gender identity, sexual orientation, race/ethnicity or family status, with other attributes about average.

Asia Pacific

Slightly more companies than average have wellbeing initiatives and strategies in Asia Pacific. Just over one-fifth of companies comprehensively integrate wellbeing with ESG, and a similar number with DE&I, both slightly above average, though if expanded to include "moderately incorporates", the region scores highest in integration with DE&I. When asked what characteristics are addressed by those DE&I strategies, however, companies scored well below others in answering gender identity, sexual orientation, race/ethnicity, family status, apparent disabilities and age.

Africa and the Middle East

More companies in Africa and the Middle East support wellbeing at both the global and country level than any other region by a wide margin. And more companies in the region have wellbeing initiatives and strategies (the drop-off between having initiatives and strategies is also lower than anywhere else, just a single point). However, fewer of those companies integrate wellbeing with other aspects of company strategy than anywhere else, with only about three-quarters saying they integrate with each aspect, compared to global averages of well over 80 percent.

5

Wellbeing Programs Offered

5 Wellbeing Programs Offered

The dimensions of individual wellbeing are fairly easily defined, though some nuance is warranted.

Physical Wellbeing is the ability to function with energy and make healthy choices.

Emotional Wellbeing deals with our attitudes and reactions to daily living.

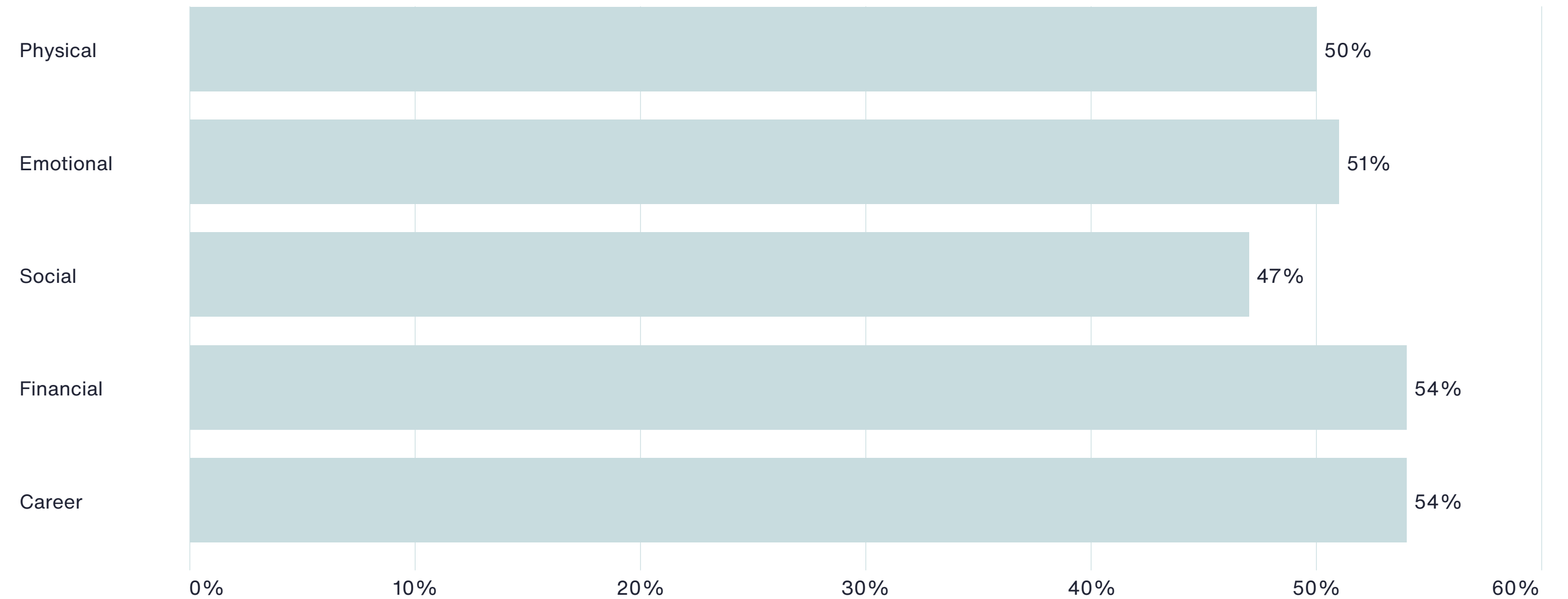
Social Wellbeing is the capacity to thrive through meaningful connections and relationships.

Financial Wellbeing is the ability to confidently manage financial life while preparing for the future and the unexpected.

Career Wellbeing is sometimes referred to as Work Life Wellbeing. It means having positive work and life experiences that produce pride, satisfaction and meaning.

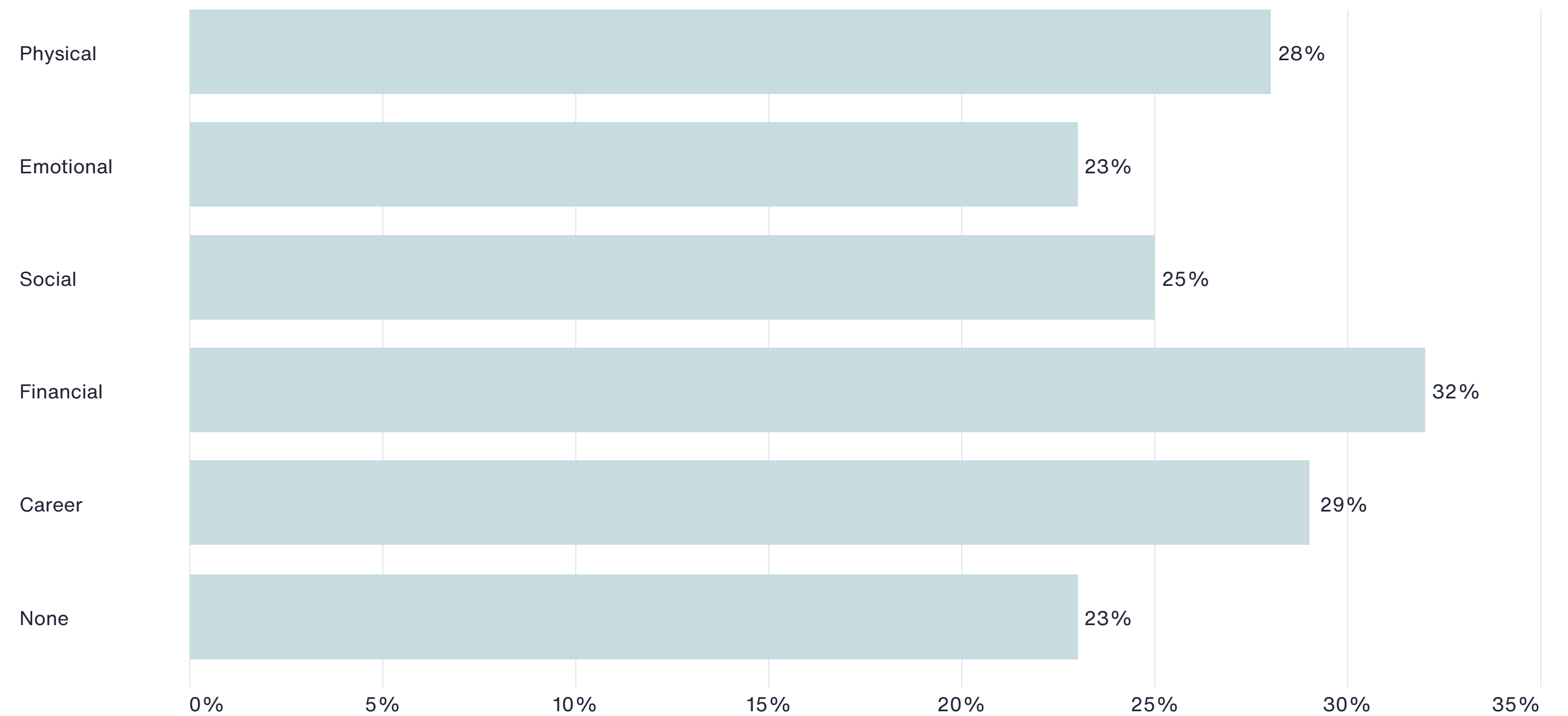
In an ideal situation, every organization would take all five dimensions of wellbeing into account with their wellbeing strategy. But each individual dimension is incorporated by just about half of companies, and only 19 percent of organizations incorporate all five dimensions.

Dimensions of Individual Wellbeing Currently Incorporated Into the Company's Strategy



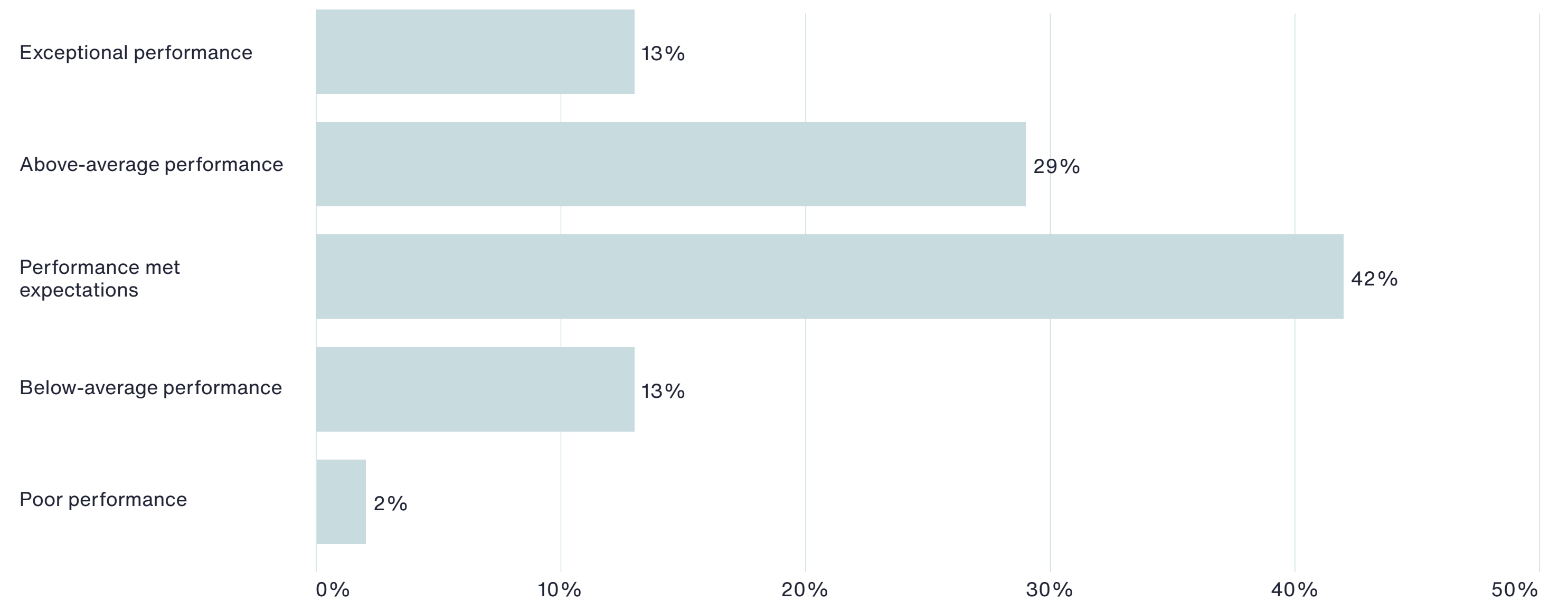
Providing incentives or rewards for participating in a program is a popular way to drive uptake and engagement in these programs. More than three quarters of organizations provide some incentive. Where those incentives and rewards lie is spread out, as between 23 and 32 percent of companies offer some incentive for programs in each dimension.

Provide Incentives and Rewards for Participation



One sign of progress in wellbeing is that organizations are reporting greater effectiveness of their wellbeing initiatives. In 2020, only a quarter of companies said their initiatives were performing exceptionally or above average. In our current survey, that number rises to 42 percent; an equal measure of respondents cited that performance expectations of wellbeing initiatives have been met.

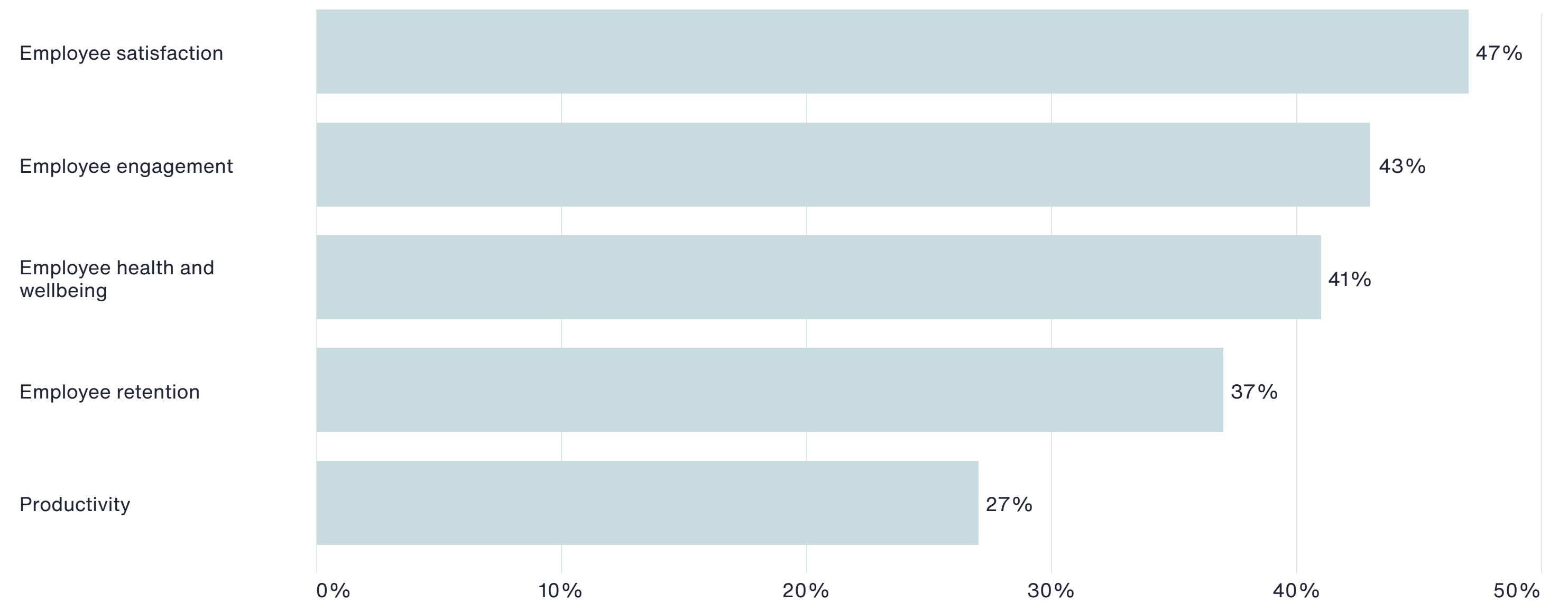
Performance of Wellbeing Initiatives



Measurement is a key part of any strategy, and that is true for how an organization measures the success of its wellbeing initiatives. We asked what measures organizations use to judge success. Nearly half cited employee satisfaction, while employee engagement, employee health and wellbeing, employee retention and productivity were all mentioned by at least a quarter of organizations.

Only six percent of organizations said they didn't measure the success of their initiatives. This robust set of criteria makes the overall rise in perceived effectiveness more impactful.

Measuring the Success of Wellbeing Initiatives



What type of initiatives are being offered?

While it's clear that an integrated wellbeing strategy is essential, that strategy must then be put into practice through a series of programs and initiatives for employees to participate in. Most are targeted to one dimension of wellbeing or another, though some can cross multiple dimensions (for example, a credit counseling program not only helps with financial wellbeing, but the resulting reduction in stress can be a positive for emotional wellbeing as well).

Of the most popular physical wellbeing initiatives, many were preventative in nature. Immunizations and vaccines were named by about a third of organizations. Ergonomics, meaning evaluations of an employee's workspace and equipment designed to improve ergonomic function, were also high on the list, as ergonomics is a leading cause of work related injuries, thanks in part to people working virtually and not having proper setup options. Screenings (such as blood pressure, BMI and blood glucose) also made the top five.



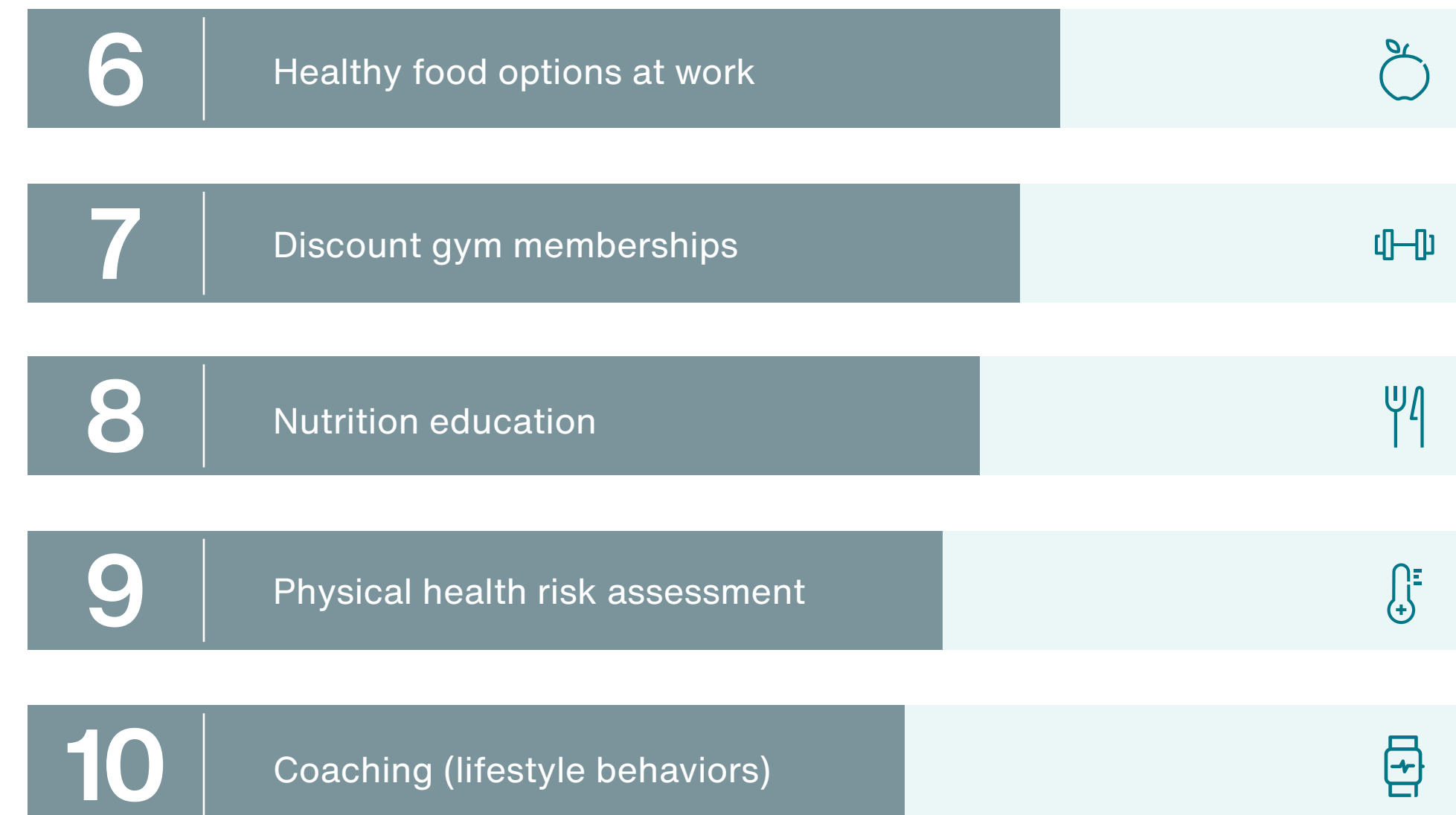
There was a wide array of programs offered, with 27 different types of programs being offered by at least 10 percent of organizations. Those programs track well with the perceived need. When we asked what conditions and risk factors affected company performance the most, physical activity, musculoskeletal conditions and high blood pressure led the way. (For another perspective on the conditions and risk factors driving medical claims and affecting the global workforce, see our [Global Medical Trend Rate](#) report.)

Physical Wellbeing Initiatives Provided



Blood pressure is one of the most common screenings that organizations offer their employees, ergonomics assessments and equipment are there in large part to prevent musculoskeletal conditions, and while a company sponsored 5k walk/run won't completely solve an employee's lack of physical activity, it's one way to encourage more movement.

Many emotional wellbeing initiatives are centered around the stress, anxiety and burnout that many employees feel. Those three issues, along with work life balance, make up a clear top four of emotional wellbeing issues companies said were important.



An Employee Assistance Program (EAP) used to be the gold standard of an emotional wellbeing program. Now it seems like table stakes. Dedicated stress, anxiety and depression support and education now follow closely behind EAPs as the most commonly offered. More than 10 programs were offered by 20 percent or

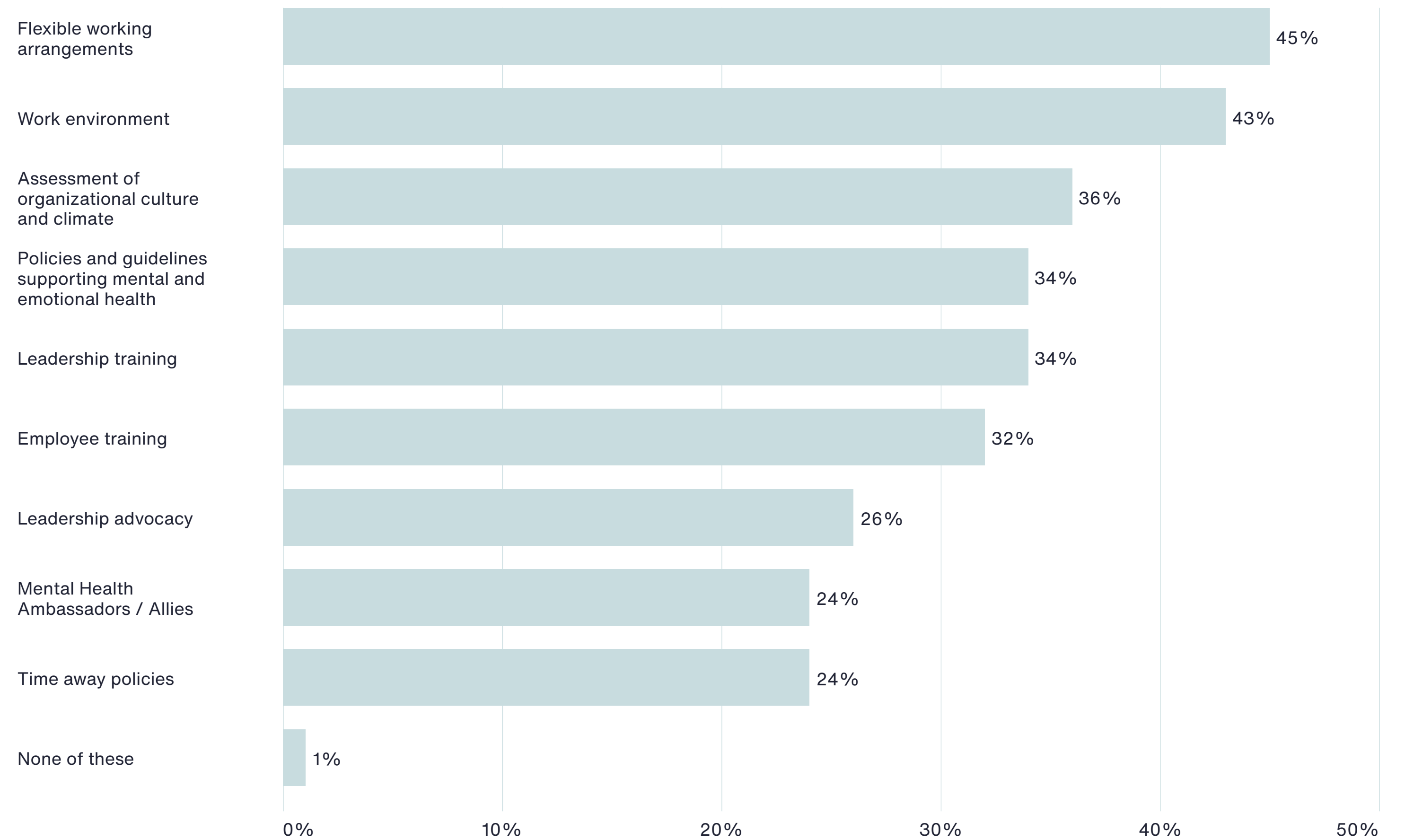
more organizations. Many of them revolve around education, as there is still a gap in many places between the incidence of emotional wellbeing issues and the acceptance of them.

Emotional Wellbeing Initiatives Currently Provided



When asked what organizational initiatives were most important for emotional fitness, 45 percent named flexible working arrangements, and nearly as many mentioned the work environment. That suggests that companies see emotional wellbeing as being an issue that takes structural solutions.

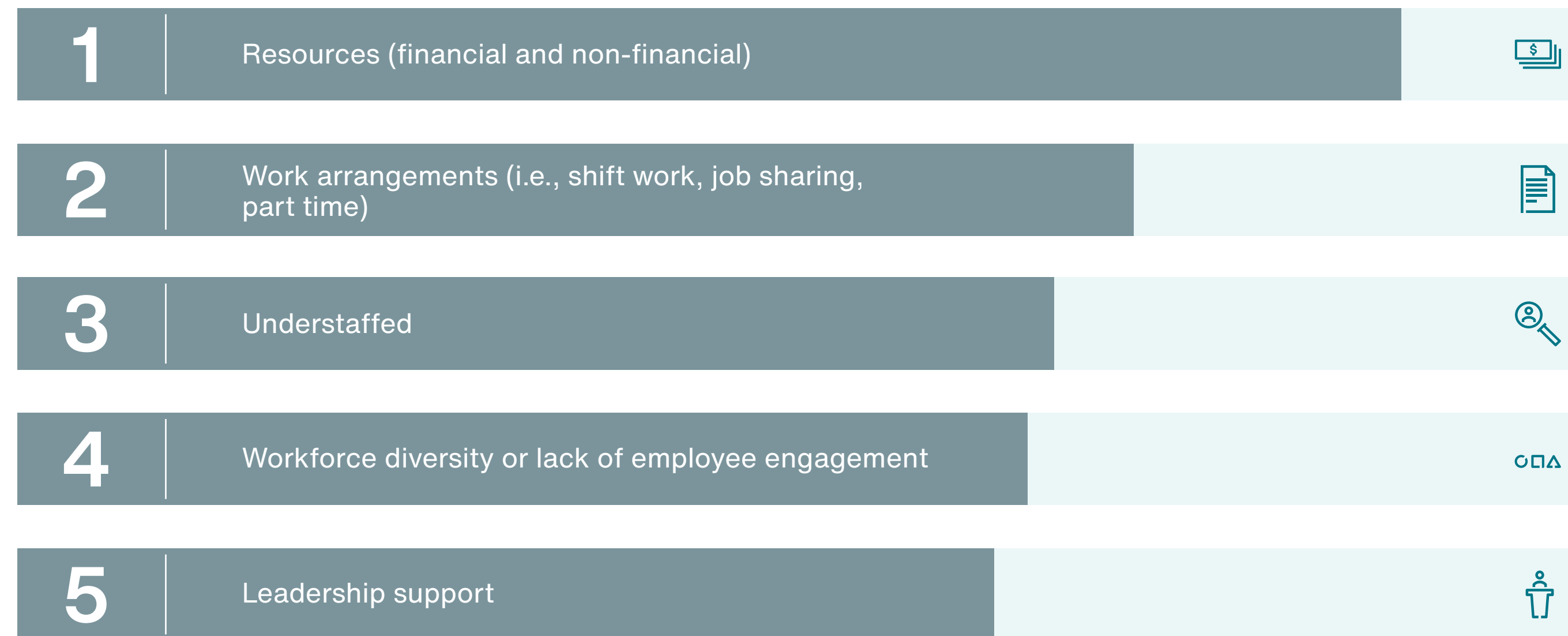
Most Important Organizational Initiatives for an Emotionally Fit Workplace



The most common social wellbeing initiative mentioned is flexible work arrangements, followed by recognition awards and team building activities. That may seem counterintuitive, as there have been many stories over the course of the past few years about how company culture and an employee's connection to that culture would surely be lost with the permanent expansion of hybrid or remote work. However,

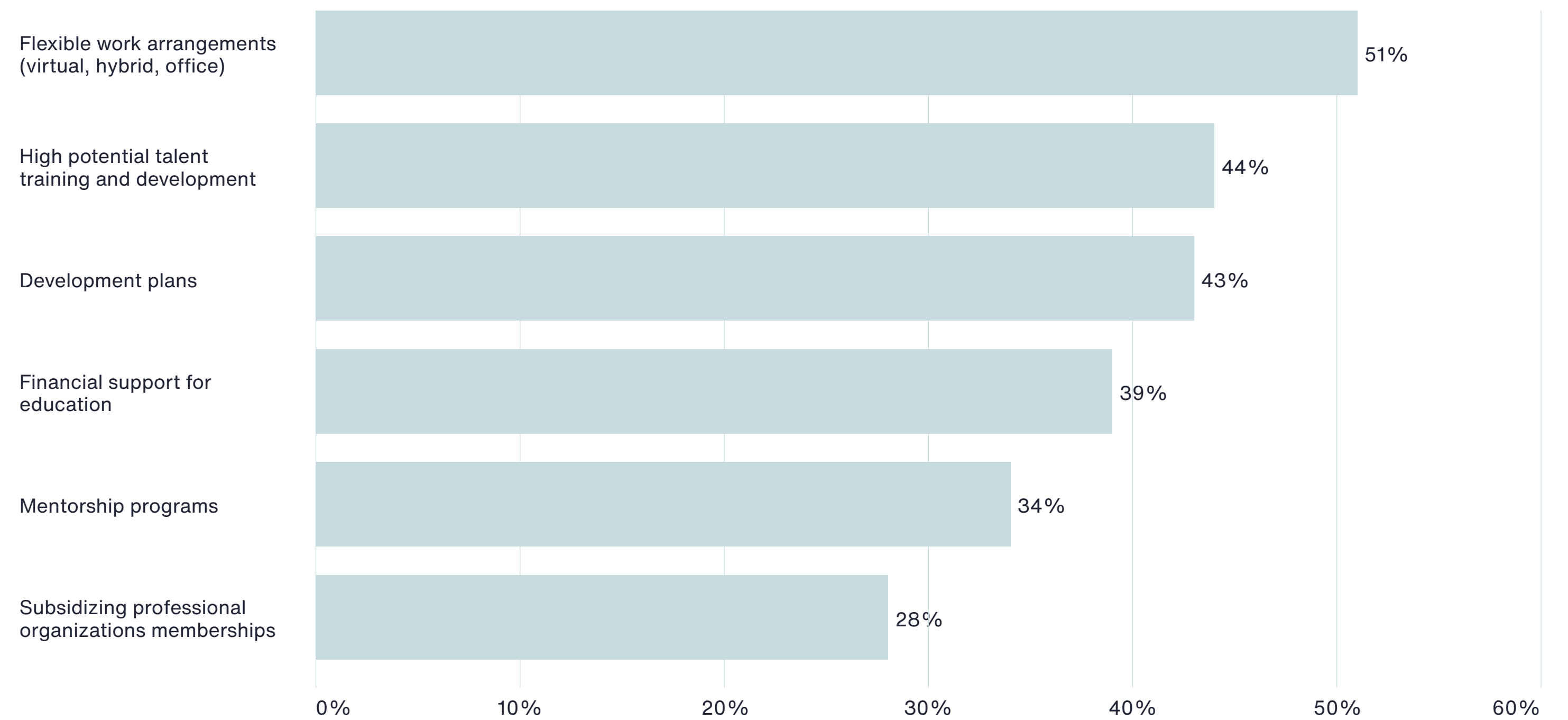
when asked what barriers existed to improving social wellbeing, only a quarter of organizations cited remote work. Certainly, in the current area of virtual teams, companies that plan team building activities need to be more creative. But it is also true that flexible work is seen as a solution by more, than as a problem.

Barriers to Addressing Social Wellbeing Issues



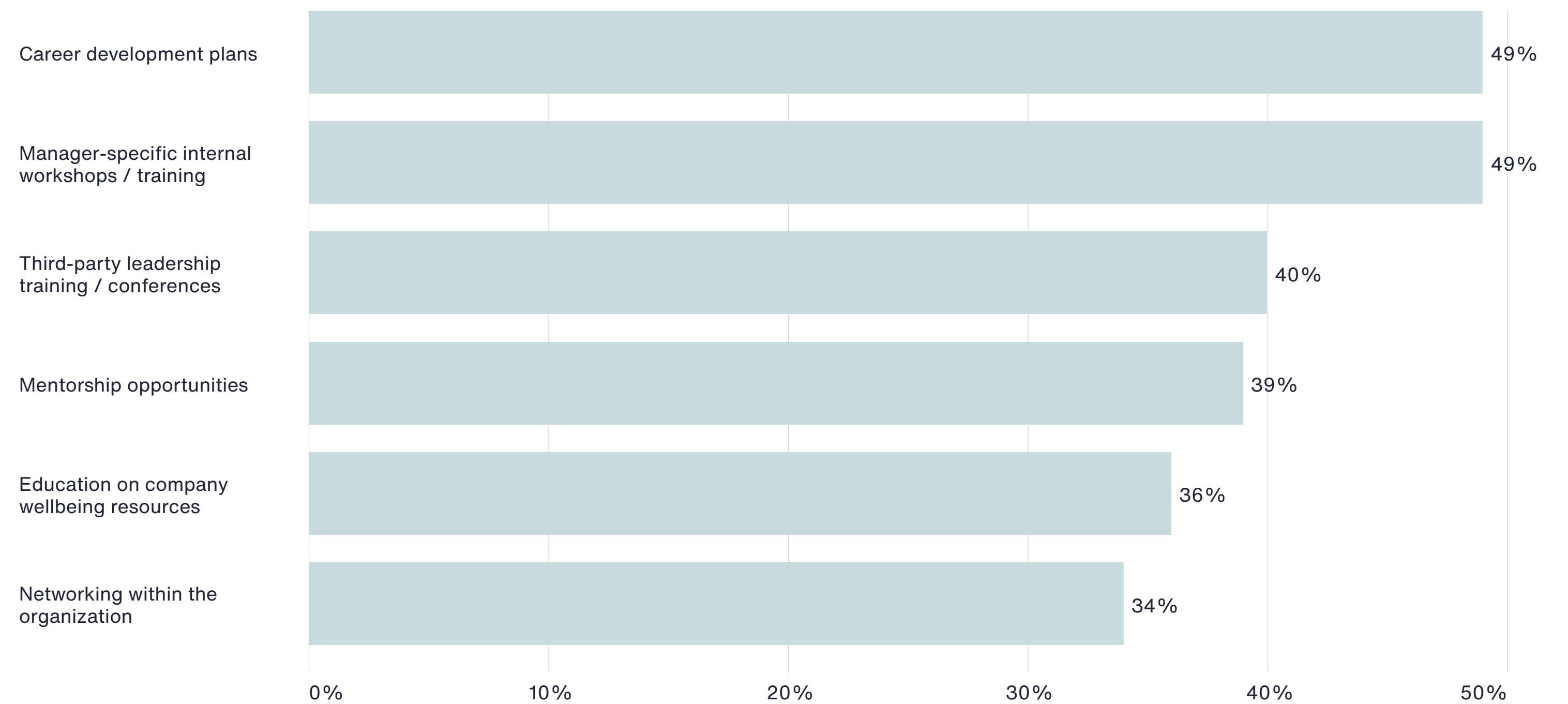
Career wellbeing seems as though it would be the dimension of wellbeing best suited to a workplace initiative. But here is where we begin to see some mismatch of initiatives with the issues that need to be addressed. The most commonly mentioned challenges to career wellbeing are work life balance with family and pay and compensation. The most commonly offered initiative is again a flexible work arrangement, but other common initiatives all center around training and guidance. Those could address issues like “better career prospects outside the company,” but employees may not see a straight line connection between gaining more skills and a better career path.

Career Wellbeing Initiatives Currently Provided



Putting that potential disconnect aside, it is undeniable that career development is nonetheless seen as important to an organization. Nearly half of companies train their managers to support employee career development through career development plans and manager-specific trainings. More than a third of companies use leadership conferences, mentorships and in-organization networking as well.

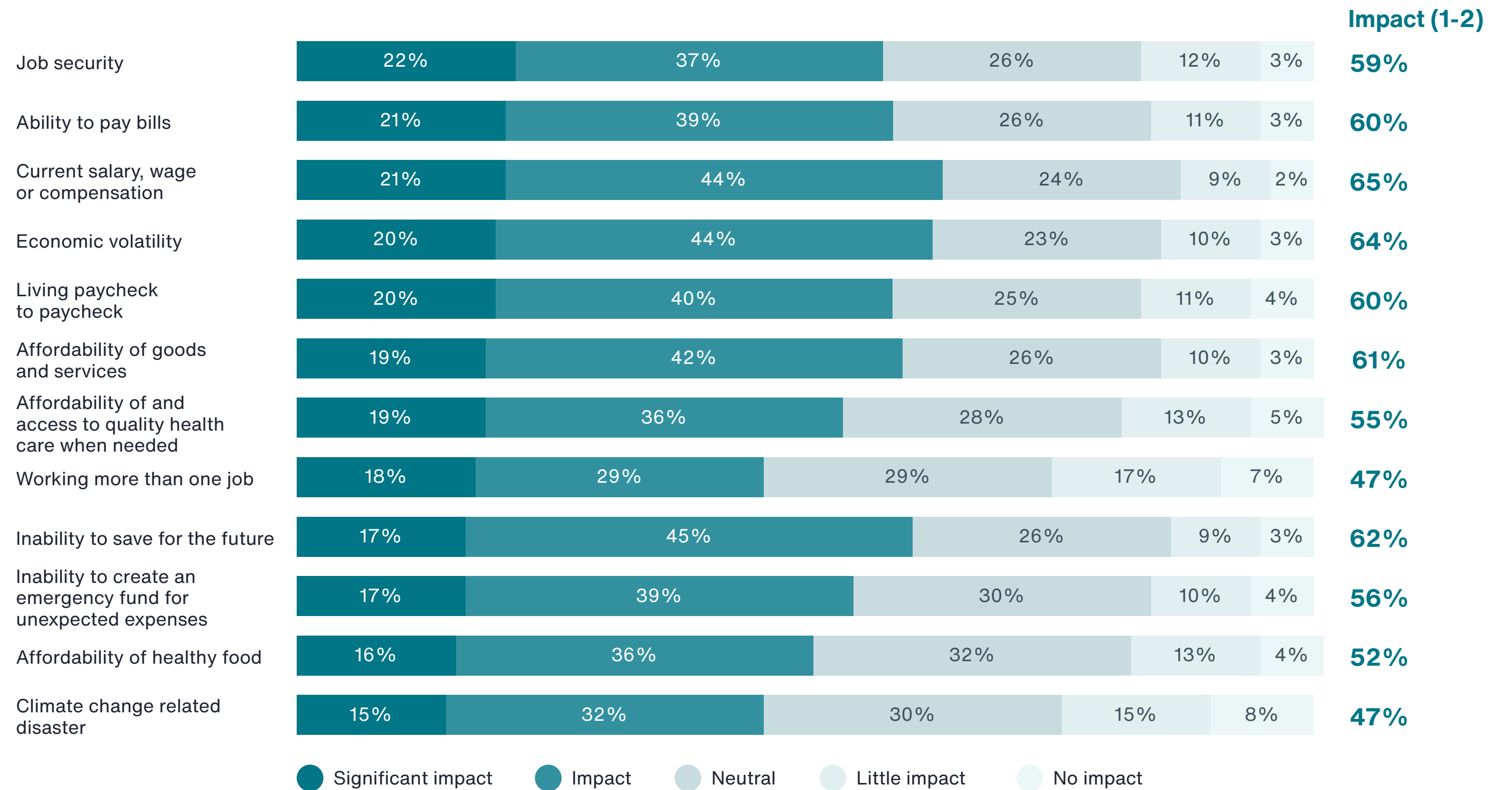
Company Trains Managers to Support Career Development Through



Financial wellbeing is where we see a bigger mismatch of priorities and needs. When asked what financial stressors impact their workforce, those ranked with having “significant impact” or “impact” tended to be about employees’ current economic situation. Current salary and compensation and economic volatility were the highest ranking concerns, while job security, ability to pay bills, and current salary ranked the highest “significant impact.” The ability to save for the future also ranked highly.

But when asked about what initiatives companies offer under financial wellbeing, many of them focused on financial wellbeing outside the workforce. Saving for retirement (34 percent) finished first, pensions (28 percent) finished fourth, and financial advising (21 percent) was seventh. Meanwhile, day-to-day money management was the least mentioned of the fifteen options, emergency funds were only a few spots higher, and credit and debt management ranked low as well, all with about 15 percent.

Financial Stressors Impact on Workforce



Integrated Strategies Speak Louder than Actions

Wellbeing continues to grow in importance. Organizations worldwide are seeing that by helping employees take care of their whole selves both in and out of work, everyone stands to benefit. By building a sustainable working life for their employees, they build loyalty, productivity, resilience, and ultimately profitability. But these gains aren't achieved by lip service; it's by a whole company effort to embrace the wellbeing strategy.

Additionally, companies are coming to the realization that wellbeing strategy should address a number of different dimensions of wellbeing. The interconnected nature of these dimensions means a siloed program isn't enough. It needs to be integrated into the company culture and climate. Wellbeing is a key business initiative in and of itself, but it must also be seen as a part of everything the company does. That's particularly true for mental health and emotional wellbeing, which continues to be the number one wellbeing issue for organizations. Mental health considerations need to be a part of more than

just wellbeing-focused decisions, but routine business decisions. For example, an organization looking to complete a merger needs to take into account the added stress and potential for burnout that the transaction will lead to. That sort of granular detail is what we mean when we say wellbeing should be integrated into an organization's DNA. It is those businesses that recognize the complexity and interconnectedness of wellbeing, and holistically support employees to make the decisions that are right for them and their families, that will foster a thriving workforce and will, in turn, thrive.



Regional Highlights

North America

With global averages at about half of companies for each wellbeing dimension addressed, North America scored below average in only one (career), and was significantly above the global average in physical (62 percent), emotional (66 percent) and financial (67 percent) wellbeing. North American companies are also more likely to provide incentives and rewards for participation in physical and emotional wellbeing programs, and far less likely to do so for career wellbeing initiatives. Initiatives are not performing well in North America, with exceptional or above average scoring 10 points lower than the global average, and below average scoring significantly higher.

- **Physical wellbeing:** More likely to have community sponsored activities, healthy food options, discounted gym memberships and nutrition education. Musculoskeletal conditions and diabetes ranked higher as risks than in other regions.
- **Emotional wellbeing:** Significantly more companies offer EAP, virtual learning sessions, emotional wellbeing education, virtual counseling, and quiet spaces in offices.
- **Social wellbeing:** Significantly higher levels of flex work, team building activities, employee recognition awards and charitable donation matching.
- **Financial wellbeing:** Lower level of stressors that impact workforce than any other region. Highest ranking was economic volatility and inability to save for future.
- **Career wellbeing:** Burnout cited as a challenge to career development significantly more.

Latin America

Companies in the region were more likely to offer emotional wellbeing programs (65 percent) than in many other regions, and the most likely to offer career wellbeing (61 percent). However, they were also far more likely (41 percent, against a global average of 23 percent) to offer no incentives or rewards for participation. Only six percent reported exceptional performance of wellbeing initiatives, with more than one in five reporting below average or poor performance.

- **Physical wellbeing:** Nearly half offered immunizations and vaccinations, and more offered tobacco free workplace programs and ergonomic assessments and equipment than in other regions. Physical inactivity and obesity were named as having the biggest risks.
- **Emotional wellbeing:** Mental/emotional leadership and manager trainings were offered more frequently in the region, as well as emotional wellbeing communications and education.
- **Social wellbeing:** Flexible work arrangements, employee recognition awards and peer acknowledgement were more common than in other regions. As with several regions, lack of resources was cited most frequently as a barrier to addressing social wellbeing.
- **Financial wellbeing:** Job security was cited as a financial stressor impacting the workforce at a statistically higher rate.
- **Career wellbeing:** Latin American companies were more likely to offer high potential talent training and development and financial support for education. Family work life balance was named as the biggest challenge.

Europe and the UK

Europe and the United Kingdom trailed the global averages in all dimensions of wellbeing except for career wellbeing, scoring the lowest of any region in emotional wellbeing initiatives offered. Almost one-third of companies said they offered no incentives or rewards. Performance of those initiatives, however, was statistically higher, with 40 percent rating performance as exceptional or above average.

- **Physical wellbeing:** Companies were least likely of any region to offer nutrition education, company sponsored community activities, or immunizations and vaccinations, though the latter may be attributable to government sponsored health systems. Companies were slightly more likely to cite alcohol or tobacco use as a risk, but other conditions and risks were in line with averages.
- **Emotional wellbeing:** Only about a quarter of companies offer an EAP, and emotional wellbeing initiatives across the board were lower than in any other region.
- **Social wellbeing:** The only program offered more frequently than the global average was flexible work arrangements. Companies cited resources and staffing as barriers to address social wellbeing issues.
- **Financial wellbeing:** As with most other regions, job security, economic volatility and current salary were the most common financial stressors. Working more than one job was mentioned more than the global average in Europe and the UK.
- **Career wellbeing:** Family work life balance and lack of managerial skills were mentioned as challenges to the company's career development more than in other regions. Flexible work arrangements led at just under 60 percent under career wellbeing programs offered.

Asia Pacific

Companies in the Asia Pacific region offer programs in the various dimensions of wellbeing at almost precisely the global average. They are more likely than average to provide incentives and rewards for financial and career wellbeing initiatives. It seems to be working, as initiative performance is statistically higher in the region at 46 percent exceptional or above average.

- **Physical wellbeing:** Companies in the region are less likely to offer many physical wellbeing initiatives, such as ergonomics, healthy food options, screenings, discount gym memberships and nutrition education. Those decisions may track with the risks or conditions that have the biggest impact, however, as musculoskeletal conditions, obesity and cancer rank much lower than in other regions.
- **Emotional wellbeing:** Similar to Europe, individual emotional wellbeing initiatives are offered at a lower rate than other regions. Ongoing emotional wellbeing communications and coaching are offered at only 20 percent of companies, and virtual counseling and mental/emotional leadership training are barely offered more frequently. Nearly all of the most important emotional wellbeing issues were cited less in Asia Pacific than in any other region.
- **Social wellbeing:** Team building activities, employee recognition awards and flexible work arrangements were mentioned the most frequently as initiatives offered, while among the barriers to addressing social wellbeing issues, companies cited work arrangements, leadership support and lack of community involvement more often than in other regions.
- **Financial wellbeing:** Like other regions, job security was mentioned more than average as a financial stressor, but in Asia Pacific current salary was mentioned more than other regions. Additionally, working more than one job and climate change related disasters were more commonly mentioned in the region.
- **Career wellbeing:** Initiatives offered all tracked with global averages, and companies are less concerned with family work life balance as a challenge to development than in other regions.

Africa and the Middle East

Companies in the Middle East and Africa were slightly more likely than others to offer social wellbeing initiatives and slightly less likely to offer financial and career wellbeing initiatives. They offer incentives or rewards for those social wellbeing initiatives at statistically higher rate than other regions, but are less likely than any other regions to do so for financial wellbeing initiatives. The initiatives offered, however, are performing better than anywhere else. A full quarter of companies rated performance as exceptional, nearly twice the global average.

- **Physical wellbeing:** No notable variances in the types of physical wellbeing initiatives offered. In terms of conditions or risks, heart disease was mentioned more frequently than in other regions, and musculoskeletal conditions ranked highly as well.
- **Emotional wellbeing:** Virtual counseling and emotional wellbeing communications and education were both statistically higher in the region. In terms of organization initiatives most important for an emotionally fit workplace, several ranked higher in the region than elsewhere, including leadership advocacy, mental health ambassadors and time away policies.
- **Social wellbeing:** Employee recognition awards are the leading program offered, the only region where flexible work arrangements did not lead the list. Many other initiatives scored highly, such as corporate matching of charitable donations and social or recreational employee groups. The barriers seen to addressing social wellbeing included workforce diversity or lack of engagement (44 percent, much higher than any other region) and work culture at 33 percent, also higher than any other region.
- **Financial wellbeing:** The stressors having an impact on the workforce seem to all be more highly ranked in this region. Job security, affordability/access to quality healthcare, working more than one job, inability to create an emergency fund for unexpected expenses, affordability of healthy food and climate change related disasters are all statistically higher in the region.
- **Career wellbeing:** The initiative mentioned more frequently in the region compared to other regions is mobility/expatriate assignments, and the challenge more frequently cited than in other regions is a rigid organizational structure.

6

About the Survey

About the Survey

The 2022-2023 Aon Global Wellbeing Survey was conducted in partnership with Ipsos, one of the largest market research and polling companies globally.

More than 1100 companies participated from a variety of industries. Manufacturing and industrials (19 percent) was the most common industry, followed by wholesale and retail (12 percent), and financial, insurance and real estate services (9 percent).

North America (2):

United States, Canada

Latin America (9):

Argentina, Brazil, Chile, Colombia, Costa Rica, Ecuador, Mexico, Peru, Puerto Rico

Europe and the UK (18):

Belgium, Czech Republic, Denmark, Finland, France, Germany, Hungary, Ireland, Italy, Netherlands, Norway, Poland, Portugal, Sweden, Switzerland, Spain, Turkey, United Kingdom

Asia Pacific (14):

Australia, China, Hong Kong, India, Indonesia, Japan, Malaysia, New Zealand, Philippines, Singapore, South Korea, Taiwan, Thailand, Vietnam

Africa and the Middle East (7):

Egypt, Israel, Kenya, Nigeria, Saudi Arabia, South Africa, United Arab Emirates.

Respondents were able to answer questions either at the global level (82 percent, i.e., answer for all locations they currently operate) or at the country level (18 percent). The survey was conducted in 27 different languages.

Surveys were conducted over a 10 week period from August to November 2022. The survey took an average of 32 minutes to complete.

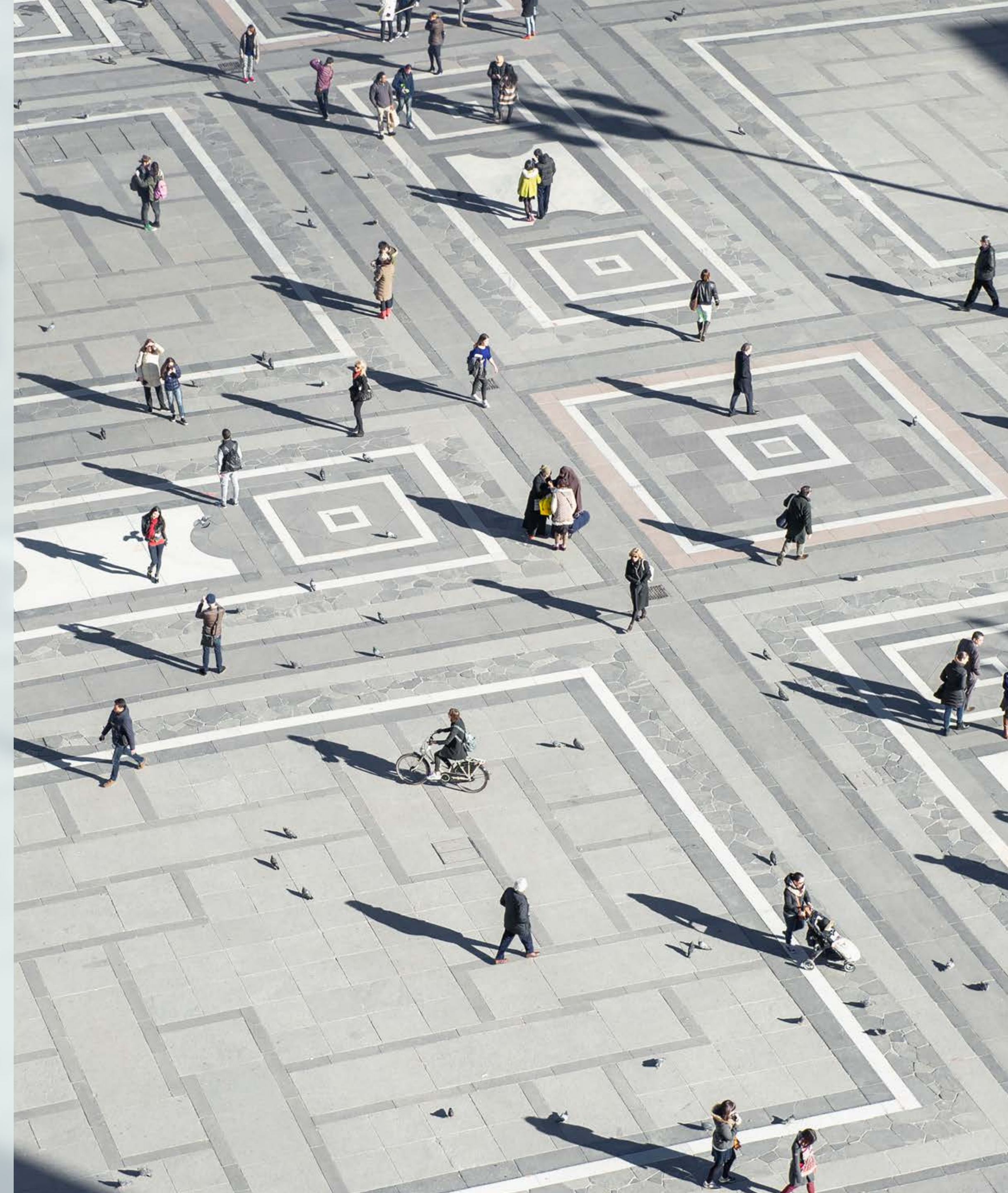
Conclusion

Wherever you are on your journey to developing your wellbeing strategy, it can be beneficial to assess your current situation and ask questions. Consider the following questions when evaluating your wellbeing strategy

1. How does your wellbeing strategy align with the vision and purpose of the firm? Is your wellbeing strategy fully integrated into your wider business strategy?
2. What is the current composition of your workforce, and do current wellbeing initiatives support diverse employee needs?
3. How is senior leadership demonstrating their support for wellbeing initiatives?
4. How are you communicating your wellbeing offering to employees, are they aware of all the initiatives available?

Working through these questions will uncover gaps and help ensure you are making the most from your wellbeing investments.

If you have any questions about this report, are interested in bespoke data cuts by country, or require support with developing your wellbeing strategy please reach out to your usual Aon Consultant or [contact us here](#).





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