

24%

34%

The appeal of tomorrow:

Benefits for healthier societies

Mitigate risk for

Health equity starts with affordability, but some employees are less confident they can afford the

Below

wealth benefits

Expansion of

existing onsite

health services

promotion of

community

supports

If household income is...

healthcare they need.

Median income

Savings plans

Employer funded

telemedicine,

employee

assistance plans,

Ethics

· Define team values

and behaviors

 Be firm with negative behaviors

Boundaries

· Set reasonable expectations

a limited and

exhausted workforce

Be patient

the unwell

12%

18%

Imagine a future of healthcare in which technical innovations allow more care to be delivered

You use a virtual reality headset for most office visits and to receive mental healthcare and treatments like physical therapy or

digitally and at home.

pain management.

Further, a virtual assistant

their experiences of work and wider life.

business and co-workers.

In the past year, I have worked while feeling mentally unwell

In the past year, I have worked while feeling physically unwell My employer cares about my health and well-being

> I am thriving in my current role/organization

We are all at our most vulnerable when we are unwell. Although physical or mental health problems are temporary conditions for many

people, for others they are long lasting or permanent, and can affect

Unwell employees feel much less positive about their work experiences, and are more likely to come to work while feeling physically or mentally unwell. Employees coming into the workplace while unwell can increase risk to the

Employees who are well

like Siri or Alexa makes appointments and reminds

you to take medications.

6%

76%

I find this healthcare future appealing

I am unsure about this

I find this healthcare

Employees who are unwell

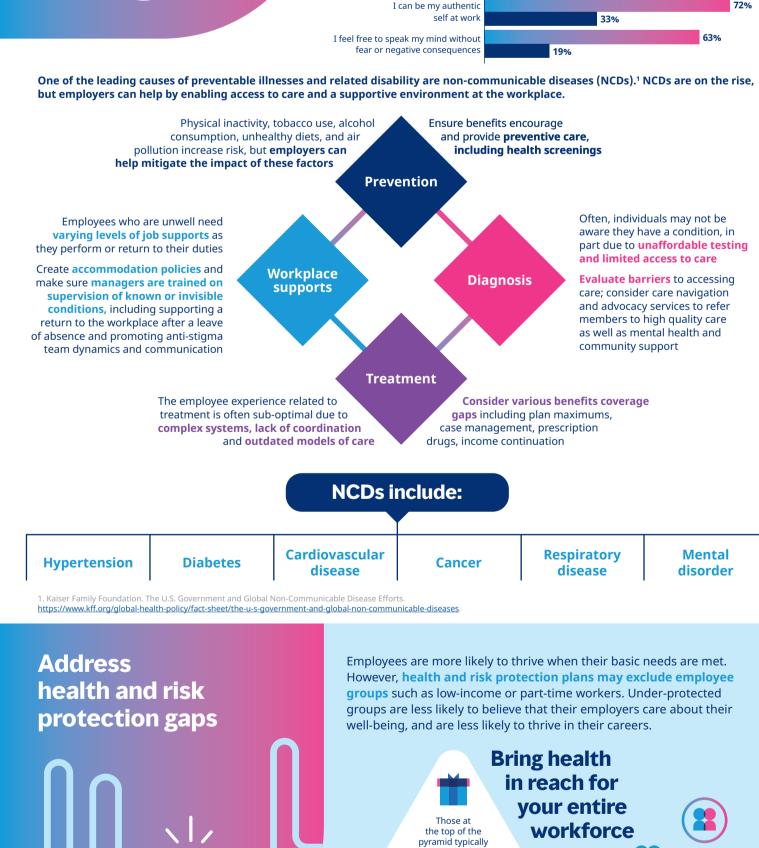
55%

39%

35%

72%

future disturbing



receive the most benefits, whereas vulnerable employees have unmet needs

Percent of employees who are not confident they can afford healthcare.

If gender is...

Offering a full benefits package to all employees may not be a financial reality for your organization. Consider these steps to get there over time:

Healthy meal

access, subsidized

dinners-to-go

On-site daycare

Financial education,

guidance and

support

Defined

contribution health

care (e.g., insurance

contribution

Consider adding new supports for the full workforce

Career, time off and other benefits

Predictable

scheduling and

guaranteed hours

Ride share service

as alternative

to unsafe

transportation

Action

Trust people to

Admit mistakes

Innovation

Allow people to tap

from mistakes

into their strengths Learn collectively

work independently

If they are...

Unwell:

Career path or

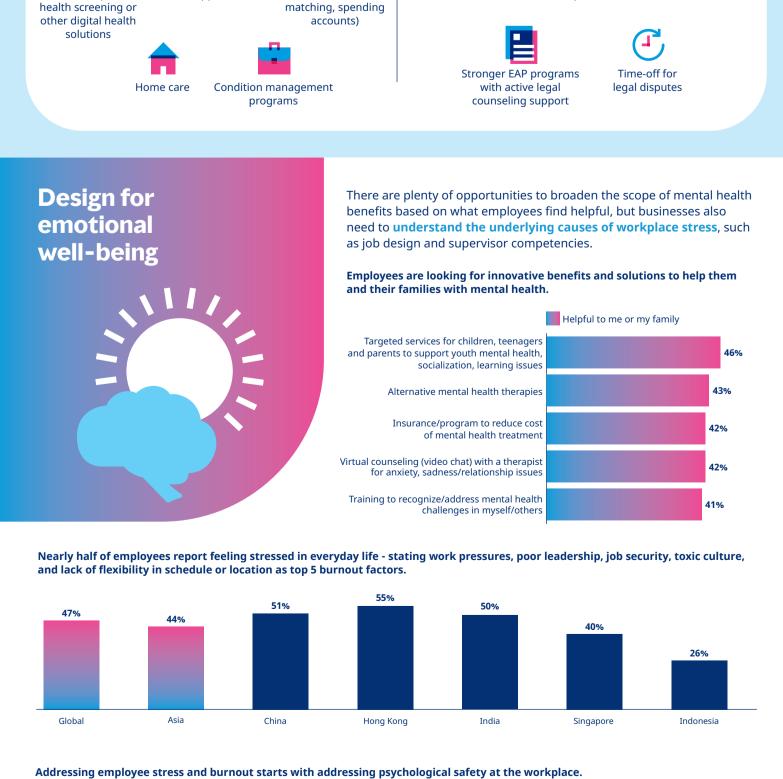
opportunities to

higher wage jobs

Paid time off

for healthcare

and illness



Fostering a

psychologically

safe workplace

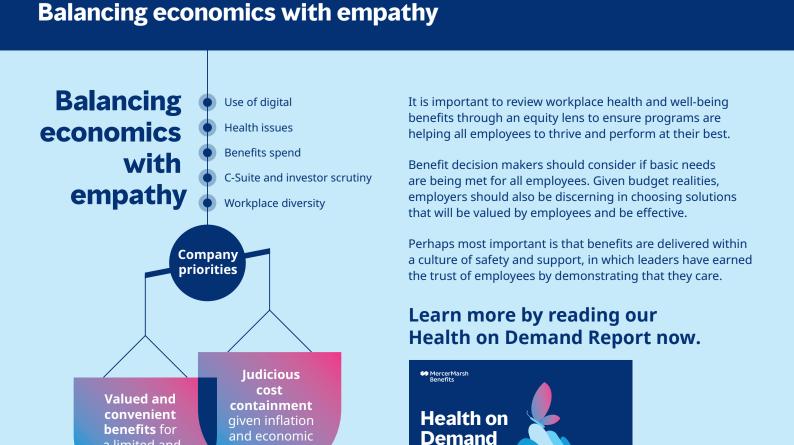
Belonging

• Be inclusive in idea

Show vulnerability

sharing and decision making

· Allow others to be themselves



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2023

Benefits for all. Benefits for a fast-changing world Benefits for healthier societies. benefits that truly benefit

About Mercer Marsh Benefits™

Mercer Marsh Benefits provides clients with a single source for managing the costs, people risks, and complexities of employee benefits. The network is a combination of Mercer and Marsh local offices around the world, plus country correspondents who have been selected based on specific criteria. Our benefits experts, located in 72 countries and servicing clients in more than 150 countries, are deeply knowledgeable about their local markets. Through our locally established businesses, we have a unique common platform, which allows us to serve clients with global consistency and locally unique solutions. Mercer and Marsh are two businesses of Marsh McLennan (NYSE: MMC), the world's leading professional services firm in the areas of risk, strategy and people, with 85,000 colleagues and annual revenue of over \$20 billion. Through its market-leading businesses including Guy Carpenter and Oliver Wyman, Marsh McLennan helps clients navigate an increasingly dynamic and complex environment. **Businesses of Marsh McLennan**

For further information, please contact your local Mercer Marsh Benefits office.