

Health On Demand

UK Report

February 2020



Table of Contents

1. Executive Summary

2. About the Study

3. Six Key Findings

Strong Business Case for Digital Health

Employees Value Patient-Centred Solutions

Low Barriers to Adoption, High Trust in Employers

Four Different Employee Segments to Engage

High Demand for a Pro-Health Culture

Nuances Across Countries

4. Six Considerations

Digital health and well-being solutions will be of increasing importance in retaining, engaging and energising employees

For employees, digital health solutions have a clear role in facilitating personalised health care

Employees are surprisingly willing to share health data to receive higher quality, more personalised and convenient care

Unique employee segments have different attitudes towards health innovation and require tailored targeting

Employees value a pro-health work culture – which has important implications for digital health solutions

Employers will benefit from addressing local health care needs

5. Methodology

6. Appendix

7. Contributors

8. About Mercer Marsh Benefits, Mercer and Oliver Wyman

1

Executive Summary

Technology has disrupted and transformed all aspects of modern life: how we learn, shop, travel – even how we date and stay connected with family. We’ve come to expect easy transactions at our fingertips, on demand, whenever and wherever. So, what about health care, an area of our lives so profoundly important to our existence and whether we merely survive or genuinely thrive? A health care system shaped by the digital age holds great promise in solving some of our most important health care challenges: access, quality and affordability.

Yet despite a proliferation of healthier-me apps, step-counting monitors and appointment-making portals, tech-enabled health care is far less accessible than in other sectors. What will it take to make people feel at ease with using telemedicine and virtual mental health counselling, or smart apps and sensors to track medications? Or using Artificial Intelligence (AI) to diagnose medical conditions or augmented reality to assist with pain and stress management? What role do employers play in providing digital health solutions? What do employees want, need and expect? And how can digital health offerings help employers to attract talent and achieve better health outcomes for their people?

To explore these questions, Mercer Marsh Benefits (MMB), Mercer and Oliver Wyman have conducted a pioneering study that examines digital health innovation – and the future of health care – in the context of employee attitudes and work cultures. For enterprises, understanding what attracts employees to “health on demand” – and what worries them about it – can mean the difference between leaping ahead or lagging behind in building the energised workforce that will drive growth.

Our research explores ways that new technologies and people-first workforce strategies can help employers achieve real-time, meaningful results. By hearing firsthand from both employees and senior decision makers, we’ve identified the most relevant and promising new strategies for boosting employee engagement and enhancing the overall health and well-being of the workforce.

The health care industry is changing rapidly. Corporate investment in employee health and well-being is set to grow over the next five years, and digital health solutions will play a critical role. Two-thirds of the senior decision makers we surveyed, globally, say they are likely to invest more in digital health over the next five years. As health care costs rise, employers are looking to help their people achieve better health outcomes for less. Digital health solutions will be critical in delivering more efficient, affordable and effective health-related services. Employers have an essential role to play in health care transformation by advocating for systemic change to help make quality health care more affordable and accessible.

Our Health on Demand study surveyed more than 16,500 employees and 1,300 senior decision makers in seven mature and six growth markets across North America, Europe, Latin America and Asia. We spoke with full-time and part-time employees, freelancers, and gig employees, as well as senior decision makers, half of whom work in companies with more than 500 employees globally.

Key among the findings and detailed in this report:

- There's a strong business case for digital health
- Employees value patient-centred solutions
- Barriers to adoption are low; trust in employers is high
- Engaging different employee segments requires customisation
- A pro-health culture is in high demand
- Clear nuances across countries

In the course of the study, we found generational, gender, socio-economic and cross-cultural differences; we also gained a better understanding of the impact these differences have on people's willingness to engage with digital health solutions. A cluster analysis identified four distinct employee segments: Sign Me Up, Impress Me, Get Me Comfortable and Not for Me. Recognising these different segments in their workforces will help companies develop and implement more cost-effective, relevant and personalised solutions to engage employees.

There are important implications in the study results for employers aiming to create a workforce health strategy that will improve productivity, save money, and attract and retain talent:

- Digital health and well-being solutions will play a larger part in keeping, engaging and energising employees over the next few years.
- Employees see digital health solutions as having a clear role in personalised health care.
- Employees are surprisingly willing to share their health data to receive higher quality, more personalised and convenient care.
- Unique employee segments have different attitudes toward health innovation and require tailored targeting.
- Employees value a pro-health work culture – which has important implications for digital health solutions.

The findings suggest we should be optimistic about the future. Digital health technologies, like artificial intelligence and telemedicine, are providing employers with an unprecedented ability to achieve a competitive advantage. Investing in personalised, technology-based health care solutions and fostering a culture of well-being will help set employers apart and enable them to build a more engaged, productive and loyal workforce.



Tony Wood

UK & Ireland Regional Leader
Mercer Marsh Benefits



Hervé Balzano

President, Health & Benefits, Mercer
Global Leader, Mercer Marsh Benefits

Six Key Findings

1. Strong Business Case for Digital Health
 2. Employees Value Patient-Centred Solutions
 3. Low Barriers to Adoption, High Trust in Employers
 4. Four Different Employee Segments to Engage
 5. High Demand for a Pro-Health Culture
 6. Nuances Across Countries
-

Six Considerations

1. Digital health and well-being solutions will be of increasing importance in retaining, engaging and energising employees.
2. For employees, digital health solutions have a clear role in facilitating personalised health care.
3. Employees are surprisingly willing to share health data to receive higher quality, more personalised and convenient care.
4. Unique employee segments have different attitudes towards health innovation and require tailored targeting.
5. Employees value a pro-health work culture – which has important implications for digital health solutions.
6. Employers will benefit from addressing local health care needs.

2

About the Study

Health on Demand is one of the most comprehensive studies undertaken to understand the values, needs, desires, and trepidations of employees – and employers – when it comes to the future of health, in general, and the role of digital health in particular. Learnings from the study will help companies make critical health care investment decisions over the next five years.

Also distinguishing the study are the size, geographic scope, and input from both employees and employers.

- **Size:** 16,564 employees and 1,300 senior decision makers, including 1,054 employees and 100 senior decision makers in the UK.
- **Geographic Scope:** Seven mature (US, UK, Canada, Italy, France, Netherlands and Singapore) and six growth markets (Brazil, China, Colombia, India, Indonesia and Mexico).
- **Employee and Employer Views:** The study compares and contrasts employee views with those of C-Suite and senior-level executives, across nine sectors in all 13 countries, to glean insights as well as gaps between both groups.

Recognising the growing importance of gig employees in many employers' human resource strategies, the employee survey in the UK included contract or freelance employees, as well as part-time employees. Of the 1,054 employees surveyed:

- **64%** are full-time employees
- **23%** are part-time employees
- **4%** are contract or freelance employees
- **8%** are self-employed
- **1%** are seasonal employees





3

Six Key Findings

Employers have the potential to use personalised and relevant technology-based health solutions alongside a culture of well-being to create a more vital, engaged and loyal workforce. The Health on Demand study presents data that can be used to underpin digital health investments.

1. Strong Business Case for Digital Health
2. Employees Value Patient-Centred Solutions
3. Low Barriers to Adoption, High Trust in Employers
4. Four Different Employee Segments to Engage
5. High Demand for a Pro-Health Culture
6. Nuances Across Countries

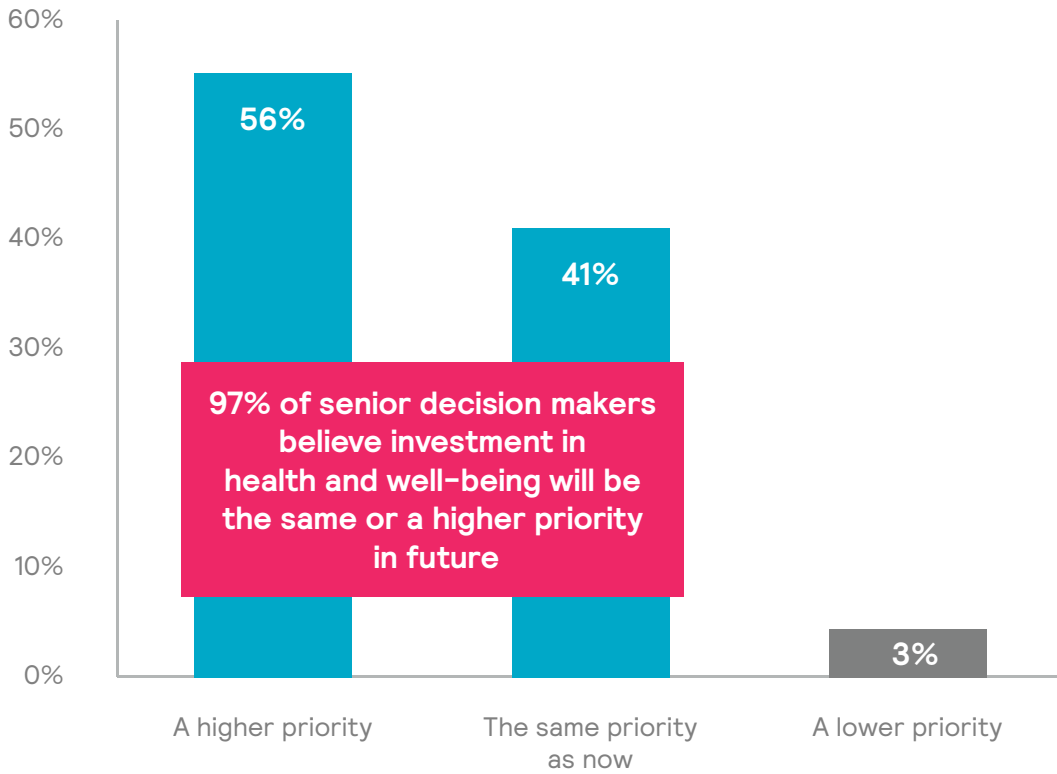


Key Finding #1 Strong Business Case for Digital Health

Health and well-being programmes are of considerable importance to employers anxious to maintain and attract talent in a competitive labour market. In fact, survey results indicate that corporate investment in workforce health will grow over the next five

years. More than half of senior decision makers in the UK say health and well-being investment will be a greater priority for their organisation in the future compared to where it is today, while just 3% expect it to be a lower priority.

Over half of senior decision makers think investment in health and well-being will be a higher priority for their organisations in the future.



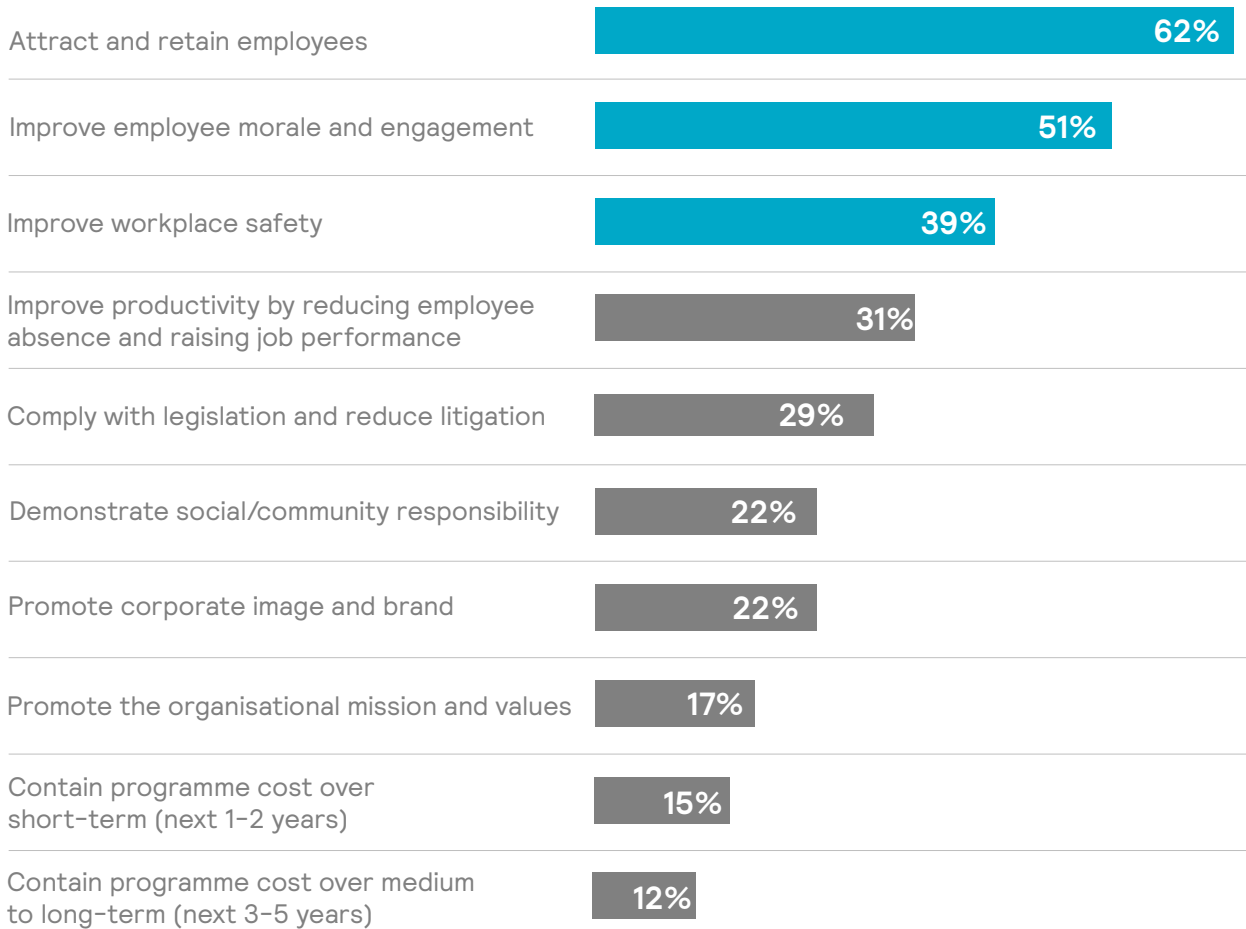
Health on Demand - Senior Decision Makers: From what you know, is your company's investment in employee health and well-being becoming a higher priority, a lesser priority or a similar priority in future, compared to where it is today? SUMMARY; 9/16/2019; UK; Weighted to 100 per country; total n = 100

Employers believe these investment plans have a clear justification. The survey asked senior decision makers to rank their objectives for their organisation's health and well-being programmes, and the top four all have a direct impact on business results.

Employers in the UK say the most important objectives for their company's health benefit plan and/or well-being programmes are, in order of importance: (1) attracting and retaining employees, (2) improving employee morale and engagement, (3) improving workplace safety, and (4) improving productivity by reducing employee absence and raising job performance. By comparison, those surveyed rank cost containment at the bottom of the drivers for investing in health and well-being programmes.

Senior decision makers cite attracting and retaining talent, workforce morale and engagement, and improved workplace safety as the top three drivers of health and well-being initiatives.

Ranked in Top Three



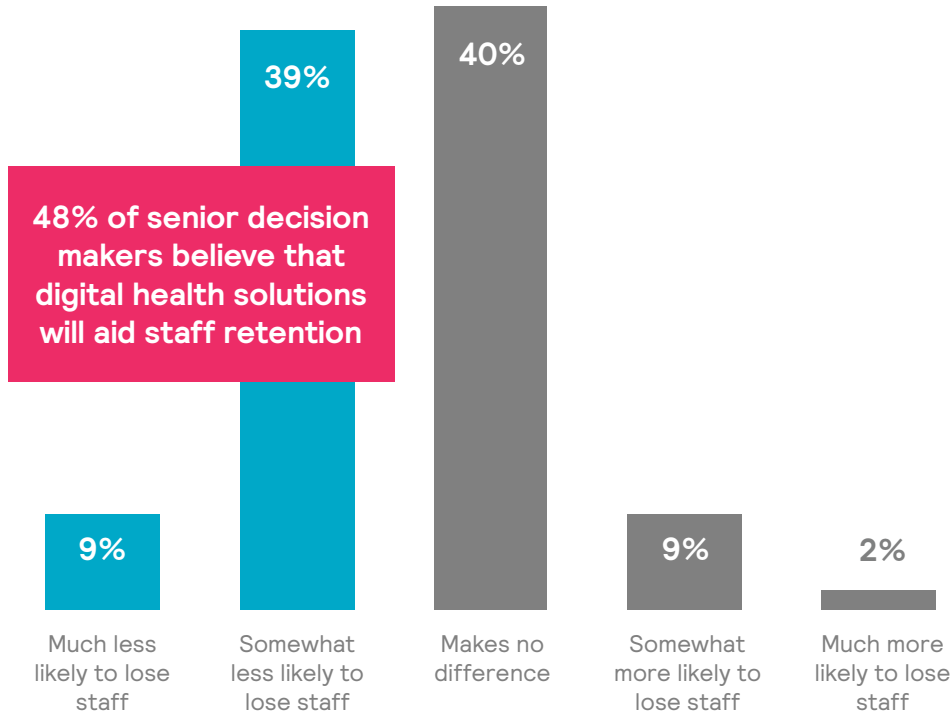
Health on Demand - Senior Decision Makers: Filter: UK; Weight: Weighted to 100 per country; base n = 100

“While the strong connection between workplace safety and health and well-being programmes is surprising, safety is a cornerstone of duty of care and there is increasing awareness that the workplace must encompass not only physical but psychological health and safety as well.”

Flavio Piccolomini,
President, Marsh International

Employers believe that digital health solutions will help advance their objectives for health and well-being programmes. When asked specifically about digital health solutions, two-thirds of senior decision makers surveyed in the UK say they believe they will have significant or some impact on staff energy levels, and nearly half believe they will help them retain staff.

About half of senior decision makers believe promoting or sponsoring digital health solutions will aid staff retention.



Health on Demand: Senior Decision Makers: If your company promoted or sponsored digital health and well-being solutions in your workplace, what impact, if any, do you think that would have on staff retention? SUMMARY; 9/16/2019; UK; Weighted to 100 per country

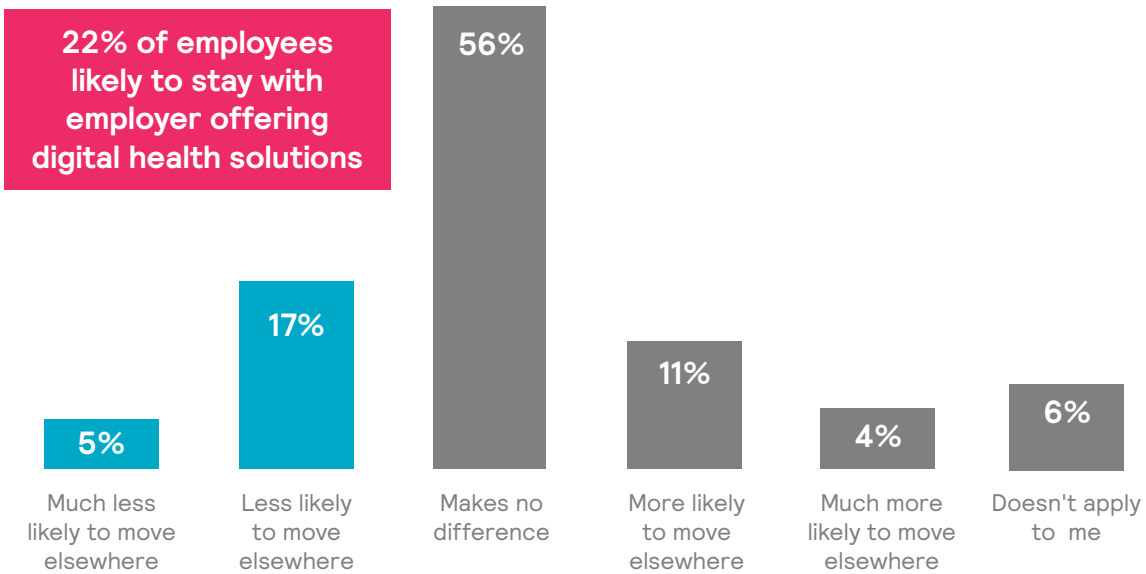
“The world’s most progressive companies are finding creative ways to differentiate their rewards offerings through innovative, digitally-enabled health products that recognise the diverse needs of their workforce and their families – from help for people re-entering the workforce, to family planning assistance for LGBTQ couples, to help finding caregiving providers for the sandwich generation.”

Pat Milligan,
Senior Partner, Multinational Client Group & When Women Thrive, Mercer

Results also show that digital solutions that improve access and can deliver needed health services more efficiently and affordably are attractive to employees. One in five employees in the UK say they would be less likely to move elsewhere for work if their employer offered digital health solutions. These numbers are significant. Health benefits in general compare favourably with other benefits – and even compensation – in their ability to influence employment decisions¹. The survey findings suggest that digital health solutions have the potential to further enhance the valuable “stickiness” delivered by the health benefit package.

¹ See <https://hbr.org/2017/02/the-most-desirable-employee-benefits> and <https://www.shrm.org/hr-today/trends-and-forecasting/research-and-surveys/Documents/2018%20Employee%20Benefits%20Report.pdf>. Also, https://www.ebri.org/docs/default-source/ebri-issue-brief/ebri_ib_470_wbs2-10jan19.pdf?sfvrsn=c5db3e2f_10

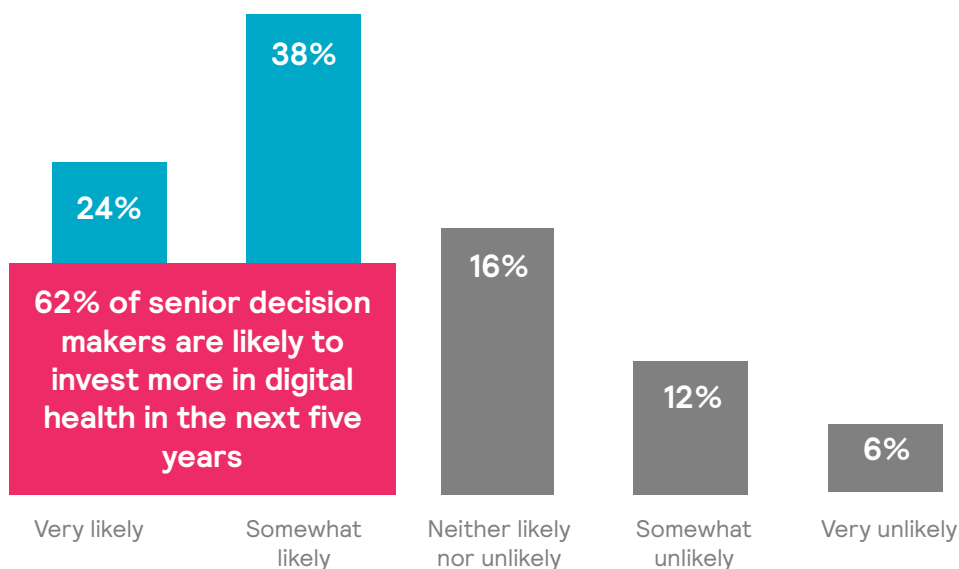
One-fifth of employees in the UK say they are more likely to remain with an employer offering digital health solutions.



Health on Demand: Employees: If your employer promoted or sponsored digital health solutions in your workplace, how would that affect how you feel about moving elsewhere to another employer? SUMMARY; UK; Country Weighting – employee labour force by gender, age; base n = 1054

Meanwhile, nearly two-thirds of employers in the UK say they are likely to invest more in digital health over the next five years.

Two-thirds of senior decision makers in the UK are likely to invest more in digital health in the next five years.



Health on Demand: Senior Decision Makers: How likely is your company to invest more than it does today in digital health for employees in the next 5 years? SUMMARY; 9/16/2019; UK; Weighted to 100 per country



Key Finding #2

Employees Value Patient-Centred Solutions

While employers see a business case for digital health investment, it will be important to understand employees' motivations as they plan and implement initiatives. Health on Demand shows that employees are looking for improved access to high-quality health care that is personal, convenient, affordable and secure.

The study invited employees to imagine a not-too-distant “future of health,” in which digital technology plays a critical role. (See sidebar.)

We asked employees to rate each word in our forward-looking concept of health as green (positive) or red (negative), using a digital highlighter. Despite the potential risks, employees were able to identify more positive benefits from Health on Demand’s future vision of health than downsides. Employees were also asked a series of questions about their response to the forward-looking vision of health care.

Future Concept of Health Examined:

“Imagine a more digital approach to maintaining your health that places you at the centre. You use wearables and smartphones to track your activity, diet, medications and appointments. Your device connects you to human clinicians and artificial intelligence systems (e.g., chat agents and voice-activated devices, like Siri and Amazon Alexa) for prevention, diagnoses and treatment. Your care is based on your personal genetics, lifestyle and preferences. This makes managing your health more affordable, convenient, effective, and customised, improving your quality of life. However, as health data becomes more integrated and portable on devices, new opportunities and risks emerge that require robust data protection and privacy.”

Affordable, convenient, effective, and customised clearly emerged as important benefits.

Imagine a more digital approach to maintaining your health that places you at the centre you use wearables and smartphones to track your activity diet medications and appointments your device connects you to human clinicians and artificial intelligence systems e.g. chat agents and voice devices like Siri and Amazon Alexa for prevention diagnoses and treatment your care is based on your personal genetics lifestyle and preferences This makes managing your health more affordable convenient effective and customized improving your quality of life However as health data becomes more integrated and portable on

Which words or phrases are positive/exciting or negative/concerning? Please click and drag the green (positive) and red (negative) highlighter across any specific words.

With artificial intelligence applied to healthcare, "risks" and concerns around data protection and privacy are the most concerning.

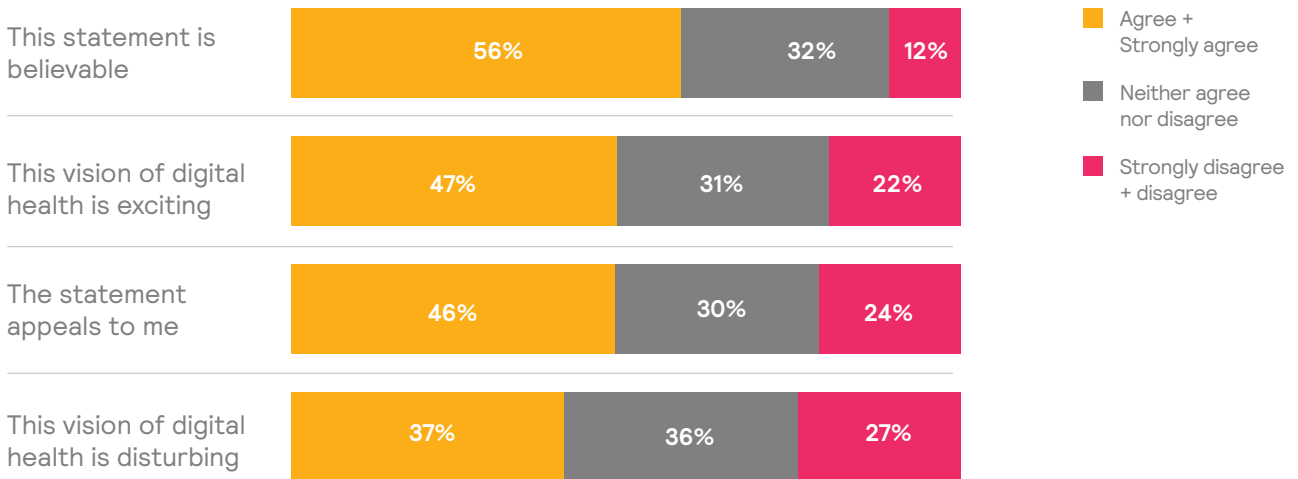
more digital approach to maintaining your health that places you at the centre you use wearables and smartphones to track your activity diet medications and appointments your device connects you to human clinicians and artificial intelligence systems e.g. chat agents and voice devices like Siri and Amazon Alexa for prevention diagnoses and treatment your care is based on your personal genetics lifestyle and preferences This makes managing your health more affordable convenient effective and customized improving your quality of life However as health data becomes more integrated and portable on devices new opportunities and risks emerge that require robust data protection and privacy

Which words or phrases are positive/exciting or negative/concerning? Please click and drag the green (positive) and red (negative) highlighter across any specific words.

More than half of employees in the UK find the vision credible, and just under half find it appealing. Slightly over a third of employees find it disturbing. The more negative associations were with the use of

AI in health care, and data protection and privacy; there are, however, encouraging signs that these worries can be mitigated, as this report will address.

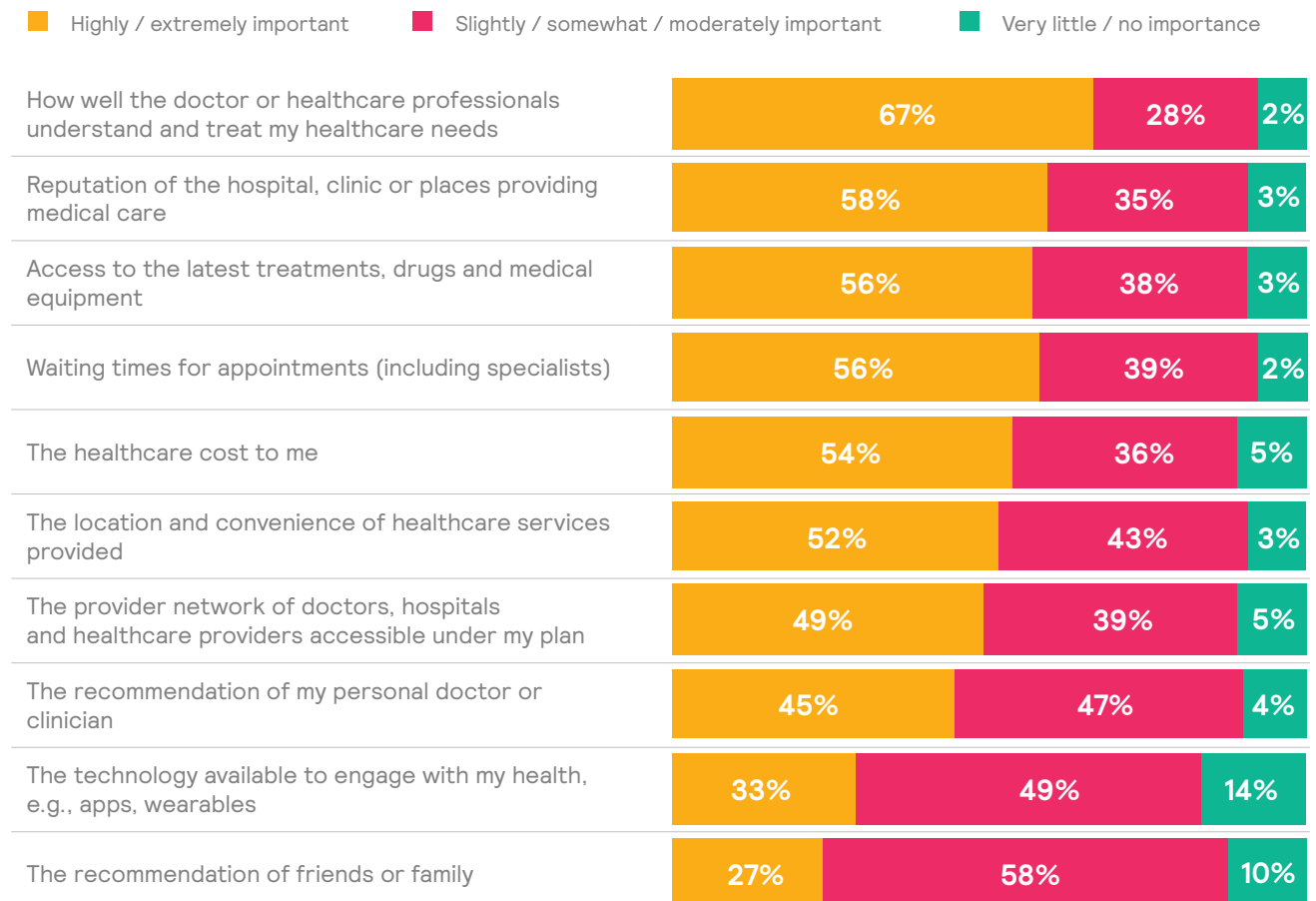
Around half of employees in the UK found this future vision of health with digital solutions, a critical component, to be exciting and appealing; 37% of employees found it disturbing.



Health On Demand - Employees Survey: Please read the statement below around digital health then answer the questions. (All options) SUMMARY; UK; Country Weighting - employee labour force by gender, age; base n = 1052

To better understand what employees might value in digital health solutions, it is important to understand what influences their decisions about where they seek care now. The study finds that employees in the UK most value how well health care professionals are able to understand and treat their needs; followed by the reputation of the hospital, clinic or places providing medical care; and access to the latest treatments, drugs and medical equipment. Together, these suggest that high-quality health care is a primary consideration.

When it comes to choosing healthcare, employees value: how well healthcare professionals understand and treat needs, reputation, and access to the latest treatments, drugs and, medical equipment.



Health on Demand: Employees: How important are the following in choosing where to get healthcare? (Top and bottom 2) SUMMARY; UK; Country Weighting - employee labour force by gender, age; base n = 1054

To test employees' reaction to specific types of health innovations, we provided them with a list of 15 innovations² – some widely available now, some just emerging, and a few that are still in the early stages. Employees were asked to rate how valuable the innovation might be to them and their families, and employers were asked which innovations their staff were most likely to find valuable.

The top four innovations, in terms of the number of employees rating them highly or extremely valuable, are: self-managing health conditions using wearable technology; an app to help find the right doctor or medical care when and where needed; electronic and portable individual and family medical records; and

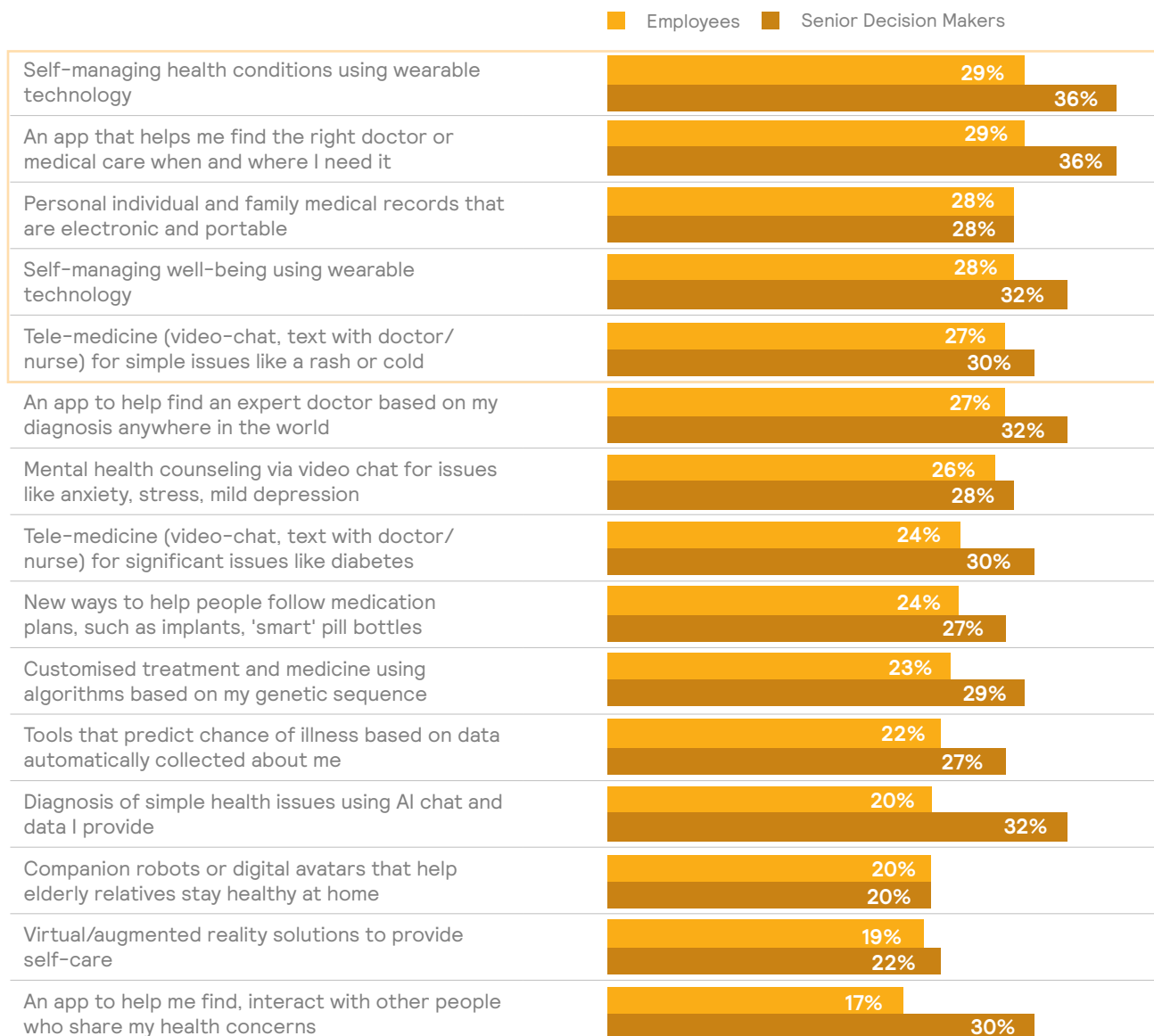
self-managing well-being using wearable technology. The second innovation offers improved health care access, and all four offer greater convenience.

The health innovations with the biggest gap between what employees say they value and what employers believe their employees' value are an app to help employees find and interact with other people who share their health concerns (three in 10 employers compared with 17% of employees), and the diagnosis of simple health issues using AI chat and data provided by the user. In the case of the latter, just under a third of employers in the UK believe their employees would value it, while just one in five employees actually value it.



² For a full list of innovations, see the last chart under Key Finding #2.

When it comes to digital health, employees want help finding the right doctor or medical care, portable health records, and access to expert doctors worldwide. They also value self-management of their health through wearables.



Health on Demand: Audience Comparison: (W12-D10) How valuable to you and your family (your employees) are the following health innovations: 6 - Highly valuable + 7 - Extremely valuable by Source of cases; Filter: UK; Weight: Country Weight; base n = 1154

Employees in the UK also are less interested in digital solutions that predict the chance of illness based on data automatically collected about them. Among employers, 27% prioritise this feature, compared with 22% of employees who believe this option is valuable. In rolling out digital health tools, we believe it would be beneficial for employers to ensure that they are fulfilling the most important needs of their workforce.





Key Finding #3

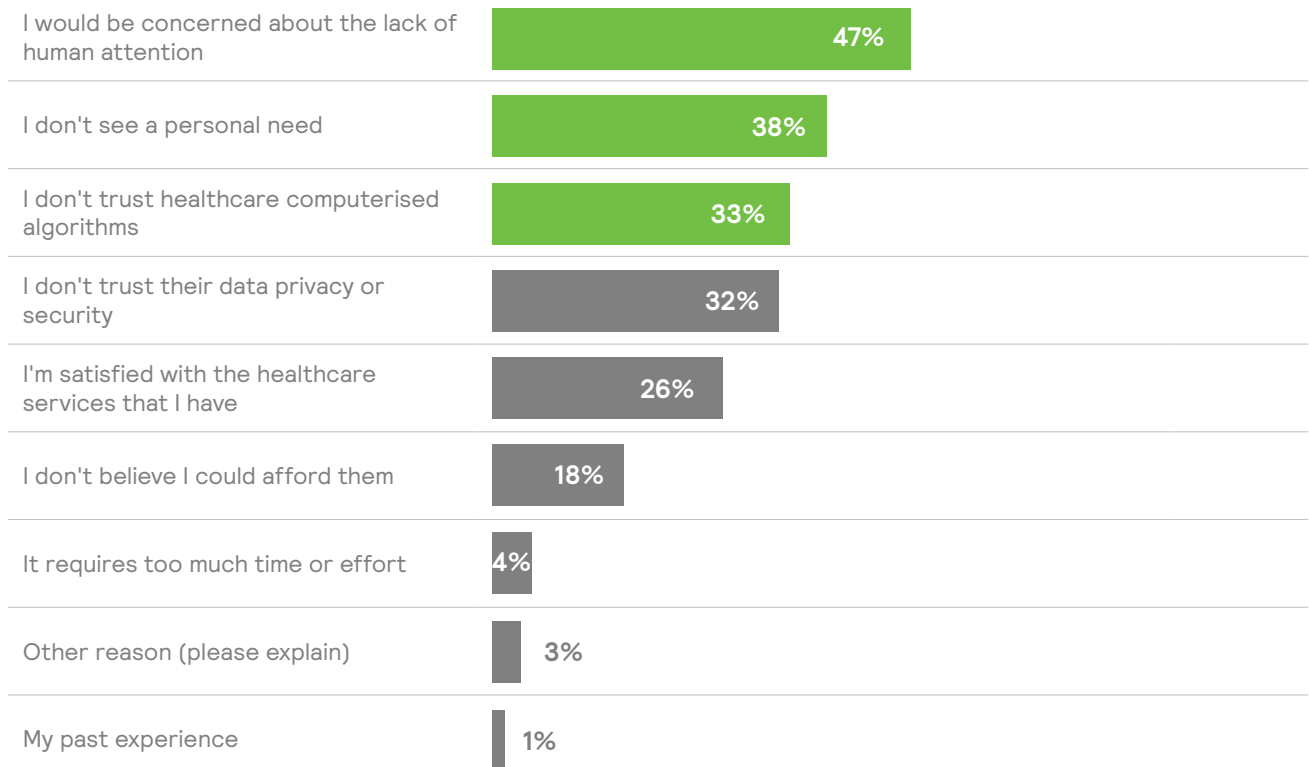
Low Barriers to Adoption; High Trust in Employers

Companies looking to include digital solutions as part of their health offerings are starting from an encouraging position, in which barriers to adoption are low and employees' trust in their employers is high.

Some employees do articulate concerns about data privacy and other issues. The most common reasons given for not being willing to try digital health solutions are concerns over a lack of human attention, an absence of personal need, and a lack of trust in health care computerised algorithms.

Of the employees not willing to try digital health innovations, they cited a preference for human attention and felt no personal need.

Among those not willing to try digital health innovations

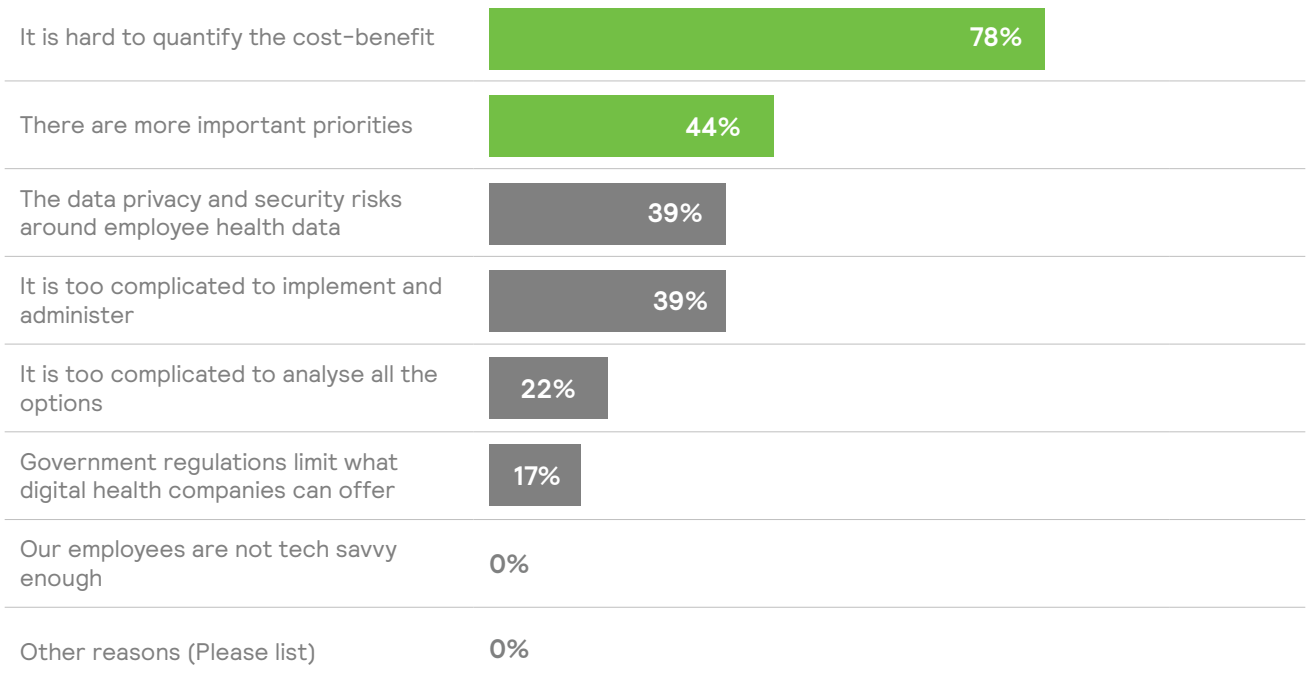


Health on Demand - Employees: You said that you were less than willing to try some healthcare services, such as :^f('Q15noWill')^\. Please select any reasons from the list below or write your own reasons under 'Other'? SUMMARY; UK; Country Weighting - employee labour force by gender, age; base n = 433

As discussed above, most employers in the UK plan to increase their spending on digital health. Among the few that are unwilling to invest in digital health, the most common reasons cited are: difficulty in quantifying the cost-benefit, the existence of more important priorities, and issues around data privacy and security risks.

The few senior decision makers who are not willing to invest in digital health cited hard to quantify ROI and more pressing priorities as barriers.

Among senior decision makers not likely to invest in digital health



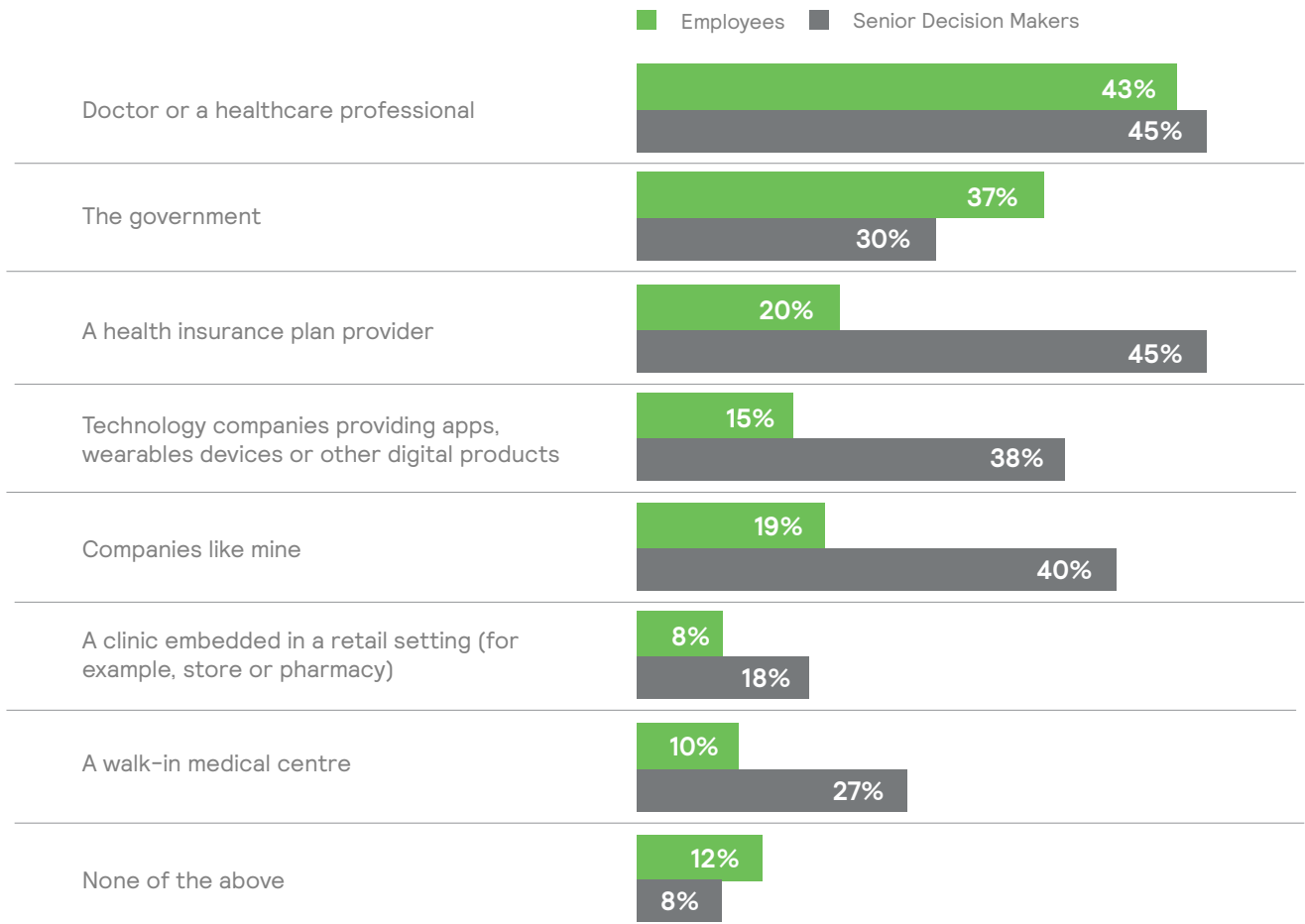
Health on Demand – Senior Decision Makers: As an employer, what may be some reasons your company is not likely to invest in digital health, for example, telemedicine, portals, apps? SUMMARY; 9/16/2019; UK; Weighted to 100 per country; total n = 100

While the majority of both employees and employers in the UK are open to the idea of digital health solutions, the two groups have somewhat different opinions regarding who should provide them. Employees largely believe this should be the purview of government or health care professionals. Just 15% of employees believe that technology companies should be in this role, compared with 38% of employers. Employers agree on the role of health care professionals as the first choice for providing digital health solutions, but also think health insurance providers should play a role.

“While employees may not always expect employers to provide digital health solutions, our view is that employers play a critical role in introducing, fostering awareness and building trust of these solutions, even if they want to avoid creating a perception that they are taking ownership for the full provision of health and well-being. Also, employers can play a key role in influencing the broader health disruption agenda.”

Tony Wood,
Partner and UK & Ireland Regional Leader,
Mercer Marsh Benefits

Employees in the UK believe the government or healthcare professionals should provide digital health solutions; senior decision makers agree on the role of healthcare professionals but also see insurance providers as being responsible.

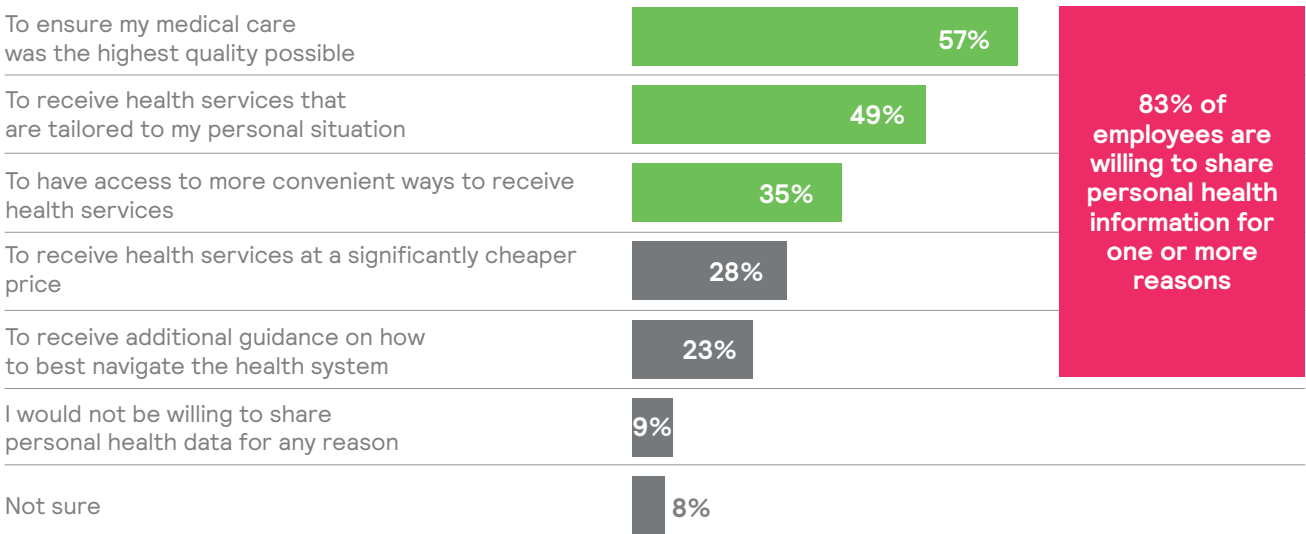


Health on Demand - Audience Comparison: (W11-D9) Who do you think should deliver the digital health solutions described in the statement above? by Source of cases; Filter: UK; Weight: Country Weight; base n = 1154

The survey also found that employees are willing to share their personal health data if there is a benefit to them in doing so. Nearly six out of 10 of employees in the UK say they are willing to share their personal health information if this will ensure that

they receive the highest quality medical care. Just under half are also willing to share their data in order to receive health care services tailored to their personal situation.

83% of employees in the UK are willing to share their personal health information for one or more reasons; such as high quality, personalised, and more affordable healthcare.



Health on Demand – Employee: For which of the following reasons, if any, would you share personal health information? SUMMARY; UK; Country Weighting – employee labour force by gender, age; base n = 1054

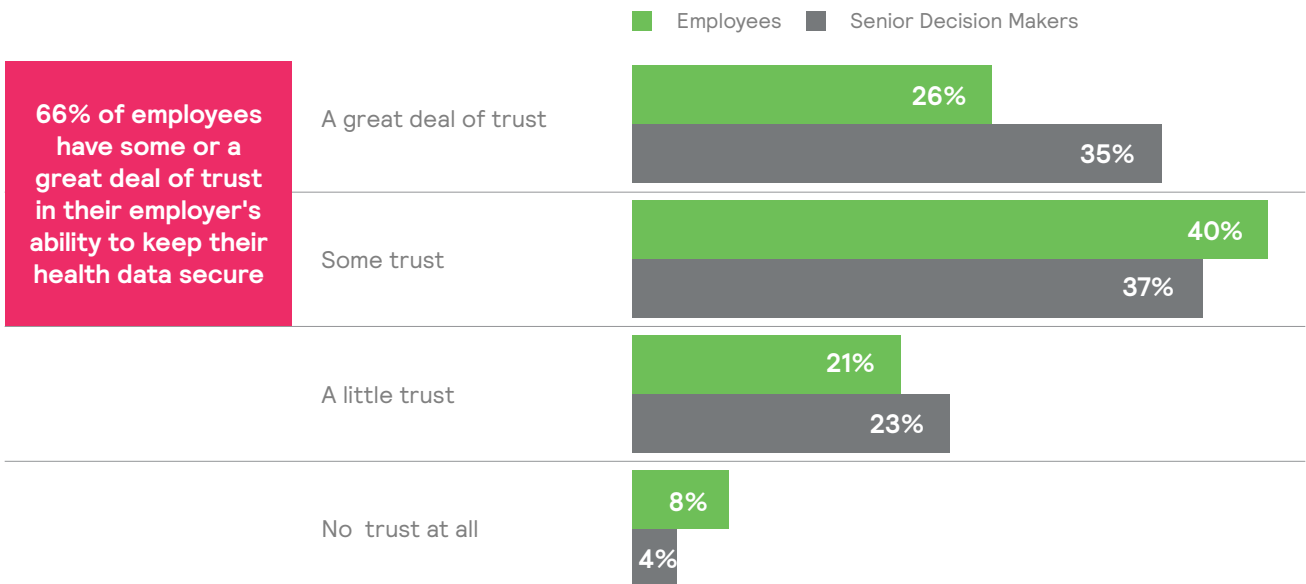
Two-thirds of employees in the UK also report having some or a great deal of trust in their employer’s ability to keep their personal health information secure. To safeguard this trust as they pursue digital health strategies, we believe employers need to put appropriate data privacy policies and practices in place and communicate them clearly to employees. This will help allay employee concerns around the risks of how health information is used for internal staffing decisions.

The Thomsons Online Benefits research highlights the enormous sums that organisations spend on benefits, with

more than half of respondents spending as much as 15% of employees’ base salary on benefits. Yet, nearly one in 10 are making decisions without any supporting data and admit they do not know how much they spend per employee. The research highlights the mismatch between HR’s current top priorities and the data being used to support these initiatives. For example, employee well-being has risen in importance for HR teams, but just 46% of organisations are collecting data from employees about well-being and then using this data to inform decisions about benefits³.

³ See “Innovation Generation: the big HR tech disconnect,” Thomsons Online Benefits research, <https://www.thomsons.com/resources/whitepapers/innovation-generation-the-big-hr-tech-disconnect/>

Two-thirds of employees in the UK have some or a great deal of trust in their employers to keep their personal health information secure.



66% of employees have some or a great deal of trust in their employer's ability to keep their health data secure

Health on Demand - Audience Comparison: Source of cases by (W19-D20) How much trust do you have in your company to keep employee personal health information secure?; Filter: UK; Weight: Country Weight; base n = 1154



“There are many organisations that recognise the need to have more data on their employees so that they can start to make a difference on overall benefit plan design, or on the benefits being offered, or their ability to have preventative strategies to help employees in that space. However, there also is an extreme nervousness in organisations around the data they're holding on their employees and the impact of a data or a regulatory breach.”

Chris Bruce,
Thomsons Online Benefits,
Co-founder & MD



Key Finding #4 Four Different Employee Segments to Engage

Results from the global survey illustrate differences in the perceived value and engagement with digital health innovations across markets and generations⁴. By contrast, there is less variation related to gender or employment status (full-versus part-time or gig employees). We conducted a cluster analysis⁵ to better understand these differences, and found that employees can

be divided into four distinct segments based upon their attitudes to health innovations, their confidence in health solutions sponsored by employers, and their likelihood of staying with an employer offering these solutions.

⁴ Generations are defined as Millennials born between 1981-1996, Generation X born between 1965-1980, and Baby Boomers born between 1946-1964.

⁵ Latent class analysis for multi-category segmentation uses probability modelling to maximise the overall fit of the segment model to the data.

These segments have been titled Sign Me Up, Impress Me, Get Me Comfortable, and Not for Me, as below:

Employees can be clustered into four distinct segments based upon their attitudes towards health innovations, confidence in digital health solutions sponsored by employers, and their likelihood of staying with an employer offering these solutions.

<p>34%</p> <p>Sign Me Up</p> <p>Tech savvy; energised</p> <ul style="list-style-type: none"> • Retention-inclined Less likely to leave employer who offers digital health solutions • Receptive More willing to try digital health innovations • Confident More confident in employer-sponsored digital health solutions <p>Opportunities</p> <ul style="list-style-type: none"> • Majority need awareness training and positive solutions • Willing to learn and engage with digital health 	<p>16%</p> <p>Impress Me</p> <p>Educated and not loyal</p> <ul style="list-style-type: none"> • Departure Risk Less likely to stay because employer offers digital health solutions • Receptive More willing to try digital health innovations, but not through employer • Confident More confident in trying employer-sponsored digital health solutions <p>Opportunities</p> <ul style="list-style-type: none"> • Willing to engage with digital health, but will require building trust 	<p>43%</p> <p>Get Me Comfortable</p> <p>Vocational; dominant generation is Gen Xer</p> <ul style="list-style-type: none"> • Retention-inclined Less likely to leave employer who offers digital health solutions • Receptive More willing to try digital health innovations • Unconfident Less confident in trying employer-sponsored digital health solutions <p>Opportunities</p> <ul style="list-style-type: none"> • More dialogue and communication needed to increase confidence in employer-offered solutions • Willing to learn and engage with digital health 	<p>7%</p> <p>Not For Me</p> <p>Older, tech skeptics</p> <ul style="list-style-type: none"> • Retention-inclined Less likely to leave employer who offers digital health solutions • Unreceptive Less willing to try digital health innovations • Unconfident Less confident in employer-sponsored digital health solutions <p>Opportunities</p> <ul style="list-style-type: none"> • More dialogue needed to increase confidence in employer-offered solutions • Need to demonstrate digital health value and/or incentivise to engage
---	--	---	---

People's attitudes toward digital health is closely related to their predispositions towards new technologies in general, as well as the generation they come from. Somewhat surprisingly, gender does not play an especially strong role.

Understanding the personalities and characteristics of each segment can help employers better curate the most relevant digital health solutions and tailor communications and employee engagement strategies.

“Simplicity is an important factor, especially if you look at my generation and my parents' generation. For most of us, technology had better be simple, otherwise we’re going to disconnect.”

Louis Gagnon,
President, US and Canada,
Mercer



The segments

Sign Me Up



Sign Me Up employees make up just over a third of the total employee sample in the UK. They are willing to try digital health innovations and are confident in employer-sponsored digital health solutions. They are also less likely to leave an employer offering digital health solutions.

34%

Tech savvy; energised

- **Retention-inclined**
Less likely to leave employer who offers digital health solutions
- **Receptive**
More willing to try digital health innovations
- **Confident**
More confident in employer-sponsored digital health solutions

Opportunities

- Majority need awareness training and positive solutions
- Willing to learn and engage with digital health

The segments

Impress Me



The **Impress Me** segment accounts for around one in six employees in the UK. They are willing to try digital health innovations, but access to digital health solutions at work is, nonetheless, unlikely to prevent employees in this segment from looking elsewhere for work.

16%

Educated and not loyal

- **Departure Risk**
Less likely to stay because employer offers digital health solutions
- **Receptive**
More willing to try digital health innovations, but not through employer
- **Confident**
More confident in trying employer-sponsored digital health solutions

Opportunities

- Willing to engage with digital health, but will require building trust

The segments

Get Me Comfortable



Those in the **Get Me Comfortable** category make up more than four in 10 employees in the UK. They are receptive to trying digital health innovations, but are less confident in trying them at work, possibly because they don't trust their employer to choose the best solutions. At the same time, they are also less likely to leave an employer offering digital health solutions.

43%

Vocational; dominant generation is Gen Xer

- **Retention-inclined**
Less likely to leave employer who offers digital health solutions
- **Receptive**
More willing to try digital health innovations
- **Unconfident**
Less confident in trying employer-sponsored digital health solutions

Opportunities

- More dialogue and communication needed to increase confidence in employer-offered solutions
- Willing to learn and engage with digital health

The segments

Not For Me



The final segment, **Not For Me**, make up only 7% of the total employee sample in the UK. This group is less receptive to trying digital health innovations and less confident in employer-sponsored digital health solutions.

“It is important to recognise that you have different groups of people in your organisation that will respond differently, not only to health innovations, but in the way you communicate with them. Recent research in the UK market shows that the individual’s personality plays a significant role in both their attitude to health but also in how they want to be engaged. This provides an exciting opportunity for employers to start truly personalising the approach to well-being for their people.”

Nick McClelland,
Commercial Leader,
Mercer Marsh Benefits UK

7%

Older, tech skeptics

- **Retention-inclined**
Less likely to leave employer who offers digital health solutions
- **Unreceptive**
Less willing to try digital health innovations
- **Unconfident**
Less confident in employer-sponsored digital health solutions

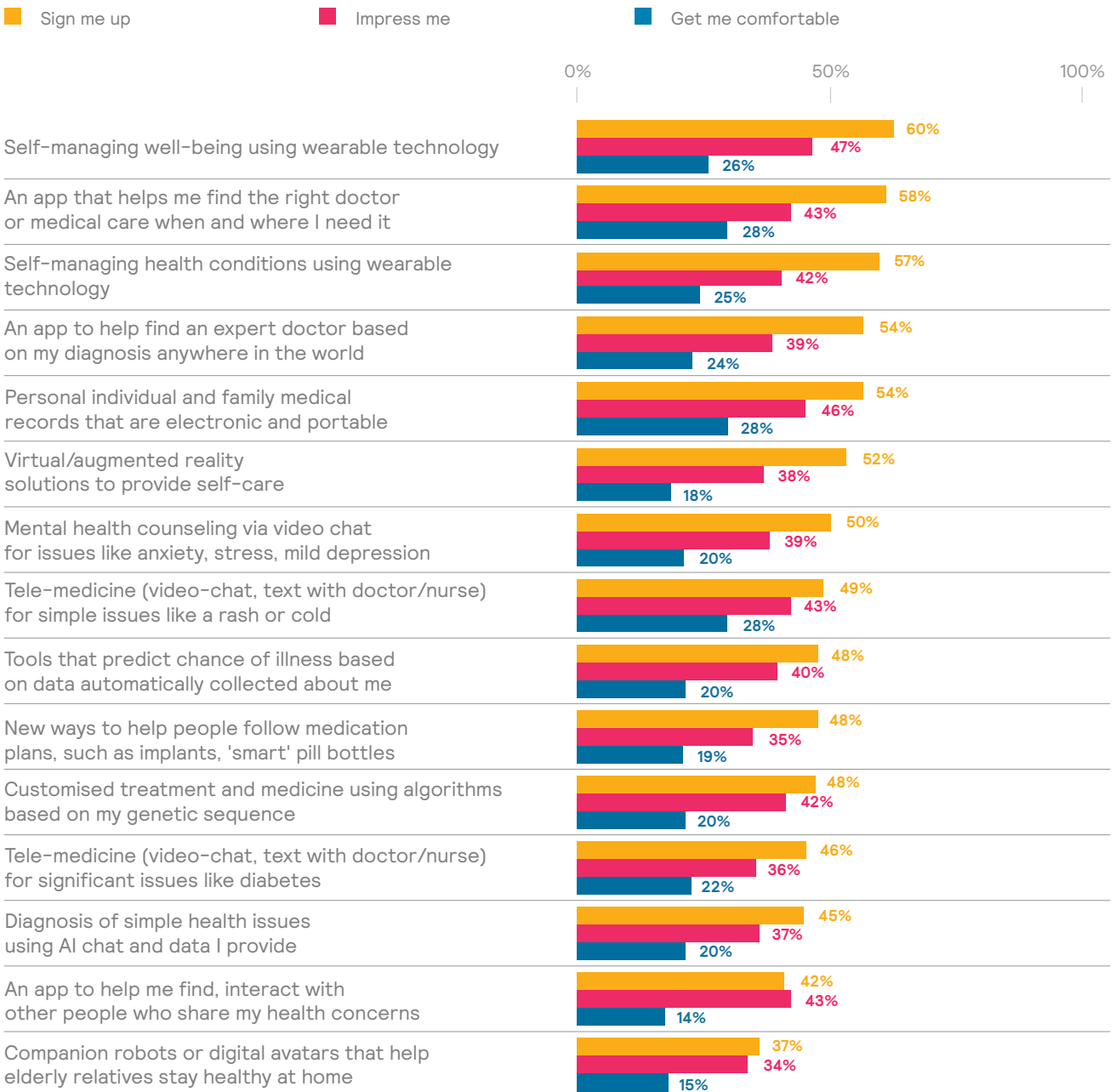
Opportunities

- More dialogue needed to increase confidence in employer-offered solutions
- Need to demonstrate digital health value and/or incentivise to engage

When asked about a number of potential digital health initiatives, those in the Sign Me Up group are most willing to give all of

them a try, followed by the Impress Me and Get Me Comfortable segments.

Sign Me Up show the highest willingness to try all digital health initiatives, followed by Impress Me and Get Me Comfortable.



Health on Demand – Employees: Please select how willing you personally would be to try these health innovations? (Top 2 only): Very willing to try + Mostly willing to try by 4 segment latent class analysis; UK; Country Weighting – employee labour force by gender, age; base n = 1054



Key Finding #5

High Demand for a Pro-Health Culture

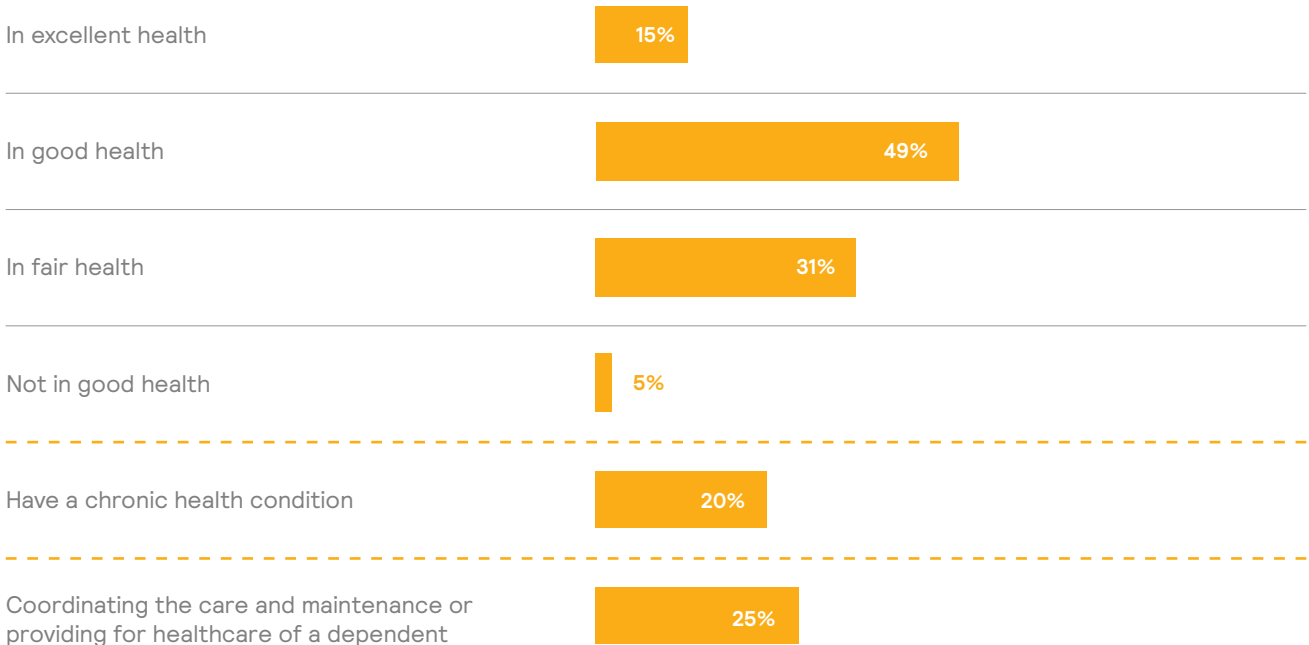
An organisational culture that values health and well-being is an aspiration for employees and employers alike: 31% of employees and 39% of senior decision makers want their company to create a more pro-health environment, according to the Health on Demand study.

Investments in digital health tools, as part of a broader culture, can help demonstrate employers' commitment to their employees' holistic well-being, providing access to a range of digital tools and services for both the individuals and their family members. A quarter of the surveyed employees in the UK report have the responsibility for the health care of a dependent, such as a sick partner, parent, child, or other family member.

“We need to think more holistically about employees. If an employee with diabetes has his parent cook his meals, you may benefit from engaging the parent in helping to manage the condition. If everyone in a employee's family has the flu and she has no further support, her productivity is bound to suffer. Many people with caring responsibilities would welcome the option to monitor the wellbeing of loved ones young and old.”

Mike Young,
Mercer Marsh Benefits Leader, Europe

Majority of employees (64%) in the UK report being in excellent/good health with 31% in fair health and 20% with a chronic health condition. A quarter of employees (25%) report caring for a dependent.



Health on Demand - Employees: Health Experience Profile SUMMARY; UK; Country Weighting - employee labour force by gender, age; base n = from 1047 to 1054

The majority of employees in the UK are optimistic about their health, with 64% reporting they are in excellent or good health. However, many people are unwittingly living with health risk factors that are negatively impacting their well-being. Aggregated data from the Britain's Healthiest Workplace 2019 study shows that the health of UK employees is deteriorating; a third of employees don't do enough exercise, 35.1% don't get sufficient sleep, and a 64.9% are not eating a healthy diet⁶.

Left unaddressed, these unhealthy choices and behaviours can have sobering consequences. For example, it's estimated that 750,000 people in the UK have undiagnosed type 2 diabetes⁷ – a disease that often develops, in part, due to poor nutrition and inactivity. Digital health tools, which can help individuals understand, monitor and improve their key health indicators will be an invaluable part of a well-being strategy and culture.

More than a third of employees in the UK and roughly the same number of employers see the value of allowing employees time off to see health care professionals or to get treatment. Just over a quarter of employees in the UK favour addressing the stigma around mental health and addiction, compared with just under a third of employers. Similar numbers of both groups would like to see better access to mental health counselling services. The Mental Health at Work 2019 report has shown that more than one-third of people (34%) have been formally diagnosed with a mental health issue, and nearly two-thirds of people (62%) have experienced a mental health issue due to work, or where work was a contributing factor, at some point in their careers. This is an epidemic by any standard, and points towards the need for employers to take responsibility for their people's psychological safety at work and

provide a framework of support, digital and beyond, to address the root causes as well as the symptoms of mental health issues⁸.

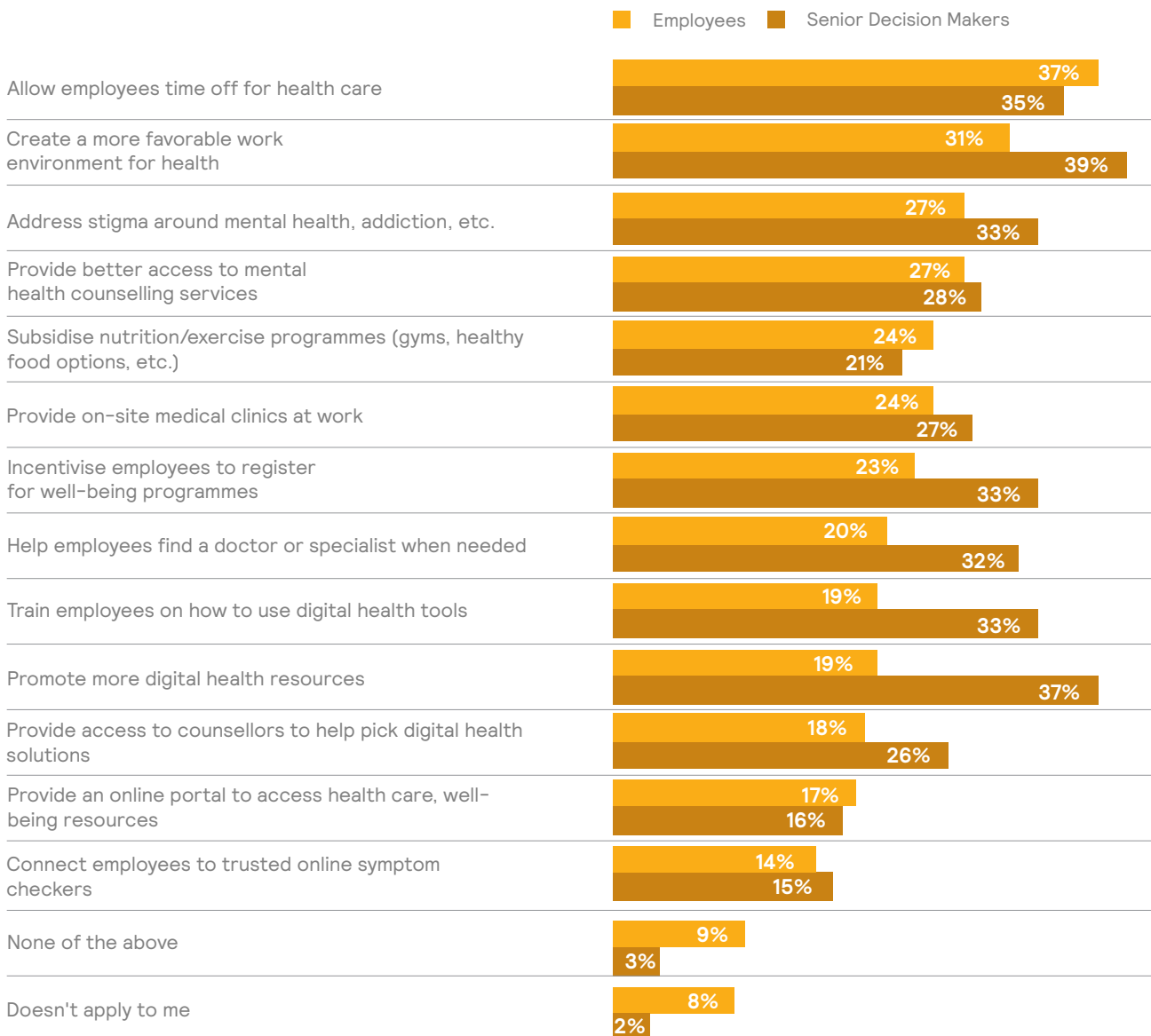
Just under one in five employees would also like to see a greater promotion of digital health resources, compared with 37% of employers. This suggests that digital solutions could be included as part of an integrated set of initiatives that are sufficiently comprehensive to address the diversity of employee needs.

⁶ Vitality Health/RAND Europe; Britain's Healthiest Workplace Survey 2019 available at <https://www.ft.com/reports/health-at-work>

⁷ <https://www.england.nhs.uk/2019/05/online-diabetes-support/>

⁸ Mental Health at Work 2019 Report, BiTC available at <https://www.uk.mercer.com/our-thinking/health/mental-health-at-work-2019-report.html>

Employees and senior decision makers in UK agree on the need for time off for health and a more favorable work environment but disagree on other issues like training and incentives.



Health on Demand - Audience Comparison: (W17-D17) What could your Employer do to help employees better engage with their health and well-being by Source of cases; Filter: UK; Weight: Country Weight; base n = 1154

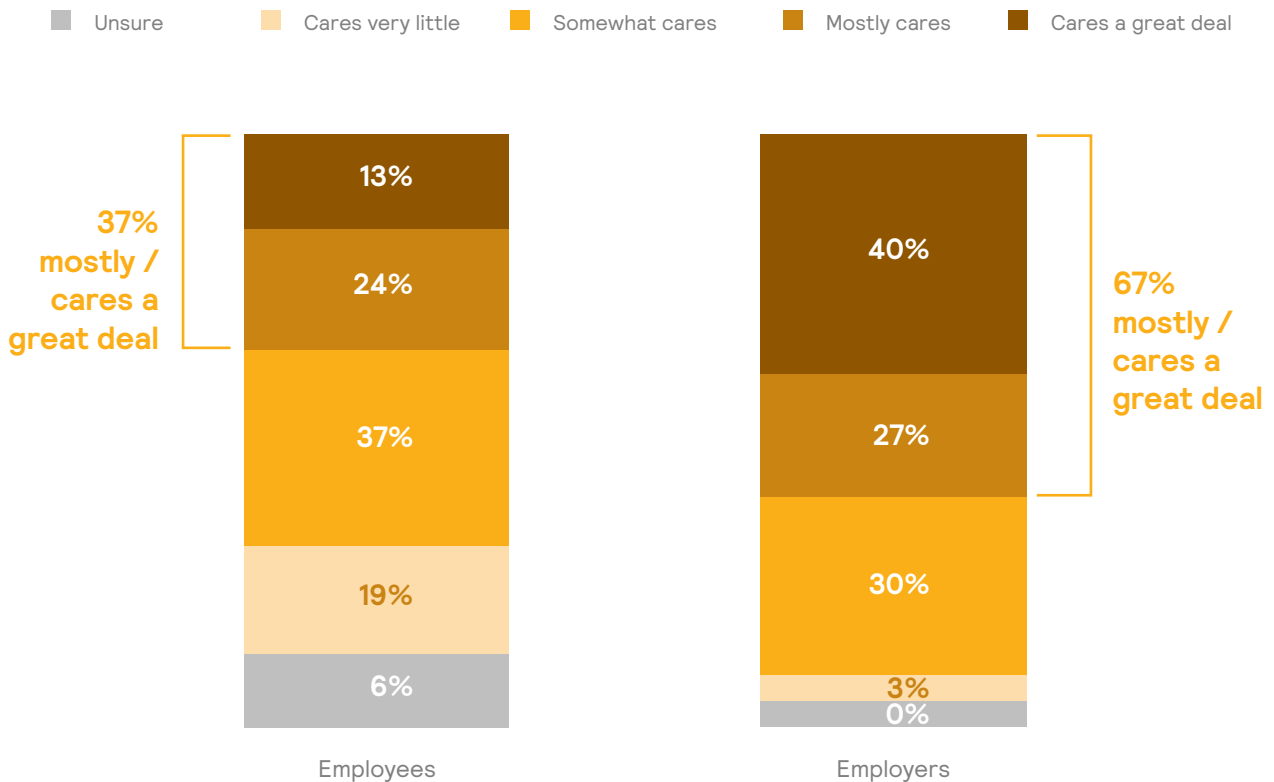
Overall, employees in the UK have a less positive view than their employer of the extent to which their employer cares about their health and well-being. Just 13% of the surveyed employees say their employer cares a great deal about them, compared with four in 10 employers.

“The employer can play a key role in addressing mental health stigma by offering better solutions. For example, we are seeing new virtual solutions to help with depression and anxiety. Many common mental health issues don’t require in-person diagnoses; there are validated screening questions that can be provided to the patient online to assess the situation accurately.”

Dr. Wolfgang Seidl,
Workplace Health Consulting Leader UK and Europe, Mercer Marsh Benefits

Employees in the UK have a less positive view of the extent to which their employer cares about their health and well-being

How much do you feel that your company cares about the health and well-being of its employees generally?



Health on Demand – Audience Comparison: Country by source of cases UK by (W5-D3) How much do you feel that your company cares about the health and well-being of its employees generally?; Total sample; Weight: Country Weight; base n = 1054 employees and 100 employers



Key Finding #6 Nuances Across Countries

Employees in the UK say they want better access to health care, especially as the country's National Health Service (NHS) faces increasing demand and pressure on its resources. Like employees in the other European countries surveyed, they believe the best way for employers to encourage employees to better engage with health and well-being is to create a more favourable work environment.

Employees in the UK, like most of their peers in this study, are more likely to be tech followers – 46% find the study's vision of digital health care appealing and 56% find it believable. Like their French colleagues, they are also more likely to trust health care professionals to implement digital health solutions. Amongst digital health innovations, employees in the UK are most interested in wearables to self-manage well-being.

Europe Country Differences

1. Italians are most willing to try new technologies while the French are the least eager.

2. French and British employees trust doctors the most to implement digital health solutions; for Italians, it's the government; and for the Dutch, it's insurance providers.

3. French and Dutch employees want apps to find doctors while Italians want portable health records and British employees prioritise self-managing their well-being using wearables.

4. Italians find the future vision of digital health the most appealing and believable. The Dutch find it the least believable while the French find it the most disturbing.

5. With the highest proportion of "Sign Me Ups," Italians are the most willing to engage with employer-sponsored digital health tools but other Europeans need some convincing with "Get Me Comfortables" being predominately the largest segment.

6. High HAQ rankings indicate a low desire for employer-sponsored digital health due to better healthcare outside of work.

Metric	France	Italy	Netherlands	UK
I like/love trying new technologies.	25%	41%	27%	26%
Digital Health Solutions Provider: Government, Doctor, Insurance Provider, Employer	32%, 44%, 20%, 17%	48%, 31%, 19%, 25%	37%, 36%, 41%, 10%	37%, 43%, 20%, 19%
Innovation most (mostly/very) willing to try.	An app that helps me find the right doctor or medical care (45%)	Portable and electronic health records (52%)	An app that helps me find the right doctor or medical care (41%)	Self-managing well-being using wearable technology (39%)
Vision of Digital Health: Appealing, Disturbing, Believable	Appealing 44% Disturbing 43% Believable 51%	Appealing 69% Disturbing 37% Believable 65%	Appealing 39% Disturbing 32% Believable 42%	Appealing 46% Disturbing 37% Believable 56%
Segments – Sign Me Up, Impress Me, Get Me Comfortable	Sign Me Up 31%, Impress Me 12%, Get Me Comfortable 48%	Sign Me Up 53%, Impress Me 17%, Get Me Comfortable 27%	Sign Me Up 23%, Impress Me 15%, Get Me Comfortable 52%	Sign Me Up 34%, Impress Me 16%, Get Me Comfortable 43%
2016 Healthcare Access and Quality Ranking (Gates Foundation)*	20	9	3	23



4

Six Considerations For Success

Digital health innovations have the potential to make health care more efficient, affordable, and customisable, all of which are things that employees say they want. Employers who are able to improve on the health care options available to their workforce have a clear advantage in being able to attract the best talent and retain their loyalty.

Yet, digital solutions should not be an end in themselves. Employers can create a pro-health environment that encompasses a range of options, from subsidised fitness to better help in navigation to personal applications that help employees monitor or manage health conditions. A true pro-health workplace will also acknowledge not

just the individuals that work there but all the dependents for whom they may have caring responsibilities.

Below, we've used survey learnings to create six guidelines for employers to consider as they chart their digital health journey.

Consideration #1

Digital health and well-being solutions will be of increasing importance in retaining, engaging and energising employees

Organisations that prioritise investments in employee health and well-being programmes that make health care more affordable, convenient and efficient, will gain a competitive advantage. Success helps advance the reputation of their company as a great place to work, and promotes employees engagement and productivity.

There is, nevertheless, a clear disconnect between employer and employee expectations, with nearly eight out of 10 employees unclear about the extent to which digital health solutions are likely to influence their decision to remain with an employer. This raises questions about whether employees see employers as being responsible for their well-being.

Employers might benefit from focusing on the emotional connection with their employees, which means engaging employees on this topic. In particular, employers will want to be transparent with employees on why they are focusing on their well-being, and demonstrate clearly the links between well-being and culture or values. It is only a matter of time before employees will expect their well-being to be a focus and responsibility of their employer.



Consideration #2

For employees, digital health solutions have a clear role in facilitating personalised health care

There is a clear appetite for employees to try digital health innovations, which could play a valuable role in supplementing existing benefits and helping to secure continued access to treatment and services amid the uncertainty of Brexit. The more employers are doing for employees, the more engaged they are likely to be and to feel energised, supported at work, and able to afford health care.



The temptation for employers will be to simply put more products and solutions in front of their employees. Whilst this approach may help to increase the general engagement in workplace well-being programmes, other research points to there being no significant increase in an individual's actual well-being. It is advisable that employers ensure that a significant investment is made into the communication of solutions, in order to address employees who are not aware of services or have not accessed them. Employers will also want to be transparent with new tools and technologies in terms of both usage and data collection in order to ensure they gain active engagement from employees.

When launching new digital solutions, UK employers will want to make sure communication campaigns are tied to employees' emotional response system and focus on the end benefits to the user rather than technical or feature-based communications.

Consideration #3

Employees are surprisingly willing to share health data to receive higher quality, more personalised and convenient care

Employees' and employers' expectations that the NHS, the UK government, or providers, will offer genuinely innovative digital health solutions are unrealistic in the near future due to both the costs and restrictions on access.

On the positive side, employers are in a privileged position of trust with their employees, and many senior decision makers are already assuming their role will be to take some responsibility for employees' health, including the provision of digital health solutions. Despite some broader concerns about data protection, barriers to adoption remain low, and most employees trust their employers to keep their personal health information secure. This trust gives employers an important role in developing digital health ecosystems and in putting the right policies and practices in place to protect that trust.

It is advisable, therefore, for employers to not sit back and wait when they can seize the opportunity and this privileged position with both hands. Assuming controls are in place, to maintain employee trust and help overcome some of the barriers to adopting new digital health solutions, employers can provide assurances that they have solid privacy practices and controls in place – which typically involve lack of access to detailed personal information held by vendors – and that they (and the providers) are using the data they access responsibly.

“Employers generally don’t want any visibility at all into the health information of their employees and go to great lengths to avoid any unintentional access. However, employers must constantly revisit consent language to ensure notifications align with current/future practice on how information will be used and who has access, and reassure employees that this is rarely – if ever – the employer.”

Chris Bailey,
Head of Corporate,
Mercer Marsh Benefits UK

Consideration #4

Unique employee segments have different attitudes towards health innovations and require tailored targeting

Different employee segments have varying comfort levels with regards to digital health solutions, and employers will want to ensure that they create a health supportive culture that addresses a diversity of employee needs. Employers benefit by taking a tailored approach to programme design, as well as, communications and employee engagement strategies. One size does not fit all.

Get Me Comfortables make up the largest number of employees in the UK, according to the survey, followed by Sign Me Ups. As a result, employers may want to start with narrow or basic point solutions prior to introducing more provocative and futuristic features.



Consideration #5

Employees value a pro-health work culture – which has important implications for digital health solutions

The results of Health on Demand suggest that take-up of digital health programmes is likely to be more effective if they are part of an integrated health and well-being strategy, rather than offered in isolation. And such a strategy is unlikely to succeed unless it includes some fundamentals.

Digital health programmes should be part of a broader health and well-being strategy with key business support and complementary workplace health policies and procedures. In addition, employers would do well to address the fundamentals – such as giving staff time to attend medical appointments or fit in caring responsibilities – in addition to introducing digital health offerings, in order to avoid sending mixed messages with regards to the company's commitment to health.

Culture and values must be a key part of the strategy. The workplace environment

should be first and foremost in an employers' mind, as it will play a much more significant role than health point solutions, including management and leadership behaviours, pay policies, and diversity and inclusion.

Effective workplace health and well-being initiatives must balance digital and non-digital approaches. In particular, UK employers are advised to get ahead of the curve and accept that there is a significant well-being time bomb, and that the importance of resolving this issue outweighs any business case arguments.



Consideration #6

Employers will benefit from addressing local health care needs

Although a majority of those surveyed in the UK have access to care through the NHS, many would like access to more options for health and well-being than they have at present. Employees in the UK, like those in most of the other European countries surveyed, are somewhat cautious about the future vision of health presented in the study, although they are open to trying a number of the health innovations. Solutions that fill gaps left by the cash-strapped NHS, especially those that can improve access to care and specialists as well as those that promote well-being, are likely to be well-received.

Our joint research with Robertson Cooper shows that UK employees put their highest trust in the NHS, however the NHS is in crisis with funding failing to keep pace with a rising need for health care. The NHS does not have enough staff, or enough equipment, to meet the needs of the population it serves with waiting times at their worst ever level⁹.



⁹ <https://www.theguardian.com/society/2019/nov/14/ae-waiting-times-in-england-hit-worst-ever-level>

5

Methodology

The Health on Demand study was fielded concurrently in 13 countries amongst employees and senior decision makers representing the views of employers.

The employee study focused on adults in full-time or part-time work, freelancers and gig economy employees; all between the ages of 18-to-64 years. The gender, age and regional sampling in each country was controlled by quotas to match the most recently available census data per country. The final employee data set for each country was weighted by gender and age range to match the labour force characteristics of employed persons according to the OECD Labour Force Statistics of 2018.

The employer study was aimed at senior business decision makers in commercial organisations of 50 or more employees. The survey's length was 12 minutes. The senior decision makers are leaders in their companies and screened using a combination of job title and decision-making functions for staffing and benefits. At least 50% of senior decision makers are in companies with more than 500 employees, globally.

Both surveys asked similar questions to allow for comparisons between employees and employers, however, with wording and options customised for each audience. Survey respondents were given the choice to answer the questions in English or in their native language. The interviews were anonymous, and the results were aggregated before being segmented. The employee survey length was 15 minutes.

The 13-country employee study margin of error is $\pm 0.8\%$ for the global results and $\pm 3.1\%$ per country, at 95% confidence levels, except for the U.S., China and India, which were $\pm 2.2\%$. The senior decision maker study margin of error is $\pm 2.7\%$ for the global results, and $\pm 9.8\%$ per country, at a 95% confidence level.

The survey interviews were conducted double-blind in this study to prevent bias in research results and interpretation. This means the respondents were not aware of the sponsor of the study. Similarly, MMC sponsoring organisations are not aware of the personal data of the respondents beyond survey demographics.

For our analysis, we defined growth markets as middle-income economies, which according to the World Bank are countries where the income level is less than \$12,615 GNI per capita (in dollars), based on the Tank Atlas method. Growth markets included: China, China, Colombia, India, Indonesia, and Mexico.

Mature markets are high-income economies where the income level is more than \$12,615 GNI per capita (in dollars). Mature markets in this study were identified as: Canada, France, Italy, The Netherlands, Singapore, UK, and USA.

6

Appendix

Survey responses per country: Employees and Employers

Country	Employee Sample Size	Senior Decision Maker Sample Size
Brazil	1,009	100
China	2,068	100
Colombia	1,057	100
India	2,000	100
Indonesia	1,036	100
Mexico	1,047	100
Singapore	1,039	100
UK	1,054	100
Netherlands	1,066	100
Italy	1,052	100
France	1,019	100
Canada	1,066	100
US	2,051	100
All countries in Latin America	3,113	300
All countries in Asia	6,143	400
All countries in Europe	4,191	400
All countries in North America	3,117	200
All countries in the study	16,564	1,300

7

Contributors

Executive Sponsors

Tony Wood

UK & Ireland Regional Leader
Mercer Marsh Benefits

Hervé Balzano

President, Health & Benefits, Mercer
Global Leader, Mercer Marsh Benefits

Authors

Wolfgang Seidl

Workplace Health Consulting Leader UK and Europe
Mercer Marsh Benefits

Donna Biggs

Digital Leader
Mercer Marsh Benefits UK

Chris Bailey

Head of Corporate Consulting
Mercer Marsh Benefits UK

Nick McClelland

Commercial Leader
Mercer Marsh Benefits UK

Our Partners

Occula Group is a strategic planning and insights, thought leadership, and brand positioning consultancy. The global group creates bespoke teams to address clients' needs and integrates seamlessly to future proof a client's business and brand. For this assignment, Occula Group partnered with Reputation Leaders, an international thought leadership and research firm.

8

About Mercer Marsh Benefits, Mercer and Oliver Wyman

About Mercer Marsh Benefits

Mercer Marsh Benefits provides clients with a single source for managing the costs, people risks and complexities of employee benefits. It 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 professionals, located in 135 countries and serving clients in more than 150 countries, are deeply knowledgeable about their local markets. Through our locally established businesses, we have a unique common platform that allows us to serve clients with global consistency and locally unique solutions.

About Mercer

Mercer builds brighter futures by redefining the world of work, reshaping retirement and investment outcomes, and unlocking real health and well-being. Mercer's more than 25,000 employees are based in 44 countries and the firm operates in over 130 countries. Mercer is a business of Marsh & McLennan (NYSE: MMC), the world's leading professional services firm in the areas of risk, strategy and people, with 75,000 colleagues and annualised revenue approaching \$17 billion. Through its market-leading businesses including Marsh, Guy Carpenter and Oliver Wyman, Marsh & McLennan helps clients navigate an increasingly dynamic and complex environment.

About Oliver Wyman

Oliver Wyman is a global leader in management consulting. With offices in 50+ cities across nearly 30 countries, Oliver Wyman combines deep industry knowledge with specialised expertise in strategy, operations, risk management, and organisation transformation. The firm has about 4,500 professionals around the world who help clients optimise their business, improve their operations and risk profile, and accelerate their organisational performance to seize the most attractive opportunities. Oliver Wyman is a wholly owned subsidiary of Marsh & McLennan Companies [NYSE: MMC].

Important Notice

This document does not constitute or form part of any offer or solicitation or invitation to sell by either Marsh or Mercer to provide any regulated services or products in any country in which either Marsh or Mercer has not been authorised or licensed to provide such regulated services or products. You accept this document on the understanding that it does not form the basis of any contract. The availability, nature and provider of any services or products, as described herein, and applicable terms and conditions may therefore vary in certain countries as a result of applicable legal and regulatory restrictions and requirements. Please consult your Marsh or Mercer consultants regarding any restrictions that may be applicable to the ability of Marsh or Mercer to provide regulated services or products to you in your country.

Mercer Marsh Benefits™ is a service provided by Mercer Ltd which is authorised and regulated by the Financial Conduct Authority. Registered in England & Wales No. 984275.

Registered Office: 1 Tower Place West, Tower Place, London, EC3R 5BU. 281397

© 2020 Mercer Ltd. All rights reserved.