



Webinar

Unlocking the power of DEI data in Employee Benefits

with Segal and Pittsburgh Business Group on Health

Joanna Balogh-Reynolds / Gage Stille

Today's presenters



**Joanna Balogh-
Reynolds**
Segal Company
Vice President,
Clinical Consulting



Gage Stille
Segal Company
Senior Vice
President, Corporate
Solutions Leader

What We'll Cover Today

As we talk about how to better use data to inform decisions in employee benefit programs, we will discuss

How DEI information is connected to employee benefits

How employee needs vary and what factors influence benefit outcomes

How data analysis can provide a greater level of insight

How to integrate data into benefits planning and decision making



| An Evolved Landscape:
Connecting DEI Information with
Employee Benefits

A landscape shift around employee needs

- Mental Health
- Flexible Work
- Better Pay
- Caregiver Support
- Empathy From Leaders



An evolving social contract

	Old Contract	Current Contract	Next Contract?
Employer Expectations of Employee	Loyalty, longevity	Engagement, personal responsibility	Creative, fresh thinking and enthusiasm
	Ladder/lock-step advancement	Flexible career paths	Supports and encourages role disruption
	Knowing	Learning	Doing
	A part of the whole	Knows purpose within organization	Empowered to propel mission
	Job for life	Opportunity to develop skills	Opportunity for multiple careers with employer
Employee Expectations of Employer	Vacation, holiday, sick days, on-site work, 9–5	Flexibility	Trust and transparency
	Competitive comp and benefits package	Financial, physical and emotional security	Lifecycle-focused support
	Hierarchical career path	Information and resources	Empowerment
	Standard training programs	Customized training	Interactive training
	Say DEI	Show DEI	Be DEI

There is work to be done to make benefits better



Healthcare Use Varies

Relative to top wage earners, low-wage earners have:

- Half the usage of preventive care
- Nearly twice the hospital admission rate
- 4x the rate of avoidable admissions, and
- 3x the rate of emergency department visits¹



Wealth Accumulation Varies

Black employees need financial wellness 2.5x more, and Hispanic 2x more, than the total population²

Female employees have 45% less savings and 37% less in retirement accounts than men³



Workplace Needs Evolving

Diverse employees are more likely to leave a job if hybrid work isn't available:

- 14% more likely for Black employees
- 24% for LGBTQ employees
- 10% for women
- 14% for employees with disabilities⁴

Our perspective needs to shift in response to new employee expectations

Equality

Treating everyone the same

Everyone gets the same great 401(k) contribution match!

Equity

Striving for optimal outcomes

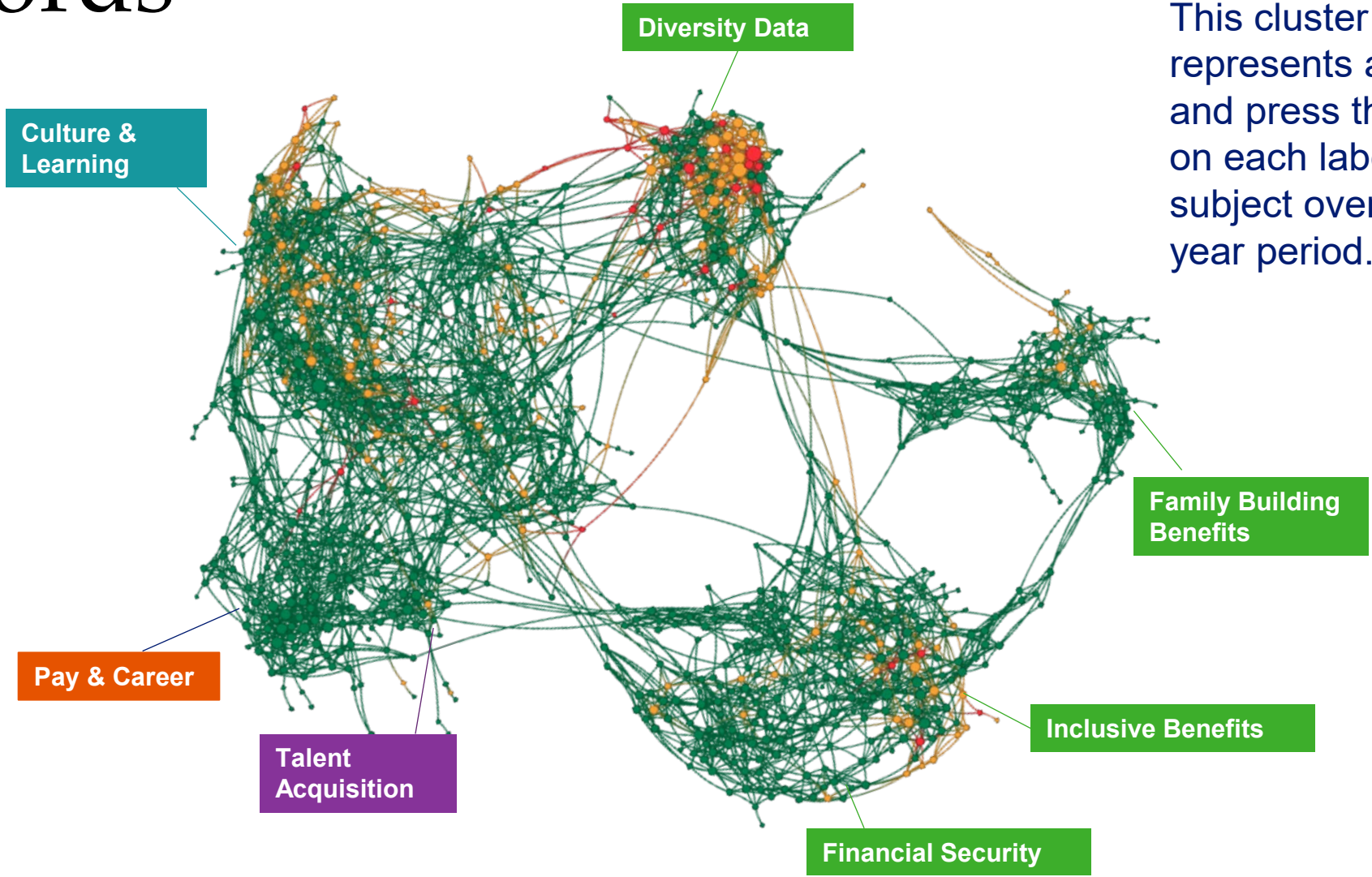
Let's adjust design to help more people take advantage of the match.

Inclusion

Making people feel safe, valued, and welcome

Let's remove barriers to help people better understand and engage with the 401(k) program.

Connecting the dots: a picture is worth 1,000 words



This cluster map represents articles and press that exists on each labeled subject over a 2.5 year period.

Poll Question:

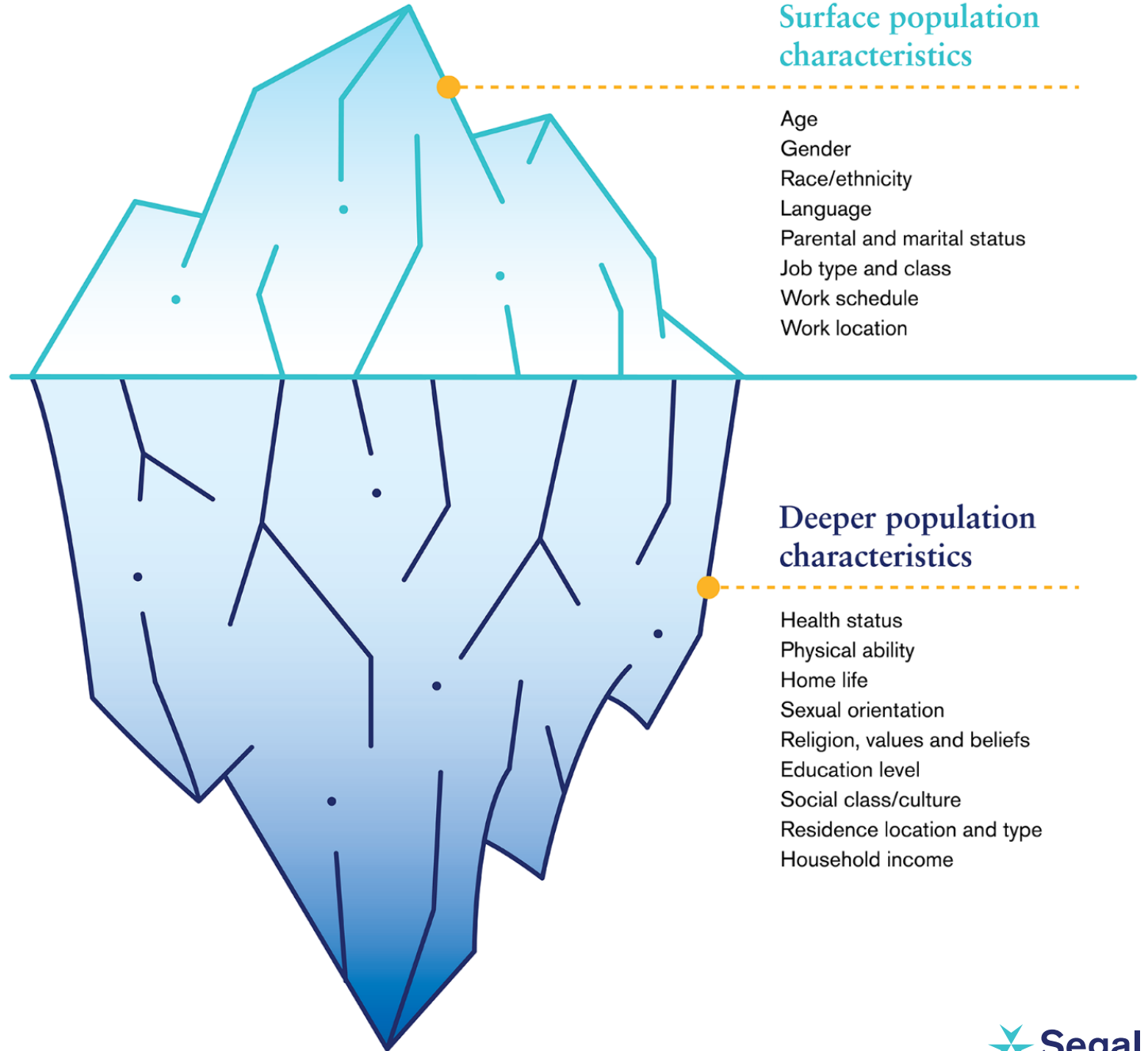
Does your organization include employee benefits in its DEI strategy or philosophy?

- Yes
- No
- Unsure



| Making an Impact:
Identifying Employee Benefit Needs
and Using Data to Gain Insight

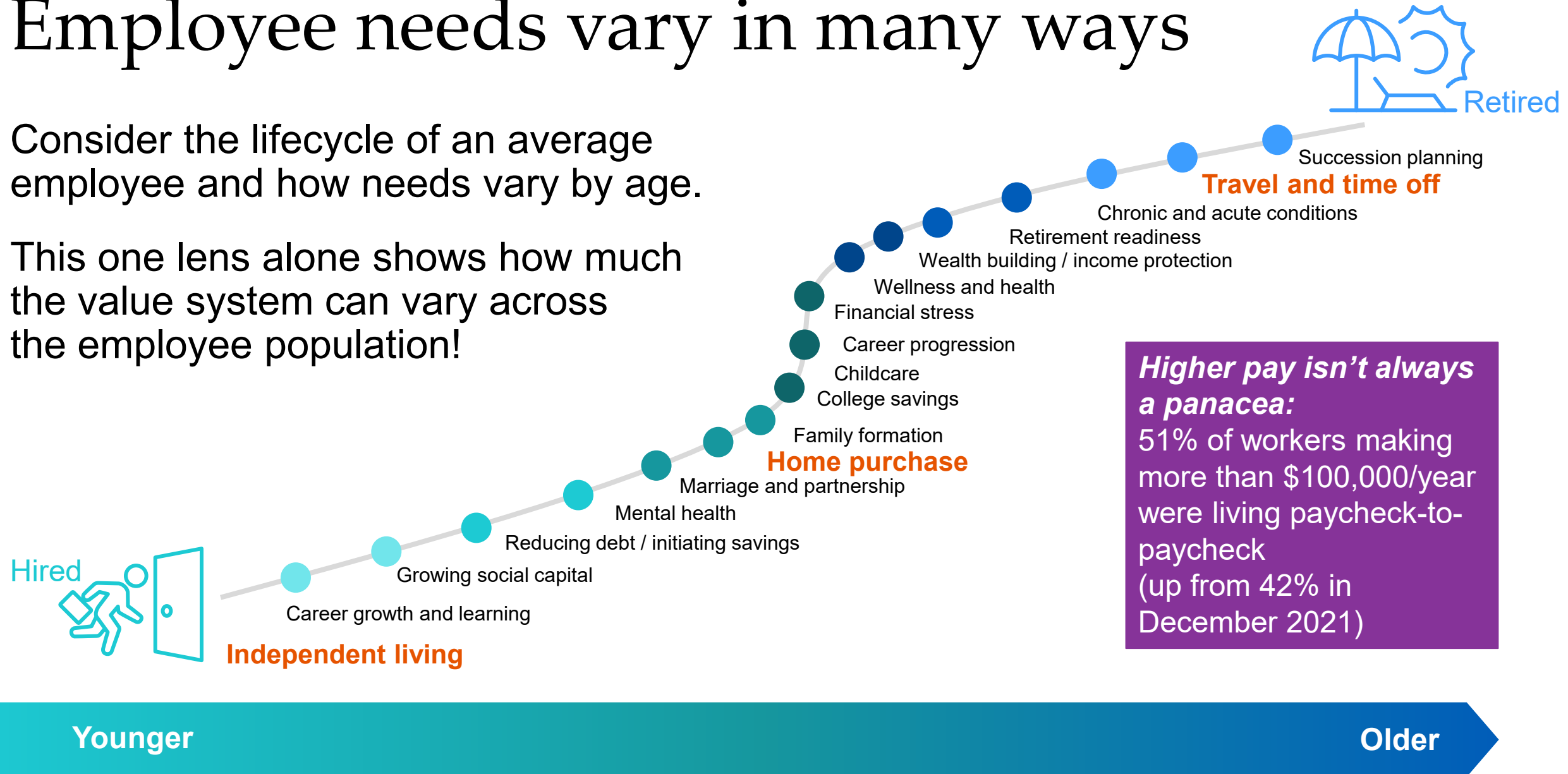
One size doesn't fit all



Employee needs vary in many ways

Consider the lifecycle of an average employee and how needs vary by age.

This one lens alone shows how much the value system can vary across the employee population!



Higher pay isn't always a panacea:
51% of workers making more than \$100,000/year were living paycheck-to-paycheck (up from 42% in December 2021)

What information can help you?

- 1. Work with the data you have!
- 2. Think about what groupings matter to your organization
- 3. Understand what different sources of information can tell you about the employee value proposition

● Benefits consumption ● Healthcare ● Environment ● Identity ● Income and financial stability ● Workplace support



Employer data



Employee feedback



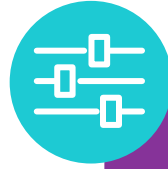
Social determinants



Benchmarking

Employer data

- HRIS data
- Turnover data
- Payroll data
- Health claims data
- HSA/FSA data
- Retirement administration data
- Wellness vendor data



- ✓ Account balance amount
- ✓ Employee savings rate
- ✓ Employee annual contributions
- ✓ Employer annual contributions
- ✓ Withdrawal lifetime history
- ✓ Outstanding loan information
- ✓ Investment fund election
- ✓ 401(k) distribution options elected

Employee feedback

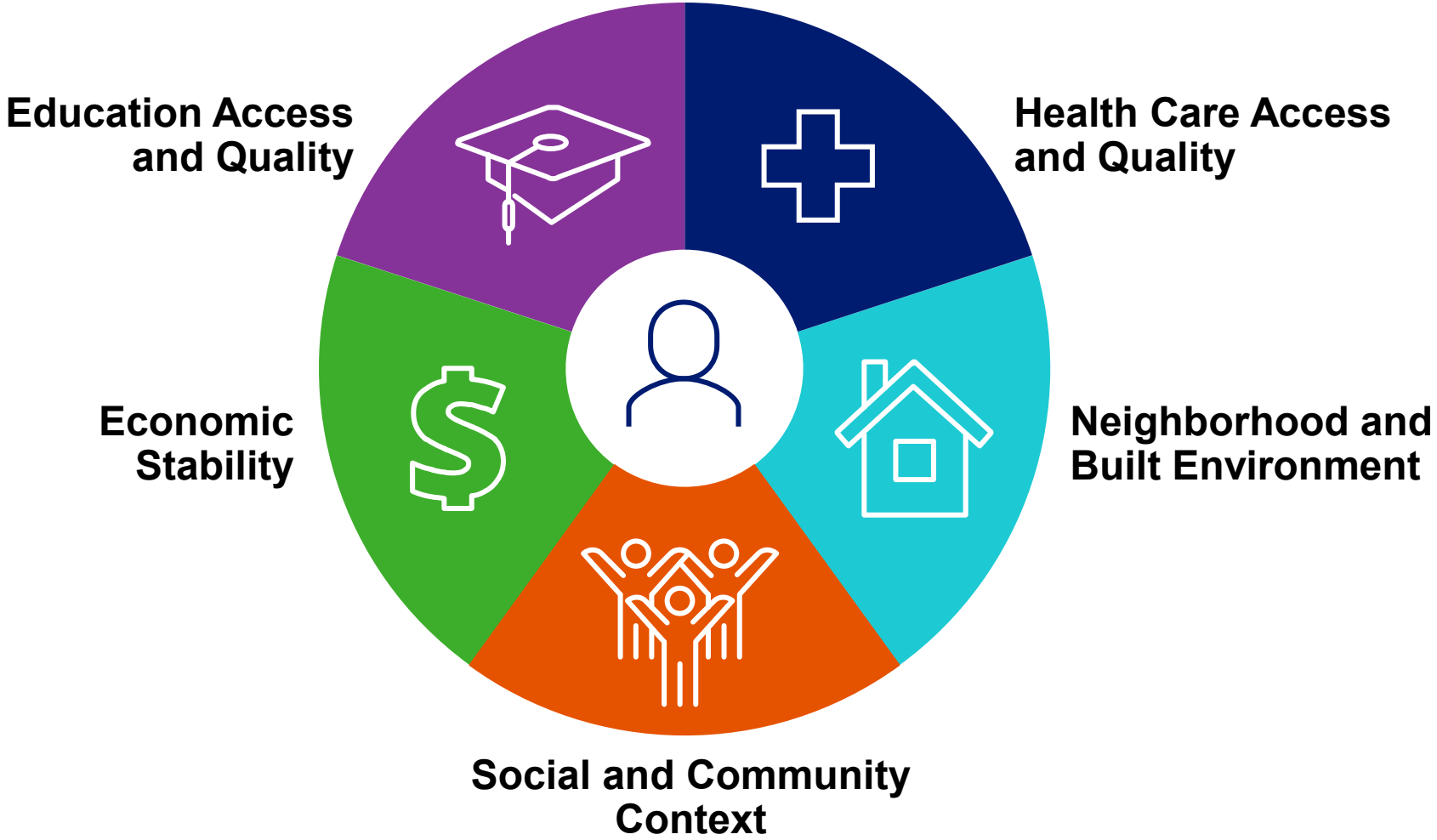
- **Surveys and focus groups** can help employers measure employee perceptions of and satisfaction with benefit plan choice, design, communications, decision-support, program resources, etc.
- These tools can also help unearth the underlying causes of benefit disparity, by querying health status, access to care, emotional wellbeing, financial security, and work environment
- Best practices:
 - Virtual/mobile tools, highly scalable, AI to synthesize open ended responses
 - Content varies based on responses
 - Diverse delivery formats, including videos
 - Captures critical intersectional information on each participant (such as ethnicity, gender identify, sexual orientation, generation, household income, caregiving status and home life situation) that can be tied back to other data analyses in the organization

Greatest Concerns	
Affordable Health Care	1
Medical illness or disease (myself or loved ones)	2
My ability to retire	3
Debt (credit cards, mortgage, auto loan)	4
Fitness and healthy living (including finding time to be healthy, maintaining optimal barometric measures, preventive care)	5

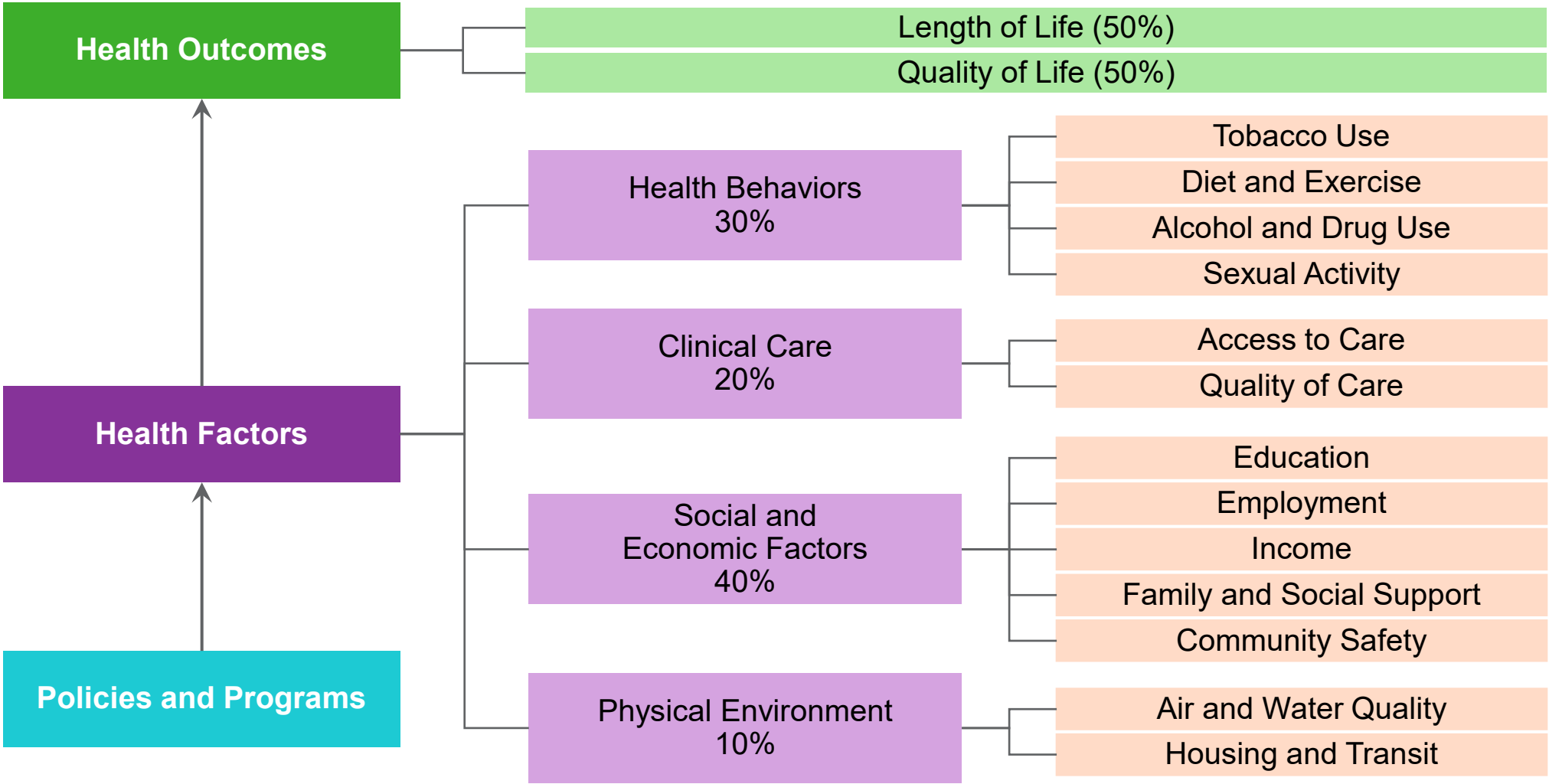
Lowest Concerns	
Dependent and/or elder care	1
Home improvements / maintenance for my home	2
Relationship problems (at home, at work, in the community)	3
Family Planning Services (i.e. Advanced fertilization techniques, Adoption)	4
Student Loan Debt	5

Social Determinants (SDOH)

Social Determinants of Health (SDOH) are conditions in the places where people live, learn, work and play that affect a wide range of health risks and outcomes.



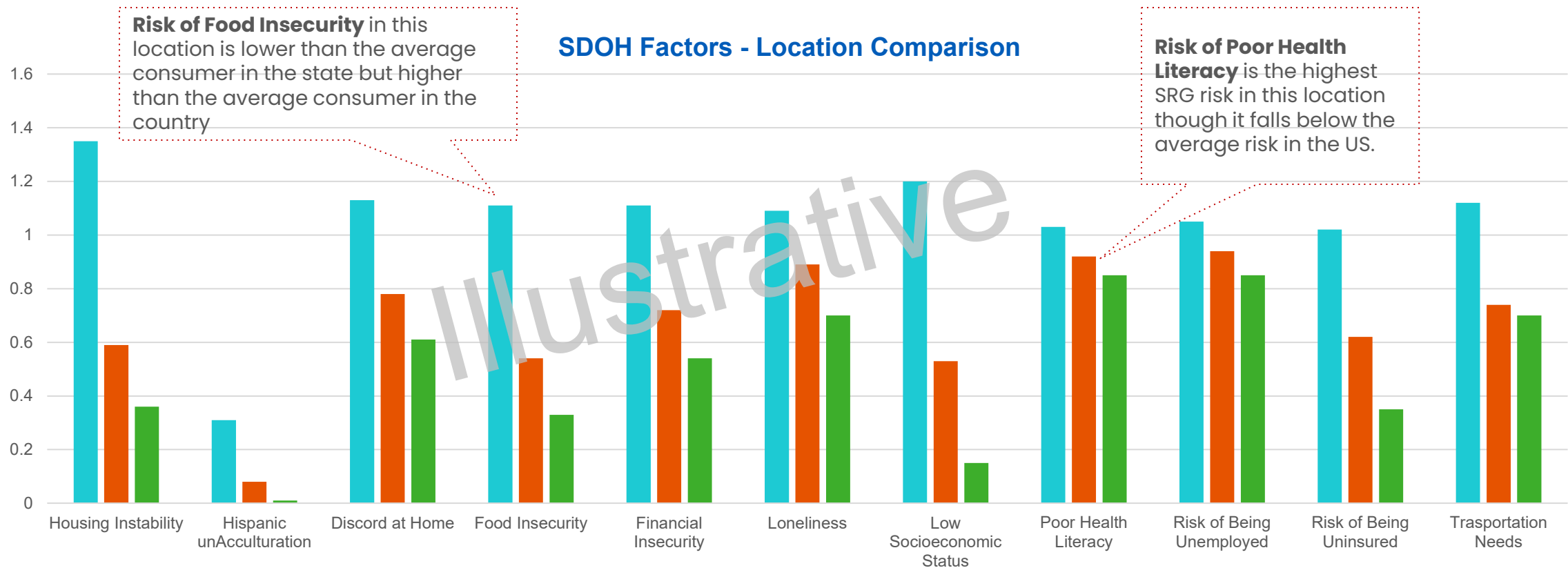
SDOH importance in health outcomes



Source: County Health Ranking model ©2014 UWPHI

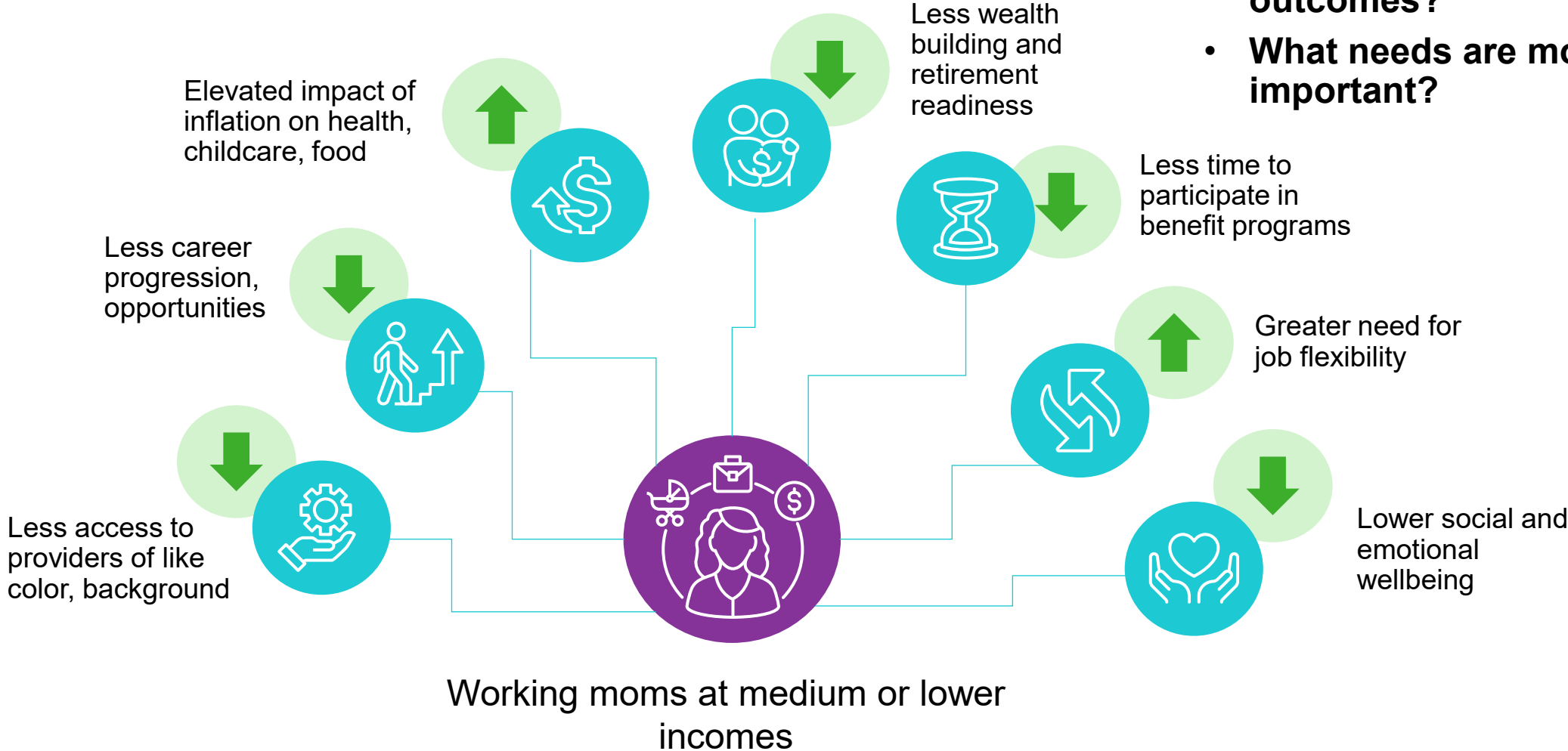
Using SDOH analysis

- With census data, you would customize these results to the employee population, in order to make informed decisions on programs, benefits, and campaigns



This data will also help us better and more accurately predict future health events and costs

Developing personas by key employee group

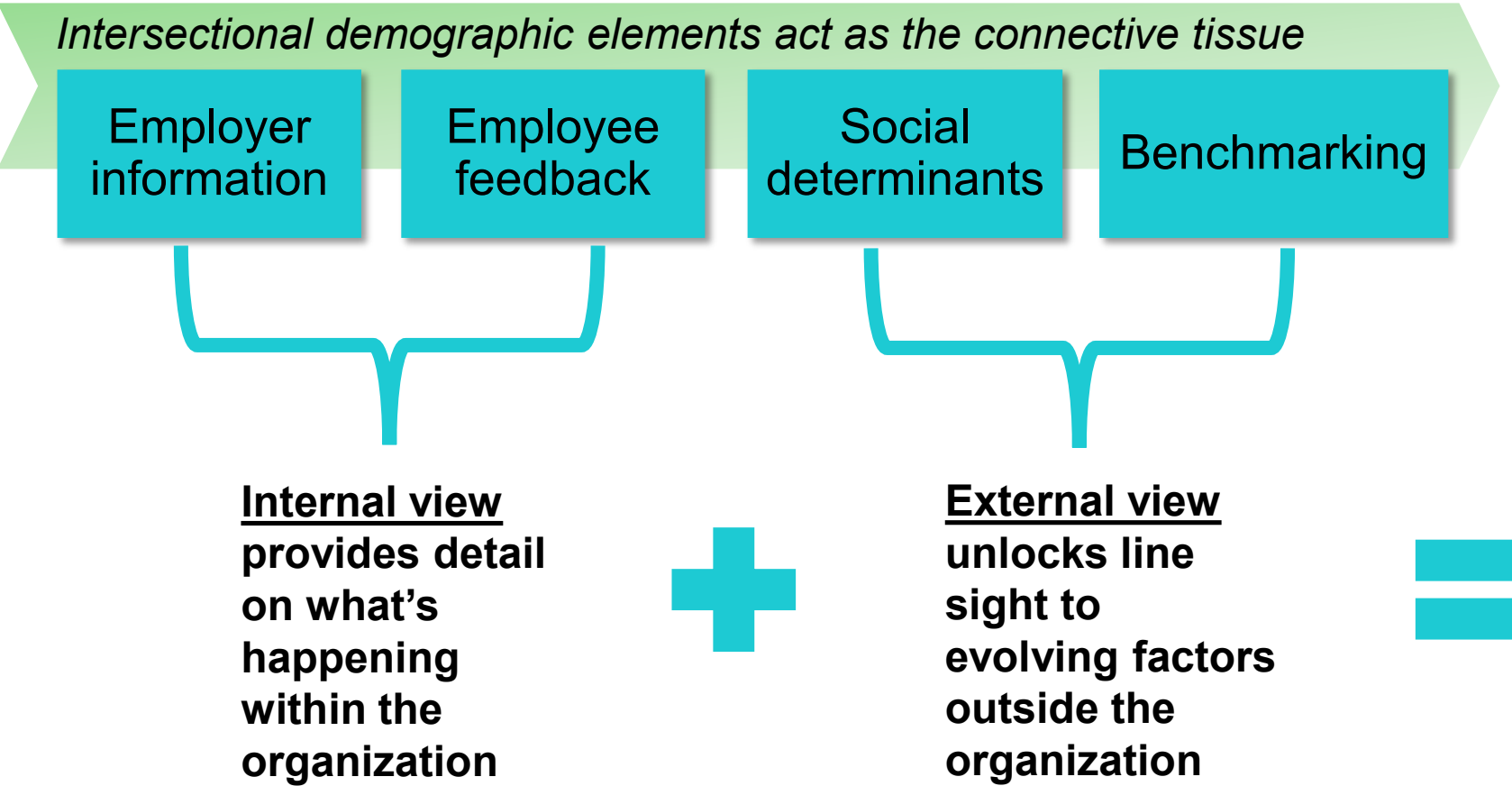


- **What groups see disparate outcomes?**
- **What needs are most important?**

How to bring DEI to employee benefits

Diversity in the Workforce	How do you observe diversity in your workforce and which dimensions can be measured? Employees have differing and overlapping social categorizations. Variations in priorities should be identified and evaluated.
Equity in Benefits	Benefits may be equivalent for all, but are they delivering disparate outcomes? Disparate outcomes create risk, productivity loss and higher cost.
Inclusion in HR Practices	Are benefits being delivered in ways that are responsive to the varying needs and preferences in your diverse workforce? Best practices in benefits design and delivery can be tapped to reduce disparate outcomes and enhance your employment value proposition.

Bringing your data together



DEI in Benefits insights: a people-centric understanding of workers' personal benefit value systems, their outcomes in the benefit program, where the disparities occur, and what areas for action have greatest impact

| Case Study:

Case study parameters

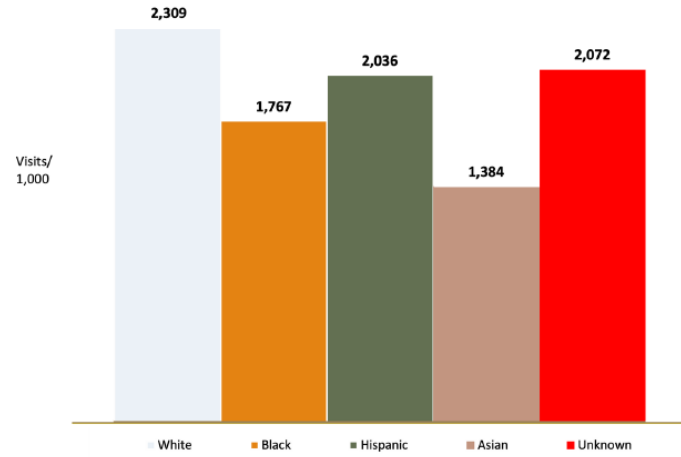
- Race/Ethnicity
- Income
- Job Classification
- Age
- Gender
- Polypharmacy
- Socioeconomic disadvantages of neighborhoods based on the Area Deprivation Index (ADI)
- Access to healthcare providers based on the Health Professional Shortage Area (HPSA) database
- Access to health food based on the USDA Food Access Research Atlas (FARA)
- Various chronic disease and comorbidities

Results

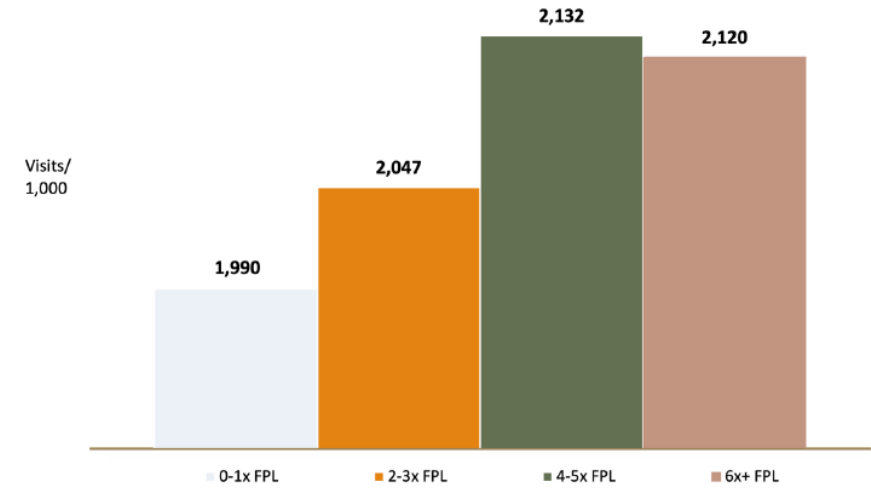
- Race/Ethnicity
 - Black, Hispanic, and Asian members have lower telehealth utilization when compared to White members
- Age
 - Older members used telehealth less than younger members (partly explained by higher utilization of mental health services among younger members since mental health visits are both frequent and among the services to adopt telehealth quickly and consistently.)
- Income
 - Low-income members had much lower telehealth utilization rates than higher-income members

Telehealth snapshot

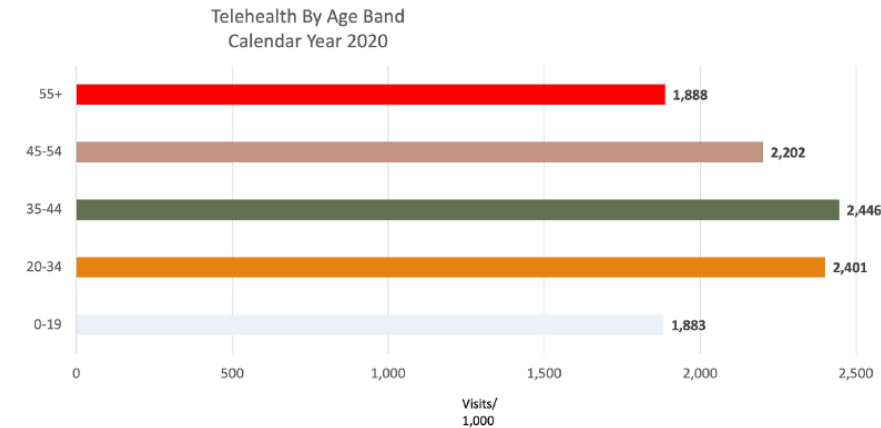
Telehealth Visits by Race/Ethnicity Calendar Year 2020



Telehealth Visits by Income Calendar Year 2020



Telehealth Utilization



Recommendations

- Survey membership to identify barriers
 - Broadband and Device Access
 - Private Spaces
 - Technical Support and Digital Literacy
- Possible actions
 - Provide broadband and device access to members who require them
 - Promote telehealth options and availability to segments of membership that underutilizes services
 - Expand telehealth services to cover more areas of care (health monitoring, complex and chronic conditions)
 - Address disparities in established provider relationships
 - Improve access to care, both physical and virtual in socioeconomically disadvantaged neighborhoods
 - Ensure telehealth is an option and not a requirement for receiving care

Poll Question:

Have you looked at employees' benefit priorities from a DEI lens (e.g., by employee demographic segments) or considered how needs might vary by key population groups?

- Yes, we do this extensively
- We do this in some areas, but could do more
- We don't do this at all right now



| **Activating DEI:**
How to Integrate Data Into Benefit
Program Decision Making

Data insights are part of a broader process



Insights

Do we understand how our employees consume benefits and if systemic barriers impact our population?
Are we encouraging employees to share their feedback and experience?



Design

Do our employee benefits address different employee population needs?
Do current benefits contain gaps that could improve health and financial outcomes?



Delivery

Do we effectively engage our employees?
Do we fully support them in selecting and accessing benefits that best meet their needs?



Strategy

What do we need to do to make changes respective to our areas of greatest need?
Have we considered how these potential changes fit into the broader HR and DEI agenda?

Refine your focus areas

Executive Summary Insights & Opportunities

Insights -----> Key Opportunities

- **Cost Efficient Rewards** – Survey results indicate associate interest in several rewards programs that require limited investment from ABC University
- **Time Counts** – PTO was the biggest driver of preference relative to all other attributes tested; Associates that have a lot want to be able to cash it out in lump sums, all find it punitive to take holidays out of PTO bank, and those that don't find it take too long to accrue.
- **Job Security and Work** – In the Unmet Needs survey, associates expressed concerns around financial stability, changes at ABC, and the need for a job in order to provide for their families
- **Ability to Retire/Financial Stability** – Results from the Unmet Needs survey also highlighted a concern around the ability to retire
 - Respondents want to learn more about their Retirement Plan and see it as a beneficial tool to save for their retirement
- **Communications** – ABC has an opportunity to provide comprehensive and consistent communications that drive awareness and utilization of the program offerings available to associates

- **Consider investing in low cost programs with high visibility and ROI for quick wins with associates:**
 - **Emergency Elder/Day Care Benefits** – Explore opportunities with either existing providers within UR or a low cost option on a voluntary or employer paid basis.
 - **Vision Program** – Contributing just 50% to a vision program will be a cost effective way to provide a win. Early career professionals showed the greatest preference, but all groups and focus groups expressed need.
- **PTO Strategies** – Consider providing lump sum payouts instead of dripping cash in. These are dollars that would need to be paid out during the year or in the event of separation anyway. Seems to be a no cost way to enhance perception. Tax implications apply.
- **Financial Education** – Enhancing education around debt and personal finances could be a low-cost way to help improve the sense of security associates feel as they provide for their families and prepare for retirement.
- **Transparency** – Associates expressed stress about the unknown transition. More frequent updates could be advantageous.
- **Retirement Plan Redesign** – Implementing a first year match or auto-enrollment program could encourage team members to save more towards retirement. Additionally, increasing the Retirement Match with a requirement of increased personal deferral was highly preferred.
- **Refreshed Communications Strategy** – A redesigned internal communications strategy around benefits and rewards could improve associate understanding of the offerings and demonstrate that ABC has a commitment to the associate experience

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Opportunities Short List

1. Enhance employee communication and education through frequency and branding.
2. Implement more robust financial coaching and education.
3. Consider changing the timing of PTO bank payouts to enhance employee appreciation of the reward.
4. Consider altering the timing and magnitude of the deposits into the H.S.A. to enable those with health issues to access the dollars earlier.
5. The Single most important attribute to respond to given all employee inputs is Paid time off. Additional time will be the biggest satisfaction boost you will achieve through rewards.
6. Vision care benefits are an economical way to reach the needs of several different operational groups.

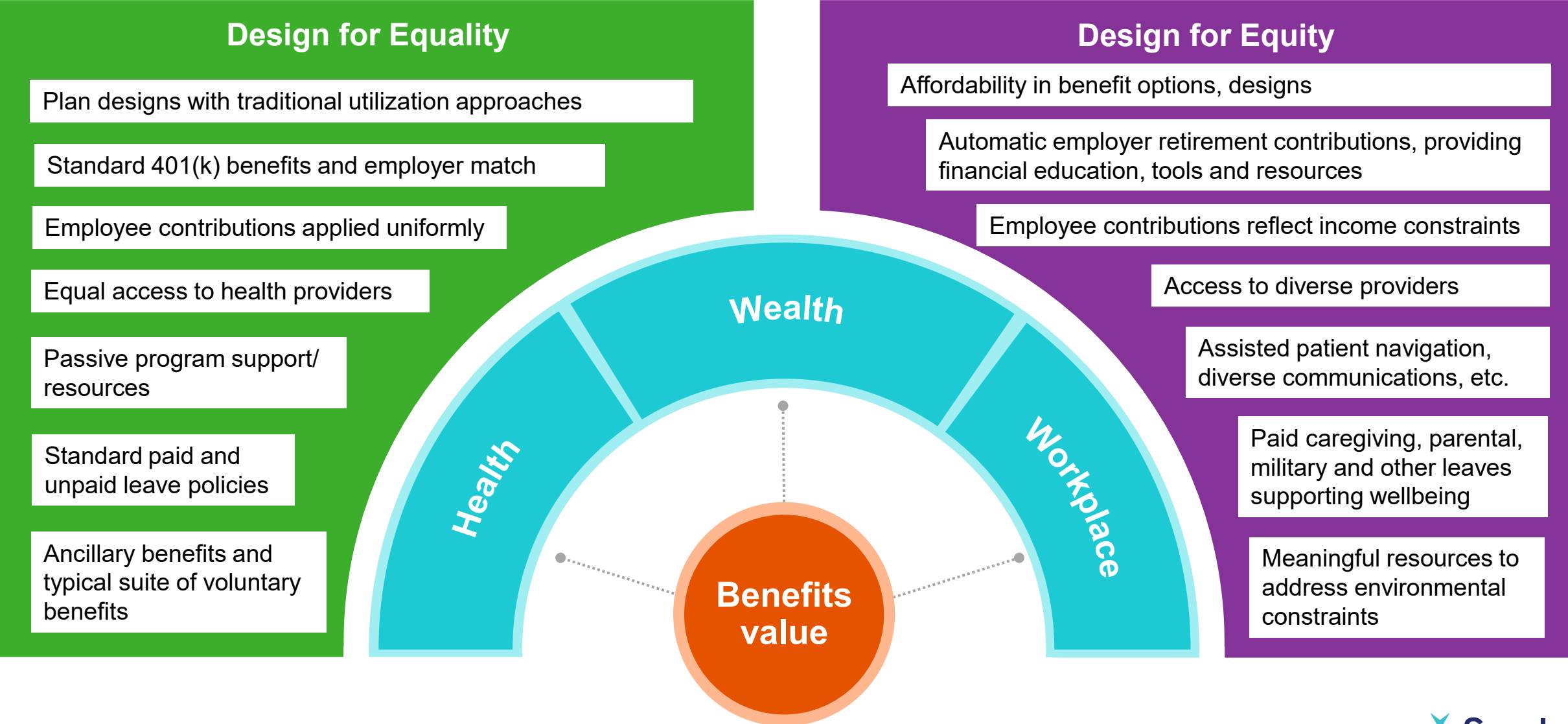
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Rewards Optimization Survey – Program Ranking Analysis Highlights from Demographic Segmentation

ABC provided an HRIS file that was used to tie back to the results of the Rewards Optimization survey. Segmentations across **age, tenure, salary and family status** provided the richest insights when compared to other demographics. Rank order of attributes for these demographics is outlined in the appendix.

 Age	<ul style="list-style-type: none"> • While overall respondents are mostly interested in Paid Time Off, respondents age 45 years and older are more interested in the retirement program than respondents age 25-44 years old (49% of the respondent population) who are more interested in Vision Benefits, and direct health plan costs. • The population is evenly distributed generationaly.
 Gender	<ul style="list-style-type: none"> • Males and females were not significantly different in their approach to rewards preferences in general.
 Nurses	<ul style="list-style-type: none"> • Nurses were more concerned with H.S.A. contributions than the rest of the group. Paid time off is a significant reward for this population, and they consistently spoke to the need for more flexibility and time off due to staffing shortages.
 Key Individual Status	<ul style="list-style-type: none"> • Respondents earning \$95,000 or more are the most interested in retirement plan benefits, pay, and paid time off; They were more balanced in their interests than other segments represented.

Apply your learnings to program design



Consider how to effectively deliver change

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	Communication Preference					What Benefits They Use/ Find Important	What Benefits They Want/ Need Help With
	Website	Webinar	E-mail	Direct mail	In-person		
Intern	✓	✓	✓		✓	Financial Benefits Mental Health Benefits Fond Discounts Work From Home	Budgeting Additional Resources for Growing Family Loan Repayment Assistance
Recent Graduate/Young Professional	✓	✓	✓		✓	Financial Benefits Time Off Benefits Virtual Dr. Appointments Engage App Mental Health Benefits Fond Discounts Work From Home ESPP	Increased Salary College Saving Assistance Financial Coaching Budgeting Additional Resources for Growing Family Sabbatical Program
Adult, Young Children	✓	✓	✓			Schedule Flexibility/Work From Home Virtual Dr. Appointments Engage App Mental Health Benefits SWORD Family Planning/Support Benefits Retirement Planning ESPP	College Saving Assistance/Increased Tuition Reimbursement Additional Resources for Growing Family Higher 401(k) Match
Adult, Older Children	✓	✓	✓		✓	Schedule Flexibility Virtual Dr. Appointments Volunteer PTO/Charity Contributions Retirement Planning	Estate Planning Additional Caregiving Resources Increased Tuition Reimbursement Sabbatical Program Retiree Medical Coverage
Empty Nester/Nearing Retirement			✓	✓	✓	Time Off Benefits Mental Health Benefits Volunteer PTO/Charity Contributions	Increased Salary Financial Coaching/Estate Planning Additional Caregiving Resources Higher 401(k) Match Loan Repayment Assistance Service Award Program Retiree Medical Coverage

Make your ideas actionable

What benefit outcomes are most important to us?

Health

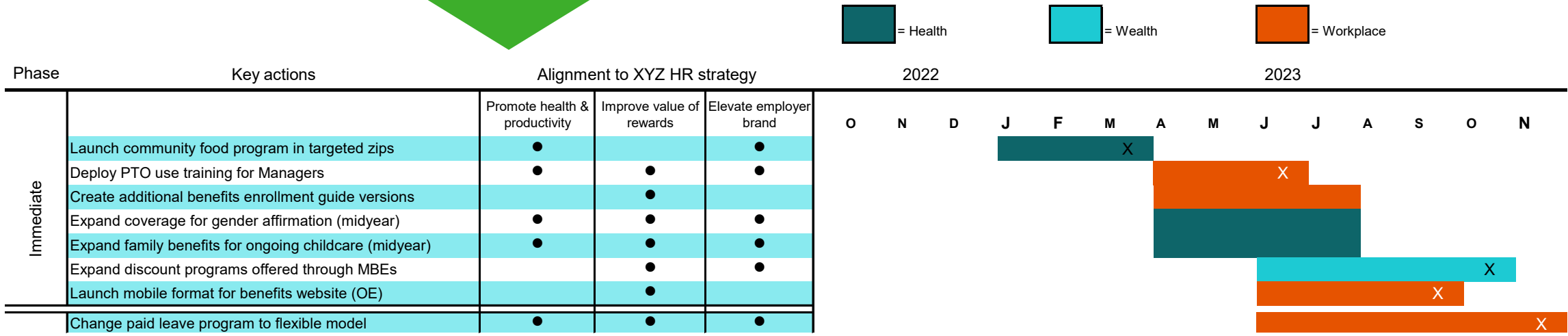
More frequent use of healthcare support services for employees with conditions, fewer mental health episodes and time away from work, services covered inclusively for select groups

Wealth

Widespread participation in 401(k) plan from lower income groups, better decisions about when and how to retire, increased savings and reduced debt in younger employees

Workplace

Employees can take time off for an expanded list of personal reasons, workplace flexibility is applied fairly across the organization, communications speak to unique audiences



Ways to get started with data

- Incorporate Social Determinants into RFPs (many already do!)
 - Capture data on the demographics of Network PCPs or other key Specialties
 - Require member data by 9-digit zip to make better use of public disparity databases
 - Incentivize provider coding of SDoH Diagnosis codes (current use is low)
- Incorporate Social Determinants into Provider Negotiations (Direct Contracts, ACOs, Point Solutions ...etc.)
- Investigate “Barriers” among your employee population, potentially leveraging existing annual surveys
 - Habits due to time constraints (when Urgent Cares are open or when they can get to their PCP’s office)?
 - Distance constraints (maybe an “Underserved” area)?
 - Comfort level with telehealth, and why?
 - Ask them what would make the difference (in receiving necessary and recommended care at their PCP).



Examples of DEI in Benefits



Healthcare	Family Support	Financial Support	Paid Leave	Wellness
<p>Disability-supportive coverage – affordable hearing aids, power chairs, and prosthetics</p> <p>Partner coverage</p> <p>Provider diversity</p> <p>Provider location/hour accessibility</p> <p>Mental health access</p> <p>Nutritional support</p> <p>Genetic counseling</p> <p>Women’s reproductive health</p>	<p>Family Building Programs</p> <ul style="list-style-type: none"> • Adoption/Surrogacy Assistance • Infertility Coverage <p>Dependent Care Flexible Spending Accounts</p> <p>Flexible work schedules</p> <p>Paid Family Leave</p> <p>Emergency and Back-Up Child and Eldercare Onsite or Nearby Childcare</p>	<p>Commuter reimbursement/free or subsidized parking</p> <p>Down payment assistance for new homes</p> <p>Emergency funds</p> <p>ESG investing options</p> <p>Financial education</p> <p>Pet insurance</p> <p>Salary-based benefit premiums</p> <p>Student loan repayment</p> <p>Tuition assistance for employees and dependent</p>	<p>Flexible hours</p> <p>Remote/Hybrid Work Locations</p> <p>Flexible holidays</p> <p>Broad definitions of “family” for bereavement purposes</p> <p>Summer hours</p> <p>Mini-sabbaticals</p>	<p>Nutritional counseling</p> <p>Onsite fitness facilities</p> <p>Onsite health screenings</p> <p>Quality EAP services</p> <p>Reimbursement for fitness equipment or classes</p>

Takeaways

- Check what you're already doing – you may have more insights than you realize!
- Establish a baseline and identify what's working well, what isn't
- Articulate what you'd like to have/see that you don't have today
- Create a plan (with help from your partners) that connects your existing data to the new data you want
- Once you've gained new data, analyze it in a people-centric way to gain a deeper level of insight
- Take those insights and translate them to plan design actions, program management approaches and employee engagement/support
- Be sure to re-assess risk levels and employee outcomes periodically so you know if your actions are working

To learn more, please complete this assessment

- We have created a short assessment for PBGH webinar participants and encourage you to complete it to find out more about DEI in Benefits opportunities
- <https://www.segalco.com/consulting-insights/employee-benefits-dei-assessment>



Joanna Balogh-Reynolds
Vice President, Clinical Consulting
jbalogh-reynolds@segalco.com

Gage Stille
Senior Vice President, Corporate Solutions Leader
gagestille@segalco.com



Questions for Us?