



2022

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CIGNA 360

global

WELL-BEING SURVEY

EXHAUSTED BY WORK - THE EMPLOYER OPPORTUNITY



The Great Resignation or Exhausted by Work?

Despite the easing of most COVID-19 restrictions, many workers still feel challenged. The stress of the past three years continues to impact their whole health and, in common with expats, we see high levels of employee stress and burnout, especially among younger workers.

We also see a growing movement for things not to return to 'normal' post pandemic. Increasingly, people are demanding that hybrid working remains the norm and, despite the efforts of employers to encourage people back, hybrid work appears here to stay, with property specialists CBRE estimating that office occupancy levels in the United States are only 43%.

People have discovered that a more flexible style of working is possible. They want greater control over their time, with 60% of senior

managers saying they would take a lower paying job if they could work fewer hours. And, after so long being separate, they say that family and friends are their focus.

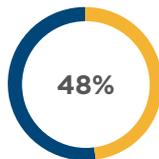
This is the employer opportunity. During the pandemic, many made huge investments in new technologies and Whole Health programs, changing the entire structure of work. However, despite some well-publicised efforts by major companies to encourage people to return to 'normal', employees are demanding a permanent shift. However, this isn't simply about hybrid working, they want a rethink of the work contract, and want employers to take account of their broader needs, rather than those enshrined in the office day.

The impact of the financial crunch and growing uncertainty about the future are beginning to weigh heavily. All generations are feeling this, »

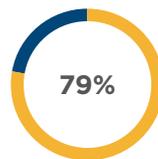
Our key workplace findings



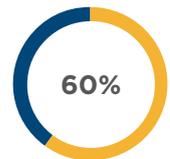
25% of employees have changed jobs in the last year



48% of 18-35s are looking for a new job in the next 12 months



79% of those looking to change job are re-evaluating their life priorities



60% of senior managers would accept a job with less money if it meant more free time



but it's younger workers who appear to be experiencing its impact the greatest, with 39% saying money worries are now a major cause of stress up from 37% in 2021, followed by 34% saying they are worried about the future.

Exhaustion from work isn't new. In previous economic cycles, we have tended to see workers trend back to employer/employee norms and increase time at work as they try to ride out the storm. However, the pandemic appears to have caused a deep shift in these accepted norms, with 65% saying they have spent more time evaluating their life priorities compared to two years ago. This rises to 71% for 'Gen Z', aged between 18 and 24, and 73% for the Millennial, 25-34, generation.

'During the pandemic the way we work was thrown into disarray. But while employment levels are going up, employees are reporting stress and work burnout in vast numbers. People want a more balanced lifestyle, with a whole health approach at its core, and are prepared to move to find it. The opportunity for employers is to continue the investment in building workplace cultures that value whole health and to rethink how to get the most from this change employer/employee dynamic.'

In fact, 37% of workers say they are planning to change jobs in the next year, up from 32% last year, giving rise to the term the great resignation. This represents a huge challenge to employers, as they try to readjust to the challenges that the future presents, both work exhaustion and those of the economy.

They also have the challenge of both supporting their employees' stress, Whole Health needs, and personal aspirations, while also building a sense of loyalty and belonging to the organisation. If workers don't get flexibility, appropriate reward, and respect at work, they are more likely to quit. People are looking at their whole lives, Whole Health and whole well-being and seeking change.





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Young Employees are looking for a Whole Health Approach

Employee stress levels, which dropped slightly in 2021, are now on the increase, and it's the younger generation who are feeling the greatest impact. 84% of all employees said they were stressed, but this rises to 91% for Gen Z, aged 18-24, and 87% for 25-34-year-old Millennials. We also see unmanageable stress now impacting a quarter (23%) of 18-24-year-olds, along with almost all, 98%, experiencing work burnout symptoms.

The biggest cause of employee stress, especially amongst younger people is the economic outlook. This is where a Whole Health approach is needed. There is a clear link between stress and financial security, and

employees that struggle to cope with stress are more concerned about personal finance; 38% of stressed employees vs 32% on average. We also see a similar disparity between the generations, with 39% of Gen Z and 34% of Millennials saying money was now the lead cause of stress. This compares to 29% of 50-64-year-olds and 21% of those older than 65.

Uncertainty about the future is another major concern amongst younger employees, with 34% of Gen Z citing it as a key stressor, compared to 31% of Millennials and only 21% of those aged over 65. Young employees are also worried about a lack of opportunities, with a quarter (24%) of Gen Z worried about a lack of learning and jobs, compared to only 14% of 35-49-year-olds and 9% of 50-64-year-olds. »

'We can't attribute all our modern stress levels to COVID; there are myriad other factors, from the pressure of being 'on' all the time at work to the amount of media we consume, through to the cost-of-living crisis. The employer response must be to have a Whole Health and well-being strategy as a central pillar of an overall business strategy. It can't just be separate, an afterthought pushed onto the HR team to deliver; it's a cultural shift.'

Dr Peter Mills, Cigna Medical Director





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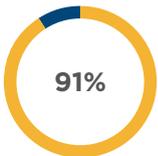
This is where we see a generational divide. While older people have welcomed the movement to home-based or hybrid working, some younger employees may feel that their opportunities have been limited by the lack of assimilated learning and social interaction that office-based work allows.

This is reflected in the high rate of presenteeism seen amongst younger employees. Gen Z employees said that for 25% of working time they are 'present but not fully engaged', with 20% of Millennials saying the same. They also feel less satisfied with the experience of work, with 48% of Gen Z and 54% of Millennials saying

work now feels transactional without the ability to bond with colleagues.

This has profound implications for employers. Although not a 'Great Resignation', nearly half (48%) of those under 35 now say they are job hunting, along with 43% of those with children under the age of 18 and 54% of senior managers, representing a huge swathe of the workforce. With little binding them to their employer beyond a laptop and a video conferencing screen, organisations need to move quickly develop a whole health approach to build loyalty and belonging among their employees.

Young people are struggling



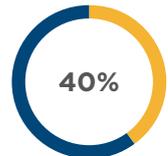
91% of 18-24-year-olds feel stressed



87% of 25-34-year-olds feel stressed



98% of 18-24-year-olds are feeling burnout



40% of junior employees are stressed about the rising cost of living

'Some parts of well-being strategies aren't always easy to implement. Typically, we see lower than expected take up of individual Employee Assistance Programs, but I see an analogy with coaching at work from a few years ago. At first, coaching or mentoring was seen as a remedial solution, and people were unwilling to engage. But now, it's accepted and seen as a badge of honour to work with a leadership coach. The challenge is to take the well-being debate, in particular support for workplace stress, and to change the culture in organisations so that it becomes an accepted and open aspect of the way we lead and manage our teams.'

Robin Lewis, European HR Director



Workers are Seeking Higher Trust and Engagement

The urgent need for greater engagement is also seen in the high dissatisfaction figures from employees. For this year's survey, we evaluated the SCARF scores of employees across the world. Designed by neuroscientist Dr David Rock, SCARF states five key domains that influence behaviour.

According to this, younger employees, especially Gen Z, aged 18-24, are the most dissatisfied at work, along with pre-retirees aged 50-64. Conversely, Millennials, aged 25-34, are more satisfied at work, despite 41% of them feeling they aren't trusted to make decisions. Those with children under 18 are also among the

most satisfied at work, which correlates with the higher life satisfaction levels we have seen for this group over the past three years.

We see consistently higher scores for those working in Multi-National Corporations (MNCs) than those employed by domestic employers. MNC employees scored significantly higher on the 'Autonomy' measure, saying they were more likely to have real choices at work.

With MNCs more likely to have HR teams, and well-being programs, it is probable that their investments in these critical areas is reaping rewards. For example, 66% of employees at »

What is the SCARF rating?

Our assessment of satisfaction is rated via the SCARF index, using the following measures:

S STATUS Assessing how far people feel valued at work

C CERTAINTY Assessing how well-informed workers feel and if **RATING** they know where they stand

A AUTONOMY Assessing if workers feel they have real choices, and are trusted to make decisions

R RELATEDNESS Assessing if people feel they fit in at work and have a deep sense of belonging

F FAIRNESS Assessing if workers feel they are treated with respect and fairness

THREAT

REWARD

How satisfied overall are different generations at work?

Gen Z (18-24)

SCARF rating **64.3 pts**
(lower than average of 67 pts)



Boomers (50-64)

SCARF rating **64.4 pts**
(lower than average 67 pts)



Millennials (25-34)

SCARF rating **69.2 pts**
(higher than average of 67 pts)



People with kids under 18 (25-49)

SCARF rating **72.4 pts**
(higher than average of 67 pts)



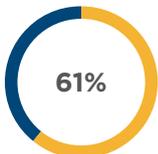
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MNCs said they were offered the opportunity to learn and grow, compared to 59% of those working for domestic employers. Again, in terms of salary and benefits, 54% of MNC workers were happy with their package vs 47% of those employed by domestic employers.

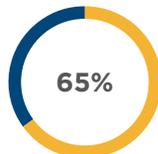
The biggest factor that employers need to take account of is the shift in priorities that has taken place over the last few years. Four in five (79%) of those likely to change job have spent

more time re-evaluating their life priorities than two years ago. These are people who have made their own decision to change jobs, not those made redundant, which accounts for only 2-6%.

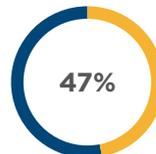
Of those who are re-evaluating their life priorities, three out of five claim to value time over money and well-being and work-life balance factors are increasingly important in their decision making regarding a new job.



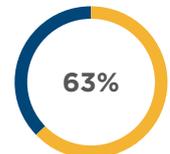
61% of those looking to change jobs value time over money



65% have spent more time re-evaluating their life priorities than 2 years ago



47% say they have satisfactory salary and benefits



63% have good work life balance

'In the Middle East, productivity is good, but a culture of long hours persists. Human Resources professionals are now focused on how to oversee the new hybrid working situation. We're training managers, both virtually and face-to-face, to really look at the needs of their staff, including how to properly check-in long before signs of work burnout appear. This requires a more compassionate and empathetic approach, so they fully understand what's going on with an individual's work life and personal life.'

Isil Ata, Head of Human Resources, Middle East



The Employer Opportunity

There is a gap in expectation between what employees want and what they're currently getting. In the current climate where talent is jumping ship if conditions at work aren't right, or, to coin a recent phrase, they are Quiet Quitting – doing the bare minimum at work because they feel undervalued for effort put in – employers need to step up to retain and attract that talent.

Status, certainty, relatedness, and fairness at work are fundamental elements in the Whole Health equation. These relate to feeling valued at work, feeling well informed and secure, feeling they fit in and have a sense of belonging, and a sense of being treated fairly and with respect.

When asked for their top three criteria to remain in their current role, 41% of people said a competitive salary, but close behind came flexible hours, at 29%, followed by stability in the company (25%) and a friendly inclusive work culture (22%). 17% said the opportunity to grow and develop is a key factor, and 19% would like reward for work rather than hours worked – they don't want to feel monitored in terms of time only.

The employer opportunity is to support these Whole Health needs. While of course

a competitive salary and adequate paid time off is essential, they need to take a flexible approach that enables them to get the best results from their employees. For example, currently only a third (35%) said they are offered flexible working hours and location despite it being the top, non-financial criteria for job hunters.

There is also a need to examine the role of the office and ensure that time spent there supports productive engagement, rather than the cubicle-led or headphones-on environment of the past. Somewhat surprisingly, only 17% of employees said they had a weekly check-in meeting with their manager, a critical factor in helping reduce employee stress and avoid work being transactional. »





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Employers play a crucial role meeting these Whole Health needs. 56% of people said the type of medical plan offered would be a decisive factor when choosing one employer over another and 48% want services that help them lead a healthier lifestyle.

Therefore, employers need to look beyond their traditional responsibilities and build a culture that supports Whole Health, from mental and physical well-being to advice and support for broader aspects of their lives, such as access to financial advice or coaching.

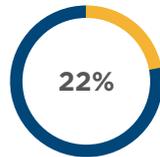
Well-being initiatives currently offered to employees



35% of have flexible working hours and location



23% have flexible time off



22% of workers has a healthcare plan which supports complex health conditions.



16% have access to healthy living services

'This debate has been accelerated massively through the pandemic. We've all been talking about globalization of the workforce and hybrid working for some time, but the actual shift is in motion. Many candidates are absolutely looking for that flexible, more fluid kind of hybrid environment, and I don't think yet as employers, we've fully grasped this. There's a tremendous opportunity that plays to the heart of the Whole Health agenda, to create work environments that offer better work-life balance and productive, engaging and stimulating work cultures, which will attract and keep the best talent in the industry.'

Robin Lewis, European HR Director



ABOUT THIS STUDY

To monitor and track the annual evolution of well-being, the Cigna 360 Global Well-Being Survey 2022 looked at five key components - family, financial, physical, social, and work. In partnership with Kantar, a leading data, insights and consulting company, Cigna International has analyzed the findings to uncover the latest trends and challenges for health and well-being.

We surveyed 11,922 people aged 18-65, in Australia, Belgium, Mainland China, Hong Kong, India, Japan, Kenya, Saudi Arabia, Singapore, Spain, Switzerland, The Netherlands, UAE, UK and USA.

The fieldwork for this survey was completed in April and May 2022