2025 Employer Well-being Strategy Survey

Introduction

Welcome to the *2025 Employer Well-being Strategy Survey* conducted by Business Group on Health. This survey focuses on employer well-being strategies and initiatives and the role they play for employee health, engagement and workforce strategy. The survey includes questions in the following areas:

- Employer perspectives on well-being
- Program offerings
- Incentives
- Well-being budget
- Engagement and DEIB
- Future of well-being

The deadline to participate in the survey is **January 31, 2025**. Thank you in advance for your participation.

You can submit your responses at https://www.surveymonkey.com/r/2025BGHEmployerWellbeingSurvey or email your completed PDF to cddi@businessgrouphealth.org.

If you have questions or encounter technical difficulties with this survey, please contact: cddi@businessgrouphealth.org.

1. **Please enter your email address, so we can connect you back with your response in case you don't finish your survey response all at once?**

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Section 1: Employer Perspectives on Well-being

Please answer the following questions based on your organization's approach to well-being across your entire organization (i.e., globally, including the U.S. if your organization is multinational). Please collaborate with team members knowledgeable about well-being offerings across your entire organization.

2. Which of the following best describes the importance of well-being programs for your overall workforce strategy?

- ○ Our well-being strategy is an integral part of our workforce strategy
- ○ Our well-being strategy is a component of our overall workforce strategy
- ○ Our well-being strategy plays little to no role in our workforce strategy

3. To what extent is the current macro environment (e.g., economy, rising health care costs, world events) impacting your investment in well-being (e.g., programs, funding, staffing, incentives) for 2025?

- ○ Well-being investment will increase by a moderate to large amount
- ○ Well-being investment will increase by a small amount
- ○ Well-being investment will remain about the same
- ○ Well-being investment will decrease by a small amount
- ○ Well-being investment will decrease by a moderate to large amount
- ○ Don't know

4. Please indicate which of the following dimensions you will include in your overall well-being strategy in 2025:

	In place in 2025	Considering for 2026	Will NOT include
Physical health	○	○	○
Mental health	○	○	○
Financial health	○	○	○
Social connectedness to colleagues	○	○	○
Job satisfaction	○	○	○
Community	○	○	○
Other	○	○	○

If other, please describe.

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5. Please indicate whether you agree or disagree if the following will occur in your organization over the next 2-3 years.

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree	Don't know
Increased leadership expectations of well-being programs to deliver outcomes	○	○	○	○	○	○
Increased expectations of well-being vendors to deliver outcomes	○	○	○	○	○	○
Elimination of well-being platform (i.e., a technology platform that offers well-being content and/or activities) to use funding elsewhere/differently	○	○	○	○	○	○
Greater emphasis on flexibility and choice in offerings	○	○	○	○	○	○
Increased expectations of managers or site/team leaders to promote and be accountable for team well-being	○	○	○	○	○	○
Increased collaboration across the organization to embed well-being into the organizational culture	○	○	○	○	○	○

6. What are the three most important dimensions of well-being to your organization for 2025?

	Most important	Second most important	Third most important
Physical health	○	○	○
Mental health	○	○	○
Financial health	○	○	○
Social connectedness to colleagues	○	○	○
Job satisfaction	○	○	○
Community	○	○	○
Other	○	○	○

7. Which of the following best describes your organization's views on the effectiveness of well-being programs on employees' health?

- ○ They have little to no impact on employees' health
- ○ They have a moderate impact on employees' health
- ○ They have a significant impact on employees' health
- ○ Don't know

8. **Will you expand the scope of your well-being strategy to address the following impacts on personal well-being in the next 3-5 years? (Select all that apply)**

- ☐ Office/workplace design
- ☐ Natural disasters
- ☐ Climate change
- ☐ Functional and integrative medicine
- ☐ Social determinants of health
- ☐ Well-being travel/leave and emphasis on disconnecting during time away
- ☐ World conflict or geopolitical activity
- ☐ Don't know **(skip next question)**
- ☐ Other, please specify

  _____

- ☐ None of the above **(skip next question)**

9. **As a result of the new areas of well-being identified in the previous question (e.g., climate change), do you anticipate reducing your focus on other areas of well-being (e.g., physical well-being)?**

- ○ Yes
- ○ No
- ○ Don't know

10. **What are the top five objectives for your well-being program?**

	Most important	Second most important	Third most important	Fourth most important	Fifth most important
Manage health care costs	○	○	○	○	○
Reduce health risk/improve health	○	○	○	○	○
Align with corporate culture/mission	○	○	○	○	○
Improve organization reputation/brand	○	○	○	○	○
Assist with recruitment and retention	○	○	○	○	○
Increase productivity and reduce absence	○	○	○	○	○
Improve employee engagement	○	○	○	○	○
Reinforce safety messages/programs	○	○	○	○	○
Improve overall business performance (e.g., customer satisfaction, revenue per square foot)	○	○	○	○	○
Other objective	○	○	○	○	○

If other, please describe.

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11. To what extent does your organization use data to do the following?

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	To a great extent	To a moderate extent	Somewhat	Slightly	Not at all	Don't know
Assess program/initiative impact	○	○	○	○	○	○
Design and refine programs/initiatives	○	○	○	○	○	○
Target resources/initiatives to specific populations/geographies	○	○	○	○	○	○
Hold vendors accountable	○	○	○	○	○	○
Demonstrate value of well-being to leadership	○	○	○	○	○	○

12. Does your organization have well-being dashboards?

- ○ Yes
- ○ No, but considering for 2026 (skip to question 14)
- ○ No, not considering (skip to question 14)
- ○ Don't know (skip to question 14)

13. What is the purpose of your well-being dashboard? (Select all that apply)

- ☐ Track employee health and well-being (and other relevant indicators) over time
- ☐ Provide leadership with an update on employee health and well-being
- ☐ Gain leadership buy-in for re-investment in programs through demonstration of impact on health, well-being and/or other relevant metrics
- ☐ Gain leadership buy-in for new investment in programs through demonstration of care gaps or unmet needs
- ☐ Provide site leaders or managers with information to enhance and/or target their promotion of health and well-being
- ☐ Hold site leaders and managers accountable for the health and well-being of their employees
- ☐ Other, please specify

  _____
- ☐ Don't know

14. Which of the following leaders are held accountable for employee health and well-being (e.g., participation in programs) in their performance standards? (Select all that apply)

- ☐ One or more senior leaders
- ☐ Managers/site leaders/team leads
- ☐ Regional/country leaders
- ☐ Well-being champions
- ☐ Don't know
- ☐ Other, please specify

  _____
- ☐ No leaders are held accountable for employee health and well-being

15. **Does your organization have a health and well-being executive sponsorship/leadership committee (a group of senior leaders who advise on the organization's health and well-being strategy and/or serve as executive allies for health and well-being efforts)?**
    - ○ Yes
    - ○ No, but considering for 2026
    - ○ No, not considering
    - ○ Don't know

16. **What impact has the growing utilization of GLP-1 medications for treatment of obesity had on your well-being programs? (Select all that apply)**
    - ☐ Made changes to existing well-being programs
    - ☐ Increased communications/marketing of well-being programs
    - ☐ Increased vendor accountability to produce outcomes
    - ☐ Reduced/eliminated programs to account for higher GLP-1 spending
    - ☐ Don't know
    - ☐ Other, please specify
    - ☐ No impacts on well-being programs

17. **How significant of an impact do you believe artificial intelligence (AI) will have on well-being programs over the next 3-5 years?**
    - ○ Very significant impact
    - ○ Significant impact
    - ○ Somewhat significant impact
    - ○ Some impact
    - ○ No impact
    - ○ Don't know

18. **In the online version, this asks whether your organzation is multinational or U.S.-only?**

Section 2: Program Overview

19. Please indicate which physical health programs your organization has in place in 2025.

	Yes	No	Don't know
Health/well-being assessments	○	○	○
Biometric screenings	○	○	○
Subsidies or discounts for gym/virtual fitness memberships	○	○	○
Subsidies or discounts for fitness wearables	○	○	○
Lifestyle coaching	○	○	○
Weight management programs	○	○	○
Diabetes prevention programs	○	○	○
Physical activity challenges (e.g., fitness challenges)	○	○	○
Tobacco cessation programs	○	○	○
Musculoskeletal programs	○	○	○
Digestive health programs	○	○	○
Well-being champions	○	○	○
Family-forming/reproductive support (with or without an employer-subsidized benefit)	○	○	○
Women's reproductive health support	○	○	○

20. Which of the following tactics do you have in place to promote access to nutritious foods in 2025?

	Yes	No	Don't know
Access to nutrition-focused resources (e.g., nutrition and cooking courses, meal preparation guidance, in person or virtual nutritionist and registered dietician support)	○	○	○
Environmental or behavioral nudges in cafes or mini-markets (e.g., color coded labels, smaller portion sizes)	○	○	○
Fresh produce available on-site or via delivery (i.e., through Community Supported Agriculture, farmer's markets or mobile markets)	○	○	○
Meal vouchers and/or stipends (e.g., vouchers employees can use at on- or off-site restaurants)	○	○	○
Partnered with DEIB teams and/or ERGs to ensure culturally inclusive food practices	○	○	○
Price differential to promote healthy food purchases at work (i.e., unhealthy food choices are more expensive in cafes or vending machines)	○	○	○
Requirement of more than 50% nutritious items in on-site cafes and/or vending machines	○	○	○
Subsidized program that supports healthy food choices outside of the workplace (e.g., healthy meal kits, benefit that supports healthy grocery shopping)	○	○	○

21. Please indicate which mental health programs your organization has in place in 2025.

	Yes	No	Don't know
Mindfulness	○	○	○
Resiliency	○	○	○
Happiness (i.e., programs that teach participants techniques to increase positive emotions and reduce negative emotions)	○	○	○
Stress management beyond mindfulness, resiliency and happiness programs	○	○	○
Traditional EAP	○	○	○
EAP replacement service (e.g., Lyra, Spring Health)	○	○	○
Sleep improvement programs	○	○	○
Digital CBT (cognitive behavioral therapy) programs	○	○	○
Teletherapy	○	○	○
Pediatric-focused mental health support	○	○	○
Mental health champions/allies	○	○	○

22. Please indicate which financial well-being programs your organization has in place in 2025.

	Yes	No	Don't know
Financial well-being assessment	○	○	○
One-on-one financial planning with advisor/coach	○	○	○
Financial seminars or lunch-n-learns	○	○	○
Tools and resources to support debt management and budgeting	○	○	○
Programs to enable emergency savings (e.g., savings accounts beyond retirement savings)	○	○	○
Subsidies to support employees' emergency savings	○	○	○
Resources to support key financial decisions like mortgages, wills and income protection	○	○	○
Tuition reimbursement	○	○	○
Student loan counseling	○	○	○
Student loan repayment assistance	○	○	○
Targeted program to assist lower income employees (e.g., program to raise credit scores, low-cost loans)	○	○	○
Programs to enable early access to earned wages (pre-pay day funds)	○	○	○
Hardship loans	○	○	○
Financial literacy	○	○	○

23. Please indicate which community programs your organization has in place in 2025.

	Yes	No	Don't know
Provide employees with incentives for volunteering	○	○	○
Provide time off for volunteering	○	○	○
Assess social needs of employees	○	○	○
Community service/volunteer events organized by the organization (on-site or off-site)	○	○	○

24. Please indicate which social connectedness programs your organization has in place in 2025.

	Yes	No	Don't know
In-person/virtual get-togethers (e.g., team celebrations)	○	○	○
Employee resource groups (ERGs)/affinity groups	○	○	○
Support networks (e.g., mental health support network)	○	○	○
Programs to help with loneliness and isolation	○	○	○
Days that employees are required to be in the office for those working a hybrid schedule	○	○	○
Team building exercises	○	○	○
Onboarding practices that promote friendship formation among new and existing employees	○	○	○
Mentorship or peer coaching programs	○	○	○
Manager training to build team connectedness	○	○	○

25. Please indicate which time away and flexibility programs your organization has in place in 2025.

	Yes	No	Don't know
Paid vacation/PTO	○	○	○
Sick leave pay/income protection	○	○	○
Paid parental leave (including maternity/paternity/primary caregiver/secondary caregiver/birth parent/nonbirth parent)	○	○	○
Paid bereavement/compassionate leave (including pregnancy loss)	○	○	○
Paid military leave	○	○	○
Paid mental health/well-being leave	○	○	○
Increased flexibility for paid leave policies	○	○	○
Parental journey support (e.g., parent support groups, tools/apps to assist new parents)	○	○	○

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Section 3: Incentives in 2025

The questions in this section focus on the types of incentives and disincentives employers will offer to employees in 2025. Incentives and disincentives can include cash, gift cards, charitable donations, changes to paycheck contributions for health coverage, plan design adjustments through deductible, co-pay or co-insurance changes and eligibility for health coverage options. Do not include contributions to lifestyle spending accounts (LSA) in responding to the next few questions as LSAs will be addressed in a separate section.

26. For 2025, will incentives and/or disincentives be offered to employees for participating in well-being initiatives and/or for progressing toward or achieving healthy goals?

- ○ Yes
- ○ No (skip to question 30)
- ○ Don't know (skip to question 30)

27. What is the maximum dollar value of all incentives/disincentives (combined across all incentive-based initiatives and including any value of disincentives) that can be earned in 2025?

Do not include the cost of LSAs. If you don't know the exact value, please provide an approximation or indicate "Don't know."

28. Will the maximum dollar value of incentives/disincentives for employees increase, decrease or stay the same in 2025 relative to 2024?

- ○ Increase for 2025
- ○ Stay the same as 2024
- ○ Decrease for 2025
- ○ Don't know

29. Please indicate approximately what percentage of your total financial incentives are dedicated to the following categories. Responses should add up to 100%.

	Percent
Health assessment and/or biometric screenings	
Physical health (e.g., weight management, condition management)	
Mental health (e.g., resiliency, stress management)	
Financial well-being (e.g., financial challenges)	
Social connectedness	
Community	
Job satisfaction	

30. **In 2025, will your organization fund a lifestyle spending account (LSA) for employees that reimburses them for a wide variety of well-being related expenses (e.g., more than simply fitness/gym reimbursements)?**
    - ○ Yes
    - ○ No (skip to question 32)
    - ○ Don't know (skip to question 32)

31. **If yes, will your organization offer the LSA alongside an incentive program for your well-being programs?**
    - ○ Yes
    - ○ No
    - ○ Don't know

Section 4: Well-being Budget

32. For 2025, what is your organization's well-being budget? Include fees for all programs, internal staffing costs, incentives, LSA costs, communication costs and consulting fees.
Enter N/A if you don't have access to the information.

	Approx. Budget in Dollars (U.S. Dollars)
Estimated 2025 budget for well-being programs or initiatives, including associated incentives	

	% of Budget
Approximate percentage of your organization's 2025 health budget that will be spent on well-being	

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Section 5: Engagement and Diversity, Equity, Inclusivity and Belonging in Well-being

33. What is your organization's overall employee engagement in well-being initiatives by dimension?

	Highly engaged	Somewhat engaged	Somewhat disengaged	Highly disengaged	N/A or don't know
Physical health	○	○	○	○	○
Mental health	○	○	○	○	○
Financial security	○	○	○	○	○
Social connectedness to colleagues	○	○	○	○	○
Community	○	○	○	○	○
Job satisfaction	○	○	○	○	○

Diversity, Equity, Inclusion and Belonging in the Well-being Initiatives

34. To what extent does diversity, equity, inclusion and belonging (DEIB) influence your organization's well-being strategy?

- ○ To a great extent
- ○ To a moderate extent
- ○ Somewhat
- ○ Slightly
- ○ Not at all **(skip to question 36)**
- ○ Don't know **(skip to question 36)**

35. Which of the following practices does your organization follow to promote DEIB within your well-being initiatives? (Select all that apply)

- ☐ Audit benefits and well-being initiatives to assess inclusivity
- ☐ Create DEIB standards for well-being vendors and suppliers
- ☐ Design well-being initiatives to support marginalized/under resourced populations
- ☐ Employee communications
- ☐ Select vendors that are specifically focused on supporting the health and well-being needs of marginalized populations
- ☐ Don't know
- ☐ Other, please specify

  _____
- ☐ We do not promote DEIB within our well-being initiatives

Section 6: Future Investment in Well-being

36. What is your organization's 3–5-year strategy for your well-being program overall?

- ○ Expand at a greater level
- ○ Continue at the same level
- ○ Continue at a reduced level
- ○ No longer invest in well-being
- ○ Don't know

37. What is your organization's 3–5-year strategy for each of the following dimensions of well-being? Please select the one response that best applies to that dimension.

	Expand at a greater level (or begin investing for the first time)	Continue at the same level	Continue at a reduced level	No longer invest (or never invested) in this dimension	Don't know
Physical health	○	○	○	○	○
Mental health	○	○	○	○	○
Financial health	○	○	○	○	○
Community	○	○	○	○	○
Social connectedness to colleagues	○	○	○	○	○
Job satisfaction	○	○	○	○	○

38. Thinking about the future of incentives, how will your strategy around incentives change over the next 3-5 years?

- ○ Expand at a greater level (or begin offering for the first time)
- ○ Continue at the same level
- ○ Continue at a reduced level
- ○ No longer invest in incentives
- ○ N/A - Already don't offer incentives
- ○ Don't know

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Section 7: Organization Information

39. Please provide the following details about the size of your workforce.

Number of U.S. employees	

40. Please indicate if you would agree to have your organization listed as a participant in this survey. No individual answers will be associated with specific organizations.

- ○ Yes, agree to have my organization listed as a participant of this survey
- ○ No, please do not list my organization in the list of participating organizations

41. Please enter the information below. This is required and for Business Group use only.

Organization name	
Business e-mail address	