Thought Leadership Research: A Labor of Love



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Research Driven Publicity: What is



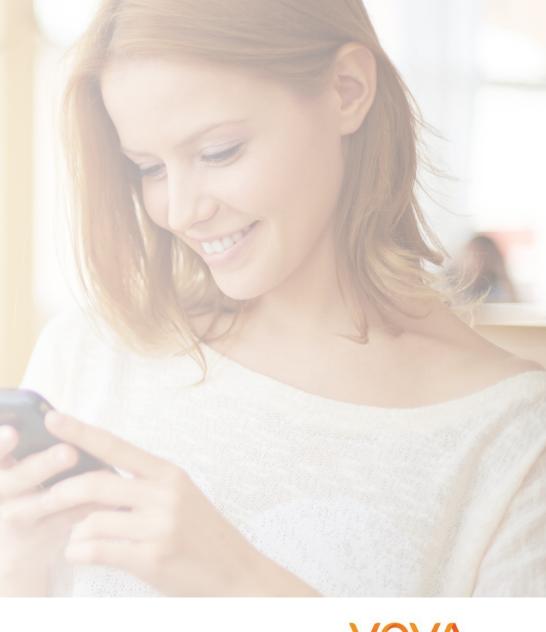
A targeted approach to drive media attention tied to desired business outcomes (i.e., new behaviors / beliefs).



Typically driven by surveys that are conducted with the aim of elevating awareness and discourse around an idea or issue in the media through wordof-mouth.



It allows us to proactively define our media story around purposeful content that showcases our products and services, business acumen or innovative thought leadership.





Research Driven Publicity: Why do you need it?



Creates "why now" for top-tier media to listen and engage your consumers



Provides data for bloggers / journalists to editorialize



Creates media buzz and word-ofmouth about an industry issue or movement, also highlighting behaviors, beliefs and future needs about stakeholders



Generates original, compelling content (infographics, fact sheets, social engagement tools) to spur media coverage for a firm or product



Highlights behaviors, beliefs and future needs



Positions firm as having a finger on the pulse of audience trends, and drives consideration and action among a target population for your offering.



Research Driven Publicity: What is the process?

Business,
Insights
and
Comms
partners
generate
"dream
headlines"

Insights
team
develops
survey
instrument

Third-party reputable research partner fields survey

Report
and press
materials
tell a
story with
data



Not all research-driven publicity is "thought

leadershin"

Research-driven publicity Sometimes it's just about media buzz

- Thought Leadership Research: A special kind of researchdriven publicity that positions your firm as an **informed** opinion leader, an authority in a specialized field and whose expertise is sought out as a **trusted source** who **inspires others** with innovative ideas.
 - It's not about "showing off," it's about providing something of value to others.





Example: Research-driven publicity to drive buzz around a new launch (Voya's Behavioral Finance Institute for Innovation)

Voya conducted a consumer omnibus survey to gain insights on retirement plan behaviors. Here are a few of the findings:

- Over half (**53%**) *did not review* their retirement plan after experiencing a major life event that impacted their finances.
- Nearly two thirds (63%) said they spent an *insufficient* amount of time — or *no time* at all — making decisions related to their retirement plans.
- More than one-third (**37%**) of respondents said they would prefer to spend their time *waiting in line at the DMV* rather than researching or reviewing their retirement plan options.
- Millennials were nearly 4x's as likely (63%) to update their social media profiles than they were to review or make adjustments to a retirement plan (17%).





Source: Based on findings from a phone-based survey conducted by ORC International of 1,004 adults in the U.S., ages 18 and older. Responses were collected between Oct. 6 and 9, 2016.





Research-Driven Publicity: Thought Leadership Case Study

Background

Diversity & Inclusion is important to Voya's business strategy because it is the richness of backgrounds, ideas and perspectives that helps create an environment where innovation flourishes and our clients are better served.

Our differences make us stronger. Celebrating our differences is the foundation of a great place to work. Choosing to include is the next step in the creation of an environment where each person feels comfortable to bring their whole self to work and be authentic. Inclusion is diversity in action.

(f)

Diversity, inclusion and equality for people with disabilities is an important aspect of ethical business practices and we applaud the collaboration between Ethisphere, AAPD and Disability:IN to advance this in the workplace.

As many as 1-in-4 Americans have a disability – and it is a strength. (We) are leveraging this – by hiring inclusively, contracting with disability-owned business enterprises, and creating accessible tools and technology for all. We do this because it's the right thing to do and it makes good business sense.

- Rod Martin, CEO, Voya Financial





Before Voya Cares® Program: A Special Needs Task

Mission: Voya is committed to helping <u>all</u> American s plan, invest and protect their savings so they can have the quality of life they seek in ratiramant

Voya vowed to:

- Create awareness internally of how we can assist individuals and integrate our related offerings into our existing businesses for our clients.
- Modify our hiring practices, work environment and employee benefits to recognize needs and do all that we can to accommodate people with disabilities, special needs and their caregivers.

These efforts are part of our company's core values and will make our employees more proud to work for Voya as we build, retain, and strengthen our relationships with our clients and distribution partners.

Being inclusive is not just something we do; it is part of who we are.



Voya Cares® **Program**

The Voya Cares® program is an extension of Voya's vision and mission to help all Americans achieve the quality of life they seek today through retirement.

We are committed to being a leader in making a positive difference in the lives of people with disabilities and special needs from birth through aging, by providing advocacy, support resources and solutions.

Voya officially launched its Voya Cares® program in 2017. In the same year, Voya released the first iteration of <u>www.voyacares.com</u> and the site has grown substantially over the last few years to offer a depth of resources focused on education and planning.

The Voya Cares® Program Includes

Learning center training modules

Information on government benefits for special needs planning

Special needs planning resources for advisors and employers

Online resource center

Educational webinars/seminars on special needs planning

Trusted planning tools and resources for creating a lifetime of continuous care

Beneficiary planning for caregivers

Important legal considerations in special needs planning

Wellthy – an innovative health care concierge service to provide support and resources for caregiving employees

Information on coordinating employee benefits with special needs planning

Special needs planning throughout life's milestones

myOrangeMoney special needs planning guidance





The (Research) Ask

- The Voya Cares team enlisted Voya's Consumer Insights & Research Team to complete new research for public release.
- This research was built with the intention of providing Voya with a greater understanding across the special needs community as well as enhancing Voya's reputation as a thought leader in this space.

Objectives

- Enhance Voya's reputation as a thought leader among both Employers and Employees on the topic of Caregiving and communicate the company's reputation as a caring and innovative company that creates new solutions/offerings in this space.
- Gain further insight that will lead to more effective communications / marketing efforts and new solutions that will help caregiving employees, employees with disabilities, and their employers.
- Increase relevance of the Voya Cares® offering among prospective clients / current clients.
- Assist with lead generation / RFPs / increase Voya market share as well as help with current client retention efforts.

Study Challenges







Sample

- Lack of clarity on the sample / target of research (or whitepaper)
- Challenging group to define and recruit
- Expected low incidence in research panels

Research Plan

Wanted to make a "big splash" in the market, little direction on what the business wanted to say or what behaviors they wanted to directly impact

Actual Offering Still Under Development

- No definitive product/service roadmap or timeline.
- Thus, essentially, "Building the plane while flying it."



Thought Leadership Research: Defining the

White Space Never been researched before

- Researched before but lacks deep and novel insights ("new news")
- Researched before but not a lot of media coverage/attention
- Researched before but not on a specific population of interest (or included vague descriptions of the target e.g., "caregivers")
- Researched before but data is old (time for fresh perspective)
 - How "old" is old? (time for a fresh look)

Exclusion Causes Frustration

"I am frustrated by brands who treat people like me as an afterthought"

Strongly Agree Agree

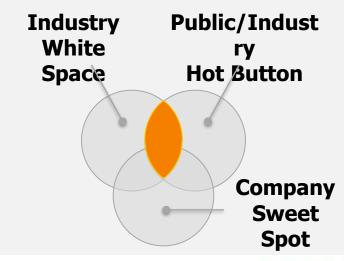
People with Disabilities 44% 25%

Source: Kantar Polycultural Outlook 2017

And there is a need to speak up for these individuals:

89% of Americans say that "I wish more companies and brands would stand up for people with disabilities."

Source: Kantar U.S. Monitor 2016





Thought Leadership Research: Developing the Story Arc

Background

Employers underestimate the number of caregivers in their employee population. National statistics suggest that 1 in 5 Americans is a caregiver of someone with a special need or disability. Caregivers in the workforce face particular challenges, juggling work and caregiving responsibilities as well as battling stereotypes or social stigmas. Employers may underestimate the percentage of caregivers in their base because employees who are caregivers are afraid to speak about the commitments outside of work. However, they **need and want more support from their employers.** Many caregivers spend a number of hours per week caring for their loved ones and some have even taken hardship loans from their retirement accounts given the high cost of caregiving. **Voya believes that employers** can better support their employees by helping them maximize their current workplace benefits and by providing access to the appropriate caregiving resources. In turn, employers can also benefit as this added support can aid with retaining and attracting top talent (i.e., caregivers), improve overall employee engagement and work productivity. Importantly, Voya is seeking to understand how caregiving can impact retirement planning and other workplace benefits as well as, what specific financial education, advice and guidance will best provide employees peace of mind for the future while caring best for their loved ones today.

Research Theme 1

Employers cannot afford to ignore the needs of caregivers and employees with disabilities.

Employers underestimate the number of caregivers in their employee base because employees are afraid to disclose their commitments outside of work. As a result, employers are not meeting their unique benefits needs, potentially resulting in valued employees leaving their company, increased turnover costs, and ultimately leading to a negative impact on profitability.

Research Theme 2

Employees need/want more caregiver support and resources and are not maximizing current workplace benefits

There's a significant physical, emotional, and financial impact on caregiving employees and employees with disabilities. Caregivers and employees with disabilities are much more concerned than the general population that their money will not cover current expenses or allow them to have a secure retirement (given that they may need to provide for a lifetime *after* theirs).

Research Theme 3

Benefits decision makers are in a position to make a positive impact in their organizations by understanding that ALL employees (including caregivers) value a strong benefits package.

A strong benefits package is a critical investment for any organization. Caregivers and employees with disabilities may value specific benefits even more than the general population of employees.



Vendor Selection Process

Choosing the right vendor to help us conduct this research was critical. On average, this process takes approximately 6-8 weeks from start to finish and includes an in-depth analysis of a number of potential research partners.



Well-known / Reputable Research Firm

Name will be recognized in the industry and trusted in terms of research quality.

2

Thought Leadership Expertise

Have worked with various brands to develop thought leadership narratives and know how to conduct research that will hold up to scrutiny / be ready for press release, paper submission and general public consumption.

What made LRW the right partner?



Efficient Quantitative Capabilities

Leverage the highest caliber respondent panels, have the best QA and data quality procedures in the industry and know how to correctly manage the statistical implications of different results.



Know Category

Decades of experience working in the financial services sector, helping various brands develop strategic customer experience protocols and marketing / product plans to improve their competitive advantage and drive positive business outcomes.



Deliverables

Fully staffed design team
to support polished
deliverables that can be
used in the public space
– demonstrated both an
academic-style write-up
as well as infographic
style output that tell a
clear, compelling story
and demonstrate
leadership.

LRW is a separate entity and not a corporate affiliate of Voya Financial®.

To make a splash in the market, the final deliverables needed to be visually appealing, eyecatching, and truly bring the data to life





LRW has full service design team that works in partnership with their clients to make the story and

insights come to life
Focus on the Story First

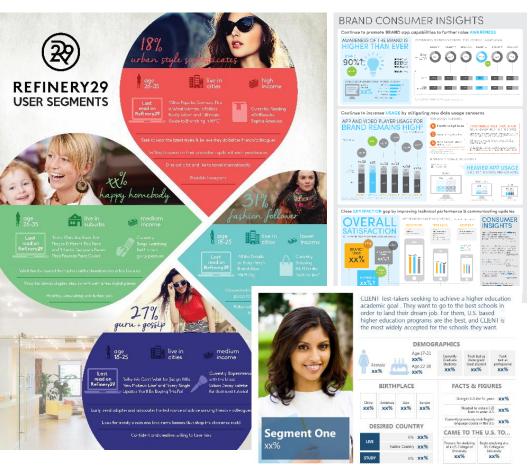
- Great visuals tell a story. Great design begins and ends with a compelling story.
- Using an understanding of the business, LRW tells an insightful story that connects with business objectives and resonates with readers.

Factor in Different Ways of Learning

- Focus on the stakeholders and how they learn about the business to determine the best way to communicate the results.
- With these answers, LRW uses a reporting style that helps the organization best utilize the results.

Partner with Design in Telling the Story

- The key difference with LRW's approach is that they involve graphic designers in the discussion of the insights you are trying to convey, not just what data points to include.
- Their designers go through the same orientation the project teams go through, so they are fully immersed in the research and the project process.







Survey Methodology

Our research involved two audiences – B2B and B2C, each with varying topics to cover, along with some unified questions/themes.

Total Sample (n=2,500) - 4 Key

Fieldwork: Decem**StPMP8** – January 2019



Group 1

HR Decision-Makers n=500



Group 2

Employees eligible for benefits n=1,000



Group 3

Employees eligible for benefits who have been diagnosed with a congenital, debilitating or psychiatric disorder or disease or suffered a catastrophic event that caused disability

n = 200



Group 4

Caregivers (parent or child) n=800



A 20-minute survey for each group



The Challenges

The Sample

- Low incidence populations
- No exact figures/incidence exist for majority of the sample
- Skewed towards physical disabilities
- Time is precious for caregivers hard to sample and engage

The Survey

- Requires multiple survey paths for efficient and effective sample/quota management
- Needed a combination of tailored and comparable content

Sample Complexities

Employees with Disabilities (n=200)

- Eligible for retirement plans <u>and</u> at least one additional benefits (doesn't need to be enrolled)
- Full or part-time Employees
- Age 24-64
- Respondent self identify as having any of the following:
 - A disorder present at birth, such as Down syndrome, Autism, Fragile X, cystic fibrosis or other conditions that cause impairment
 - Debilitating disease that diminishes physical capabilities, including Multiple Sclerosis, Muscular Dystrophy, Parkinson's disease or other conditions that cause impairment
 - A disability resulting from a catastrophic event, such as stroke, heart attack, an accident or another event that has caused impairment
 - An aging related disability, including Alzheimer's, dementia, other cognitive impairments or mobility issues
 - A debilitating mental health issue, such as severe depression, anxiety, bipolar disorder, Schizophrenia or other behavioral disorders

Employee Caregivers (n=615)

- Full or part-time Employees
- Age 24-64
- Respondent-self identify as caregiver who provides hands-on care of any family member who has a condition
- Respondent must perform at least one caregiving task on a regular basis and provide care for at least one hour per week
- Quota goal (minimum of 150-175 per group with qualifying conditions below):
 - Parents of children with special needs [#1-4 below]
 - Caregiver for spouse [#1-4 below]
 - Caregiver for parent/step-parent [#1-4 below]
 - Caregiver for spouse or child with mental illness or depression [#5 below]

<u>Caregiver criteria includes the following conditions:</u>

- 1. A congenital disorder present at birth, such as Down syndrome, Autism, Fragile X, cystic fibrosis or other conditions that cause impairment
- 2. An onset debilitating disease that diminishes physical capabilities, including Multiple Sclerosis, Muscular Dystrophy, Parkinson's disease or other conditions that cause impairment
- 3. A disability resulting from a catastrophic event, such as stroke, heart attack, an accident or another event that has caused impairment
- 4. An aging related disability, including Alzheimer's, dementia, other cognitive impairments or mobility issues
- 5. A debilitating mental illness, such as severe depression, anxiety, bipolar disorder, Schizophrenia or other behavioral disorders

Employer (HR Decision Makers) (n=510)

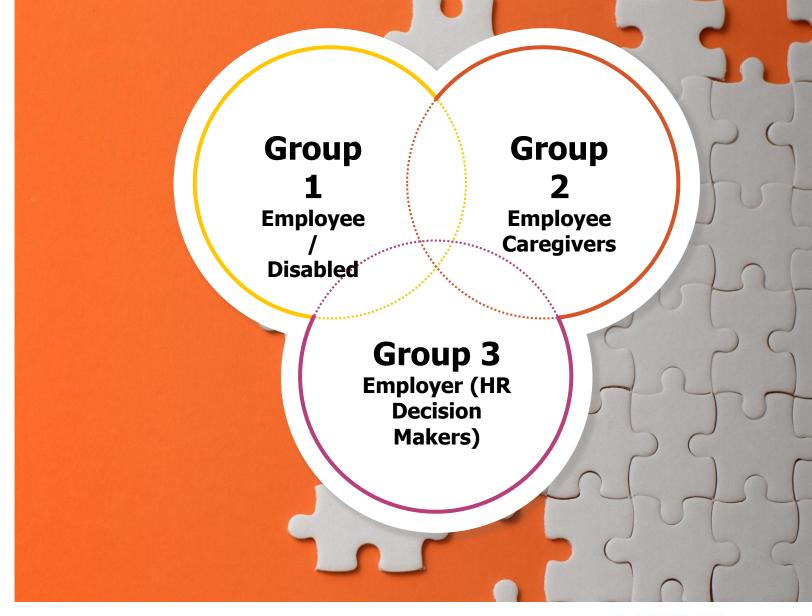
- Full Time Employees
- Mix of Company Size 100+ Employees
 - n=200 for 100-999 for profit
 - n=100 for 1,000+ for profit
 - n=100 403(b)
- Company has to offer retirement plans and at least three additional employee benefits
- Respondent need to be primary or shared decision maker for at least company's retirement plan benefits
- Mix of Company Industry Corporation, K-12 education, Higher education, Healthcare or Government entity
- Mix of Job Title
- Mix of U.S. Region

Gen Pop Employees (n=1000)

- Ages 24-64
- Currently employed full or part time; Benefits Eligible
- Eligible for Retirement Plan and 1+ additional benefit



Customization + Comparability Was Critical





Delivering the Insights: The Output

Researcher agencies are evolving and expected to do much more, which requires more "agencystyle" activation capabilities and orientation.

- Collaboration between research, agency and business stakeholders/partners upfront is critical
- Different people need to be involved up front and throughout: copy writers, graphic design, etc.
- Bringing in multiple data sources to help fill in gaps and broaden the readers' perspective generates deeper impact
 - Lean on client (Voya Insights) to help determine which data sources will be the most powerful / of interest to business partners



Given the depth of research completed, we set up a half-day working session to review / discuss all of

WHY

- Align on key takeaways from the research and identify areas of white space / headlines to include in the whitepaper
- Determine the core target for the initial whitepaper
- Identity any key "watch-outs" to consider

WHO

- Key stakeholders from across the business
- Industry experts (i.e., outside consultants)
- Communications / brand partners

AGENDA

12:00 – 12:10pm	Welcome attendees / Align on goals of the day
12:10 – 12:15pm	Review agenda / Introduce facilitators
12:15 – 1:15pm	Review key findings from thought leadership research
1:15 – 1:45pm	Review proposed headlines in alignment with key findings
1:45 – 2:15pm	Breakout Session 1: Discuss what resonated most from research, what was most surprising, what findings would be the most beneficial for Voya to use / linked to Voya offerings, and the implications for Voya Cares
2:15 – 2:45pm	Share output from Breakout Session 1 with the whole group
2:45 – 3:00pm	BREAK: Snacks / Coffee
3:00 – 3:10pm	Discussion and summary of key themes from Breakout Session 1
3:10 – 3:40pm	Breakout Session 2: Review initial proposed headlines, brainstorm on new headlines / insights, determine unique findings from this study vs. others, provide input in to which findings should be incorporate into the whitepaper
3:40 – 4:10pm	Share out from Breakout Session 2 with the whole group
4:10 – 4:30pm	Summary from the working session, wrap up, and next steps



Working Session Breakout Session #1: Sample Questions

What were your **top 3-5 takeaways** from the study? What resonated most from the study?

What was **most surprising** to you?

What findings are **most beneficial / useful** for Voya?

Which findings **linked directly to Voya's offerings**?

What are the **implications** for Voya Cares?



Proposed "Dream" Headlines vs. Actual Findings:

Proposed Dream Headline Actual Findings





New research shows caregivers and employers are not on the same page when it comes to the value of certain workplace benefits. HR Decision Maker vs. Caregiver ratings for both benefit importance and potential program value are markedly similar, all differences less than 10%.

Gen-Pop however, values most "non-essential" benefits and nearly all programs significantly less than Caregivers do.

Caregivers also agree (T2B) significantly over Gen-Pop that:

- · Flexible working hours/arrangements are important to me.
- Benefits are equally important to me as a higher salary.
- Benefits are an important reason why I stay at my company.

Benefits play a significantly larger role in employee retention among Caregivers than the general workforce population.



80 percent of employers say they are supportive of caregivers; 20 percent of caregivers say, "not so much."

90% of HR Decision Makers believe Caregivers feel supported at their company (T2B) while 18% of Caregivers disagree (B2B)

90% of employers say they say they are supportive of caregivers, nearly 1 in 5 Caregivers say, "not so much"



One third of employers say caregiver demands that require employees to miss work or distract them at work (i.e., productivity issue) are a major issue for their company.

Being stressed at work is the #1 issue among Caregiver employees cited by employers (25% say it's a major issue, 74% say it's a major or minor issue)

• 81% of Caregivers report experiencing increased stress as a result of providing care Caregivers being distracted at work and regularly missing work are the second biggest issue according to employers (22% say major issues, 65% say major or minor issue)

4 in 5 Caregivers experience increased stress and anxiety as a result of providing care, the #1 issue employers report among Caregivers 1 in 5 employers say caregiver demands that require employees to miss work or

that require employees to miss work or distract them at work (i.e., productivity issue) are a major issue for their company.



Caregivers need more employee resources; employers feel they already offer enough

Only 1 in 3 Caregivers is completely (TB) satisfied with their overall benefits package 80% of HR Decision Makers and 79% of Caregivers believe their company could be doing more to help employees who are caregivers (T2B)

Caregivers and HR Decision Makers agree that companies need to be doing more to help employees who are caregivers

By the end, we had identified the core target for the whitepaper and left with a clear vision of key takeaways and next steps



Core Target

Employer / HR Decision Makers



Key Takeaways

- Employers underestimate how many caregivers they employ. 1 in 5 American employees is a caregiver, but 44% of all employers are *unaware* of this number. 90% of employers say they are supportive of caregivers, while nearly 1 in 5 Caregivers say, "not so much".
- Caregiving employees and employees with disabilities experience a significant physical, emotional, and financial impacts. 4 out of 5 caregiving employees said they experienced increased stress or anxiety.
- Over 90 percent of employers think work-life balance at their company is great, while 1 in 4 caregivers say their company fails to help them successfully balance their work and responsibilities at home.
- A majority report needing to use sick, personal leave, or vacation time to provide care which leads to loss of productivity, and potentially loss of talent (resulting in significant financial impacts for the employer).
- Benefits decision makers are in a position to make a positive impact with 87% of employees saying benefits are an important reason they stay at their company. Caregivers and employees with disabilities value benefits just as much, if not more than, the general population.



Next Steps

- Draft whitepaper outline / data visualization (e.g., infographics)
- Identify secondary data sources to support the storyline
- Discuss key topics to consider for future dialogue / not included in initial white paper deliverable
- Coordinate the development of additional whitepapers targeted to a different audience (e.g., employees)



The final Employer facing whitepaper was released

in May 2019

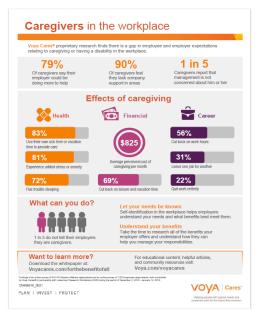
For the Benefit of All:

How Organizations Win When They Recognize and Support Caregivers and Employees with Disabilities



Promotional Activities:

- Press release and public relations efforts
- Social campaign
- Explore content syndication opportunities







On Linked in the Wellthy collaboration announcement exceeded financial services benchmarks for engagement rate by 2790

Wellthy is a health care concierge service focused on helping families care for loved ones with complex, chronic or ongoing care needs (e.g., a parent with dementia, child with autism, spouse with Parkinson's disease).

"One in five Americans — approximately 66 million people — are caregivers in the U.S.* Through our Voya Cares program, we have started to shine a light on the unique issues that people with special needs and disabilities, including their caregivers, face every day." Heather Lavallee, president of Tax-Exempt Markets for Voya's Retirement business.







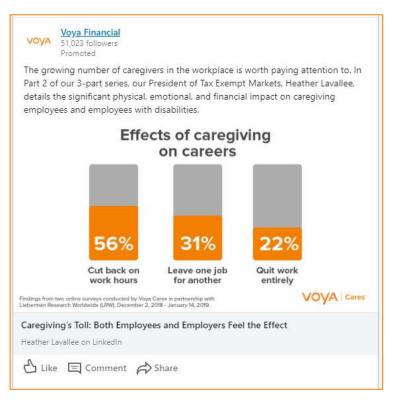


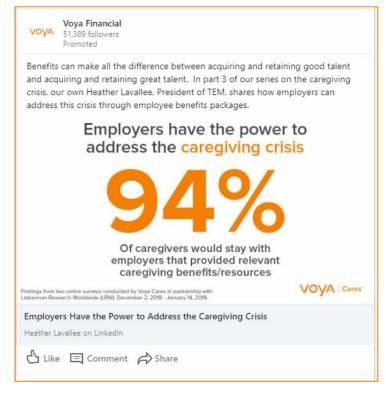
To further support the caregiver research, three thought leadership articles were also posted on

Overalk these posts exceeded the financial services benchmarks for engagement rate by 173%.













Our research, as well as the collaboration with Wellthy, has also been picked up by a number of

media outlets



Voya Financial Announces Collaboration with Wellthy Solutions for Caregivers in the Workplace

New Voya research finds 90% of caregiver employees feel that they lack company supp areas¹



REUTERS





Are Advisors Overlooking Potential Special Needs
MARCH 5, 2019 • GREGORY BRESIGER

BRIEF-Voya Financial Announces Collaboration With Wellthy To Provide Solutions For Caregivers In The Workplace

Reuters News, Friday, 10 May 2019, 12:04 GMT , 49 Words, Copyright 2019 Thomson Reuters. All Rights Reserved.



And continues to help with industry awards /

recognition FORTUNE WORLD'S MOST ADMIRED COMPANIES









































This research continues to be leveraged on an ongoing basis to...

- Support the growth of Voya Cares® efforts in serving the special needs community / partnership with Wellthy
- Make a positive difference in the lives of individuals with special needs and disabilities as well as their families, caregivers and other providers by informing educational, planning and solutions needed
- Continue to draw attention to the "caregiver crisis" and position Voya as a thought leader in this space
- Connect with Voya's brand vision and mission to help all Americans have the quality of life they seek in retirement
- Support Voya's business strategy and the importance of Diversity & Inclusion in the workplace
- Assist with lead generation, RFPs, and increase Voya market share, as well as help with client retention efforts
- Create new communications / marketing pieces for public release, build educational content / webinars to share information with advisors, employers, and employees

