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Building a healthier workforce: AIA Singapore's Corporate Wellness Study reveals critical gaps in workplace wellness

Underutilised mental wellness benefits and overlooked financial wellness support highlight need for greater employee-employer alignment to close the gap in workplace wellness

SINGAPORE, 27 October 2025 – AIA Singapore today unveiled the findings of its latest AIA Corporate Wellness Study¹, revealing critical gaps in workplace wellness programmes, particularly in mental and financial wellness offerings, and a misalignment between what employees value and what employers provide. This report reveals opportunities for employers to close these wellness gaps and lead the way in creating healthier workplaces that contribute to a stronger, more resilient nation.

As Singapore aspires to become a “we-first” society, where institutions, businesses, and communities collectively work together to help Singaporeans thrive in all ways – when it comes to health, businesses cannot be left out of the conversation. Their critical role is reflected in the national mental health and well-being strategy, which has made workplace health a national priority due to its wide-ranging effects on both personal well-being and the business bottom line. Poor employee mental health can have serious consequences for businesses, with productivity losses reaching up to 40% among affected employees².

To capture a holistic view of corporate wellness needs, the AIA Corporate Wellness Study gathered insights from both employees and employers across a range of industries. This study explored the current state of workplace wellness, identified areas where employee priorities and employer offerings are misaligned, and examined how these gaps can be closed using insights into employee behaviours and motivations.

“A healthy workplace is the foundation of a thriving society, and employers and businesses are uniquely positioned to drive this positive change. With Singaporeans living and working longer than ever, businesses have a unique opportunity and responsibility to support employee well-being and help make those extra years meaningful. As the leading provider of employee benefits in Singapore, AIA works closely with businesses to close wellness gaps and build a healthier, more resilient workforce that can thrive both at work and in life,” **said Kenneth Tan, Chief Corporate Solutions Officer at AIA Singapore.**

Mental Wellness: Highly valued but highly underutilised

Both employees and employers place mental wellness at the top of their wellness agendas, yet these offerings see the lowest uptake:

- 44% of employees and 33% of employers rank mental wellness as the top wellness area to prioritise in the workplace.
- Among employees who have engaged in mental wellness activities, 83% consider them the most effective in enhancing overall well-being—this is higher than the proportions for physical (79%), financial (76%), and social (68%) wellness initiatives, based on those who have taken part in each respective pillar.
- Majority of organisations (83%) already provide mental wellness programmes for their employees.

¹ AIA Corporate Wellness Study is an independent study that was conducted from 8 July to 20 July 2025 amongst employees (N=400) and Business Decision Makers (N=125).

² Duke-NUS, IMH: Cost of anxiety and depression in Singapore runs into the billions. Duke NUS. Available at: <https://www.duke-nus.edu.sg/newshub/media-releases/cost-of-anxiety-and-depression-in-sg-runs-into-the-billions>



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- Yet, only 67% of employees make use of mental wellness offerings – less than those who engage in physical (89%), social (83%), and financial (79%) wellness initiatives.

With 4 in 5 workers in Singapore facing moderate to high mental health risks³, this highlights the stark reality that current workplace measures are falling short when it comes to effectively addressing mental well-being in the workplace. To ensure that available resources translate into meaningful employee support, employers must rethink how mental wellness programmes are offered.

The availability of mental wellness programmes alone does not guarantee impact. Employers must address key barriers to employee participation, such as time constraints, limited relevance, poor accessibility, and insufficient communication. Employers can further close the gap by making initiatives more attractive with reward-based approaches such as earned incentives, free or subsidised programmes, and links to insurance benefits – all of which were highlighted in the study as some of the strongest motivators for employee participation.

Financial Wellness: A missed opportunity

Financial wellness programmes are highly valued by employees but tend to be overlooked by employers. This misalignment highlights an opportunity to refine businesses' suite of offerings to better support employees' needs:

- Employees value both physical wellness activities (e.g. complimentary health screenings, discounts/vouchers for fitness and nutrition, and fitness challenges to earn rewards) and financial wellness offerings (e.g. rewards for financial milestones, life planning sessions, and financial literacy talks).
- While employers are meeting employee demand for physical wellness offerings (92%), the demand for financial wellness programmes is underprovided for, offered by just 51% of employers. It is also the least common type of wellness initiative offered.
- Employers consistently rank financial wellness programmes lower than employees do, despite strong employee interest.

This growing demand for financial wellness and literacy support comes amid an uncertain macroeconomic environment, an ageing population, and rising life expectancy – factors which bring into focus the importance of effective financial planning, both in the short and long term.

Although 70% of residents have begun retirement planning, many remain unprepared in key areas such as long-term care and insurance in retirement, according to the 2025 AIA Live Better Study⁴. This need for education and support is particularly urgent for single individuals and those aged 40-49, who display the most negative outlook and greatest financial vulnerability.

The next phase of workplace wellness

Over the next 12 months, employee demand for corporate wellness solutions is expected to grow, and in line with this, many companies are looking to introduce new programmes or expand existing ones.

³ TELUS Mental Health Index (April 2024). TELUS Health. Available at: https://go.telushealth.com/hubfs/MHI%202024/Singapore_MHI_April_final.pdf

⁴ Singapore residents seek purpose, not just rest, but many unprepared for the journey: AIA Live Better Study (September 2025). AIA Singapore. Available at: <https://www.aia.com.sg/en/about-aia/media-centre/press-releases/2025/aia-live-better-study-2025>



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Currently, most companies spend under S\$200 per employee per event, but one in four have already increased, or plan to increase, their wellness budgets. When providing corporate wellness solutions, companies focus primarily on reducing employee stress, enhancing productivity, and boosting morale.

As businesses prepare to scale up their offerings, awareness of wellness programmes remains a critical challenge. Many programmes have low visibility, with fewer than 30% of employees aware of their existence. In fact, when employees are aware, participation tends to be high and frequent – suggesting that better communication and accessibility could significantly boost engagement.

When selecting corporate wellness providers, employers give equal weight to price transparency and the ability to customise solutions. This reflects a growing recognition that effective workplace wellness requires tailored solutions that can engage all employees across a wide range of needs.

“Workplace wellness starts with recognising that more than programmes and benefits – it’s about understanding people, their needs, and the challenges they face, and meeting their needs with meaningful solutions. Through AIA Singapore’s WorkWell proposition and corporate wellness offerings, we deliver customised solutions that reflect the uniqueness of each workplace, cultivating environments where employees can bring their best to work every day,” **said Kenneth Tan, Chief Corporate Solutions Officer at AIA Singapore.**

[AIA Singapore’s WorkWell programme](#) is built on four specially curated pillars – Live Well, Think Well, Plan Well, Feel Well – designed to support employees’ physical, mental, financial, and social health.

In particular, AIA Singapore set a new benchmark for workplace mental health support in 2024, introducing first-in-market corporate mental health insurance enhancements at no additional premiums for more than 1.3 million employees, approximately one-third of Singapore’s workforce⁵.

To better address employee mental wellness, AIA Singapore introduced the Think Well initiative in partnership with Whitecoat in 2023⁶, enhancing both accessibility and effectiveness of mental health support in the workplace. Since its launch, Think Well has supported over 56,000 unique members and facilitated more than 4,500 sessions, reflecting AIA Singapore’s strong commitment to holistic employee well-being.

AIA Singapore also recently published a whitepaper on **Corporate Wellness: Building A Vibrant and Productive Workforce**. This comprehensive resource is designed to offer organisations and human resources professionals with valuable insights into the corporate wellness landscape in Singapore. Additionally, it also aims to offer employers with the knowledge to incorporate and enhance the effectiveness of their corporate wellness programmes to boost productivity, enhance employee satisfaction, and contribute to sustained business success. These initiatives reinforce AIA Singapore’s role as a leader in promoting equitable and sustainable corporate wellness solutions in Singapore.

– END –

⁵ AIA Singapore boosts mental health support and enhances corporate insurance benefits for over 1.3 million employees.’ (Oct 3, 2024) AIA Singapore. Available at: <https://www.aia.com.sg/en/about-aia/media-centre/press-releases/2024/aia-2025-group-insurance-enhancements>

⁶ AIA Singapore & WhiteCoat launch Think Well, the region’s first insurer-backed digital mental health solution. Available at: <https://www.aia.com.sg/en/about-aia/media-centre/press-releases/2023/aia-singapore-whitecoat-launch-think-well-the-regions-first-insurer-backed-digital-mental-health-solution>



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About AIA

AIA Group Limited and its subsidiaries (collectively "AIA" or the "Group") comprise the largest independent publicly listed pan-Asian life insurance group. It has a presence in 18 markets – wholly-owned branches and subsidiaries in Mainland China, Hong Kong SAR⁷, Thailand, Singapore, Malaysia, Australia, Cambodia, Indonesia, Myanmar, New Zealand, the Philippines, South Korea, Sri Lanka, Taiwan (China), Vietnam, Brunei and Macau SAR⁸, and a 49 per cent joint venture in India. In addition, AIA has a 24.99 per cent shareholding in China Post Life Insurance Co., Ltd.

The business that is now AIA was first established in Shanghai more than a century ago in 1919. It is a market leader in Asia (ex-Japan) based on life insurance premiums and holds leading positions across the majority of its markets. It had total assets of US\$328 billion as of 30 June 2025.

AIA meets the long-term savings and protection needs of individuals by offering a range of products and services including life insurance, accident and health insurance and savings plans. The Group also provides employee benefits, credit life and pension services to corporate clients. Through an extensive network of agents, partners and employees across Asia, AIA serves the holders of more than 42 million individual policies and 16 million participating members of group insurance schemes.

AIA Group Limited is listed on the Main Board of The Stock Exchange of Hong Kong Limited under the stock codes "1299" for HKD counter and "81299" for RMB counter with American Depositary Receipts (Level 1) traded on the over-the-counter market under the ticker symbol "AAGIY".

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⁷ Hong Kong SAR refers to the Hong Kong Special Administrative Region.

⁸ Macau SAR refers to the Macau Special Administrative Region.