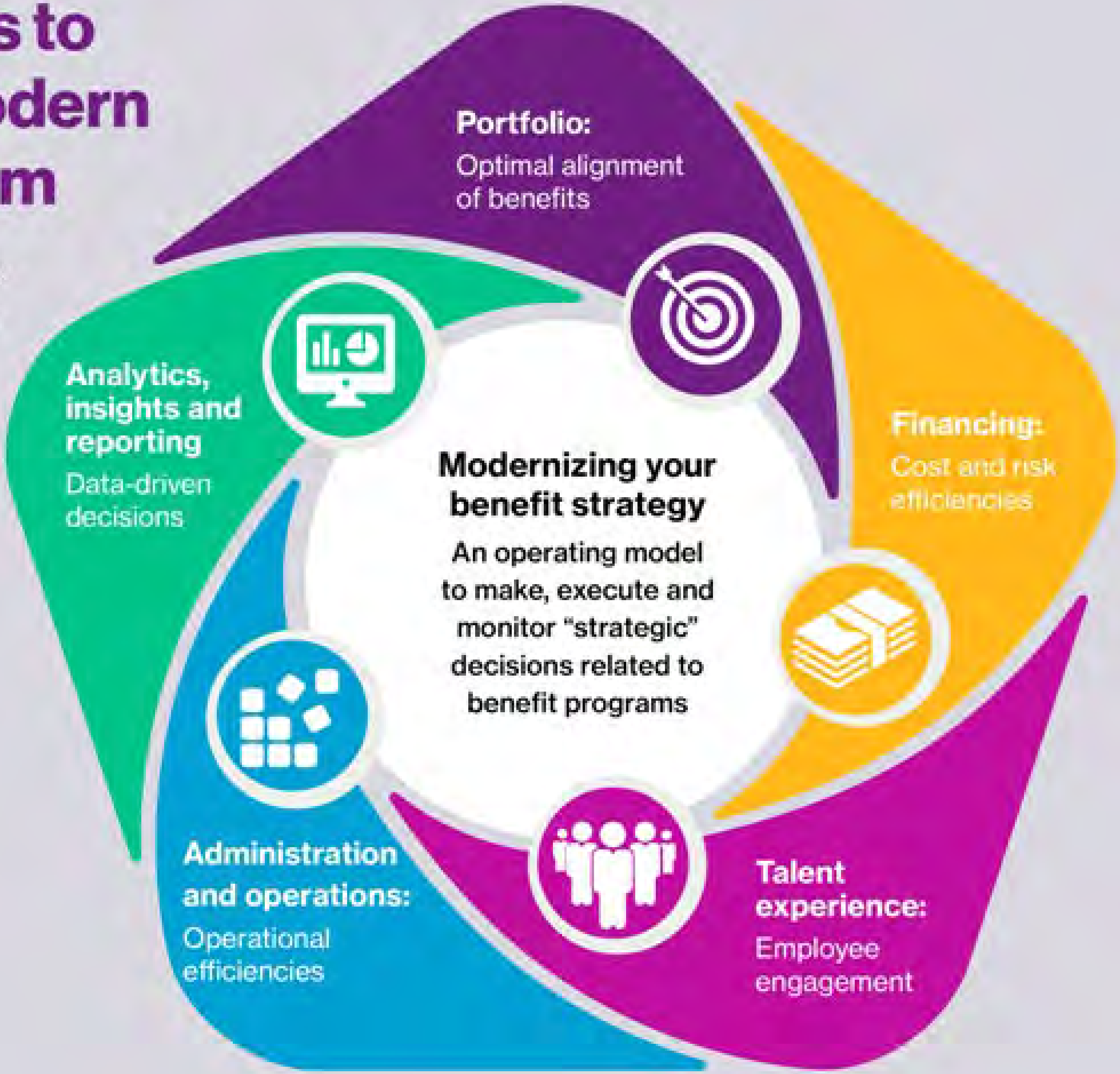
Over 4,000 employers can't be wrong

- how to navigate to your future benefits strategy

Willis Towers Watson

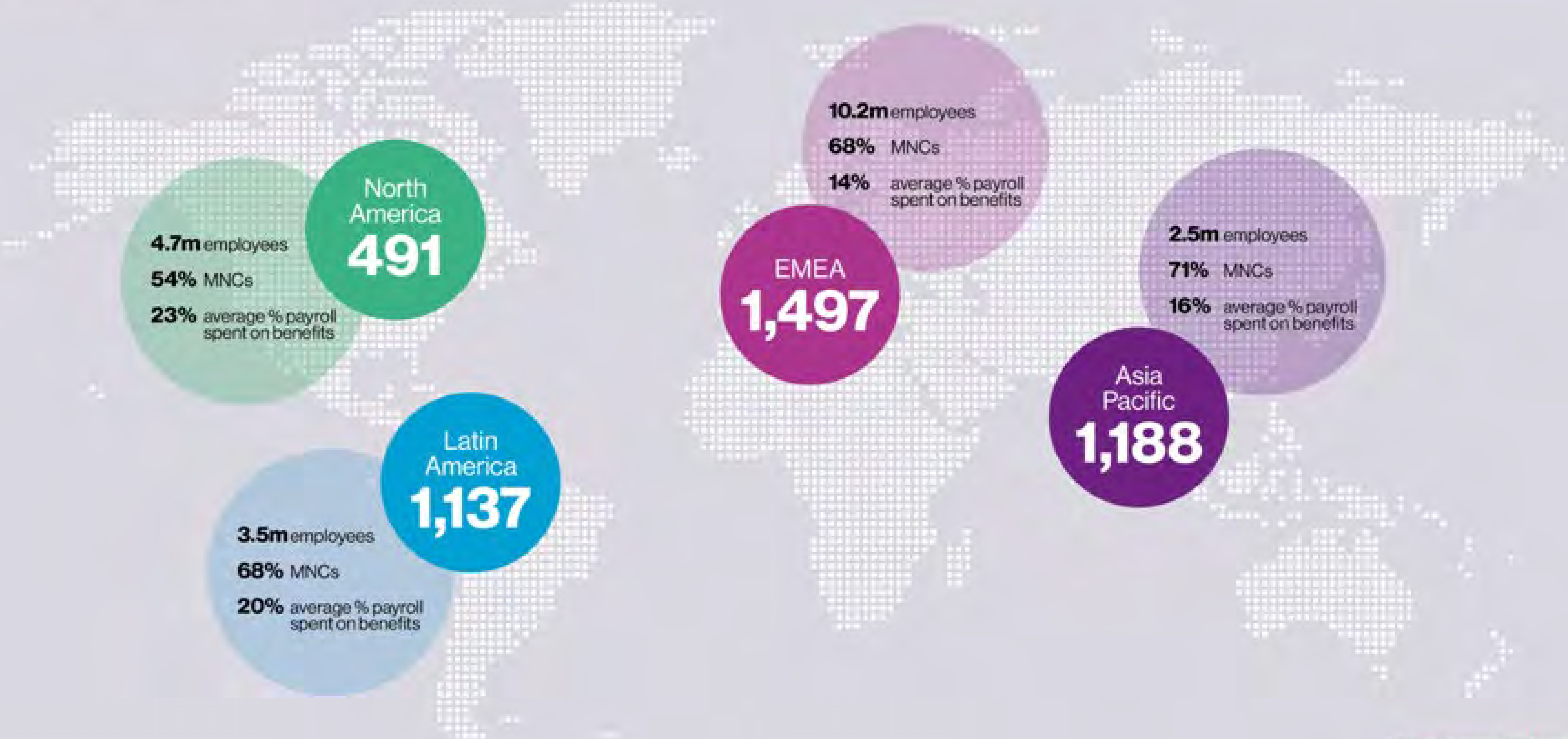
Five Dimensions to Drive a more Modern Benefits Program

Aspects the most effective companies are focused on



About the survey

4,313 companies interviewed in 88 markets




PORTFOLIO
Willis Towers Watson

HIGHLY EFFECTIVE

6%

of employers regard themselves as 'highly effective' in all areas of benefits strategy

One in five

employers effectively differentiate their benefits from their competitors

49%

of employers claim they understand their workforce's requirements...

...Yet **just 36%** have tailored their benefits portfolio to meet their workforce needs

One in six (17%) would strongly recommend their company as a place to work based on their benefits package

Top priorities for benefit portfolios by region

Rank	North America	Latin America	EMEA	Asia Pacific
1	Wellbeing	Wellbeing	Enhance work policies	Market norms and employee wants and needs
2	Market norms and employee wants and needs	Enhance work policies	Wellbeing	Enhance work policies
3	Enhance work policies	Market norms and employee wants and needs	Market norms and employee wants and needs	Wellbeing
4	Inclusion and diversity	Inclusion and diversity	Inclusion and diversity	Core benefits


FINANCING
Willis Towers Watson


North America
#1 Managing benefit risks
#2 Operating costs
#3 Investment strategy for retirement plans
Latin America
#1 Operating costs
#2 Maximising return on investment
#3 Managing benefit risks
EMEA
#1 Managing benefit risks
#2 Operating costs
#3 Creating value (tax optimisation, scale)
Asia Pacific
#1 Operating costs
#2 Maximising return on investment
#3 Managing benefit risks


TALENT
EXPERIENCE
Willis Towers Watson

Talent experience

Benefits delivery priorities for employers

83%
are looking to enhance the communication of benefits to employees

66%
will implement or enhance employee self-service

70%
are focusing on online portals or apps


ADMIN AND
OPERATIONS
Willis Towers Watson

Administration & operations

UK **79%**
GLOBAL **66%**
say data management and security is a key priority

UK **Almost half**
GLOBAL **58%**
(45%) of employers plan to integrate all benefits information with HR data

UK **39%**
GLOBAL **60%**
are planning to move to a cloud-based solution for online benefits

ANALYTICS, INSIGHTS & REPORTING

Analytics, insights & reporting

Top 3 priorities for employers

UK **71%**
GLOBAL **73%**
say competitor benchmarking and market insights

UK **69%**
GLOBAL **75%**
say budgeting and planning

UK **68%**
GLOBAL **65%**
say analysis of employee requirements


WELLBEING
Willis Towers Watson

Employers are expanding their focus to address emotional, financial and social wellbeing

Physical wellbeing

	Not a focus	Emerging focus	Already in focus	Continuing focus
Asia Pacific	21%	18%	2%	59%
EMEA	23%	19%	3%	54%
Latin America	17%	19%	3%	61%
North America	17%	21%	1%	61%

Financial wellbeing

	Not a focus	Emerging focus	Already in focus	Continuing focus
Asia Pacific	45%	21%	2%	32%
EMEA	38%	27%	3%	32%
Latin America	31%	26%	2%	41%
North America	17%	32%	2%	50%

Emotional wellbeing

	Not a focus	Emerging focus	Already in focus	Continuing focus
Asia Pacific	27%	25%	2%	46%
EMEA	24%	25%	2%	49%
Latin America	20%	27%	1%	51%
North America	17%	34%	1%	49%

Social wellbeing

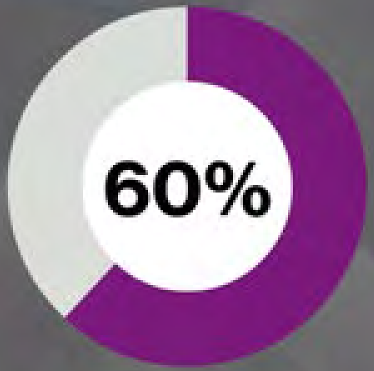
	Not a focus	Emerging focus	Already in focus	Continuing focus
Asia Pacific	43%	22%	2%	33%
EMEA	38%	26%	2%	34%
Latin America	30%	25%	2%	44%
North America	32%	31%	1%	36%

Not a focus · Emerging focus · Already in focus · Continuing focus


DIVERSITY &
INCLUSION
Willis Towers Watson

Align benefit provisions with market norms and employee wants and needs

Incorporate inclusion and diversity (I&D) into benefit programme design




HOW DO YOU
COMPARE?
Willis Towers Watson

Willis Towers Watson