

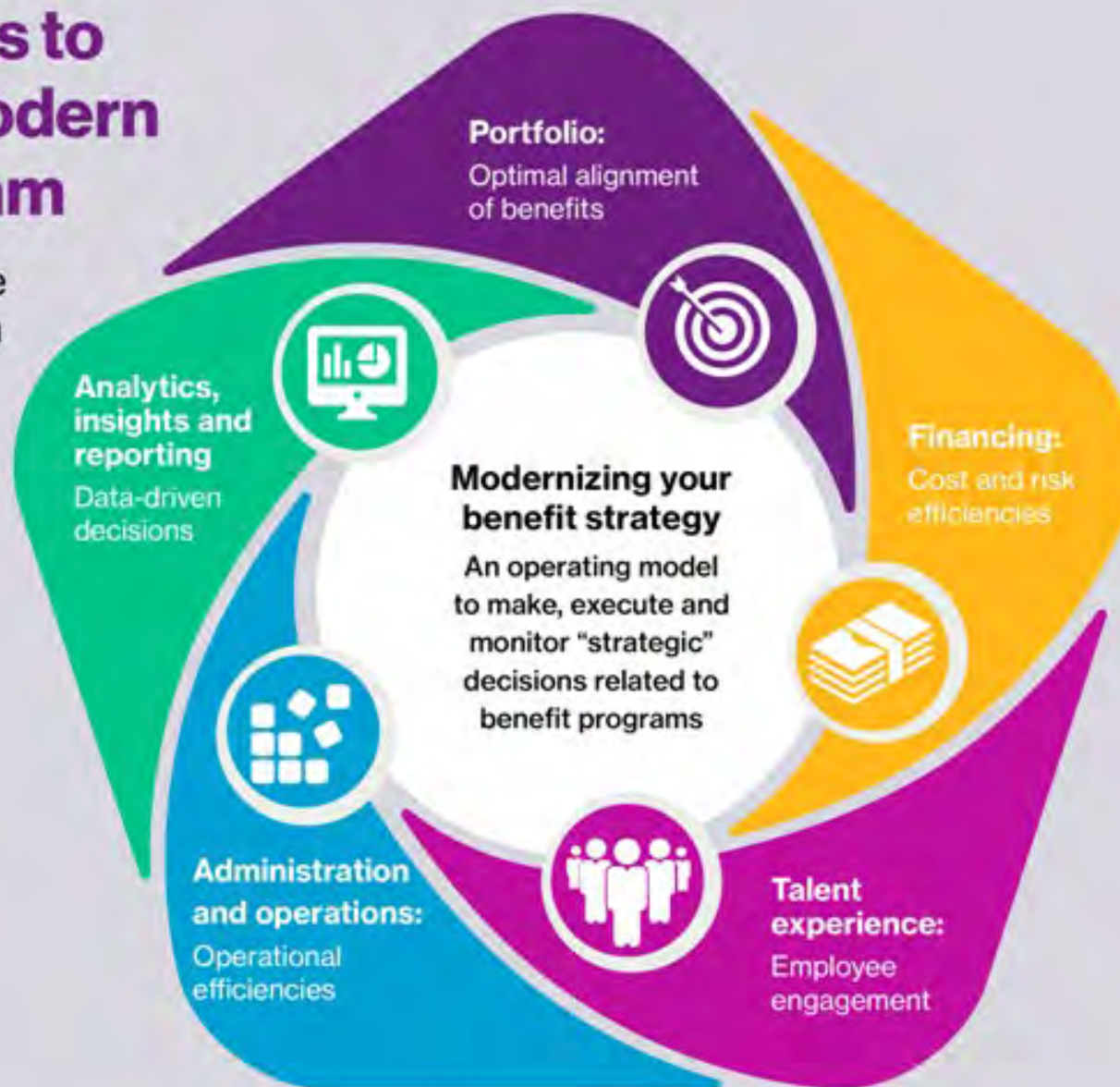
Over 4,000 employers can't be wrong

- how to navigate to your future benefits strategy



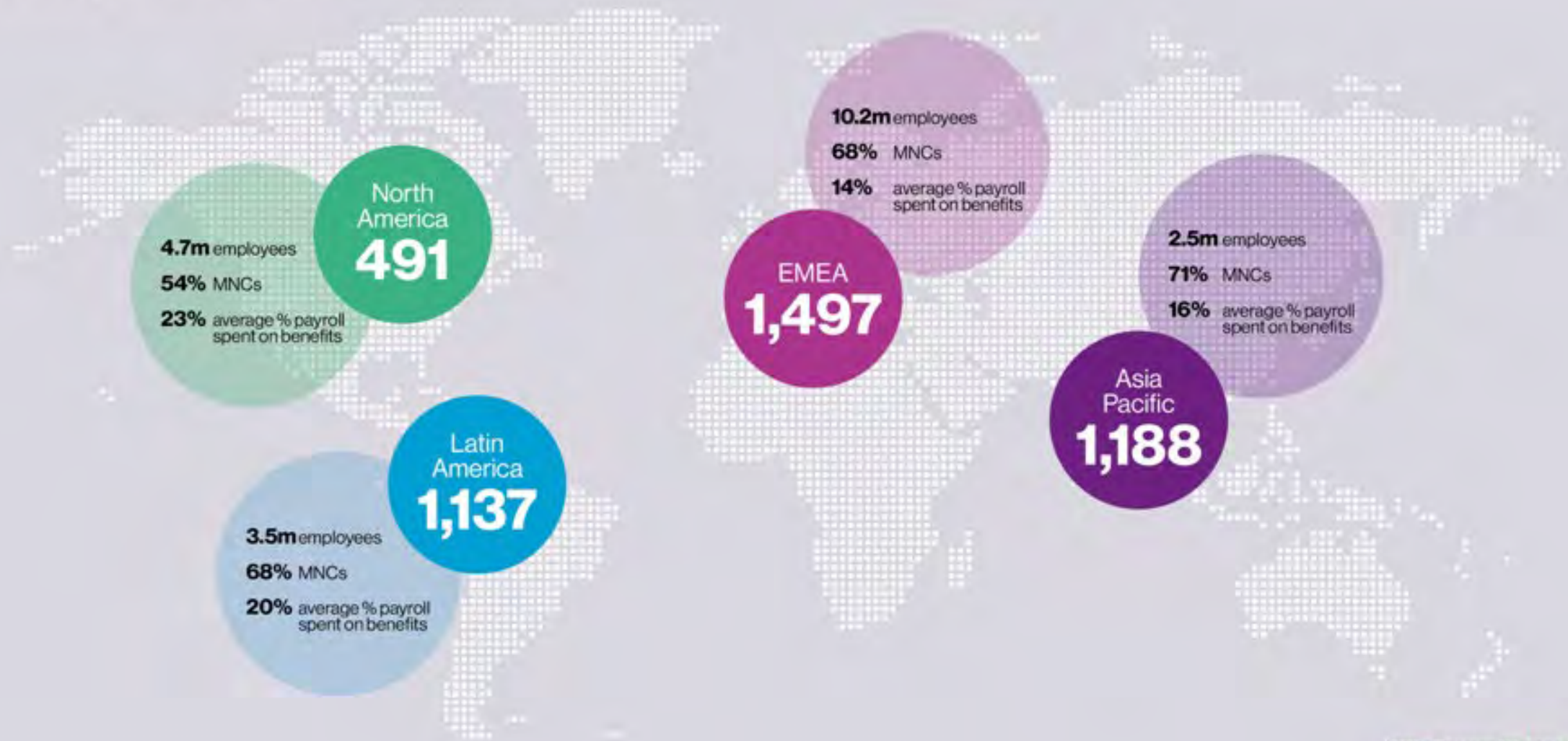
Five Dimensions to Drive a more Modern Benefits Program

Aspects the most effective companies are focused on



About the survey

4,313 companies interviewed in 88 markets





PORTFOLIO



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



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 five

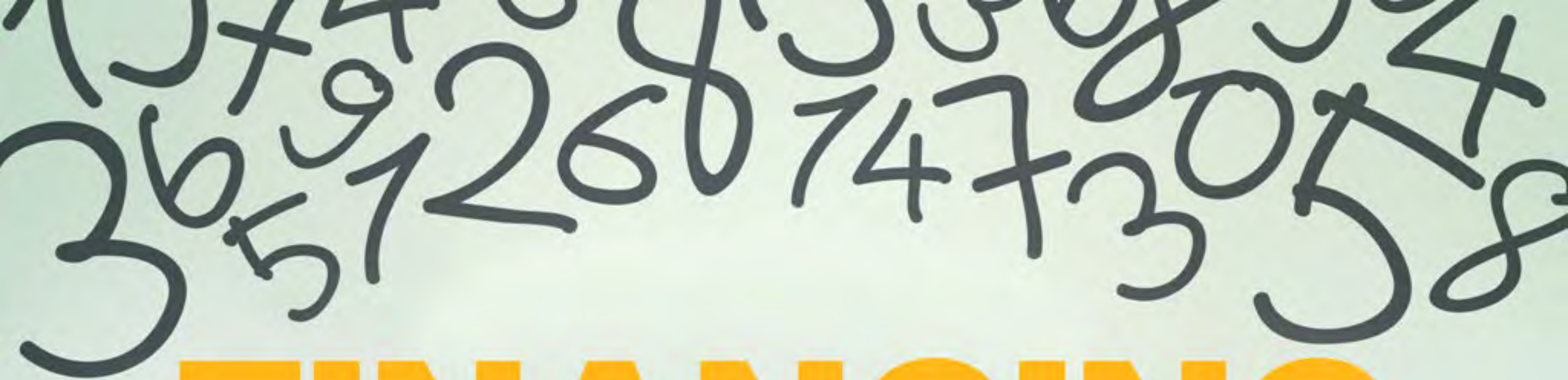
employers effectively differentiate their benefits from their competitors



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



-
- #1** Managing benefit risks
 - #2** Operating costs
 - #3** Investment strategy for retirement plans

North America

- #1** Managing benefit risks
- #2** Operating costs
- #3** Creating value (tax optimisation, scale)

EMEA

- #1** Operating costs
- #2** Maximising return on investment
- #3** Managing benefit risks

Asia Pacific

- #1** Operating costs
- #2** Maximising return on investment
- #3** Managing benefit risks

Latin America



TALENT EXPERIENCE

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



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

A young child with dark hair, wearing a white school shirt and a red and blue striped tie, is sitting at a desk. The child is looking down at a blue pen in their hand. On the desk in front of the child are several large stacks of cash, including Euro banknotes, and some papers. The background is a light blue wall with some faint, illegible writing.

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

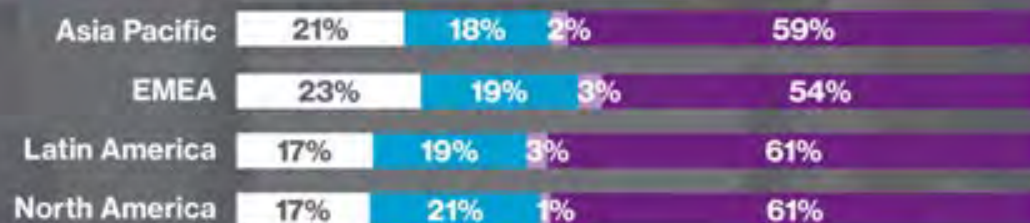


WELLBEING

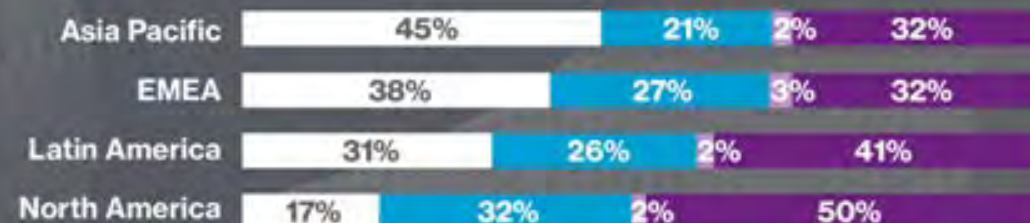
Employers are expanding their focus to address emotional, financial and social wellbeing



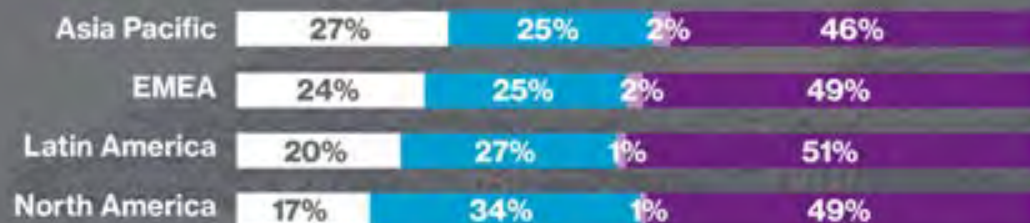
Physical wellbeing



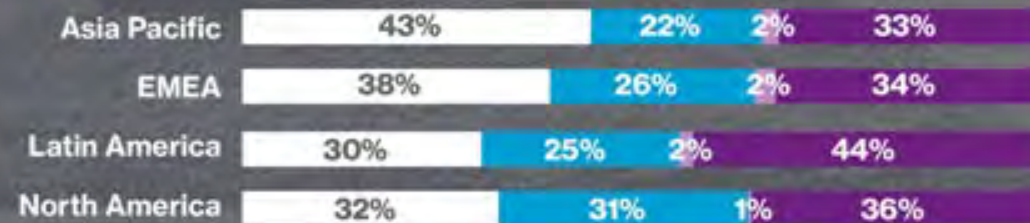
Financial wellbeing



Emotional wellbeing



Social wellbeing

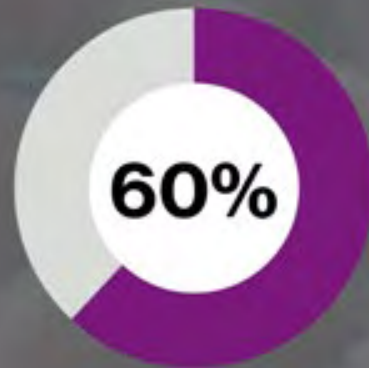


Not a focus
 Emerging focus
 Already in focus
 Continuing focus

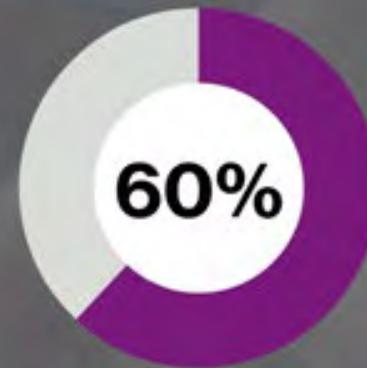
A large colony of King penguins is shown. In the foreground, the head and neck of an adult King penguin are visible, featuring a dark blue head, a bright yellow patch on the neck, and a long, pointed beak with an orange tip. The background is filled with a dense crowd of fluffy, brown chicks, many of which have dark blue beaks. The overall scene conveys a sense of a large, diverse group.

DIVERSITY & INCLUSION

**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?





BSA Financing Score

Top Priorities



Actions

- Review of 3rd party costs
- Project future employee and obligations
- Transfer risk to insurers
- More efficient and insured risk management
- Use of preferred vendor/investment globally
- Use global underwriting arrangements



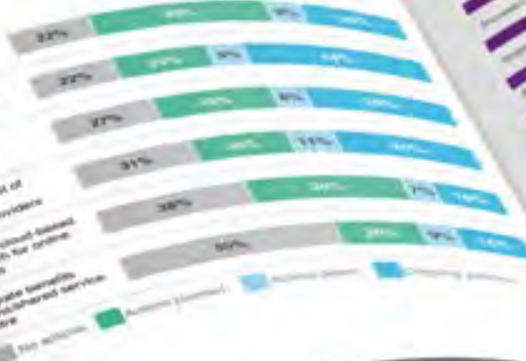
Administration & Operations

Top Priorities



Actions

- Integration of all services information with HR data
- Review of service-level agreements
- Audit current administration systems
- Maintain a list of preferred vendors/providers
- Move to cloud-based approach for online
- Integrate benefits team/shared service centre



Portfolio

Top Priorities



Talent Experience



Top Priorities



BSA Portfolio Score

Actions



BSA Talent Score

Actions



Primary Benchmark: UK Life Industry