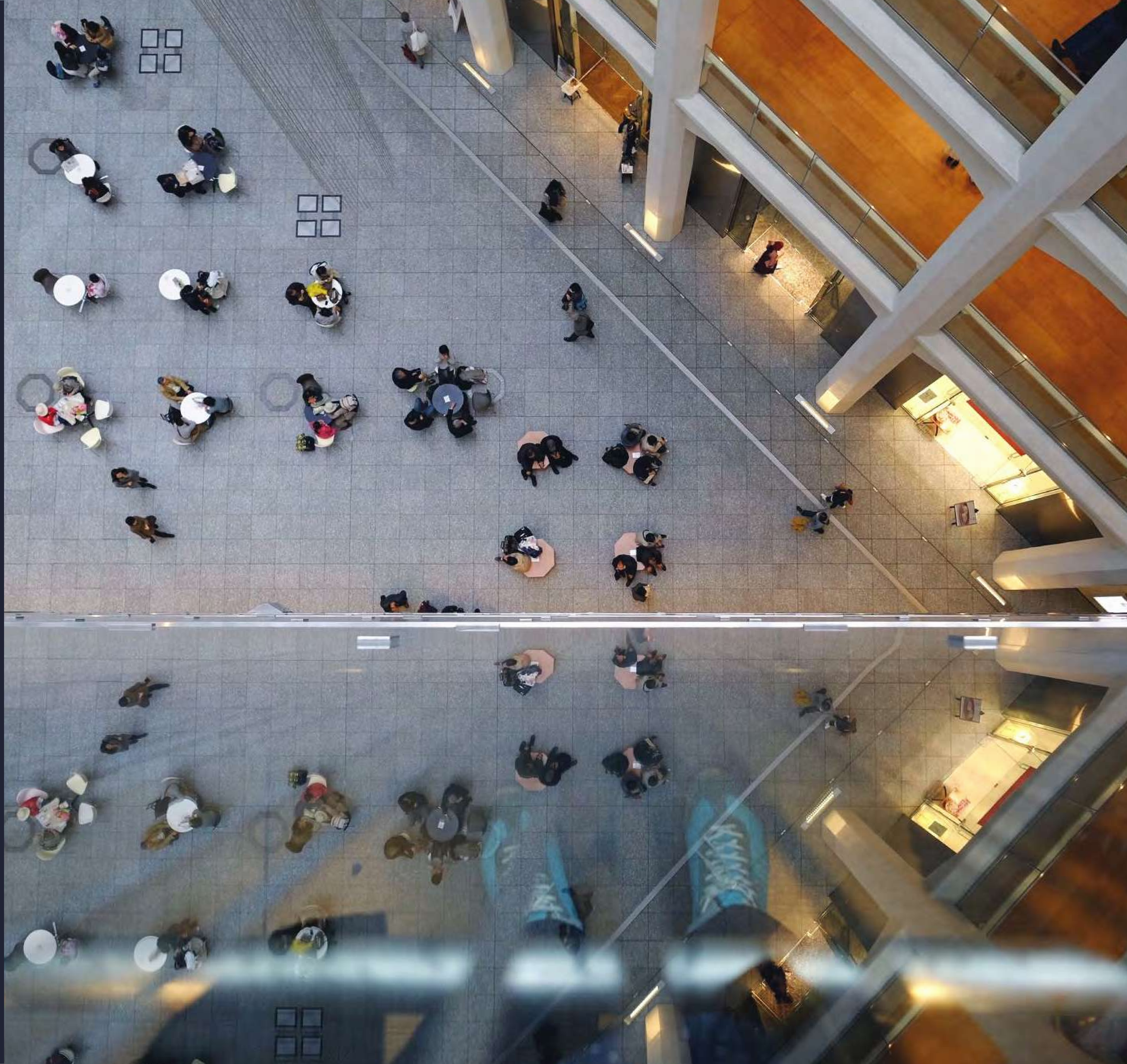
AON

2025

Employee Sentiment Study

Valued and Valuable:
Better Decisions to Unlock the Full Potential of Your People



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About the Study

This study is based on findings from Aon's Employee Sentiment survey and insights from Aon's team of human capital specialists. It equips senior business, human resources, and people leaders with insights into what workforces value and the strategies required to deliver impactful total rewards, culture and leadership that will fully realize the potential of your people.

Thank you to our team of human capital thought leaders who contributed.

Data Methodology

In August 2024, Aon conducted an Employee Sentiment survey, inviting 9,202 people aged 18-64, in employment at organizations with more than 500 employees, across the world, to share their thoughts on what workplace initiatives are valuable to them.

The survey spanned 23 geographies, including: Argentina, Australia, Brazil, Canada, Chile, China, Colombia, France, Germany, Hong Kong, India, Ireland, Italy, Japan, Mexico, Netherlands, Philippines, Portugal, Singapore, Spain, United Arab Emirates (UAE), United Kingdom (UK) and the United States of America (USA).

For clarity, our data points have been rounded to the nearest whole number. This means sometimes a set of percentages will not add up to exactly 100 percent.

In the Geographical Overview section, where a sample size is low, this has been indicated accordingly, and included for illustrative purposes only.

The data is weighted by geography, age, gender, employment status and company size to ensure the results are representative of real world people of this audience, not just those interviewed.

Unless otherwise stated, all data within this report comes from our analysis of Aon's Employee Sentiment survey.

Participant Figures

Geographic

Argentina 100	Australia 500	Brazil 500	Canada 503	Chile 102	China 514
Colombia 220	France 500	Germany 500	Hong Kong 230	India 510	Ireland 173
Italy 500	Japan 502	Mexico 380	Netherlands 290	Philippines 263	Portugal 270
Singapore 482	Spain 500	UAE 160	UK 500	USA 1003	0-499 500-999 1000+

Industry

Construction and real estate
285

Financial institutions
670

Financial sponsors
59[1]

Food, agribusiness and beverage
165

Healthcare providers/services
806

Hospitality/travel and leisure
159

Industrials and manufacturing
979

Insurance
163

Life sciences
84

Natural resources
76

Professional and business services
524

Public sector
1625

Retail and consumer goods
753

Sports and entertainment
61

Technology, media and communications
1075

Transportation and logistics
556

Other
1162

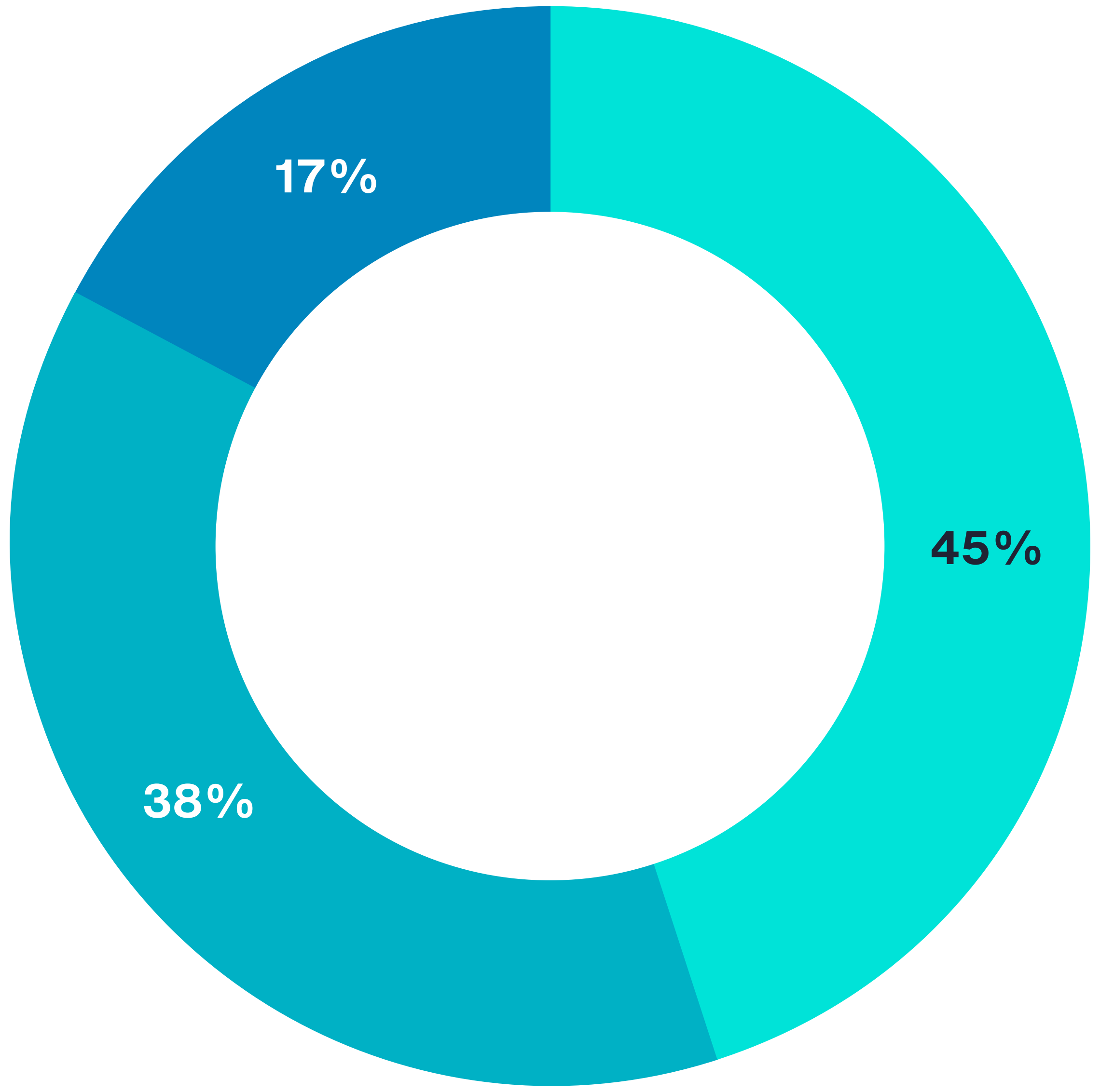
1 Financial sponsors are considered organizations such as Private Equity, Infrastructure & Real Assets, Venture Capital and Sovereign Wealth Funds.

0-500 501-100 1001-2000

Demographic Profile

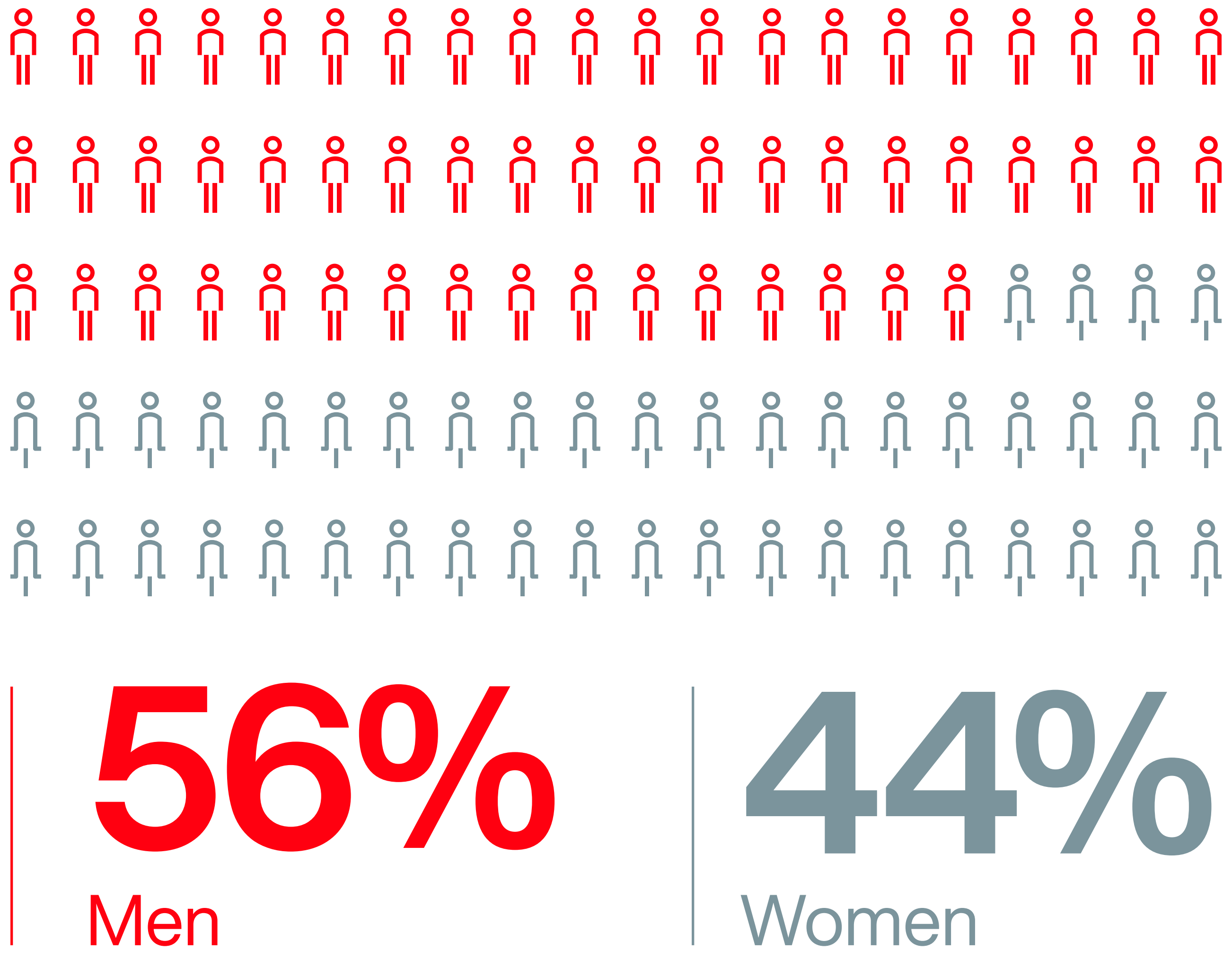
All participants were aged 18 – 64 and in employment at organizations with more than 500 employees. The demographic profile is as follows.

Company Type

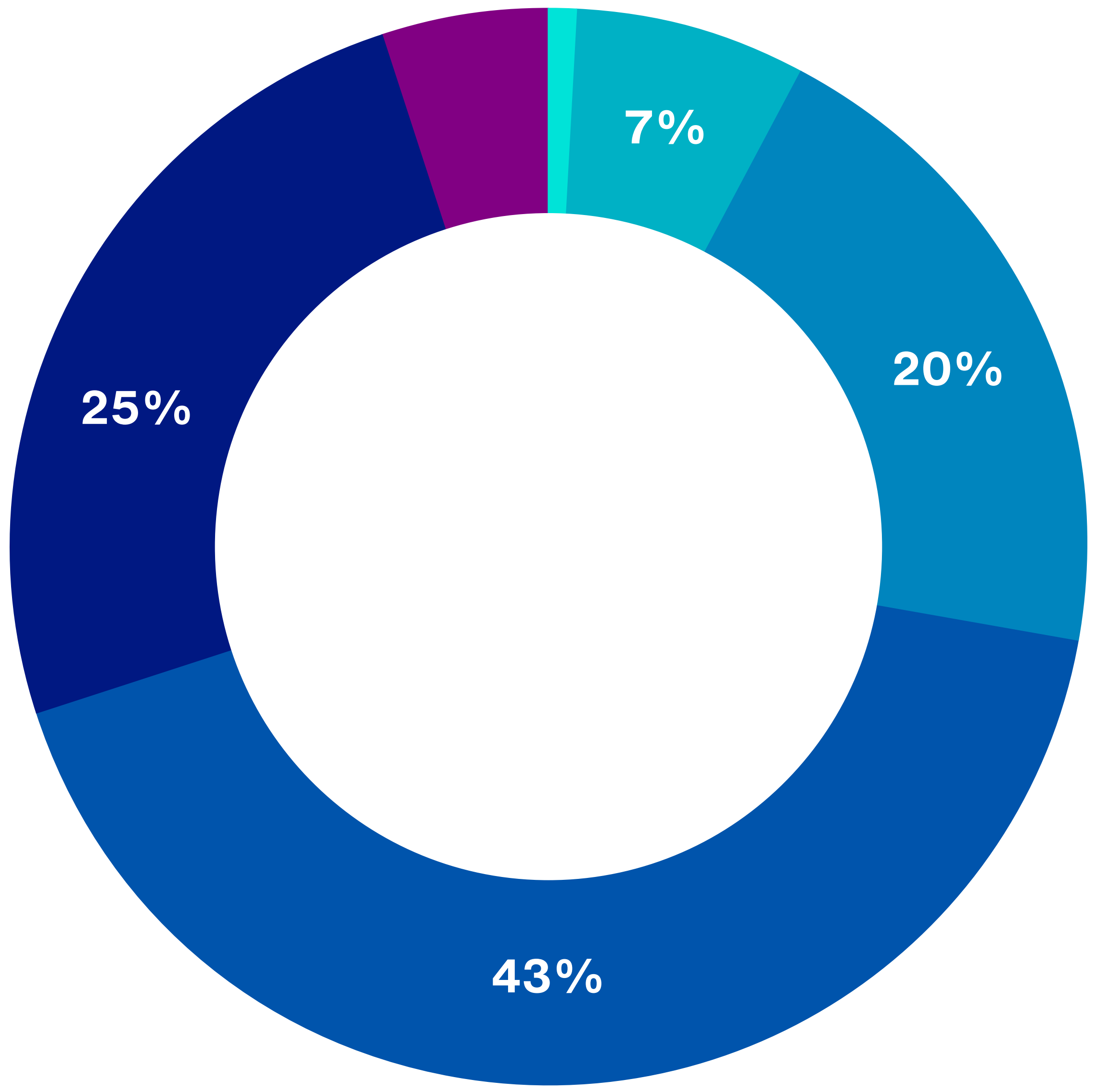


- 45% work at a national company (multiple operational locations in a given geography)
- 38% work at a multinational company (operating in two or more geographies)
- 17% work at a local company (only in one location)

Gender

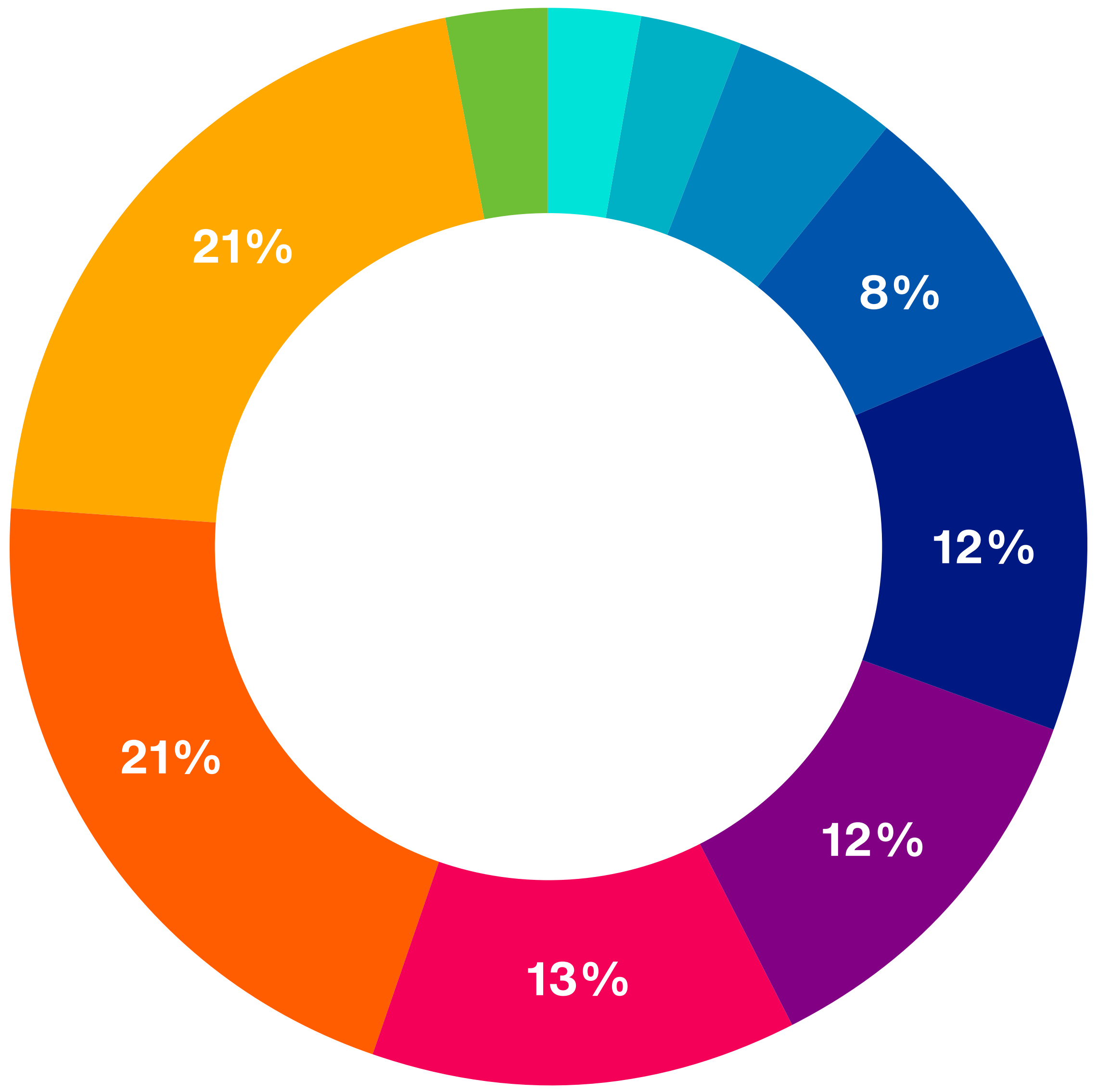


Role Seniority



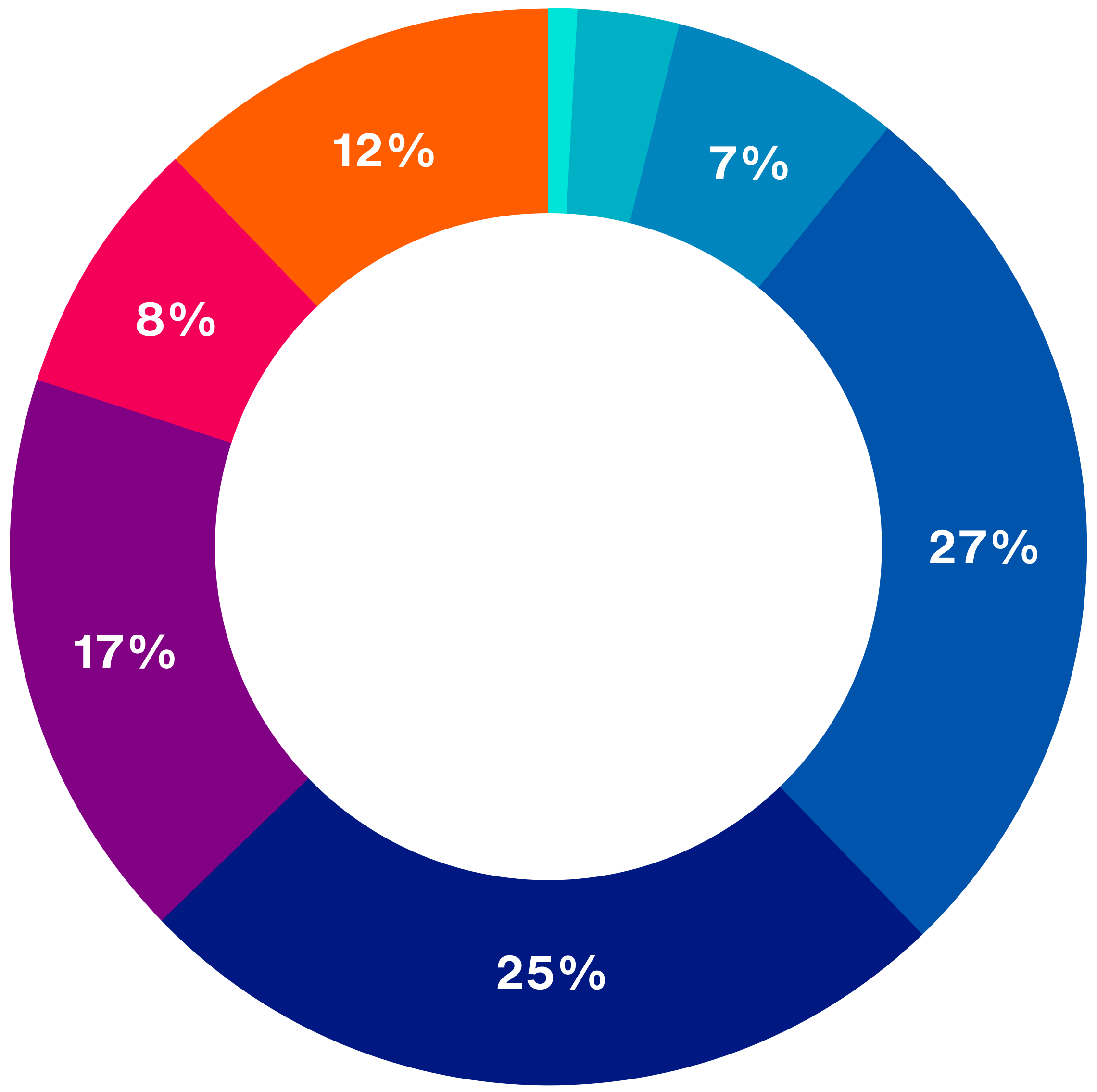
Founder/owner/president	1%
C-level	7%
Senior director/manager	20%
Mid-level management or experienced contributor	43%
Associate or entry level	25%
Other	5%

Company Turnover



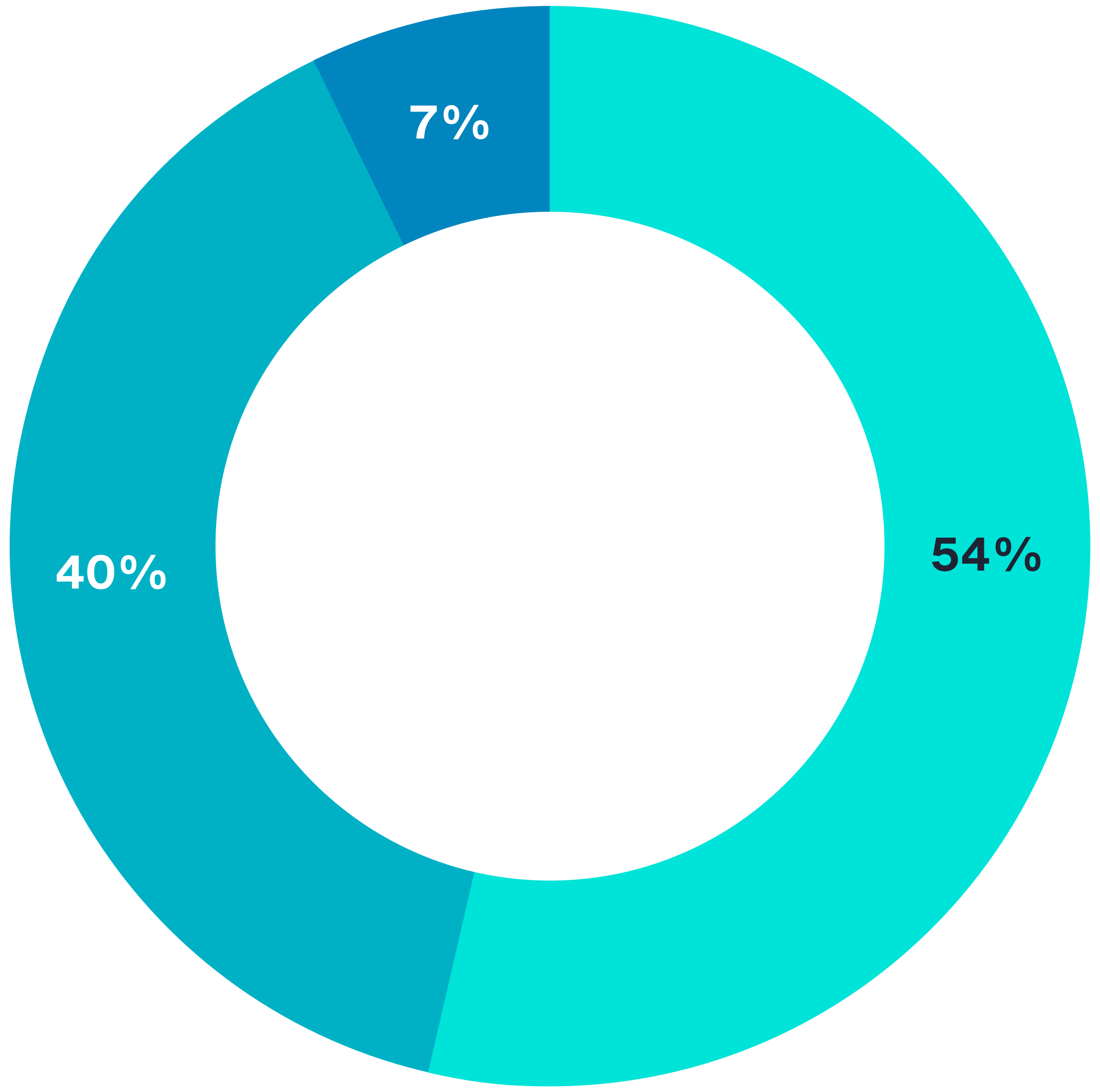
Less than $5m USD	3%
5,000,001 - 10,000,000 USD	3%
10,000,001 - 20,000,000 USD	5%
20,000,001 - 40,000,000 USD	8%
40,000,001 - 80,000,000 USD	12%
80,000,001 - 100,000,000 USD	12%
100,000,001 - 500,000,000 USD	13%
More than 500,000,000 USD	21%
I don't know	21%
Cannot disclose	3%

Duration of Current Employment



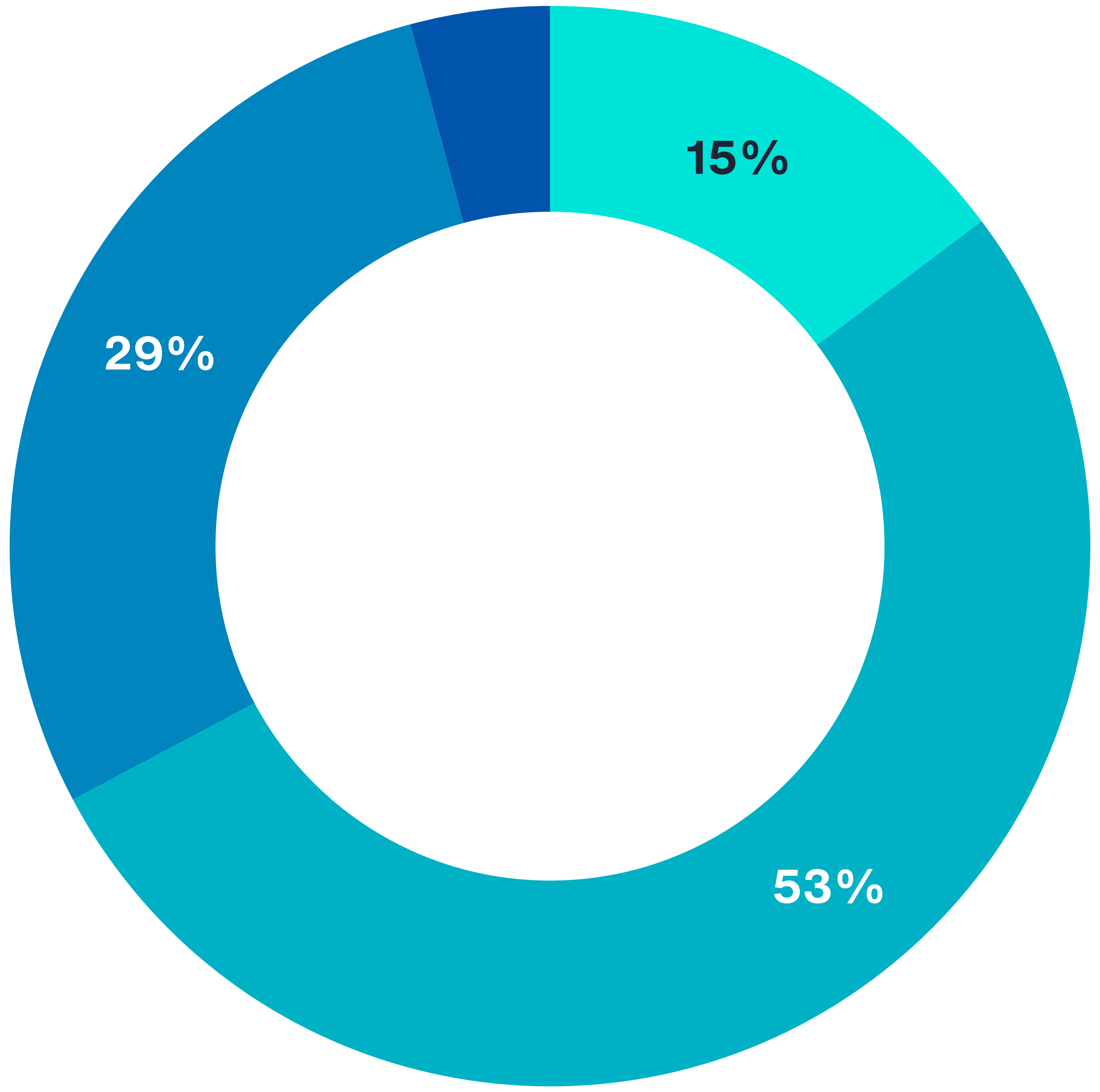
Less than 6 months	1%
6 months to < 1 year	3%
1 to < 2 years	7%
2 to < 6 years	27%
6 to < 10 years	25%
10 to < 16 years	17%
16 to < 20 years	8%
20 or more years	12%

Working Style



Office-based	54%
Hybrid – a flexible approach that combines working in an office environment and working remotely.	40%
Remote/virtual worker	7%

Generations Breakdown



Generation Z – Born between 1997 and 2012	15%
Millennials – Born between 1981 and 1996	53%
Generation X – Born between 1965 and 1980	29%
Baby Boomers – Born between 1946 and 1964	4%

Foreword

In today's rapidly evolving global business environment, successful organizations recognize the critical importance of their people. Investing in their potential, aspirations and resilience is not just a necessity – it is the foundation for delivering long-term sustainable growth. However, as the demands on businesses become increasingly more complex, organizations must navigate changing market dynamics with clarity and strategic focus.

At Aon, we know that building thriving workforces is about more than managing costs – it's about unlocking the full potential of your people by aligning health, wealth and talent strategies with your business goals. Nearly three-quarters of business decision makers[2] that we recently surveyed expressed concerns about rising workforce costs as they strive to balance investment with growth. This report offers data-driven insights and actionable strategies to help organizations meet these challenges head-on.

Compensation and benefits remain pivotal in attracting and retaining top talent. But beyond remuneration, how can businesses become more attractive to both potential and current employees without escalating costs? The answer lies in understanding the deeper dynamics of workforce engagement, total rewards and optimization. This is not about simply adding new programs – it's about ensuring your existing resources work effectively for both your people and your organization.

More than anything else, our research reflects the rich diversity of people. It shows that while one strategy might work well for a certain demographic, there is no single answer that will satisfy workforces at scale. Instead, our research spotlights the need for personalization, to look deeper and listen to the actual needs of people in markedly different contexts – whether that is location, life stage, generation, or career. Organizations should embrace tailored approaches to deliver value for their people while also advancing their business goals and objectives.

At Aon, we work with organizations to drive bold, informed decisions, underpinned by analytics, enabling leaders the ability to unlock the full potential of their workforces. By leveraging our integrated capabilities across health, wealth and talent, we support businesses in achieving sustainable growth, fostering innovation and building enduring impact.

The insights in this report provide a clear roadmap for where and how to make the right investments in your workforce. By taking these actions, you could create an environment where employees not only thrive but actively contribute to achieving your organization's aspirations.

We are committed to providing businesses with the tools and insights they need to make better decisions – decisions that unlock potential, drive sustainable growth, and help create a better future for your company, your people and the communities you serve.

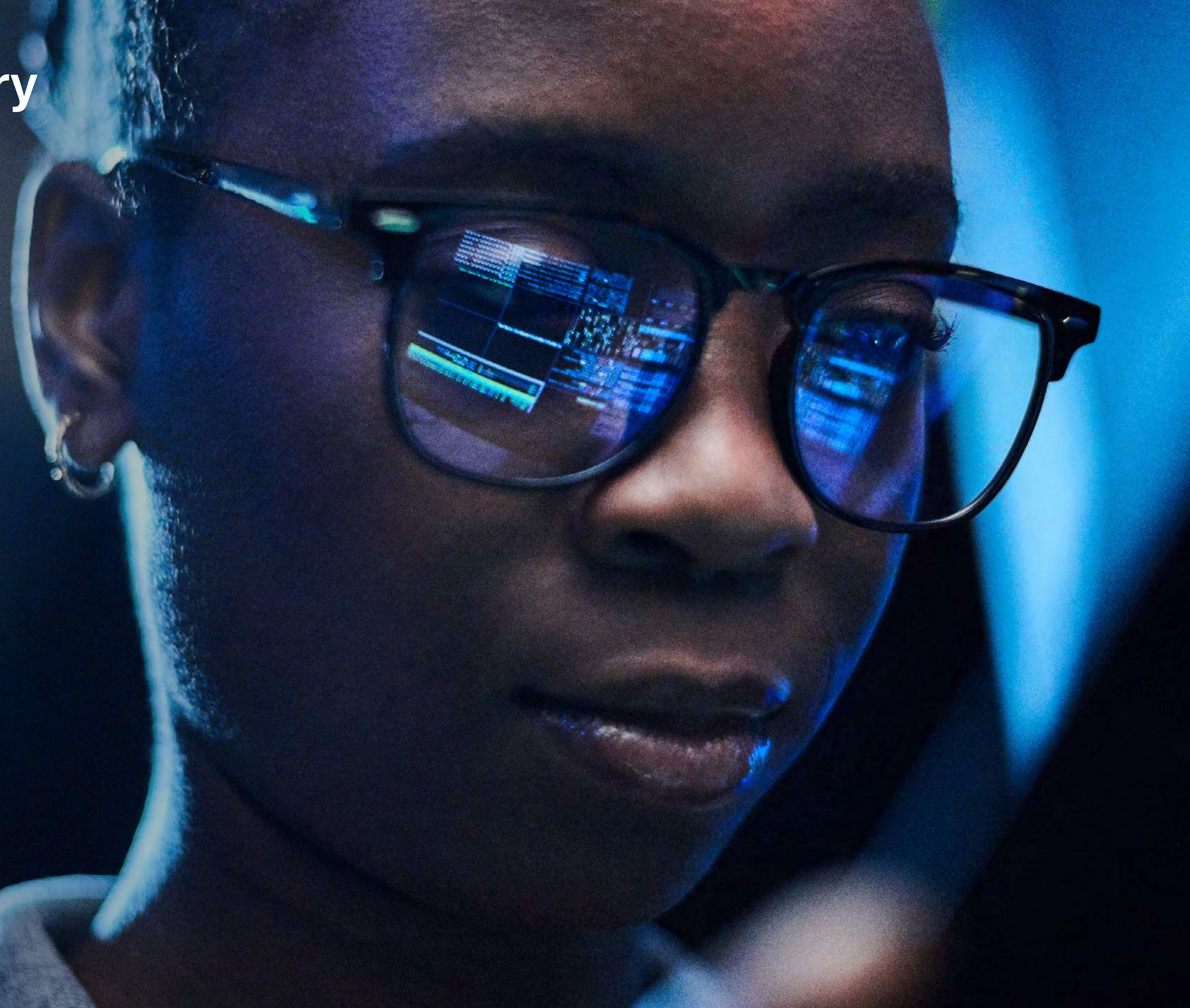
Lambros Lambrou
CEO, Human Capital, Aon

2 Aon Business Decision Makers Survey, 2024.

Executive Summary

As competition for talent increases and technology such as artificial intelligence (AI) reshapes roles and skills requirements, human capital strategies should adapt to keep pace. Leaders seeking to get the best from their teams now find themselves managing pressures from shifting employee expectations, a changing regulatory environment and dynamic market conditions.

Better understanding of the expectations of today's workforce can help maintain a pipeline of adaptable, engaged and dynamic talent to help your organization realize its ambitions.



The Majority of Employees Have Their Eyes on Their Next Move

A staggering 60 percent of employees surveyed are either moving, might, or will definitely seek new employment in the next 12 months. At a time when talent competition is fierce and budgets are squeezed, it's never been more critical to address employee needs.

→ Take a look at the top five employee expectations for employers.

Money Talks in the Talent War, but Benefits and Culture Create Distinction

In our study, 47 percent of employees ranked the provision of better-than-average pay and meaningful benefits as the number one factor influencing their employer choice. In today's competitive landscape, compensation may seem the quickest way to win the talent war, but our study reveals that the design of total rewards can fundamentally change the playing field.

Beyond immediate rewards, employers should not neglect the importance of culture on influencing employee attraction. With 21 percent of employees prioritizing a fun place to work and 20 percent prioritizing businesses that are a strong fit with their values, employers must consider how their employee value proposition (EVP) extends throughout the design of their programs and the culture of their organization.

Investment in a well-designed benefit strategy that embraces difference, and a culture that connects with your EVP, can positively impact people's decision-making when choosing an employer. Customizable benefits and data-driven human capital strategies help employees feel seen, heard and valued, empowering them to deliver.

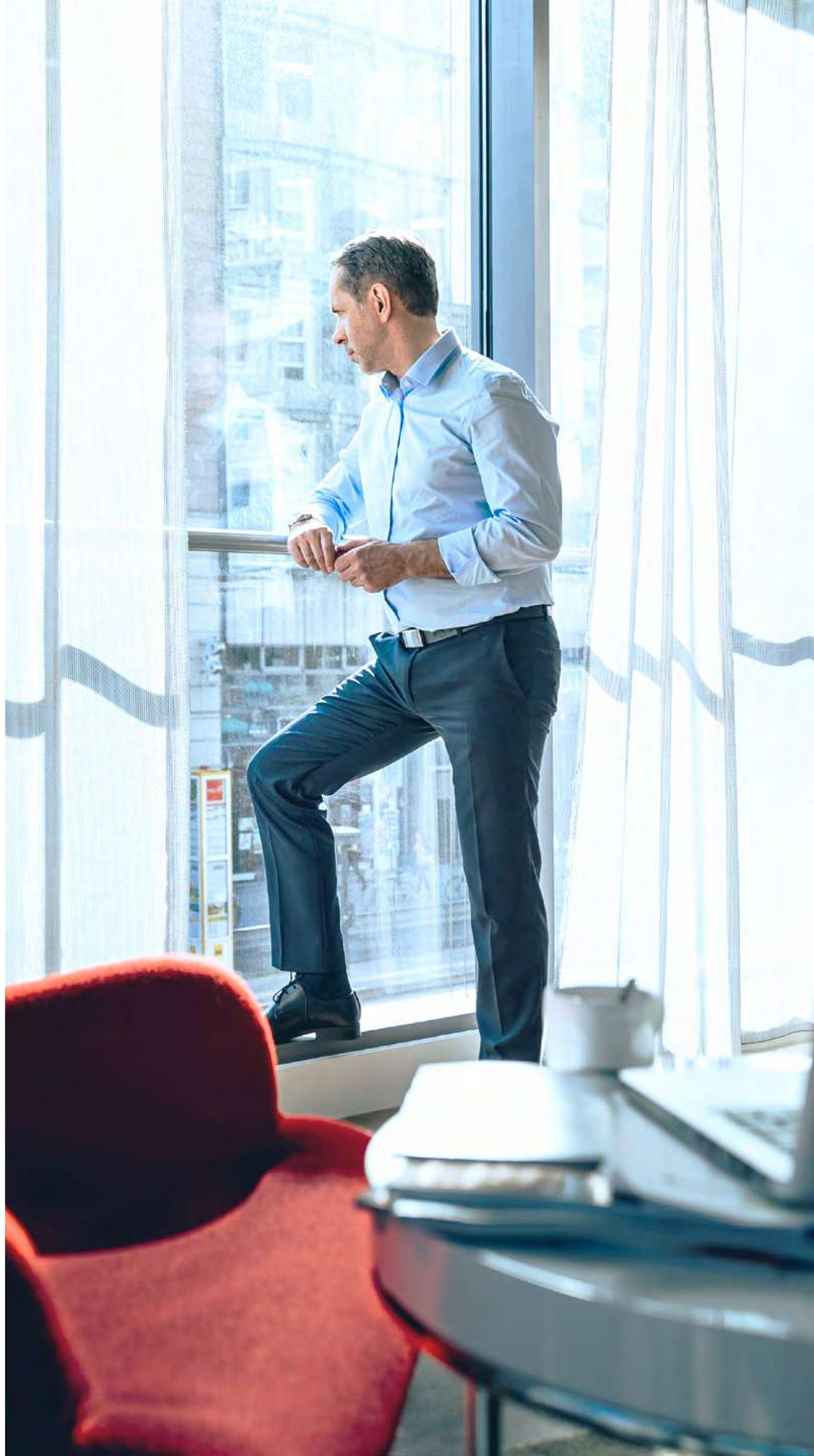
→ Review the top five most influential characteristics attracting employees.

Too Many Employers are Failing to Accommodate Differing Needs

A uniform approach to total rewards might seem like an efficient solution, but a lack of flexibility has created gaps between what employers provide and what employees want. Our study uncovered that this divide is particularly prevalent in the differing needs of employees across generations, income levels, career stages and household makeup.

→ Take a look at our Geographical Overviews to see what the biggest gaps are and where employers need to take action, broken down by location.

From hybrid working options and talent development to retirement savings and life insurance, choice matters. When it comes to customization of benefits, 72 percent of employees told us this was important to them, yet only 41 percent of employees currently enjoy this level of personalization.



Ineffective Communication is Hindering Employee Utilization of Benefits

You can’t utilize something you don't know about or understand, and our study exposes vital gaps in communication between employers and their people. Even for commonly placed benefits such as life and disability insurance, our results expose that only 38 percent of the employees who consider these benefits important believe that they have access to them.

Against the backdrop of rising pay transparency regulation and increasing employee scrutiny of organizational culture, communication with employees matters. Strengthening employee engagement through meaningful communication helps organizations build trust with their people and develop a thriving, engaged and motivated workforce.

→ **See our Geographical Overviews to understand the top-rated communications channels in each location.**

The Global Workforce is Underprepared for the Future of AI

AI is reshaping every aspect of business – from automating processes to enhancing discovery – challenging people across industries and job roles to consider how they master this evolving technology, integrate it into their work and reimagine the value they contribute to their employer as a result. However, while business leaders are acutely aware of the need to reskill and upskill their people so that they are ready to reap the rewards of an AI-enabled future, our study reveals that employees are less concerned and engaged with this pressure.

Employees believe that training is often made available, but they require support in understanding the direction of travel and what it means for them and the future of their roles in order to better motivate them to develop the skills required.

→ **Explore the data that exposes the gap in AI-preparedness between leaders and employees.**

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Attracting Talent in a Competitive Market

Between six months and one year of employment, almost a third of new joiners will seek new employment.

Today, businesses must move at a pace never experienced before. Innovation and adaptability are no longer differentiators, in a world where technology and regulatory advancements intermix with a volatile demographic and political landscape, they are crucial to survive.

To build and retain the adaptable, innovative and thriving workforces businesses need, they must foster a pipeline of ambitious talent.

So, how do you attract and satisfy the most ambitious talent without inflating costs?

The Demands of Employees

Sixty percent of employees surveyed are either in the process of moving employers, might, or definitely will seek new employment in the next 12 months. Therefore, attracting talent and continuing to meet the expectations of your workforce to ensure they feel valued should be top priorities for organizations.

Top Employee Expectations

49% say employers should support employee wellbeing.

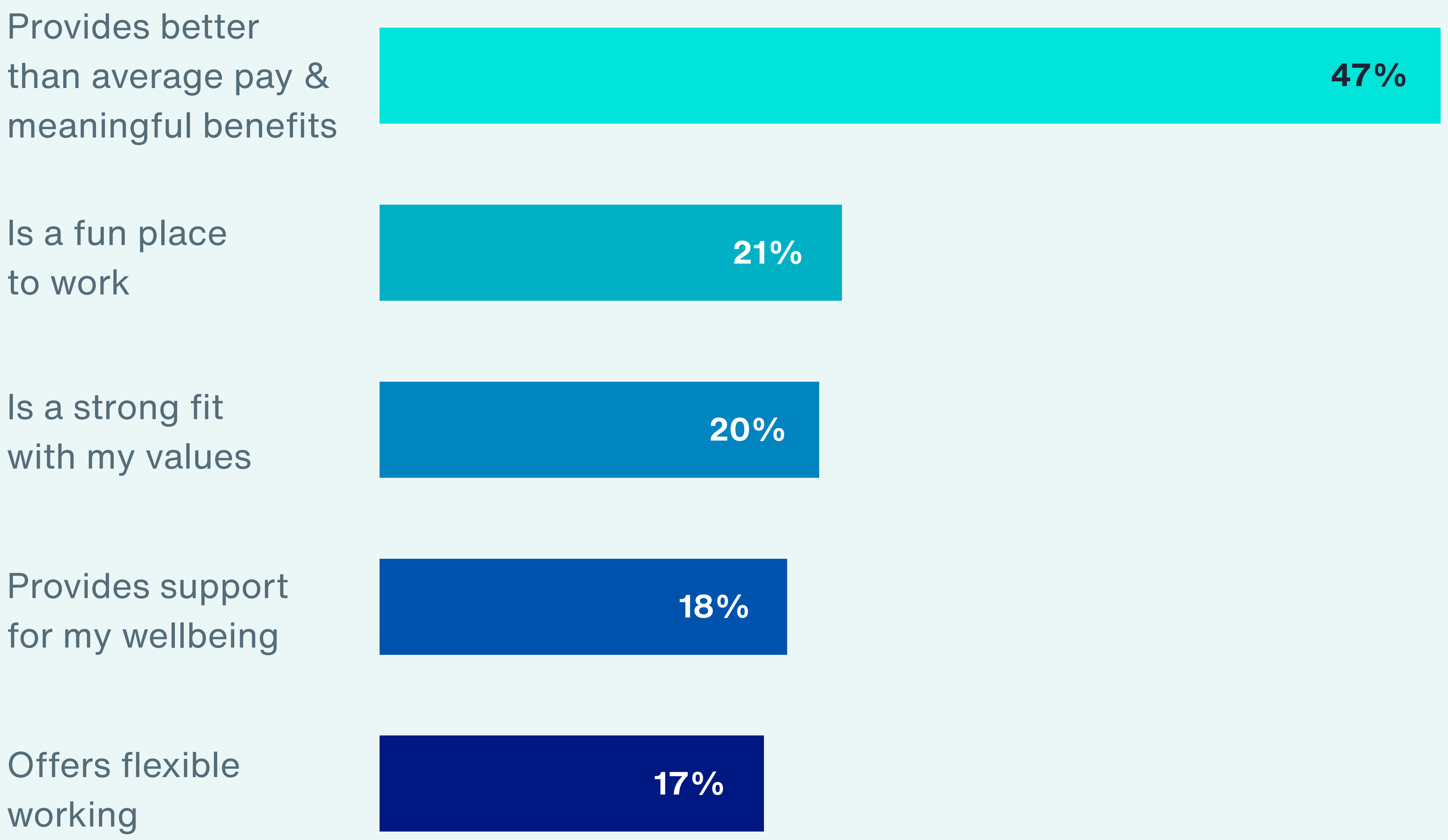
45% say employers should help employees save for retirement/long term needs.

37% say employers should support women's health (e.g., menstruation, menopause).

37% say employers should provide financial education.

36% say employers should support with childcare.

Top 5 Most Influential Characteristics Attracting Employees



To see the top five employee expectations and most influential characteristics attracting employees by market, please see the **Geographical Overviews**.

Are People at Multinationals in it for the Money?

The rise of remote work in the wake of the COVID-19 pandemic has opened the door to employment opportunities that may not have previously been available, helping to increase the appeal of multinational companies (defined as companies with operations in two or more geographies) — particularly to younger generations of workers.

Lured by the potential for greater remuneration, employees of multinational companies are 12 percent more likely to have selected their employer based on the provision of better-than-average pay and meaningful benefits than those who work at local or national employers.

Our research found that higher-income individuals tend to perceive greater advantages in working for multinational companies, both in terms of benefits (68 percent) and culture (61 percent).

Money Talks, Benefits Stand Out

Forty-seven percent of employees globally ranked the provision of better-than-average pay and meaningful benefits as the number one factor influencing their employer choice. With increasing regulation driving pay transparency, and employers aiming to avoid bidding wars for talent, the opportunity will land on culture and benefits to really make a discernible difference in talent attraction.

“

The cost of providing benefits continues to rise globally resulting in budgets being stretched and mounting pressure on benefits design and funding. Our clients' attention is shifting focus to making sure current benefit offerings deliver impact. This requires a better understanding of what the workforce values, to make the right decisions when it comes to designing benefits. The results show that more personalization is required and workforce data, technology and innovation all have a large part to play in making this happen. Benefit technology and analytical tools have evolved significantly and now enable organizations to access data and develop meaningful insights to understand what’s of value to the different generations and segments of the workforce. With this evolution, technology also enables a more holistic experience – connecting people with their benefits, wellbeing resources and total rewards as and when needed.

Andrew Krawczyk – Human Capital Market Leader, Europe, Middle East and Africa, Aon

Immediate actions:

- Ensure you are prepared for changing pay transparency regulations.
- Benchmark your total rewards against industry peers.
- Explore existing and emerging benefits that align with your culture and differentiate in your market.

Compensation Fairness is a Matter of Perspective

Senior employees have more favorable views of compensation fairness compared to their colleagues in more junior positions, with 23 percent of lower-level employees viewing their compensation as unfair.

While this contrast may be due to the visibility and control over pay structures that come with senior roles, our findings suggest that lower-level employees are more neutral about the importance of pay transparency and equity than senior employees despite being more likely to believe their pay is unfair.

Compensation fairness perception also varies by income level, with higher income colleagues more likely to agree that their compensation is fair compared to similar roles in the industry, than lower income employees.

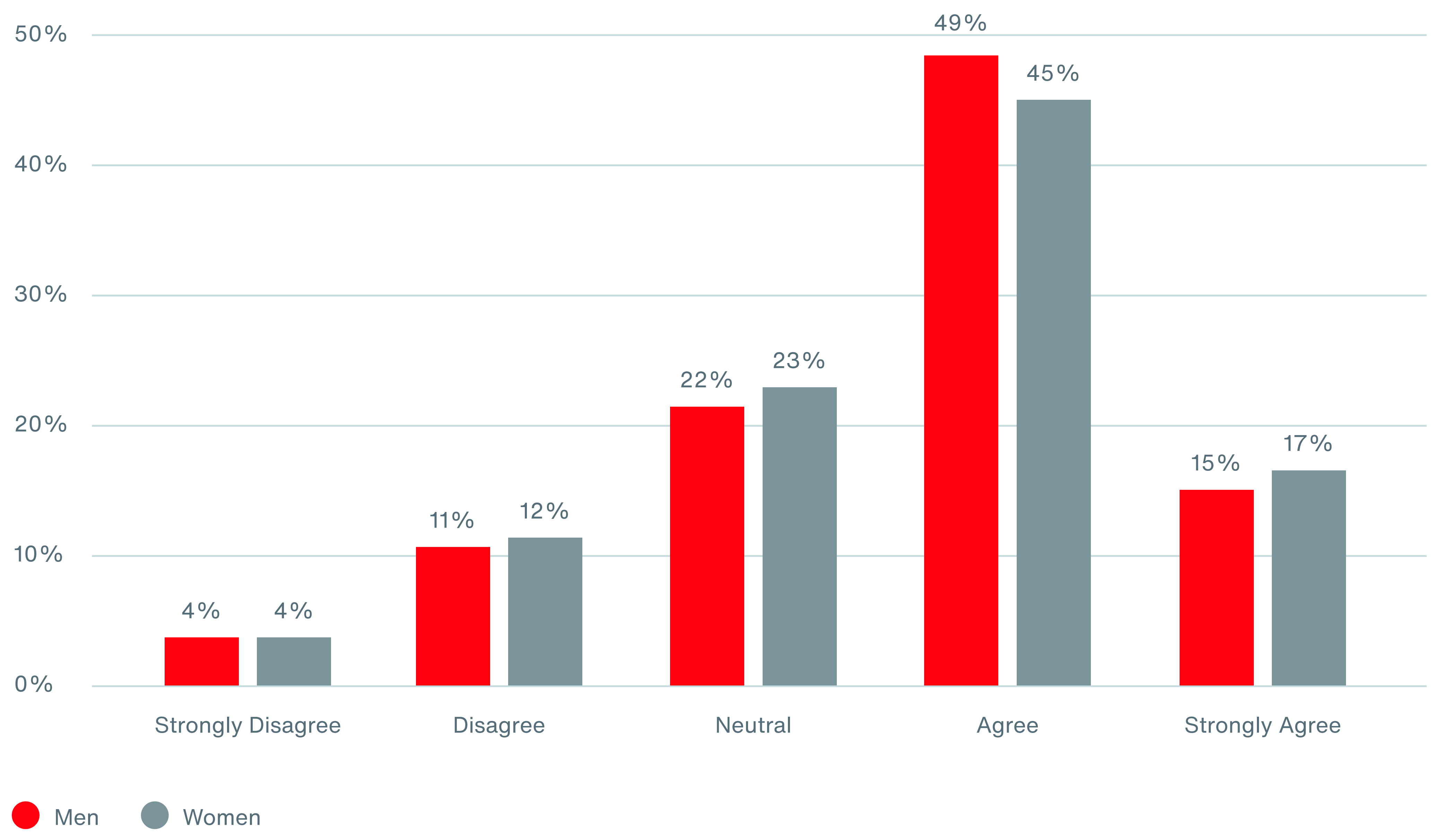
How far do you agree that your compensation is fair compared to similar roles in the industry?

	Totals	Low Income	Medium Income	High Income
Strongly Disagree	4%	8%	4%	3%
Disagree	11%	14%	12%	10%
Neutral	22%	26%	24%	20%
Agree	47%	42%	46%	49%
Strongly Agree	16%	10%	13%	19%

Perception of compensation fairness also varies by gender, with women being marginally less likely to believe that theirs is fair compared to similar roles. The gender split becomes more acute in certain geographies where it is likely that social norms and public discussion around gender influences how much people feel the divide.

	Argentina	Australia	Canada	USA
+	Men are 23 percent more likely to strongly agree that their compensation is fair.	Women are 23 percent more likely to strongly agree that their compensation is fair.	Men are 24 percent more likely to strongly agree that their compensation is fair.	Men are 27 percent more likely to strongly agree that their compensation is fair.
−	Women are 26 percent more likely to strongly disagree that their compensation is fair.	Men are 14 percent more likely to strongly disagree that their compensation is fair.	Women are 76 percent more likely to strongly disagree that their compensation is fair.	Women are 18 percent more likely to strongly disagree that their compensation is fair.

How far do you agree that your compensation is fair compared to similar roles in the industry?



Low-Income Earners Lack Trust in Their Employers

A lack of trust in the fairness of compensation also correlates with worries about pay transparency for low-income earners. Our study uncovered that low-income earners are 42 percent more likely to have no confidence at all that their pay is equitable than their high-income peers.

26%

of low-income employees do not believe that their company offers equitable pay.

66%

of low-income earners are either in the process of moving employers or are considering / actively seeking new employment.

Nevertheless, this income group is more likely to feel neutral about their company implementing greater pay transparency policies than high-income earners, suggesting uncertainty and a lack of confidence in the outcome of this disclosure.

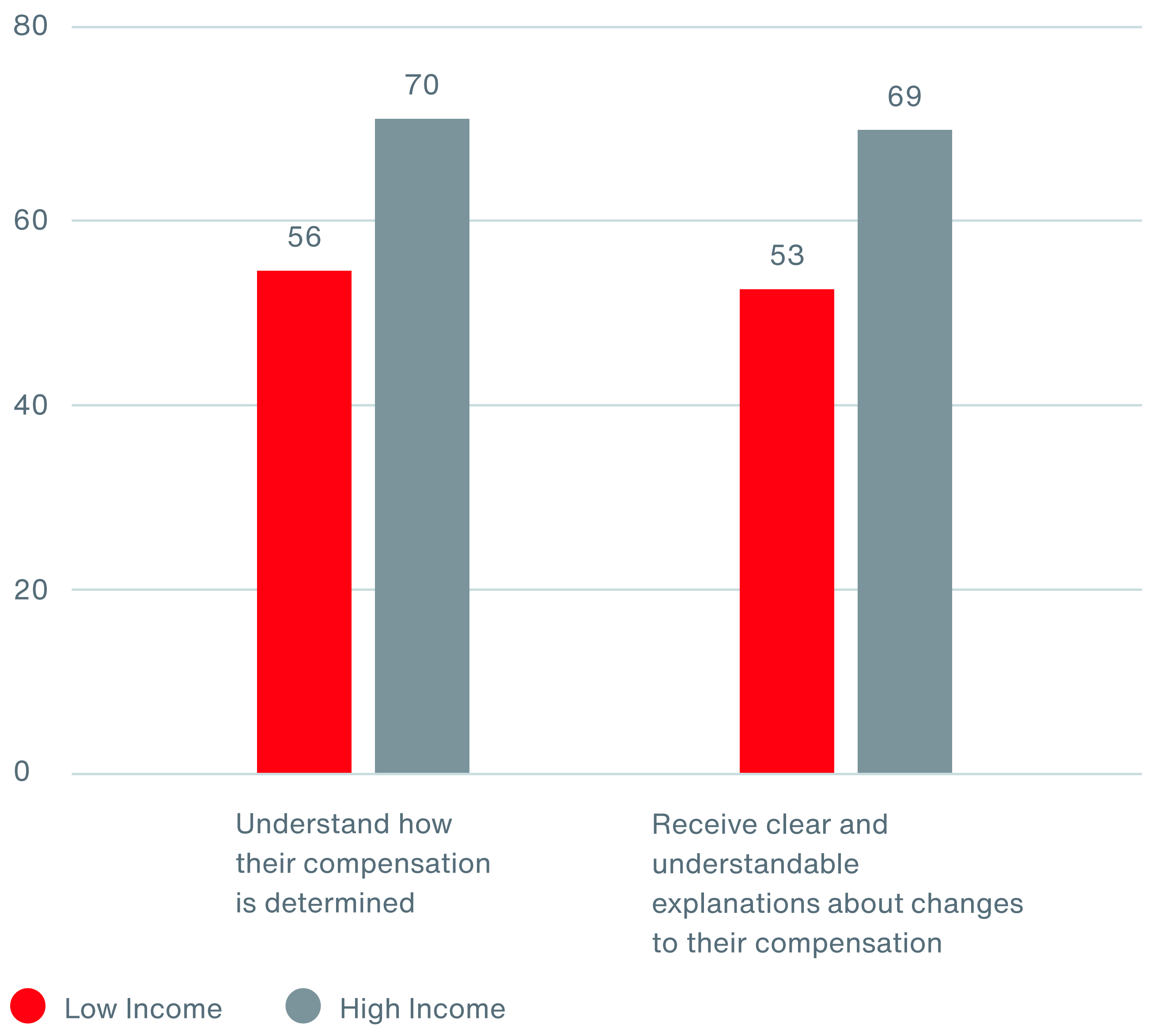
This group also told us they have less understanding of how their compensation is determined and are less likely to say that they receive clear and understandable explanations about changes to compensation. Given this increased sense of uncertainty and isolation, it's not surprising to learn that 66 percent are either in the process of moving employers or are considering or actively seeking new employment.

Implementing more interactive and engaging communications targeted to this group of employees, could be helpful to aid education and understanding in this area.

Income levels in this report are based on annual household income before tax and are localized to each market – e.g., "high income" is considered high in the participant's location rather than universal across geographies.

To what extent do you agree that you understand how compensation is determined?

Results of agree or strongly agree (points scored)



> The shift towards greater pay transparency is both an opportunity and a challenge for organizations, and preparing for it is going to take time. But by meeting new rules, businesses have the opportunity to leverage pay transparency to improve trust, performance, retention and mitigate people related risk — strengthening organizational culture and the reputation of your business as an employer.
>
> **Anthony Poole – Partner, Human Capital, Europe, Middle East and Africa, Aon**

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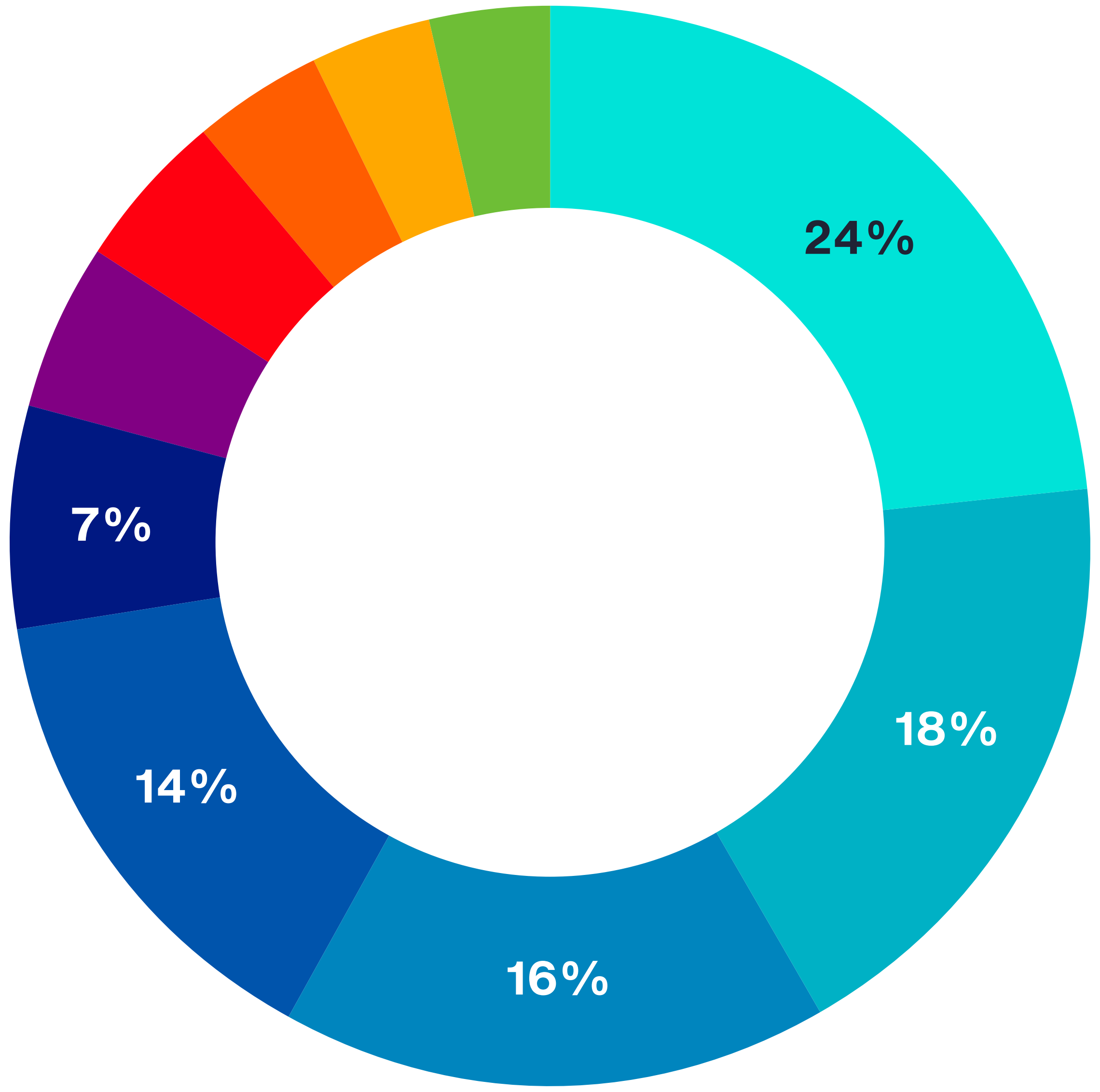
The Importance of Customization and Diversity, Equity, Inclusion and Belonging

After Compensation and Benefits, DEIB is the Most Important Factor Influencing Perceptions of Employers

In today's employment market, values matter. In our survey, respondents expressed the increasing importance they place on working for organizations that can increase the representation and engagement of different groups, ensure fair treatment of all, and provide a workplace that fosters a sense of stability, purpose and meaning.

Important Factors Influencing The Perception of Employers

#1 Ranking factor associated with perception of employer



Compensation and benefits	24%
Diversity and inclusion	18%
Stability and security	16%
Work-life balance	14%
Environmental and social responsibility	7%
Leadership and management	5%
Career development	5%
Company culture	4%
Company reputation	4%
Wellbeing	4%

Customization of Benefits Key for Employees Willing to Make the Trade-Off With Pay

Forty-two percent of respondents told us that they would be willing to sacrifice pay for better benefits, highlighting the importance of designing, implementing and communicating a compelling total rewards offer in the quest to fully realize the potential of your people.

Those willing to sacrifice pay are generally more satisfied with their benefits and place high importance on customization, with 81 percent valuing the ability to tailor their package.

Conversely, those unwilling to sacrifice pay are more likely to be dissatisfied with their current benefits and less able to customize their benefits with 61 percent unable to do so. This highlights a split between employees who value financial compensation over benefits and those seeking more personalized support.

42%

of employees globally are willing to sacrifice pay for better benefits.

North Americans are less willing, with only

19%

in Canada and

26%

in the U.S. prepared to accept this trade-off.

In contrast,

69%

in United Arab Emirates and

69%

in Brazil would be willing to sacrifice pay for a better choice of benefits.

After the First Six Months, it's Employers Who Go on Probation

50%

of employees who have been in a company for less than six months might seek new employment.

Between six months and one year,

31%

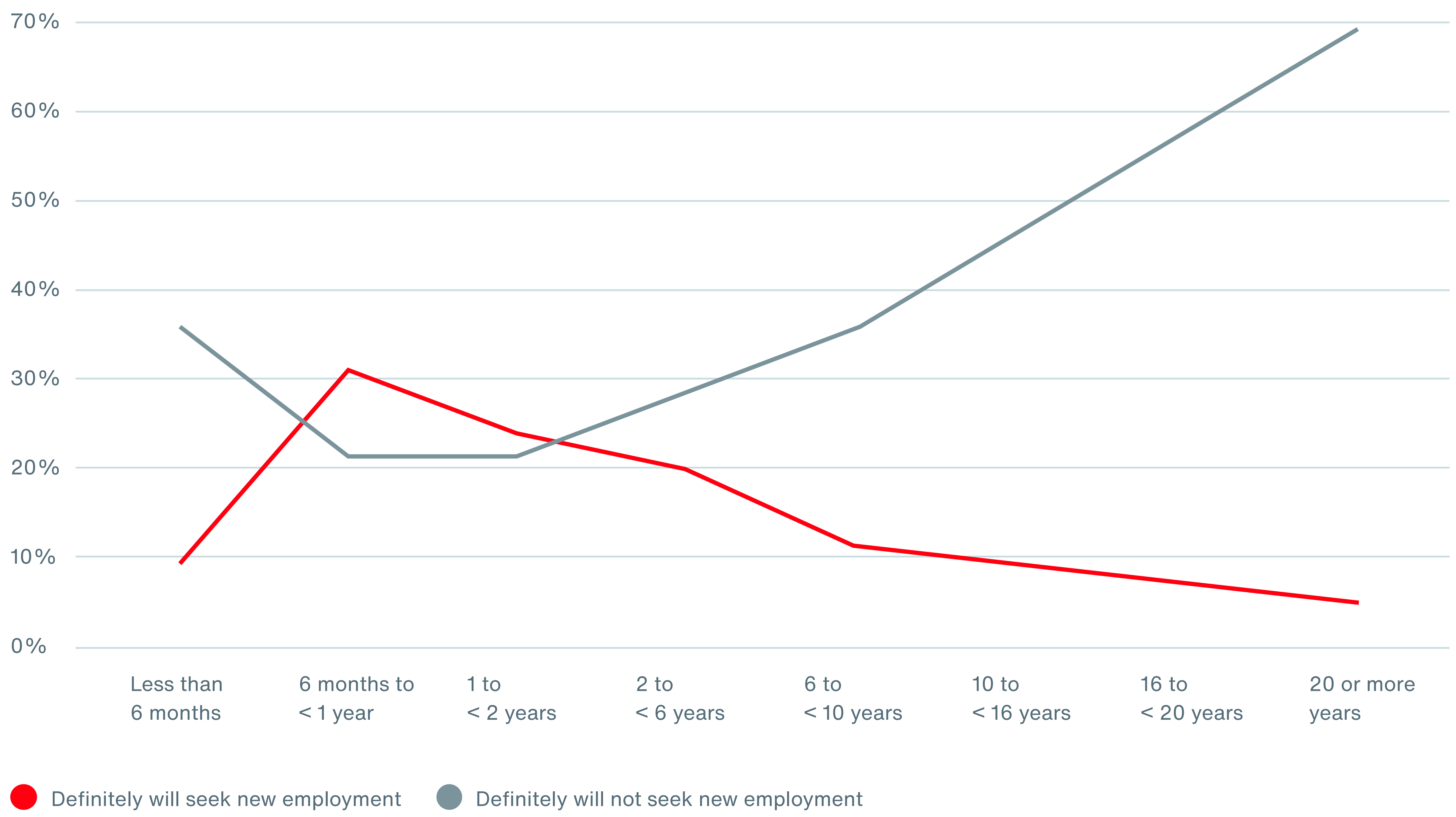
of employees say they will definitely seek new employment, with it decreasing steadily each year up to 10 years in employment.

After 10 years employees become less likely to seek new employment to the point where

68%

of those who have 20 years or more say they will definitely not seek new employment.

Tenure vs Likelihood to Seek New Employment



Jaded and Underserved: Stop the Drain of Senior Talent

Are People Aging Out of Benefits, or Just Becoming Skeptical?

Generation X and Baby Boomers surveyed are the most dissatisfied with their work benefits. Younger generations report higher satisfaction, indicating benefit packages may be more aligned with their needs. Generation Z and Millennials express the highest satisfaction, with 68 and 69 percent respectively, agreeing that their rewards package meets their needs.

In the quest to attract new, young talent, some employers may have over rotated the needs of Generation Z and Millennial employees, but as people continue to work longer, supporting the needs of a multigenerational workforce will become increasingly important. Having greater appeal to experienced and diversely skilled workers could attract a valuable talent source overlooked by others.

This generational gap highlights the importance of tailoring benefit offerings and suggests that addressing the evolving needs of older workers, through enhanced healthcare or retirement support, for example, could bridge the satisfaction divide and better support a multigenerational workforce.

Generation X and Baby Boomers are the most dissatisfied with their work benefits.

Don't Overlook Skills Development for Older Colleagues

Twenty percent of empty nesters (parents over 50) surveyed believe their employer does not provide adequate opportunities for professional growth, and 17 percent are dissatisfied with training and development programs.

Providing increased mobility within your organization helps create rewarding pathways and maximize employee agility. In a competitive talent market, retaining trusted and knowledgeable employees helps strengthen organizational resilience and can reduce the financial costs associated with recruitment.

Having a clear skills strategy that provides development opportunities at key milestones across people's lives could help retain talent and foster future leaders.

Baby Boomers are 83 percent more likely to be not at all confident that their employer is investing in the skills development and training that will prepare them for the future of work.

Multigenerational Needs

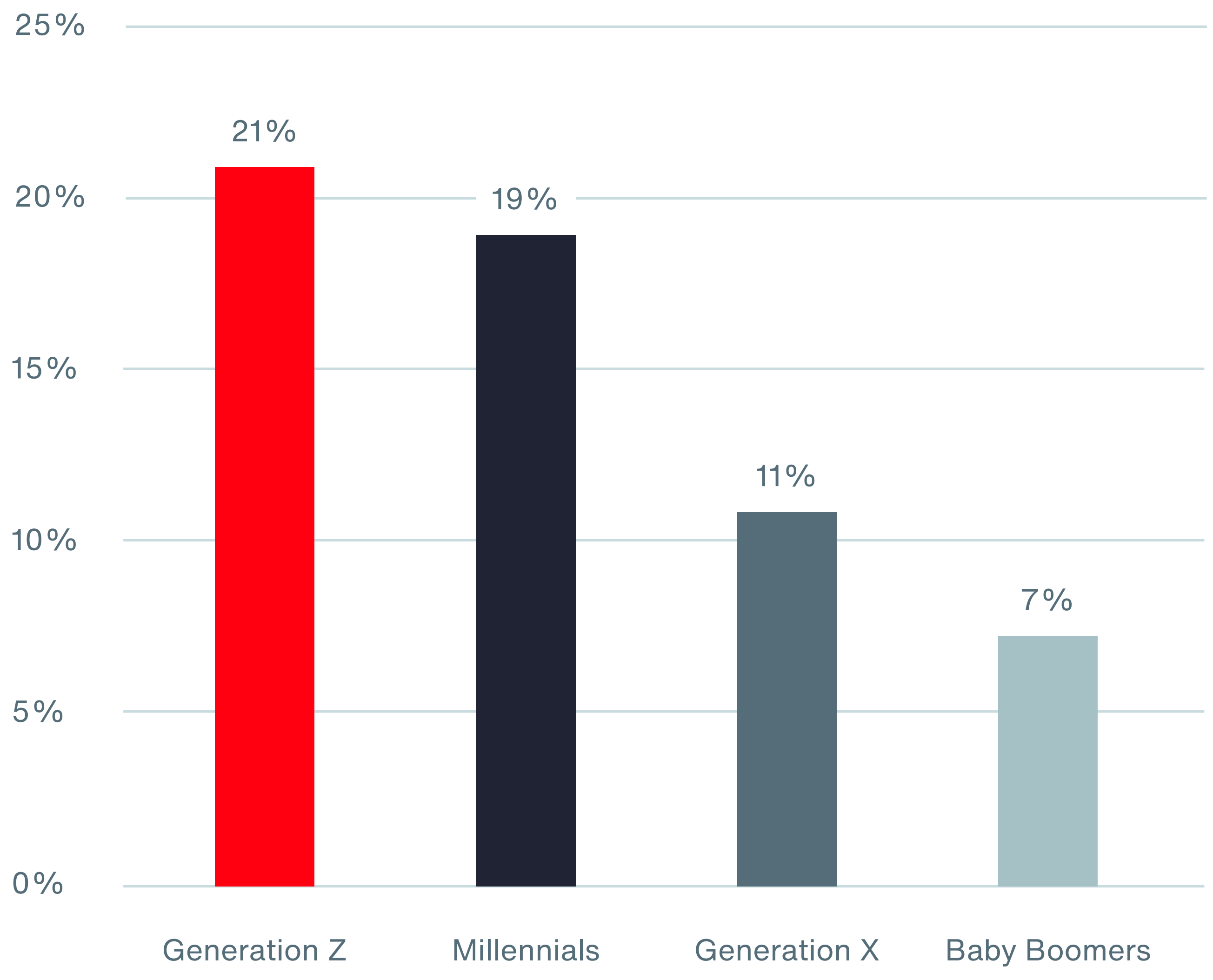
Every generation has its own distinct values and needs that go beyond usual age-related differences. Our research shows there is no single answer that will satisfy workforces at scale, so organizations need to embrace tailored approaches to deliver value for their people.

When it comes to describing their current wellbeing, Generation Z and Millennials are more likely to say that they are thriving than their Generation X and Baby Boomer counterparts.

Social factors matter to Generation Z, impacting their experience of the workplace. While all age groups cite work, health and financial concerns as having the biggest impacts on their wellbeing, Generation Z is 66 percent more likely than all other generations to say that their social life has a significant impact on them.

Number of Employees Who Describe Their Wellbeing As Thriving

By Generation



To see the breakdown in the top benefits by generation globally and by geography, see the **Geographical Overviews**.

"

Designing an employee value proposition that meets multigenerational needs is critical to widening the pool of available talent, particularly as life expectancy increases and people are working longer. By understanding the common needs and desires of each generation, businesses can tailor plans and communication strategies that resonate with distinct groups in a much more targeted way.

Stephanie DeLorm – Global Total Rewards Proposition Leader, Aon

A Spotlight on the Technology, Media and Communications Sector

From an industry perspective, employees surveyed in the technology, media and communications sector tend to view multinational companies favorably, with a higher percentage of respondents believing in better benefits (73 percent) and company culture (72 percent). Despite this, they are more likely to be actively seeking new employment opportunities, suggesting a more accepted culture of mobility within these roles.

> "
>
> Our data shows that the technology, media and communications sector is the third highest performer when it comes to delivering a range of benefits. But the persistent desire to seek new employment would suggest that these benefits alone are not enough to retain talent. The technology and support exists for companies to create flexible compensation and benefits strategies which secure and nurture the talent most needed for the business and employees to thrive. Paired with a culture that champions a sense of belonging, this enhanced approach to total rewards will help employees feel seen and valued by their employers.
>
> **Andrew Cunningham – Human Capital Chief Commercial Officer, Europe, Middle East and Africa, Aon**

Technology, media and communications sector employees at multinationals are

59%

more likely to say they will definitely seek new employment than everyone else in the study.

The Lure of Flexible Working

Contact Time with Your Employer is Important for Feeling Valued

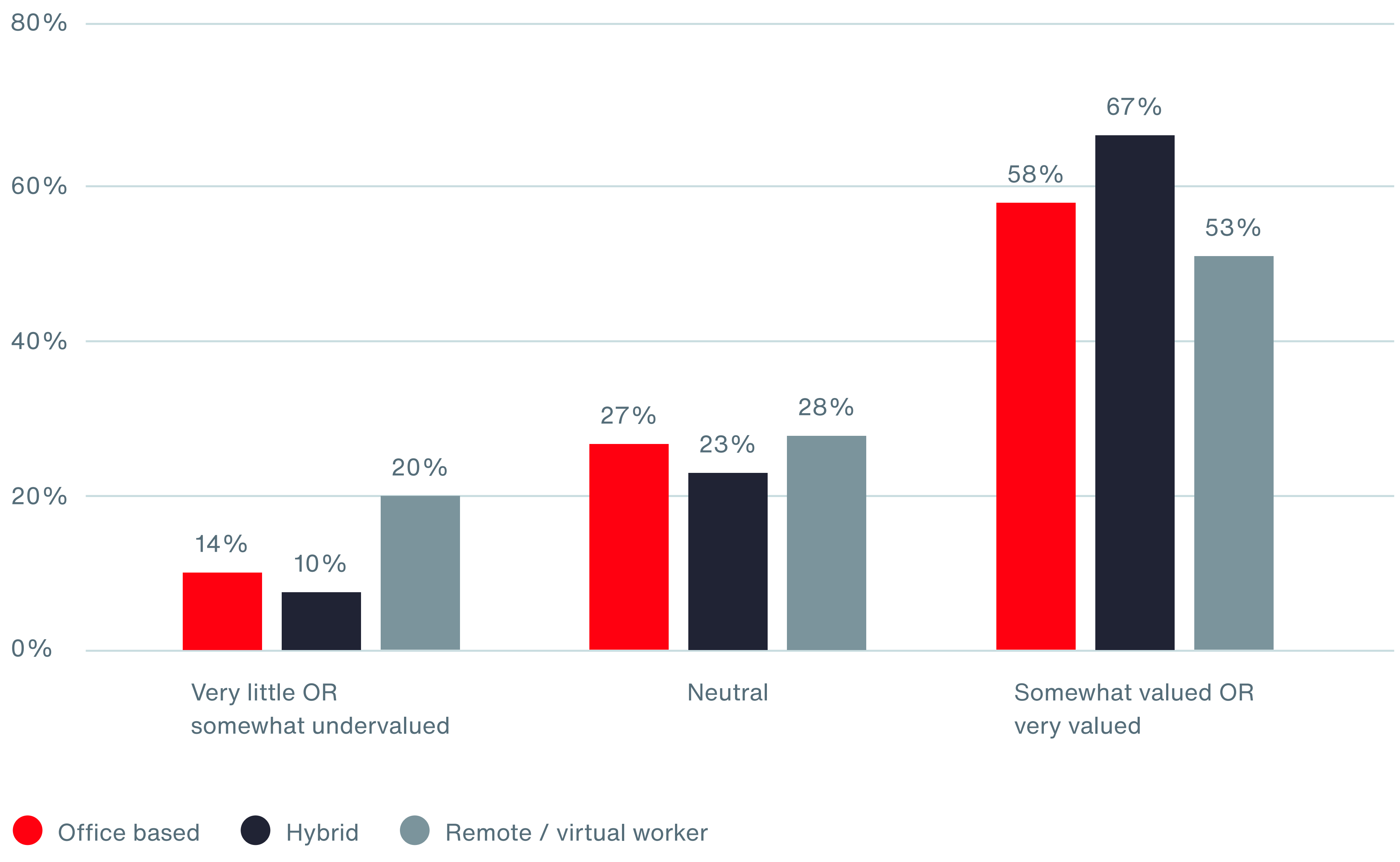
The shift toward flexible working models, including hybrid, has been rapid in the wake of the COVID-19 pandemic, but not everyone remains fully convinced of the supposed benefits, which include greater work-life balance and enhanced wellbeing.

Our data reveals that hybrid workers feel the most valued. Fully remote employees are 52 percent more likely to feel undervalued and office-based workers are 10 percent more likely to feel undervalued.

In locations like Japan and the UK, there is greater skepticism about flexible working, particularly regarding its effects on career progression and social connections. This indicates that organizations in these markets may need to enhance their communication, support and management practices to fully harness the benefits of flexible working. For markets like the UK where new flexible working legislation is being introduced,[3] employers should pay particular attention to how they ensure employees continue to feel valued while new patterns of working emerge.

To what extent do you feel like a valued member of your team?

By working style



Navigating the intersection of traditional working models with emerging trends remains a complex challenge for employers and striking the right balance requires careful consideration of employee needs, company culture, leadership training and operational requirements. Fostering open dialogue with employees about what works best for them can help organizations gain the insights needed to inform decisions that promote employee satisfaction, productivity and wellbeing.

3 Flexible Working UK Government, 2024.

Career-Developing Generation Z's are Quick to Believe Flexible Working Will Benefit Career Progression

Flexible working models have undoubtedly reshaped the workplace. While generation perspectives are often seen as a marker of acceptance of new working models, our survey has discovered that where an individual is on their career path plays an equally important role in shaping perspectives.

Focusing on Generation Z, those in entry level roles are less likely to think that flexible working has a positive impact on career progression compared to those in higher positions.

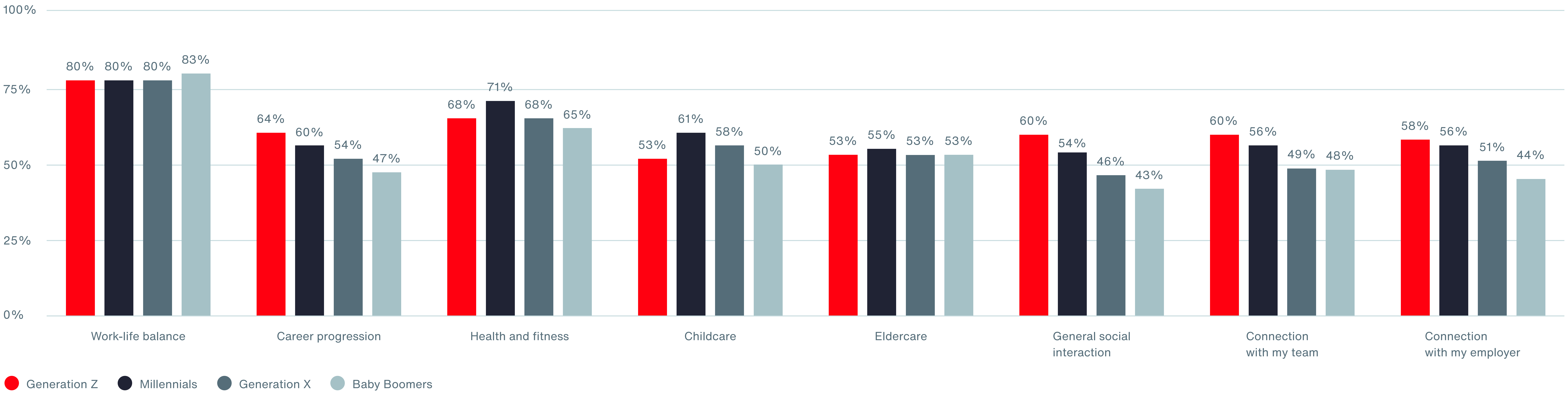
Once in mid-level and senior roles, Generation Z is significantly more likely than any other generation to say that flexible working has a positive impact.

Career-progressing Generation Z's also believe that flexible working will have a positive impact on their general social interaction, connection with their team and connection with their employer. As newer entrants to the workforce, this generation is likely to associate flexible working with a degree of autonomy over their working lives and trust from their employer. Employers are encouraged to balance these positive sentiments while ensuring managers have the oversight needed to support and progress young talent.

The outlier in perspectives on flexible working is Baby Boomers. Having completed the majority of their careers within a workplace setting where success was closely tied to visibility, in-person interaction and networking, they are least convinced of its benefits and are less likely to believe flexible working will have a positive impact on career progression.

Positive Impact of Flexible Working

Percentage of respondents who stated flexible working has a positive impact on the following aspects



Beware the Value of Remote Working in Locations Where Space is a Premium

Although remote and hybrid working has become more commonplace globally, locations like Japan and Hong Kong still favor traditional office settings. This preference could be driven by the high cost of residential property in these locations,[4] and a potential lack of space needed to work comfortably at home could be driving the appeal of working in a dedicated office space. Local culture will also play a significant factor in shaping perceptions. Multinational organizations hoping to provide equitable global rewards should be mindful of these variances when considering the implementation of remote working.

Japan has the largest percentage of office-based employees at

80%

China, Hong Kong and Japan all have the

lowest rates

of fully remote workers.

4 How much property will $US1 million buy you across the world? Knight Frank, 2023.

What Can You Do?

Attracting and retaining talent requires a deep understanding of what people value, making human capital data fundamental to an organization's ability to meet evolving needs. Knowing what drives employees, what could enhance their performance and increase their engagement is the key to unlocking compelling human capital strategies that build a thriving workforce, capable and committed to accelerating business growth.

Actions

Build a compelling and sustainable employee value proposition (EVP).

Address the differing needs of generations and meet shifting employee preferences to attract and retain talent:

- Build personas informed by data to discover what motivates current and potential employees.
- Reinforce the EVP during pre-boarding and onboarding programs to foster a more meaningful connection with employees early on.
- Focus on career progression, reskilling, and upskilling.
- Develop and communicate a strong cultural identity.
- Regularly review and adapt the EVP to reflect changing employee and market expectations.

Put your total rewards strategy at the heart of your people strategy.

Focus on personalization to keep up with workforce changes and show value to potential employees with the right mix of total rewards elements:

- Utilize data insights and benchmarking to determine the competitiveness of pay and benefits.
- Use data to continually assess employee perceptions and review employee offerings.
- Give employees access to information about their compensation, benefits, and other rewards so that you can provide a better understanding and appreciation of what is being provided.
- Allow employees to customize their benefits to what is of value to them.

Take a proactive approach to diversity, equity, inclusion and belonging (DEIB).

Create a workplace that helps employees achieve their full potential at work, have purpose, and feel like they belong:

- Embed the importance of DEIB through practice as well as policies.
- Have a strategy to address pay transparency and benefits equity.
- Create an environment of “psychological safety” where everyone feels comfortable talking about their specific perspectives and needs and are able to raise concerns.
- Leverage data to benchmark performance and track the progress of DEIB strategies.

2

Addressing Benefit Gaps

Our research shows that there are key areas where employees are being underserved, where inequitable benefits are contributing to negative wellbeing or preventing employees from reaching their potential.

What are the most important benefits that will keep people feeling valued, and how should employers address the underserved?

Adaptive Benefits That Suit Individual Needs

Tailoring Benefits to Life's Journey

Personalized benefits enable employees to adapt what's valuable to them to suit their needs at a given point of time in their life. But as organizations juggle the needs of multigenerational workforces, too many benefit plans still fail to meet workers' individual needs. Moreover, some organizations can face barriers in delivering personalized benefits when attempting to make decisions based on tax efficiency rather than employee value. Matching those two distinct needs can be done, but businesses should leverage technology to empower employees to be more creative with their choices.

Every generation prioritizes its health and wellbeing. While Generation Z, Millennials and Generation X have similar needs when it comes to their most demanded benefits, with a focus on their current protections and development, Baby Boomers understandably have their sights on their future financial security. While this is not a surprise, it highlights an opportunity to increase communication with younger employees to help them understand the value of engaging with their retirement savings much earlier.

2

Top 5 Valued Benefits by Generation

	Generation Z Born between 1997 and 2012	Millennials Born between 1981 and 1996	Generation X Born between 1965 and 1980	Baby Boomers Born between 1946 and 1964
01	Medical coverage/health insurance	Medical coverage/health insurance	Medical coverage/health insurance	Retirement savings
02	Work-life balance programs	Paid time off	Paid time off	Paid time off
03	Paid time off	Work-life balance programs	Retirement savings	Medical coverage/health insurance
04	Career development	Career development	Work-life balance programs	Dental insurance
05	Retirement savings	Retirement savings	Career development	Work-life balance programs

"

Compensation and benefits remains the number one feature attracting employees, and it appears that the majority of employees seek instant rewards rather than those with delayed gratification. Employers make significant investments in retirement benefits, but it's clear that employees need constant reminders about the long-term value that is provided through these programs.

The great reset of the post-pandemic not only drove employees to change their work-life balance priorities, but also stirred up new regulations such as the right to disconnect from work to focus on personal priorities. The prominence of PTO programs and work-life balance is an expected signal to employers that there is still work to be done addressing inequities in people's lifestyles. We've seen a rise in organizations revisiting and strengthening policies around general leave, parental, carers, bereavement leave and more - and this result would suggest there is more to come.

Byron Beebe – Global Chief Commercial Officer, Human Capital, Aon

2

Negative Wellbeing Might be an Indication You Need to Consider How to Personalize Benefits

Our study uncovered that specific benefits, such as savings/insurance plans (46 percent), women's health support (41 percent) and mobility perks (33 percent), are more valued by those with negative wellbeing. This indicates that targeted benefits could play a crucial role in improving satisfaction for employees struggling with their wellbeing.

50%

of employees are not able to customize their benefits.

8%

are unsure whether they can customize their benefits.

72%

believe benefit customization is important or extremely important.

Employees Want Autonomy to Adapt Benefits Without Sacrificing Pay

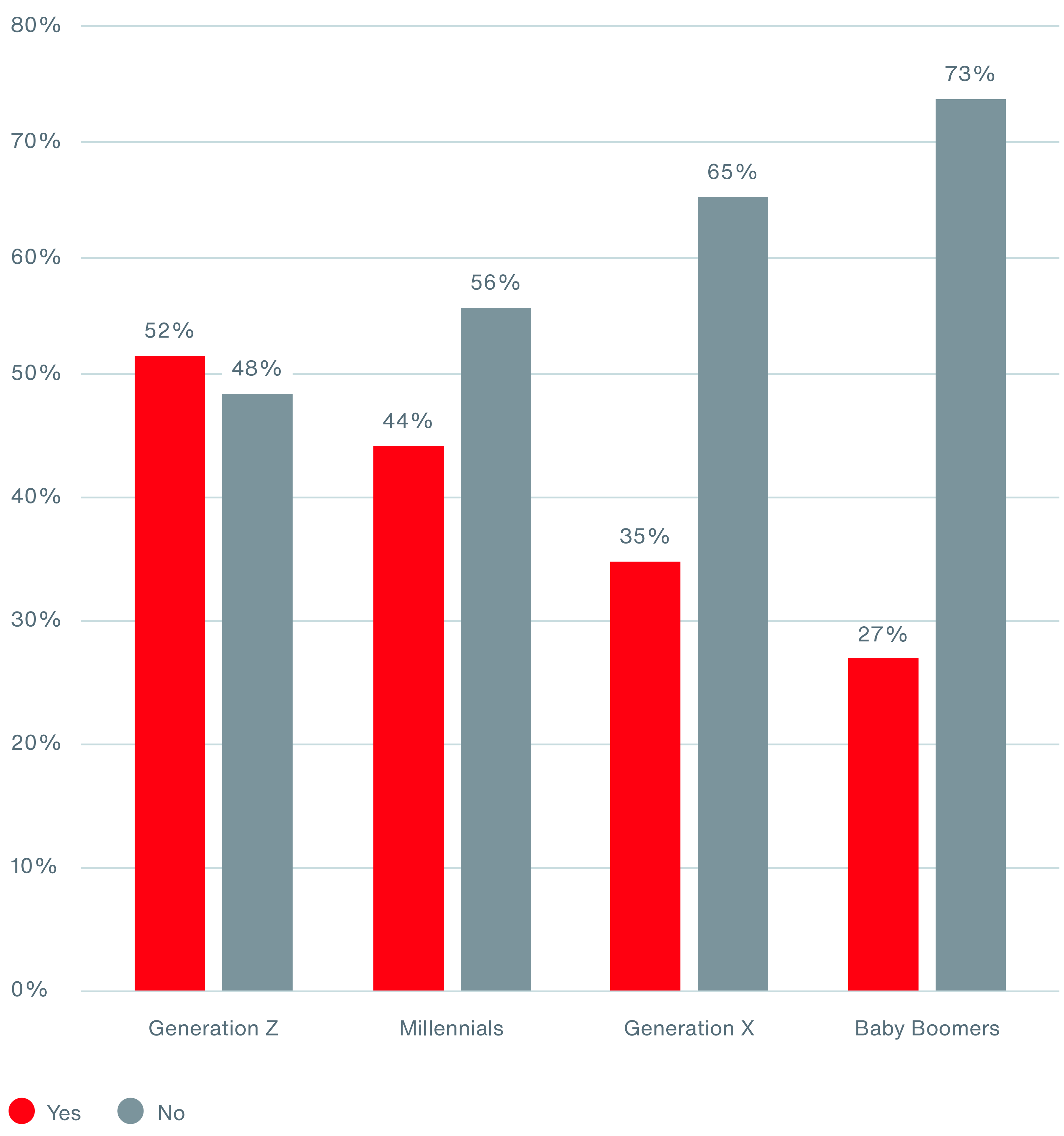
Universally, employees want more autonomy over the benefits they receive, with 63 percent of employees telling us that they would be willing to sacrifice existing benefits for a better choice of benefits. However, only 41 percent of employees stated they were able to customize the benefits they receive, highlighting an opportunity for those employers who are not currently offering flexible benefit programs, to implement these to offer greater choice and value for employees.

In a volatile economic environment where personal finances may be increasingly stretched, more than half (58 percent) of employees say they would rather not sacrifice pay for a better choice of benefits. However, when we look at the breakdown by generation, younger generations are more willing to sacrifice pay for a better choice of benefits. This willingness steadily declines with each older generation.

2

Sacrificing Pay For Benefits

Would you be willing to sacrifice pay for a better choice of benefits?



58%

of employees would rather not sacrifice pay for a better choice of benefits.

63%

of employees would be willing to sacrifice existing benefits for a better choice of benefits.

"

As well as meeting the unique needs of your workforce, personalized benefits also demonstrate a meaningful commitment to employee wellbeing that can be a compelling motivator to both current employees and potential hires. But just as critically, they help organizations to optimize their spend, avoiding the financial drain of services that aren't of use or appealing to your workforce.

Susan Fanning – Head of Wellbeing Solutions, APAC, Aon

From Immediate Needs to Long-Term Security

Social Mobility Might be Held Back by Inequitable Benefits

Employees in lower income brackets are 30 percent less likely to receive benefits linked to career development and training than those in the highest income bracket, compounding inequalities across workforces and limiting social and professional mobility. These employees are also 32 percent less likely to receive PTO benefits than their highest-income colleagues, potentially impacting the wellbeing of lower-income employees.

Being less likely to receive career development and training benefits appears to also impact awareness of their value. Our study found that high-income earners are more likely to value career development and training initiatives than low-income earners. Instead, low-income earners appear to be more focused on immediate needs and coverage rather than long-term investment in their career - being more likely to desire protections such as critical illness coverage, mobility perks, and unlimited time off than other employees.

“

Inclusive benefits are the cornerstone of a thriving workforce culture. When employees are empowered by the right mix of support and protections, they become happier, healthier and more productive, freeing them up to focus on their professional growth and contribute to an organization’s future.

Farheen Dam – Head of Health Solutions, North America, Aon

The Juggle is Real for Single Parents Who Face Increased Financial Stress

Unsurprisingly, single parents report greater financial stress than a caregiving couple or a non-parent. This driver makes single parents more likely to seek benefits that meet their immediate needs over long-term financial support. The demands of caregiving and the increased burden of responsibility also lead single parents to be more likely to value increased PTO and work-life balance programs.

Single parents are more than twice as likely to be experiencing financial difficulties and are

85%

more likely to be extremely unsatisfied with their benefits.

The Under-Communicated Safety Net: Life and Disability Insurance

Perhaps the most glaring perception gap between benefits provided and benefits needed is life and disability insurance benefits. Only 38 percent of the employees who consider these benefits important reported that they have access to them. However, life insurance is a well-established benefit globally, so it is likely that this result is being driven by a lack of awareness by employees. This highlights a need, and an opportunity, to improve communications around this benefit where companies could greatly enhance the understanding of this support offered for their long-term security and enhance employee wellbeing.

Enhance Employee Satisfaction with Emotional Wellbeing Support and Dental Insurance

Eighty percent of people say that health and wellbeing benefits are important to them, and 79 percent report to actually receive them, but there are significant gaps in specific areas. While only 27 percent have access to dental insurance, over half (51 percent) say that they value it at their current life stage, making it the fourth highest benefit that employees both have and value.

Emotional wellbeing services are also underprovided, reaching just less than a quarter of employees (21 percent).

When asked to rank which five benefits would be of most value at their current life stage, 20 percent of employees selected dental insurance and 13 percent chose emotional wellbeing support. Expanding coverage to include dental and emotional wellbeing services could enhance overall employee satisfaction and prove to be an appealing benefit to potential recruits.

Low-Income Earners are Chronically Stressed and Report Their Benefits Don't Meet Their Needs

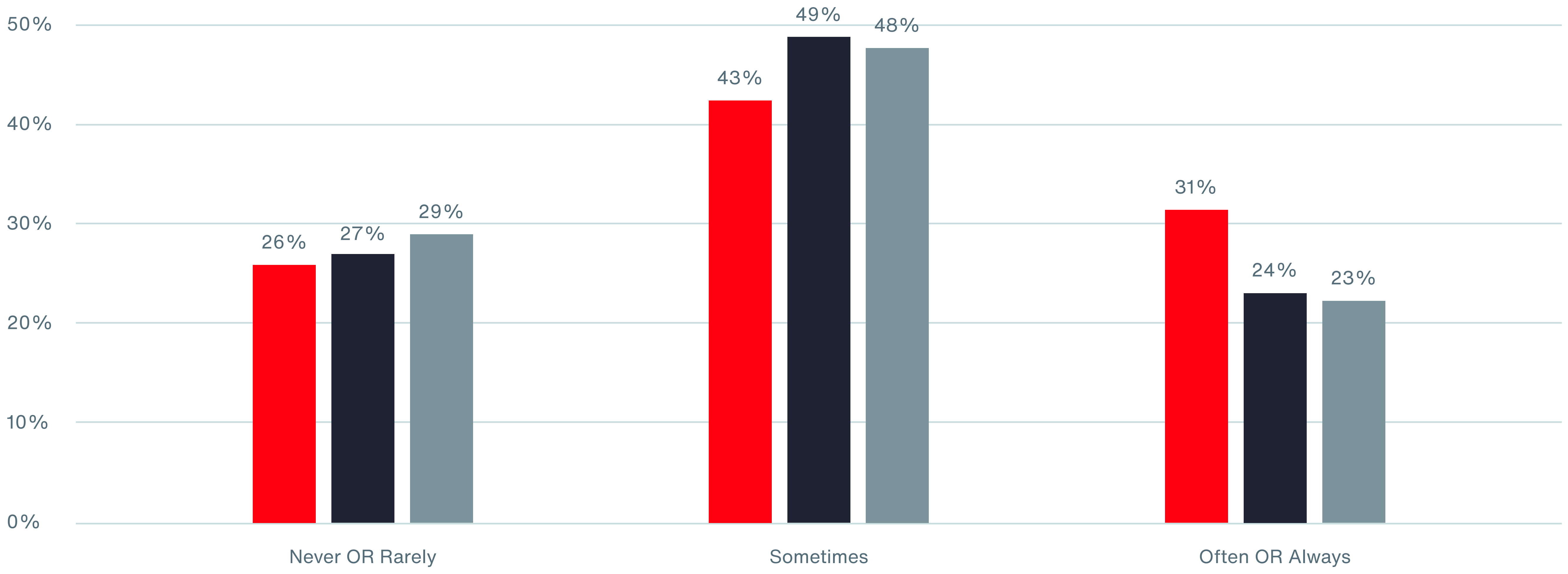
The responses from low-income earners paint a worrying picture of the mental and physical wellbeing of this demographic. When compared to high-income earners, low-income earners are 30 percent more likely to be chronically stressed at work and more likely to feel overworked. This group is also less likely to trust technology to improve their health[5] and more likely to report that their total rewards do not meet their or their family's needs.

These employees are also much less likely to feel that their employer is taking the necessary actions to:

- Protect their health and safety.
- Protect and improve their health and wellbeing.
- Provide sufficient information about benefits and choices.
- Provide easy access to benefits.

How often do you experience high stress levels at work on a daily basis?

By income level



> "Aligning total rewards to employee needs can transform the employee experience, but low-income earners clearly do not feel their needs are being met in the same way as their colleagues with higher compensation. Addressing this imbalance must become a priority for businesses to help their people become an engaged, committed and resilient workforce that can power future growth and innovation while feeling more valued and rewarded in the process.
>
> **Max Saraví – Head of Human Capital, Latin America, Aon**

Low-income earners are

30%

more likely to be chronically stressed at work.

5 GWI Market Research Data – GWI Core Q1-4 2024.

Use Benefits to Help Reduce Employee Stress Levels at Work

With many economies dealing with inflationary environments that place additional pressures on the lowest earners, businesses should consider designing reward programs that not only meet their immediate needs but better protect employees from unexpected events that could further worsen their position.

Employees with life and disability insurance were

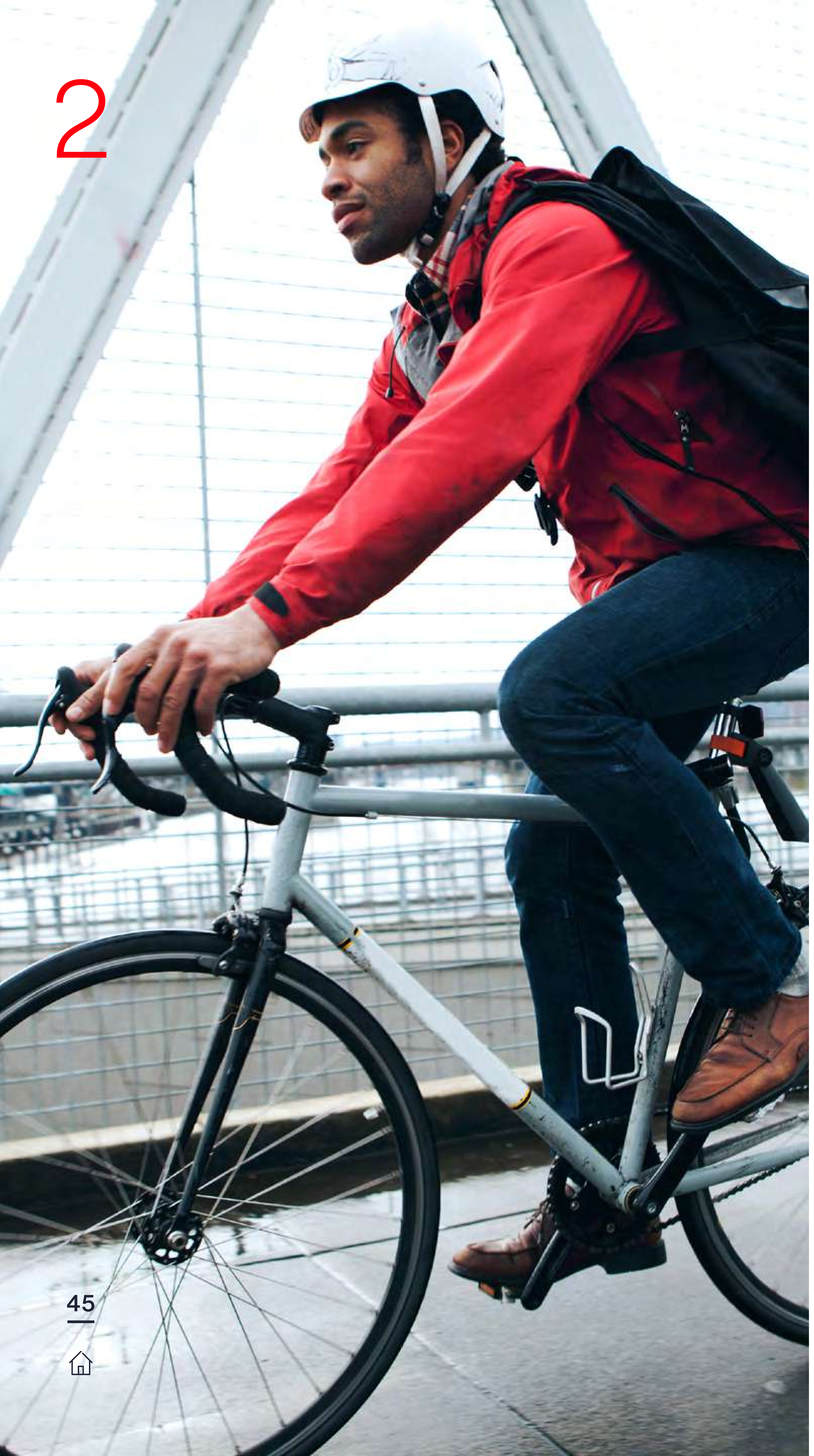
10%

less likely to report being chronically stressed (often or always stressed) at work.

Employees with access to work-life balance programs were

20%

less likely to report being often or always stressed at work.



2

There is No One-Size-Fits-All for Total Rewards

Our study reveals that there are clear gaps between what employers provide and what employees want, driven by a uniform approach to total rewards. The data reveals dividing lines in needs – across generations, income levels, career stage and household makeup. If employers want to foster a thriving workforce, they should look to provide far greater flexibility and empower employees to make the choices that are not only right for them in the immediate term but help sustain them into the future.

Only 41 percent of employees stated they were able to customize the benefits they receive, yet 72 percent said this was important to them.

Forty-two percent of employees say they are willing to sacrifice pay for better benefits, and 63 percent are willing to sacrifice existing benefits for a better choice of benefits. This shows a large opportunity for employers who are not currently offering flexible benefit programs to implement these to offer greater choice and flexibility.

Immediate actions:

- Gain an understanding of employee preferences, utilizing employee listening tactics such as surveys and data analytics.
- Leverage online benefit tools to offer employees flexibility and maximize return on benefit spend.
- Assess where existing benefits are being underutilized by specific populations who would appreciate them and enhance awareness and understanding through effective communications and training.

Employers Should Help Employees Build Financial Security Through Better Communication

Our survey results identified a correlation between financial security and appreciation of financial education and advice. Whether it's because of proactive financial planning or reduced financial anxiety, employees who consider themselves to be financially comfortable are eight percent more likely to feel like financial education or advice are of value to them at their current life stage.

In contrast, only five percent of those experiencing financial difficulties said that this benefit was valuable to them. Instead, they prioritize essential benefits like medical insurance (68 percent) and paid time off (59 percent). This highlights an opportunity for employers to support employees with targeted communications on how financial education benefits can support them.

Employers that Provide Retirement Savings Plans aren't Maximizing This Benefit

Globally, there are significant disparities when it comes to the number of employees that receive retirement savings.

Despite the stark variations in offerings of retirement savings, one thing is consistent: The majority of employers that offer this benefit are failing to provide financial education or guidance alongside it. In some geographies, just two percent of employees report to receive access to this benefit, creating the potential for a significant knowledge gap that impacts both employees and employers. Without financial confidence, employees may struggle to make informed decisions about their current finances, while potentially creating financial stress in the future that impacts the quality and date of their retirement. That isn't great news for employers either, who, as a result, may be impacted by:

- Reduced productivity of financially stressed employees, resulting in an average of 8.1 hours of lost productivity per employee per week.[6]
- The cost of an aging workforce who can't afford to retire – a one-year delay in retirement age can cost employers 1-1.5 percent of their total workforce costs.[7]

Not only do employees need better access to financial education and guidance, but organizations must improve their communications around this issue. Using behavioral finance to help employees better understand their own behavior to money can help make them more confident to take advantage of available benefits and support both their current and future financial security.

> "While the uptake and engagement with employer retirement and savings plans is expected to vary by geography depending on the state provision, what is particularly striking is the opportunity for employers to improve the financial wellbeing of their employees – and subsequently their overall satisfaction with their employer – by directing resources towards education and guidance.
>
> **Ji Chuan Leong – Partner, Wealth Solutions, North America, Aon**

6 Navigating Financial Stress: Empowering Employees, Forbes.

7 Why should employers care about the cost of delayed retirement, Prudential.

Financial Education, Guidance and Support Improve Employee Satisfaction With Overall Benefits

Employees dissatisfied with their rewards package often lack access to key benefits, including voluntary benefits, financial guidance, and financial education. Only half of employees (51 percent) who value retirement and financial wellbeing currently receive these benefits, leaving a significant portion of the workforce potentially unprepared for their financial future.

In addition, globally

37%

of employees say they expect their employer to provide financial education. Yet only 11 percent report that they receive it.

"

Our data paints a clear picture that employers are keen to provide financial wellbeing benefits — whether pensions, savings, share schemes or investments — but very few support their employees with the financial guidance and education they need to get real value out of them. If employees are better equipped with the information and understanding on how to ensure these benefits are really working for them, they would likely have a more favorable view of their total compensation.

Oliver Walker – Senior Partner, Global Financial Wellbeing, Aon

Don't Write Email Off: Globally, Email Is Still Employees' Preferred Communication

With so many critical messages to communicate to employees, leaders may find themselves wondering which approach is the most effective way to connect to and engage their people.

Despite modern life often creating email fatigue, employees told us that it is still their preferred method of communication with their employer. With the added growth in hybrid and remote working, email can often feel like the quickest route to send and receive communication, but with the complexities of intercultural workforces combined with email fatigue, face-to-face communication can not only ensure that messages are being well conveyed and understood, but the contact time can help employees feel appreciated.

Globally, 52 percent of employees preferred important communications to come via email, followed by one-to-one meetings (42 percent) and internal company websites (31 percent). However, in some locations a more personal approach is appreciated; Netherlands, Philippines, India and France favor one-to-one meetings. Respondents in Brazil, Chile and Mexico value short-form communication, putting text message/WhatsApp alerts in their top three communication methods. For global businesses, understanding these nuances and tailoring communication strategies at a local level could prove pivotal when it comes to increasing employee engagement.

What Can You Do?

By becoming better informed about the pressures facing the different demographics of your workforce and understanding how needs can greatly vary among underserved and forgotten populations, employers can reshape their employees' perception of their organization. Taking targeted action today could be as straightforward as providing greater education and guidance that enable employees to better access and utilize existing financial benefits.

Leveraging personalized, flexible benefits supports employees' unique needs, while also rewarding businesses with an improved return on investment.

However, it can be almost impossible to deliver this approach to benefits at scale through management tactics alone. Instead, organizations should look to benefit from technology solutions to help them deliver more targeted options to their people — empowering employees to make choices that are right for them at any given moment in their lives, while capturing a clearer picture of their people's needs and the trends across different demographics.

2

Actions

Leverage data for a deeper understanding of employee needs.

Make more informed decisions about which people strategies to invest in with human capital analytics:

- Analyze benefit data to determine the benefits employees need and want and better understand cultural nuances and geographical differences. This will support strategic benefits design.
- Benchmark your compensation and benefit offerings to understand how competitive you are and areas for improvement.
- Use enhanced data to personalize health and wellbeing solutions.
- Monitor hiring and retention trends across your workforce to address skills gaps and target talent pools.

Make employee benefits provision work for everyone.

Focus on equitable and inclusive benefits to support each employee's unique needs and circumstances:

- Understand if you have underserved populations and address the specific health and wellbeing needs that arise due to race, gender, sexual orientation, gender identity, socioeconomics and more.
- Consider incorporating additional support services, such as health screenings, carers and menopause support, to help retain experienced and knowledgeable employees.
- Build attractive family benefit programs that go beyond standard maternity and paternity leave to accommodate diverse family needs both financially and practically, including fertility treatment, support for adoption and surrogacy, carer benefits and flexible working.

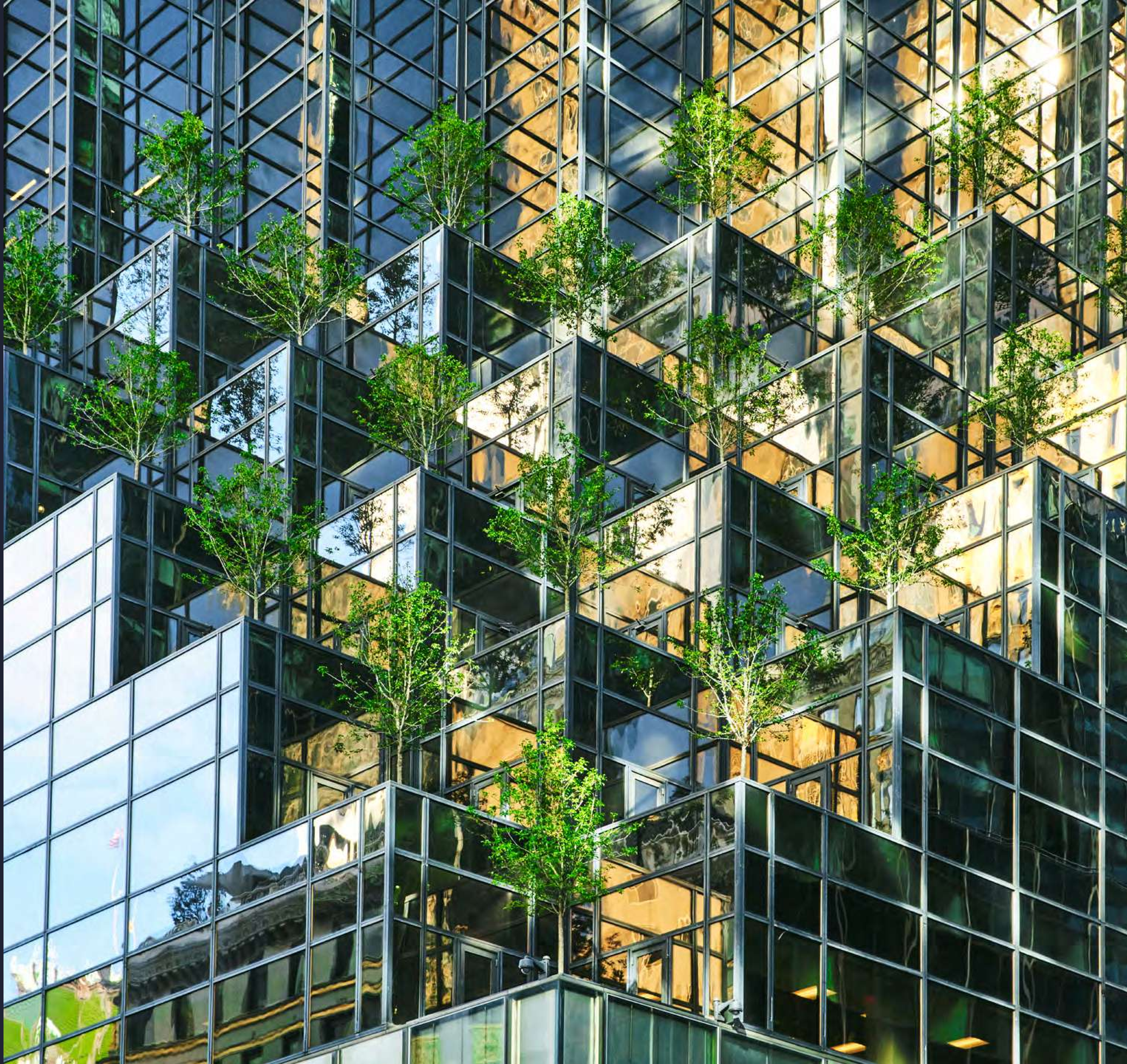
Embrace personalized benefits and digital solutions.

Meet the diverse needs of today's modern workforce while also controlling costs with highly personalized benefits, delivered via simple and engaging digital experiences:

- Invest in flexible benefit technology that enables employees to choose benefits of value to them.
- Provide access to reward and benefit information in a simple online hub, which employees can access anytime, anywhere and on any device.
- Leverage digital tools to deliver targeted personalized communications to employees. For example, helping employees achieve financial wellbeing via savings goals and plans and utilizing analytics to optimize and communicate personalized investment strategies.

3

Achieving a Growth-Ready Workforce



Satisfied employees deliver greater levels of productivity and performance,[8] yet too many businesses are failing to deliver employee support equitably, creating a considerable divide in employee resilience.

Our data shows that those in higher positions within a business are most likely to be satisfied with their benefits and compensation, and more likely to be thriving. In stark contrast, those without any benefits at all are more likely to be struggling. Employee wellbeing can be a valuable barometer of employee satisfaction, indicating how productive, engaged and motivated a workforce is likely to be. Explore the data that will help support employee performance and productivity and reap the rewards of a thriving, growth-ready team.

Are businesses creating their own microcosms of inequalities? How can they help amplify positive outcomes through targeted employee support? Moreover, how can they protect the future readiness of their workforce?

8 Happy workers are 13% more productive, Oxford University Saïd Business School, 2019.

Empowered People Empower Growth

If You Feel Good, You'll be More Satisfied With Your Employer Benefits

Individuals with positive wellbeing report significantly higher satisfaction with employer benefits compared to those with neutral or negative wellbeing. This suggests that overall wellbeing strongly influences how employees perceive and value their benefits.

Four in five individuals with positive wellbeing stated they are satisfied/extremely satisfied with their current benefits. In contrast, satisfaction drops for those with neutral or negative wellbeing, with 58 percent of those who feel neutral being satisfied/extremely satisfied with the benefits offered, while 48 percent of those who feel negative say the same. The difference in satisfaction is more pronounced among those with negative wellbeing, indicating that dissatisfaction with personal wellbeing might correlate with dissatisfaction with employer benefits.

Recognizing the positive impact of employee benefits has the potential to strengthen employee engagement, loyalty and motivation. It also highlights the importance of delivering support that meets people where they are at and providing appropriate support, at the right time.

Geographic Disparities in Benefits Satisfaction

The top five locations where people are most likely to be unsatisfied or extremely unsatisfied with their benefits packages are:

01	02	03	04	05
Portugal	**France**	**Italy**	**Japan**	**Argentina**

See our Geographical Overviews for a more detailed view of benefits perceptions by location.

The Unexpected Value of Travel

Only six percent of employees rank having travel opportunities, such as the option of relocation, as important to them at their current life stage.

However, our findings showed 64 percent of employees who receive travel opportunity benefits, such as the ability to relocate to other locations, consider themselves to be thriving or generally good, making travel opportunity the most influential benefit when it comes to wellbeing, quickly followed by financial advice (62 percent).

This disparity suggests that job seekers don't know that it can be a hugely positive experience, and employers could do more to educate new recruits on what travel opportunities can deliver for them. Amid the rising popularity of "digital nomads," this could be an opportunity for employers to gain a competitive advantage.

16%

of employees currently receive travel opportunities (such as relocation).

6%

of employees consider this of value at their current life stage.

Hybrid Working Helps Employees Thrive

Many organizations remain in a state of flux when it comes to settling on how the workplace should look in a new era of flexible working models. From global multinationals to smaller scale entities, leaders are still navigating the challenge of balancing the needs of the business with the demands and expectations of employees, creating an urgency to dig deeper into the impacts of these decisions.

Our study revealed a clear correlation between more flexible working patterns and employee wellbeing, with hybrid workers more likely to describe their wellbeing as thriving or good. However, having less contact time with colleagues and managers can create significant risks that employers must address. Not only are fully remote workers much more likely to describe their wellbeing as struggling, they are also significantly more likely to feel undervalued by their employer.

Office culture clearly still has an important role to play in the engagement and satisfaction of employees, highlighting the importance of devising workforce strategies and communication methods that support all styles of workers and foster a stronger sense of belonging.

Employees are

8%

more likely to describe their wellbeing as thriving or generally good if they work hybrid.

Employees are

28%

more likely to describe their wellbeing as struggling if they are fully remote.

Fully remote employees are

52%

more likely to feel undervalued.

> "
> Redefining the 'new normal' when it comes to the evolving landscape of work can be a complex and time-consuming exercise for leaders. But the unique demands of every business demand an equally personal response — one that works for both the organization and its people.
>
> **Lisa Patel – Head of Health and Talent Solutions, EMEA, Aon**

Remote Work Can Open Access to Opportunities Overseas

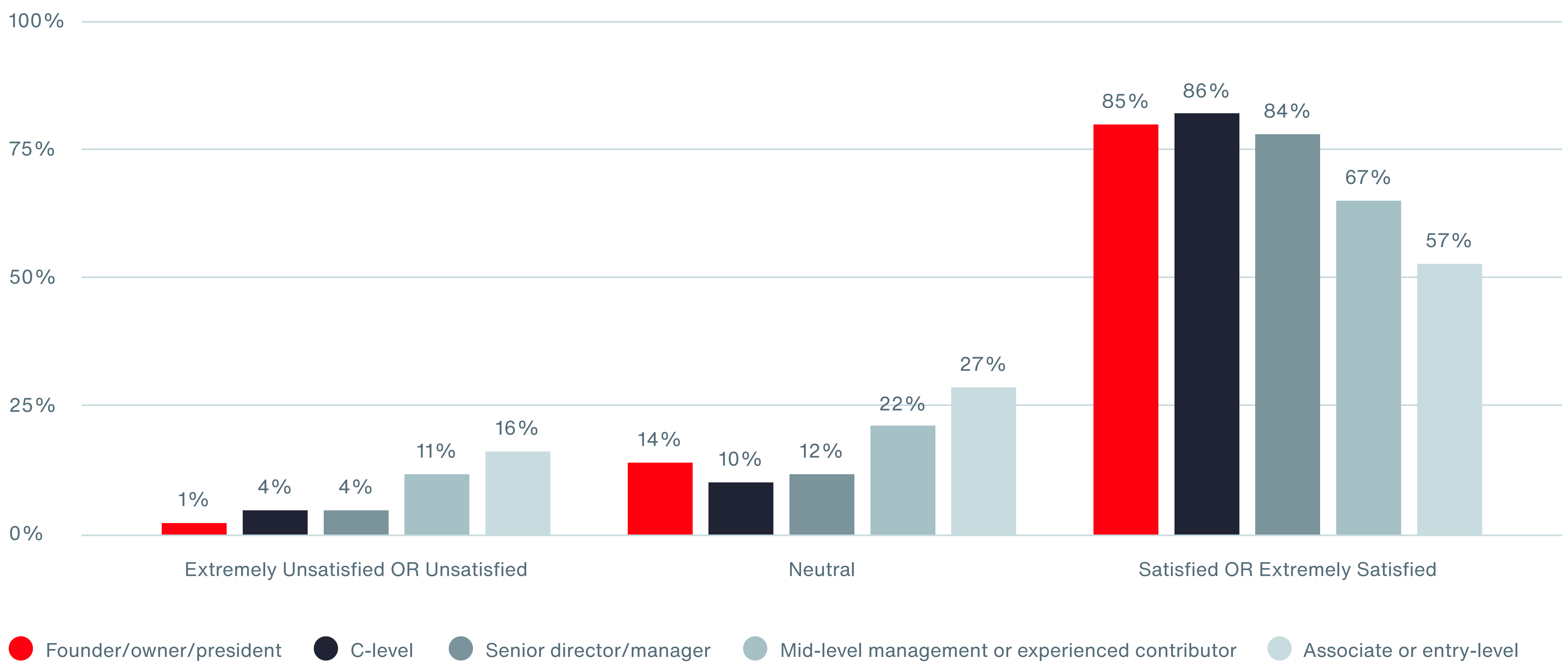
> “For some employees within Latin America flexible working is perceived as a way of enabling them to get higher-paid jobs and access jobs in different geographies through remote working.
>
> **Carlos Ferreyra – Head of Advisory & Specialty, Human Capital, Latin America, Aon**

How's Your CEO-to-Worker Wellbeing Ratio?

Supporting employee wellbeing ranked as the top employee expectation globally, when it came to ways in which employers should be helping employees. However, employers need to focus on making sure their wellbeing support works for everyone as our data shows a divide between the top level of businesses and ground floor.

Founders, owners or presidents are five times more likely to feel they are thriving compared to employees in associate or entry-level roles. This imbalance highlights the need for leaders to address it and create strategies that better cater to the needs of junior staff. Creating a pipeline of thriving junior talent can encourage skill development and career progression within your organization and help retain a valuable segment of the workforce.

Benefits Satisfaction by Job Role



Founders, owners or presidents are

five times

more likely to be thriving than associate or entry-level employees.

"

Satisfaction and wellbeing gaps between junior and senior staff can create a negative workplace culture, potentially impacting an organization's ability to attract and retain critical talent. In today's value-driven job market, providing greater equity across an organization helps to foster a more positive working culture built on trust, transparency and fairness.

Janet Faircloth – Senior Vice President, Health Solutions Thought Leadership, North America, Aon

The Key to Feeling Valued

Multinational Employees Feel Valued at Work, Satisfied With Benefits – but Still Might Leave

Multinational companies appear to be leading when it comes to getting the right mix of benefits to meet employee needs. Multinational employees are seven percent more likely to be extremely satisfied by their employee benefits and 22 percent more likely to feel very valued at work, than employees of local and national companies.

However, despite higher levels of satisfaction, multinational employees are also a more mobile demographic being 47 percent more likely to be in the process of moving employers and nine percent less likely to say that they definitely won't seek new employment.

Multinational employees are

22%

more likely to feel very valued at work.

"

In a need to demonstrate commitment to diversity, inclusion and belonging, environmental and social impact and holistic wellbeing, we've seen many multinational organizations focusing on the establishment of global minimum benefits standards.

These new standards provide a way to ensure equity — while also providing the flexibility for benefits frameworks to be adapted to local needs and region-specific regulations. We expect this will become the new normal, as our latest Global Benefits Trends research indicates such programs will double within the next two years.

Michael Pedel – Head of Global Benefits, Aon

3

Loyalty is Hard Earned, but It Starts With Helping People Feel Valued

For recruitment teams looking to manage rising talent costs, learning that half of employees who have worked for a company for less than six months might seek new employment places a new-found emphasis on retention tactics. Our data provides signals to help win over transient employees - from identifying that employees are nine percent more likely to feel valued by their employer when they have the flexibility to work both at home and in the office (hybrid), to outlining preferences for total rewards and communication channels.

Immediate actions:

- Consider how much in-person contact time your employees are getting with their team and what that might mean for how valued they feel by the business.
- After compensation and benefits, diversity and inclusion are the most important factors influencing perceptions of employers. Review your policies and improve your employee value proposition communications to prospective and existing colleagues.
- Help colleagues feel that they are getting the most value out of their total rewards experience through clear communication that shows the financial value of their compensation, retirement and health benefits.
- Review how candidates are assessed during the recruitment process – evaluating not just skills, but values and cultural fit when looking for new hires. This will help select candidates who are more likely to thrive and stay with the company long term.
- Evaluate the onboarding process to ensure it effectively integrates new hires and helps them feel valued from day one.

People Who are Prepared for the Future

The C-Suite are Aware of the Impending Impact of AI, but Lower-Level Workers Might be Left in the Dark

Technological advancements are rapidly changing the business landscape and demanding an evolution of HR strategies, as roles and skills requirements evolve. While founders and C-suite executives appear to be keeping pace with the demands of this evolution, the perceptions of entry-level employees are lagging behind.

Twenty-two percent of founders and C-suite executives believe that AI will significantly replace jobs in their field, yet only 11 percent of entry-level employees believe the same. Entry-level employees are 64 percent more likely to be unsure of the impact AI will have on their roles and 31 percent less likely to think that it will create new opportunities that require new skills in their field.

In addition, while 31 percent of founders and C-suite executives believe AI will require new skills, only 17 percent of entry-level employees think so. This divergence suggests a significant disconnect between the direction and needs of the business and the readiness of the workforce to prepare for change.

22%

of founders and C-suite executives believe that AI will significantly replace jobs in their field compared to only 11 percent of entry-level employees.

3

Confidence in Training Investment is High, but Skills Development is Not a Priority for the Majority of the Workforce

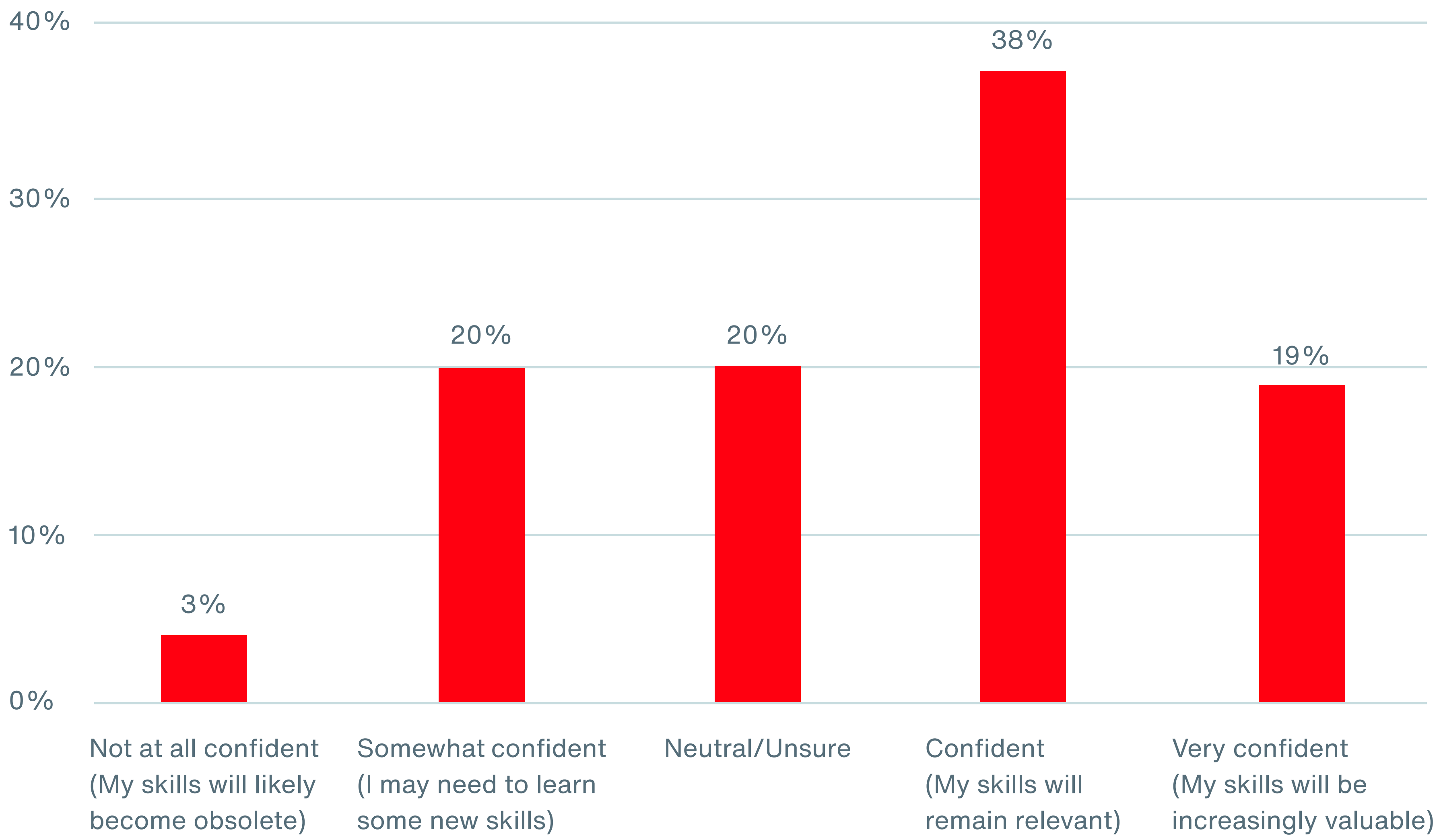
Employers appear to be finding the right balance when it comes to investing in their people's professional development. More than 80 percent of employees told us they feel confident that their employer is investing in their skills development and training to prepare for the future of work, highlighting a proactive approach from organizations that have their eyes firmly focused on tomorrow.

However, like the diverging perspectives around AI, employees appear to be less concerned about their own development for the future of work. Given the rapid advancements that digitalization is bringing to workplaces at every level and across every sector, it was surprising that only a quarter of employees are concerned about their skill level remaining relevant. In fact, 38 percent of employees told us they feel confident that their skills and experience will remain relevant for employment in the near future, while 19 percent believe their skills will become increasingly valuable.

> "There is a clear disparity on the likely impact of AI, between senior leaders and entry-level employees. This might suggest that business leaders are sheltering their employees from the realities they see ahead for skills and jobs, leading to workforces who lack the capabilities required to outpace change. In these situations, businesses need to have a clear skills strategy that they can communicate to their workforce – not to fear monger, but to support colleagues in the transition into a more AI-enabled future of work.
>
> **Simon Haines – Talent Analytics Leader, Europe, Middle East, and Africa, Aon**

Future Employability

How confident are you that your current skills and experience will remain relevant for employment in the next 3-5 years?



Globalization and the Gig Economy are a Double-Edged Sword – Offering Opportunity and Competition

In an increasingly interconnected world, a more globalized labor market has emerged, with job opportunities for employees no longer restricted to a single location or region. Remote working has also transformed opportunities for employees, providing some workers with access to much better rewards and more advanced roles than are available in their native locations. However, while more than half of respondents told us that globalization has directly benefited their careers (53 percent), a similar number said it has also led to increased competition for their jobs (56 percent).

Respondents expressed similar sentiments about the gig economy, with 47 percent saying this trend has increased competition for their jobs. The growing number of individuals utilizing online platforms to offer their services via short-term contracts appears to be unnerving employees in more traditional, full time positions. However, employees also appear to be intrigued by the opportunities gig work presents to them. More than half of respondents (53 percent) agree that the gig economy looks like an attractive alternative to traditional employment, highlighting the real risk to organizations of losing valuable talent if they fail to keep up with the salary prospects and work-life balance the gig economy purports to offer.

Just

over half

of the workforce agrees that the gig economy offers an attractive alternative to traditional employment.

Employees Want More Climate Impact Than They See Employers Delivering

In an increasingly volatile and uncertain world, the effects of climate change are becoming a growing concern for individuals, organizations and governments alike. Today, employees, consumers, investors and policymakers are looking to organizations to make meaningful contributions on the path to net zero.

Employees in particular are making more value-driven decisions, assessing the actions of their current and potential employers as part of their career decision-making. In fact, almost 90 percent told us that it was important to them that their employer take action to address climate change. Yet 19 percent told us that their employers' current actions were having a significant positive impact on the environment, highlighting the importance of not only taking meaningful action as a business but ensuring you communicate it to your employees too.

These values around the environment and sustainability are also shaping retirement benefits, with 53 percent saying they would consider sustainable investments if they delivered the same financial outcomes as traditional ones. For some employees, this topic is so critically important that 12 percent would be prepared to sacrifice better investment rates for a more sustainable impact when it comes to their retirement income benefits.

Almost

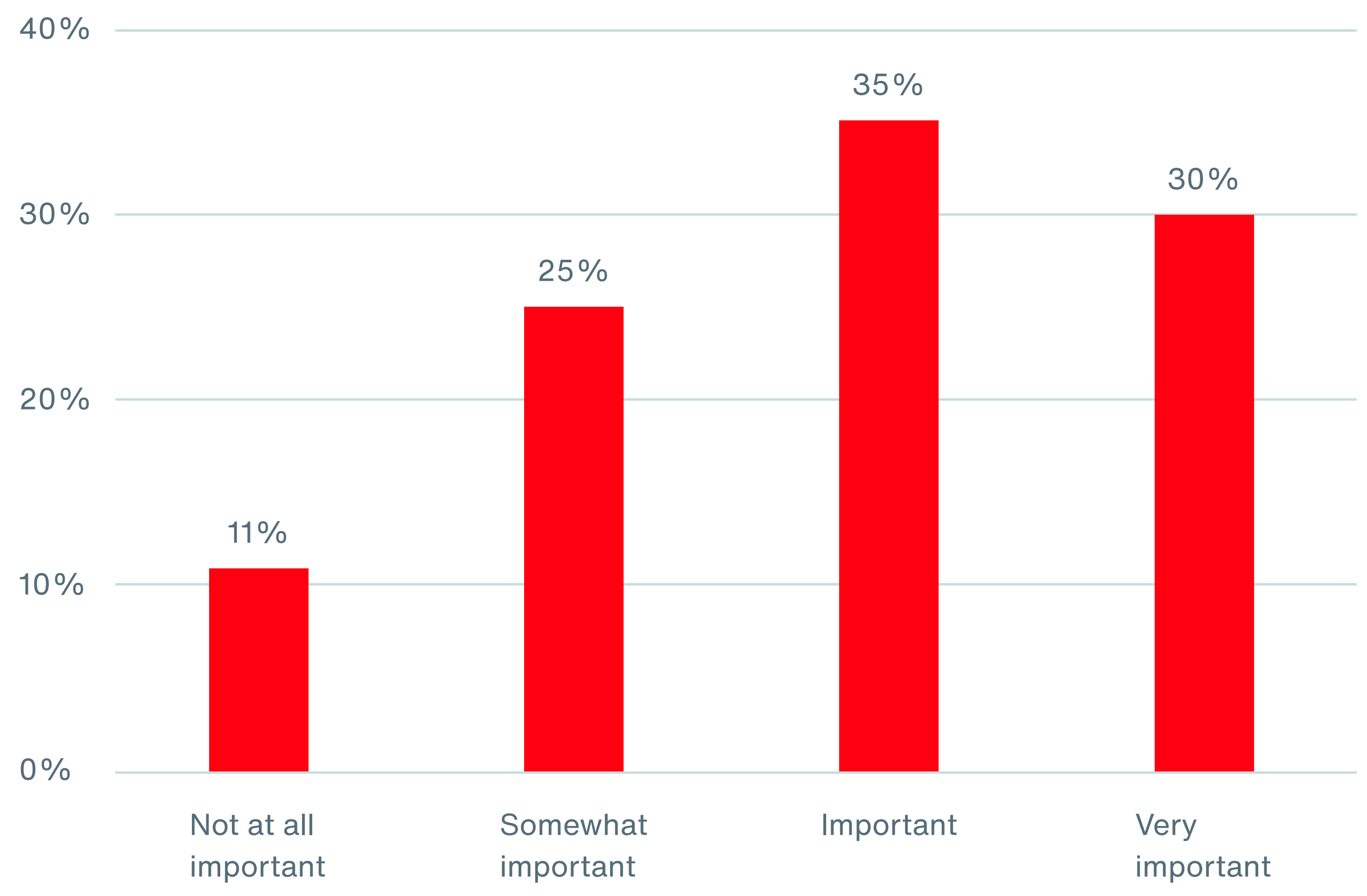
90%

of employees think it is important that their employer takes action to address climate change.

12%

of employees would be prepared to sacrifice better investment rates for a more sustainable impact when it comes to their retirement income benefits.

How important is it to you that your employer takes action to address climate change?



What Can You Do?

HR leaders have become increasingly strategic partners within organizations, playing a pivotal role in shaping a business's future. In building a workforce that feels supported, valued and prepared for the future of work, HR leaders can directly impact an organization's resilience and adaptability.

In order to be prepared for uncertain roads ahead, leaders will be required to have processes for people management that are rooted in foresight. Rather than reacting to the ever-evolving landscape of employee expectations, regulation, technology and economic conditions, HR leaders can foster resilience through AI-preparedness, upskilling and evaluating global capability centers.

By leveraging innovative human capital strategies that champion employee value propositions, connect to purpose and drive skills development, HR leaders help to address and mitigate organizational risks that threaten growth and innovation. From creating a culture that fosters a sense of belonging and equity to devising talent strategies that appeal to future generations of talent — managing the intricate link between employee satisfaction and organizational success has never been more important.

Actions

Embed wellbeing into company culture.

Implement more connected wellbeing strategies to achieve measurable improvements in costs, engagement and productivity:

- Identify population health risks with the data to support targeted and inclusive health solutions – offered to the right people at the right time.
- Leverage employee listening, digital assessments, data-led insights and scalable learning solutions to drive a culture of wellbeing beyond the individual.
- Integrate healthcare and wellbeing data into core people and business strategies by connecting insights to productivity outcomes.
- Communicate environmental, social and governance (ESG) reporting and the role of employee wellbeing to demonstrate the company's commitment to sustainable and ethical practices, enhancing transparency and building trust with stakeholders.
- Evaluate the wellbeing, resilience and sustainable high performance of your business at individual, team and organizational levels and connect your people to the diagnostics, coaching, training and strategies that will support their growth.

Build sustainability into human capital strategies.

For a more meaningful approach to sustainability, organizations should make collaborative decisions and strategies across all business functions, including compensation strategies. This could include:

- Devising work-from-home policies that highlight the direct link to reduced carbon emissions.
- Where commuting is necessary, consider supporting and incentivizing more sustainable commuting practices, such as bike/cycle to work programs, replacing company cars with electric vehicles or subsidizing public transport costs.
- Providing the opportunity for employees to enroll in retirement plans that align with their values, such as "green pension funds."
- Providing company sponsored volunteer opportunities and investments that support sustainable initiatives.

Focus on job architecture and workforce skills.

Robust job architecture systems are critical to developing competitive compensation and talent programs, helping organizations to:

- Align human resources strategy with business strategy, ensuring greater consistency and transparency in talent management processes.
- Build sustainable pay equity practices and meet pay transparency requirements.
- Provide workforces with a clearer understanding of their roles and responsibilities and chart a path for future career progression and mobility within the organization.
- Identify current skills gaps and future skills requirements, particularly in respect of the potential impact of AI.
- Hire for transferable competencies, behaviors and abilities to build greater organizational agility and resilience.

4

Conclusion

4

From Surviving to Thriving

In the face of increased volatility, where the margin for error is rapidly decreasing, organizations should build greater resilience to weather an increasingly uncertain, unpredictable and interconnected global landscape.

Navigating the evolving risks created by rapid technological advancements, global economic volatility, increasing geopolitical threats and climate change requires revised strategies and bold leadership.

While addressing risk capital is one side of the story, human capital strategies that support and develop an organization's greatest asset — its people — are just as critical to its protection and growth. When employees are empowered to reach their potential, organizations reap significant rewards too. It's why keeping pace with the evolving demands of workforces is just as important as keeping pace with evolving operational risks.

Yet, as our survey has uncovered, as organizations strive to balance cost management with employee experience, many are still struggling to meet the differing demands of their people, whether they are culture-skeptical Baby Boomers or stressed-out low-income employees.

Becoming better informed and being better advised about the needs of valuable employees helps organizations to make better decisions — the types of decisions that can build an organization of thriving employees who feel valued, supported, engaged and motivated.

“

Over the last few decades, increased recognition of the positive impact of diversity and inclusion on business decision making and performance raised the bar for organizations and their people leaders around the world. The ongoing war for talent has only intensified the need for businesses to ensure access to broad and deep pools of talent to deliver richer and more relevant offerings, resulting in many organizations aligning their total rewards offerings with their employee value proposition, their purpose and their business goals.

Looking at the results of our latest global study, what is clear is that the next decade will raise the bar again as leading businesses invest in personalization and go beyond adding more offerings to an already rich tapestry of benefit and reward mechanisms. Instead, we're helping leading businesses better leverage data and actionable analytics to deepen understanding of their workforce demographics and identify reward opportunities that are more meaningful to attracting and retaining top talent. This support will position businesses for further success today and in the future.

Lisa Stevens – Chief Administrative Officer (People, Marketing & Communications and Public Affairs), Aon

Discover

Redefining your approach to human capital strategies starts by gaining a better understanding of the factors influencing perceptions of your business as an employer. With greater knowledge of the motivations of different generations, industries and regions, you can tailor and redefine your offering to meet the evolving needs of your people.

Create

Equally, by understanding your biases, you can identify pockets of underserved talent and where total rewards are misaligned with real employee needs. Identifying and addressing these gaps and tailoring approaches helps organizations retain their best people — employees with valuable institutional knowledge and experience.

Activate

Communicating the value and availability of your total rewards program is key to increasing employee engagement. Benefits technology can also be a key driver in enabling engagement, facilitating data-based decisions and improving health outcomes, and the value of supporting employee's health and wellbeing is clear to see in this report. By understanding these deeper dynamics of workforce engagement, total rewards and sustainable performance, you can ensure you invest in effective human capital strategies that work for both your people and your organization. This can unlock the full potential of your people, where employees not only thrive but actively contribute to achieving your organization's aspirations.

5

Geographical Overviews

Global

Employee Sentiment Findings

While economic conditions vary across the globe, employees are universally clear in their ask for employers to provide better-than-average pay and meaningful benefits. At the same time, expectations of support across a range of dimensions, from career development to retirement, women's health and financial wellbeing, place added pressure on businesses. Medical coverage, paid time off and work-life balance top the list of valued benefits, combined with a strong emphasis on offering choice and personalization. Additionally, employees expect opportunities for personal development fostered by purpose. Alignment and investment in career pathing, clear communication and robust training will be imperative for future success.

With the majority of employees on the lookout for new opportunities, employers should recognize individual needs and show their people how valued they are. This will enable organizations to improve employee performance, productivity, and loyalty, driving overall business performance.

13%

of employees feel undervalued.

60%

of employees are either in the process of moving employers or might/will seek new employment in the next 12 months.

AON

Top 5 Valued Benefits

1. Medical coverage
2. Paid time off
3. Work-life balance programs
4. Retirement savings
5. Career development

Personalized Benefits

63% would be willing to sacrifice existing benefits for a better choice of benefits.

Development of Skills

17% of employees are not at all confident that their employer is investing in their skills development and training to prepare them for the future of work.

Where to Take Action

14% disagree that their employer is taking the necessary actions to protect and improve the wellbeing of employees.

Transparent Pay

63% agree that their compensation is fair compared to similar roles in the industry.

18% are not confident their employer ensures pay equality regardless of gender.

Impact of AI

15% of employees are unsure of the impact of AI on their jobs.

35% feel more motivated to develop new skills to stay relevant.

Top Employee Expectations

49% say employers should support employee wellbeing.

45% say employers should help employees save for retirement/long term needs.

37% say employers should support women's health (e.g., menstruation, menopause).

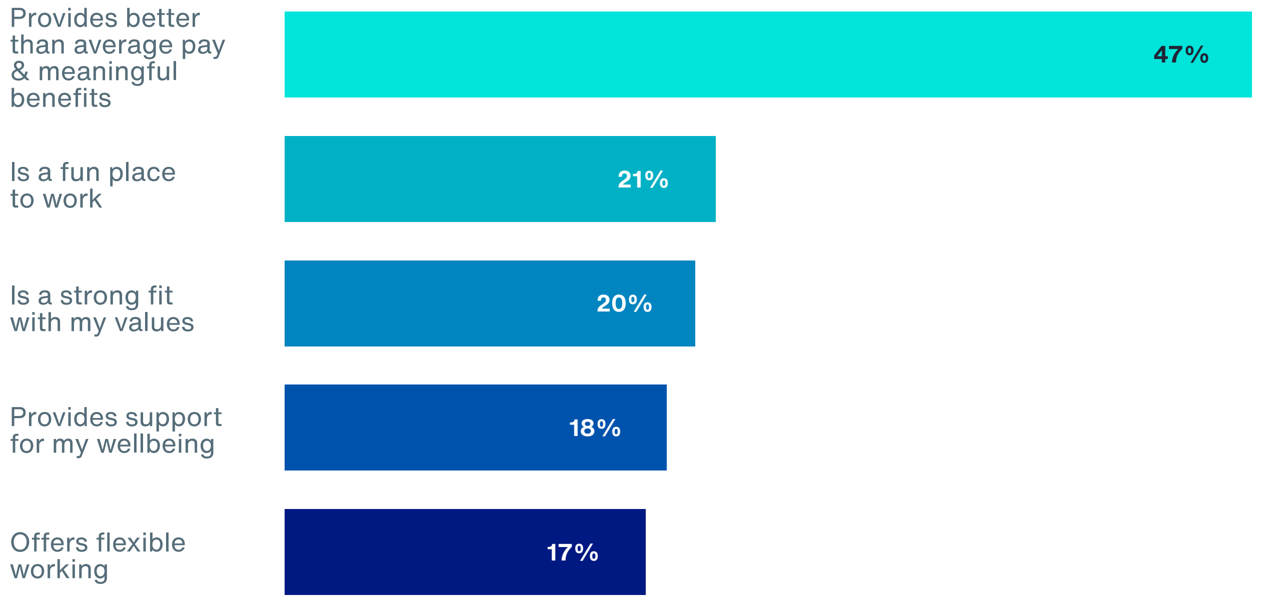
37% say employers should provide financial education.

36% say employers should support with childcare.

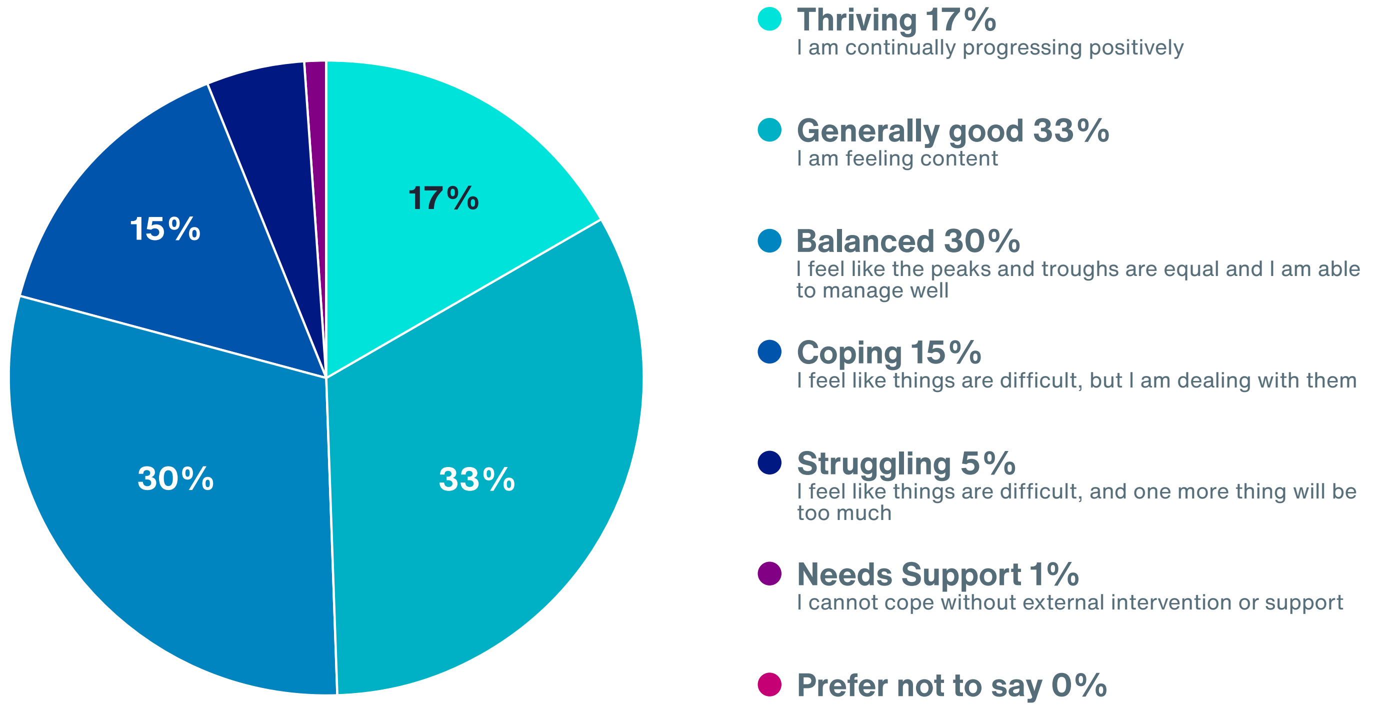
Investing in our Future

53% of employees would consider sustainable retirement savings investments if they delivered the same financial outcomes.

Top 5 Most Influential Characteristics Attracting Employees



Current Wellbeing



Top 5 Valued Benefits by Generation

	Generation Z Born between 1997 and 2012	Generation Y (Millennials) Born between 1981 and 1996	Generation X Born between 1965 and 1980	Baby Boomers Born between 1946 and 1964
01	Medical coverage/health insurance	Medical coverage/health insurance	Medical coverage/health insurance	Retirement savings
02	Work-life balance programs	Paid time off	Paid time off	Paid time off
03	Paid time off	Work-life balance programs	Retirement savings	Medical coverage/health insurance
04	Career development	Career development	Work-life balance programs	Dental insurance
05	Retirement savings	Retirement savings	Career development	Work-life balance programs

Employee Communication Preferences

52% Email

42% 1-on-1 meeting

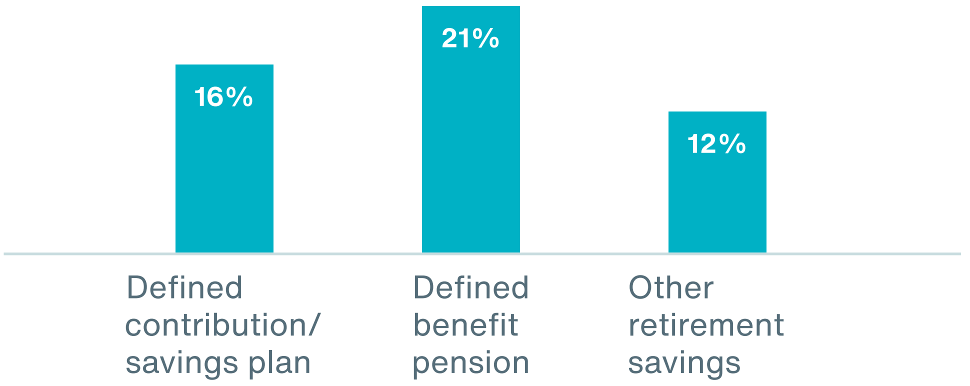
31% Internal company website

Biggest Difference in Total Reward Wants by Gender

Women are 4% more likely than men to desire paid time off.

Financial Benefits and Advice

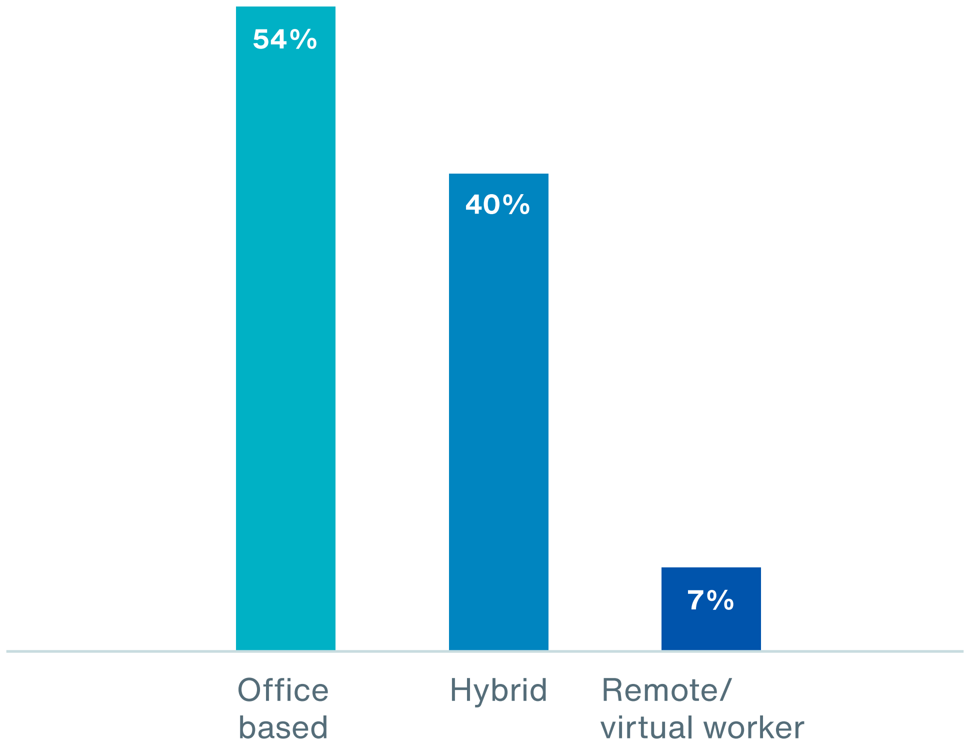
Current Benefits Received



11% receive financial education programs

9% receive financial advice/guidance

Current Working Style



Argentina

Employee Sentiment Findings

The Argentinian employee sentiment reflects familiar challenges for HR leaders — from compensation fairness to flexible working arrangements. While Argentinian employees highly value paid time away and retirement benefits, organizations do not consult on these areas as frequently, suggesting a disconnect between employee expectations and what employers are investing in. This divide emphasizes the importance of using data to gain insights about the benefits that deliver the most value to employees. Our data revealed that employees are increasingly concerned about the impact of AI on job stability, a trend that is anticipated to continue. Human capital strategies will become increasingly prominent in C-suite agendas as employee expectations evolve. Adapting benefits strategies to embrace a more personalized experience will help organizations meet evolving expectations, fostering a more engaged, motivated and thriving workforce.

18% of employees feel undervalued.

60% of employees are either in the process of moving employers or might/will seek new employment in the next 12 months.

AON

Top 5 Valued Benefits

1. Medical coverage
2. Paid time off
3. Work-life balance programs
4. Retirement savings
5. Emotional wellbeing support

Personalized Benefits

75% would be willing to sacrifice existing benefits for a better choice of benefits.

Development of Skills

20% of employees are not at all confident that their employer is investing in their skills development and training to prepare them for the future of work.

Where to Take Action

27% disagree that their employer is taking the necessary actions to protect and improve the wellbeing of employees.

Transparent Pay

46% agree that their compensation is fair compared to similar roles in the industry.

21% are not confident their employer ensures pay equality regardless of gender.

Impact of AI

22% of employees are unsure of the impact of AI on their jobs.

39% feel more motivated to develop new skills to stay relevant.

Top Employee Expectations

56% say employers should help employees save for retirement/long term needs.

53% say employers should support employee wellbeing.

52% say employers should provide financial education.

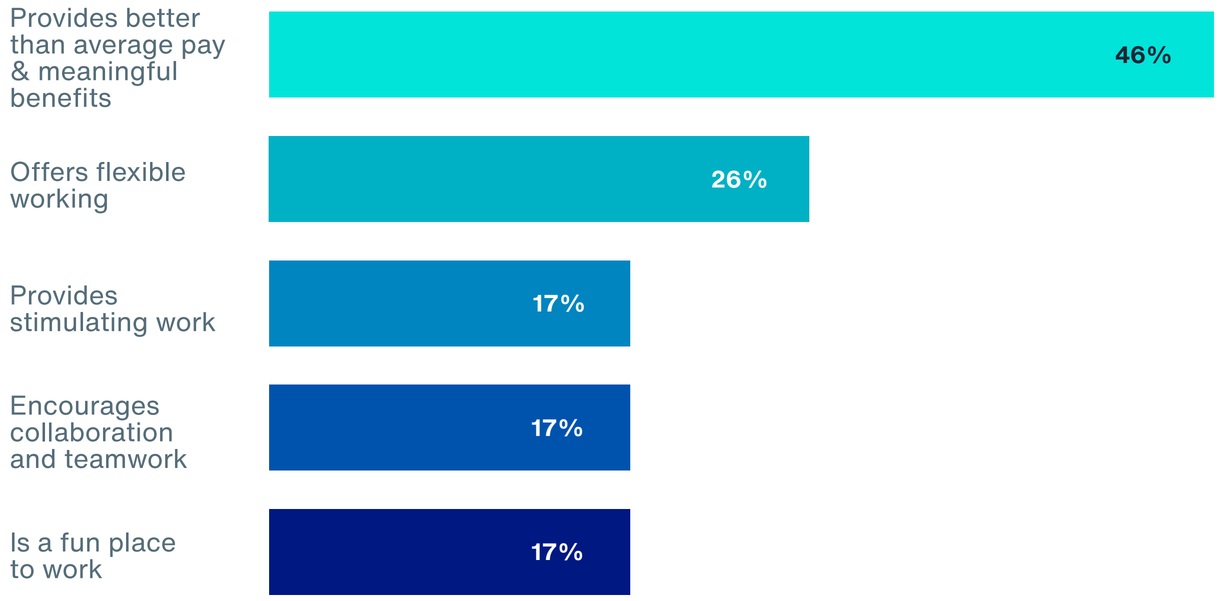
47% say employers should help them establish an emergency fund.

44% say employers should provide financial advice/guidance.

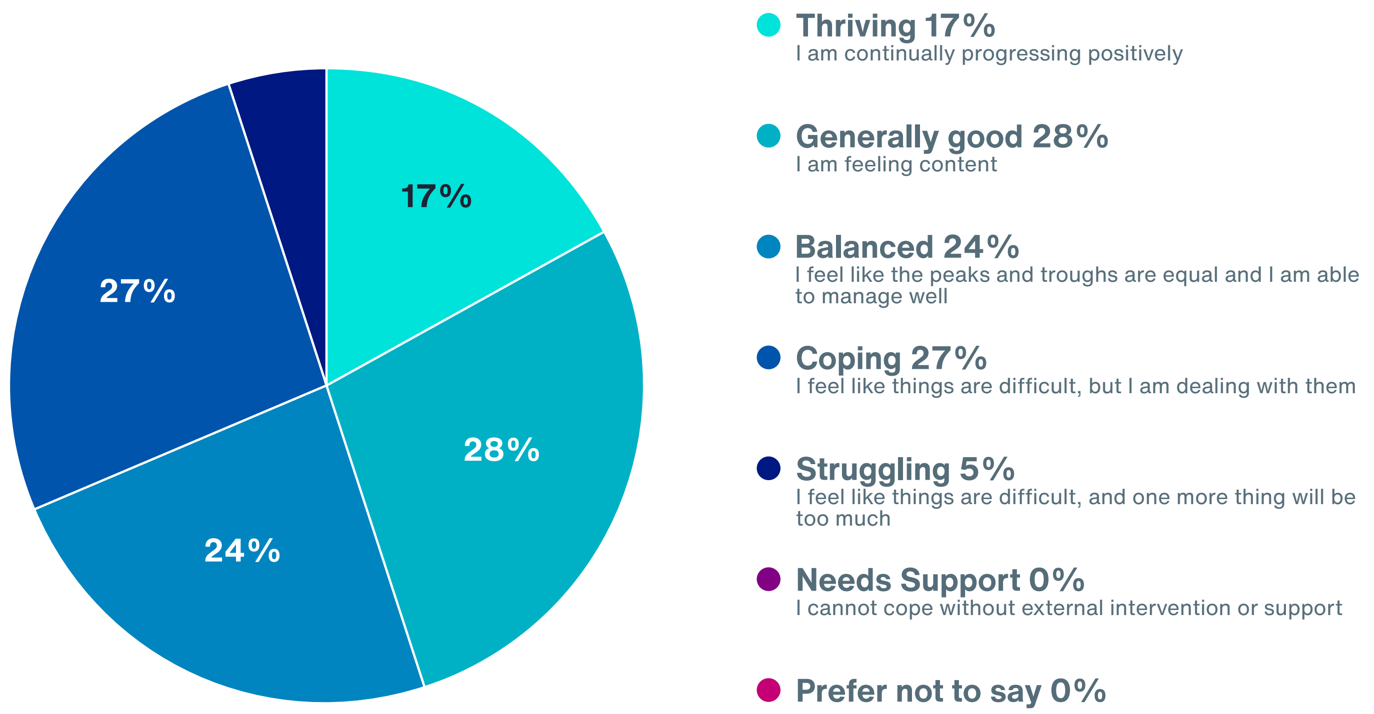
Investing in our Future

51% of employees would consider sustainable retirement savings investments if they delivered the same financial outcomes.

Top 5 Most Influential Characteristics Attracting Employees



Current Wellbeing



Percentages are rounded

Top 5 Valued Benefits by Generation

	Generation Z Born between 1997 and 2012	Generation Y (Millennials) Born between 1981 and 1996	Generation X Born between 1965 and 1980	Baby Boomers Born between 1946 and 1964
	This data is based on a small sample size and is for illustrative purposes only.			This data is based on a small sample size and is for illustrative purposes only.
01	Paid time off	Medical coverage/health insurance	Medical coverage/health insurance	Career development
02	Medical coverage/health insurance	Paid time off	Paid time off	Paid time off
03	Emotional wellbeing support	Work-life balance programs	Retirement savings	Medical coverage/health insurance
04	Career development	Emotional wellbeing support	Life and disability insurance	Work-life balance programs
05	On-site services	Retirement savings	Critical illness coverage	Critical illness coverage

Employee Communication Preferences

55% Email

50% 1-on-1 meeting

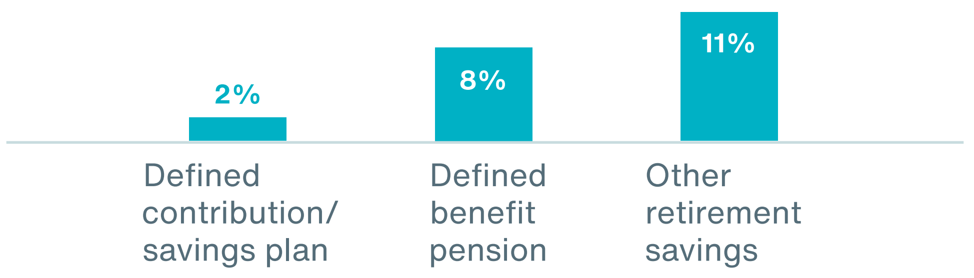
31% In-person group meeting

Biggest Difference in Total Reward Wants by Gender

Women are 18% more likely than men to want health and wellbeing benefits.

Financial Benefits and Advice

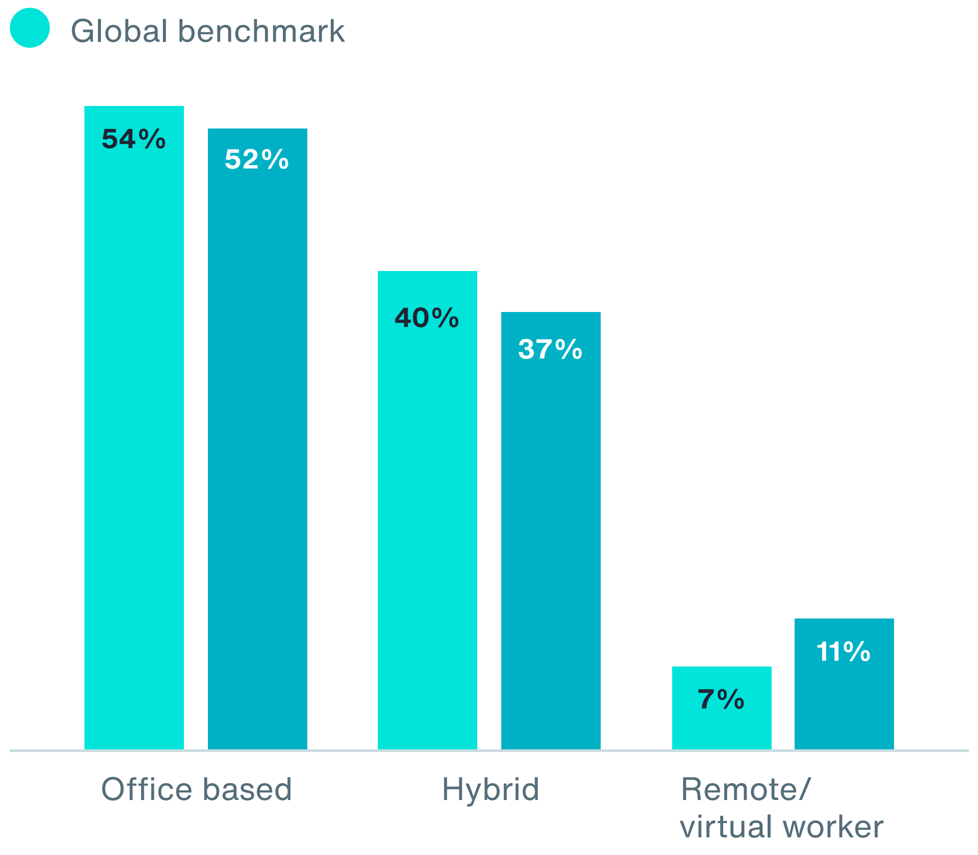
Current Benefits Received



4% receive financial education programs

8% receive financial advice/guidance

Current Working Style



Australia

Employee Sentiment Findings

Flexibility remains a valued offering for employees across generations, with paid time off regarded as the most valued benefit. The statutory requirements for leave in Australia are considered generous compared to other geographies' offerings, so this sentiment likely reflects the growing trend of organizations offering additional leave allowances around issues such as family planning, gender-specific requirements and expanded bereavement leave. Couple this with the popularity of the hybrid working model in Australia, and the push to get employees back in the office might be slow and cautious. A staggering two-thirds of employees revealed that they are in the process of leaving their jobs or plan to in the next 12 months. Addressing the pay and benefits gap in Australia, particularly across generations, will remain a critical challenge, along with the impacts of AI.

22% of employees feel undervalued.

67% of employees are either in the process of moving employers or might/will seek new employment in the next 12 months.

AON

Top 5 Valued Benefits

1. Paid time off
2. Work-life balance programs
3. Career development
4. Retirement savings
5. Remote and/or flexible work

Personalized Benefits

55% would be willing to sacrifice existing benefits for a better choice of benefits.

Development of Skills

29% of employees are not at all confident that their employer is investing in their skills development and training to prepare them for the future of work.

Where to Take Action

18% disagree that their employer provides easy access to benefits.

Transparent Pay

51% agree that their compensation is fair compared to similar roles in the industry.

21% are not confident their employer ensures pay equality regardless of gender.

Impact of AI

31% of employees are unsure of the impact of AI on their jobs.

19% feel more motivated to develop new skills to stay relevant.

Top Employee Expectations

44% say employers should support employee wellbeing.

34% say employers should help employees save for retirement/long term needs.

24% say employers should support women's health (e.g., menstruation, menopause).

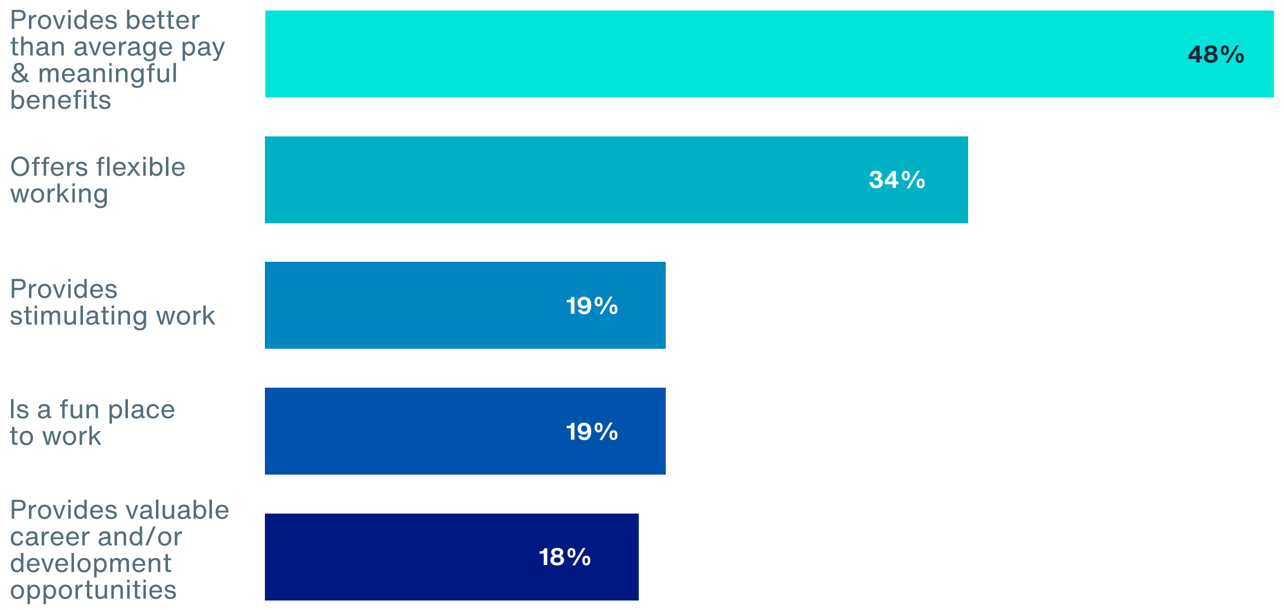
19% say employers should support with childcare.

19% say employers should support with eldercare or family care.

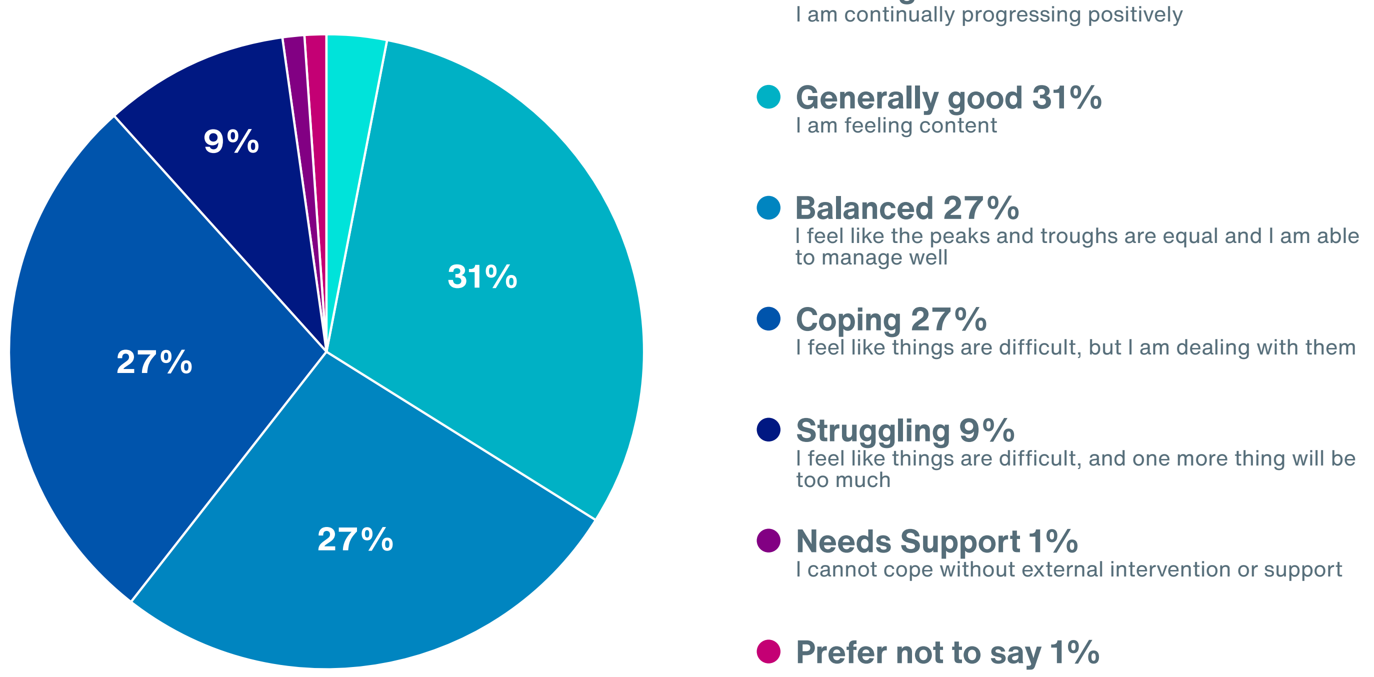
Investing in our Future

49% of employees would consider sustainable retirement savings investments if they delivered the same financial outcomes.

Top 5 Most Influential Characteristics Attracting Employees



Current Wellbeing



Top 5 Valued Benefits by Generation

This data is based on a small sample size and is for illustrative purposes only.

	Generation Z Born between 1997 and 2012	Generation Y (Millennials) Born between 1981 and 1996	Generation X Born between 1965 and 1980	Baby Boomers Born between 1946 and 1964
01	Paid time off	Paid time off	Paid time off	Paid time off
02	Work-life balance programs	Work-life balance programs	Work-life balance programs	Retirement savings
03	Career development	Career development	Retirement savings	Work-life balance programs
04	Remote and/or flexible work	Remote and/or flexible work	Career development	Medical coverage/health insurance
05	Flexible benefits	Medical coverage/health insurance	Medical coverage/health insurance	Remote and/or flexible work

Employee Communication Preferences

73% Email

40% 1-on-1 meeting

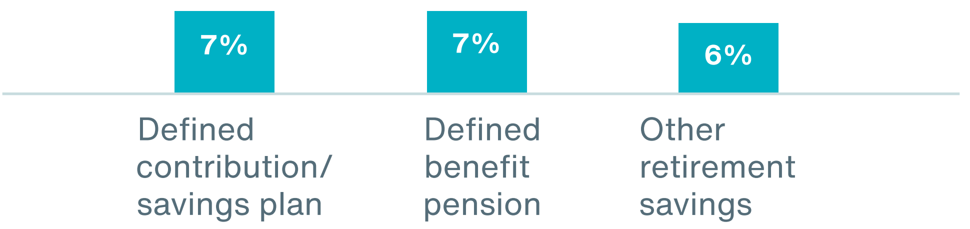
31% Internal company website

Biggest Difference in Total Reward Wants by Gender

Women are 10% more likely than men to want life and disability insurance.

Financial Benefits and Advice

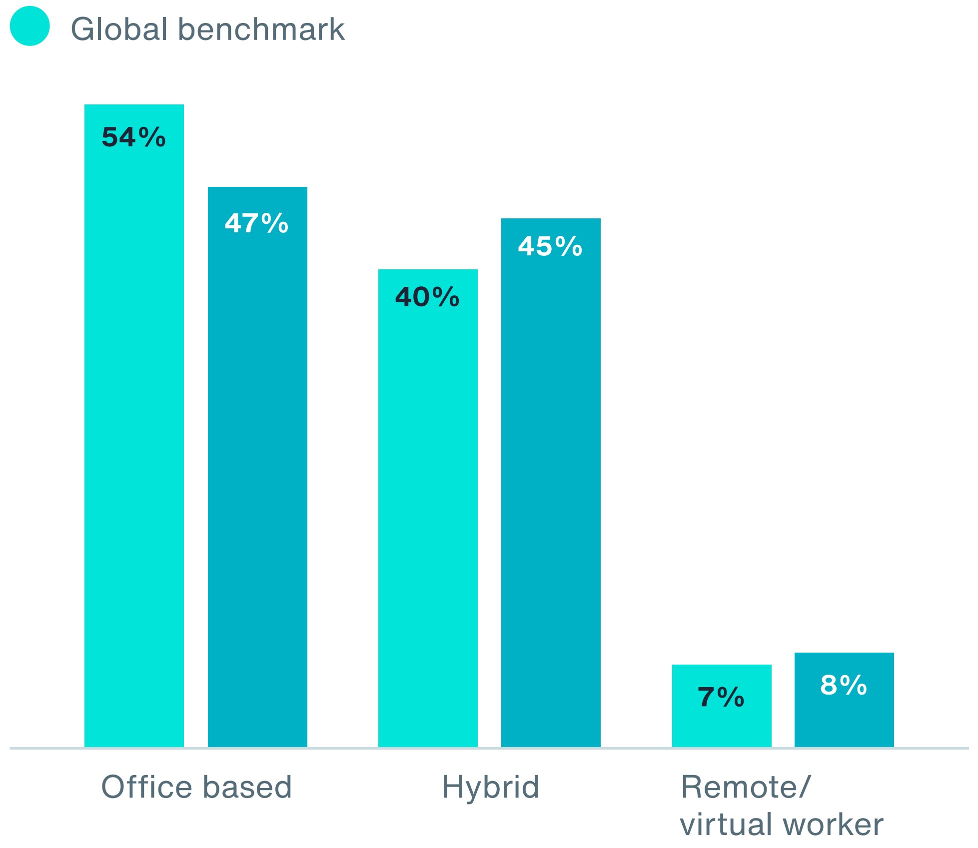
Current Benefits Received



6% receive financial education programs

7% receive financial advice/guidance

Current Working Style



Brazil

Employee Sentiment Findings

In Brazil, employee sentiment reflects a clear expectation for employers to support employees with their wellbeing. In response, we are seeing organizations increase their focus and investment in initiatives aimed at managing the health and quality of life of their people. Despite a notable shift in employee experience strategies since the pandemic, almost one-fifth of respondents still feel their employer needs to do more to protect and improve their wellbeing. Our study also revealed that nearly one-quarter of employees feel undervalued and 68 percent are considering leaving their current employer. However, Brazilian employees feel more motivated to develop new skills to stay relevant, when compared with the global average. This willingness to learn highlights the opportunity for employers to increase engagement, motivation and loyalty within their workforces through strategic investment in skills development and career pathways.

24% of employees feel undervalued.

68% of employees are either in the process of moving employers or might/will seek new employment in the next 12 months.

Top 5 Valued Benefits

1. Medical coverage
2. Paid time off
3. Dental insurance
4. Work-life balance programs
5. Retirement savings

Personalized Benefits

73% would be willing to sacrifice existing benefits for a better choice of benefits.

Development of Skills

14% of employees are not at all confident that their employer is investing in their skills development and training to prepare them for the future of work.

Where to Take Action

19% disagree that their employer is taking the necessary actions to protect and improve the wellbeing of employees.

Transparent Pay

61% agree that their compensation is fair compared to similar roles in the industry.

17% are not confident their employer ensures pay equality regardless of gender.

Impact of AI

10% of employees are unsure of the impact of AI on their jobs.

44% feel more motivated to develop new skills to stay relevant.

Top Employee Expectations

75% say employers should support employee wellbeing.

67% say employers should provide financial education.

66% say employers should support with childcare.

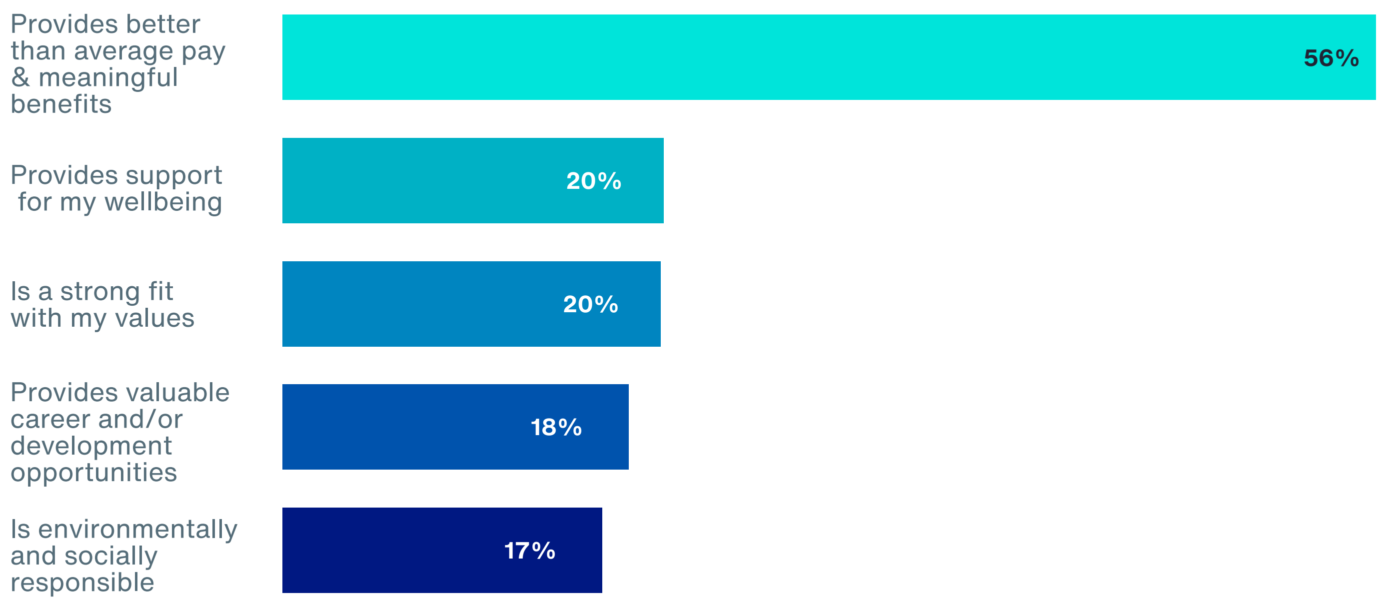
60% say employers should provide financial advice/guidance.

58% say employers should support women's health (e.g., menstruation, menopause).

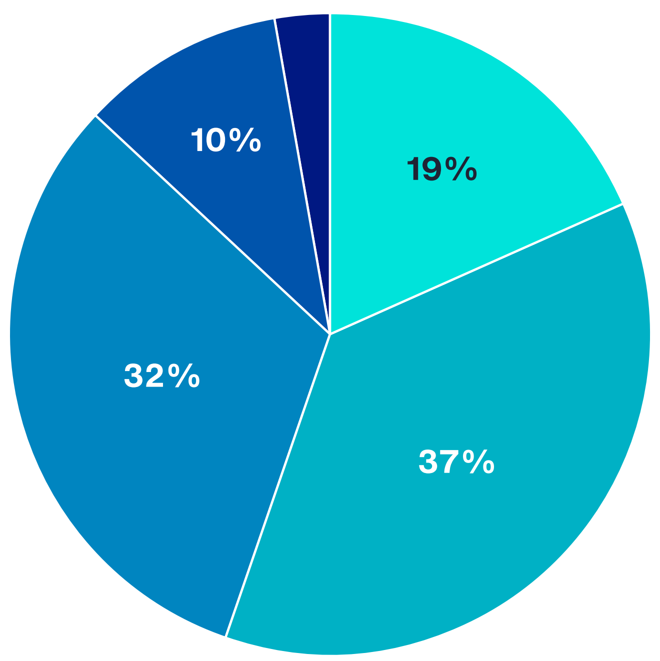
Investing in our Future

55% of employees would consider sustainable retirement savings investments if they delivered the same financial outcomes.

Top 5 Most Influential Characteristics Attracting Employees



Current Wellbeing



Percentages are rounded

Top 5 Valued Benefits by Generation

	Generation Z Born between 1997 and 2012	Generation Y (Millennials) Born between 1981 and 1996	Generation X Born between 1965 and 1980	Baby Boomers Born between 1946 and 1964
01	Medical coverage/health insurance	Medical coverage/health insurance	Medical coverage/health insurance	Medical coverage/health insurance
02	Paid time off	Paid time off	Retirement savings	Retirement savings
03	Dental insurance	Dental insurance	Paid time off	Dental insurance
04	Work-life balance programs	Work-life balance programs	Dental insurance	Paid time off
05	Remote and/or flexible work	Career development	Career development	Emotional wellbeing support

This data is based on a small sample size and is for illustrative purposes only. (Baby Boomers)

Employee Communication Preferences

55% Email

50% Text message/WhatsApp

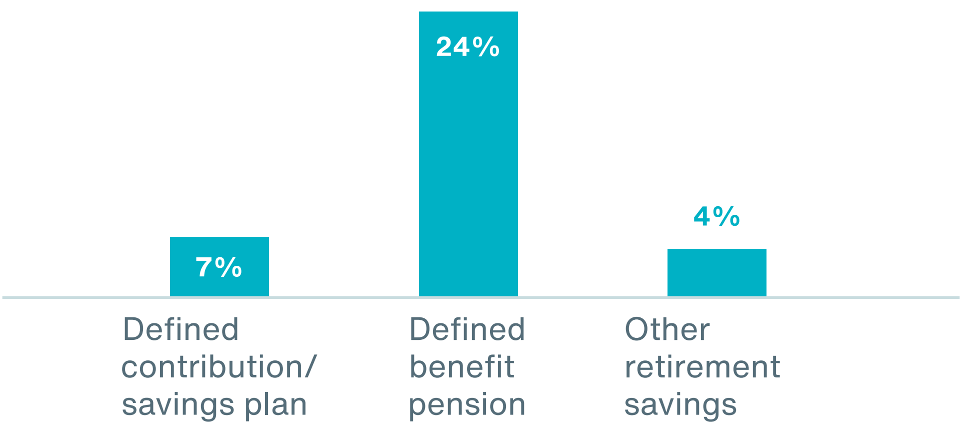
35% 1-on-1 meeting

Biggest Difference in Total Reward Wants by Gender

Women are 10% more likely than men to want paid time off.

Financial Benefits and Advice

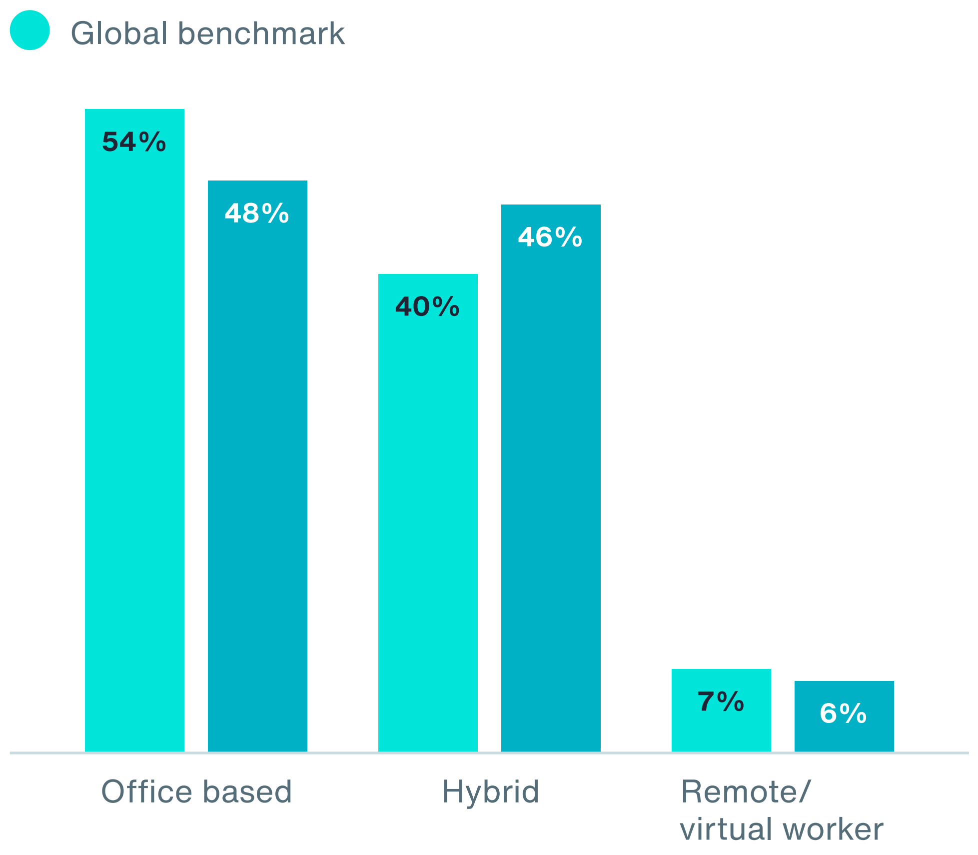
Current Benefits Received



11% receive financial education programs

7% receive financial advice/guidance

Current Working Style



Canada

Employee Sentiment Findings

The Canadian employee sentiment highlights a strong desire for personalized and flexible benefits, with many considering changing employers within the next year. Further complicating the employee experience are the impacts of broader events, such as the expected federal election and challenges with immigration, housing and healthcare availability. These issues influence the working population and shape employee expectations. With a significant number of Canadians struggling to find a family doctor, it's unsurprising to see that medical benefits remain highly valued by employees. These needs highlight where employees want more, and employers can potentially do more. Canadian employers must prioritize personalized benefits, financial support, skills development and wellbeing initiatives to meet employee expectations and retain talent in a competitive job market.

22% of employees feel undervalued.

57% of employees are either in the process of moving employers or might/will seek new employment in the next 12 months.

AON

Top 5 Valued Benefits

1. Medical coverage
2. Paid time off
3. Dental insurance
4. Retirement savings
5. Life and disability insurances

Personalized Benefits

52% would be willing to sacrifice existing benefits for a better choice of benefits.

Development of Skills

31% of employees are not at all confident that their employer is investing in their skills development and training to prepare them for the future of work.

Where to Take Action

16% disagree that their employer is taking the necessary actions to protect and improve the wellbeing of employees.

Transparent Pay

59% agree that their compensation is fair compared to similar roles in the industry.

21% are not confident their employer ensures pay equality regardless of gender.

Impact of AI

29% of employees are unsure of the impact of AI on their jobs.

21% feel more motivated to develop new skills to stay relevant.

Top Employee Expectations

46% say employers should help employees save for retirement/long term needs.

45% say employers should support employee wellbeing.

25% say employers should support women's health (e.g., menstruation, menopause).

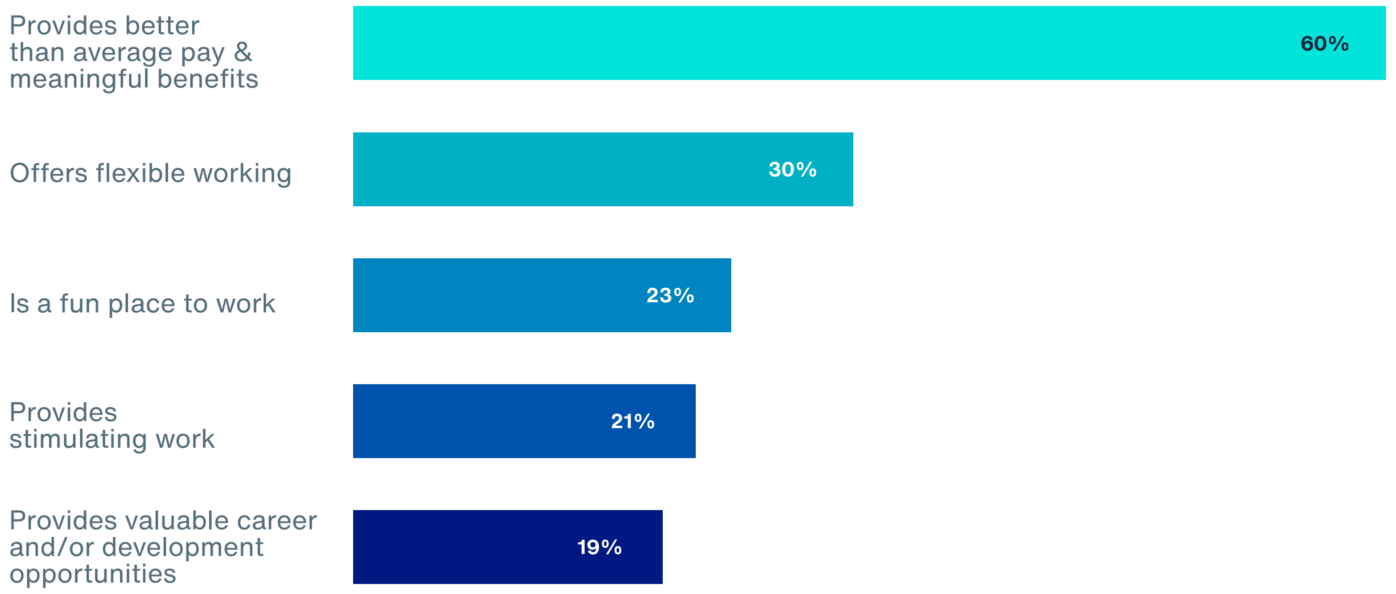
23% say employers should provide financial education.

23% say employers should help them establish an emergency fund.

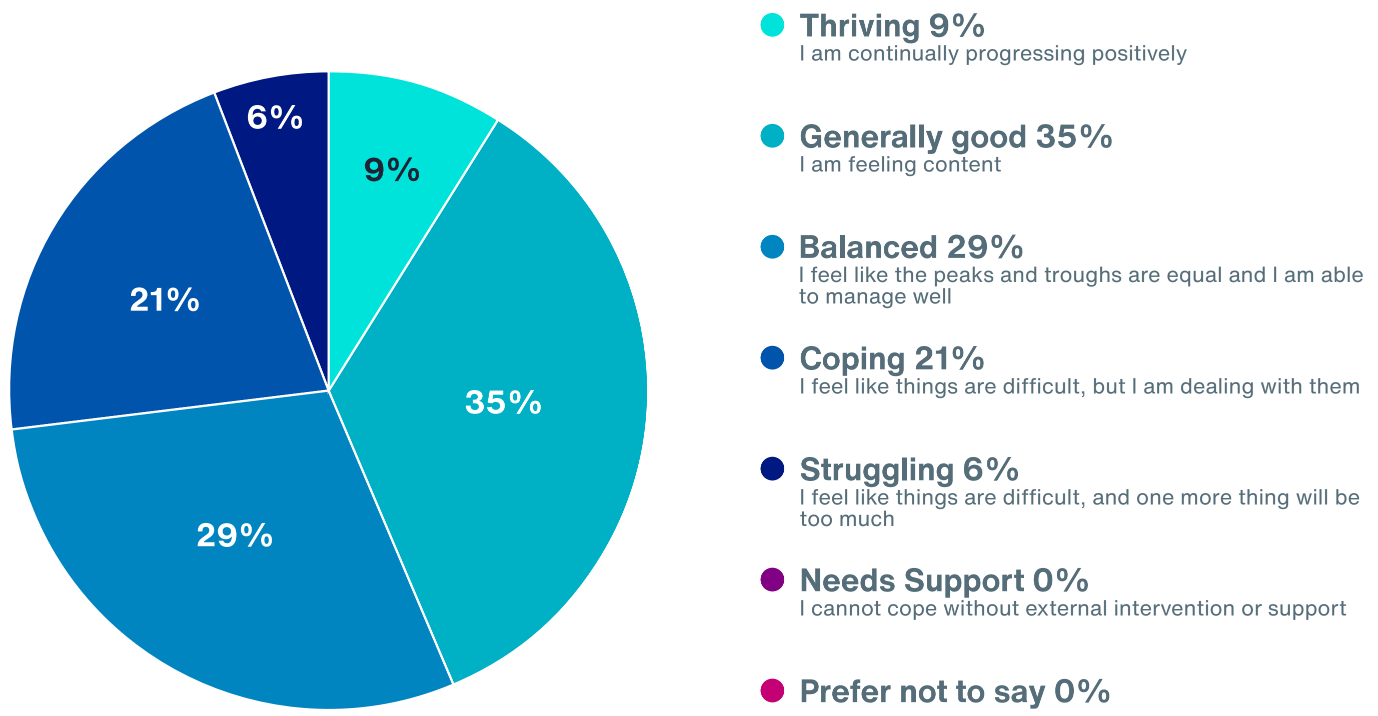
Investing in our Future

43% of employees would consider sustainable retirement savings investments if they delivered the same financial outcomes.

Top 5 Most Influential Characteristics Attracting Employees



Current Wellbeing



Top 5 Valued Benefits by Generation

This data is based on a small sample size and is for illustrative purposes only.

	Generation Z Born between 1997 and 2012	Generation Y (Millennials) Born between 1981 and 1996	Generation X Born between 1965 and 1980	Baby Boomers Born between 1946 and 1964
01	Paid time off	Paid time off	Medical coverage/health insurance	Medical coverage/health insurance
02	Medical coverage/health insurance	Medical coverage/health insurance	Dental insurance	Dental insurance
03	Dental insurance	Dental insurance	Paid time off	Retirement savings
04	Retirement savings	Retirement savings	Retirement savings	Paid time off
05	Work-life balance programs	Work-life balance programs	Life and disability insurance	Life and disability insurance

Employee Communication Preferences

74% Email

31% 1-on-1 meeting

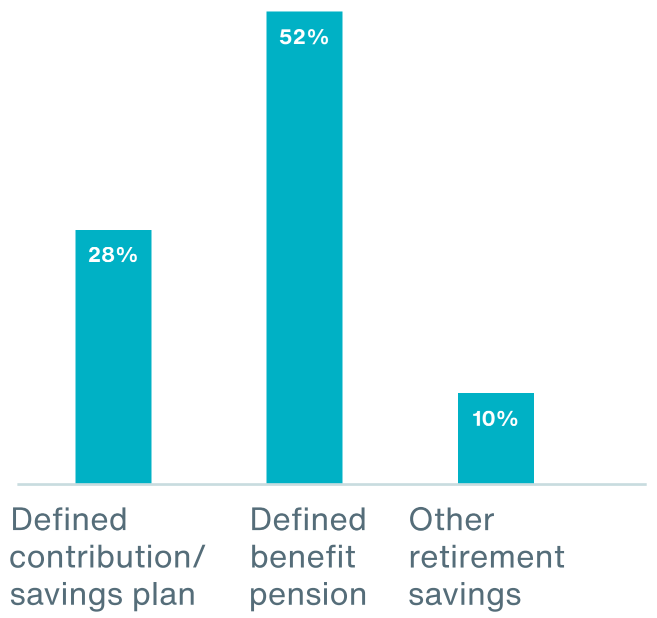
27% Internal company website

Biggest Difference in Total Reward Wants by Gender

Women are 17% more likely than men to want life & disability insurance.

Financial Benefits and Advice

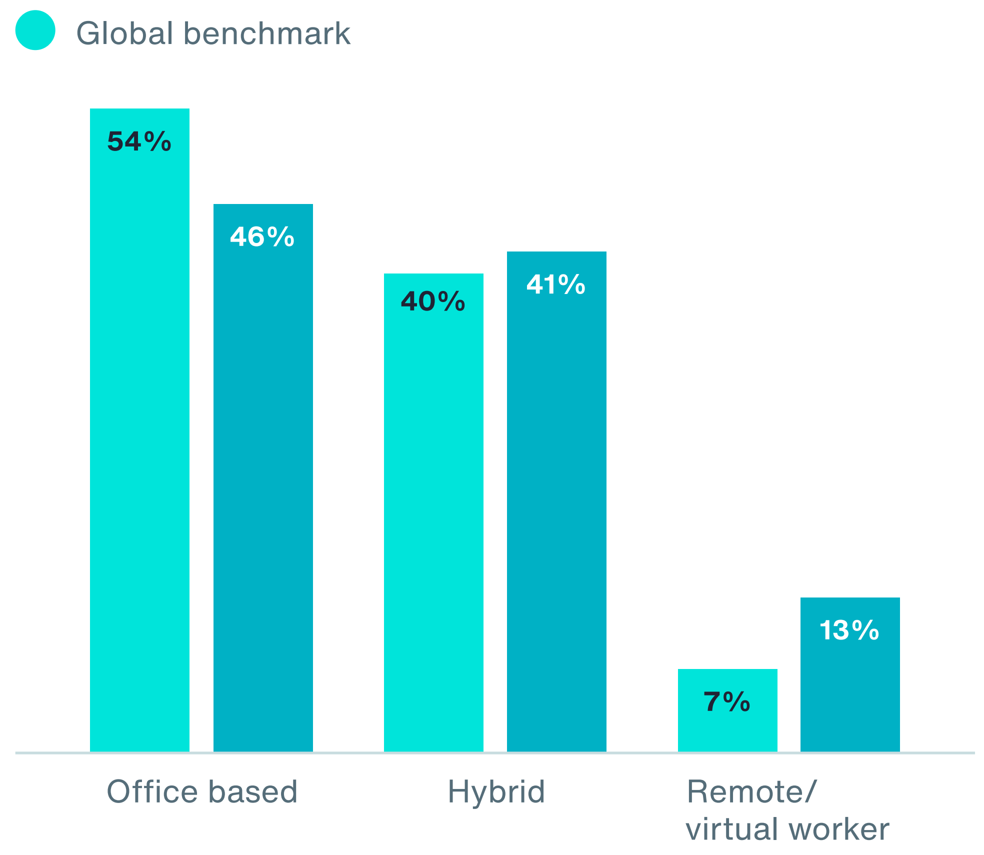
Current Benefits Received



6% receive financial education programs

10% receive financial advice/ guidance

Current Working Style



Chile

Employee Sentiment Findings

Employee sentiment data highlights that work-life balance benefits have risen in priority to become a top-five valued benefit for Chilean employees, particularly those under 40. As workforce expectations shift, there is a greater demand for employers to provide benefits that support their people's physical and emotional wellbeing. These benefits include medical and dental insurance and recreation opportunities, such as office social spaces or gym memberships. However, employees also have their eyes firmly on the future. Millennial employees, in particular, seek roles within organizations that make a meaningful investment in their career development opportunities through training, work experience opportunities and programs abroad.

16% of employees feel undervalued.

51% of employees are either in the process of moving employers or might/will seek new employment in the next 12 months.

AON

Top 5 Valued Benefits

1. Medical coverage
2. Paid time off
3. Career development
4. Dental insurance
5. Work-life balance programs

Personalized Benefits

78% would be willing to sacrifice existing benefits for a better choice of benefits.

Development of Skills

12% of employees are not at all confident that their employer is investing in their skills development and training to prepare them for the future of work.

Where to Take Action

15% disagree that employer is taking the necessary actions to protect and improve the wellbeing of employees.

Transparent Pay

56% agree that their compensation is fair compared to similar roles in the industry.

25% are not confident their employer ensures pay equality regardless of gender.

Impact of AI

14% of employees are unsure of the impact of AI on their jobs.

45% feel more motivated to develop new skills to stay relevant.

Top Employee Expectations

63% say employers should support employee wellbeing.

61% say employers should provide financial education.

60% say employers should help employees save for retirement/long term needs.

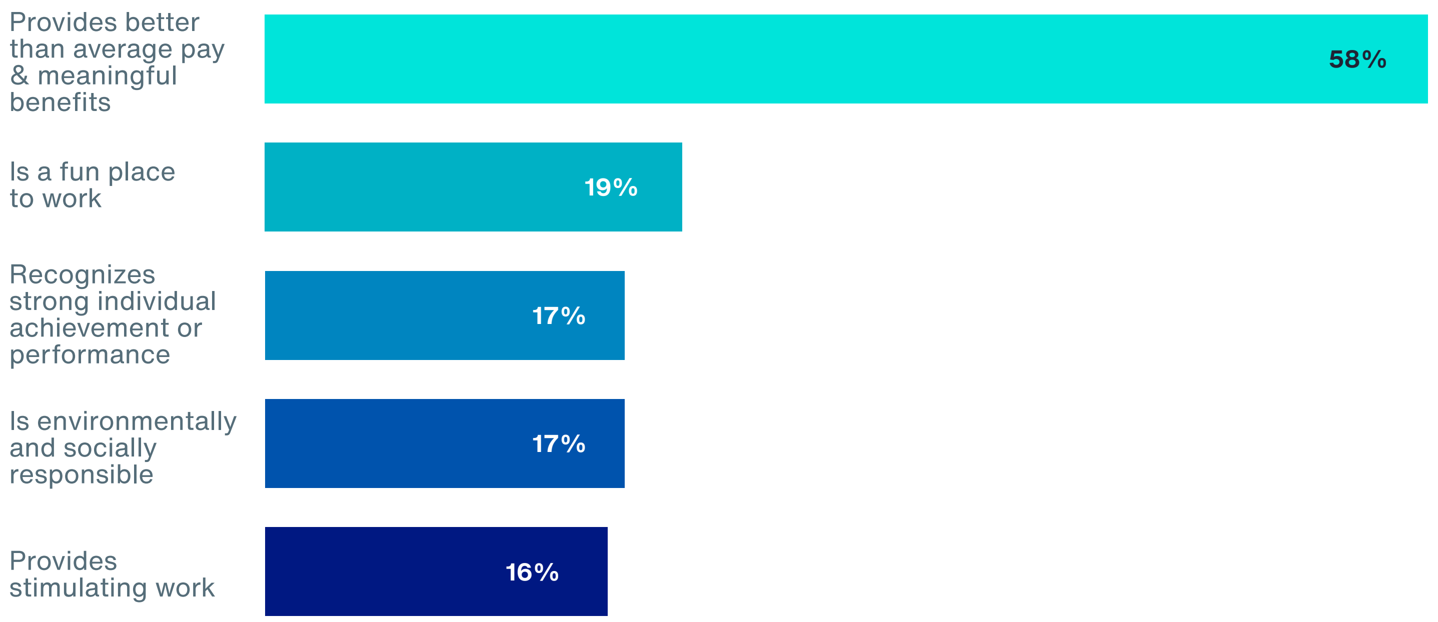
56% say employers should help them establish an emergency fund.

54% say employers should provide financial advice / guidance.

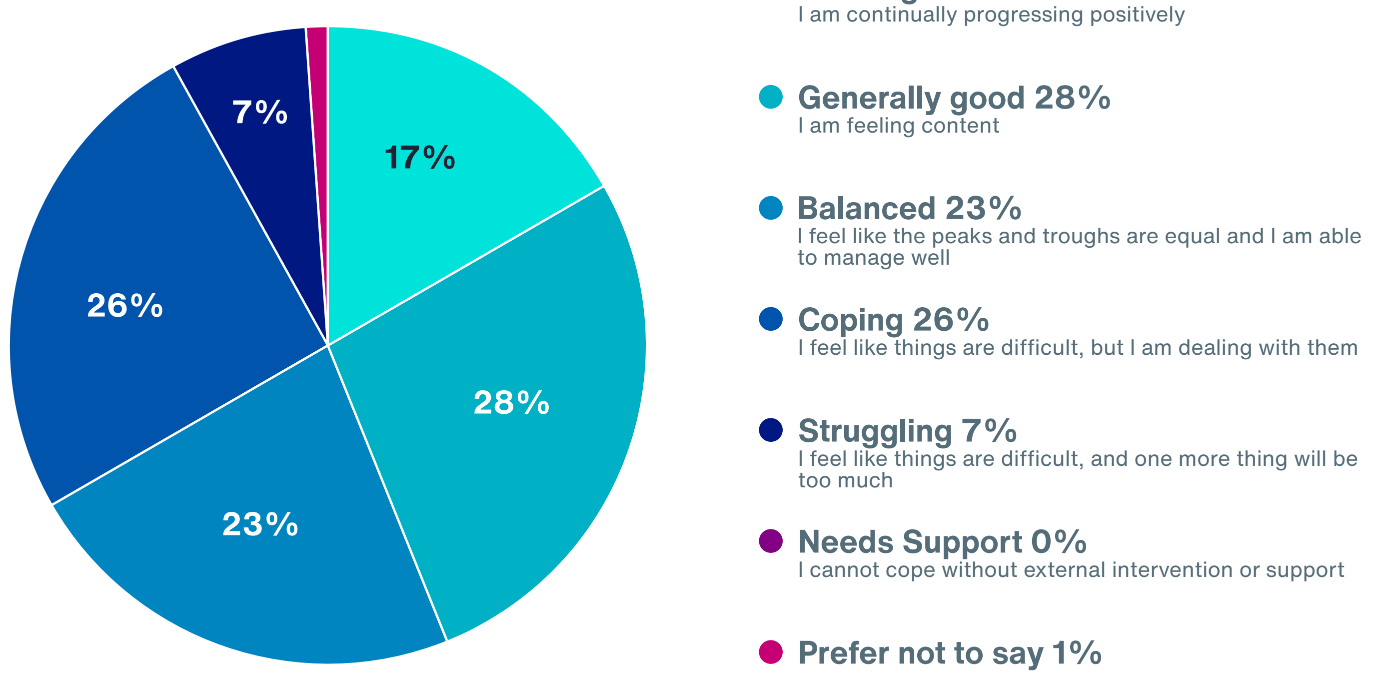
Investing in our Future

54% of employees would consider sustainable retirement savings investments if they delivered the same financial outcomes.

Top 5 Most Influential Characteristics Attracting Employees



Current Wellbeing



Top 5 Valued Benefits by Generation

	Generation Z Born between 1997 and 2012 This data is based on a small sample size and is for illustrative purposes only.	Generation Y (Millennials) Born between 1981 and 1996	Generation X Born between 1965 and 1980	Baby Boomers Born between 1946 and 1964 This data is based on a small sample size and is for illustrative purposes only.
01	Life and disability insurance	Medical coverage/health insurance	Paid time off	Paid time off
02	Paid time off	Paid time off	Medical coverage/health insurance	Medical coverage/health insurance
03	Career development	Career development	Dental insurance	Work-life balance programs
04	Critical illness coverage	Dental insurance	Life and disability insurance	Life and disability insurance
05	Medical coverage/health insurance	Work-life balance programs	Career development	On-site services

Employee Communication Preferences

61% Email

47% 1-on-1 meeting

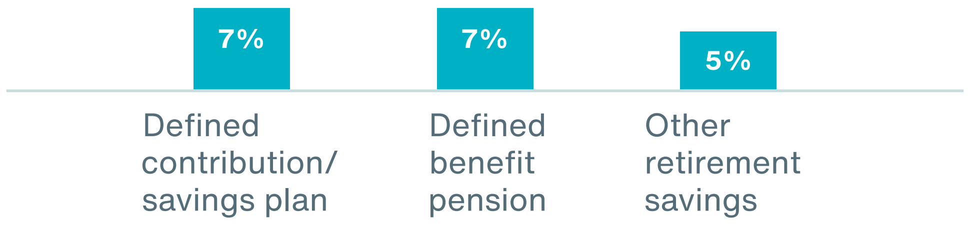
35% Text message/WhatsApp

Biggest Difference in Total Reward Wants by Gender

Women are 13% more likely than men to want retirement and financial wellbeing benefits.

Financial Benefits and Advice

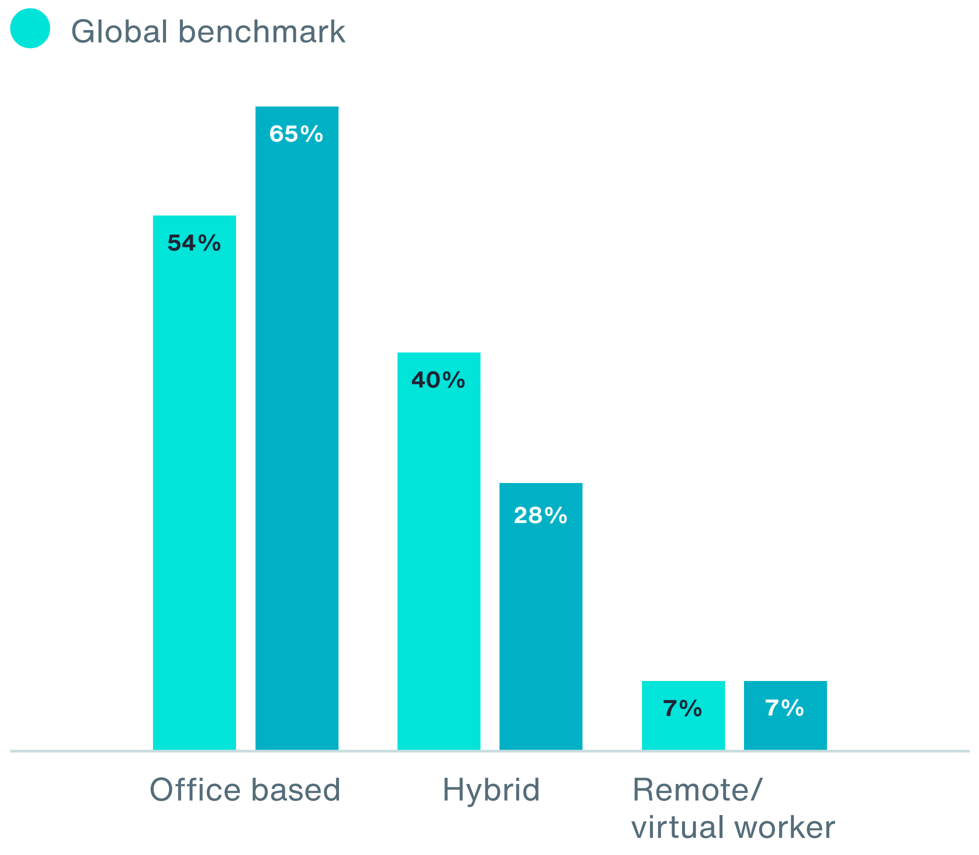
Current Benefits Received



7% receive financial education programs

12% receive financial advice/guidance

Current Working Style



China

Employee Sentiment Findings

While pay remains a key topic for employees, three growing benefits trends exist among the Chinese workforce. Firstly, there is an increasing demand for coverage for critical illnesses, as the incidence ratio of certain cancers, even among the youngest generation of employees, is a growing concern. Secondly, rising levels of reported personal financial stress have not yet translated into robust financial guidance programs, partly due to the perceived lack of qualified partners. Lastly, as digitalization impacts every corner of employees' lives, their preferred modes of communication are changing. While in-person meetings are now preferred over traditional communication methods like email or newsletters, Generation Z employees also expect timely digital communication accessible on mobile phones, allowing them to engage with the topic more effectively.

7%
of employees feel undervalued.

54%
of employees are either in the process of moving employers or might/will seek new employment in the next 12 months.

AON

Top 5 Valued Benefits

1. Medical coverage
2. Paid time off
3. Work-life balance programs
4. Career development
5. Critical illness coverage

Personalized Benefits

57% would be willing to sacrifice existing benefits for a better choice of benefits.

Development of Skills

10% of employees are not at all confident that their employer is investing in their skills development and training to prepare them for the future of work.

Where to Take Action

17% disagree that their employer provides sufficient information about their benefits and choices.

Transparent Pay

64% agree that their compensation is fair compared to similar roles in the industry.

16% are not confident their employer ensures pay equality regardless of gender.

Impact of AI

8% of employees are unsure of the impact of AI on their jobs.

34% feel more motivated to develop new skills to stay relevant.

Top Employee Expectations

35% say employers should support employee wellbeing.

32% say employers should support women's health (e.g., menstruation, menopause).

32% say employers should provide financial tools such as budget calculators.

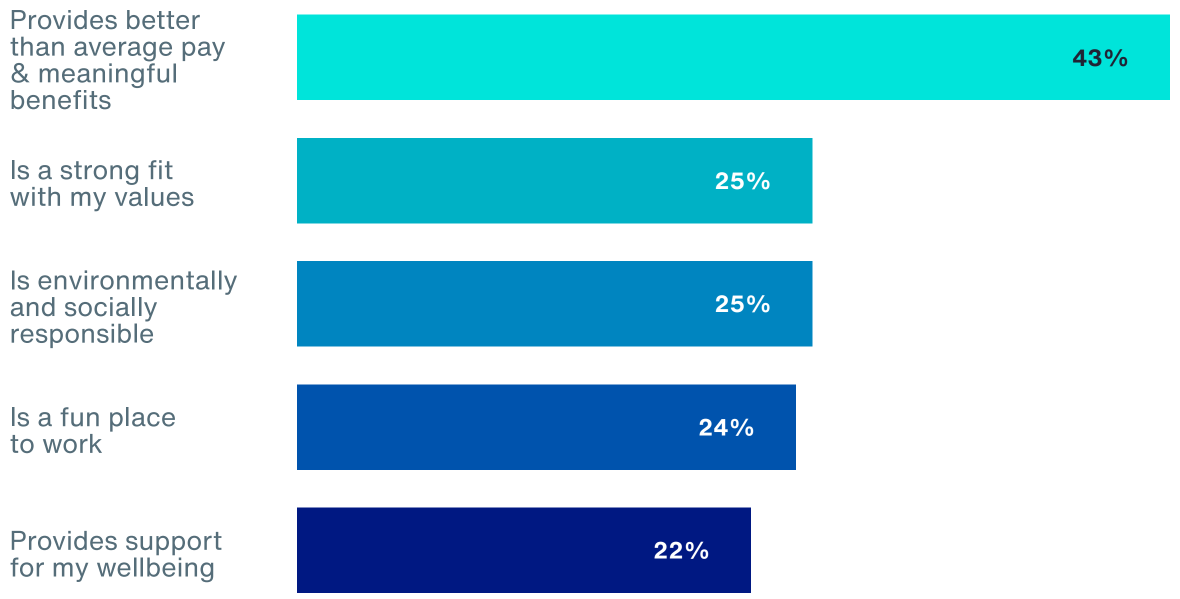
31% say employers should help employees save for retirement/long term needs.

28% say employers should help them establish an emergency fund.

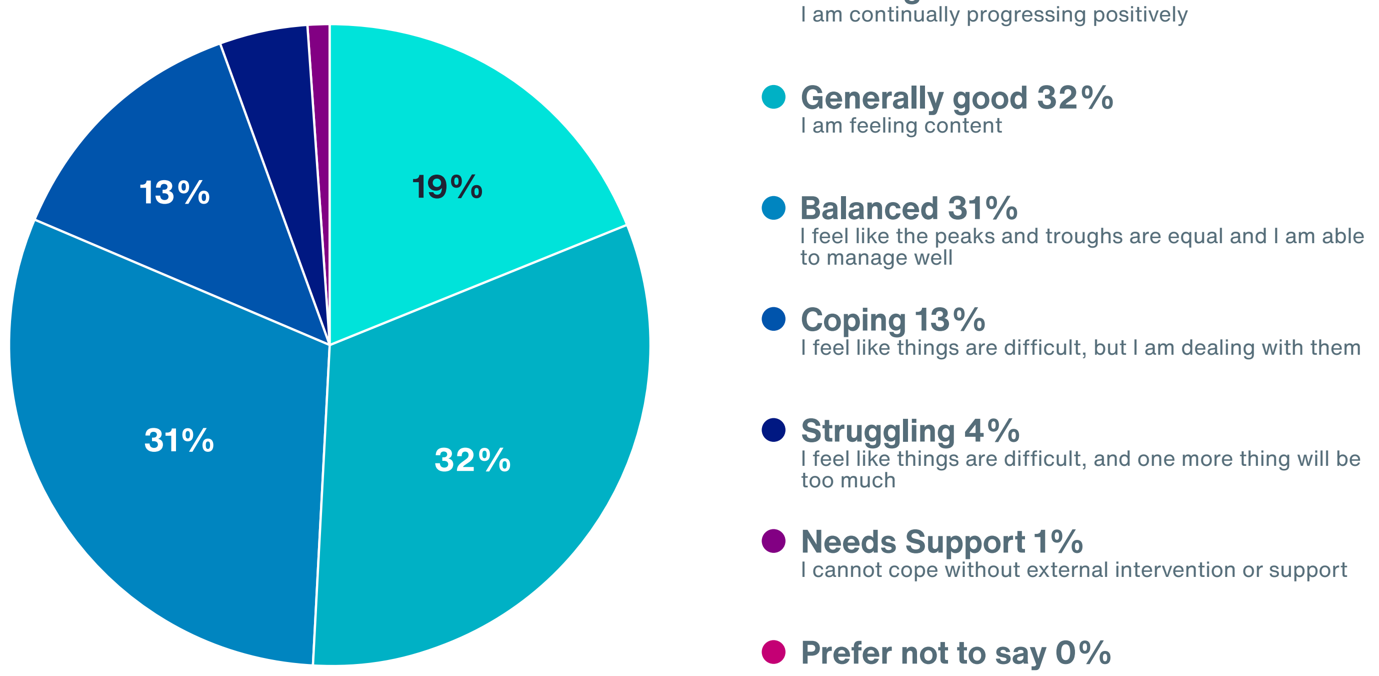
Investing in our Future

67% of employees would consider sustainable retirement savings investments if they delivered the same financial outcomes.

Top 5 Most Influential Characteristics Attracting Employees



Current Wellbeing



Percentages are rounded

Top 5 Valued Benefits by Generation

	Generation Z Born between 1997 and 2012	Generation Y (Millennials) Born between 1981 and 1996	Generation X Born between 1965 and 1980	Baby Boomers Born between 1946 and 1964
01	Paid time off	Medical coverage/health insurance	Medical coverage/health insurance	Insufficient data to give an accurate representation
02	Work-life balance programs	Paid time off	Paid time off	
03	Medical coverage/health insurance	Work-life balance programs	Work-life balance programs	
04	Career development	Career development	Critical illness coverage	
05	Retirement savings	Critical illness coverage	Retirement savings	

Employee Communication Preferences

41% 1-on-1 meeting

29% Newsletter

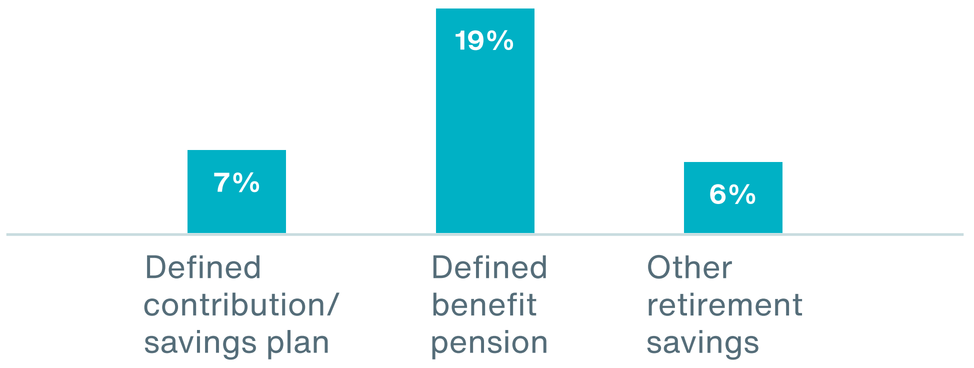
29% Email

Biggest Difference in Total Reward Wants by Gender

Women are 8% more likely than men to want paid time off.

Financial Benefits and Advice

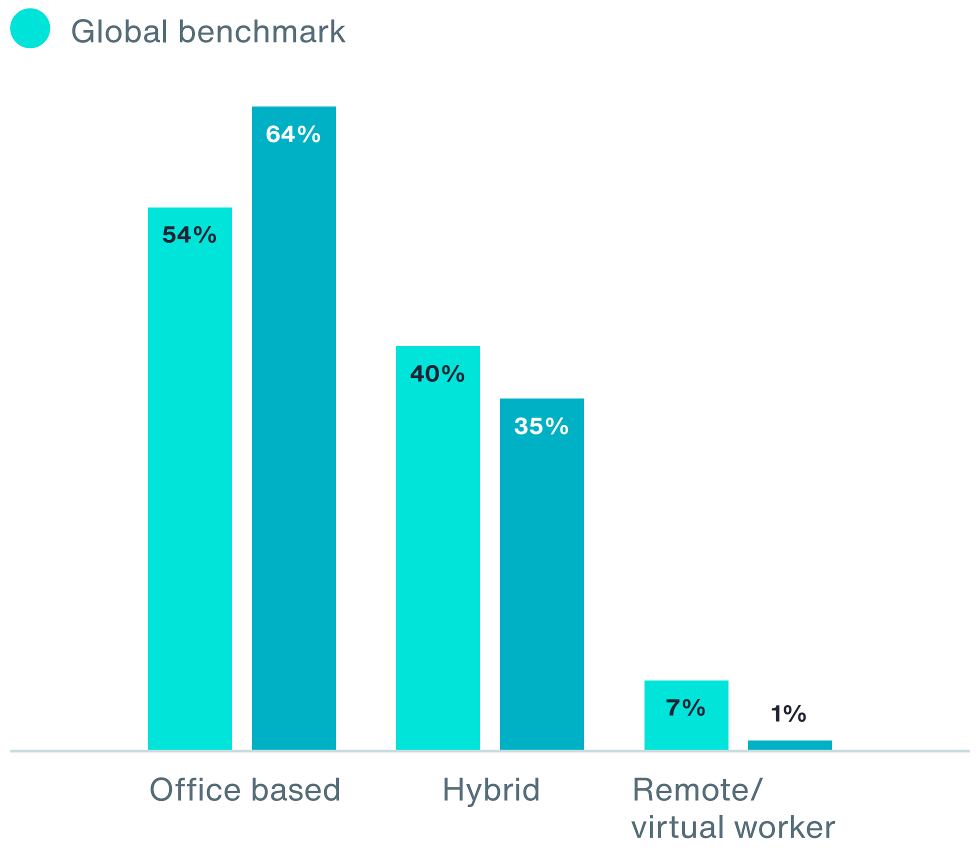
Current Benefits Received



10% receive financial education programs

4% receive financial advice/guidance

Current Working Style



Colombia

Employee Sentiment Findings

Colombian employees value personalized benefits and financial education higher than the global average. Recognizing this sentiment could be the key to unlocking tailored benefits packages that better meet the needs of workforces. With a high percentage of employees in Colombia willing to sacrifice existing benefits for options that better meet their individual needs, customization and targeted communication must become the new standard in employee benefits. Employees have a clear focus on their future, with growing demand for more financial education and career development to support both their financial futures and professional wellbeing. Challenges within national healthcare have seen health plans become the most valued benefit by employees. Despite ongoing efforts to protect employee wellbeing, a fundamental shift has seen employee expectations for support from their employer increase.

11%

of employees feel undervalued.

49%

of employees are either in the process of moving employers or might/will seek new employment in the next 12 months.

AON

Top 5 Valued Benefits

1. Medical coverage
2. Paid time off
3. Work-life balance programs
4. Career development
5. Life and disability insurances

Personalized Benefits

81% would be willing to sacrifice existing benefits for a better choice of benefits.

Development of Skills

13% of employees are not at all confident that their employer is investing in their skills development and training to prepare them for the future of work.

Where to Take Action

13% disagree that their employer is taking the necessary actions to protect the health and safety of employees.

Transparent Pay

72% agree that their compensation is fair compared to similar roles in the industry.

11% are not confident their employer ensures pay equality regardless of gender.

Impact of AI

5% of employees are unsure of the impact of AI on their jobs.

47% feel more motivated to develop new skills to stay relevant.

Top Employee Expectations

75% say employers should support employee wellbeing.

74% say employers should help employees save for retirement/long term needs.

63% say employers should provide financial education.

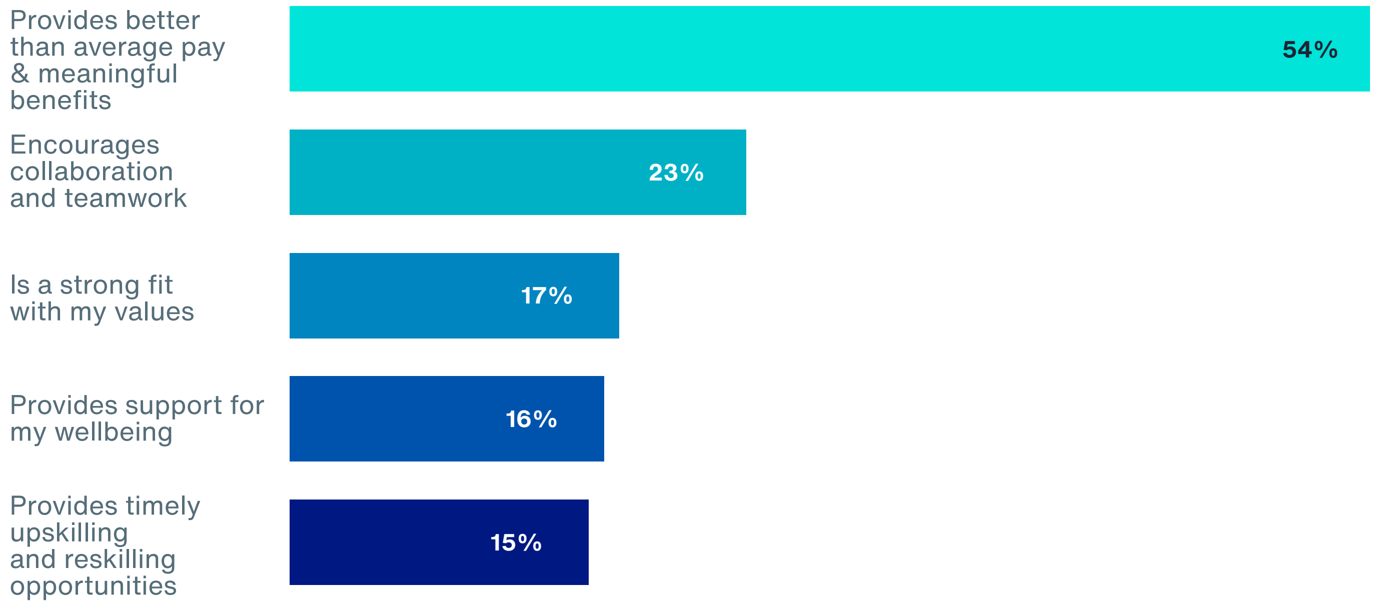
62% say employers should help them establish an emergency fund.

62% say employers should help them save for children's education.

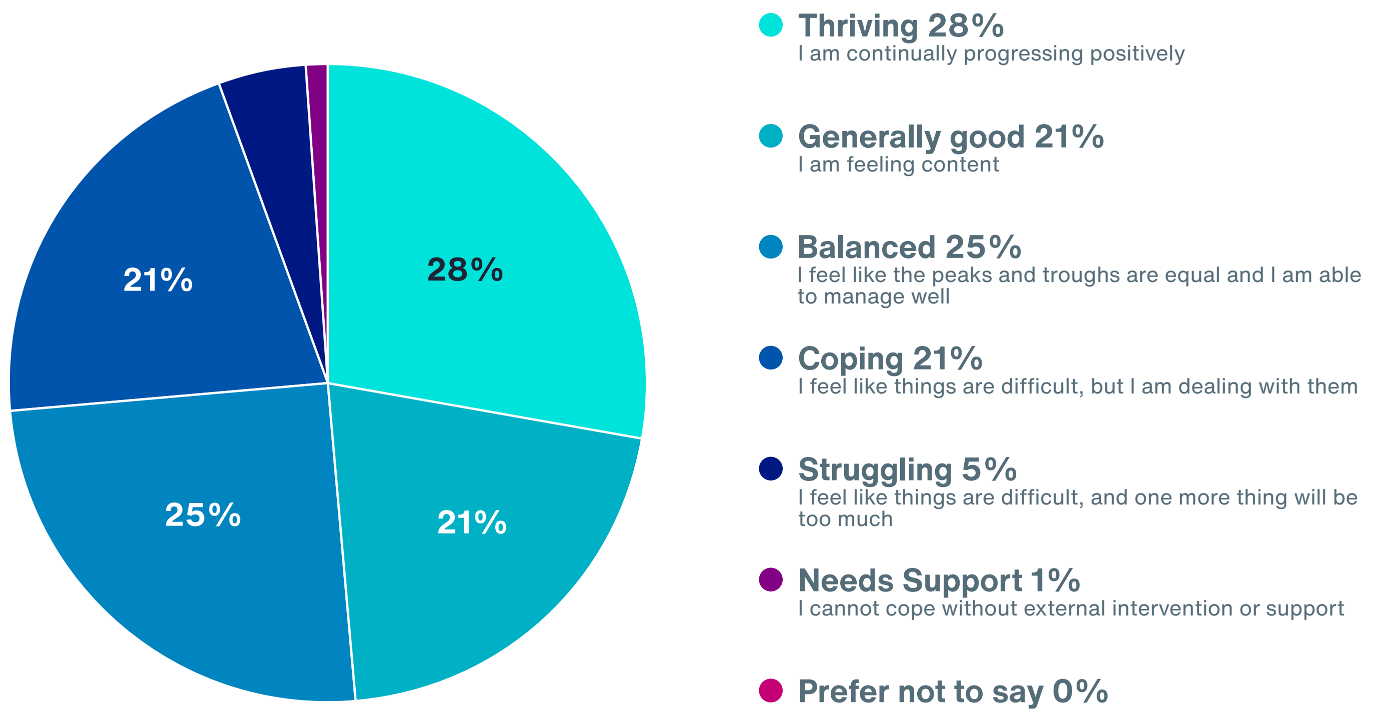
Investing in our Future

54% of employees would consider sustainable retirement savings investments if they delivered the same financial outcomes.

Top 5 Most Influential Characteristics Attracting Employees



Current Wellbeing



Top 5 Valued Benefits by Generation

	Generation Z Born between 1997 and 2012	Generation Y (Millennials) Born between 1981 and 1996	Generation X Born between 1965 and 1980	Baby Boomers Born between 1946 and 1964
	This data is based on a small sample size and is for illustrative purposes only.			This data is based on a small sample size and is for illustrative purposes only.
01	Medical coverage/health insurance	Medical coverage/health insurance	Medical coverage/health insurance	Medical coverage/health insurance
02	Work-life balance programs	Paid time off	Retirement savings	Paid time off
03	Paid time off	Work-life balance programs	Paid time off	Career development
04	Emotional wellbeing support	Career development	Work-life balance programs	Remote and/or flexible work
05	Career development	Life and disability insurance	Career development	Retirement savings

Employee Communication Preferences

54% Email

47% Virtual meeting

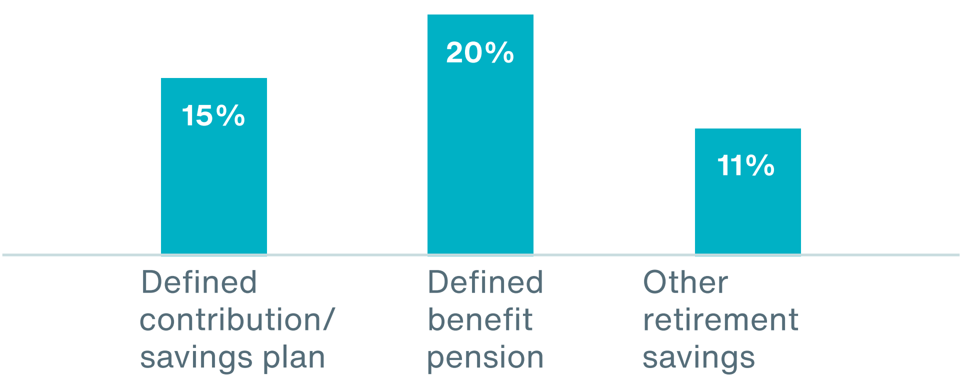
46% 1-on-1 meeting

Biggest Difference in Total Reward Wants by Gender

Women are 5% more likely than men to want work/life balance and onsite support services.

Financial Benefits and Advice

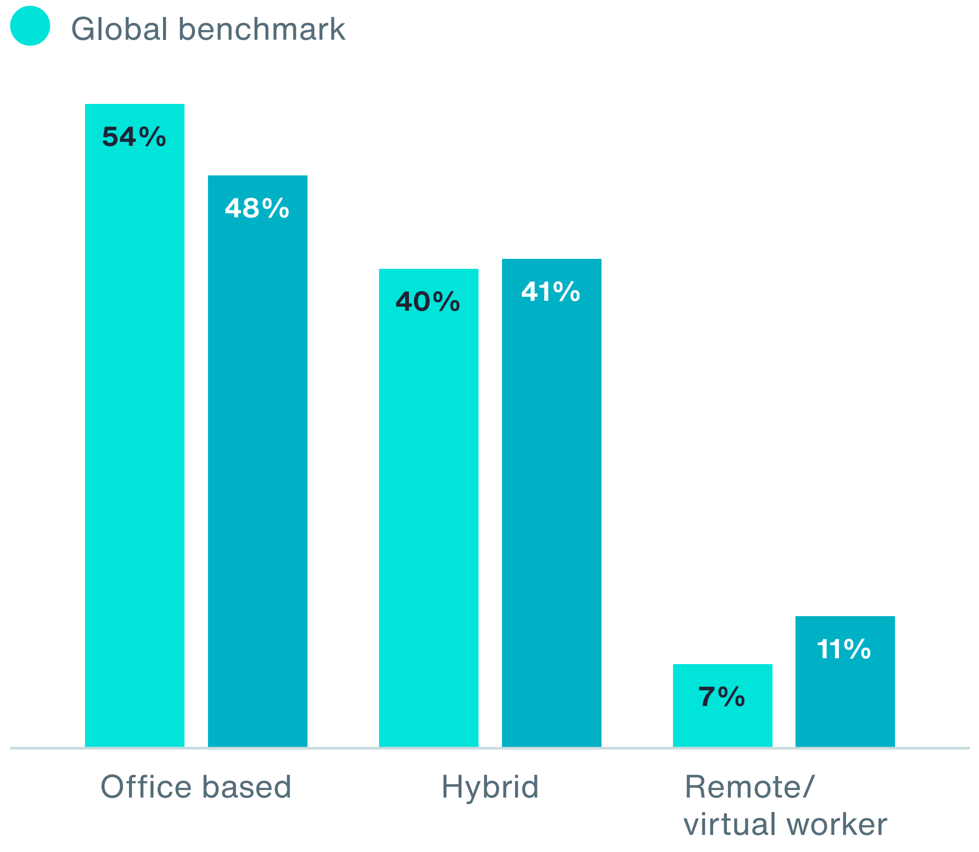
Current Benefits Received



14% receive financial education programs

10% receive financial advice/guidance

Current Working Style



France

Employee Sentiment Findings

French employee sentiment highlights significant concern regarding workplace satisfaction. A notable portion feels undervalued, with many considering job changes within the year. The top benefits employees value include paid time off, medical coverage, and retirement savings, reflecting a desire for stability and support in an increasingly volatile world. Moreover, there is a clear demand for personalized benefits, with many employees stating they are willing to trade existing benefits for better options. Confidence in employers' commitment to skill development is low, indicating that improved training initiatives are needed. The report also emphasizes the importance of transparent pay practices and support for employee wellbeing, suggesting that companies should prioritize these areas to enhance retention and satisfaction. Adapting human capital strategies to embrace a more personalized experience will help organizations meet evolving expectations, fostering a more engaged, motivated and thriving workforce.

9%
of employees feel undervalued.

41%
of employees are either in the process of moving employers or might/will seek new employment in the next 12 months.

AON

Top 5 Valued Benefits

1. Paid time off
2. Medical coverage
3. Retirement savings
4. Career development
5. Remote and/or flexible work

Personalized Benefits

54% would be willing to sacrifice existing benefits for a better choice of benefits.

Development of Skills

29% of employees are not at all confident that their employer is investing in their skills development and training to prepare them for the future of work.

Where to Take Action

25% disagree that their employer is taking the necessary actions to protect and improve the wellbeing of employees.

Transparent Pay

49% agree that their compensation is fair compared to similar roles in the industry.

25% are not confident their employer ensures pay equality regardless of gender.

Impact of AI

27% of employees are unsure of the impact of AI on their jobs.

22% feel more motivated to develop new skills to stay relevant.

Top Employee Expectations

41% say employers should support employee wellbeing.

40% say employers should help employees save for retirement/long term needs.

28% say employers should support with childcare.

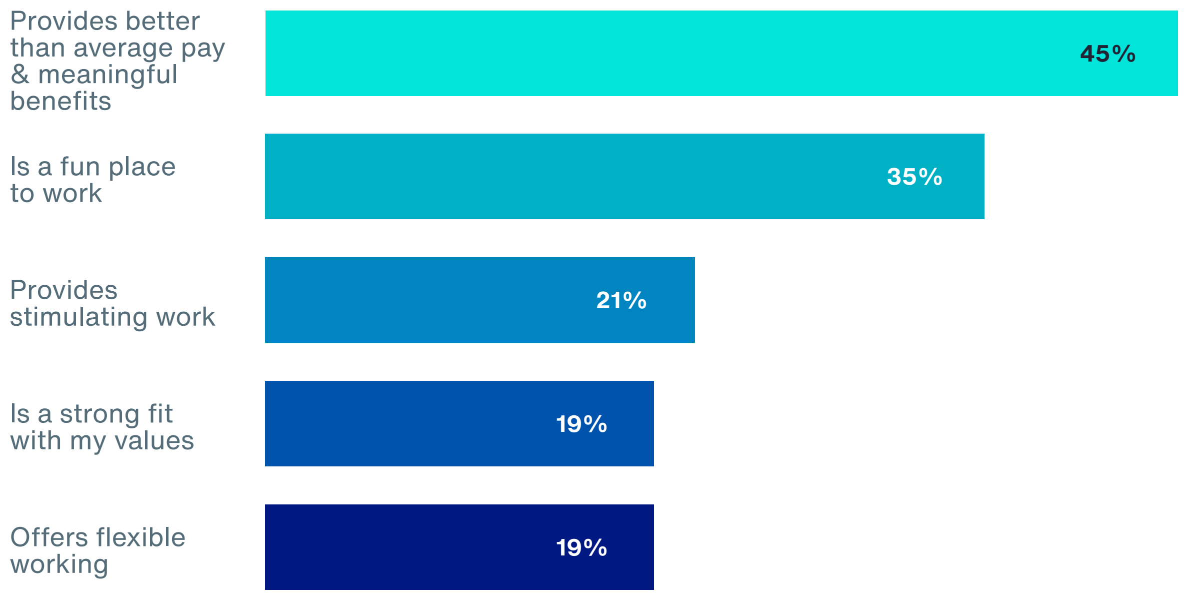
28% say employers should support women's health (e.g., menstruation, menopause).

24% say employers should support with eldercare or family care.

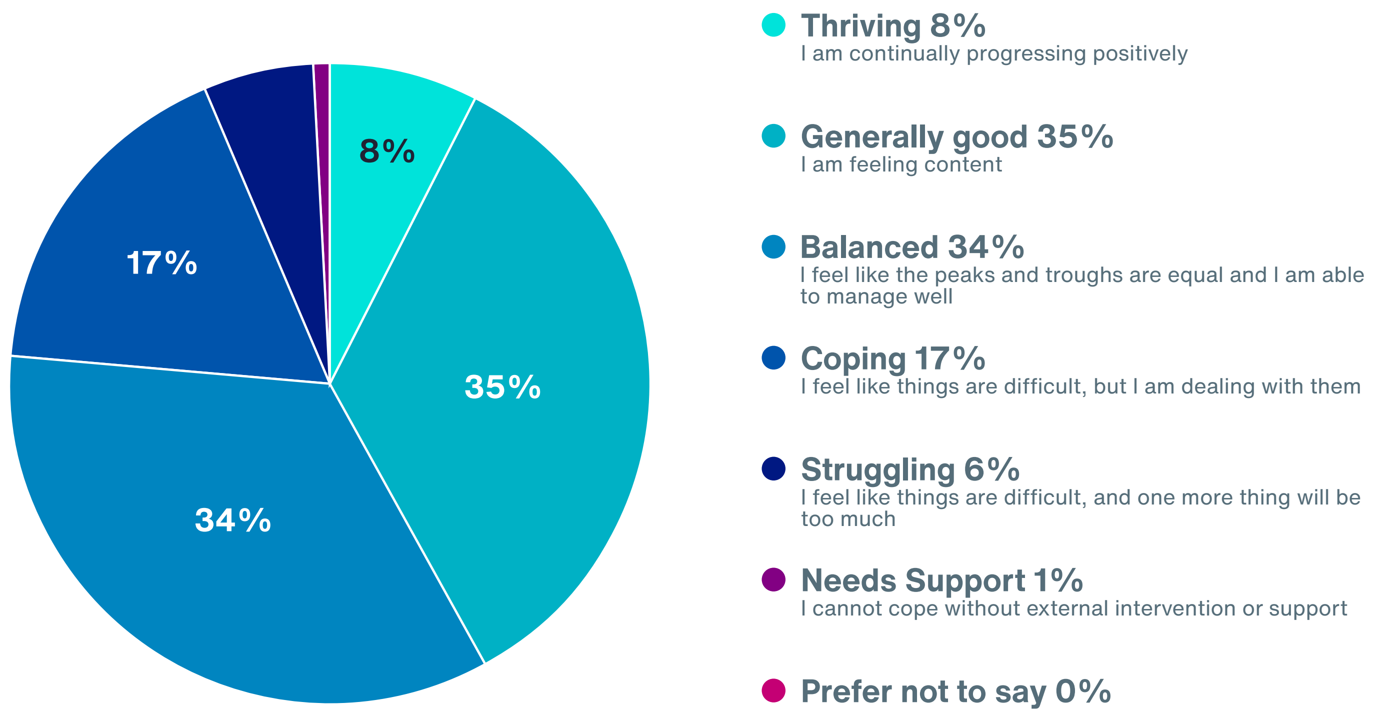
Investing in our Future

44% of employees would consider sustainable retirement savings investments if they delivered the same financial outcomes.

Top 5 Most Influential Characteristics Attracting Employees



Current Wellbeing



Top 5 Valued Benefits by Generation

	Generation Z Born between 1997 and 2012	Generation Y (Millennials) Born between 1981 and 1996	Generation X Born between 1965 and 1980	Baby Boomers Born between 1946 and 1964
	This data is based on a small sample size and is for illustrative purposes only.			
01	Paid time off	Paid time off	Paid time off	Paid time off
02	Medical coverage/health insurance	Medical coverage/health insurance	Medical coverage/health insurance	Medical coverage/health insurance
03	Retirement savings	Remote and/or flexible work	Retirement savings	Retirement savings
04	Career development	Career development	Critical illness coverage	Critical illness coverage
05	Work-life balance programs	Profit sharing/ share schemes	Life and disability insurance	Career development

Employee Communication Preferences

57% Email

50% 1-on-1 meeting

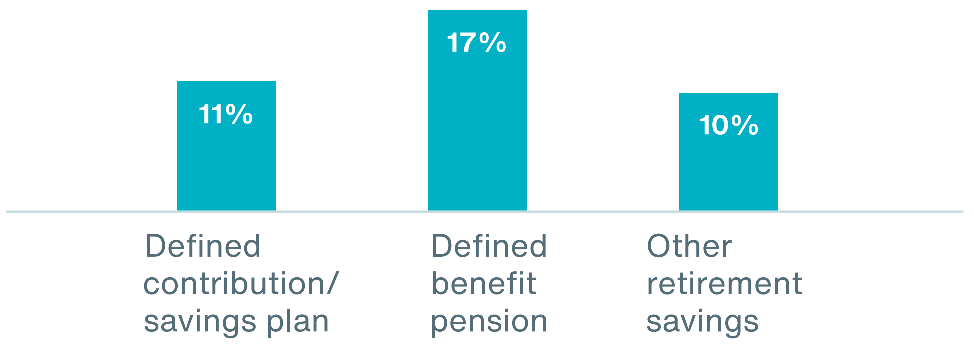
37% Internal company website

Biggest Difference in Total Reward Wants by Gender

Women are 10% more likely than men to want life & disability insurance.

Financial Benefits and Advice

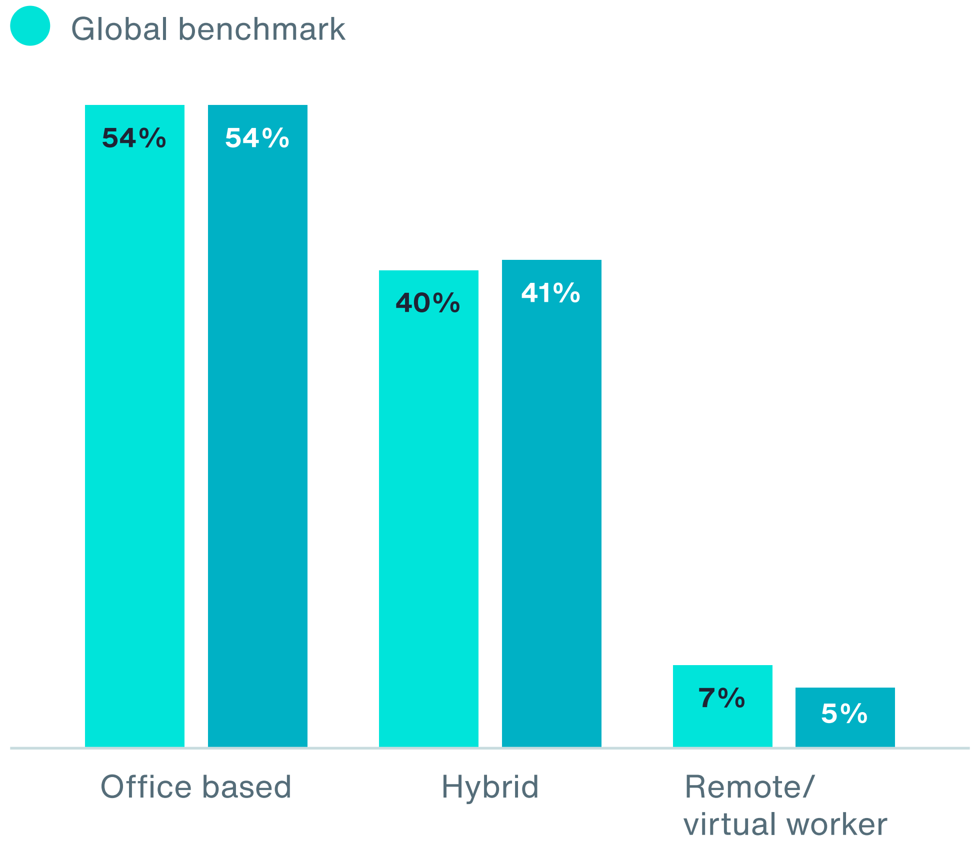
Current Benefits Received



2% receive financial education programs

2% receive financial advice/guidance

Current Working Style



Germany

Employee Sentiment Findings

Germany's employee sentiment reflects long-standing workplace expectations and shifts potentially influenced by broader socio-political trends. In recent years, public discussions around equality, gender pay gaps and work-life balance have gained momentum, likely shaping employees' increasing demand for transparent pay practices and personalized benefits. The challenges of an aging workforce, rising living costs, and debates about pension reforms may also explain the high value placed on retirement savings and long-term financial security. Meanwhile, skepticism around employers' investment in skills development aligns with concerns about automation and the future of work, amplified by policy discussions on digitalization and workforce readiness. Compared to other geographies, Germany's workforce appears particularly attuned to the need for stability and fairness, signaling that employers must take meaningful action to address these expectations while navigating the complexities of political and economic uncertainty.

13% of employees feel undervalued.

46% of employees are either in the process of moving employers or might/will seek new employment in the next 12 months.

Top 5 Valued Benefits

1. Paid time off
2. Retirement savings
3. Remote and/or flexible work
4. Work-life balance programs
5. Life and disability insurances

Personalized Benefits

34% would be willing to sacrifice existing benefits for a better choice of benefits.

Development of Skills

22% of employees are not at all confident that their employer is investing in their skills development and training to prepare them for the future of work.

Where to Take Action

21% disagree that their employer is taking the necessary actions to protect and improve the wellbeing of employees.

Transparent Pay

51% agree that their compensation is fair compared to similar roles in the industry.

26% are not confident their employer ensures pay equality regardless of gender.

Impact of AI

24% of employees are unsure of the impact of AI on their jobs.

33% feel more motivated to develop new skills to stay relevant.

Top Employee Expectations

39% say employers should help employees save for retirement/long term needs.

39% say employers should support employee wellbeing.

30% say employers should support with childcare.

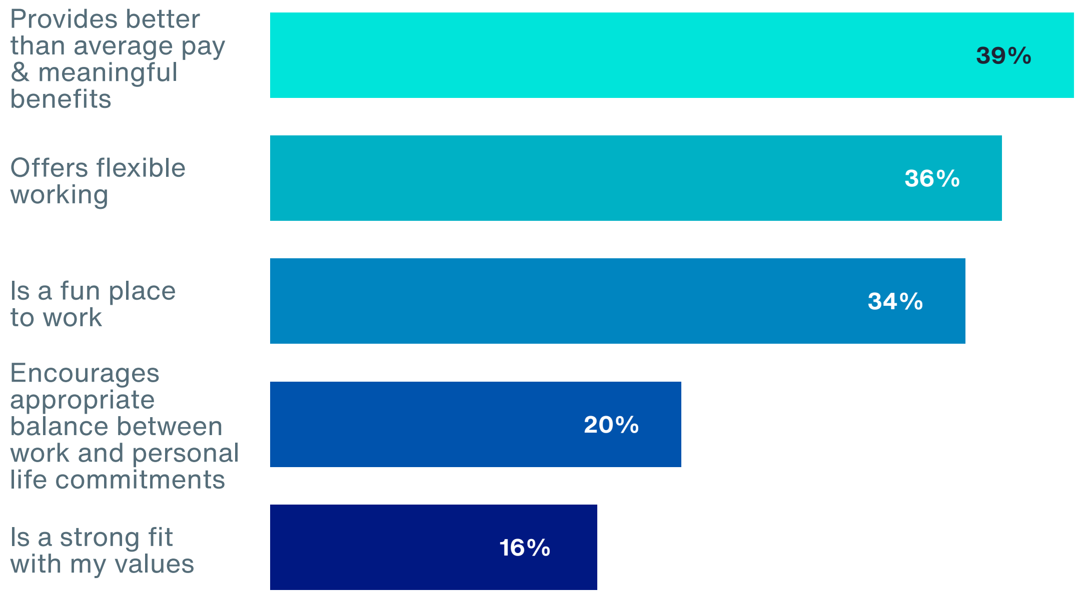
24% say employers should help them establish an emergency fund.

23% say employers should support with eldercare or family care.

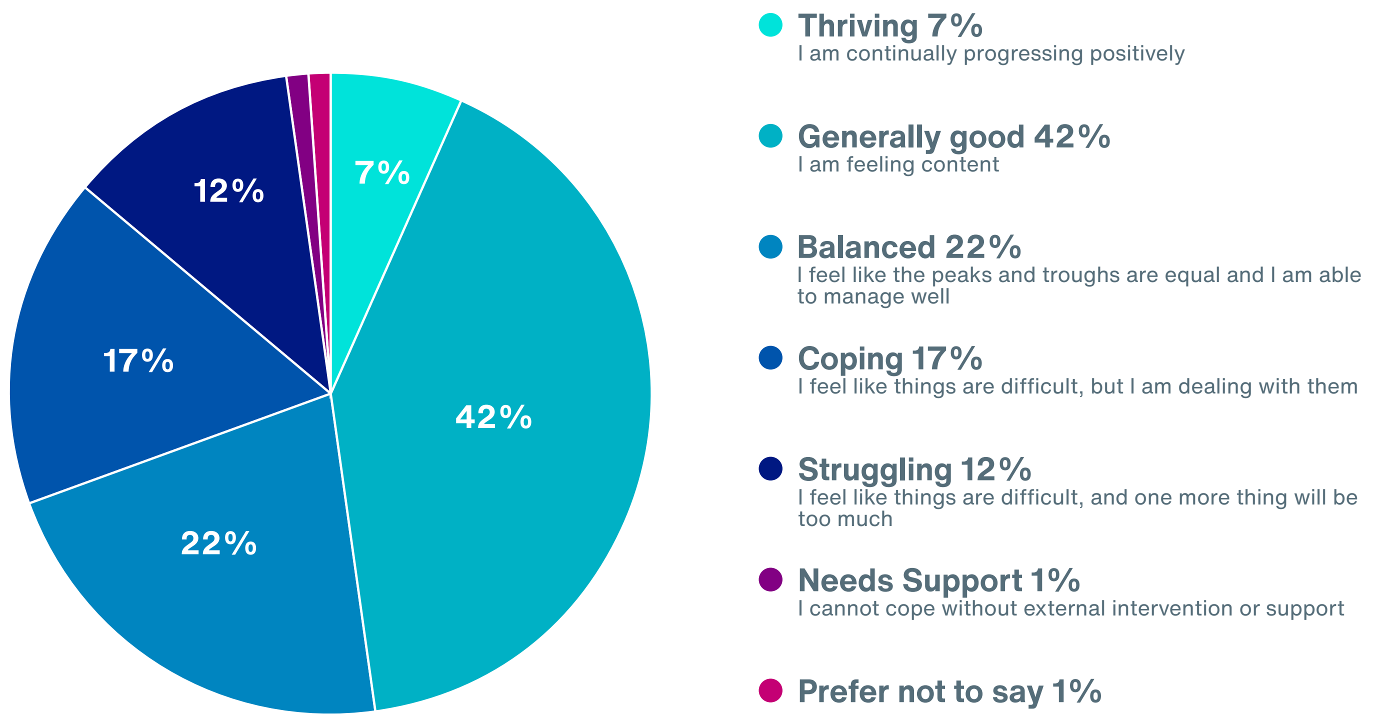
Investing in our Future

47% of employees would consider sustainable retirement savings investments if they delivered the same financial outcomes.

Top 5 Most Influential Characteristics Attracting Employees



Current Wellbeing



Top 5 Valued Benefits by Generation

	Generation Z Born between 1997 and 2012	Generation Y (Millennials) Born between 1981 and 1996	Generation X Born between 1965 and 1980	Baby Boomers Born between 1946 and 1964
	This data is based on a small sample size and is for illustrative purposes only.			
01	Retirement savings	Paid time off	Paid time off	Retirement savings
02	Paid time off	Retirement savings	Retirement savings	Paid time off
03	Dental insurance	Remote and/or flexible work	Remote and/or flexible work	Remote and/or flexible work
04	Medical coverage/health insurance	Work-life balance programs	Work-life balance programs	Work-life balance programs
05	On-site services	Flexible benefits	Life and disability insurance	Career development

Employee Communication Preferences

54% Email

46% 1-on-1 meeting

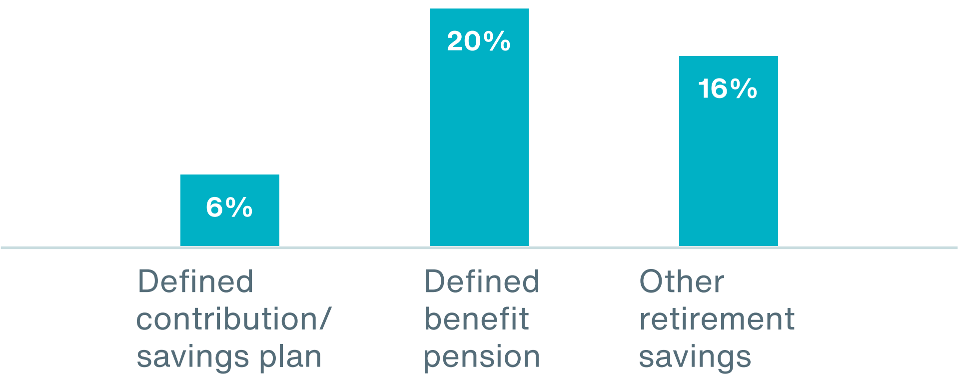
32% Internal company website

Biggest Difference in Total Reward Wants by Gender

Women are 13% more likely than men to want paid time off.

Financial Benefits and Advice

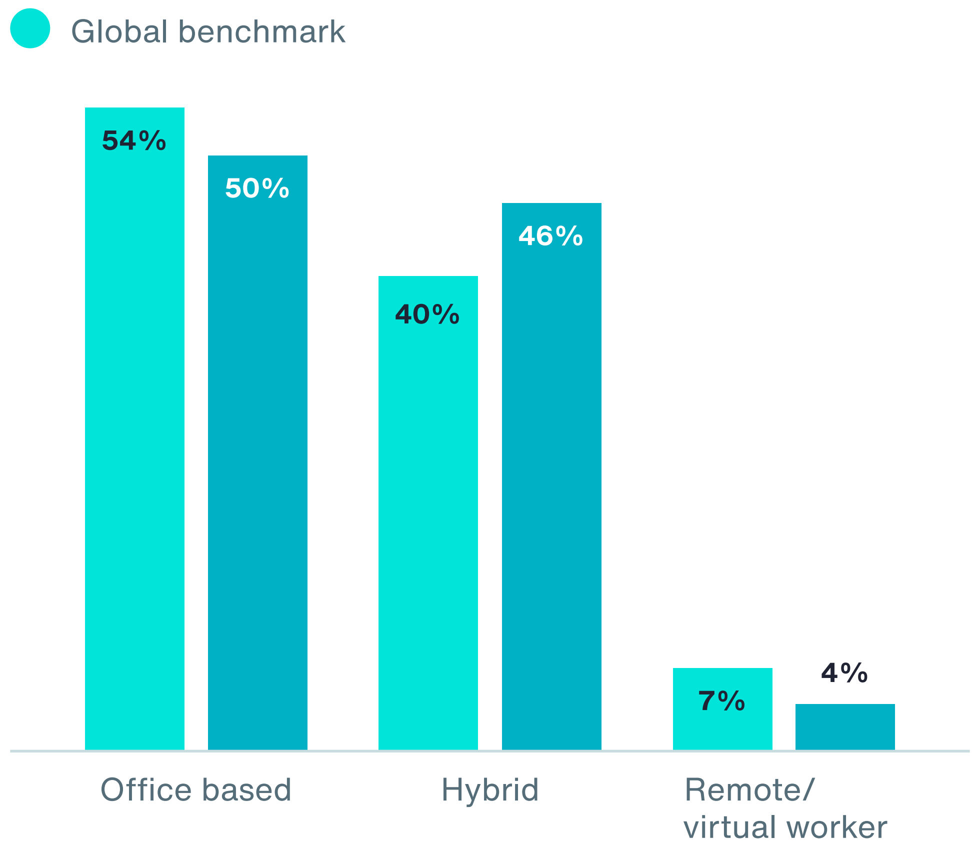
Current Benefits Received



4% receive financial education programs

6% receive financial advice/guidance

Current Working Style



Hong Kong

Employee Sentiment Findings

Employee dissatisfaction is growing, with almost one in five employees feeling undervalued, and a majority are either planning to switch jobs or considering doing so within the next year. A significant lack of trust exists between employees and employers, with more than a third believing there is inadequate investment in their skills development — double the global average. Furthermore, only 40 percent of employees agree that their compensation is fair compared to similar roles in the industry, significantly lower than the global benchmark of 63 percent. These factors contribute to a disengaged workforce and explain why so many have their eyes on an exit plan. Competitive pay and meaningful benefits are the most influential factors when deciding to stay with or join a company, so employers must act urgently to improve employee engagement and offer competitive rewards to attract and retain top talent effectively.

17% of employees feel undervalued.

63% of employees are either in the process of moving employers or might/will seek new employment in the next 12 months.

AON

Top 5 Valued Benefits

1. Paid time off
2. Medical coverage
3. Work-life balance programs
4. Retirement savings
5. Dental insurance

Personalized Benefits

54% would be willing to sacrifice existing benefits for a better choice of benefits.

Development of Skills

35% of employees are not at all confident that their employer is investing in their skills development and training to prepare them for the future of work.

Where to Take Action

22% disagree that their employer provides sufficient information about their benefits and choices.

Transparent Pay

40% agree that their compensation is fair compared to similar roles in the industry.

41% are not confident their employer ensures pay equality regardless of gender.

Impact of AI

21% of employees are unsure of the impact of AI on their jobs.

33% feel more motivated to develop new skills to stay relevant.

Top Employee Expectations

33% say employers should help employees save for retirement/long term needs.

28% say employers should support employee wellbeing.

20% say employers should support women's health (e.g., menstruation, menopause).

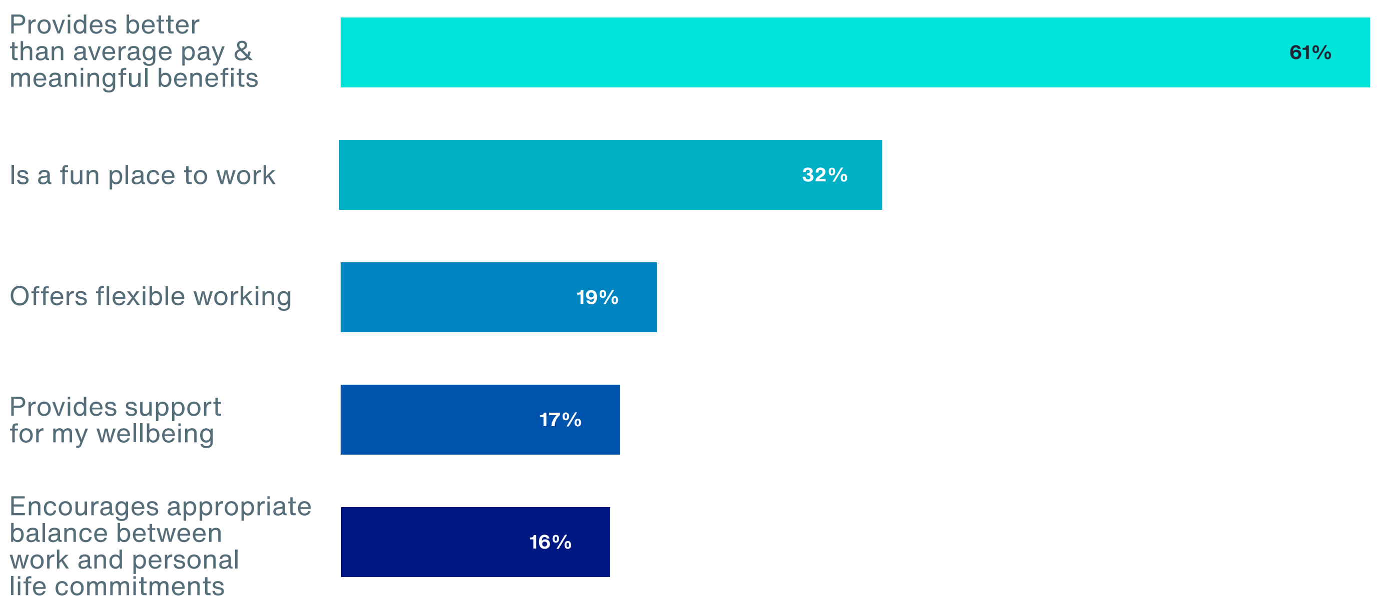
19% say employers should help them establish an emergency fund.

18% say employers should support with eldercare or family care.

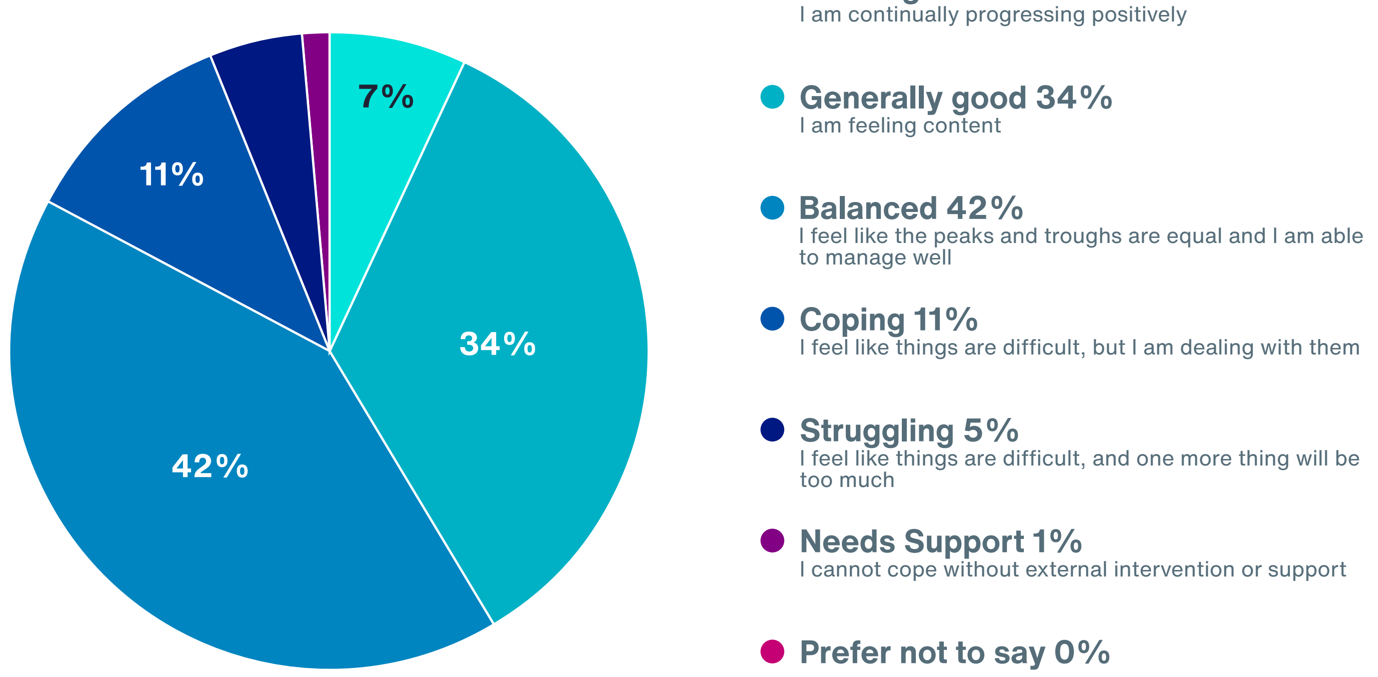
Investing in our Future

64% of employees would consider sustainable retirement savings investments if they delivered the same financial outcomes.

Top 5 Most Influential Characteristics Attracting Employees



Current Wellbeing



Percentages are rounded

Top 5 Valued Benefits by Generation

	Generation Z Born between 1997 and 2012	**Generation Y (Millennials)** Born between 1981 and 1996	**Generation X** Born between 1965 and 1980	**Baby Boomers** Born between 1946 and 1964
	This data is based on a small sample size and is for illustrative purposes only.			This data is based on a small sample size and is for illustrative purposes only.
01	Medical coverage/health insurance	Paid time off	Medical coverage/health insurance	Medical coverage/health insurance
02	Paid time off	Medical coverage/health insurance	Paid time off	Retirement savings
03	Work-life balance programs	Work-life balance programs	Work-life balance programs	Paid time off
04	Unlimited paid time off	Retirement savings	Retirement savings	Work-life balance programs
05	Career development	Flexible benefits	Dental insurance	Life and disability insurance

Employee Communication Preferences

47% Email

39% 1-on-1 meeting

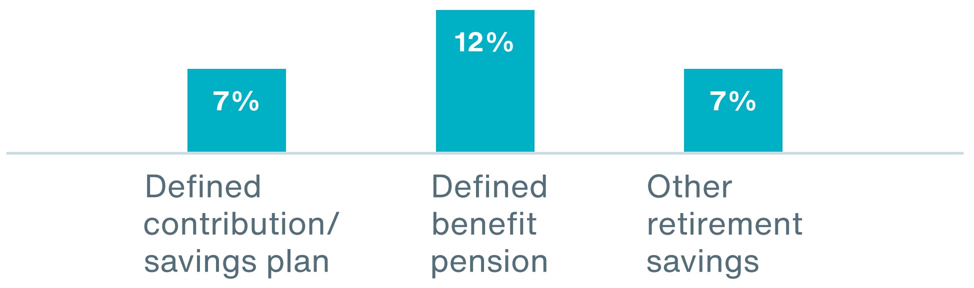
34% Internal company website

Biggest Difference in Total Reward Wants by Gender

Women are 11% more likely than men to want career development and learning.

Financial Benefits and Advice

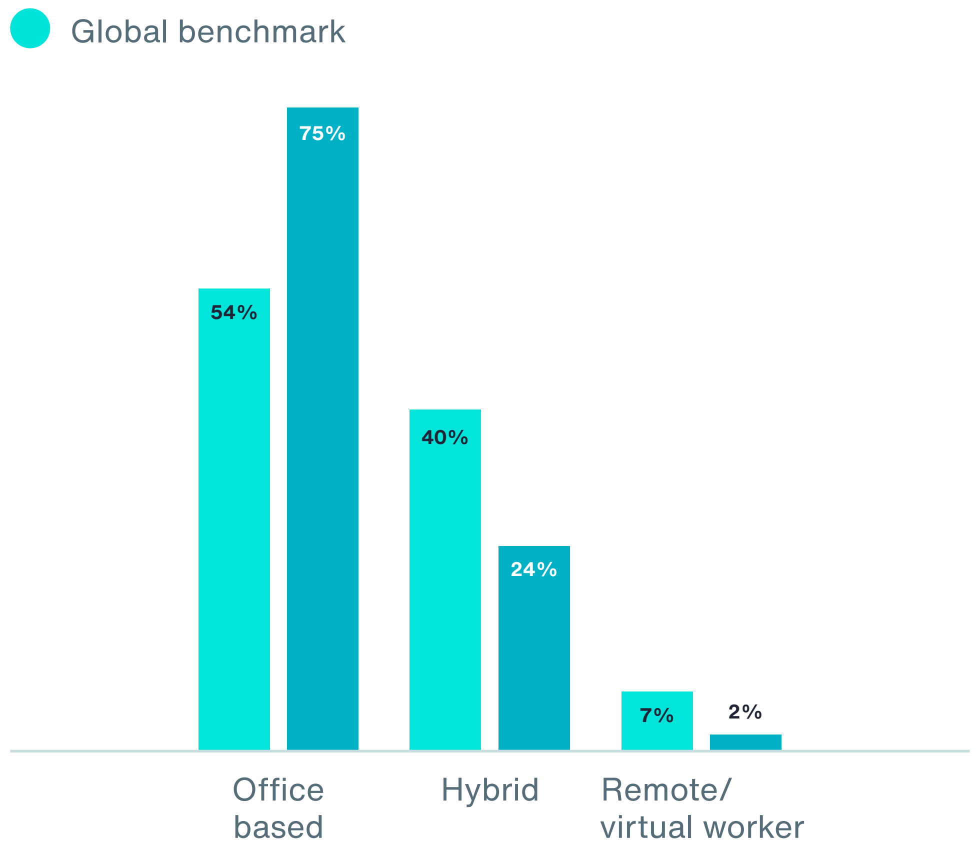
Current Benefits Received



6% receive financial education programs

4% receive financial advice/guidance

Current Working Style



India

Employee Sentiment Findings

Employee expectations in India have shifted significantly, driven by changing demographics. While compensation remains the most influential factor when deciding to stay with or join a company, the increased emphasis on work-life balance as a benefit opportunity is striking. Employees are fully returning to the office in many firms and the impact is apparent. There is a clear opportunity for employers to highlight the value of their benefits, moving beyond traditional communication methods to enhance employee engagement. Employees are also increasingly aware of the advantages of medical and life benefits. While India has a young workforce, the awareness of the importance of retirement and financial planning is surprising. It's a change that may be driven by a greater understanding of the impact of inflation on daily living, especially as entry-level wages in many sectors have seen few rises.

7% of employees feel undervalued.

82% of employees are either in the process of moving employers or might/will seek new employment in the next 12 months.

AON

Top 5 Valued Benefits

1. Work-life balance programs
2. Medical coverage
3. Career development
4. Paid time off
5. Retirement savings

Personalized Benefits

76% would be willing to sacrifice existing benefits for a better choice of benefits.

Development of Skills

10% of employees are not at all confident that their employer is investing in their skills development and training to prepare them for the future of work.

Where to Take Action

8% disagree that their employer provides sufficient information about their benefits and choices.

Transparent Pay

75% agree that their compensation is fair compared to similar roles in the industry.

11% are not confident their employer ensures pay equality regardless of gender.

Impact of AI

4% of employees are unsure of the impact of AI on their jobs.

43% feel more motivated to develop new skills to stay relevant.

Top Employee Expectations

58% say employers should support employee wellbeing.

54% say employers should provide financial education.

53% say employers should provide financial advice/guidance.

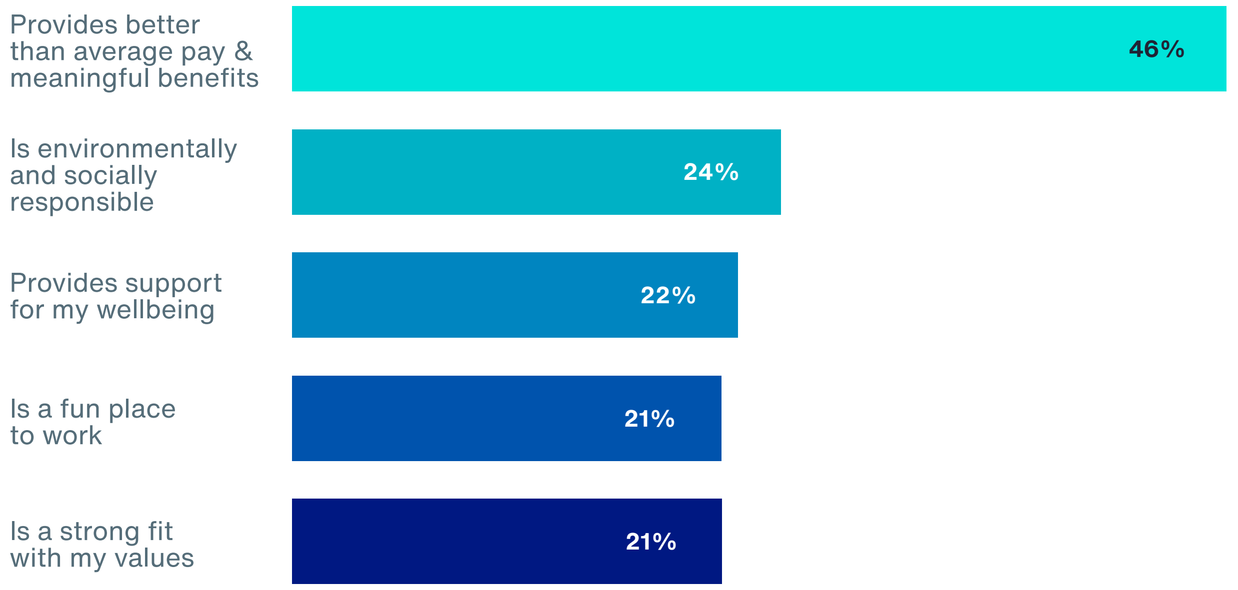
53% say employers should help employees save for retirement/long term needs.

49% say employers should help them establish an emergency fund.

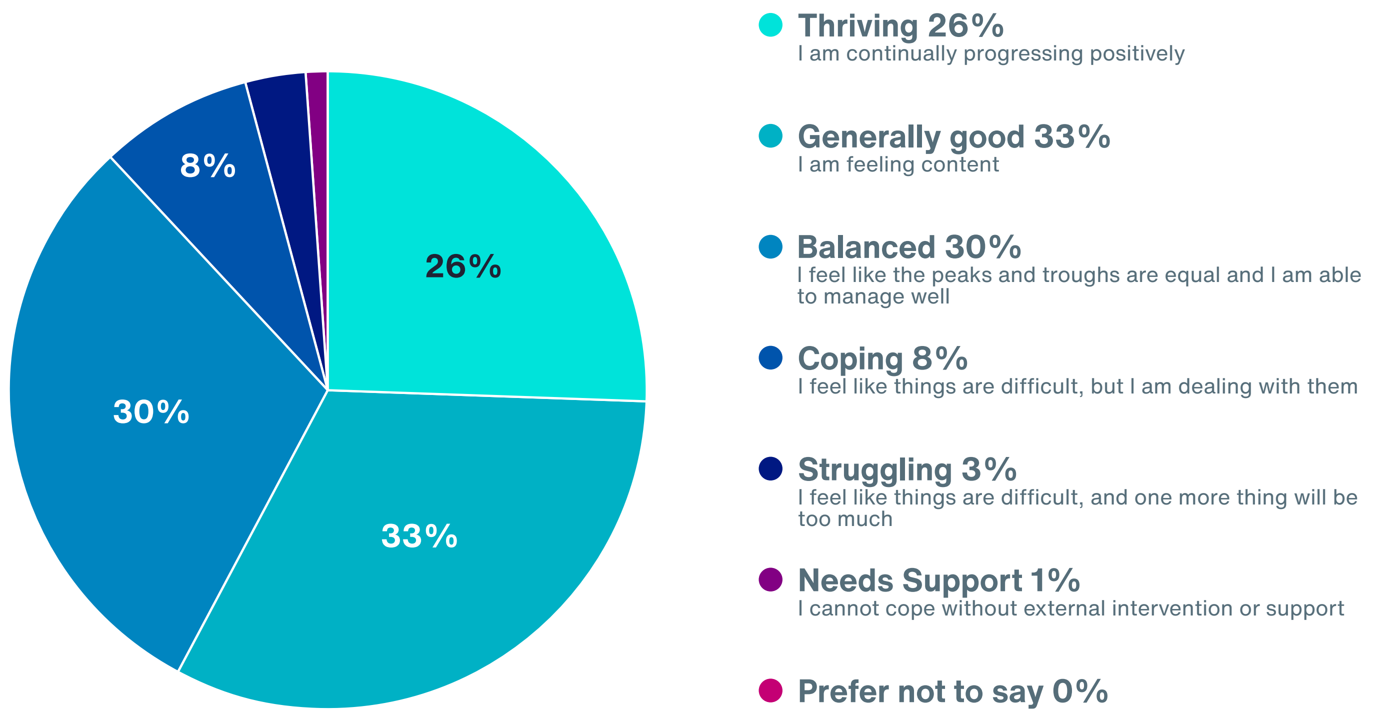
Investing in our Future

51% of employees would consider sustainable retirement savings investments if they delivered the same financial outcomes.

Top 5 Most Influential Characteristics Attracting Employees



Current Wellbeing



Top 5 Valued Benefits by Generation

This data is based on a small sample size and is for illustrative purposes only.

	Generation Z Born between 1997 and 2012	Generation Y (Millennials) Born between 1981 and 1996	Generation X Born between 1965 and 1980	Baby Boomers Born between 1946 and 1964
01	Work-life balance programs	Medical coverage/health insurance	Medical coverage/health insurance	Medical coverage/health insurance
02	Career development	Work-life balance programs	Work-life balance programs	Work-life balance programs
03	Medical coverage/health insurance	Career development	Paid time off	Flexible benefits
04	Retirement savings	Paid time off	Career development	Career development
05	Life and disability insurance	Retirement savings	Retirement savings	Paid time off

Employee Communication Preferences

64% Email

48% 1-on-1 meeting

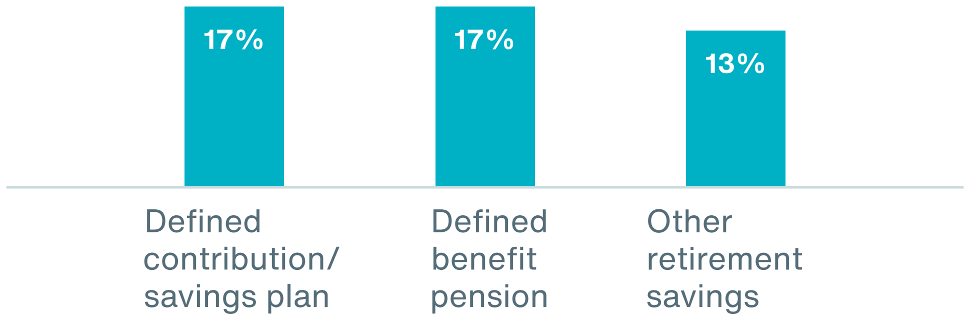
45% Virtual meeting

Biggest Difference in Total Reward Wants by Gender

Women are 6% more likely than men to want work/life balance and onsite support services.

Financial Benefits and Advice

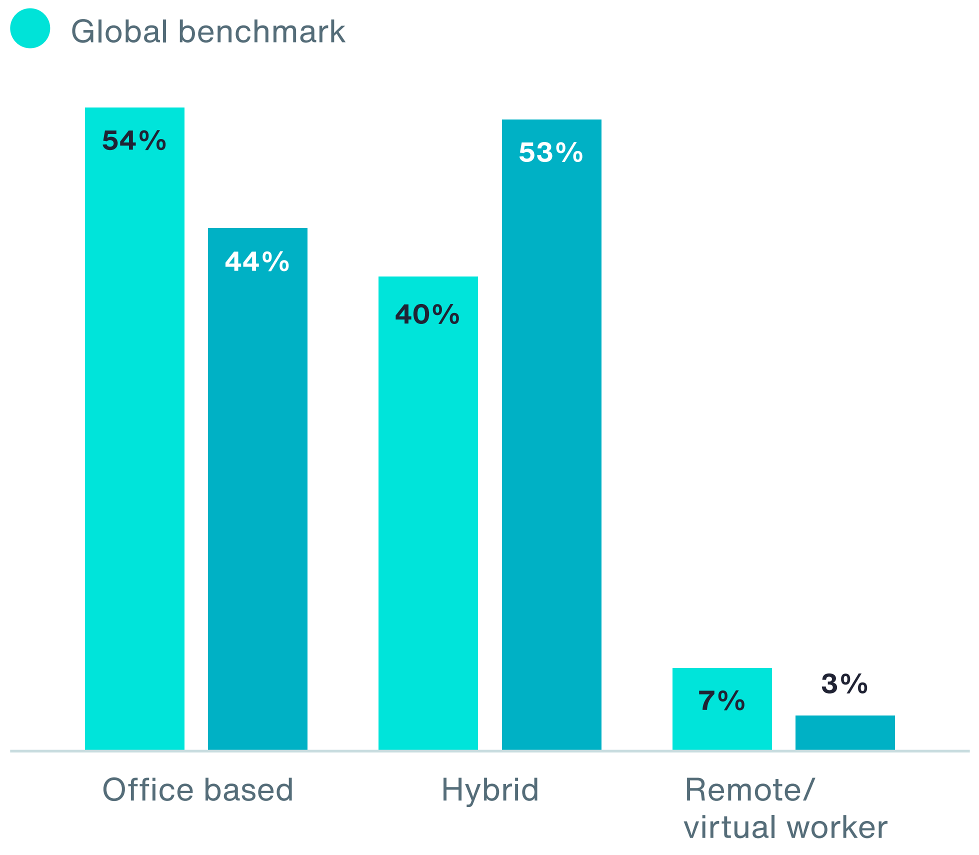
Current Benefits Received



14% receive financial education programs

13% receive financial advice/guidance

Current Working Style



Ireland

Employee Sentiment Findings

Unemployment in Ireland remains near record lows, and post-pandemic, employee preferences have shifted towards paid time off and work-life balance. Flexible working is critical to attracting employees, following competitive pay and benefits. Retirement is also a significant focus as Ireland introduces the Auto-Enrollment Retirement Savings Scheme in 2025. Ireland has Europe's highest private medical insurance membership rate, making medical coverage highly valued. As cost pressures mount and employee expectations shift, leaders must find innovative ways to balance cost and investment. With two-thirds of employees willing to sacrifice existing benefits for better choices and the same proportion considering other opportunities, understanding what employees value is crucial for businesses to grow and thrive. Employers should leverage legislation on auto-enrollment and pay transparency to do more than just comply but to make strategic and proactive moves to attract and retain talent.

18% of employees feel undervalued.

67% of employees are either in the process of moving employers or might/will seek new employment in the next 12 months.

AON

Top 5 Valued Benefits

1. Paid time off
2. Retirement savings
3. Medical coverage
4. Work-life balance programs
5. Remote and/or flexible work

Personalized Benefits

66% would be willing to sacrifice existing benefits for a better choice of benefits.

Development of Skills

27% of employees are not at all confident that their employer is investing in their skills development and training to prepare them for the future of work.

Where to Take Action

13% disagree that their employer provides sufficient information about their benefits and choices.

Transparent Pay

54% agree that their compensation is fair compared to similar roles in the industry.

20% are not confident their employer ensures pay equality regardless of gender.

Impact of AI

20% of employees are unsure of the impact of AI on their jobs.

30% feel more motivated to develop new skills to stay relevant.

Top Employee Expectations

54% say employers should support employee wellbeing.

52% say employers should help employees save for retirement/long term needs.

38% say employers should support women's health (e.g., menstruation, menopause).

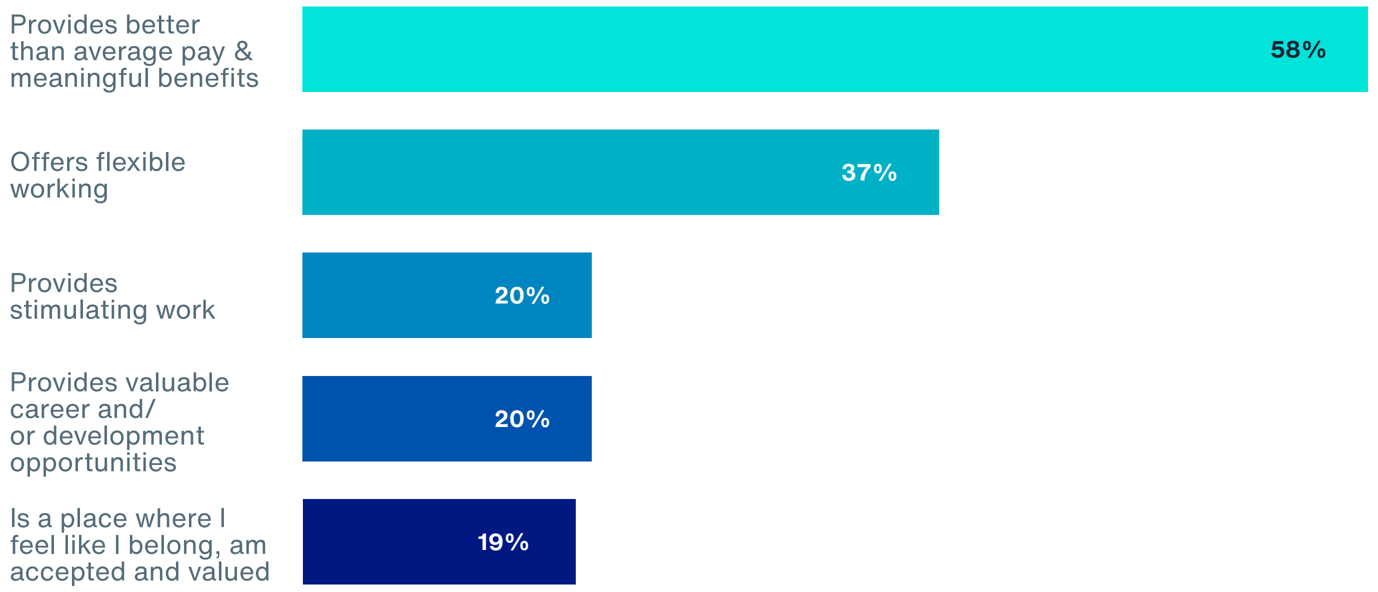
30% say employers should provide financial advice/guidance.

29% say employers should provide financial education.

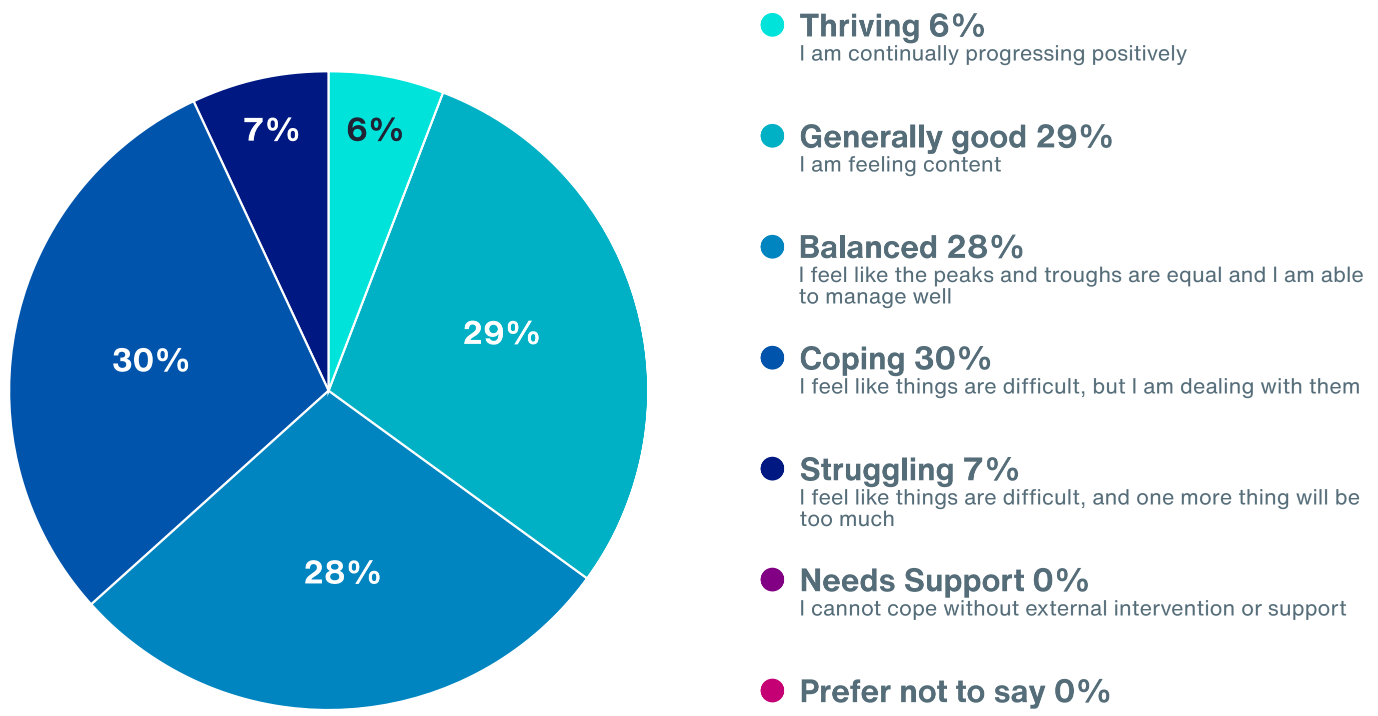
Investing in our Future

54% of employees would consider sustainable retirement savings investments if they delivered the same financial outcomes.

Top 5 Most Influential Characteristics Attracting Employees



Current Wellbeing



Top 5 Valued Benefits by Generation

	Generation Z Born between 1997 and 2012	Generation Y (Millennials) Born between 1981 and 1996	Generation X Born between 1965 and 1980	Baby Boomers Born between 1946 and 1964
	This data is based on a small sample size and is for illustrative purposes only.			This data is based on a small sample size and is for illustrative purposes only.
01	Paid time off	Paid time off	Retirement savings	Retirement savings
02	Career development	Retirement savings	Paid time off	Paid time off
03	Work-life balance programs	Medical coverage/health insurance	Medical coverage/health insurance	Work-life balance programs
04	Medical coverage/health insurance	Work-life balance programs	Work-life balance programs	Medical coverage/health insurance
05	Retirement savings	Career development	Remote and/or flexible work	Remote and/or flexible work

Employee Communication Preferences

68% Email

40% 1-on-1 meeting

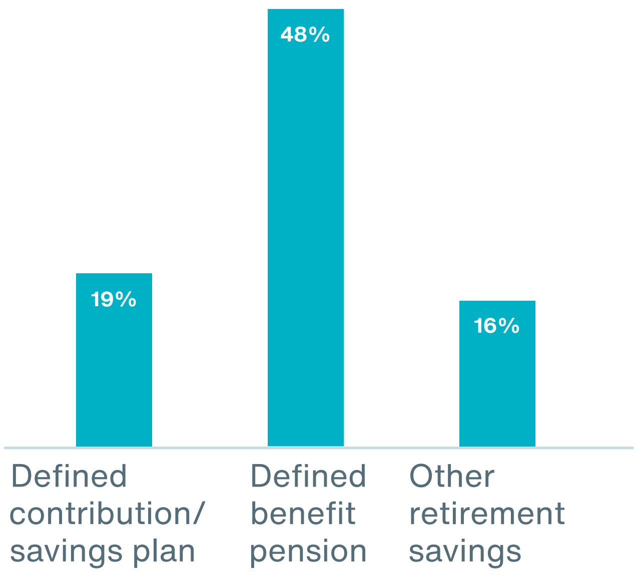
32% Internal company website

Biggest Difference in Total Reward Wants by Gender

Women are 12% more likely than men to want work/life balance and onsite support services.

Financial Benefits and Advice

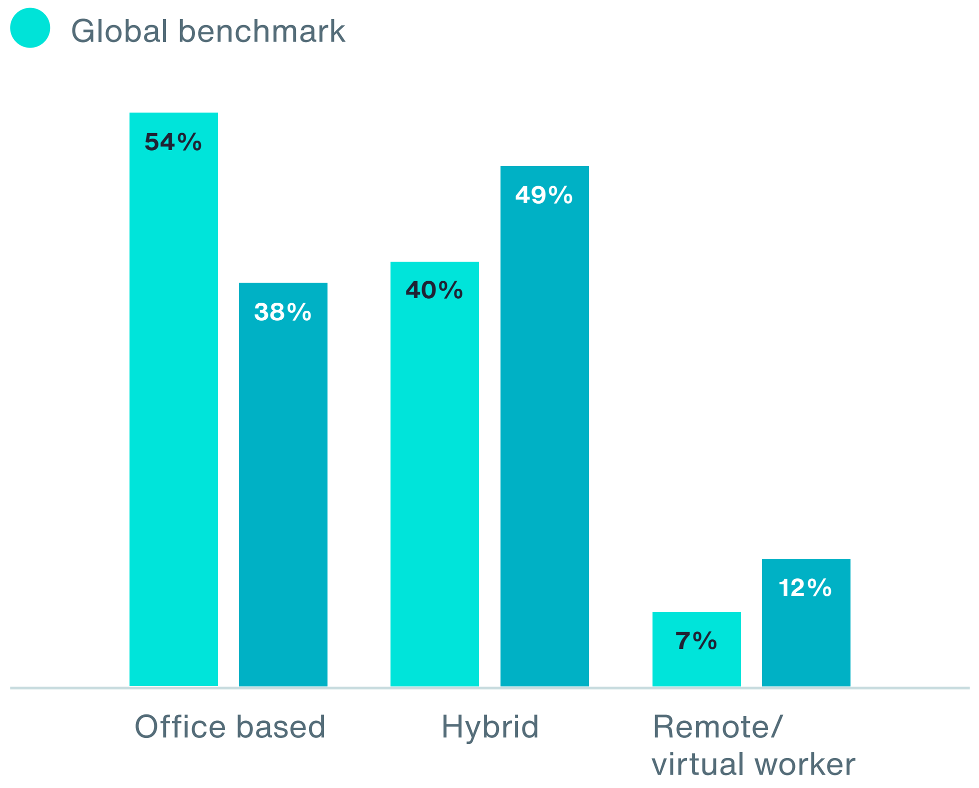
Current Benefits Received



11% receive financial education programs

11% receive financial advice/ guidance

Current Working Style



Italy

Employee Sentiment Findings

The post-pandemic era and declining trust in public healthcare have seen medical coverage become one of the most valued employee benefits. While work-life balance programs were the third most valuable benefit globally, Italian employees appear to prioritize this offering more highly, choosing it as the second most valued benefit. Despite the tendency of Italian markets to show a higher turnover, leading to insecurity for both employees and companies, only 40 percent of Italian employees are currently searching for a new position — a significantly lower percentage than most other geographies surveyed. Moreover, Italian employees are most concerned about a lack of investment in skills development. To increase the retention and engagement of talent, employers must focus on devising personalized benefits programs that prioritize medical, work-life balance and skills development to meet the evolving needs of employees.

19%

of employees feel undervalued.

40%

of employees are either in the process of moving employers or might/will seek new employment in the next 12 months.

AON

Top 5 Valued Benefits

1. Medical coverage
2. Work-life balance programs
3. Paid time off
4. Retirement savings
5. Dental insurance

Personalized Benefits

57% would be willing to sacrifice existing benefits for a better choice of benefits.

Development of Skills

41% of employees are not at all confident that their employer is investing in their skills development and training to prepare them for the future of work.

Where to Take Action

25% disagree that their employer provides easy access to benefits.

Transparent Pay

37% agree that their compensation is fair compared to similar roles in the industry.

30% are not confident their employer ensures pay equality regardless of gender.

Impact of AI

26% of employees are unsure of the impact of AI on their jobs.

29% feel more motivated to develop new skills to stay relevant.

Top Employee Expectations

49% say employers should support employee wellbeing.

39% say employers should support with childcare.

37% say employers should support women's health (e.g., menstruation, menopause).

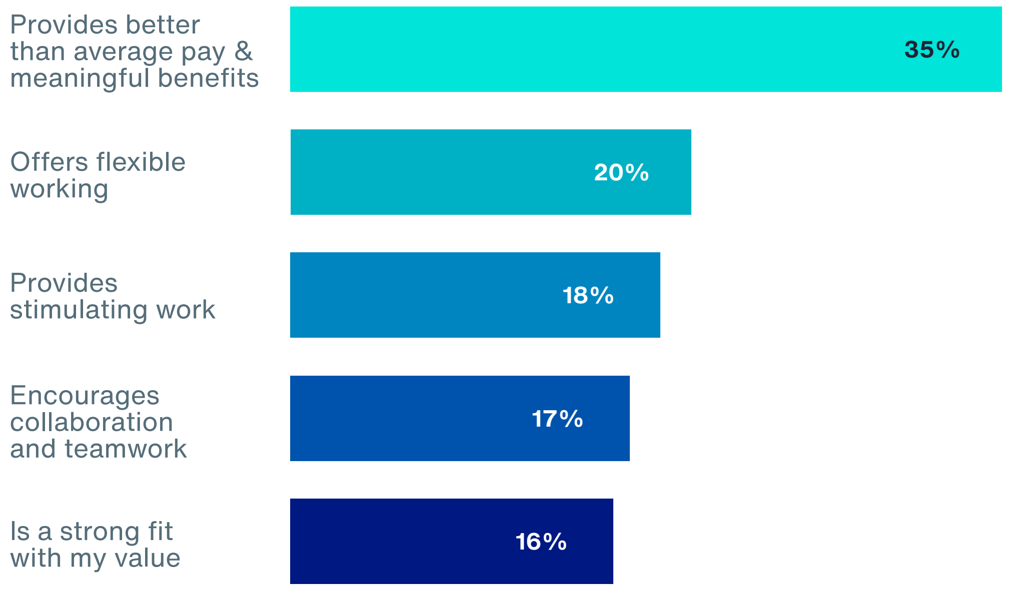
37% say employers should help them establish an emergency fund.

36% say employers should support with eldercare or family care.

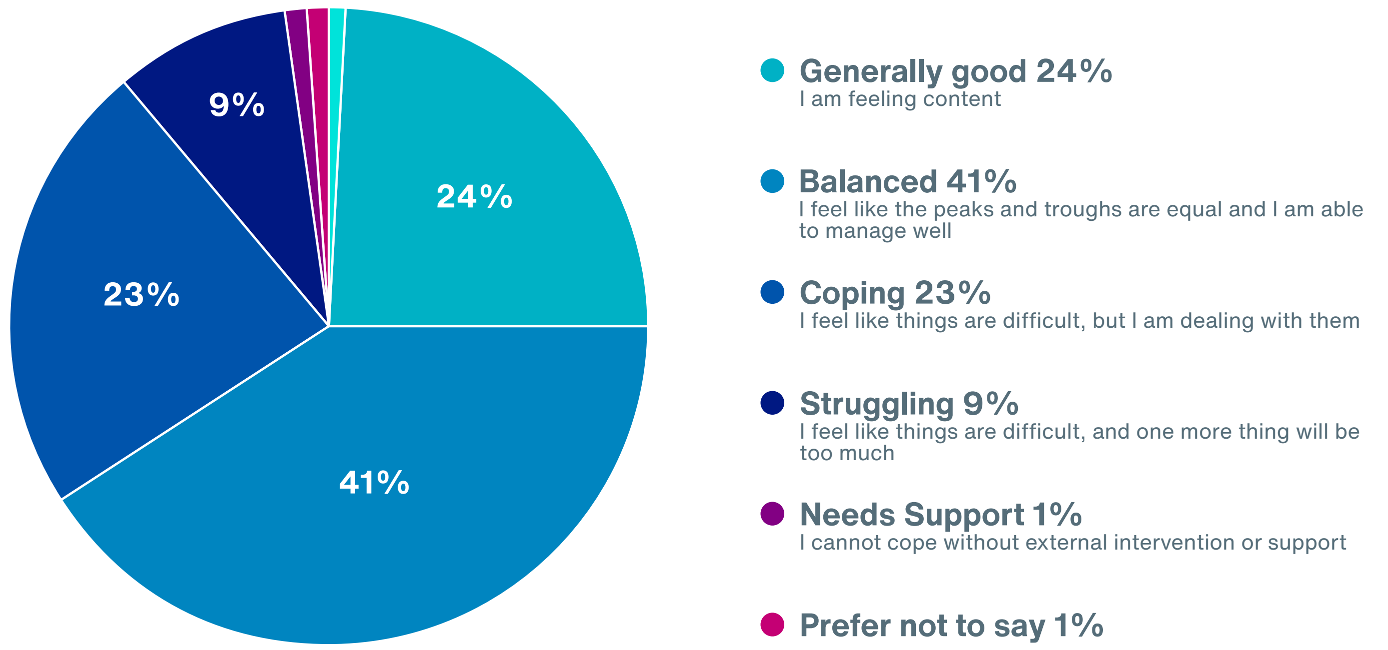
Investing in our Future

50% of employees would consider sustainable retirement savings investments if they delivered the same financial outcomes.

Top 5 Most Influential Characteristics Attracting Employees



Current Wellbeing



Top 5 Valued Benefits by Generation

This data is based on a small sample size and is for illustrative purposes only.

	Generation Z Born between 1997 and 2012	Generation Y (Millennials) Born between 1981 and 1996	Generation X Born between 1965 and 1980	Baby Boomers Born between 1946 and 1964
01	Work-life balance programs	Medical coverage/health insurance	Medical coverage/health insurance	Medical coverage/health insurance
02	Medical coverage/health insurance	Paid time off	Work-life balance programs	Retirement savings
03	Career development	Work-life balance programs	Retirement savings	Dental insurance
04	Paid time off	Dental insurance	Paid time off	Critical illness coverage
05	On-site services	Retirement savings	Critical illness coverage	Life and disability insurance

Employee Communication Preferences

50% Email

46% 1-on-1 meeting

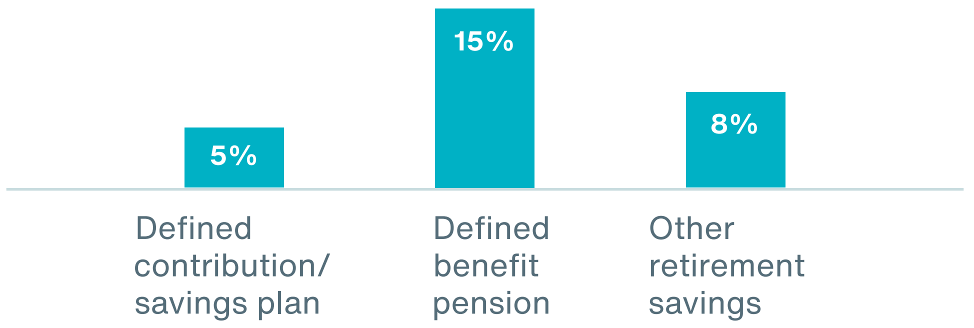
31% Internal company website

Biggest Difference in Total Reward Wants by Gender

Women are 12% more likely than men to want life and disability insurance.

Financial Benefits and Advice

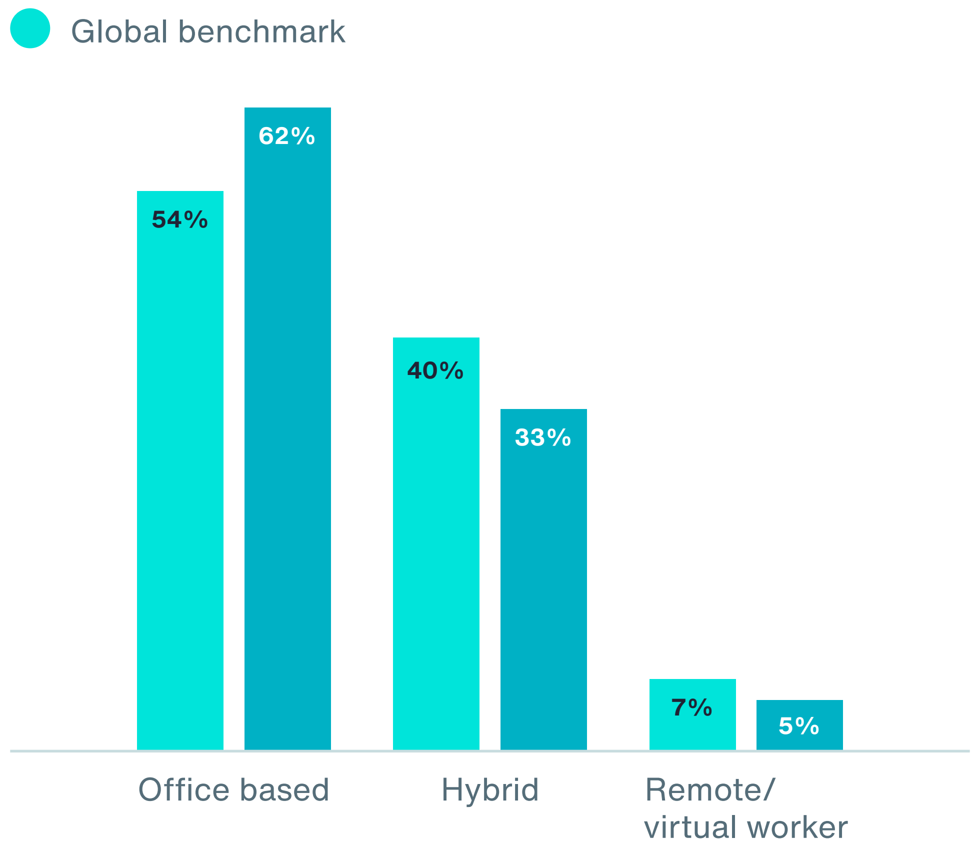
Current Benefits Received



3% receive financial education programs

2% receive financial advice/guidance

Current Working Style



Japan

Employee Sentiment Findings

Japan has a significant and well-publicized wage gap between men and women. This study identified that only a relatively low percentage of employees feel their compensation is fair compared to similar roles, indicating that pay transparency in Japan has not yet progressed. Office-based working is still the primary working style, and 1-on-1 meetings are the most preferred communication method, indicating a preference for in-person collaboration and direct communication. Paid time off is the benefit people value most across all generations, highlighting the importance of having time away from their workplace and work. Interestingly, satisfaction with the benefits currently offered appears to be high, but despite this, almost half of all employees are focused on their next professional move. Investing in skills development may help employees feel more valued, which could stem the flow of talent seeking new opportunities.

21%

of employees feel undervalued.

47%

of employees are either in the process of moving employers or might/will seek new employment in the next 12 months.

AON

Top 5 Valued Benefits

1. Paid time off
2. Retirement savings
3. Medical coverage
4. Work-life balance programs
5. Flexible benefits

Personalized Benefits

36% would be willing to sacrifice existing benefits for a better choice of benefits.

Development of Skills

38% of employees are not at all confident that their employer is investing in their skills development and training to prepare them for the future of work.

Where to Take Action

17% disagree that their employer is taking the necessary actions to protect and improve the wellbeing of employees.

Transparent Pay

36% agree that their compensation is fair compared to similar roles in the industry.

48% are not confident their employer ensures pay equality regardless of gender.

Impact of AI

32% of employees are unsure of the impact of AI on their jobs.

23% feel more motivated to develop new skills to stay relevant.

Top Employee Expectations

31% say employers should support with eldercare or family care.

30% say employers should support with childcare.

28% say employers should support employee wellbeing.

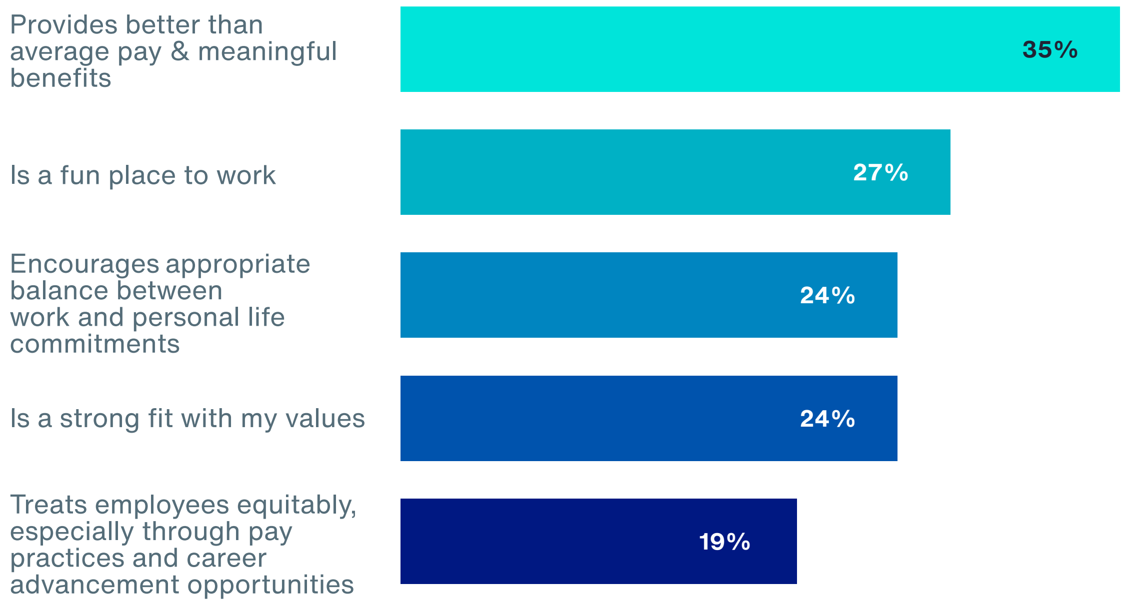
28% say employers should support with family forming or fertility.

25% say employers should help employees save for retirement/long term needs.

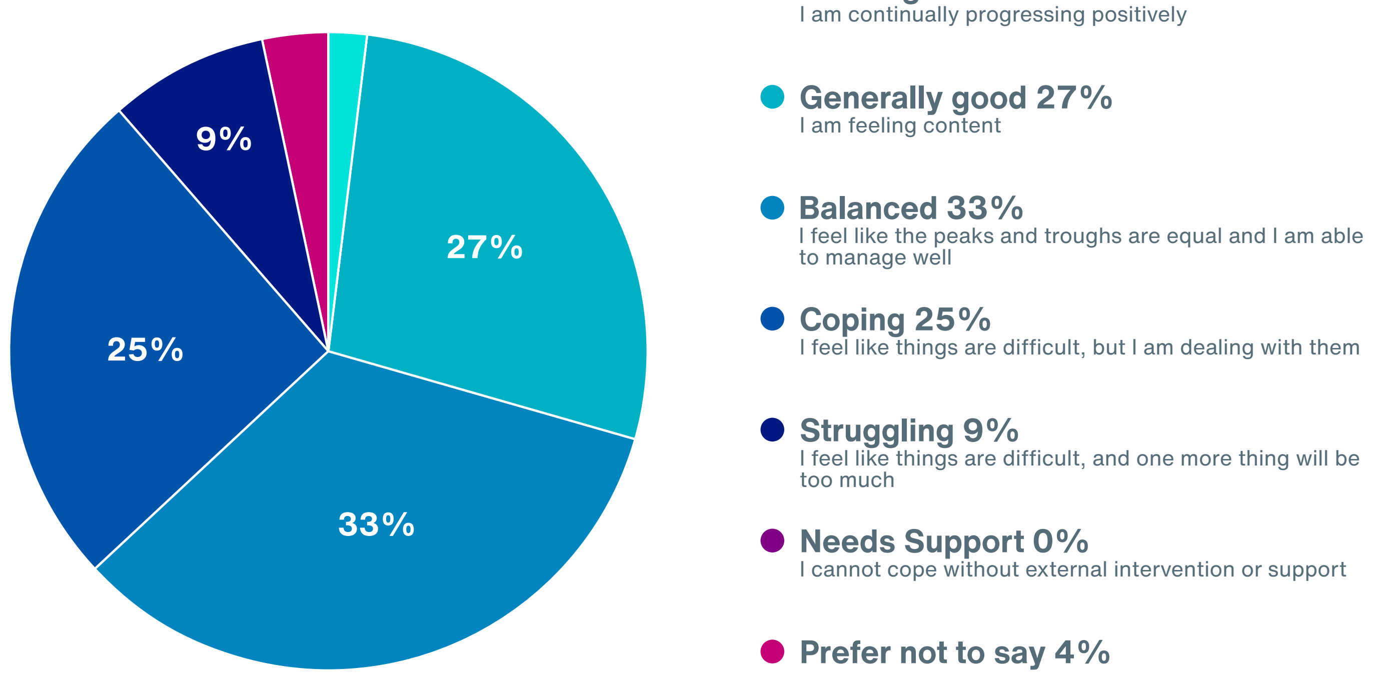
Investing in our Future

50% of employees would consider sustainable retirement savings investments if they delivered the same financial outcomes.

Top 5 Most Influential Characteristics Attracting Employees



Current Wellbeing



Top 5 Valued Benefits by Generation

This data is based on a small sample size and is for illustrative purposes only.

	Generation Z Born between 1997 and 2012	Generation Y (Millennials) Born between 1981 and 1996	Generation X Born between 1965 and 1980	Baby Boomers Born between 1946 and 1964
01	Paid time off	Paid time off	Paid time off	Paid time off
02	Flexible benefits	Retirement savings	Retirement savings	Retirement savings
03	Work-life balance programs	Medical coverage/health insurance	Medical coverage/health insurance	Medical coverage/health insurance
04	Retirement savings	Work-life balance programs	Work-life balance programs	Flexible benefits
05	Investment opportunities	Childcare and family support	Flexible benefits	Work-life balance programs

Employee Communication Preferences

40% 1-on-1 meeting

33% Internal company website

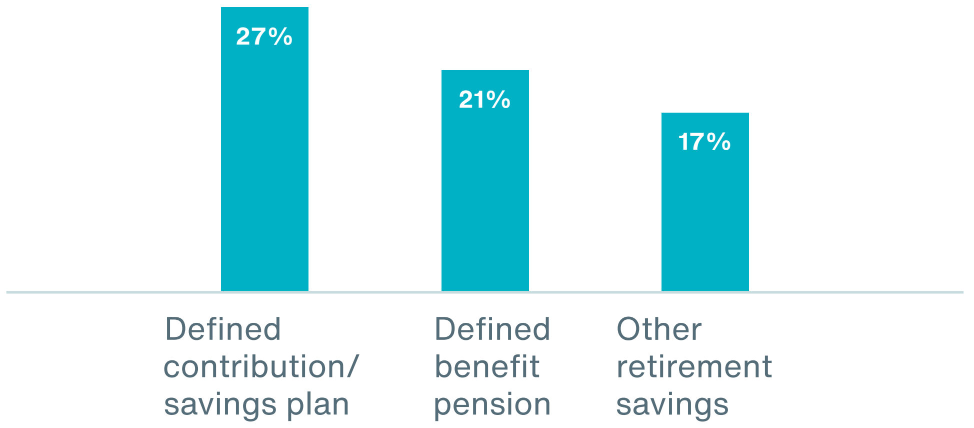
30% Email

Biggest Difference in Total Reward Wants by Gender

Women are 11% more likely than men to want health and wellbeing benefits.

Financial Benefits and Advice

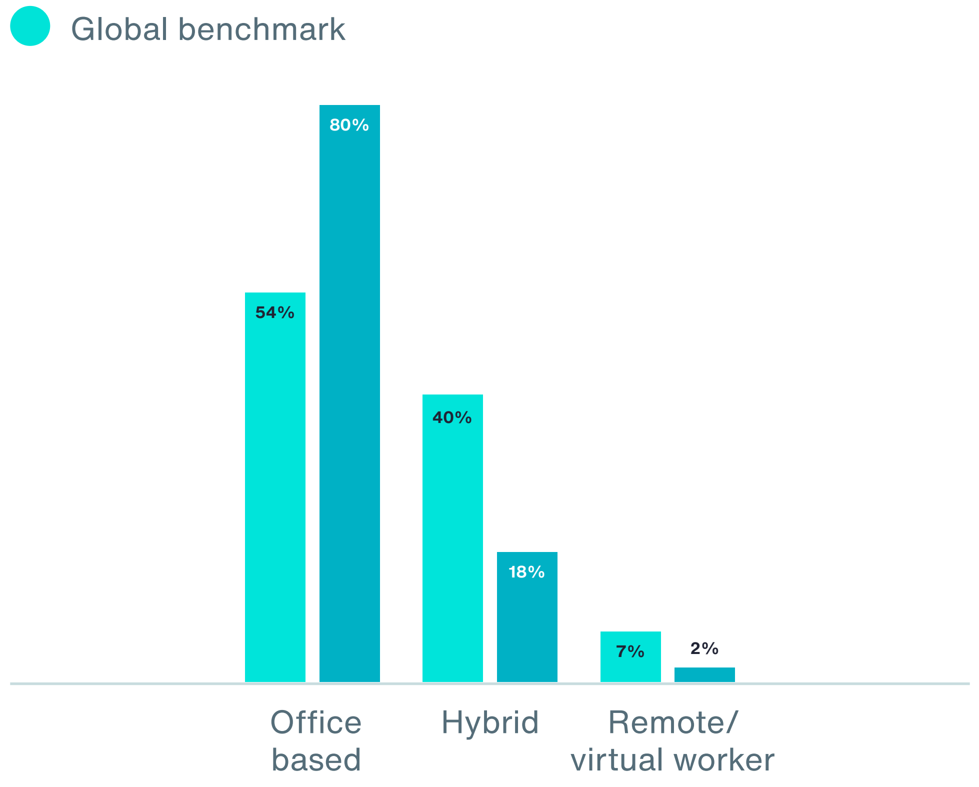
Current Benefits Received



9% receive financial education programs

3% receive financial advice/guidance

Current Working Style



Mexico

Employee Sentiment Findings

In Mexico, health insurance is one of the most valued benefits by different generations, likely due to the challenges faced by public health systems. Work-life balance is also a benefit highly valued by workers, given the high level of burnout that Mexicans are experiencing in the wake of the pandemic. In general, workers in Mexico feel that their employers should play a protectionist role and are willing to be open to receiving support for their physical and financial wellbeing. Unlike Generation Z, workers of Generation X and Y place great importance on being able to save for their retirement, likely as a result of significant changes to pension schemes. Employees remain attracted to an employer by a robust benefits package in addition to their salaries. Younger employees also express the greatest desire for hybrid work schemes at a time when many employers are pushing for a return to the office.

14%
of employees feel undervalued.

52%
of employees are either in the process of moving employers or might/will seek new employment in the next 12 months.

Top 5 Valued Benefits

1. Medical coverage
2. Retirement savings
3. Paid time off
4. Work-life balance programs
5. Career development

Personalized Benefits

79% would be willing to sacrifice existing benefits for a better choice of benefits.

Development of Skills

8% of employees are not at all confident that their employer is investing in their skills development and training to prepare them for the future of work.

Where to Take Action

11% disagree that their employer is taking the necessary actions to protect the health and safety of employees.

Transparent Pay

77% agree that their compensation is fair compared to similar roles in the industry.

11% are not confident their employer ensures pay equality regardless of gender.

Impact of AI

11% of employees are unsure of the impact of AI on their jobs.

47% feel more motivated to develop new skills to stay relevant.

Top Employee Expectations

69% say employers should support employee wellbeing.

66% say employers should help employees save for retirement/long term needs.

62% say employers should provide financial education.

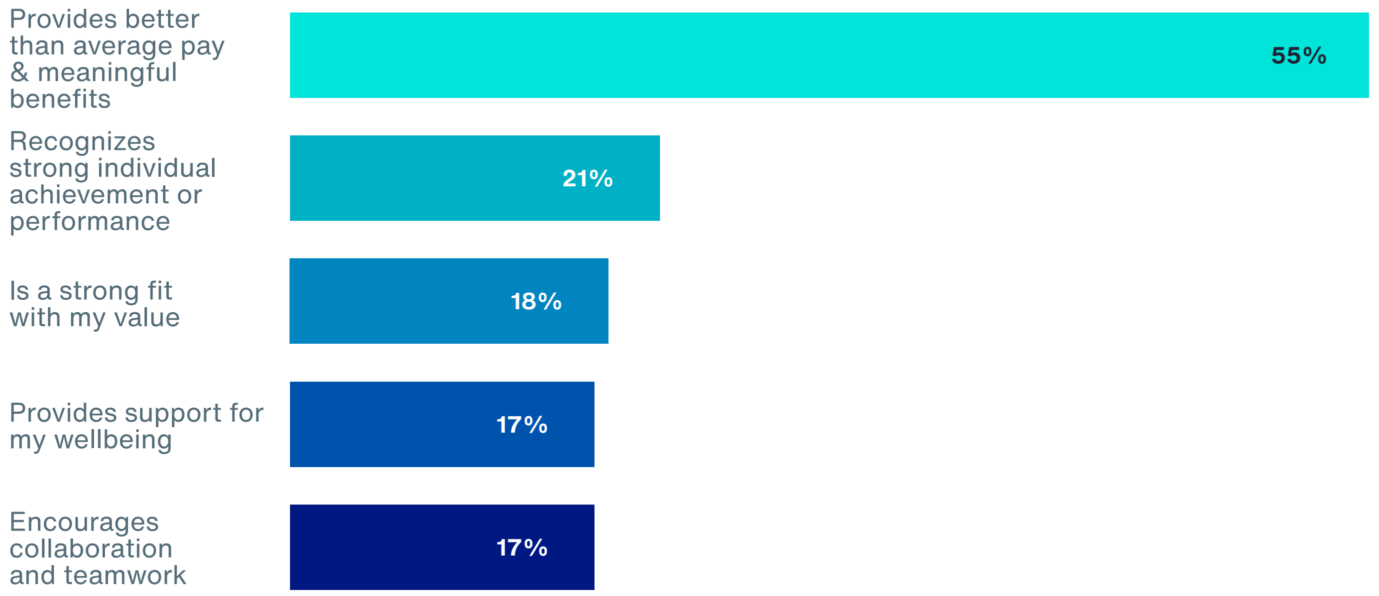
61% say employers should help them establish an emergency fund.

60% say employers should provide financial advice/guidance.

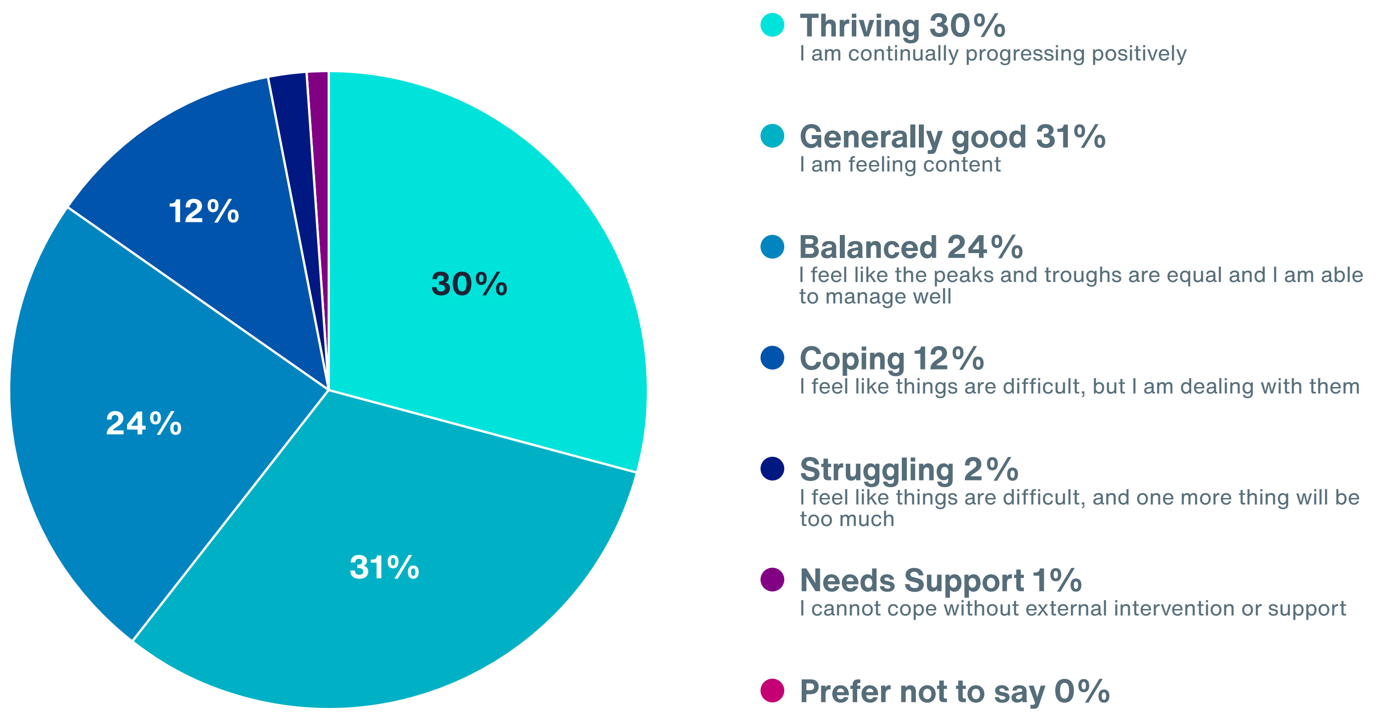
Investing in our Future

50% of employees would consider sustainable retirement savings investments if they delivered the same financial outcomes.

Top 5 Most Influential Characteristics Attracting Employees



Current Wellbeing



Top 5 Valued Benefits by Generation

	Generation Z Born between 1997 and 2012	Generation Y (Millennials) Born between 1981 and 1996	Generation X Born between 1965 and 1980	Baby Boomers Born between 1946 and 1964 This data is based on a small sample size and is for illustrative purposes only.
01	Medical coverage/health insurance	Medical coverage/health insurance	Retirement savings	Medical coverage/health insurance
02	Work-life balance programs	Retirement savings	Medical coverage/health insurance	Paid time off
03	Paid time off	Work-life balance programs	Paid time off	Life and disability insurance
04	Emotional wellbeing support	Paid time off	Career development	Retirement savings
05	Career development	Career development	Life and disability insurance	Unlimited paid time off

Employee Communication Preferences

48% 1-on-1 meeting

47% Email

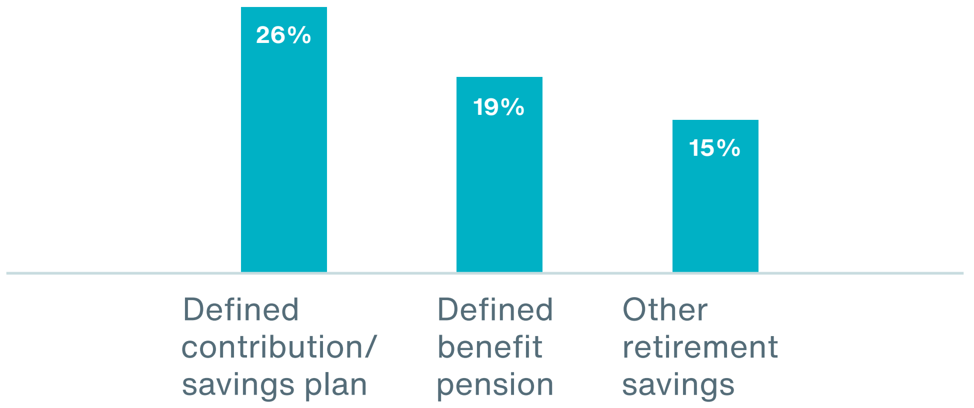
39% Text message/WhatsApp

Biggest Difference in Total Reward Wants by Gender

Women are 12% more likely than men to want paid time off.

Financial Benefits and Advice

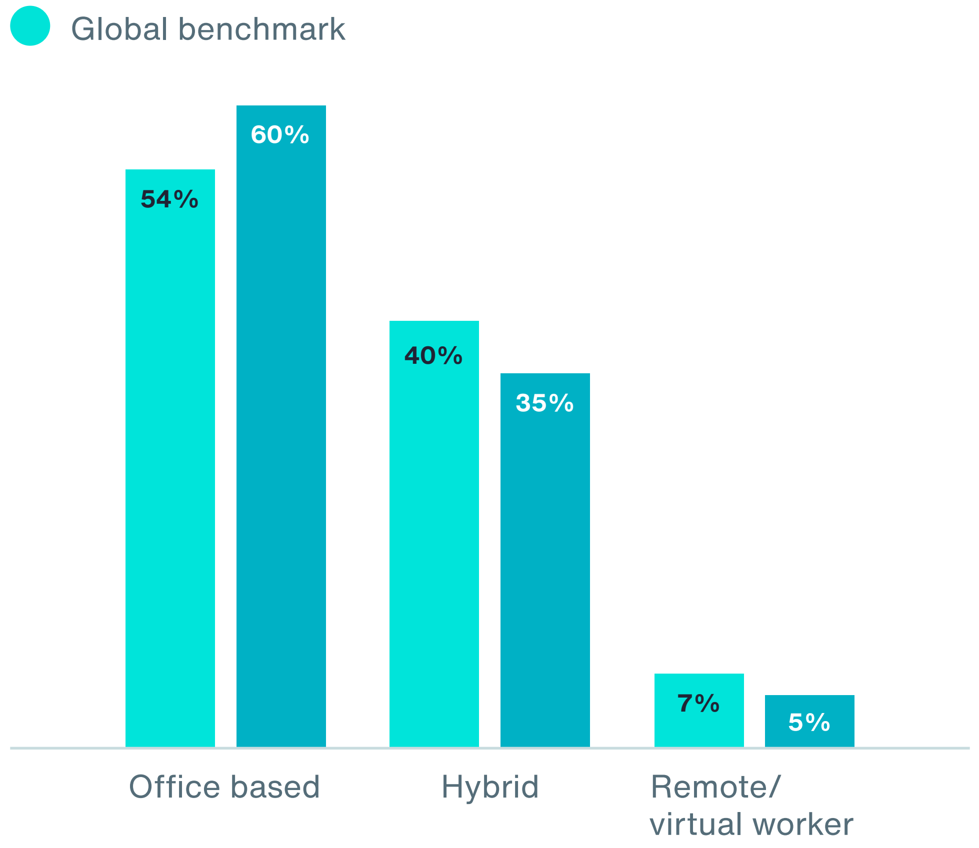
Current Benefits Received



11% receive financial education programs

12% receive financial advice/guidance

Current Working Style



Netherlands

Employee Sentiment Findings

The Netherlands is known for its extensive and well-regulated working conditions that can contribute to a positive work culture and employee wellbeing. However, the Dutch labor market is tight, increasing competition for talent and driving employers to reevaluate their existing people strategies. Employee sentiment in the Netherlands reflects a shift in priorities, with work-life balance programs valued above salary. Flexibility in working hours and additional vacation days are also becoming increasingly important. Dutch employees demonstrated skepticism in their employer's contribution towards skills development, with eight percent lacking confidence that their employer is investing in their skills development and training to prepare for the future of work — however, this is significantly lower than the global average. Employers who adopt a more personalized, future-focused approach to employee benefits should leverage this advantage within a competitive environment to attract and retain talent.

7% of employees feel undervalued.

44% of employees are either in the process of moving employers or might/will seek new employment in the next 12 months.

AON

Top 5 Valued Benefits

1. Paid time off
2. Retirement savings
3. Career development
4. Remote and/or flexible work
5. Work-life balance programs

Personalized Benefits

61% would be willing to sacrifice existing benefits for a better choice of benefits.

Development of Skills

8% of employees are not at all confident that their employer is investing in their skills development and training to prepare them for the future of work.

Where to Take Action

16% disagree that their employer provides sufficient information about their benefits and choices.

Transparent Pay

63% agree that their compensation is fair compared to similar roles in the industry.

13% are not confident their employer ensures pay equality regardless of gender.

Impact of AI

24% of employees are unsure of the impact of AI on their jobs.

31% feel more motivated to develop new skills to stay relevant.

Top Employee Expectations

42% say employers should help employees save for retirement/long term needs.

29% say employers should support employee wellbeing.

20% say employers should support women's health (e.g., menstruation, menopause).

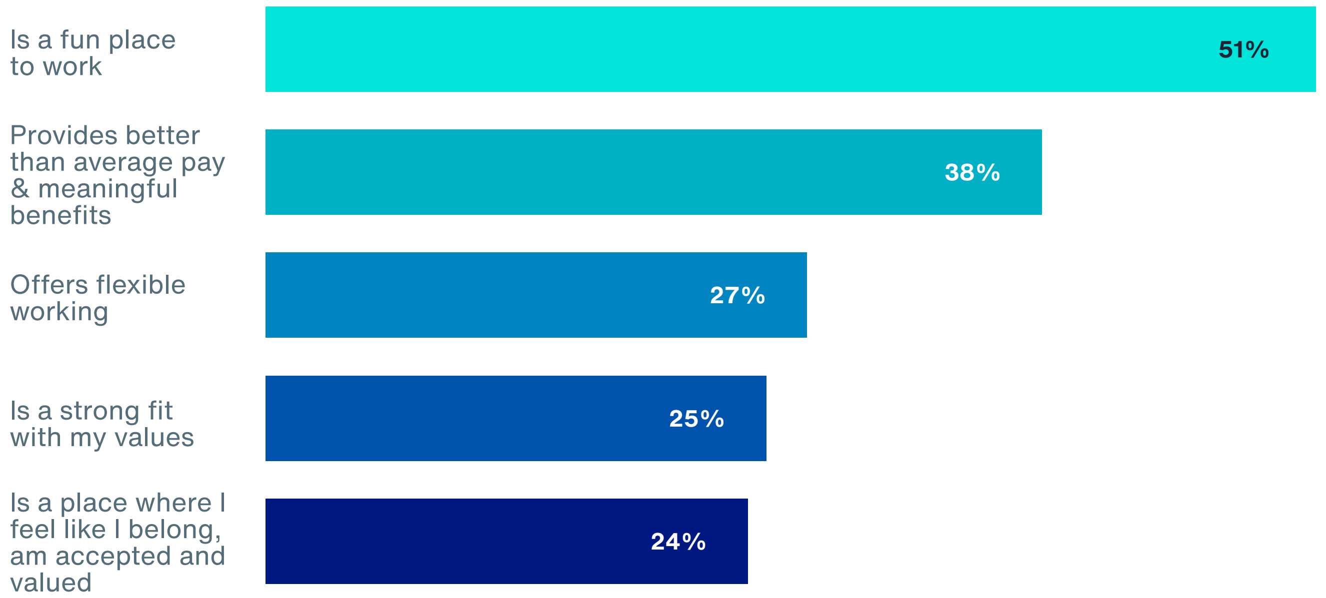
18% say employers should support with eldercare or family care.

16% say employers should support with childcare.

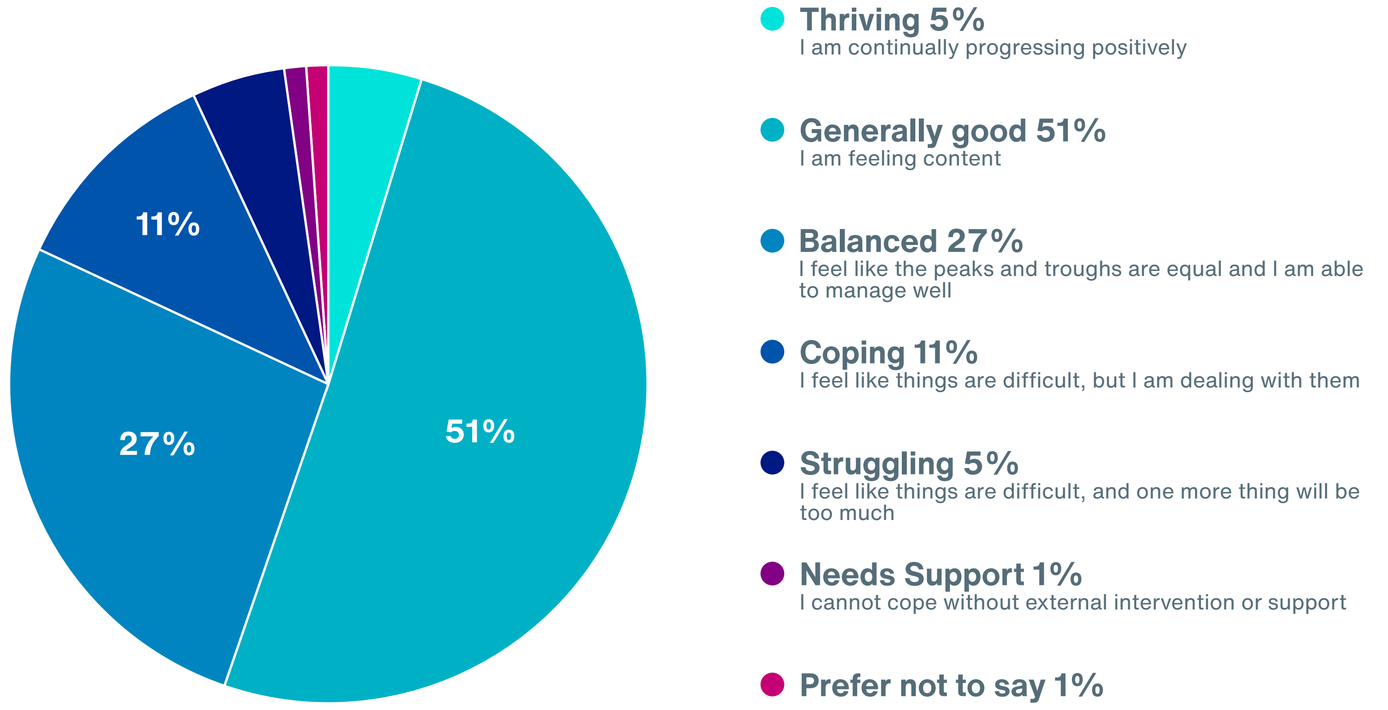
Investing in our Future

45% of employees would consider sustainable retirement savings investments if they delivered the same financial outcomes.

Top 5 Most Influential Characteristics Attracting Employees



Current Wellbeing



Top 5 Valued Benefits by Generation

This data is based on a small sample size and is for illustrative purposes only.

	Generation Z Born between 1997 and 2012	Generation Y (Millennials) Born between 1981 and 1996	Generation X Born between 1965 and 1980	Baby Boomers Born between 1946 and 1964
01	Paid time off	Paid time off	Paid time off	Paid time off
02	Work-life balance programs	Career development	Retirement savings	Retirement savings
03	Flexible benefits	Remote and/or flexible work	Medical coverage/health insurance	Remote and/or flexible work
04	Medical coverage/health insurance	Work-life balance programs	Work-life balance programs	Flexible benefits
05	Women's health	Medical coverage/health insurance	Remote and/or flexible work	Medical coverage/health insurance

Employee Communication Preferences

64% Email

56% 1-on-1 meeting

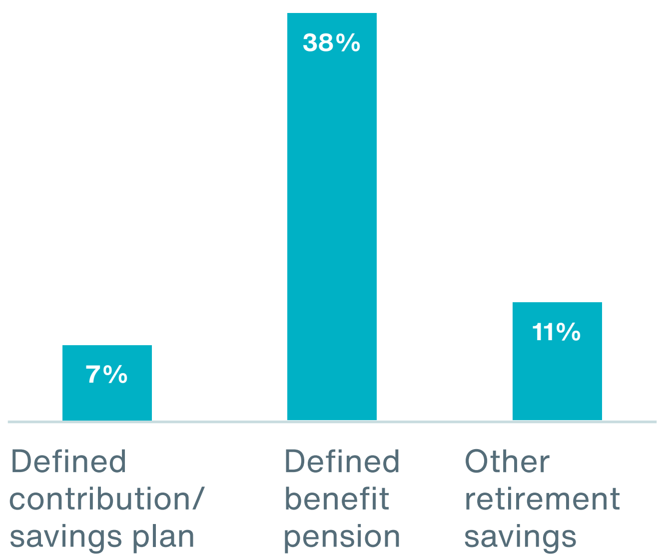
36% Internal company website

Biggest Difference in Total Reward Wants by Gender

Women are 15% more likely than men to want health and wellbeing benefits.

Financial Benefits and Advice

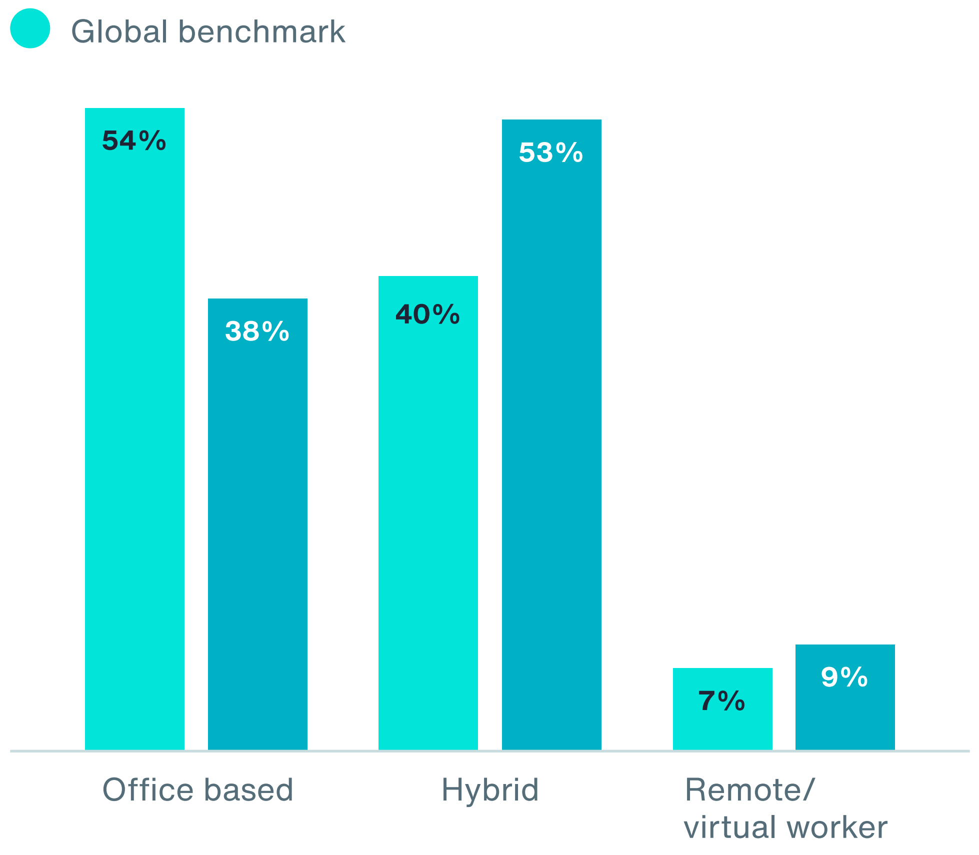
Current Benefits Received



10% receive financial education programs

14% receive financial advice/ guidance

Current Working Style



Philippines

Employee Sentiment Findings

Almost two-thirds of employees told us they were in the process of moving or seeking new employment. With tight competition for talent in the Philippines, this highlights the need for a strong focus on total rewards to support employee retention strategies. Considering the challenges faced by the national healthcare system, it's understandable that employees value medical/health coverage the most, with paid time off coming second. Interestingly, 83 percent of employees would be willing to sacrifice existing benefits for better choices, highlighting the need for flexibility and personalization, given the diversity of today's workforce. Employees also expressed an increasing demand for comprehensive support from employers to support their wellbeing. Amid continued economic volatility and the rising cost of living, there is a growing expectation for employers to assist in establishing an emergency fund and retirement, supporting both current and future financial wellbeing.

12%
of employees feel undervalued.

64%
of employees are either in the process of moving employers or might/will seek new employment in the next 12 months.

AON

Top 5 Valued Benefits

1. Medical coverage
2. Paid time off
3. Work-life balance programs
4. Career development
5. Retirement savings

Personalized Benefits

83% would be willing to sacrifice existing benefits for a better choice of benefits.

Development of Skills

15% of employees are not at all confident that their employer is investing in their skills development and training to prepare them for the future of work.

Where to Take Action

9% disagree that their employer is taking the necessary actions to protect the health and safety of employees.

Transparent Pay

60% agree that their compensation is fair compared to similar roles in the industry.

20% are not confident their employer ensures pay equality regardless of gender.

Impact of AI

8% of employees are unsure of the impact of AI on their jobs.

44% feel more motivated to develop new skills to stay relevant.

Top Employee Expectations

70% say employers should support employee wellbeing.

66% say employers should help them establish an emergency fund.

65% say employers should help employees save for retirement/long term needs.

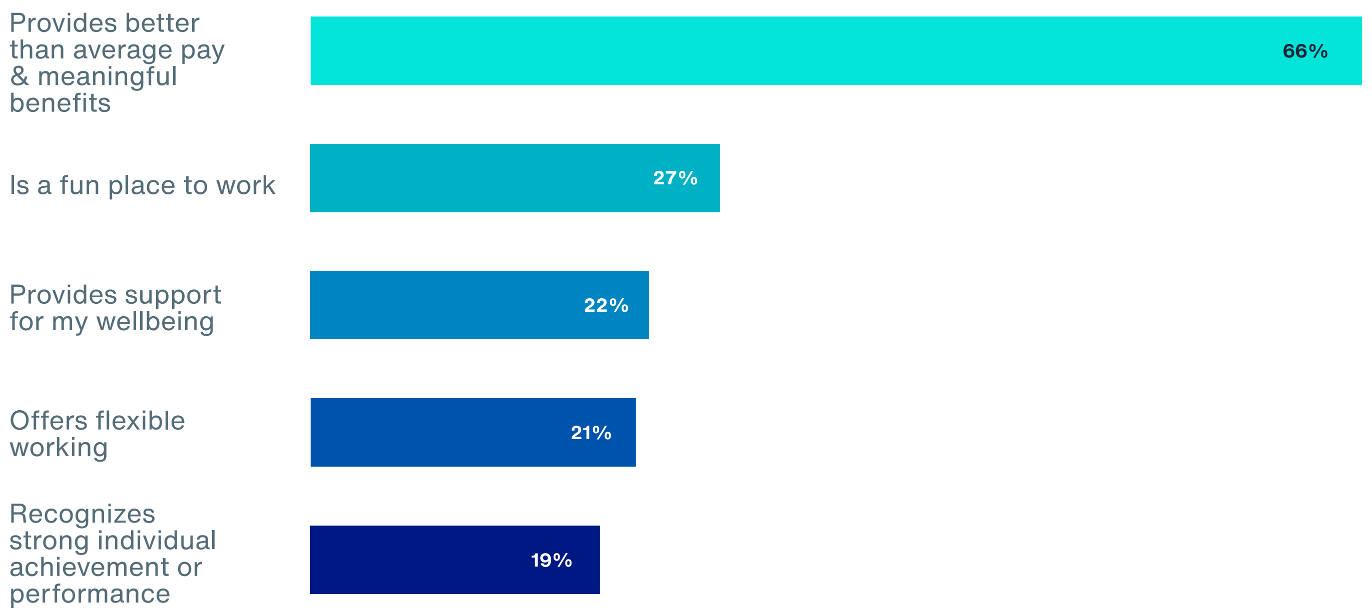
58% say employers should provide financial education.

55% say employers should provide financial advice/guidance.

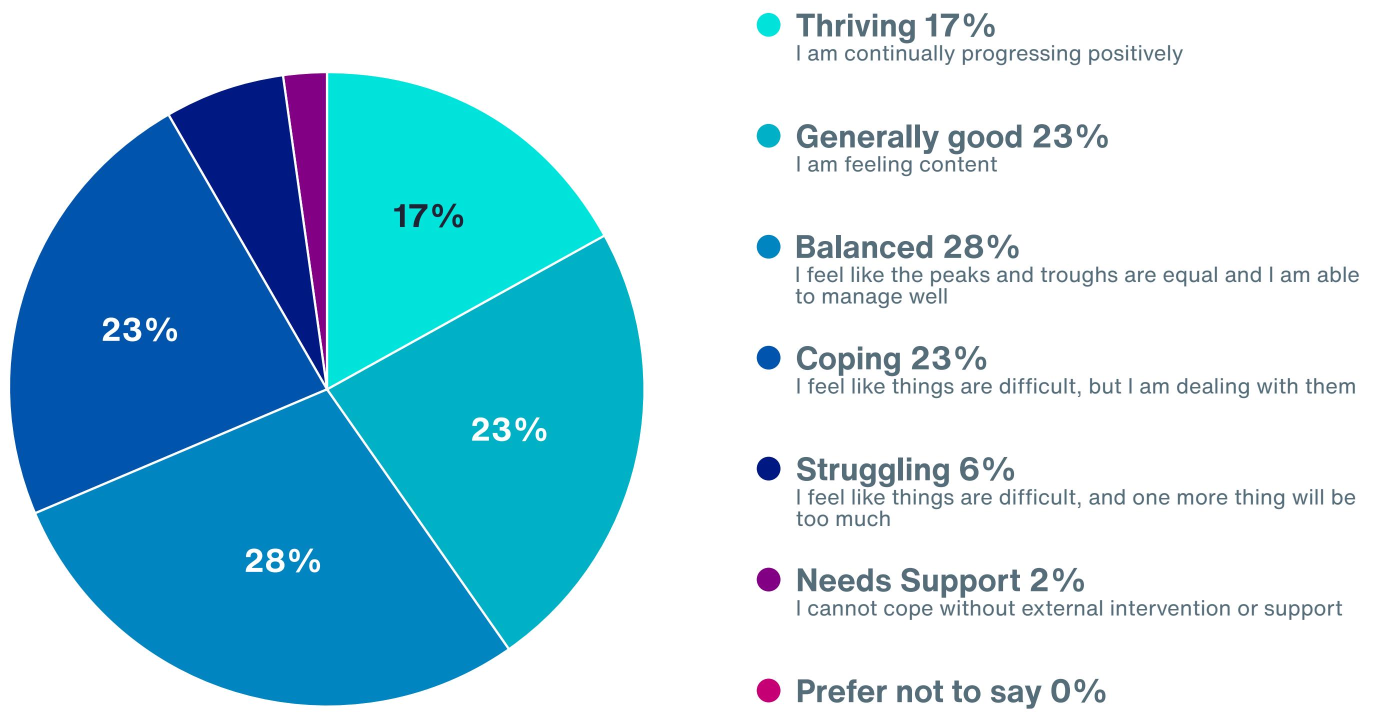
Investing in our Future

53% of employees would consider sustainable retirement savings investments if they delivered the same financial outcomes.

Top 5 Most Influential Characteristics Attracting Employees



Current Wellbeing



Top 5 Valued Benefits by Generation

	Generation Z Born between 1997 and 2012	Generation Y (Millennials) Born between 1981 and 1996	Generation X Born between 1965 and 1980	Baby Boomers Born between 1946 and 1964
01	Medical coverage/health insurance	Medical coverage/health insurance	Medical coverage/health insurance	Insufficient data to give an accurate representation
02	Paid time off	Paid time off	Paid time off	
03	Work-life balance programs	Work-life balance programs	Work-life balance programs	
04	Career development	Career development	Career development	
05	Life and disability insurance	Retirement savings	Retirement savings	

Employee Communication Preferences

52% Email

50% 1-on-1 meeting

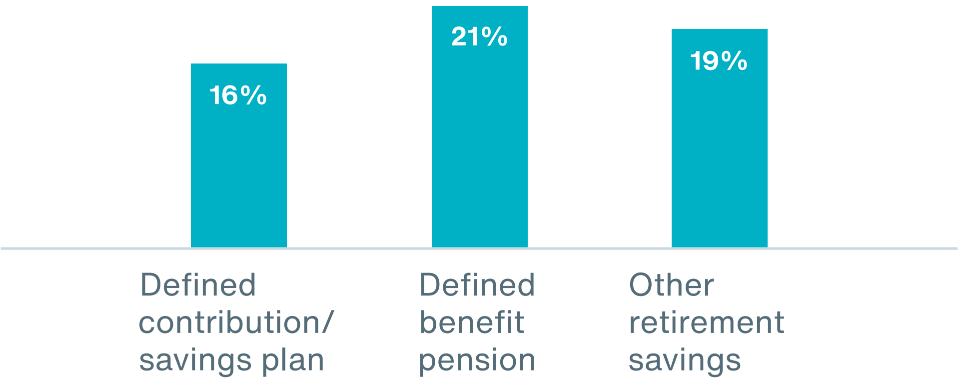
38% Virtual meeting

Biggest Difference in Total Reward Wants by Gender

Women are 4% more likely than men to want work/life balance and onsite support services.

Financial Benefits and Advice

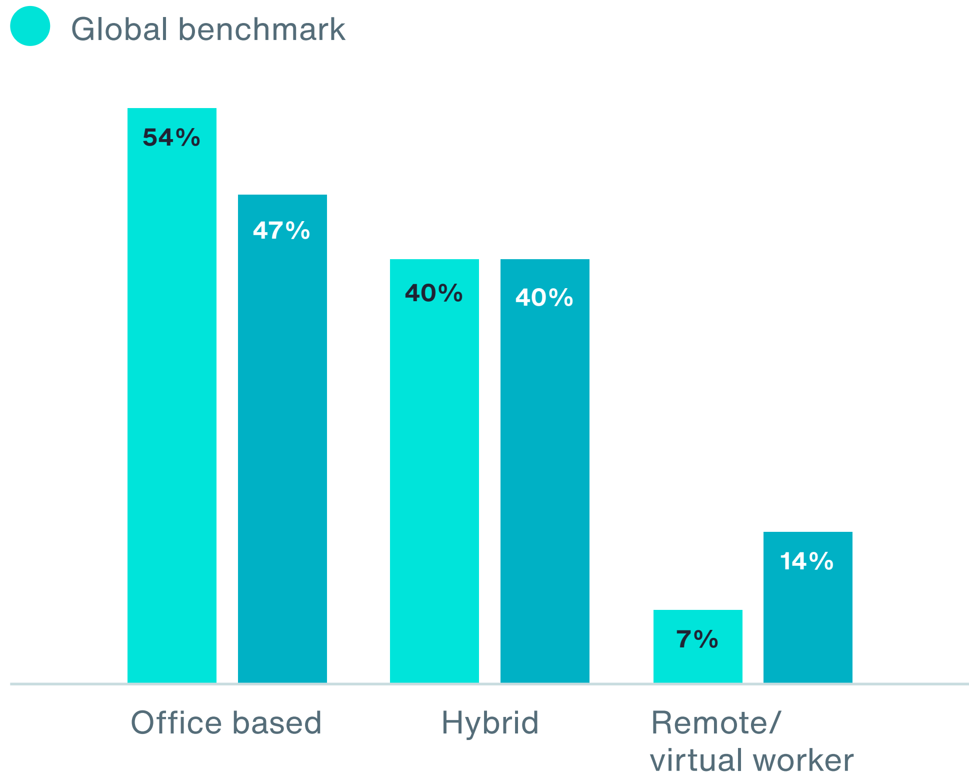
Current Benefits Received



17% receive financial education programs

15% receive financial advice/guidance

Current Working Style



Portugal

Employee Sentiment Findings

An emphasis on work-life balance and employee support characterizes Portugal's work culture. Still, comparatively lower salaries and a lack of transparency around employer benefits can hinder employee satisfaction. With the retirement age rising, there is a growing need for benefits that support health and wellbeing throughout extended careers, alongside better preparation for long-term financial needs and retirement planning solutions. Portugal's employee sentiment emphasizes the importance of comprehensive, tailored benefits that address the diverse needs and expectations of the workforce. Additionally, the high percentage of employees feeling undervalued coupled with those considering job changes highlights the urgency to invest in skills development, pay equality and communicate openly about benefits. Addressing these topics is essential for creating a more equitable, inclusive and supportive work environment, ultimately improving employee retention and satisfaction.

33% of employees feel undervalued.

46% of employees are either in the process of moving employers or might/will seek new employment in the next 12 months.

AON

Top 5 Valued Benefits

1. Medical coverage
2. Paid time off
3. Work-life balance programs
4. Career development
5. Emotional wellbeing support

Personalized Benefits

70% would be willing to sacrifice existing benefits for a better choice of benefits.

Development of Skills

35% of employees are not at all confident that their employer is investing in their skills development and training to prepare them for the future of work.

Where to Take Action

27% disagree that their employer provides sufficient information about their benefits and choices.

Transparent Pay

34% agree that their compensation is fair compared to similar roles in the industry.

26% are not confident their employer ensures pay equality regardless of gender.

Impact of AI

21% of employees are unsure of the impact of AI on their jobs.

24% feel more motivated to develop new skills to stay relevant.

Top Employee Expectations

58% say employers should support employee wellbeing.

42% say employers should provide financial education.

39% say employers should support women's health (e.g., menstruation, menopause).

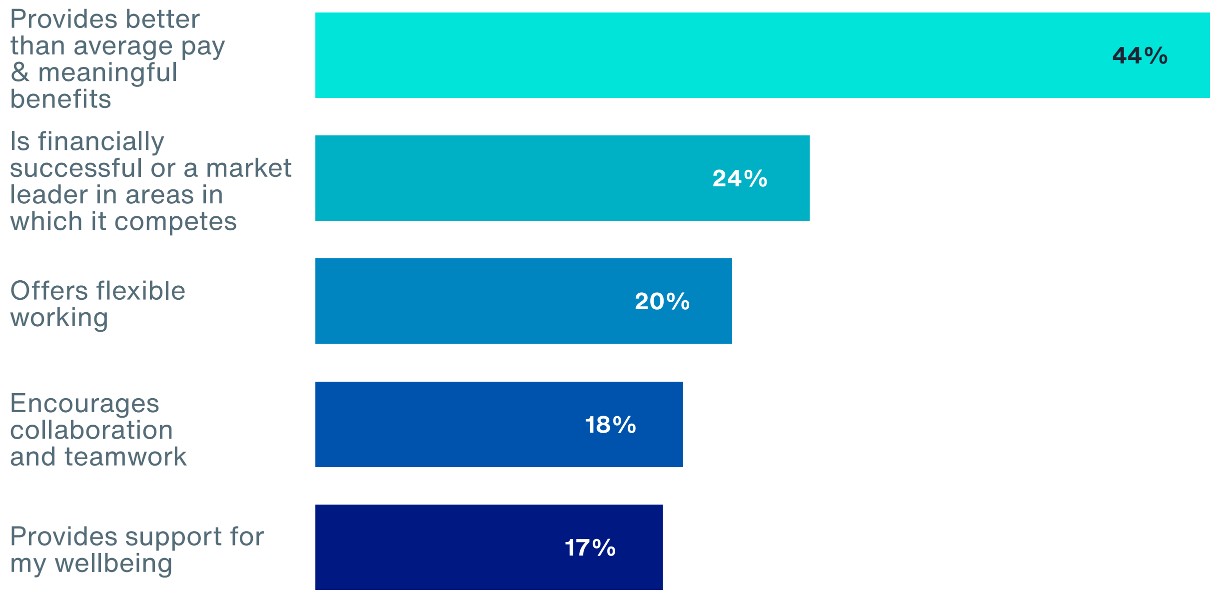
39% say employers should support with childcare.

38% say employers should support with eldercare or family care.

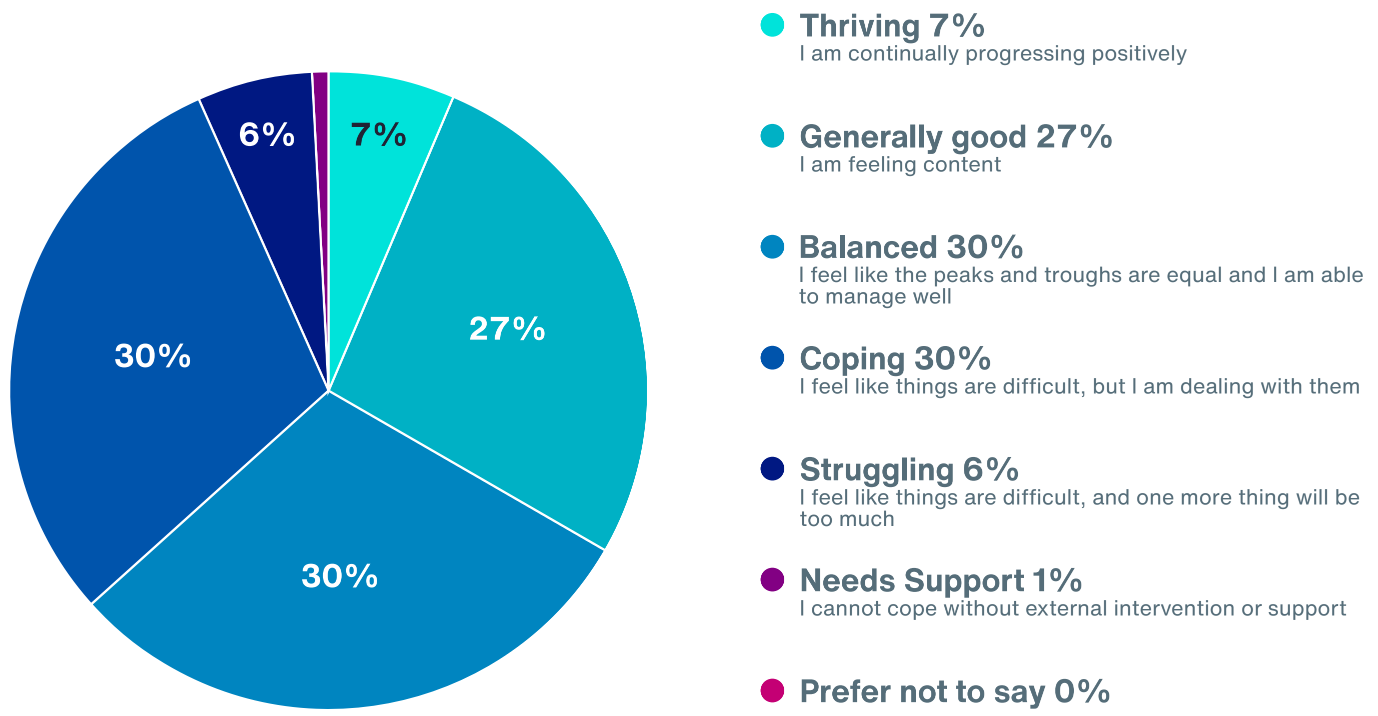
Investing in our Future

51% of employees would consider sustainable retirement savings investments if they delivered the same financial outcomes.

Top 5 Most Influential Characteristics Attracting Employees



Current Wellbeing



Top 5 Valued Benefits by Generation

	Generation Z Born between 1997 and 2012	Generation Y (Millennials) Born between 1981 and 1996	Generation X Born between 1965 and 1980	Baby Boomers Born between 1946 and 1964
	This data is based on a small sample size and is for illustrative purposes only.			This data is based on a small sample size and is for illustrative purposes only.
01	Medical coverage/health insurance	Medical coverage/health insurance	Medical coverage/health insurance	Medical coverage/health insurance
02	Paid time off	Paid time off	Paid time off	Retirement savings
03	On-site services	Work-life balance programs	Work-life balance programs	Paid time off
04	Profit sharing/ share schemes	Career development	Career development	Critical illness coverage
05	Dental insurance; Unlimited paid time off	Emotional wellbeing support	Retirement savings	Work-life balance programs

Employee Communication Preferences

60% Email

43% 1-on-1 meeting

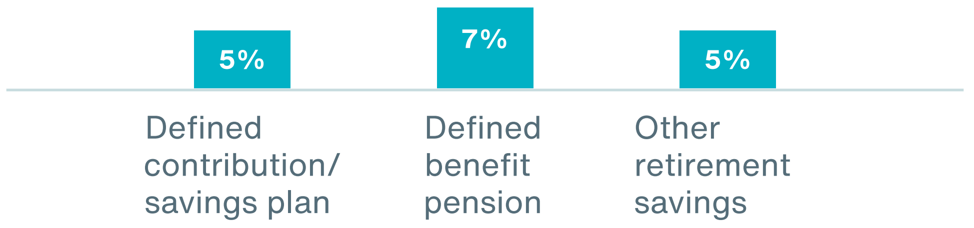
31% Internal company website

Biggest Difference in Total Reward Wants by Gender

Women are 9% more likely than men to want health and wellbeing benefits.

Financial Benefits and Advice

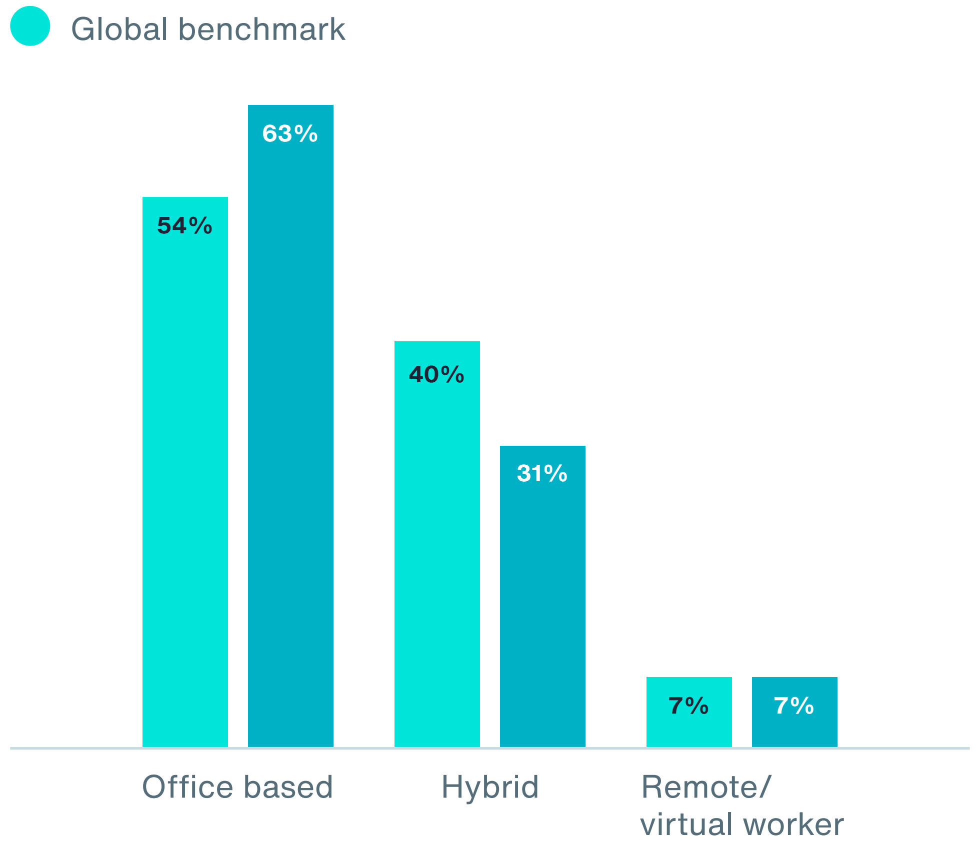
Current Benefits Received



5% receive financial education programs

5% receive financial advice/guidance

Current Working Style



Singapore

Employee Sentiment Findings

Singapore's labor market continues to show surprising resilience despite deteriorating global economic conditions and emerging labor market challenges. At the same time, employee sentiment in our survey highlights an evolution of priorities and aspirations based on the top five most valued benefits. Changing employee expectations have seen work-life balance, personalized benefits, flexible working and gender-specific medical coverage increase in value for Singapore's workforce. With a fifth of employees feeling undervalued and two-thirds focused on an exit from their current role, employers must evolve their human capital strategies to meet these challenges. Employers should ensure a consistent and continual investment in their employees to help mitigate workload pressures and retain their brightest talents. Taking active steps to design and leverage revised employee value propositions (EVPs) can enhance the employee experience, strengthen talent strategies and deliver the best return on investment in total rewards.

21%

of employees feel undervalued.

67%

of employees are either in the process of moving employers or might/will seek new employment in the next 12 months.

AON

Top 5 Valued Benefits

1. Medical coverage
2. Paid time off
3. Work-life balance programs
4. Flexible benefits
5. Career development

Personalized Benefits

65% would be willing to sacrifice existing benefits for a better choice of benefits.

Development of Skills

29% of employees are not at all confident that their employer is investing in their skills development and training to prepare them for the future of work.

Where to Take Action

12% disagree that their employer is taking the necessary actions to protect and improve the wellbeing of employees.

Transparent Pay

45% agree that their compensation is fair compared to similar roles in the industry.

35% are not confident their employer ensures pay equality regardless of gender.

Impact of AI

13% of employees are unsure of the impact of AI on their jobs.

35% feel more motivated to develop new skills to stay relevant.

Top Employee Expectations

44% say employers should support employee wellbeing.

24% say employers should support with eldercare or family care.

24% say employers should help employees save for retirement/long term needs.

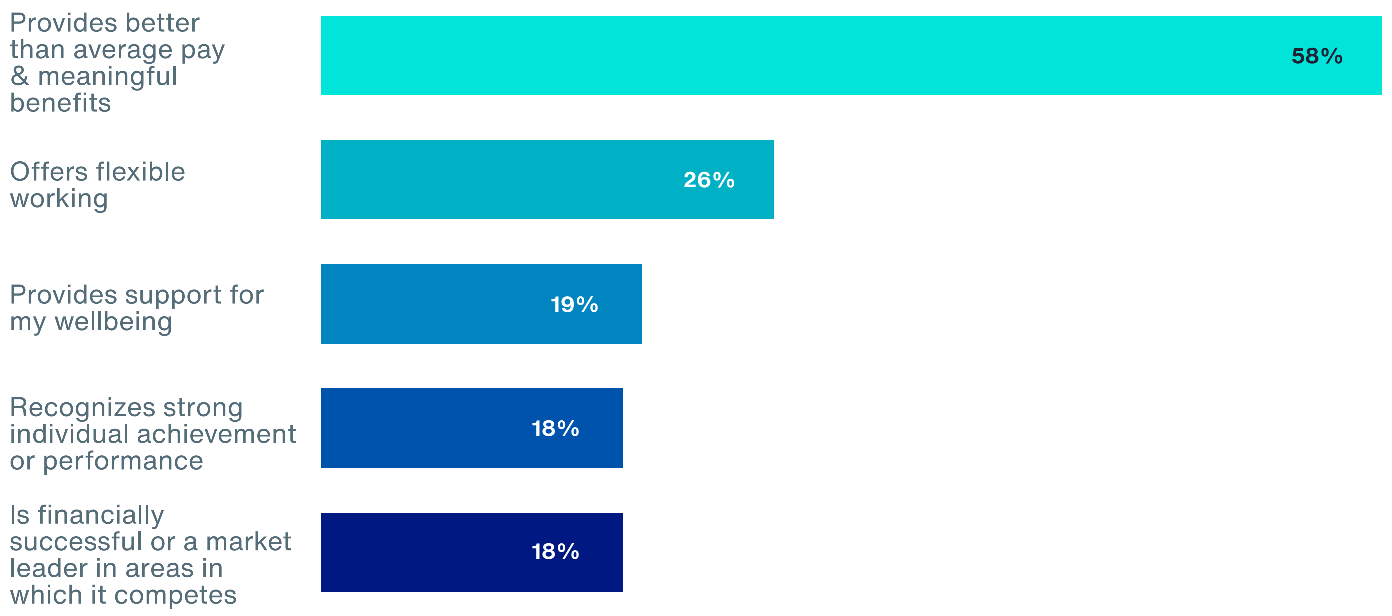
24% say employers should support with childcare.

21% say employers should help them establish an emergency fund.

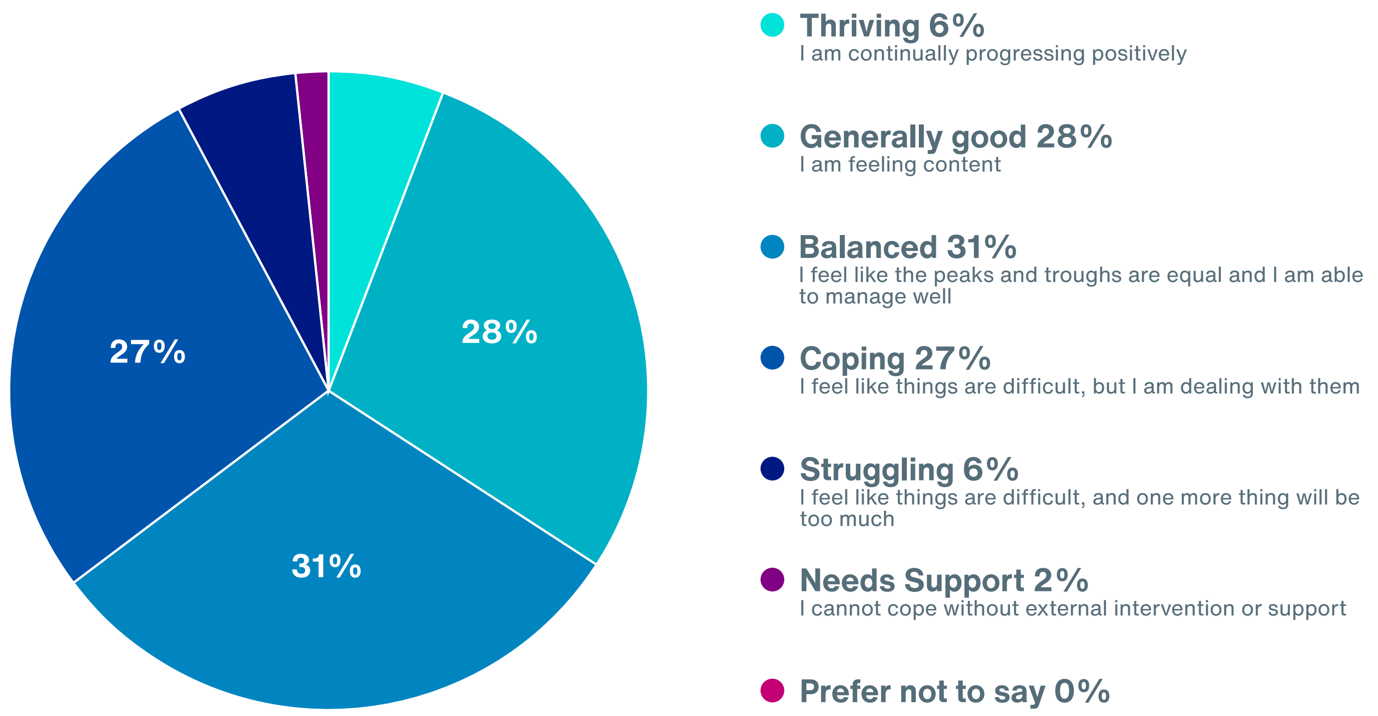
Investing in our Future

51% of employees would consider sustainable retirement savings investments if they delivered the same financial outcomes.

Top 5 Most Influential Characteristics Attracting Employees



Current Wellbeing



Top 5 Valued Benefits by Generation

This data is based on a small sample size and is for illustrative purposes only.

	Generation Z Born between 1997 and 2012	Generation Y (Millennials) Born between 1981 and 1996	Generation X Born between 1965 and 1980	Baby Boomers Born between 1946 and 1964
01	Paid time off	Paid time off	Medical coverage/health insurance	Medical coverage/health insurance
02	Work-life balance programs	Medical coverage/health insurance	Paid time off	Work-life balance programs
03	Medical coverage/health insurance	Work-life balance programs	Work-life balance programs	Dental insurance
04	Remote and/or flexible work	Flexible benefits	Critical illness coverage	Paid time off
05	Career development	Career development	Life and disability insurance	Critical illness coverage

Employee Communication Preferences

64% Email

37% 1-on-1 meeting

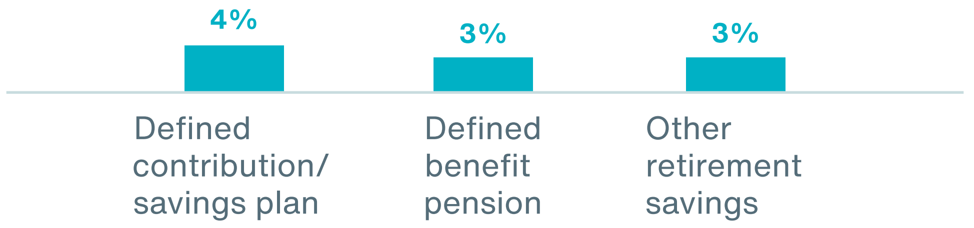
32% Internal company website

Biggest Difference in Total Reward Wants by Gender

Women are 6% more likely than men to want paid time off.

Financial Benefits and Advice

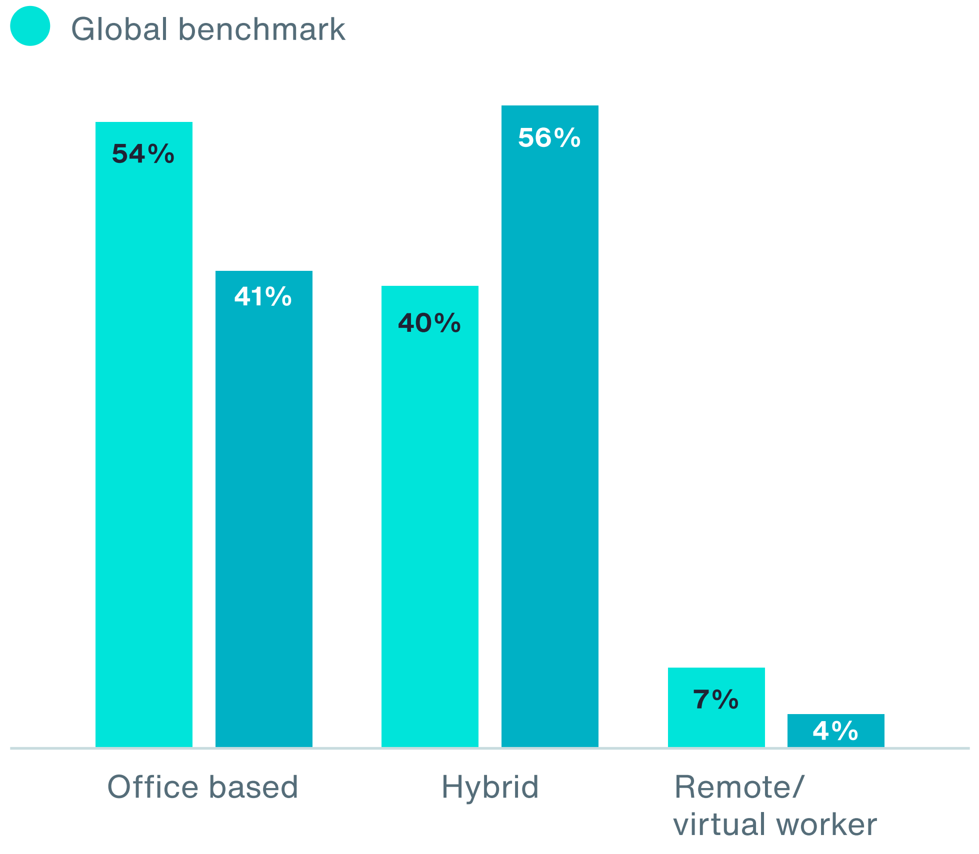
Current Benefits Received



4% receive financial education programs

4% receive financial advice/guidance

Current Working Style



Spain

Employee Sentiment Findings

Spain's employee sentiment reveals that the proportion of employees who feel undervalued is above the global average. Despite this, fewer employees are actively seeking new employment when compared to the global average. This paradox is directly related to an economic-cultural factor, with Spanish society placing a high value on stability. As housing costs increase, birth rates drop and vacancy numbers decline, people's willingness to move roles has been severely impacted. Among the different generations, the most valued benefits are paid time off and health insurance; the latter is likely a response to Spain's public health system coming under increasing pressure. Younger workers increasingly prioritize work-life balance and hybrid work, but data shows Spain's office-centric model lags behind other geographies. Against these shifting employee preferences, organizations should prioritize increased levels of flexibility to attract and retain vital talent.

18% of employees feel undervalued.

30% of employees are either in the process of moving employers or might/will seek new employment in the next 12 months.

AON

Top 5 Valued Benefits

1. Paid time off
2. Medical coverage
3. Work-life balance programs
4. Retirement savings
5. Career development

Personalized Benefits

55% would be willing to sacrifice existing benefits for a better choice of benefits.

Development of Skills

32% of employees are not at all confident that their employer is investing in their skills development and training to prepare them for the future of work.

Where to Take Action

23% disagree that their employer provides sufficient information about their benefits and choices.

Transparent Pay

43% agree that their compensation is fair compared to similar roles in the industry.

22% are not confident their employer ensures pay equality regardless of gender.

Impact of AI

22% of employees are unsure of the impact of AI on their jobs.

23% feel more motivated to develop new skills to stay relevant.

Top Employee Expectations

50% say employers should support employee wellbeing.

40% say employers should support with childcare.

39% say employers should support with eldercare or family care.

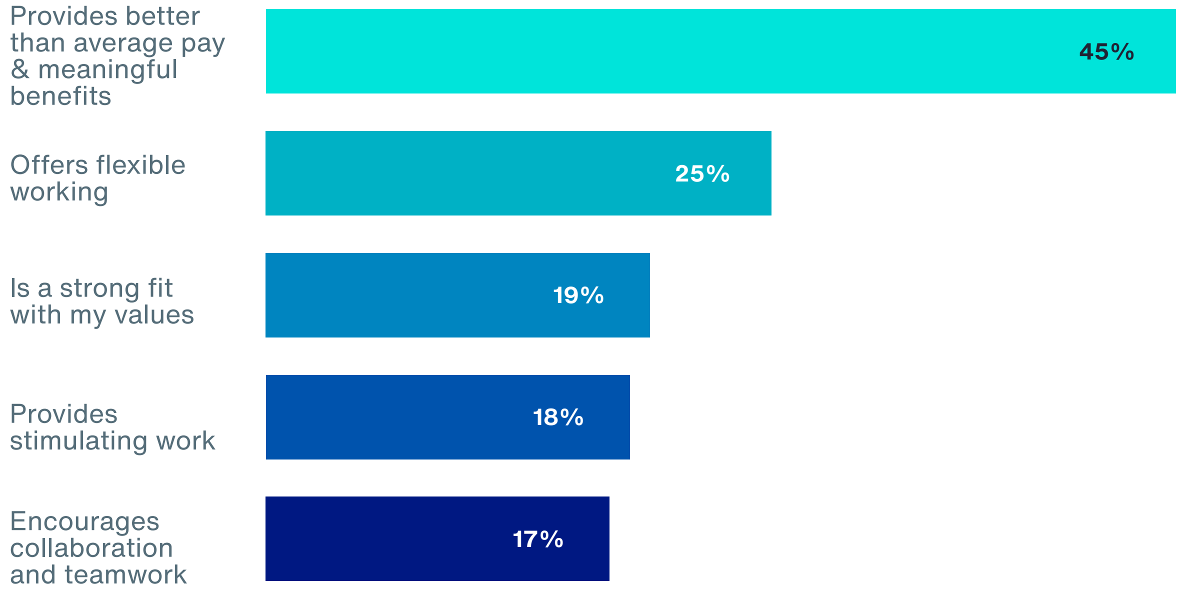
39% say employers should help employees save for retirement/long term needs.

33% say employers should help them establish an emergency fund.

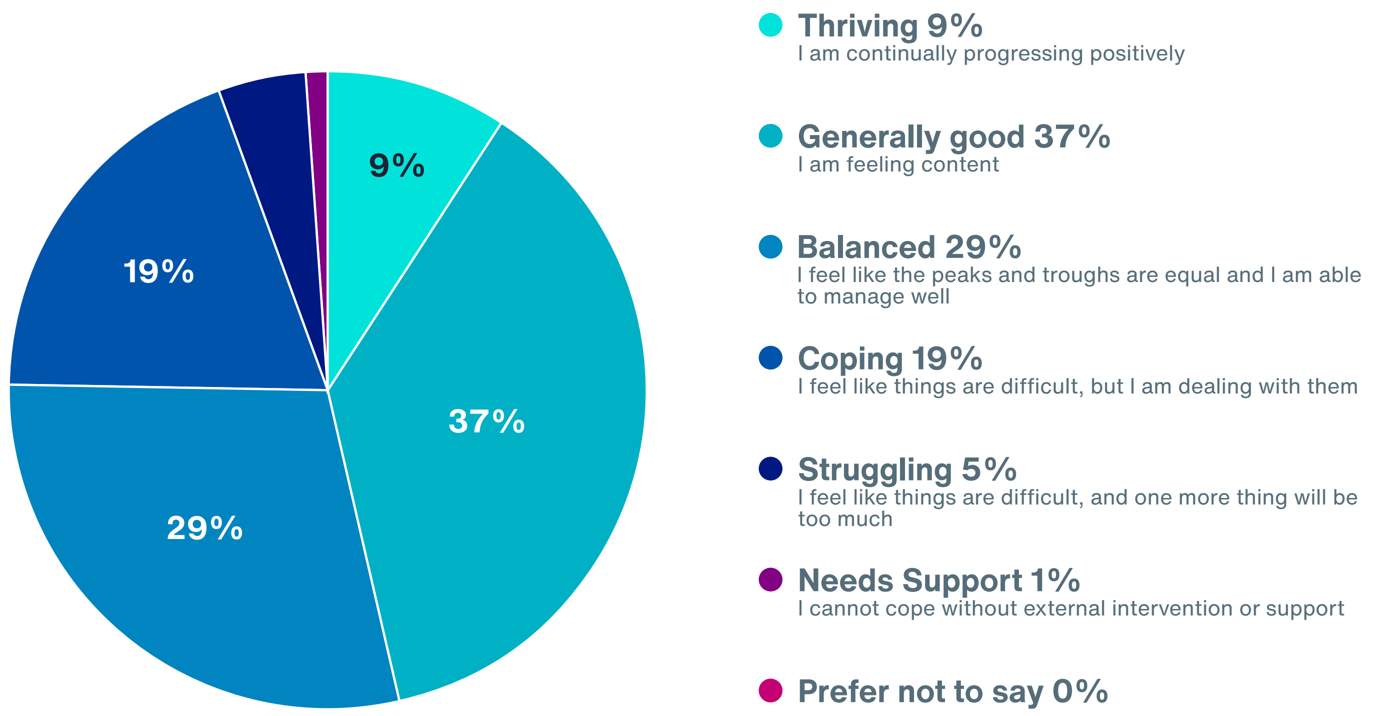
Investing in our Future

45% of employees would consider sustainable retirement savings investments if they delivered the same financial outcomes.

Top 5 Most Influential Characteristics Attracting Employees



Current Wellbeing



Percentages are rounded

Top 5 Valued Benefits by Generation

	Generation Z Born between 1997 and 2012	Generation Y (Millennials) Born between 1981 and 1996	Generation X Born between 1965 and 1980	Baby Boomers Born between 1946 and 1964
01	Paid time off	Paid time off	Paid time off	Paid time off
02	Work-life balance programs	Medical coverage/health insurance	Medical coverage/health insurance	Medical coverage/health insurance
03	Remote and/or flexible work	Work-life balance programs	Retirement savings	Work-life balance programs
04	Career development	Retirement savings	Work-life balance programs	Retirement savings
05	Medical coverage/health insurance	Career development	Critical illness coverage	Critical illness coverage

This data is based on a small sample size and is for illustrative purposes only.

Employee Communication Preferences

55% Email

41% 1-on-1 meeting

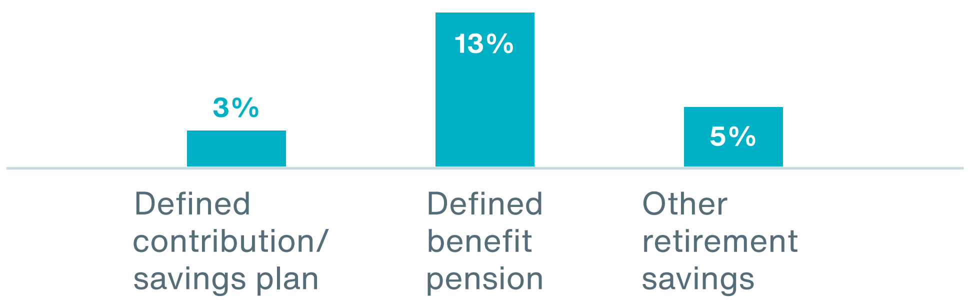
34% Internal company website

Biggest Difference in Total Reward Wants by Gender

Women are 8% more likely than men to want paid time off.

Financial Benefits and Advice

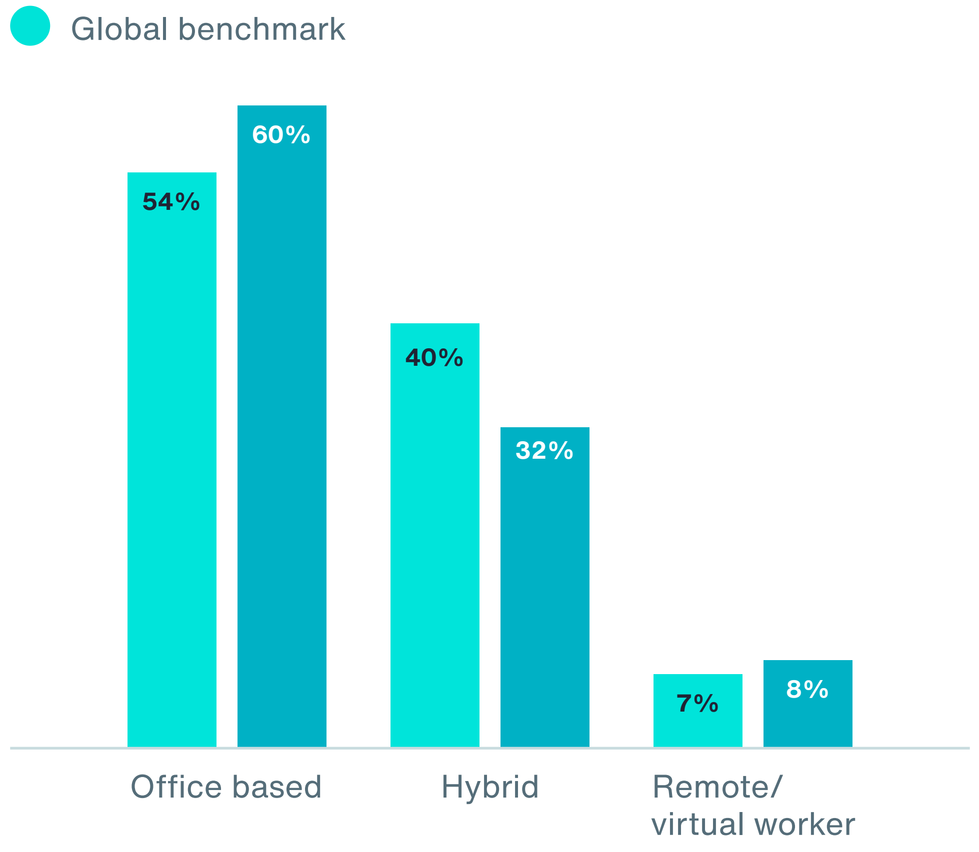
Current Benefits Received



5% receive financial education programs

5% receive financial advice/guidance

Current Working Style



United Arab Emirates

Employee Sentiment Findings

The UAE is one of the fastest-growing talent markets in the MEA region, driven by a strong focus on enhancing the employee value proposition (EVP) through competitive rewards, work-life balance and flexibility. Increased competition between private and public sectors and the adoption of best-in-class frameworks have created skill-based opportunities and ensured the UAE remains a leader in modern human capital strategies. Our study uncovered greater demand for personalized benefits, particularly wellbeing and health benefits, with an increased focus on defined career development plans and global standard retirement savings to support employees' futures.

10%

of employees feel undervalued.

AON

Top 5 Valued Benefits

1. Medical coverage
2. Work-life balance programs
3. Paid time off
4. Career development
5. Retirement savings

Personalized Benefits

83% would be willing to sacrifice existing benefits for a better choice of benefits.

Development of Skills

10% of employees are not at all confident that their employer is investing in their skills development and training to prepare them for the future of work.

Where to Take Action

13% disagree that their employer provides sufficient information about my benefits and choices.

Transparent Pay

70% agree that their compensation is fair compared to similar roles in the industry.

14% are not confident their employer ensures pay equality regardless of gender.

Impact of AI

12% of employees are unsure of the impact of AI on their jobs.

43% feel more motivated to develop new skills to stay relevant.

Top Employee Expectations

48% say employers should support employee wellbeing.

48% employers should help them save for children's education.

48% employers should help employees save for retirement/long term needs.

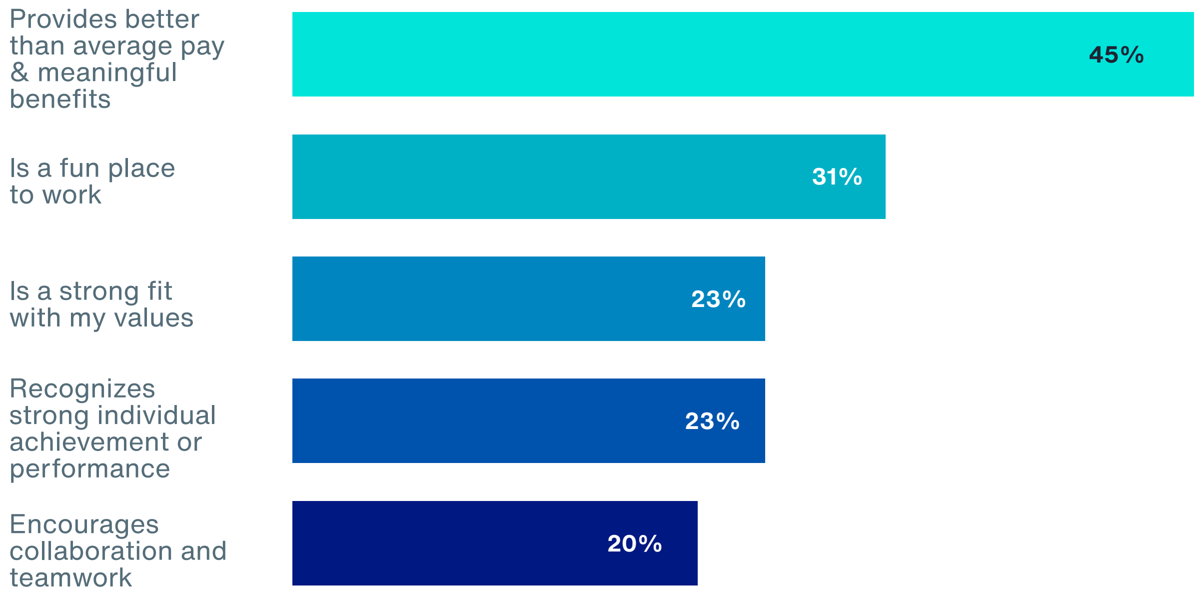
46% say employers should support women's health (e.g., menstruation, menopause).

45% employers should provide financial advice/guidance.

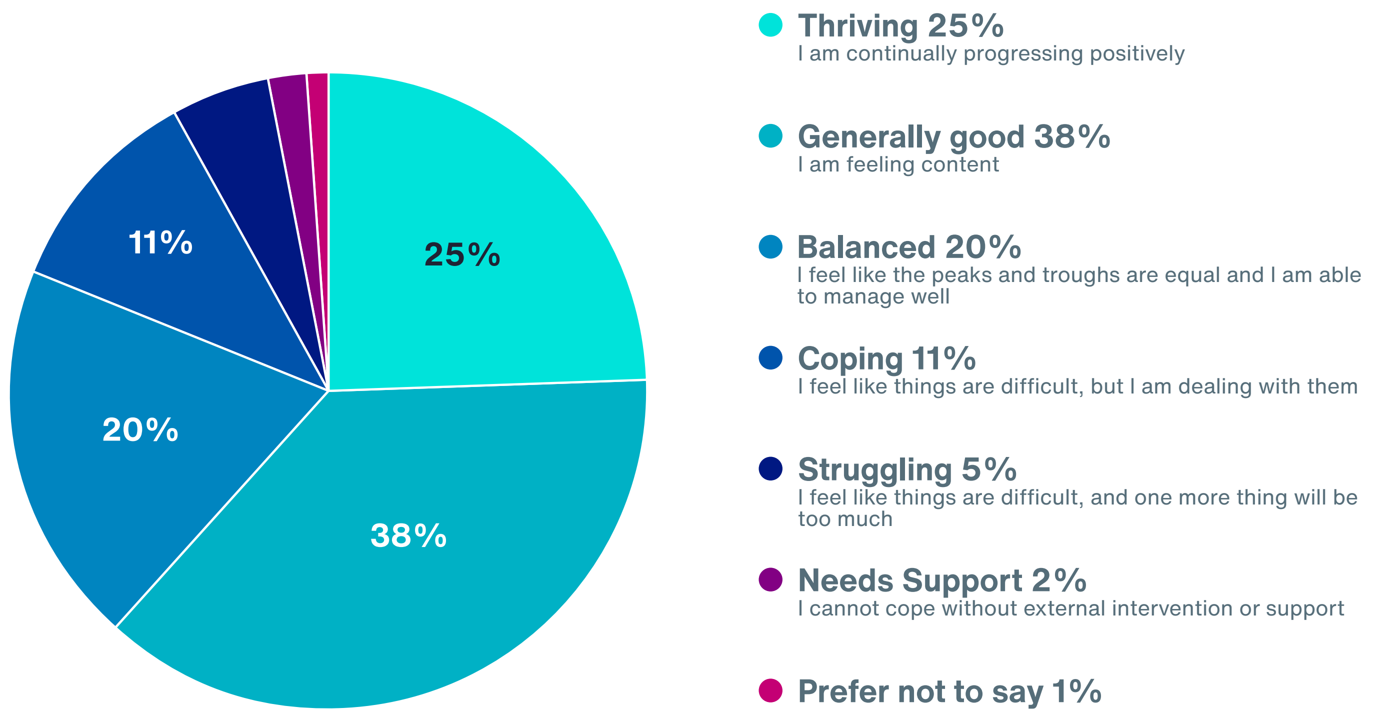
Investing in our Future

40% of employees would consider sustainable retirement savings investments if they delivered the same financial outcomes.

Top 5 Most Influential Characteristics Attracting Employees



Current Wellbeing



Top 5 Valued Benefits by Generation

	Generation Z Born between 1997 and 2012	Generation Y (Millennials) Born between 1981 and 1996	Generation X Born between 1965 and 1980	Baby Boomers Born between 1946 and 1964
	This data is based on a small sample size and is for illustrative purposes only.		This data is based on a small sample size and is for illustrative purposes only.	
01	Work-life balance programs	Medical coverage/health insurance	Medical coverage/health insurance	Insufficient data to give an accurate representation
02	Medical coverage/health insurance	Work-life balance programs	Work-life balance programs	
03	Paid time off	Paid time off	Paid time off	
04	Career development	Career development	Retirement savings	
05	Life and disability insurance	Dental insurance	Career development	

Employee Communication Preferences

60% Email

44% 1-on-1 meeting

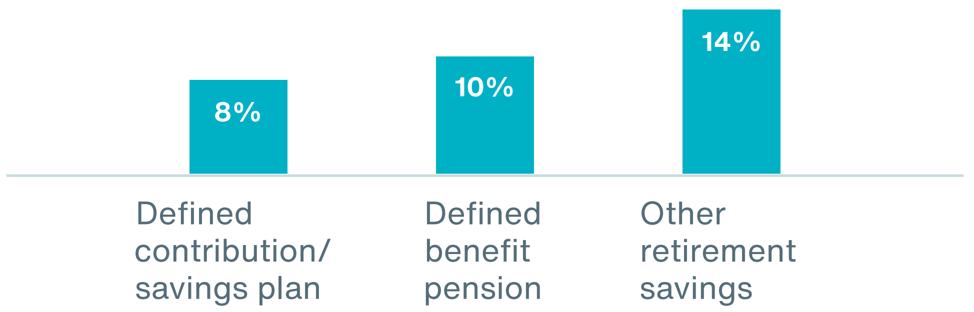
39% Internal company website

Biggest Difference in Total Reward Wants by Gender

Men are 12% more likely than women to want retirement and financial wellbeing benefits.

Financial Benefits and Advice

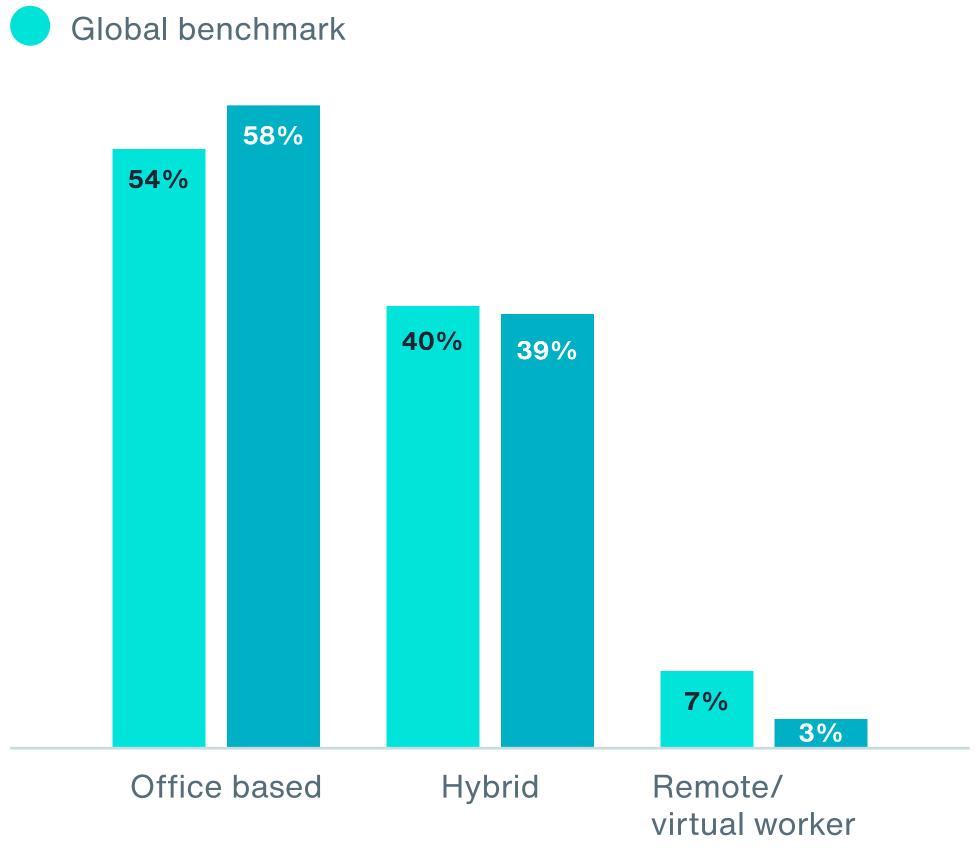
Current Benefits Received



10% receive financial education programs

9% receive financial advice/guidance

Current Working Style



United Kingdom

Employee Sentiment Findings

With people working longer and the nation facing a cost-of-living crisis, it becomes clear why retirement savings have become the most valued benefit for both the UK's Generation X and Baby Boomer generations. Generation Y expressed an evident appreciation for work-life balance and career development opportunities. Many of this generation also have a side job, so employers must be creative in offering opportunities that keep these entrepreneurial-minded individuals engaged and motivated. Lengthy waiting times within the NHS has impacted speed of diagnosis and medical treatment. Delays in medical interventions can lead to worsening conditions, preventable complications, and an increased risk of poor outcomes. However, despite this backdrop, medical coverage/health insurance does not seem valued by Generation Y. This is in sharp contrast to the global data, which shows that this age group highly values this benefit.

25% of employees feel undervalued.

65% of employees are either in the process of moving employers or might/will seek new employment in the next 12 months.

AON

Top 5 Valued Benefits

1. Paid time off
2. Retirement savings
3. Work-life balance programs
4. Remote or flexible working
5. Medical coverage

Personalized Benefits

57% would be willing to sacrifice existing benefits for a better choice of benefits.

Development of Skills

27% of employees are not at all confident that their employer is investing in their skills development and training to prepare them for the future of work.

Where to Take Action

17% disagree that their employer is taking the necessary actions to protect and improve the wellbeing of employees.

Transparent Pay

54% agree that their compensation is fair compared to similar roles in the industry.

22% are not confident their employer ensures pay equality regardless of gender.

Impact of AI

29% of employees are unsure of the impact of AI on their jobs.

19% feel more motivated to develop new skills to stay relevant.

Top Employee Expectations

44% say employers should help employees save for retirement/long term needs.

43% say employers should support employee wellbeing.

28% say employers should support with childcare.

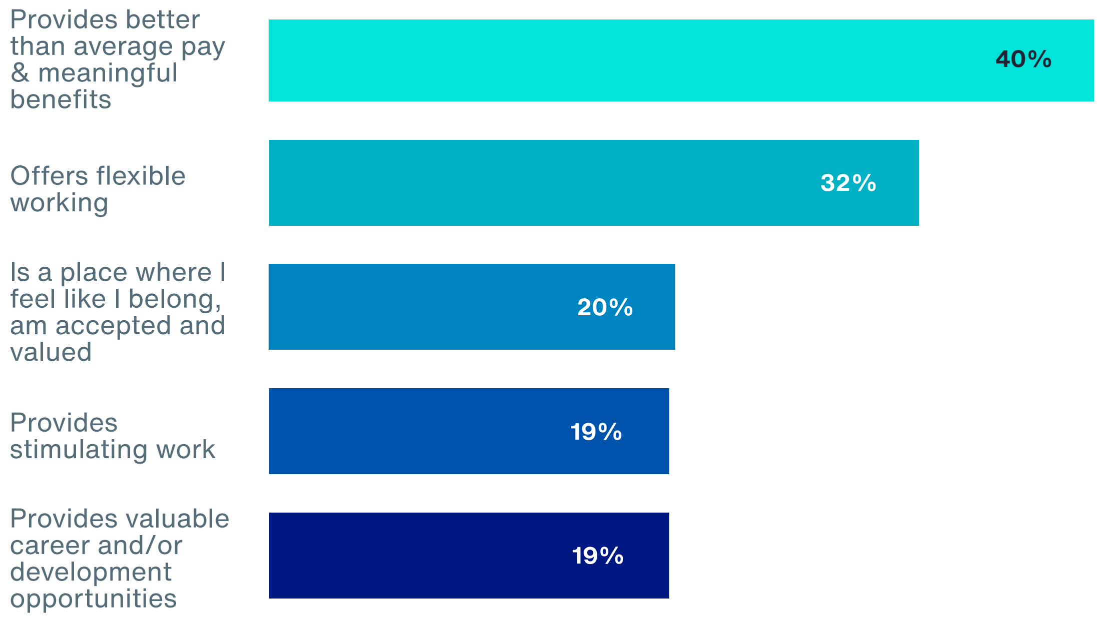
28% say employers should support women's health (e.g., menstruation, menopause).

23% say employers should support with eldercare or family care.

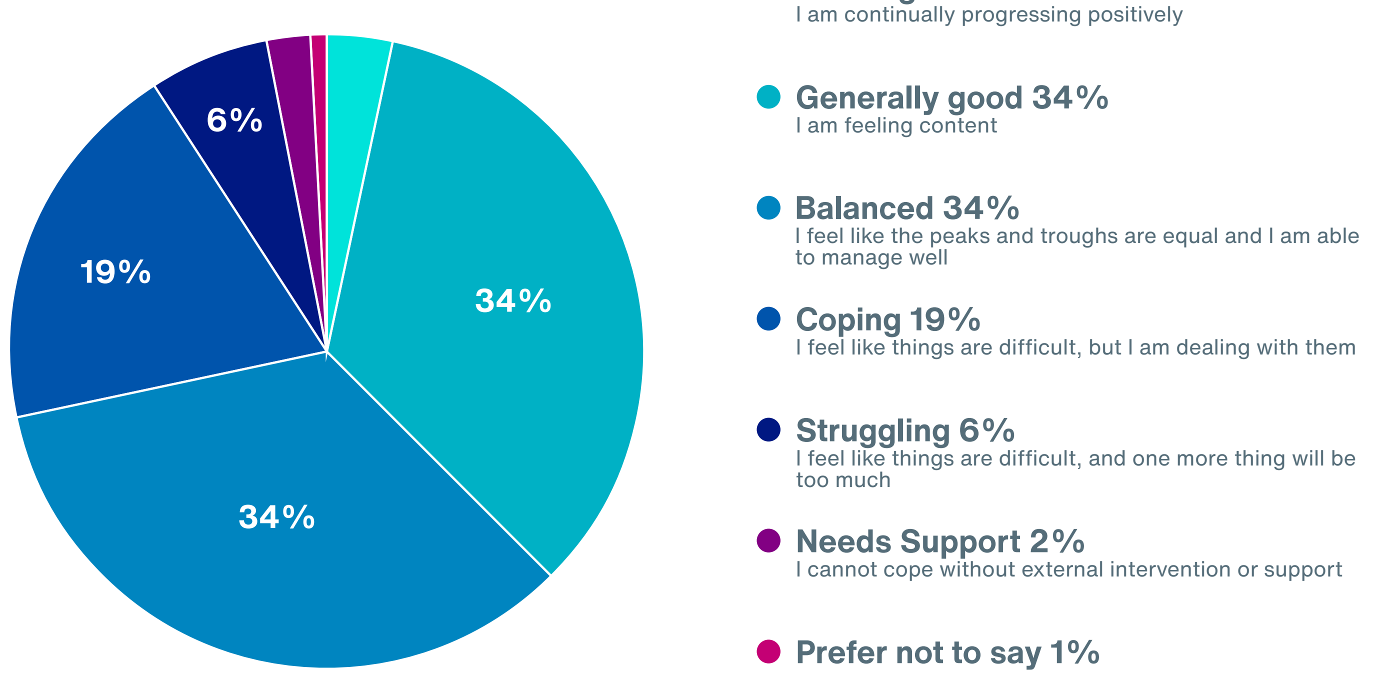
Investing in our Future

40% of employees would consider sustainable retirement savings investments if they delivered the same financial outcomes.

Top 5 Most Influential Characteristics Attracting Employees



Current Wellbeing



Top 5 Valued Benefits by Generation

This data is based on a small sample size and is for illustrative purposes only.

	Generation Z Born between 1997 and 2012	Generation Y (Millennials) Born between 1981 and 1996	Generation X Born between 1965 and 1980	Baby Boomers Born between 1946 and 1964
01	Retirement savings	Paid time off	Retirement savings	Retirement savings
02	Paid time off	Retirement savings	Paid time off	Paid time off
03	Work-life balance programs	Work-life balance programs	Work-life balance programs	Medical coverage/health insurance
04	Remote and/or flexible work	Career development	Medical coverage/health insurance	Remote and/or flexible work
05	Career development	Remote and/or flexible work	Remote and/or flexible work	Work-life balance programs

Employee Communication Preferences

67% Email

41% 1-on-1 meeting

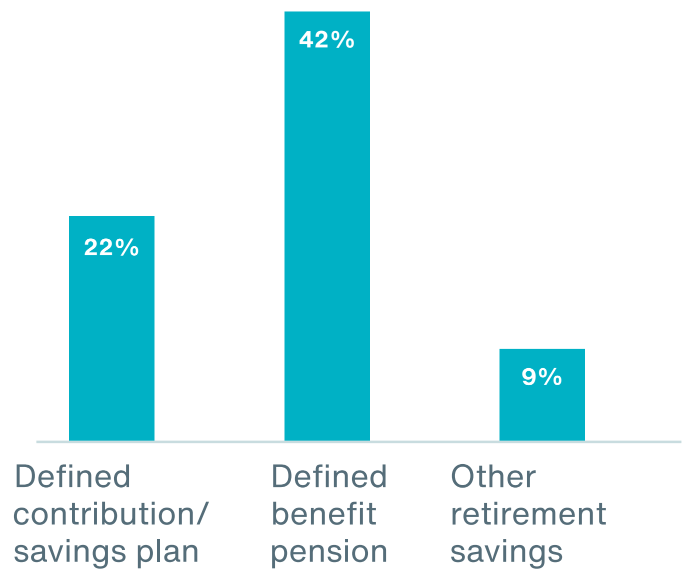
34% Internal company website

Biggest Difference in Total Reward Wants by Gender

Women are 15% more likely than men to want health and wellbeing benefits.

Financial Benefits and Advice

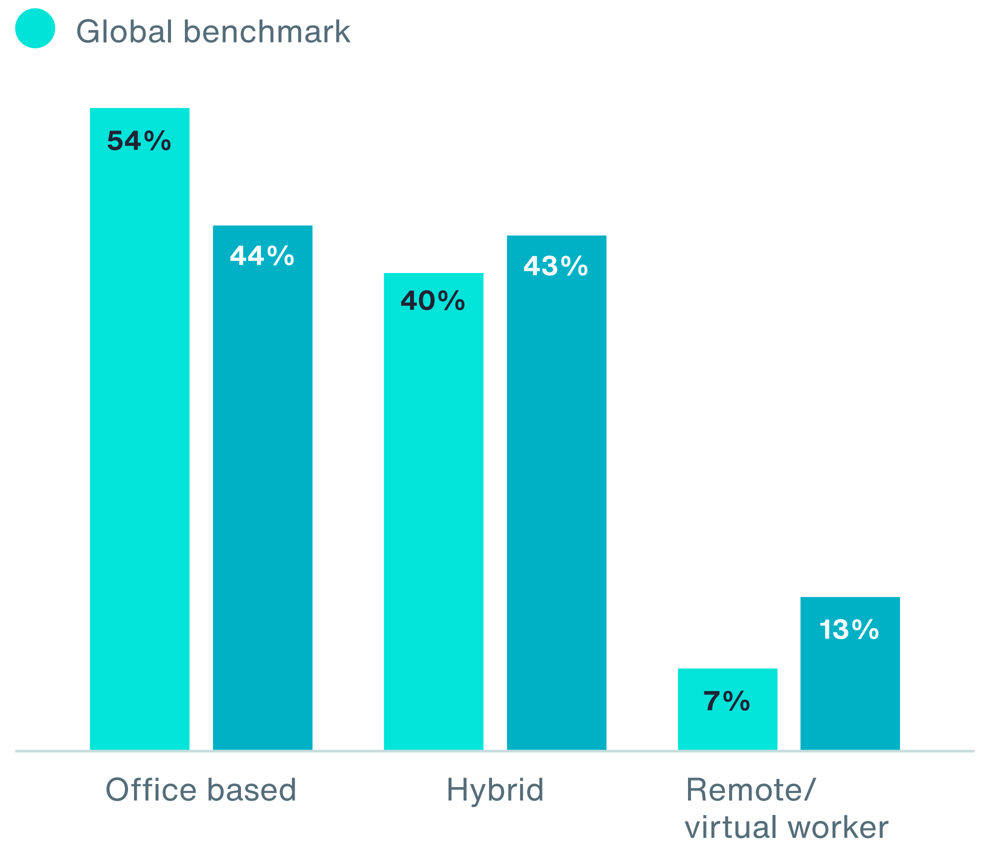
Current Benefits Received



8% receive financial education programs

11% receive financial advice/ guidance

Current Working Style



USA

Employee Sentiment Findings

Employee sentiment in the U.S. reflects a focus on employment sustainability, driven by a softening job market and the rapid adoption of AI. U.S. employees are more likely to feel undervalued by their employer, compared to the global average, and nearly one in four employees lack confidence that their employer is investing in their skills development. Employees in the U.S. are also almost twice as likely to say they are unsure about how AI will impact their jobs. These skill and job concerns are driving employees toward employers who offer flexible and stimulating career opportunities. With employers expected to fill the gaps in government-provided programs for healthcare, medical coverage is unsurprisingly the most valued benefit across all generations. U.S. employees also expect their employers to help them save for retirement more than their global peers, and retirement savings is a top three benefit for all generations except Generation Z.

17% of employees feel undervalued.

57% of employees are either in the process of moving employers or might/will seek new employment in the next 12 months.

AON

Top 5 Valued Benefits

1. Medical coverage
2. Paid time off
3. Retirement savings
4. Dental insurance
5. Work-life balance programs

Personalized Benefits

60% would be willing to sacrifice existing benefits for a better choice of benefits.

Development of Skills

23% of employees are not at all confident that their employer is investing in their skills development and training to prepare them for the future of work.

Where to Take Action

13% disagree that their employer is taking the necessary actions to protect and improve the wellbeing of employees.

Transparent Pay

65% agree that their compensation is fair compared to similar roles in the industry.

20% are not confident their employer ensures pay equality regardless of gender.

Impact of AI

28% of employees are unsure of the impact of AI on their jobs.

28% feel more motivated to develop new skills to stay relevant.

Top Employee Expectations

53% say employers should help employees save for retirement/long term needs.

50% say employers should support employee wellbeing.

29% say employers should support women's health (e.g., menstruation, menopause).

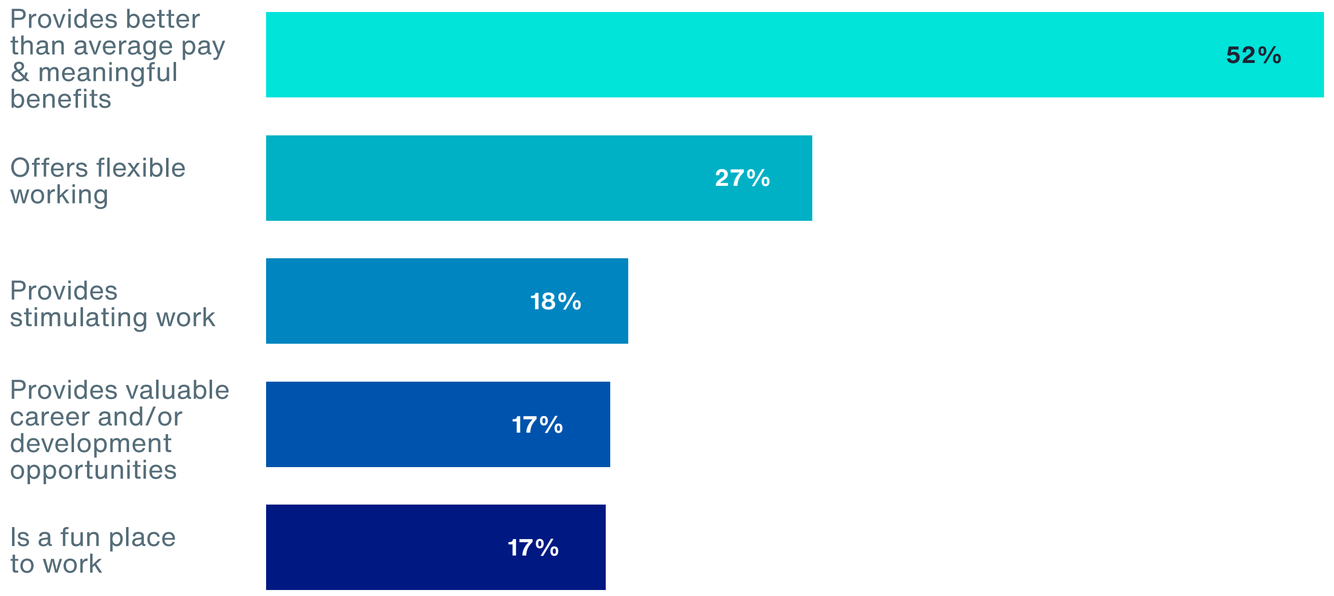
29% say employers should provide financial education.

29% say employers should provide financial advice/guidance.

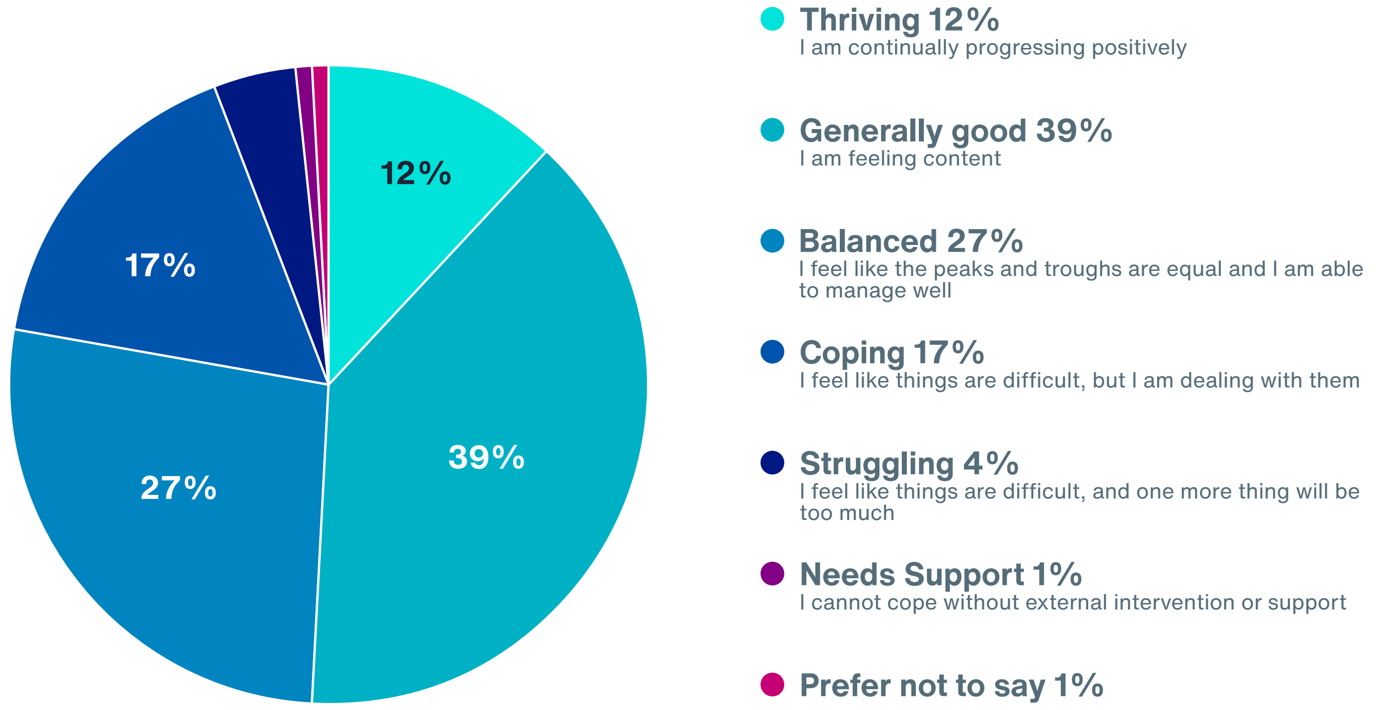
Investing in our Future

40% of employees would consider sustainable retirement savings investments if they delivered the same financial outcomes.

Top 5 Most Influential Characteristics Attracting Employees



Current Wellbeing



Top 5 Valued Benefits by Generation

	Generation Z Born between 1997 and 2012	Generation Y (Millennials) Born between 1981 and 1996	Generation X Born between 1965 and 1980	Baby Boomers Born between 1946 and 1964
01	Medical coverage/health insurance	Medical coverage/health insurance	Medical coverage/health insurance	Medical coverage/health insurance
02	Paid time off	Paid time off	Paid time off	Retirement savings
03	Dental insurance	Retirement savings	Retirement savings	Paid time off
04	Work-life balance programs	Dental insurance	Dental insurance	Dental insurance
05	Retirement savings	Work-life balance programs	Work-life balance programs	Life and disability insurance

Employee Communication Preferences

73% Email

36% Internal company website

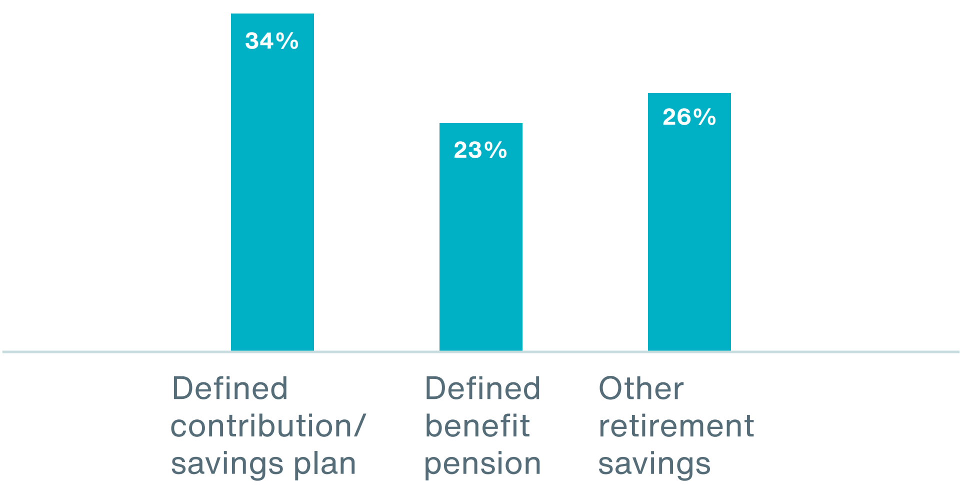
31% 1-on-1 meeting

Biggest Difference in Total Reward Wants by Gender

Women are 8% more likely than men to want life and disability insurance.

Financial Benefits and Advice

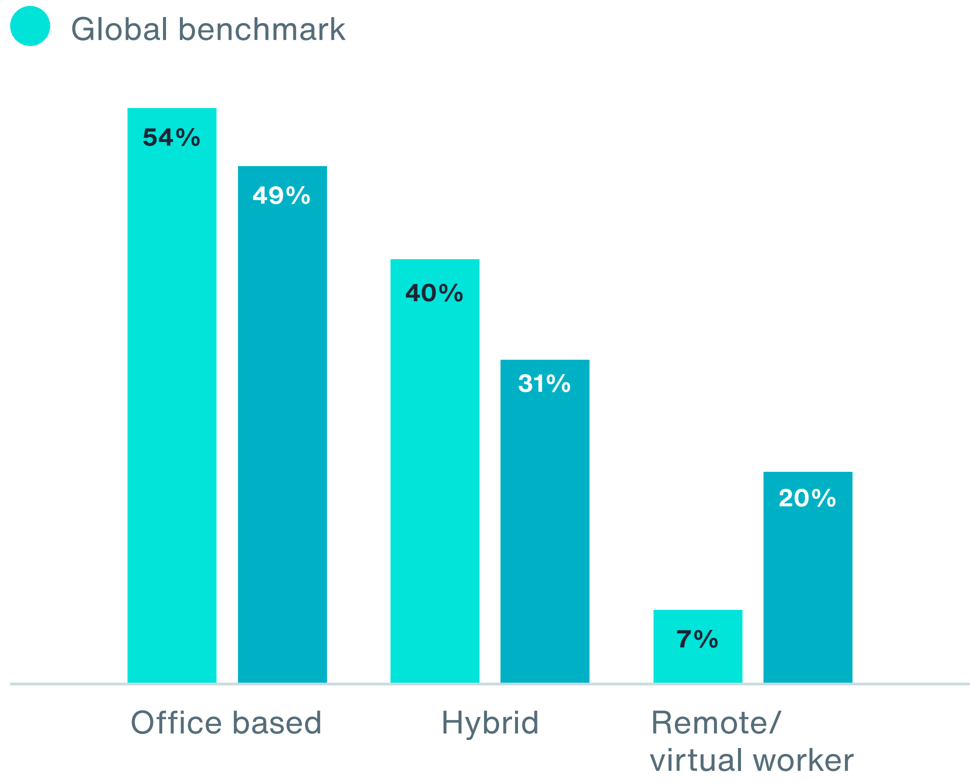
Current Benefits Received



18% receive financial education programs

15% receive financial advice/guidance

Current Working Style



For more information about Aon's broad Human Capital Solutions, visit www.aon.com/humancapital

About

Aon exists to shape decisions for the better — to protect and enrich the lives of people around the world. Through actionable analytic insight, globally integrated Risk Capital and Human Capital expertise, and locally relevant solutions, our colleagues provide clients in over 120 countries and sovereignties with the clarity and confidence to make better risk and people decisions that help protect and grow their businesses.

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