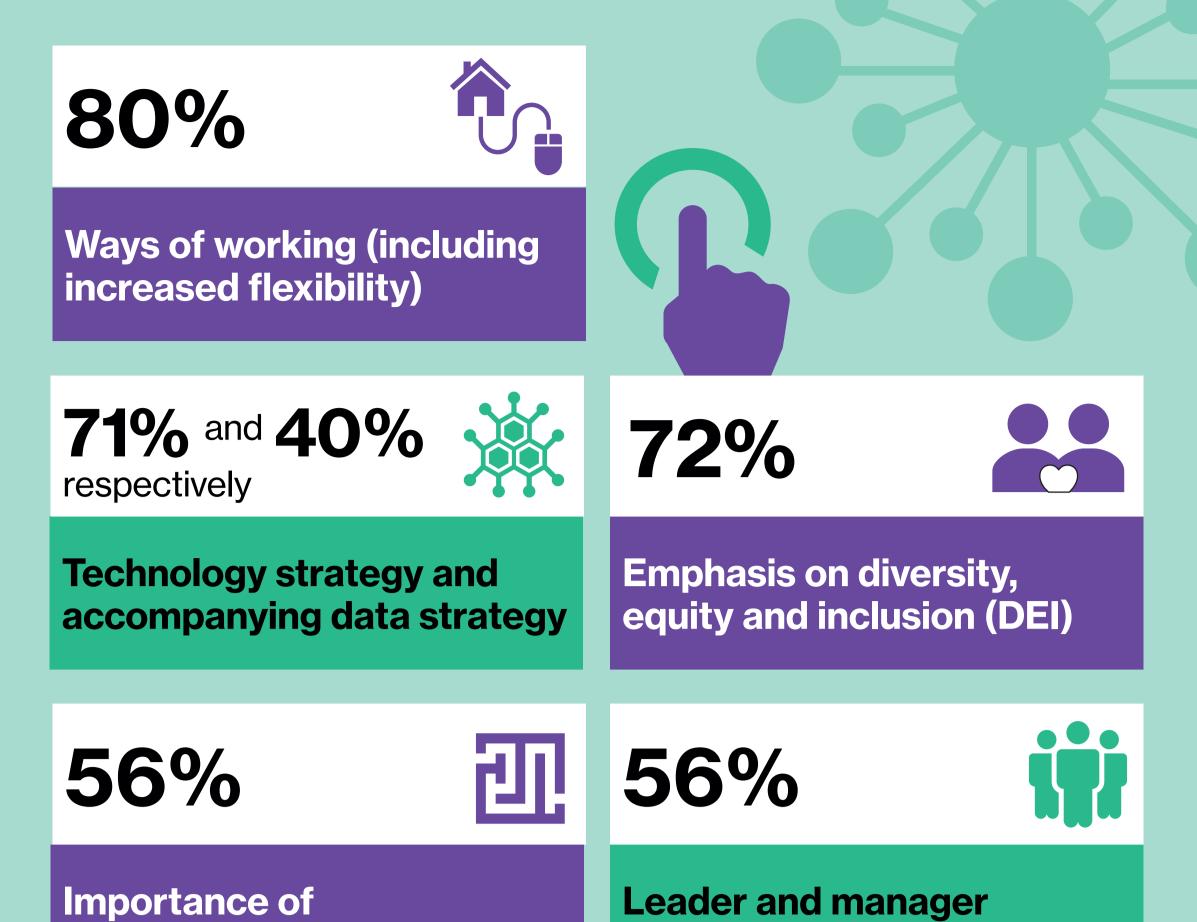
Far-reaching workplace changes prompt employers to rethink work, Total Rewards and careers

(Results Work & Rewards Survey 2021 Switzerland)

Key pressure points where organizations experienced farreaching changes over past 3 years



Note: Percentages indicate "To a very great extent"

Evolving business and financial strategies, attraction and retention challenges, and board and management concerns prompt organizations to address pressure points.

Sweeping workplace changes occurred against the backdrop of a tight labor market

Organizations will continue to have problems attracting, retaining and engaging employees

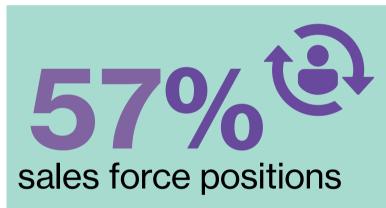
Challenge	2020	2022	% increase
Attracting	29%	72%	147%
Engaging	28%	60%	114%
Retaining	17%	48%	188%

Note: Percentages indicate "To a great/moderate extent"

Employers report difficulties attracting or retaining employees across the workforce





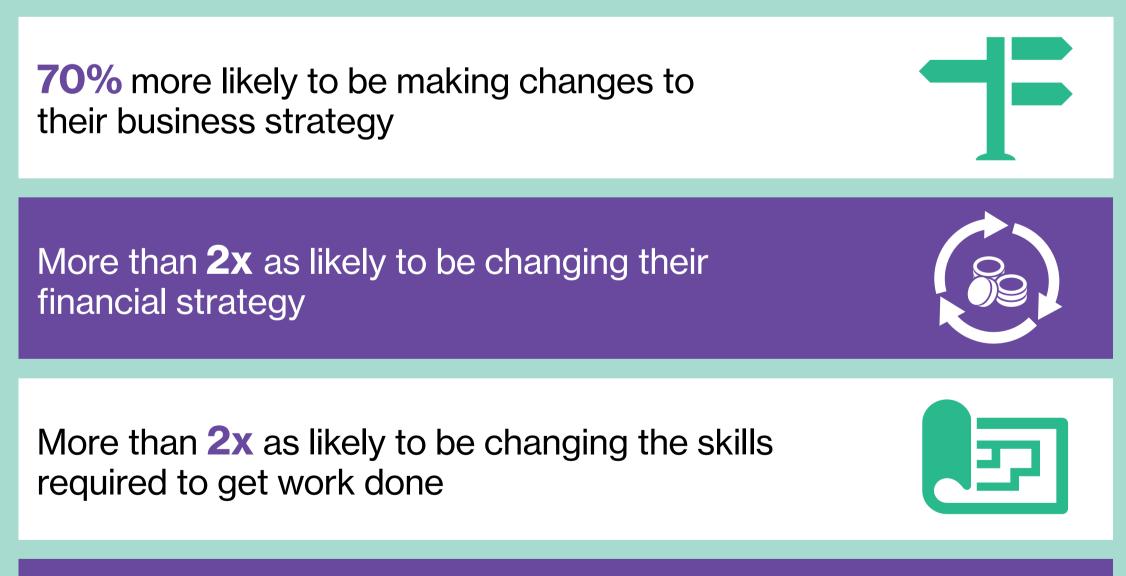


Employers look to take action in three strategic areas: work, Total **Rewards and careers**

Increase in percentage of employers expecting extensive changes



Compared to those who are not making changes in these strategic areas, organizations who are taking action are:





Over **2.5x** as likely to be responding to stakeholder concerns about board effectiveness

Top 5 actions for employers



Identify new sources of talent for work based on more flexible approaches to where, when and how work gets done



Redesign jobs taking into account new skills, work value and changing employee preferences



Reset your Total Rewards philosophy and strategy for the new hybrid work environment by making trade-offs between design and cost optimization



Drive environmental, social and governance (ESG) and DEI goals through Total Rewards



Set an overarching career enablement strategy and define career alternatives

About the survey: A total of 1,650 organizations globally employing 11.9 million workers participated in the Reimagining Work and Rewards Survey, which was conducted October 28 through December 10, 2021.

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