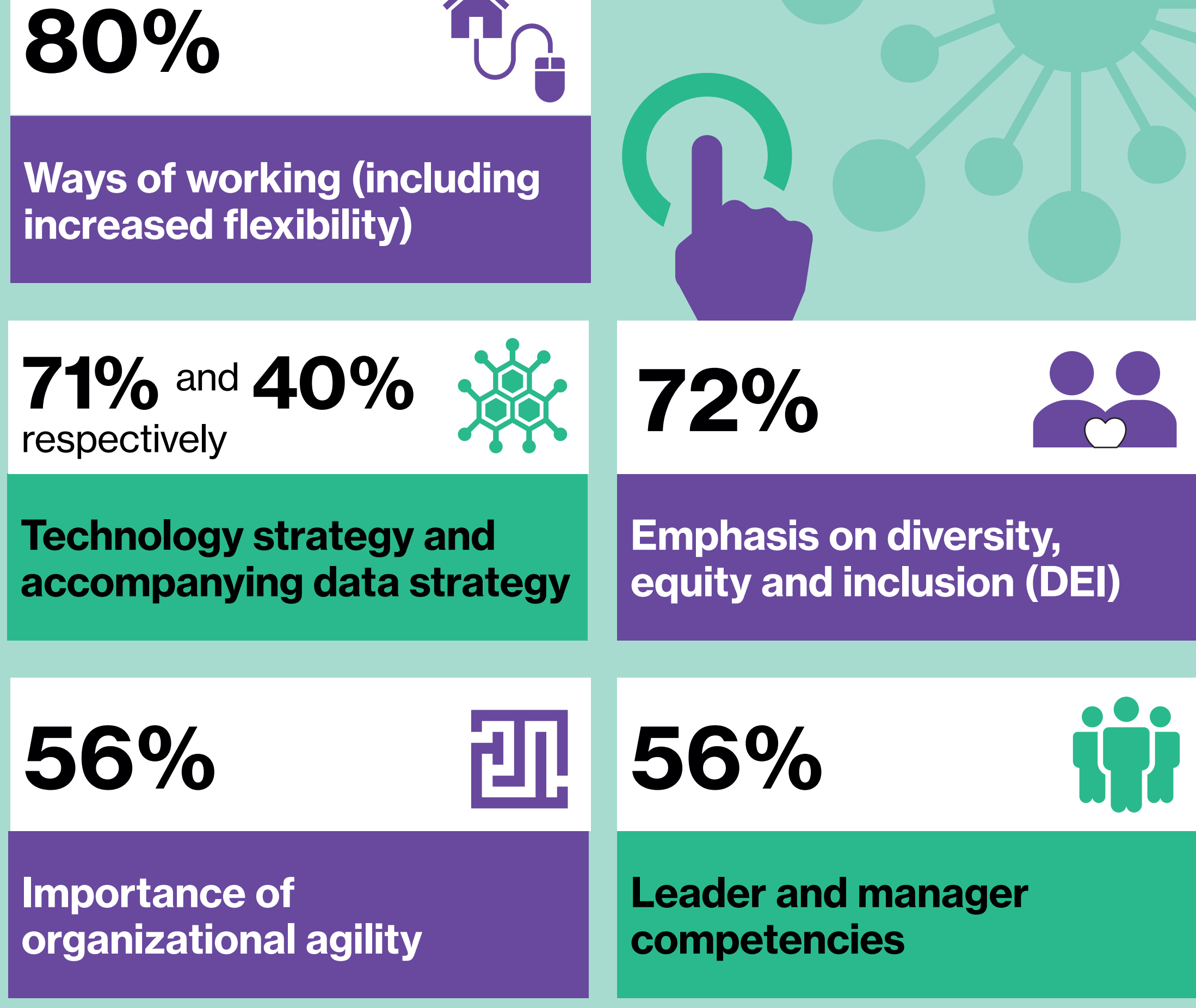


Far-reaching workplace changes prompt employers to rethink work, Total Rewards and careers

(Results Work & Rewards Survey 2021 Switzerland)



Key pressure points where organizations experienced far-reaching 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



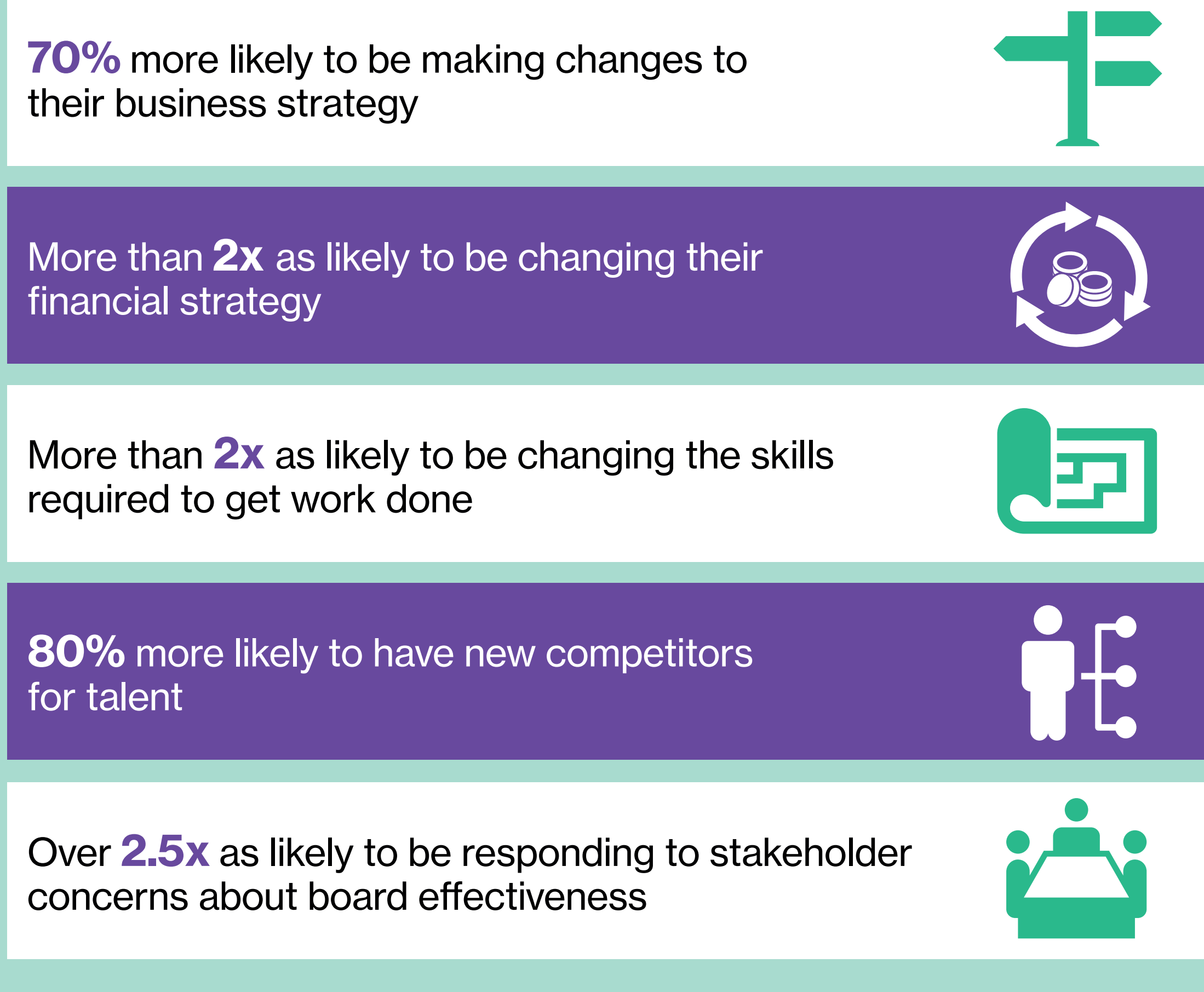
Note: Percentages indicate "To a great/moderate extent"

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

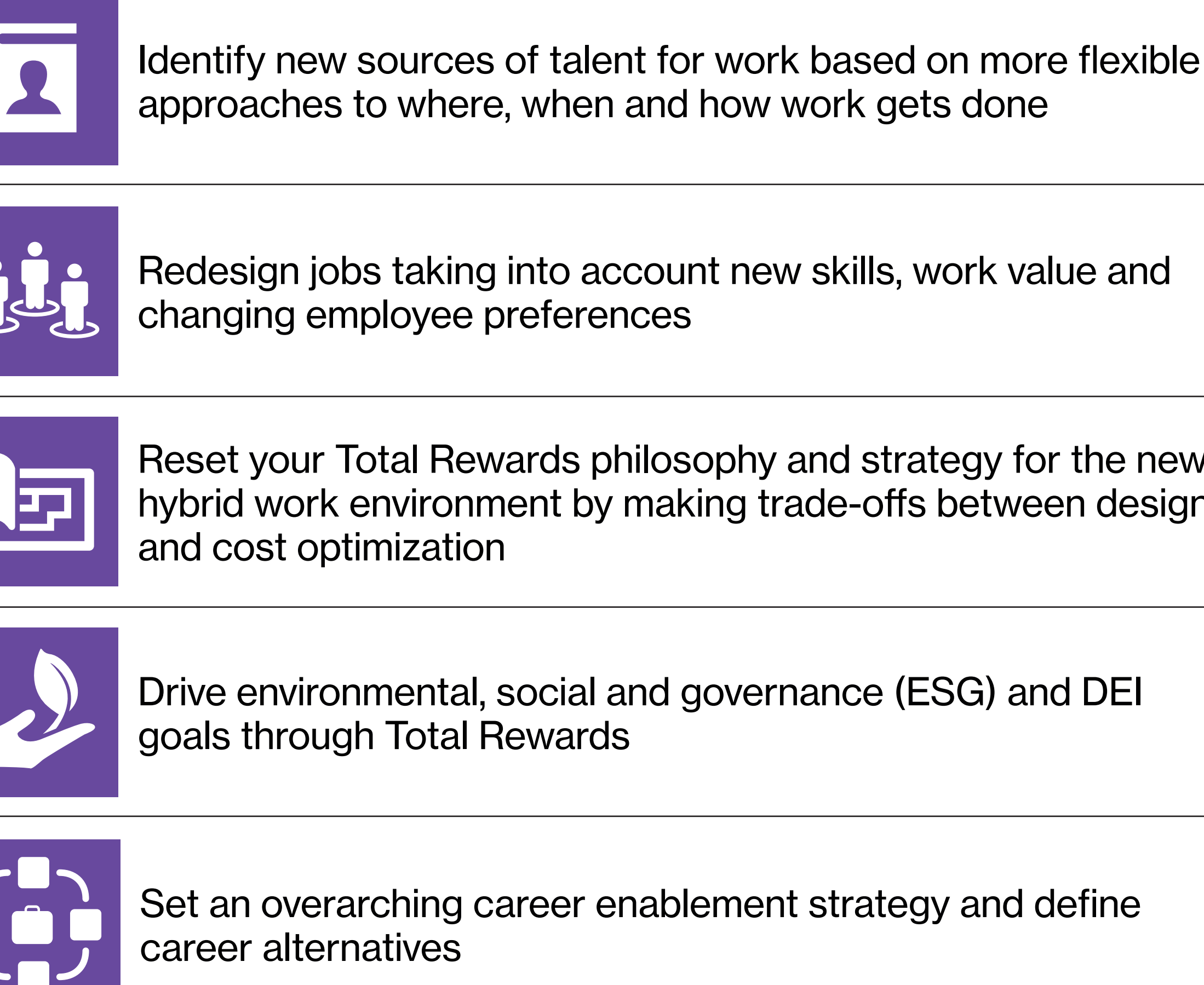
Increase in percentage of employers expecting extensive changes



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



Top 5 actions for employers



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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