

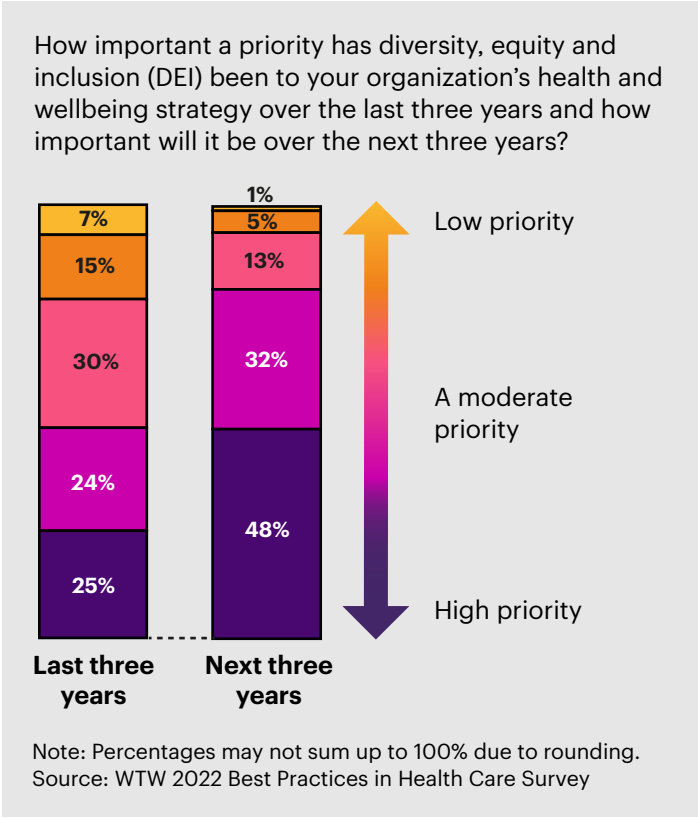


Aligning benefits inclusivity in a dynamic world

A focus on Diversity, Equity and Inclusion (DEI) is a business necessity for sustainable talent, wellbeing, meeting ESG commitments and better business outcomes. DEI matters to talent and their experience, consumers, stakeholders, investors, and communities. Action-oriented commitment to DEI is a competitive differentiator.

Insights from WTW research

- 72%* of employers in Canada indicates that DEI is the largest external factor impacting their benefit strategy
- Employers’ efforts in creating an inclusive and diverse work environment have been received well; 7 in 10 employees rate their employer highly**
- Many employees feel their employers are making progress in DEI issues, but low income and East Asian employees are less likely to think so
- Low income and South Asian employees are less likely to feel that benefits meet their needs
- Younger employees are more likely to trust the benefit products and providers recommended by their employer



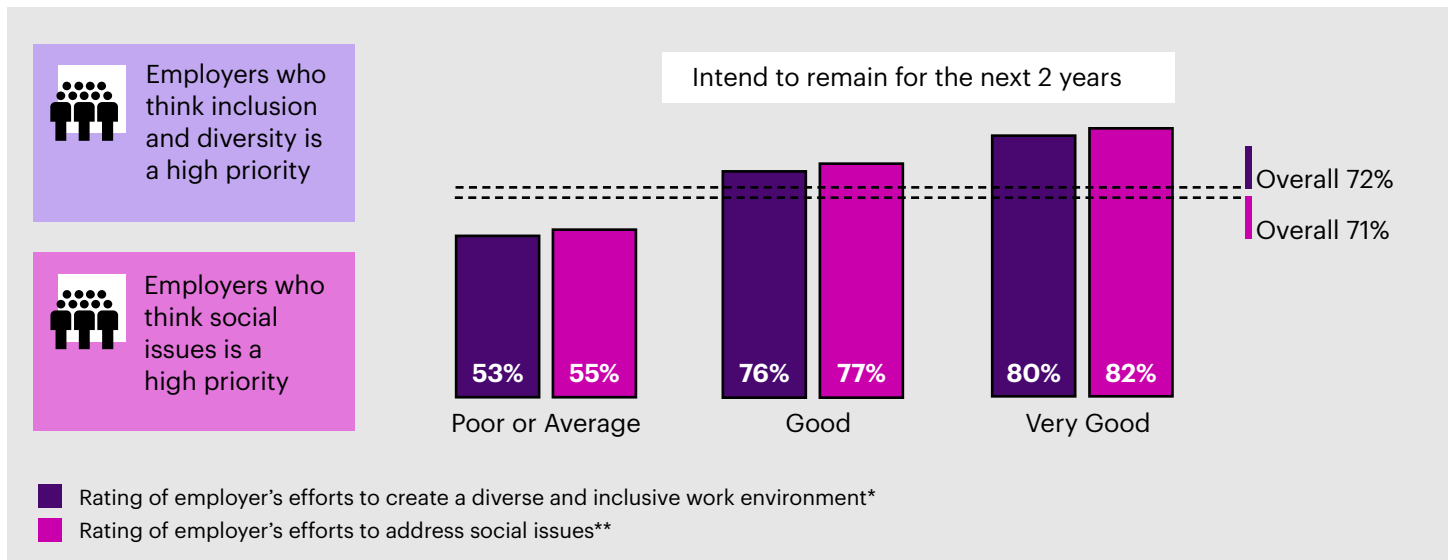
* WTW 2021 Best Practices Survey – Canada (BPS)

**WTW 2022 Global Benefits Attitudes Survey

Has your organization taken any of the following actions around your health and wellbeing programs to support diversity, equity and inclusion?



Employers who fail to deliver on DEI polices could see a significant exit risk among employees who prioritise these issues



Questions benefits leaders are asking...	Potential solutions
<p>What's happening in the market?</p> <ul style="list-style-type: none"> • What are the latest trends? • What are leading companies doing? • How can I improve my offering? 	<ul style="list-style-type: none"> • Employer insights into DEI benefits trends • Overlay of employee insights to DEI and benefits trends • Blue sky meeting.
<p>Where do we focus?</p> <ul style="list-style-type: none"> • How do we know which benefits and populations to focus on? • How can we assess risks and opportunities? • How do we optimize resources/costs? • How can I update my leaves policies (sick, vacation, statutory) to be market competitive and equitable? 	<ul style="list-style-type: none"> • High-level DEI assessment of benefits • Heatmap to highlight areas of further investigation • Leaves policy review.
<p>What principles do we put in place?</p> <ul style="list-style-type: none"> • How do we align our benefits strategy with broader talent and DEI goals? • How can we collaborate with other business areas and stakeholders to align benefits with our DEI goals? 	<ul style="list-style-type: none"> • DEI governance structure assessment • Assessment of stakeholder views and priorities using surveys/interviews • Workshop to define equitable and inclusive benefits principles.
<p>How do we make sure our benefits are equitable and inclusive?</p> <ul style="list-style-type: none"> • How do we know if our benefits are aligned with our DEI principles? • Where are the opportunities to make our benefits more inclusive? • What would we need to do if we wanted to rise above competitors when it comes to equitable and inclusive benefits? 	<ul style="list-style-type: none"> • A comprehensive DEI review of core benefits • Benchmarking against compliance, market norms and leading DEI market practices • Basic demographic and election analytics (age, gender) to determine patterns • Roadmap with priorities to meet objectives • Ongoing reporting and measurement protocols.
<p>How do we know our benefits are meeting the needs and expectations of our employees?</p> <ul style="list-style-type: none"> • Are benefits meeting diverse needs? • What steps are organizations taking to better understand the specific needs of their workforce? • Are our benefits affordable and accessible for all? • What benefits can satisfy greatest needs? • What isn't hitting the mark and how do we optimize? 	<ul style="list-style-type: none"> • Employee listening activities (focus groups, surveys), Employer insights (workshops and leadership interviews) • Population analytics to measure participation and affordability • Benchmarking through our existing research and through customized market studies.

About WTW

At WTW (NASDAQ: WTW), we provide data-driven, insight-led solutions in the areas of people, risk and capital. Leveraging the global view and local expertise of our colleagues serving 140 countries and markets, we help you sharpen your strategy, enhance organizational resilience, motivate your workforce and maximize performance. Working shoulder to shoulder with you, we uncover opportunities for sustainable success — and provide perspective that moves you. Learn more at wtwco.com.



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