



Lead Change Through Your Employee Attraction and Retention Strategy

Rebecca Starr & Shannon Garret | April 4, 2024

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Big Shifts Impacting the Workforce

Culture Shift

Social issues and *how* and *when* we work

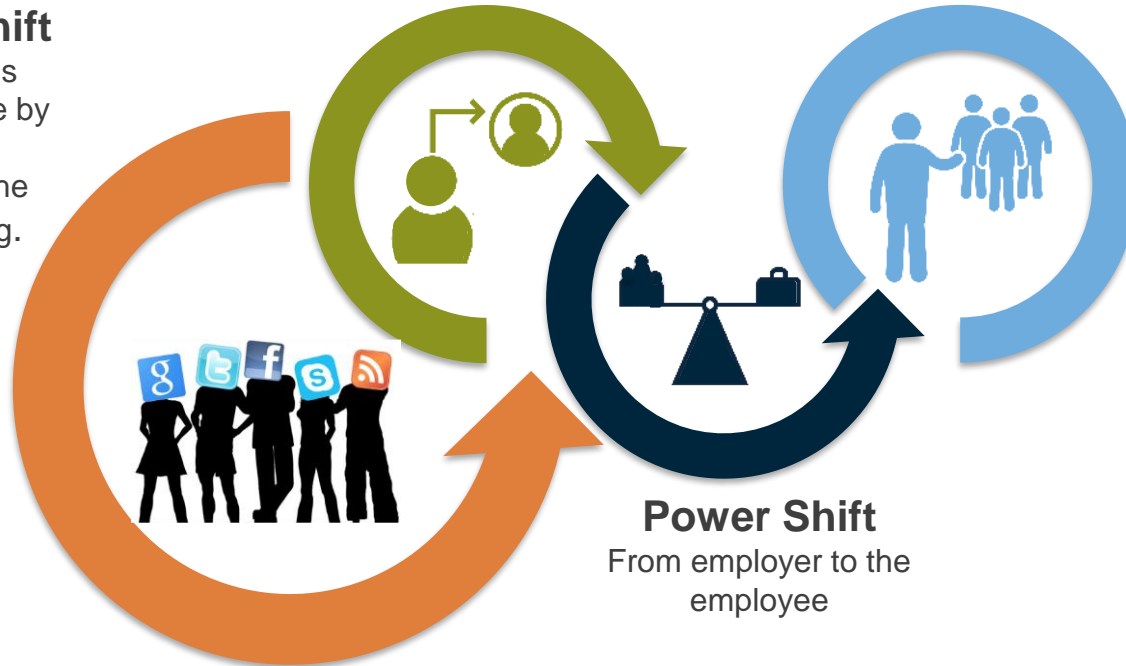
Leadership Style Shift

From stoic and detached to **empathetic and transparent**

Demographic Shift

Gen Z and Millennials dominate the workforce by 2025.

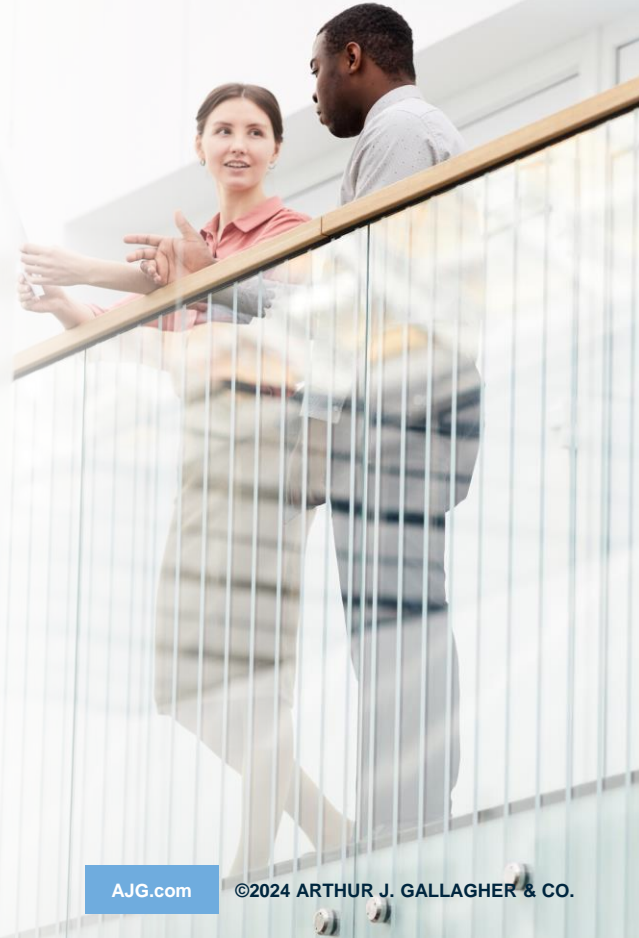
Racial landscape of the workforce is changing.



Our time today

Contents

- Timely market trends on how quickly employees' asks are changing
- Brief discussion on seeking feedback from your organization
- Simple steps you can start next week



Strategic Priorities for 2024

What are your top five (5) strategic priorities for attracting, retaining and engaging talent in 2024?

1

Improving
employee
appreciation &
recognition

2

Enhancing
manager
effectiveness

3

Compensation
analysis

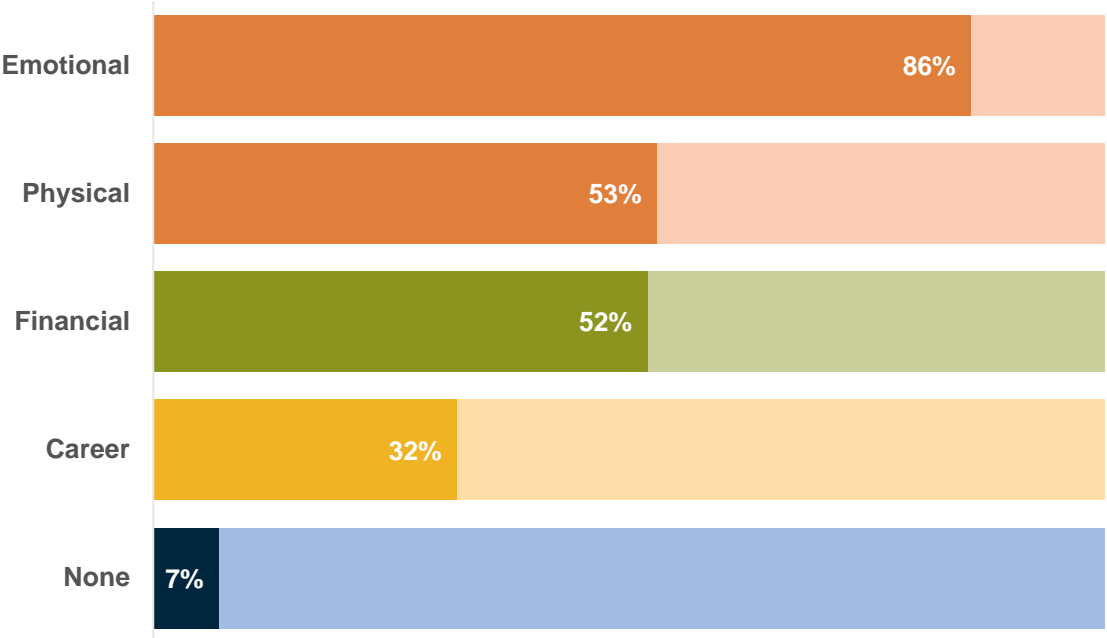
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Improving
employee
/internal
communications

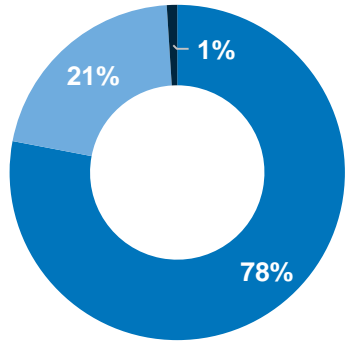
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Preparing future
leaders

Dimensions of employee wellbeing that have become more important since 2020



OUR LEADERS ARE CONCERNED ABOUT IMPACT OF STRESS AND BURNOUT ON ORGANIZATION

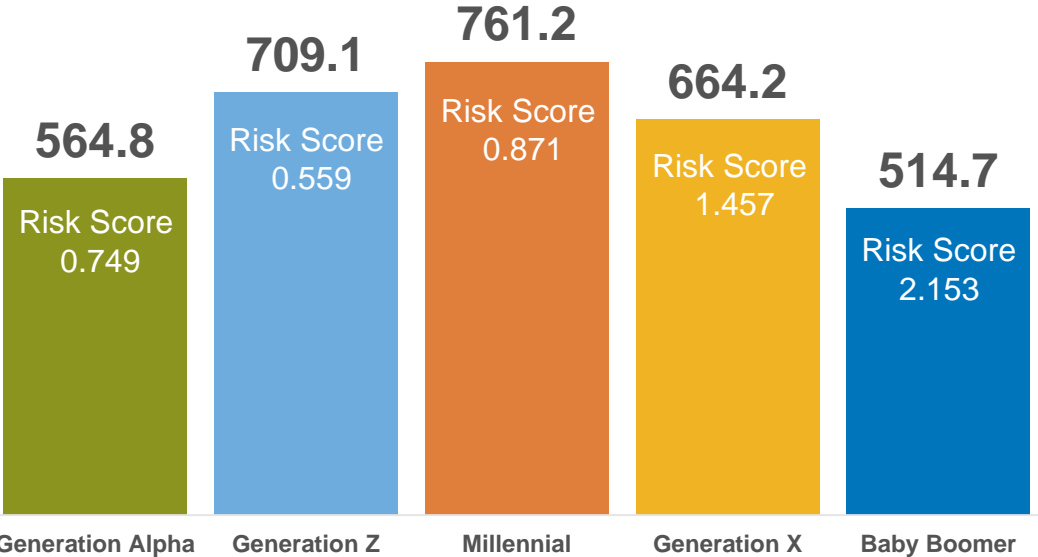


- Agree
- Neutral
- Disagree

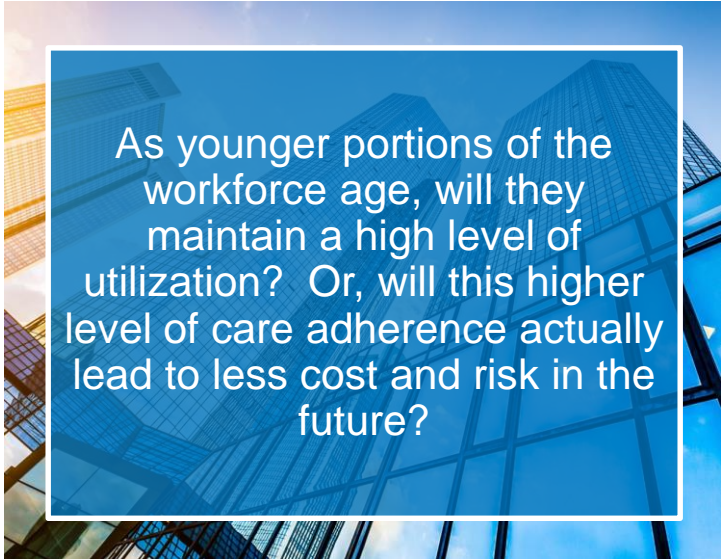
Sources: *Benefits Strategy & Benchmarking Survey*, April 2022; *Gallagher 2023 State of the Sector report*

Insights for the Future

Millennials and Gen Z showing an outsized utilization of the healthcare system compared to their relative risk



Utilization rates shown are per 1,000



Source: *United Healthcare Whitepaper: Millennials and their children: Significant health findings (2023)*

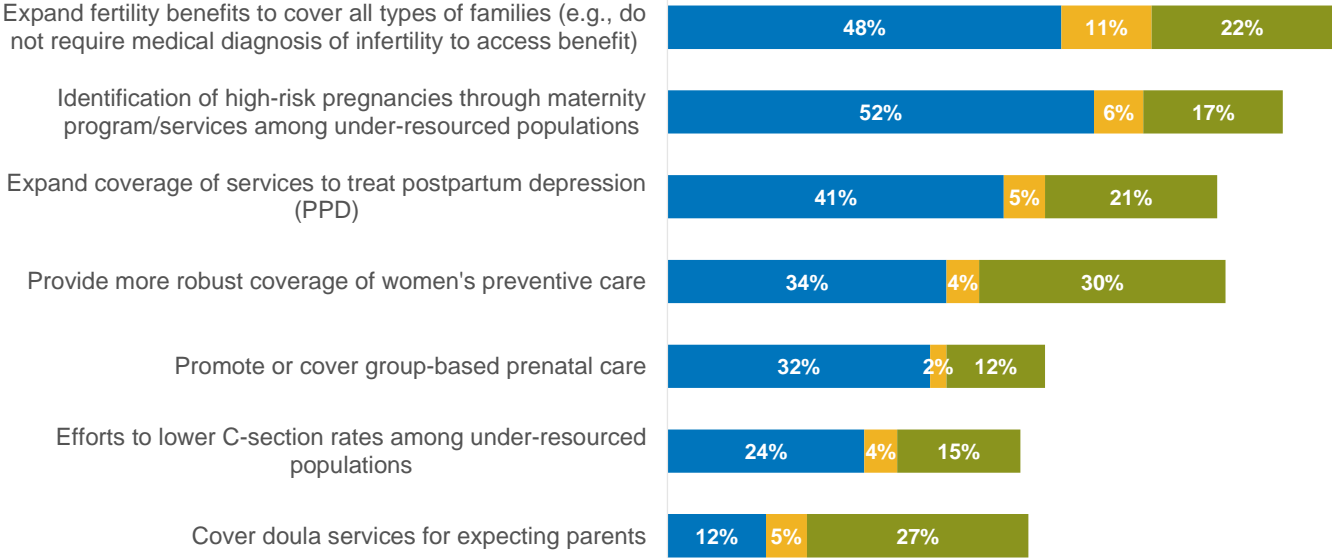
Many top employers are considering cost transparency tools to help their employees navigate healthcare cost increases



Source: Gallagher, "Best-in-class Benchmarking Analysis - Midsize Employers", January 2023

Inequities in Women’s Health

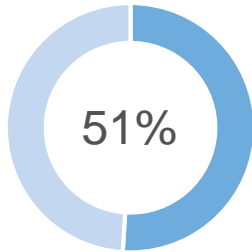
■ Already done in 2022 ■ Adding in 2023 ■ Considering for 2024/2025



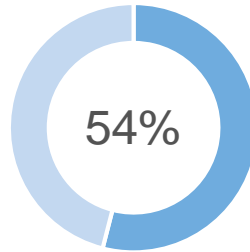
85%
Employers who will implement at least one of these strategies to address inequities within women’s health by 2023

Source: *Business Group on Health 2023 Large Employers’ Health care strategy and plan design survey*

Employee financial stress continues to climb, but **employees increasingly are ready to take control**



Employees who are more stressed about their finances than ever before



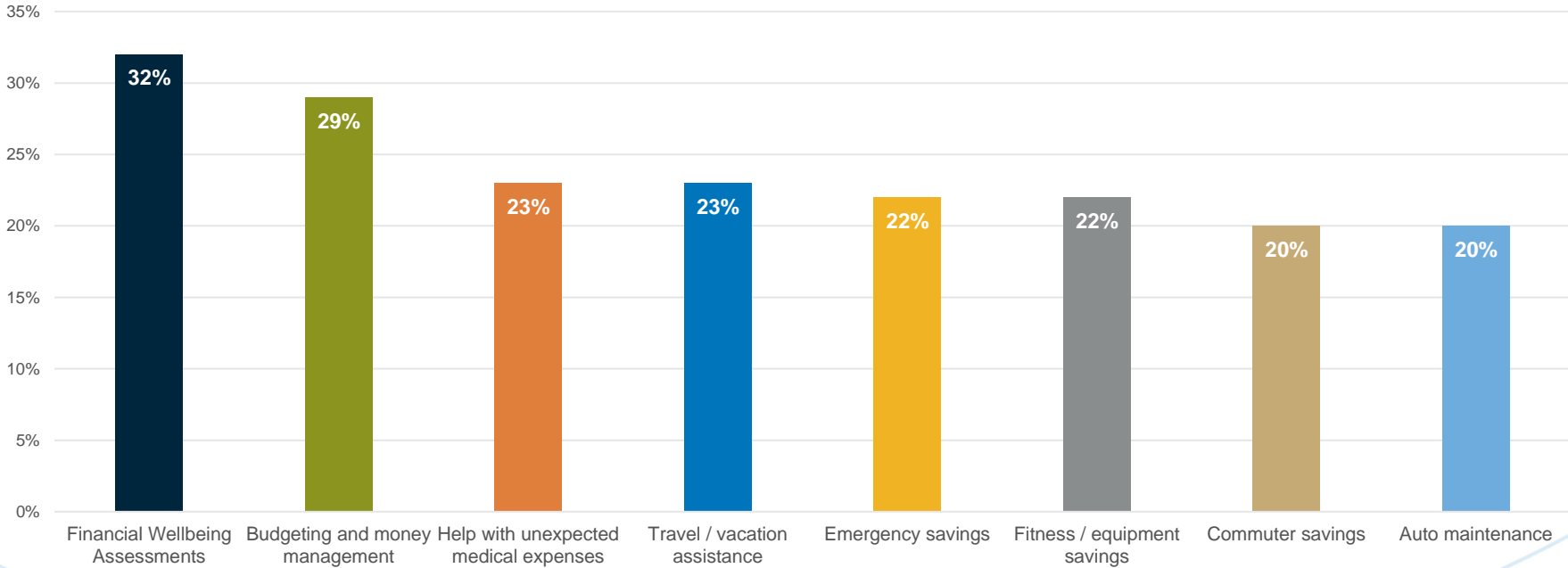
Employees who feel like they are living paycheck to paycheck



Sources:
The Future of Workplace Financial Wellbeing SoFi at Work 2022
Fidelity 2022 State of Retirement
2022 Wellbeing and Voluntary Benefits Survey - Buck

Employers can help

These are the top financial wellbeing benefits employees want from their employers



Source: 2022 Wellbeing and Voluntary Benefits Survey - Buck

EMPLOYER FINANCIAL WELLBEING BUDGETS ARE EXPECTED TO INCREASE OVER NEXT 1-2 YEARS

75%

Employers who will have a budget for financial wellbeing

94%

Employers who believe their financial wellbeing budget will increase

SECURE 2.0

The SECURE 2.0 Act includes mandatory design features, as well as optional design features for plan sponsors to consider – to be implemented by close of 2025 plan year

Mandatory (if applicable):

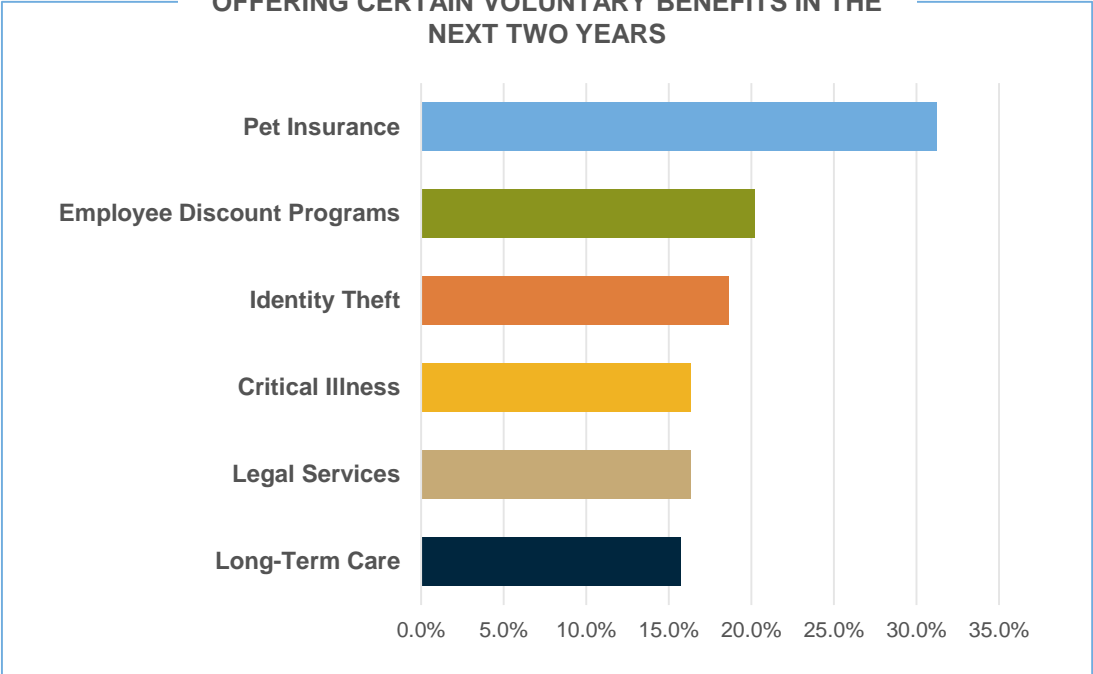
- Expanding Auto Enrollment (new plans only)
- Reduction in Eligibility Requirement for Long-Term, Part-Time Workers
- Roth Contributions for Catch-up Deferrals

Optional:

- Permit Matching Contributions on Student Loan Payments
- Higher Catch-up Contributions for Age 60+
- Provisions for Emergency Savings
- Roth Option for Employer Matching or Non-elective Contributions
- Increase in Cash Out Limits to \$7,000
- Permitting Small Financial Incentives for Deferring Into a Plan

Voluntary Benefits

PERCENTAGE OF EMPLOYERS LOOKING TO BEGIN OFFERING CERTAIN VOLUNTARY BENEFITS IN THE NEXT TWO YEARS



Sources:
Gallagher Benefits Strategy & Benchmarking Survey, 2022
BusinessWire

Post Pandemic Leadership Essentials

What are the most significant leadership or managerial competencies that are required for success in your organization?



**Communicating
effectively**



Building trust



**Strategic
thinking**



**Being inclusive
and respectful**



**Fostering a
sense of
belonging**

“I’ll be there for you”

These 5 words I swear to you... regardless of generation



72%

Employees with a supportive manager feel resilient, compared to 40% of those without a supportive manager

Intention to be with their current organization in 12 months:

82%

employees with a supportive manager

44%

employees without a supportive manager

Having an unsupportive supervisor at work



Is correlated with increased heart health risk factors

Listen to employees

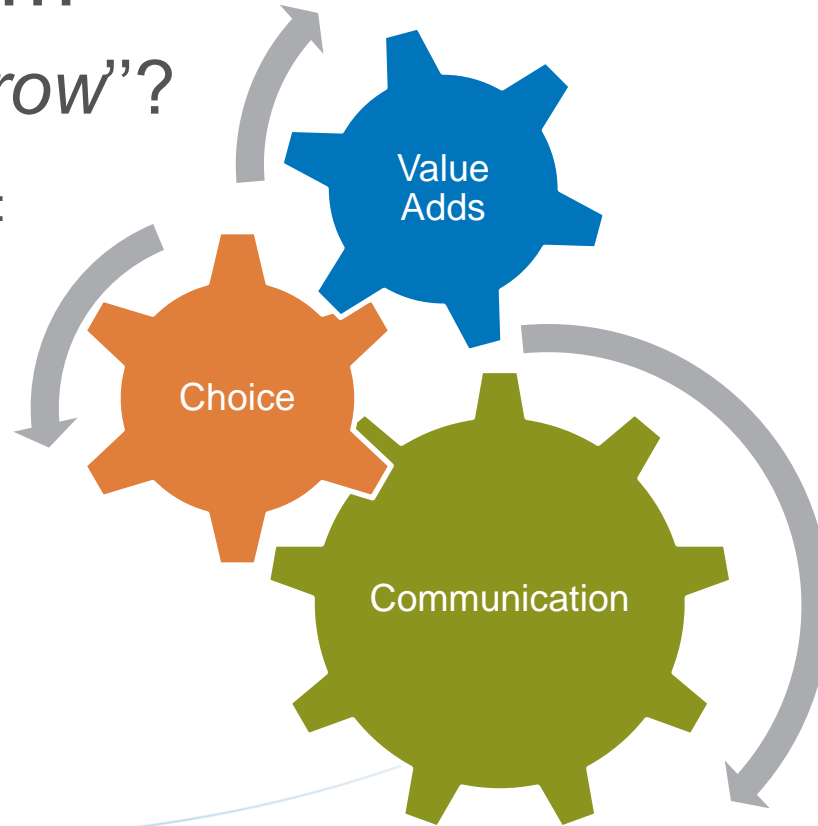
Understand what they want and need



Change takes time...

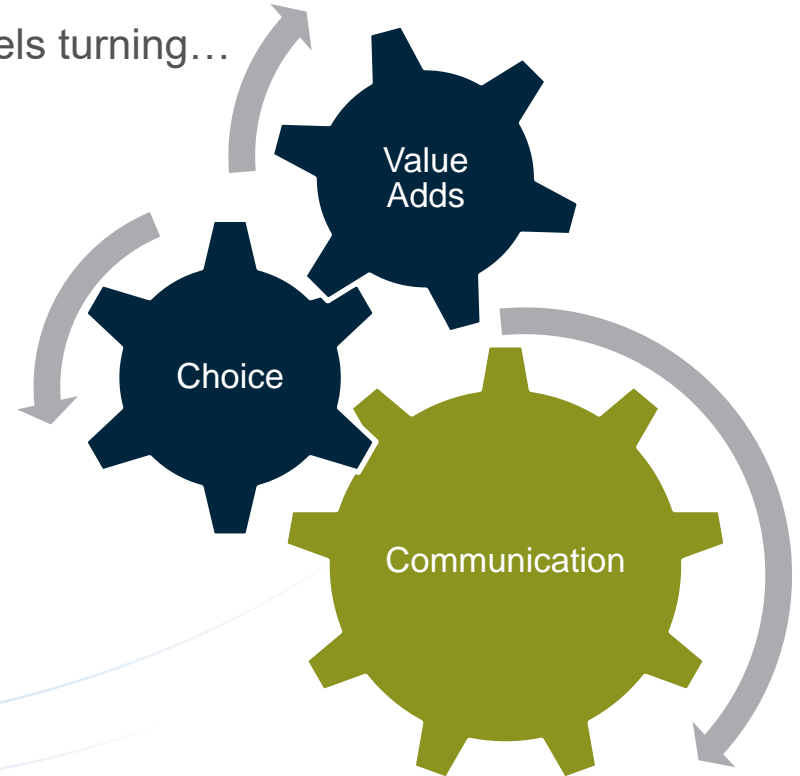
What can I do “*tomorrow*”?

- Give your employees the gift of:
 - Communication
 - Choice
 - Value Adds



Communication

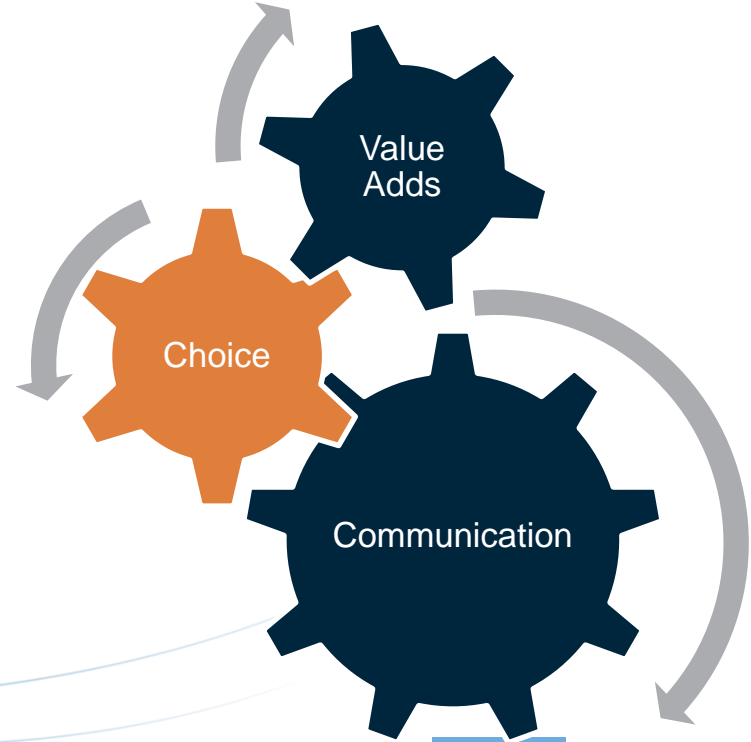
- Communication is the cog that keeps the other wheels turning...
 - Face to Face Meetings
 - Narrated Power Points
 - Video Snippets
 - Enrollment Platforms
 - Enrollment Guides



Choice

People like to know they are being heard and their opinions are considered. One of the most effective ways to achieve this is by actively involving employees in the organization's decision-making processes.

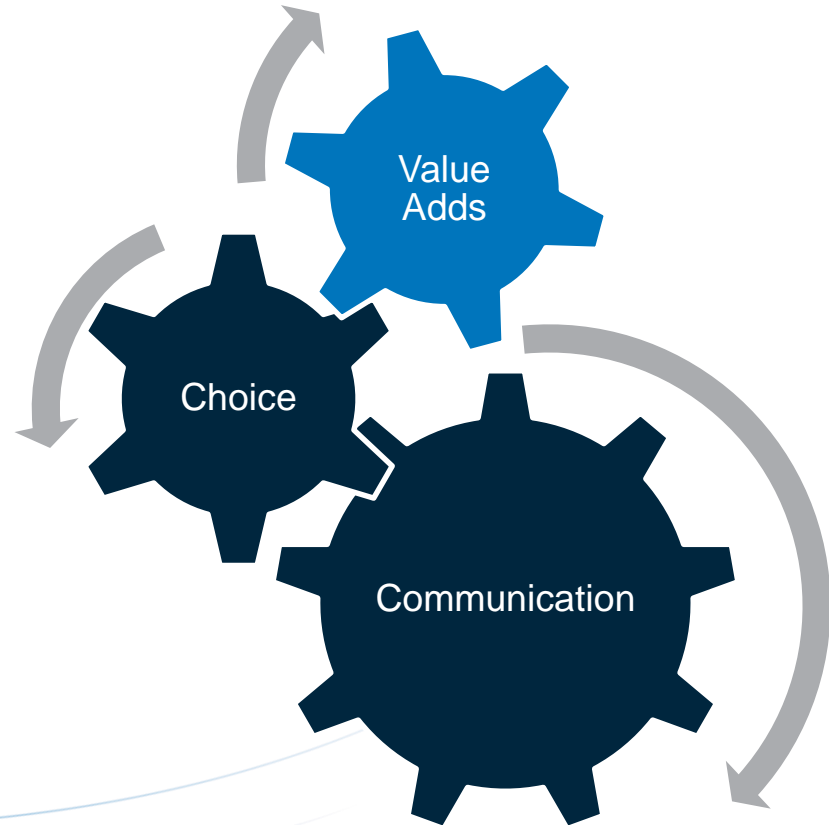
- This shirt or that?
- Coffee cup or water bottle?
- Offering more than one medical plan.
- Offering a high and low dental.
- Defining a contribution toward various benefit offerings.



Value Adds

Examples...

- Free EAP
- Free identity theft protection
- Free will prep services
- Free travel protection benefits
- Free weight control services
- Free exercise or join health services
- Free access to discount programs
- Free smoking cessation program
- Free chronic illness coaching



Tailored Solutions for all your needs



Physical & Emotional Wellbeing

- Compliance Consulting
- Employee Benefits Consulting
- Pharmacy Benefit Management Consulting
- Voluntary Benefits Consulting
- Small Business Consulting

Financial Wellbeing

- Executive Planning
- Institutional Investment Consulting
- Retirement Plan Consulting

Career Wellbeing

- Communication Consulting
- Compensation & Rewards Consulting
- Data & Research Consulting
- Human Resources Consulting
- Human Resources Technology Consulting
- Multinational Benefits & HR Consulting
- Talent & Leadership Advisory

Thank you!

This analysis is for illustrative purposes only, and is not a proposal for coverage or a guarantee of future expenses, claims costs, managed care savings, etc. There are many variables that can affect future health care costs including utilization patterns, catastrophic claims, changes in plan design, health care trend increases, etc. This analysis does not amend, extend, or alter the coverage provided by the actual insurance policies and contracts. See your policy or contact us for specific information or further details in this regard.



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