

Global HR Pulse Survey Managing the Great Resignation

and What's Next

Published December 17, 2021



Global HR Pulse Survey Dynamic Results Managing the Great Resignation and What's Next

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Choose a country: All	Key Highlig
Or Choose a region:	Study Over
All	Participant
Choose an industry: All	Managing
Choose a sub-industry: All	Enhancing
Note: Market filters selected on this page will apply to all subsequent pages. You can return to this page at any time to select new market filters.	Developing
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view

Demographics

Accelerated Workforce Changes Amidst the Great Resignation

g Evolving Talent Acquisition Strategies in a Competitive Market

g and Enhancing Strategies to Retain Key Talent

head to Key HR Priorities in 2022

Information



Key Highlights





Executive Summary

86% Talent Shortage of HR leaders are kept up at night by talent shortages

83%

Turnover of organizations indicate that increasing turnover is a top concern

78%

Drivers of Turnover

of organizations indicate that employees leave their jobs due to better pay elsewhere

47%

Employees With Skills Have Choices

of organizations are having challenges filling roles requiring skills in high demand like product development and technology

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76%

Skills Lost

of organizations indicate that they are losing key skills, including digital, technology, leadership, management, and skills to remain agile and adaptable

55%

Making Hiring Better

of organizations are investing in ways to improve the hiring process, inclusive of tools, technology and best practices

61%

Hiring Experienced Talent

of organizations indicate that experienced professional jobs are the hardest to fill

60%

Importance of Acting Now

of HR leaders indicate that current rates of turnover will prevail for the next year and beyond



Study Overview





Study Overview

As the humanitarian and economic impact of the COVID-19 pandemic continues to unfold, we once again turned to leaders in the global HR community to understand how companies are adjusting their workforce strategies in response to the current environment.

The design of this study reflects a broad partnership between clients—many of whom submitted questions to us in advance of this project—and numerous teams at Aon, including our firm's assessment, benefits, employee communications, health, human capital strategy, retirement and rewards practices, among others.

We thank our clients, colleagues, and all study participants for their contributions to this project at a time when we all face personal and professional challenges few could have foreseen a short time ago.

On an overall basis, the global study conducted from December 1 to December 13, garnered submission from a total of 644 organizations. Depending on the filters selected, your dynamic report will have fewer participants.



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Survey Opened December 1

Survey Closed December 13

Results Shared December 17

When interpreting study results, we ask all readers to consider the following:

The COVID-19 pandemic continues to evolve on a daily basis, with varying levels of impact by geography and industry. Our pulse survey reflects a point-in-time snapshot of practices reported between December 1 and December 13. We remind readers that experiences may vary widely within any given country or from one organization to another. For these reasons, we plan to pulse the market on an ongoing basis to monitor changing practices



Participant Demographics





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Participant Demographics

Industry Distribution:

All study participants were asked to self-select their primary industry from the following options. Additional information on sub-industries was collected and can be used to create more targeted reports upon request. (643 respondents)

Technology (including Telecommunications)

Financial Services (including Asset Management, Banks, FinTech, Insurance and Wealth Management)

Life Sciences (including Biotechnology, Medical Devices and Pharmaceuticals)

Manufacturing (including Distribution and Consumer Goods)

Professional Services

Energy (including Mining, Oil & Gas, Renewables and Utilities)

Retail & E-Commerce (including Hospitality, Restaurants and Wholesale)

Healthcare (including Hospitals)

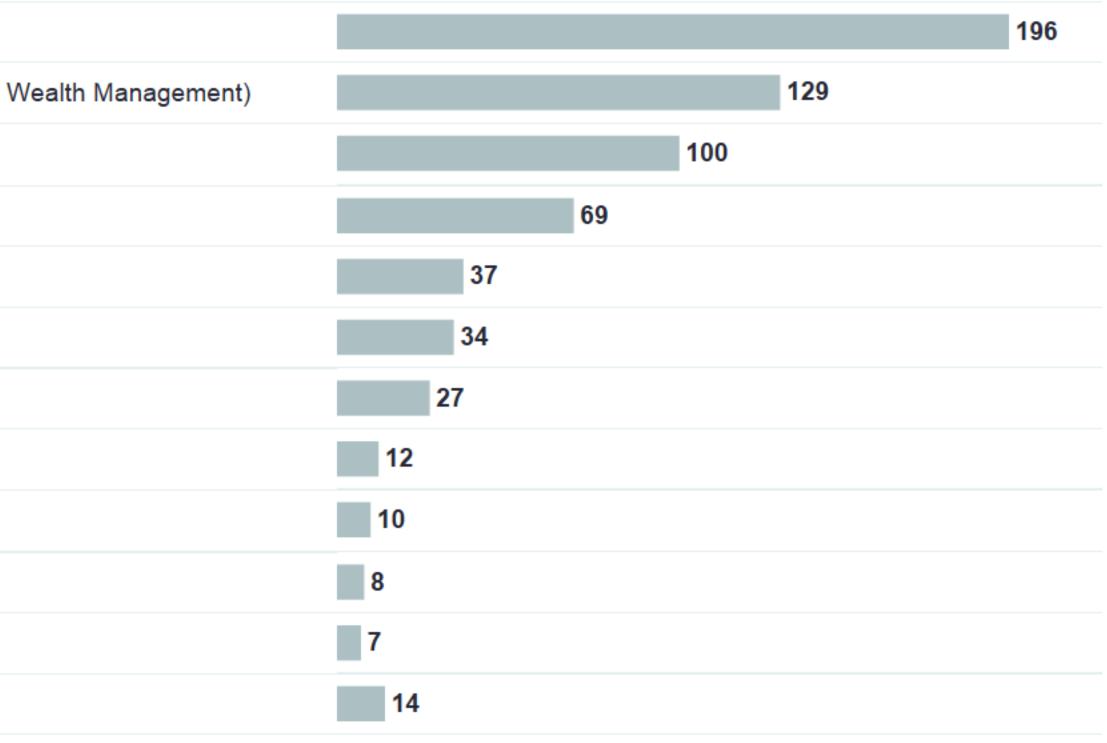
Community Services & Government (including Public Sector and Education)

Building Construction & Real Estate

Transportation & Mobility

Other Industries



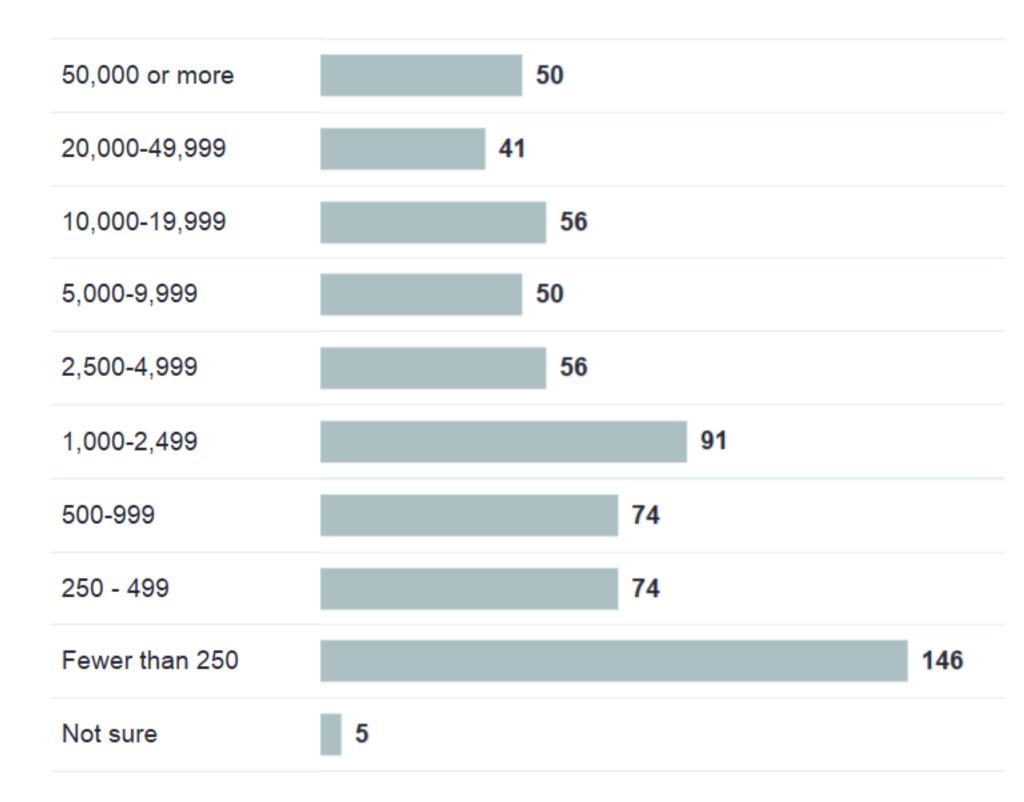




Participant Demographics

Company Headcount:

All study participants were asked to provide their global headcount according to the categories below. (643 respondents)

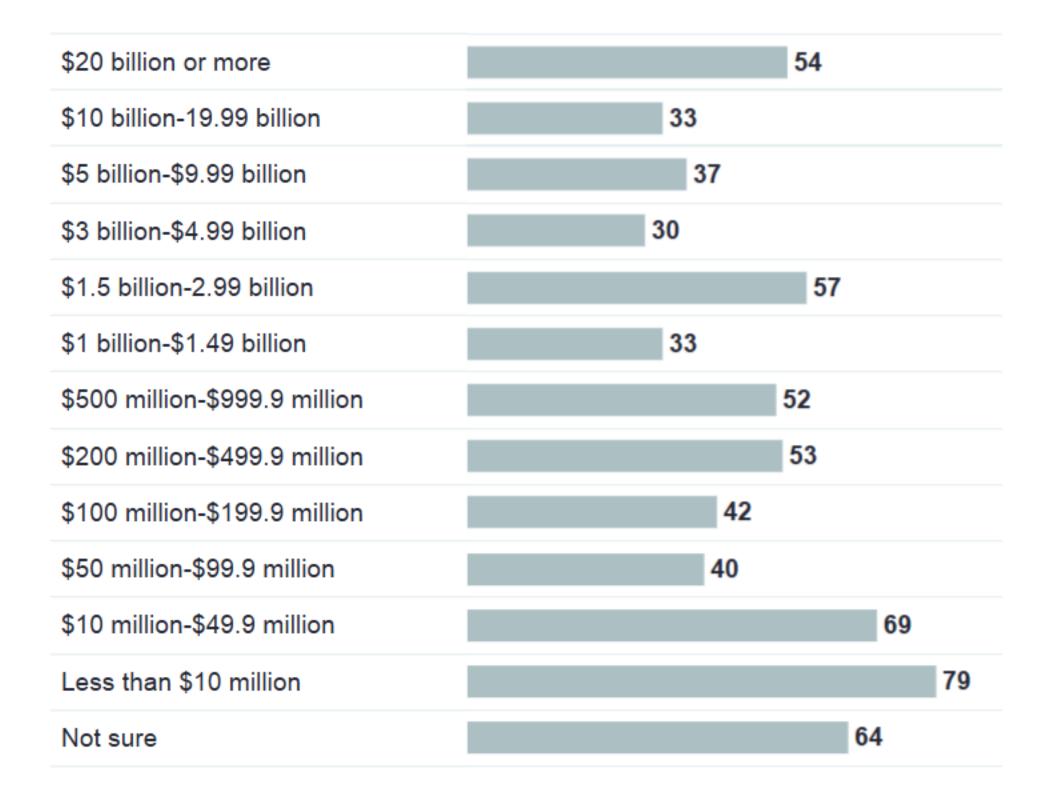


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Company Revenues:

All study participants were asked to provide their global headcount according to the categories below. (643 respondents)







Managing Accelerated Workforce Changes Amidst the Great Resignation





Question:

Aon's COVID-19 Response Framework is divided into the three stages listed below. While we recognize the impact of the pandemic varies by location, and that some parts of your organization may be dealing with different challenges at different times, in your opinion, which of the following stages best reflects your overall organization at this time? (Select a best-fit response) (608 respondents)

Stage 1 - React & Respond (e.g., focusing on crisis management and business continuity)

6%

Stage 2 - Recover (e.g., focusing on returning to the workplace, updating business goals and adjusting operating plans)

63%

Stage 3 - Reshape (e.g., focusing on restructuring, creating or pivoting to new product and service offerings, and deploying new talent strategies)

31%







Question:

How would you describe the business impact of the Great Resignation at your organization? (629 respondents)

	Slight	htly negative	Ne
Middle East and Africa			10%
Latin America			9%
Europe		14%	
Asia Pacific		17%	
North America	24%		4
Other		15	5%

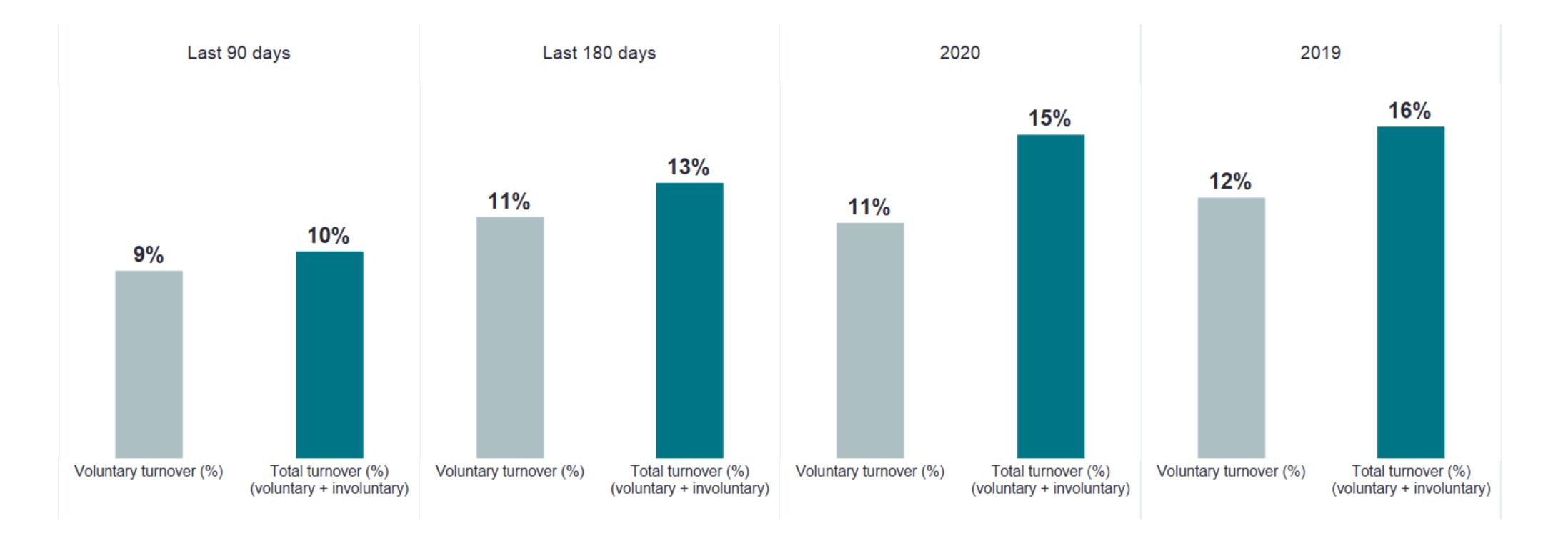
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Neutral/no impact Slightly positive Positive egative 7% 5% 24% 29% 8% 5% 5% 37% 6% 38% 48% 7% 4% 28%



Question:

Please describe the turnover at your company for the following time periods: (526 respondents) (Values represent average percentages input by respondents)



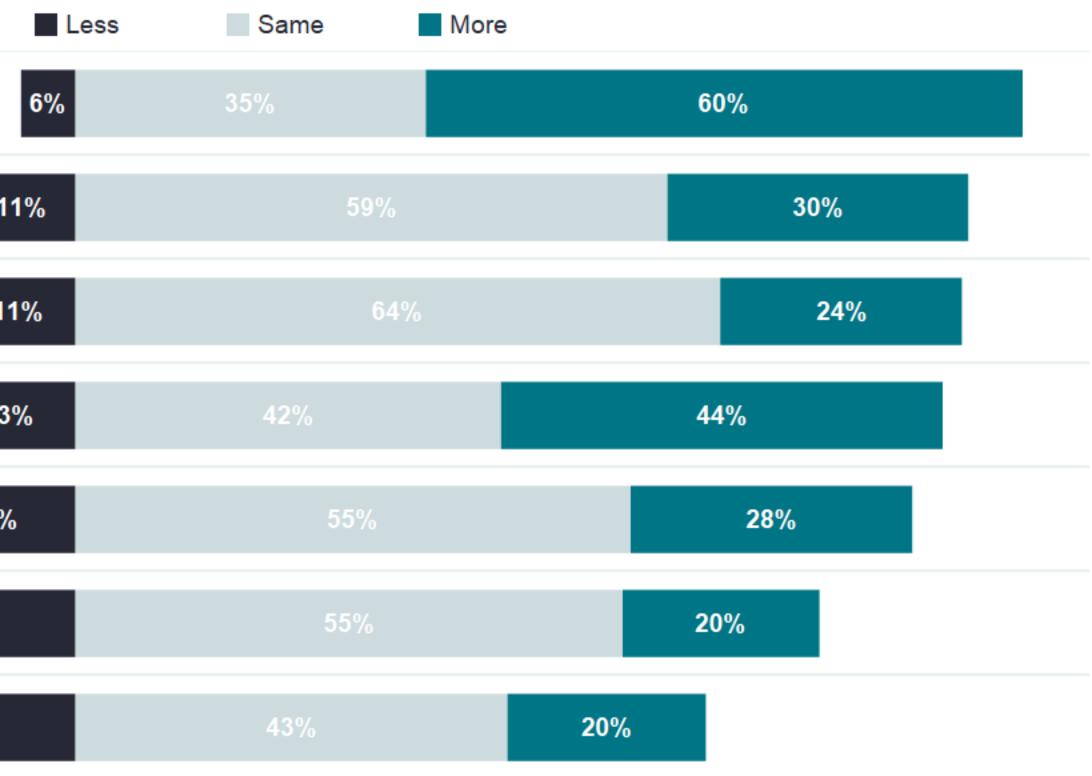
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Question:

With the overall average as a baseline, how does turnover compare for the following demographics? (525 respondents)

Millennials - 26-40 years old	
Men	11
Minority or diverse employees	11
Gen Z - Under 26 years old	13%
Women	17%
Generation X - 41-55 years old	26%
Baby Boomers - older than 56 years old	37%

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Question:

With the overall average as a baseline, how does turnover compare for the following groups? (554 respondents)

Financial	services -	front-office	revenue-generating roles
			J

Product development (i.e. R&D, engineering)

Hourly workers

Technology (i.e. IT)

Financial services - sales

General & administrative (i.e. HR, finance, legal)

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Less Same More 9% 54% 50% 12% 46% 15% 18% 42% 39% 20% 30% 27%



Question:

With the overall average as a baseline, how does turnover compare for the following levels of workers? (567 respondents)

Experienced professional - technical/scientific

Experienced professional - all others (non-technical/scientific)

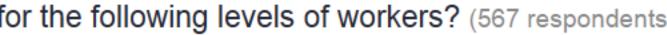
Entry-level

Managers

Executives

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Less Same More 10% 57% 11% 45% 45% 16% 25% 24% 43% 14%

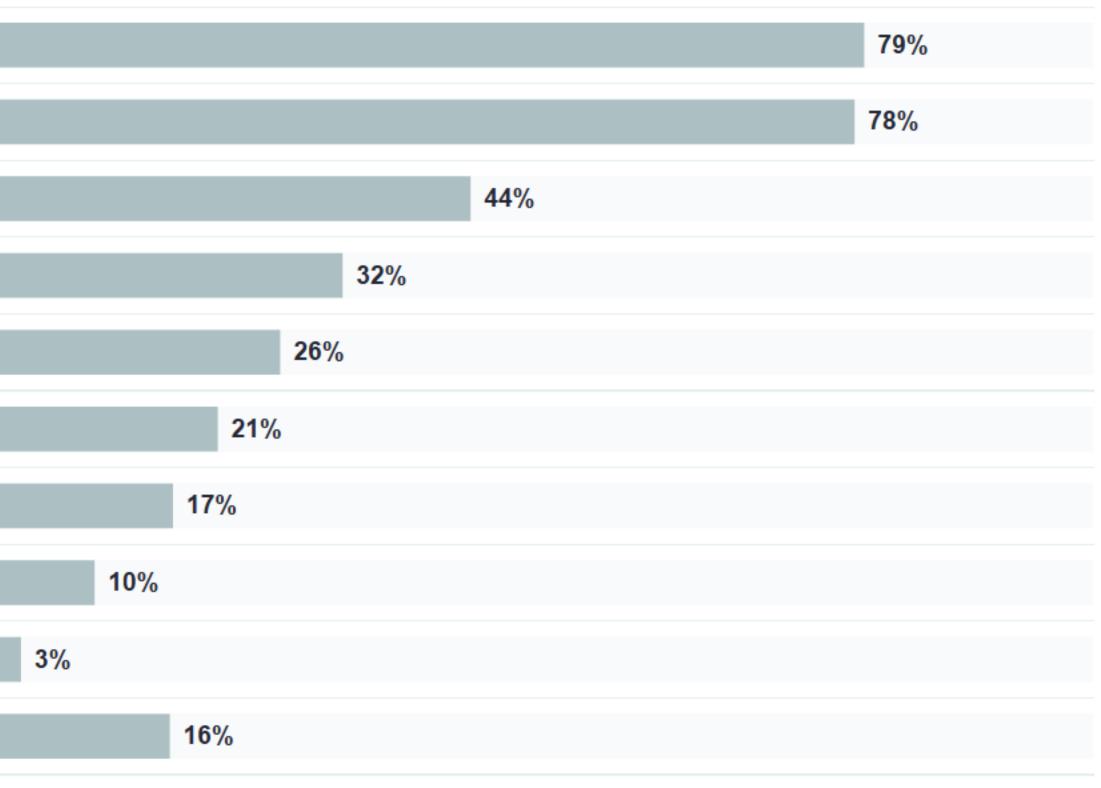




Question:

If your organization has experienced an increase in turnover, what are the primary causes? (Select all that apply) (575 respondents)

Employees found better career opportunities	
Employees found jobs with better pay	
Lack of career progression	
Employees are overworked	J
Employees are disengaged with their jobs, management or both	J
Personal wellbeing challenges (for employee or dependent)	
Challenges with managers	
Employees have to take care of dependent and have insufficient support	
Employees do not feel safe in the workplace	
Other	

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Question:

Which critical skillsets is your company in danger of losing as a result of turnover? (Select all that apply) (520 respondents)

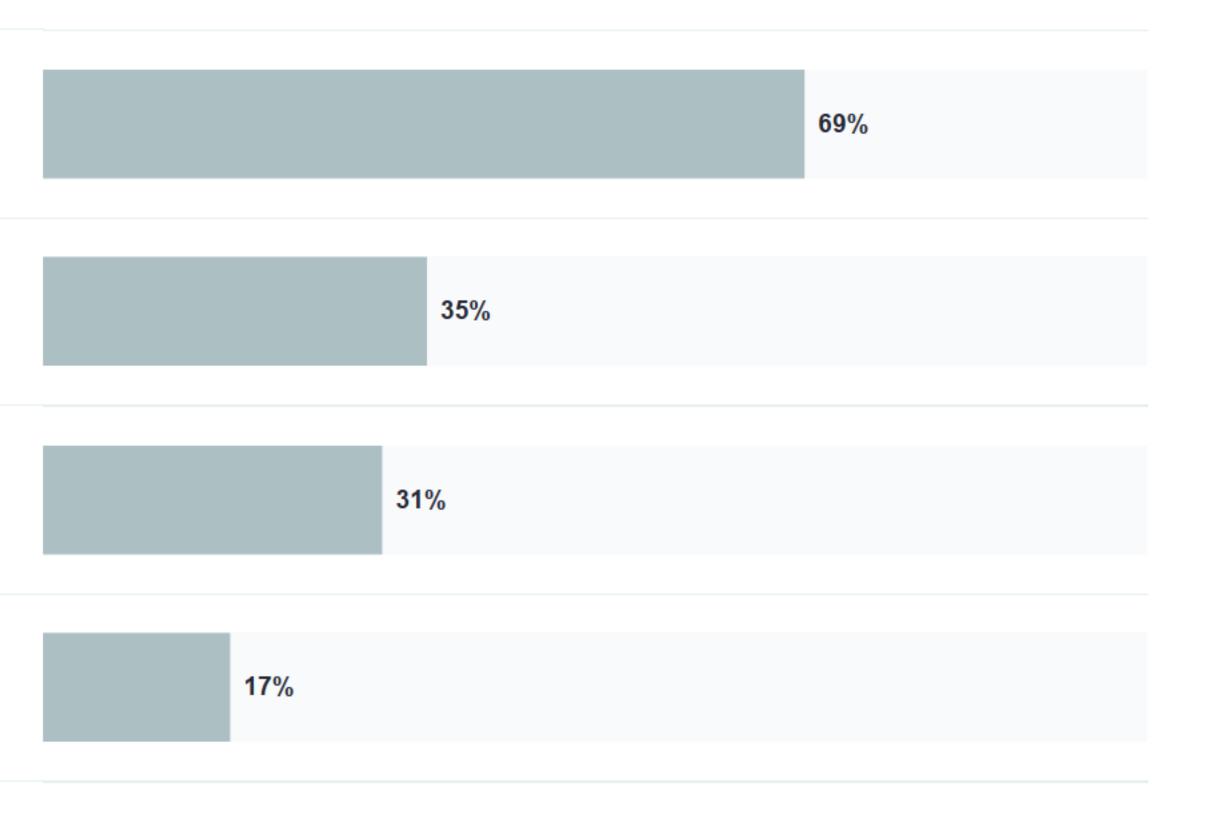
Key digital/technology skills

Leadership and management

Agility and adaptability skills

Other

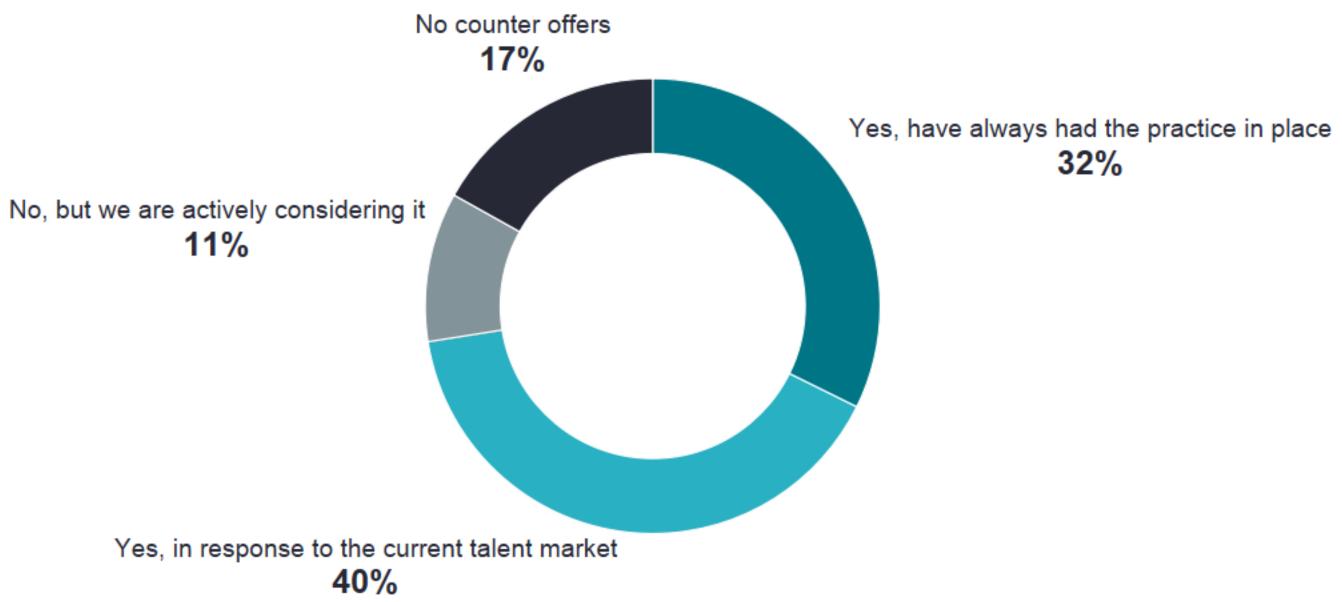
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Question:

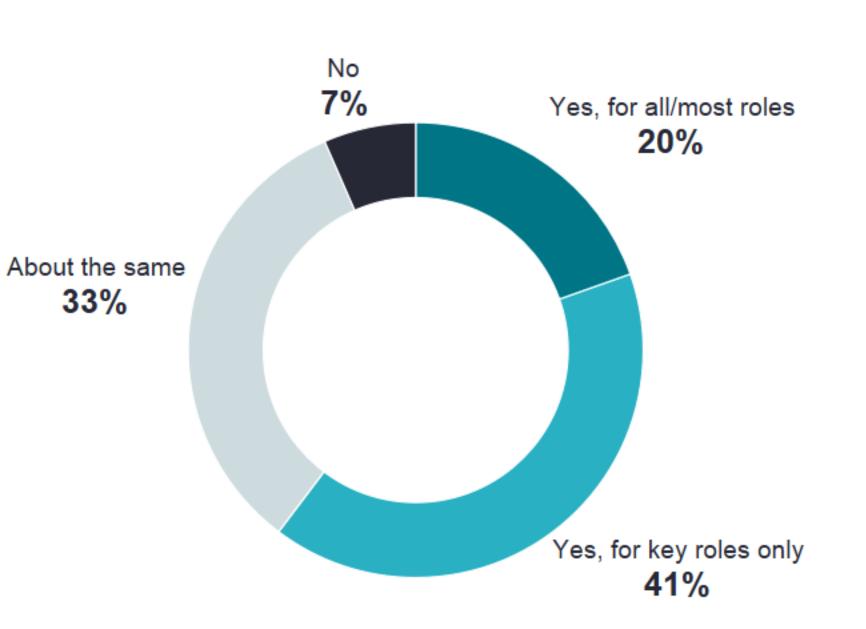
What is your organization's approach to counter offers? (622 respondents)





Question:

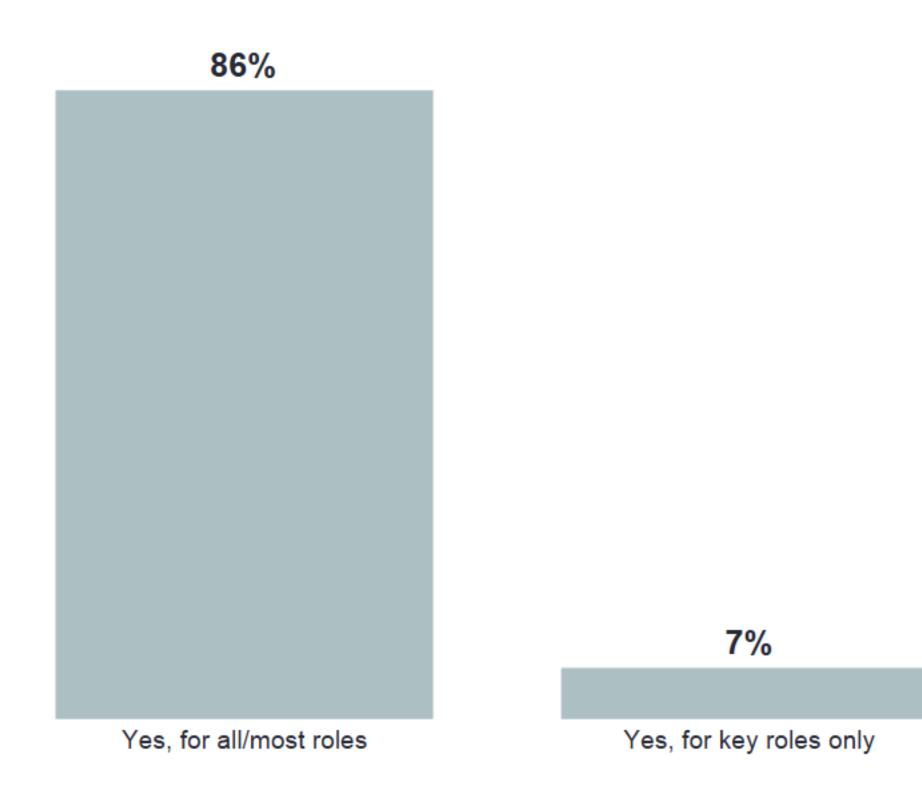
Are counter offers becoming more frequent at your company? (199 respondents)





Question:

Does your company collect exit interview data? (633 respondents)



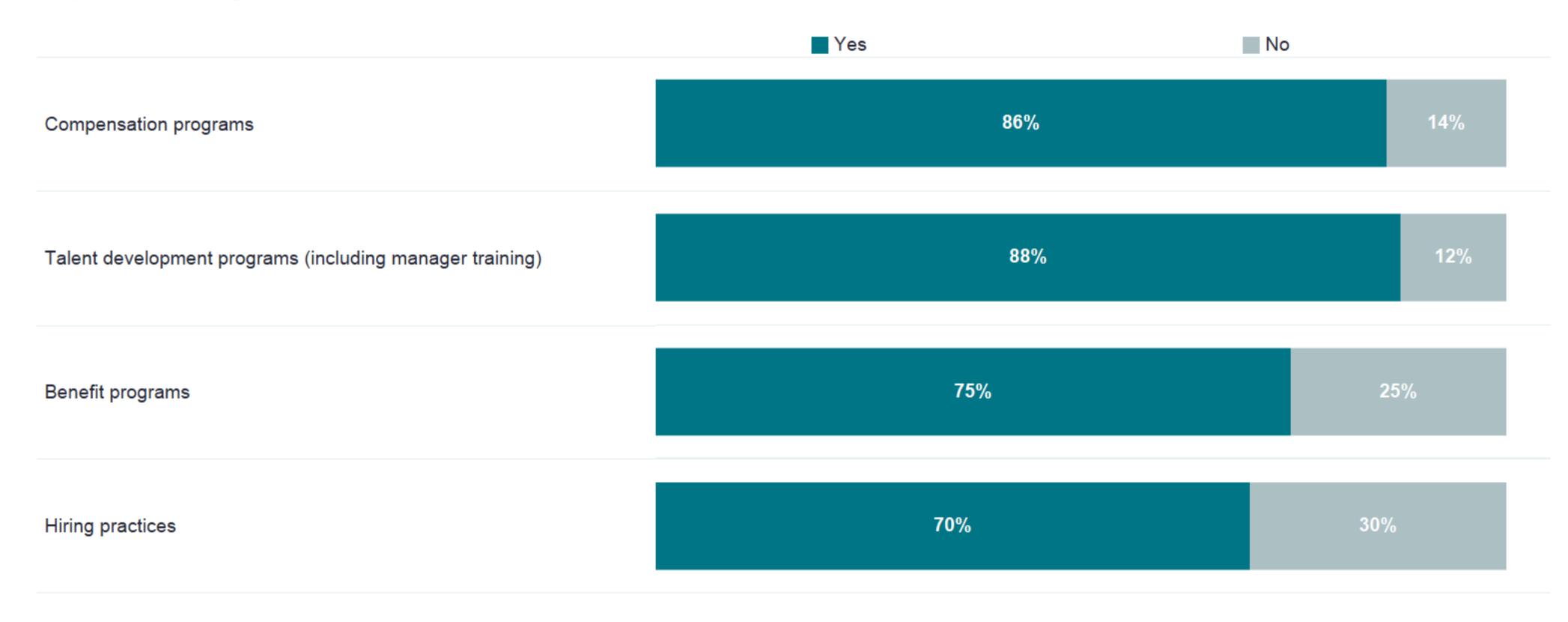






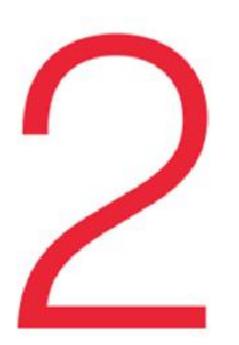
Question:

Does exit interview data inform any of the following programs and practices? (550 respondents) Responses based on organizations that conduct Exit Interviews



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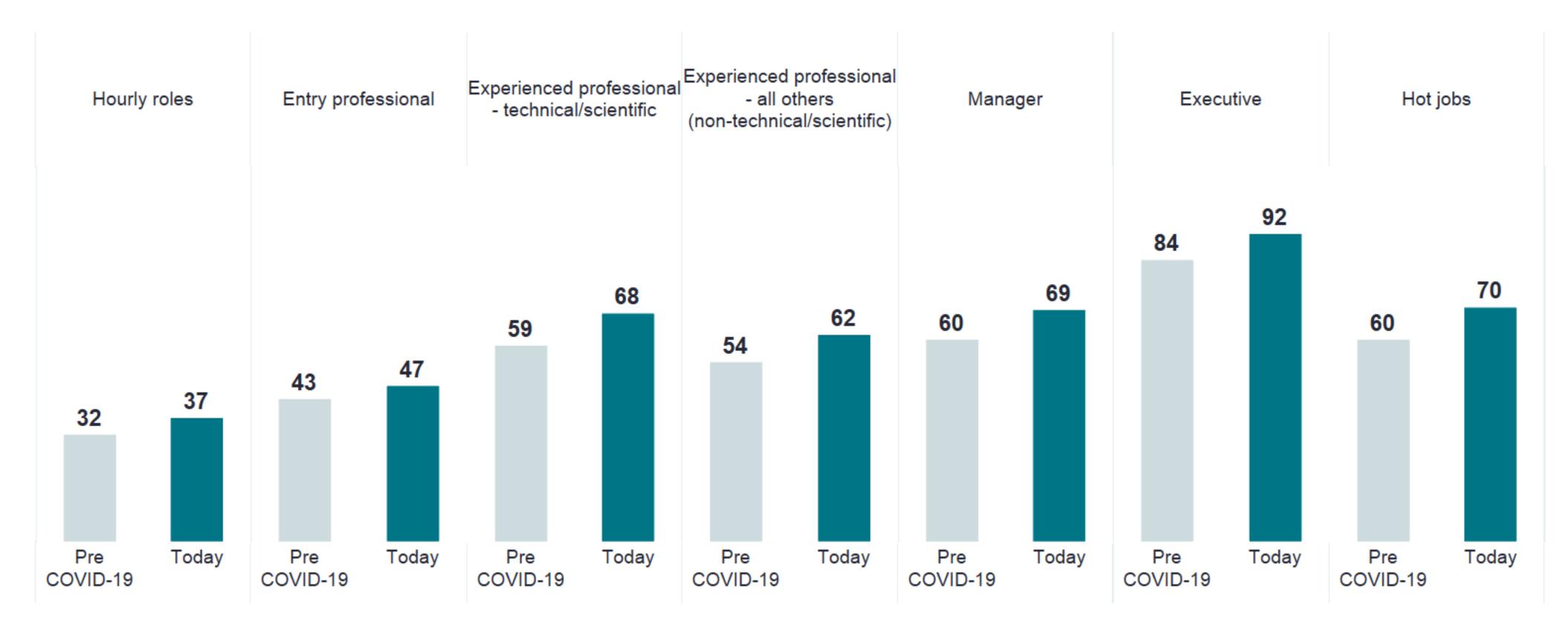
Enhancing Evolving Talent Acquisition Strategies in a Competitive Market





Question:

On average, how many days does it take for you to fill an open position in the following categories? (365 respondents)

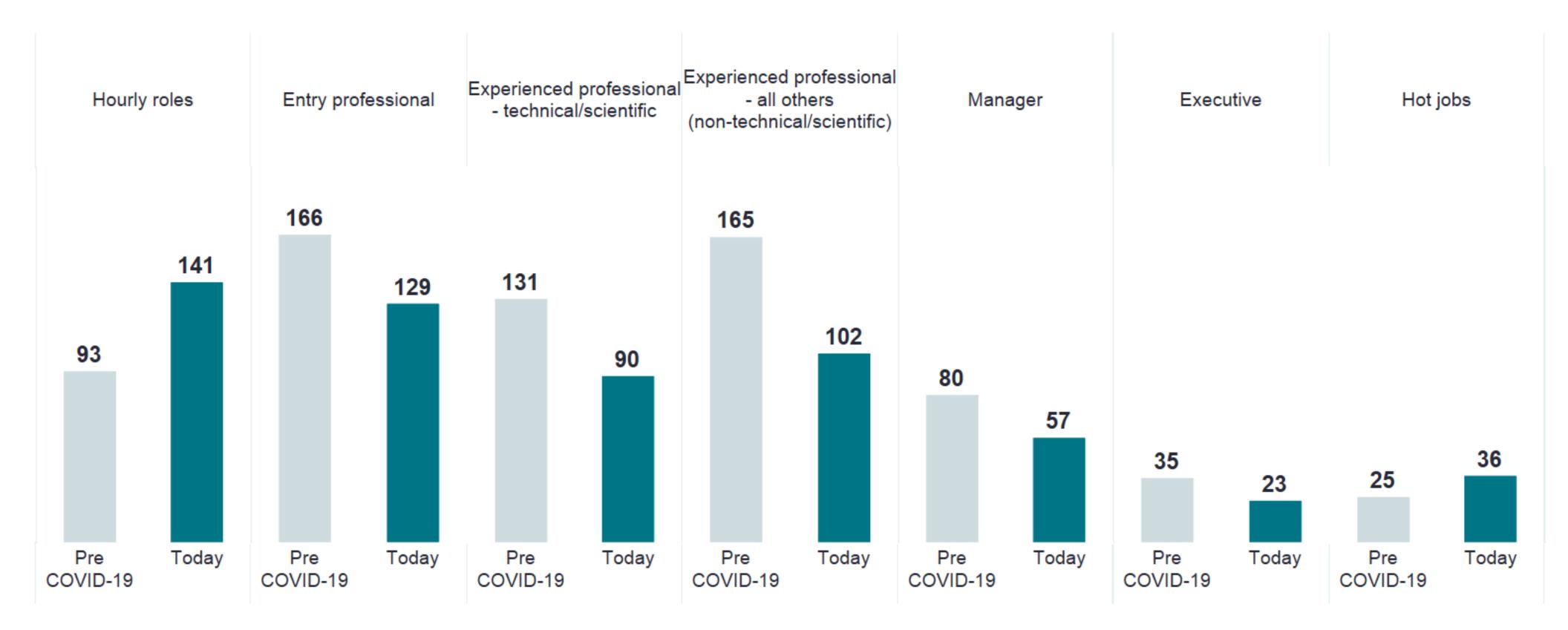


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Question:

On average, how many applicants do you have for each open position in the following categories? (242 respondents)







Question:

Among which of the following groups are you noticing the greatest hiring/talent acquisition challenges? (Select all that apply) (576 respondents)

Experienced professional - technical/scientific

Technology (i.e. IT)

Product development (i.e. R&D, engineering)

Experienced professional - all others (non-technical/scientific)

Hourly workers

General & administrative (i.e. HR, finance, legal)

Managers

Entry-level

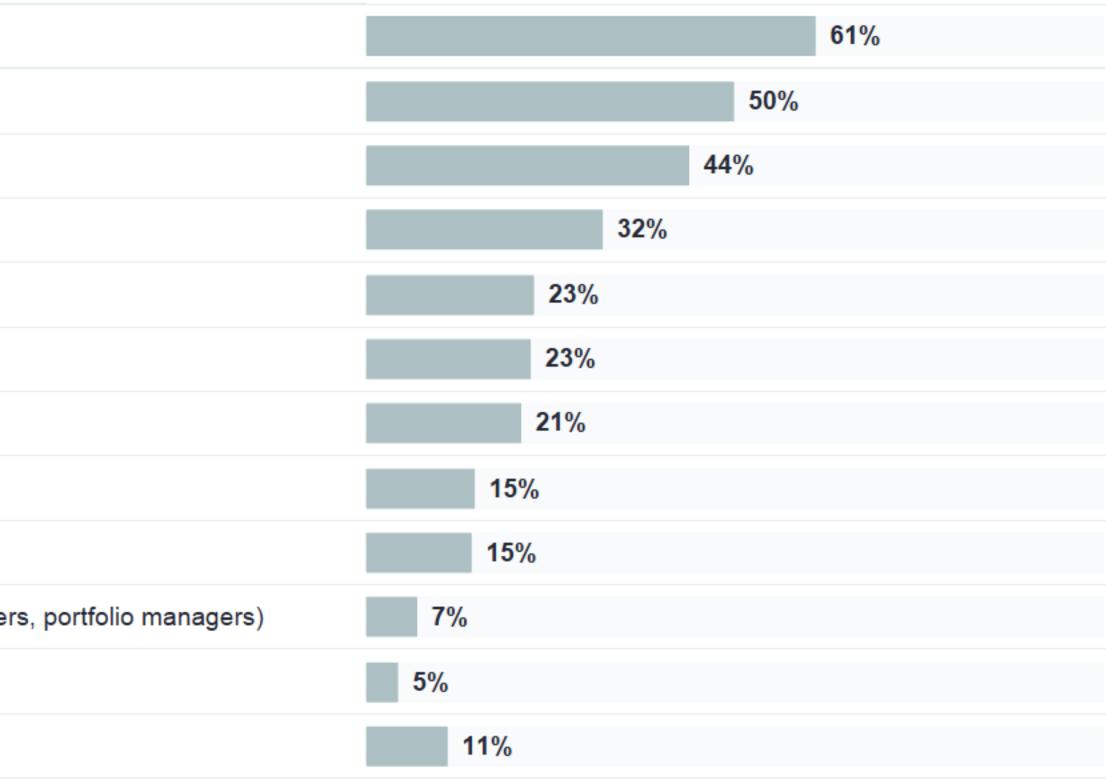
Executives

Financial services - front-office revenue-generating roles (i.e. relationship managers, portfolio managers)

Financial services - sales

Other hot jobs





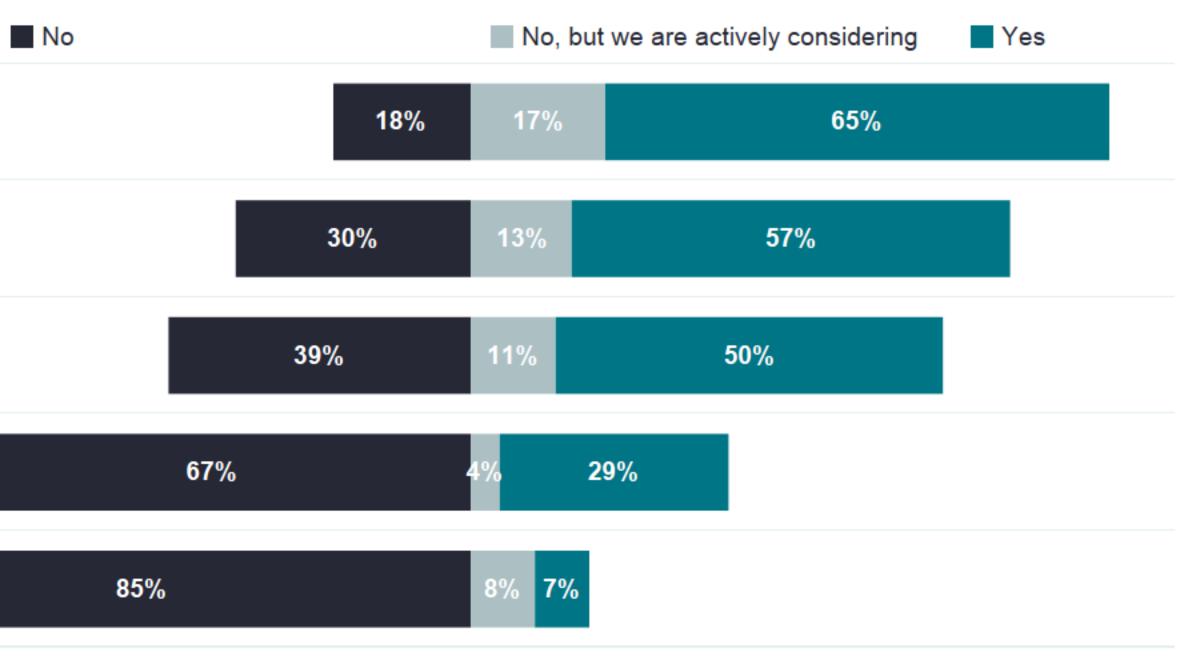


Question:

Is your organization adjusting or accelerating normal hiring processes in any of the following ways? (570 respondents)

We are training hiring managers on best practices	
We are integrating technology tools to streamline the candidate experience	
We are improving candidates' understanding of the role (i.e. with realistic job previews)	
We are introducing video interviews (i.e., pre-recorded questions/answers)	
We are removing candidate/hiring assessments	

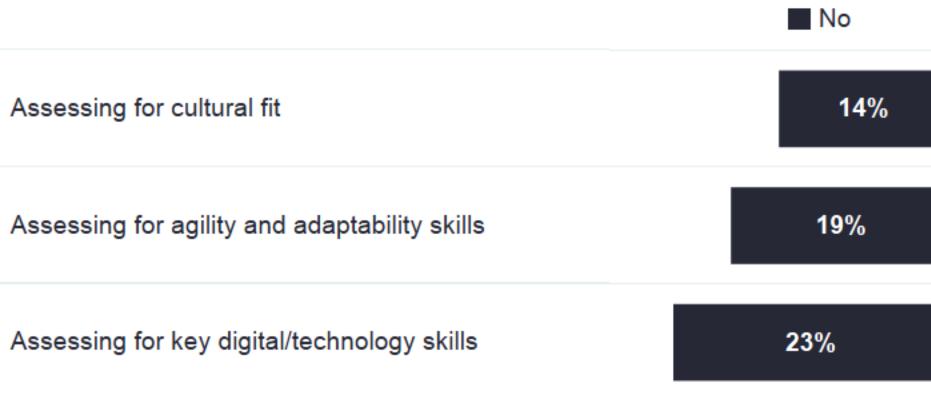
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Question:

Has your organization considered any of the following practices to refine the ideal candidate profile of potential hires? (551 respondents) No No, but we are actively considering Yes 11% 75% 14% 19% 62% 19% 12% 65% 23%







Question:

Is your organization making adjustments to one or more of the following areas in order to address mounting talent acquisition challenges? (Select all that apply) (600 respondents)

Total rewards (compensation and benefits)

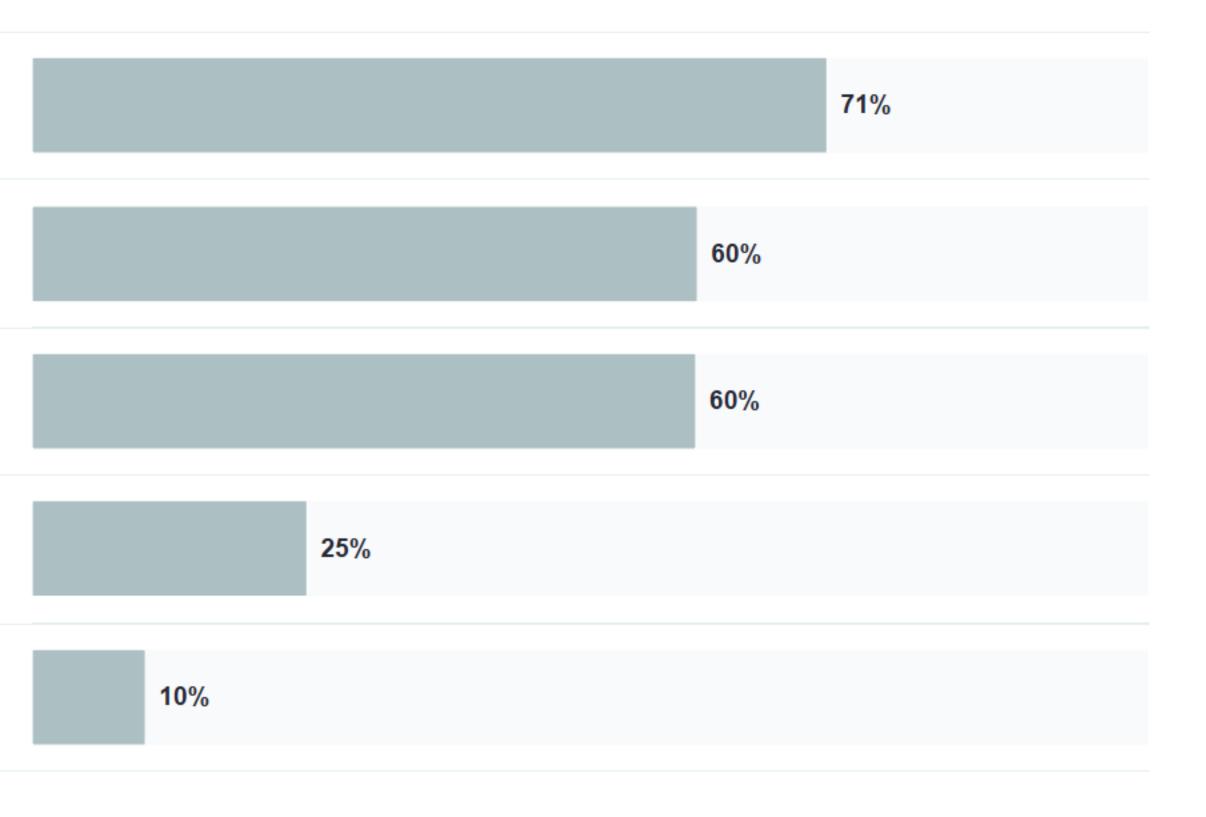
Skills/development (i.e., upksilling, promotions)

Culture/diversity (i.e. EVP, vaccine requirement, DEI objectives)

Workforce agility (i.e. gig workers, acquisitions)

No actions being taken







Question:

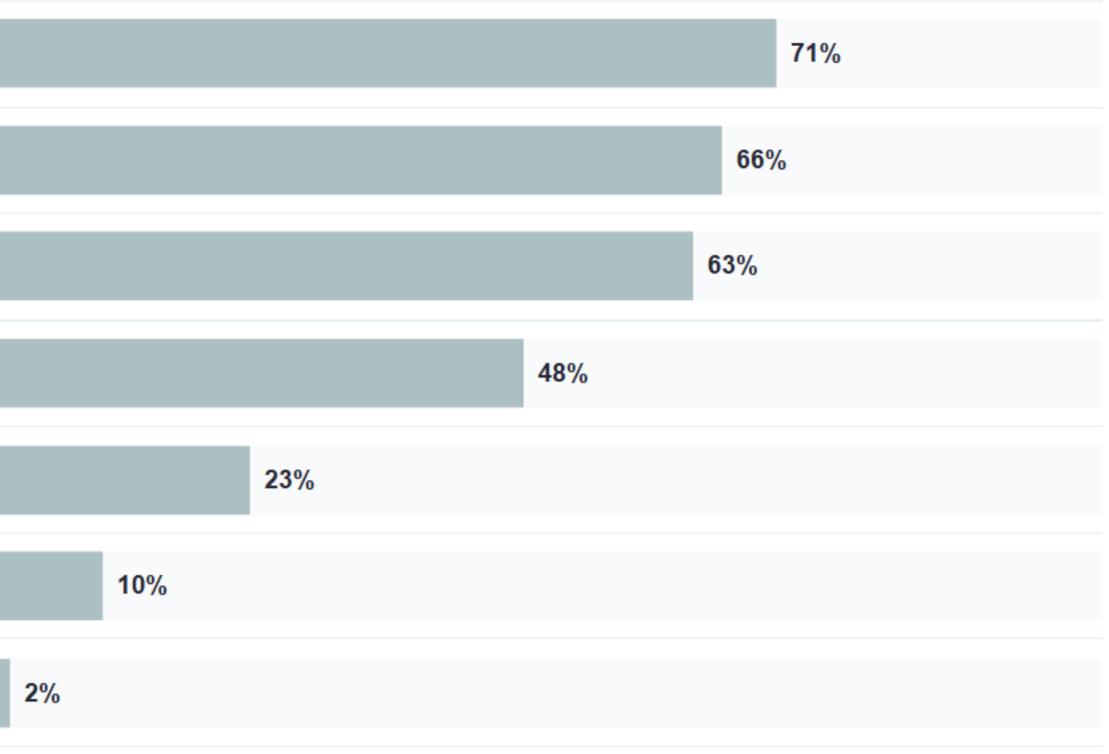
Which actions related to culture and diversity have you taken to address talent acquisition challenges? (Select all that apply) (346 respondents) Responses based on organizations making adjustments related culture and diversity

Articulating the holistic employee value proposition (including culture, recognition, career development, etc.)	
Communicating clear DEI objectives and commitments	
Specifically targeting diverse talent (i.e. women, minorities)	
Using data analytics to measure demographics and talent mobility	
Creating outside apprentice or mentorship programs	

No vaccine requirement

Other





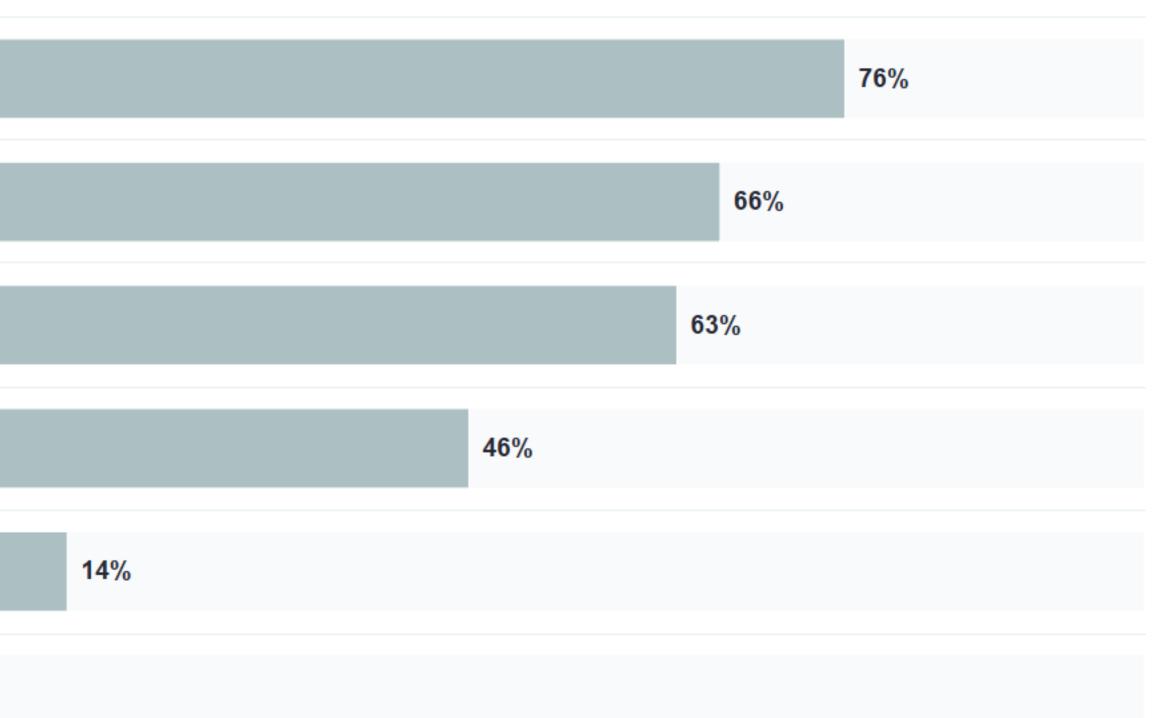


Question:

Which actions related to skills and development have you taken to address talent acquisition challenges? (Select all that apply) (342 respondents) Responses based on organizations making adjustments related to skills and development

Providing development plans to current or new employees	
Assessing current employees to identify strengths and gaps	
Targeting upskilling or reskilling programs for current employees to move internally	
Increased or accelerated promotions to current employees	
Removing university/degree requirements	
Other	2%







Question:

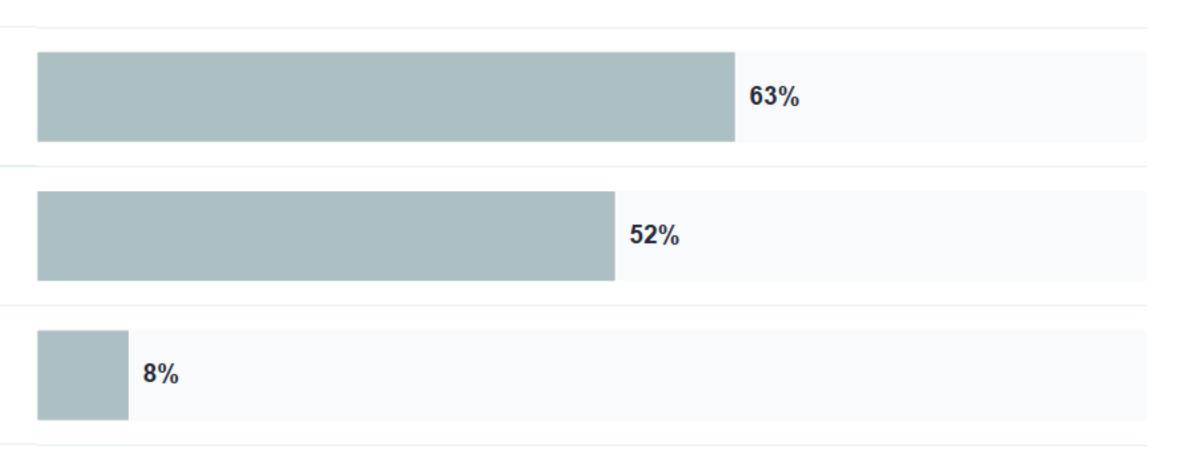
Which actions related to workforce strategy have you taken to address talent acquisition challenges? (Select all that apply) (119 respondents) Responses based on organizations making adjustments workforce strategy

Using more gig or contract workers

Using acquisitions to bolster talent

Other







Question:

Which actions related to total rewards have you taken to address talent acquisition challenges? (Select all that apply) (404 respondents) Responses based on organizations making adjustments related to total rewards

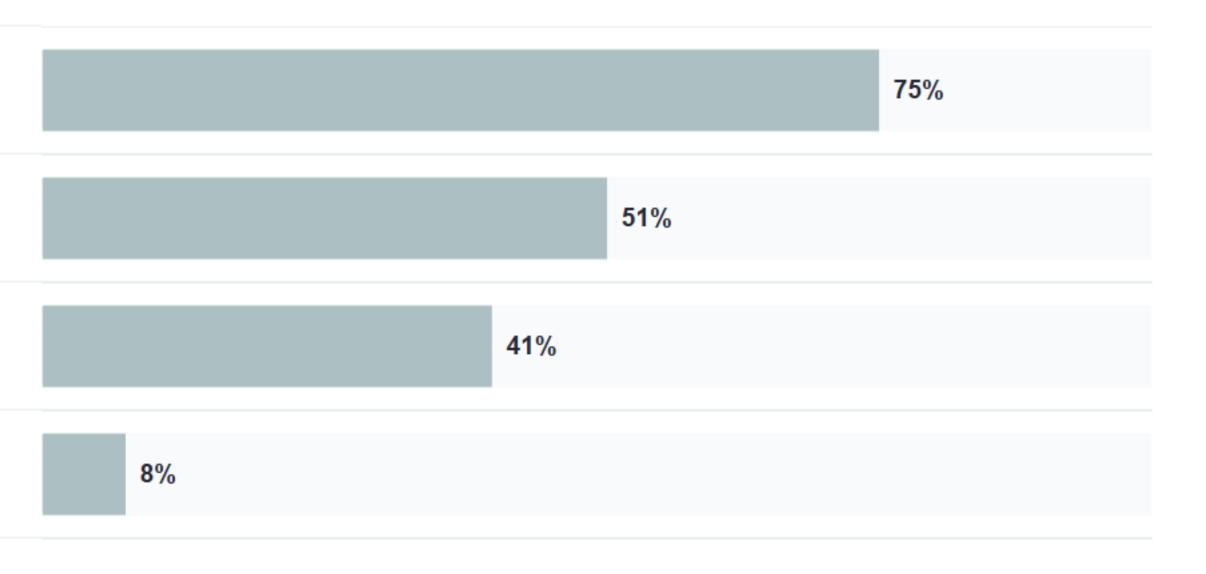
Adjusting new hire compensation

Increasing/adding referral bonuses programs

Adjusting benefits for all employees

Other

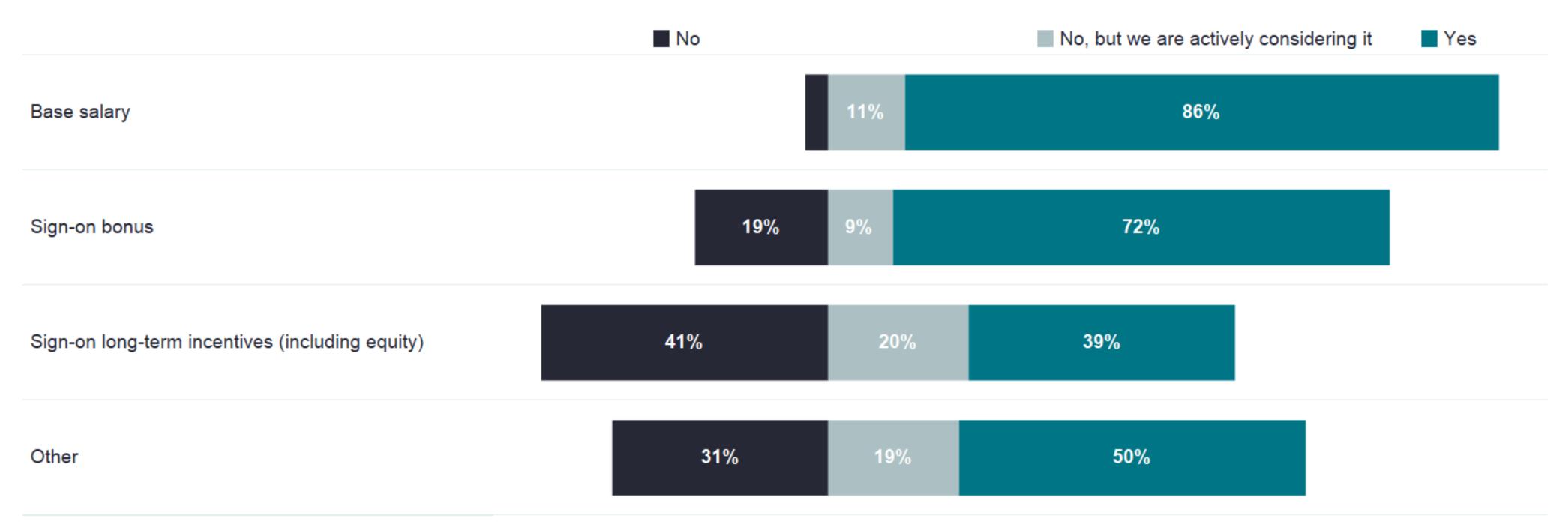






Question:

To better attract new hires, what compensation elements has your organization considered adjusting? (303 respondents) Responses based on organizations adjusting compensation elements to address talent acquisition challenges.





Question:

How has your organization adjusted starting base salary offers for new hires? Please indicate the % increase. (239 respondents) Responses based on organizations adjusting starting base salary offers for new hires

	Increased up to 5%	Increased 5-10%	Increased 11-15%	Increased 15%+	Other
All candidates	42%	30%	5%	3%	20%
Targeted roles only	14%	45%	20%	13%	9%
Targeted levels only	5%	32%	9%	23%	32%





Question:

How has the prevalence of sign-on bonuses changed? (187 respondents) Responses based on organizations providing sign-on bonuses to address talent acquisition challenges.

Product development (i.e. R&D, engineering)

Managers

Experienced professional - technical/scientific

Executives

Experienced professional - all others (non-technical/scientific)

Technology (i.e. IT)

General & administrative (i.e. HR, finance, legal)

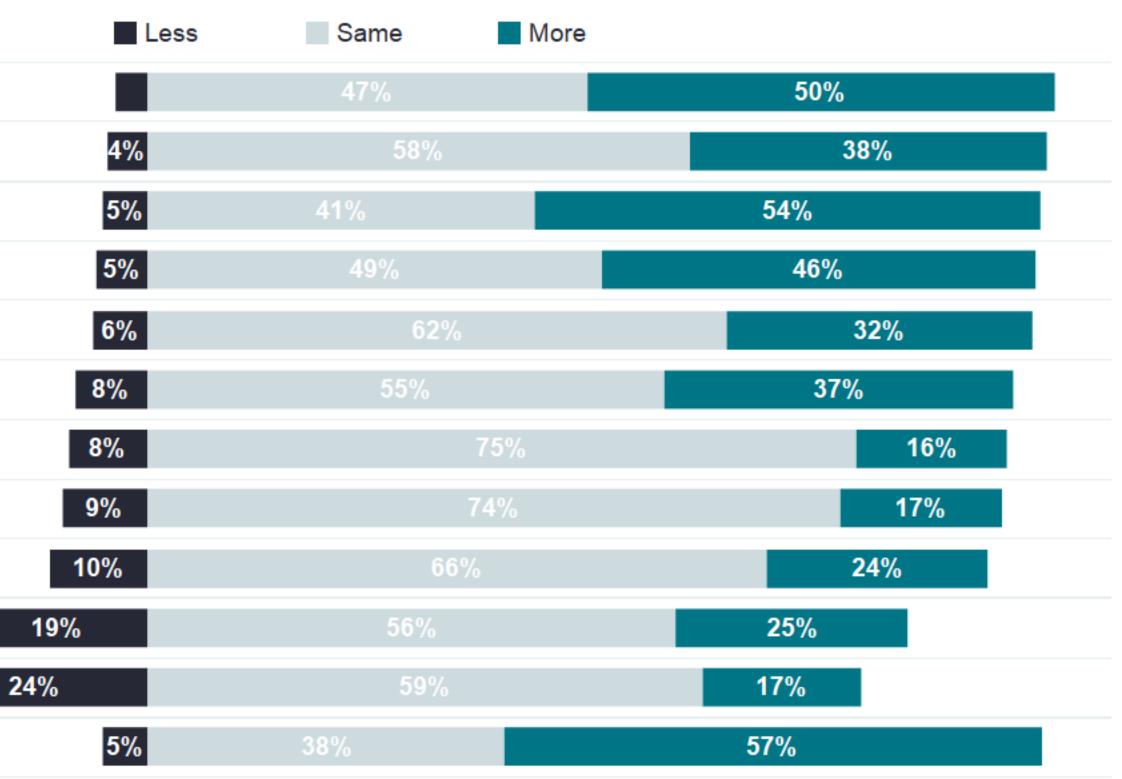
Financial services - sales

Financial services - front-office revenue-generating roles

Hourly workers

Entry-level

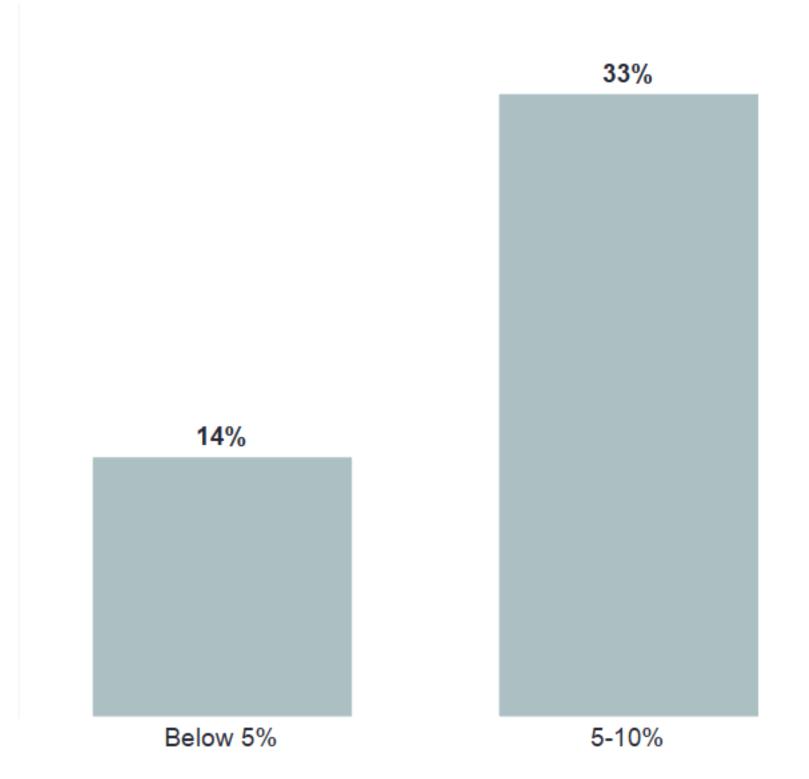
Other hot jobs



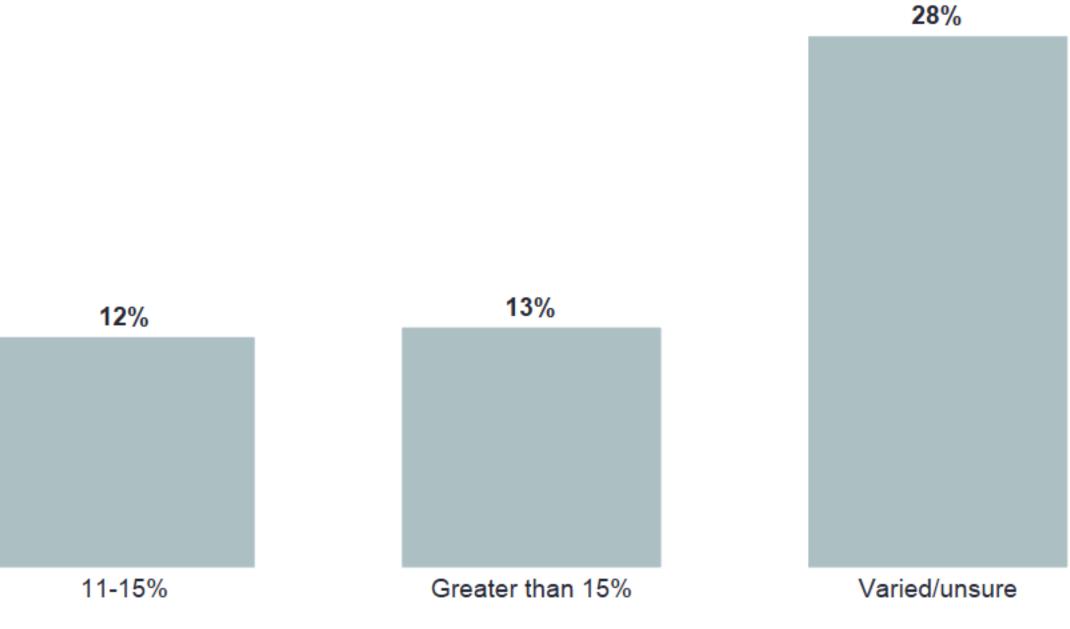


Question:

On average, by what percentage is your organization currently increasing sign-on bonuses? (188 respondents) Responses based on organizations providing sign-on bonuses to address talent acquisition challenges.



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Question:

How has the prevalence of sign-on long-term bonuses (including equity) changed? (90 respondents)

Experienced professional - technical/scientific

Product development (i.e. R&D, engineering)

Technology (i.e. IT)

Executives

Managers

Experienced professional - all others (non-technical/scientific)

Financial services - front-office revenue-generating roles

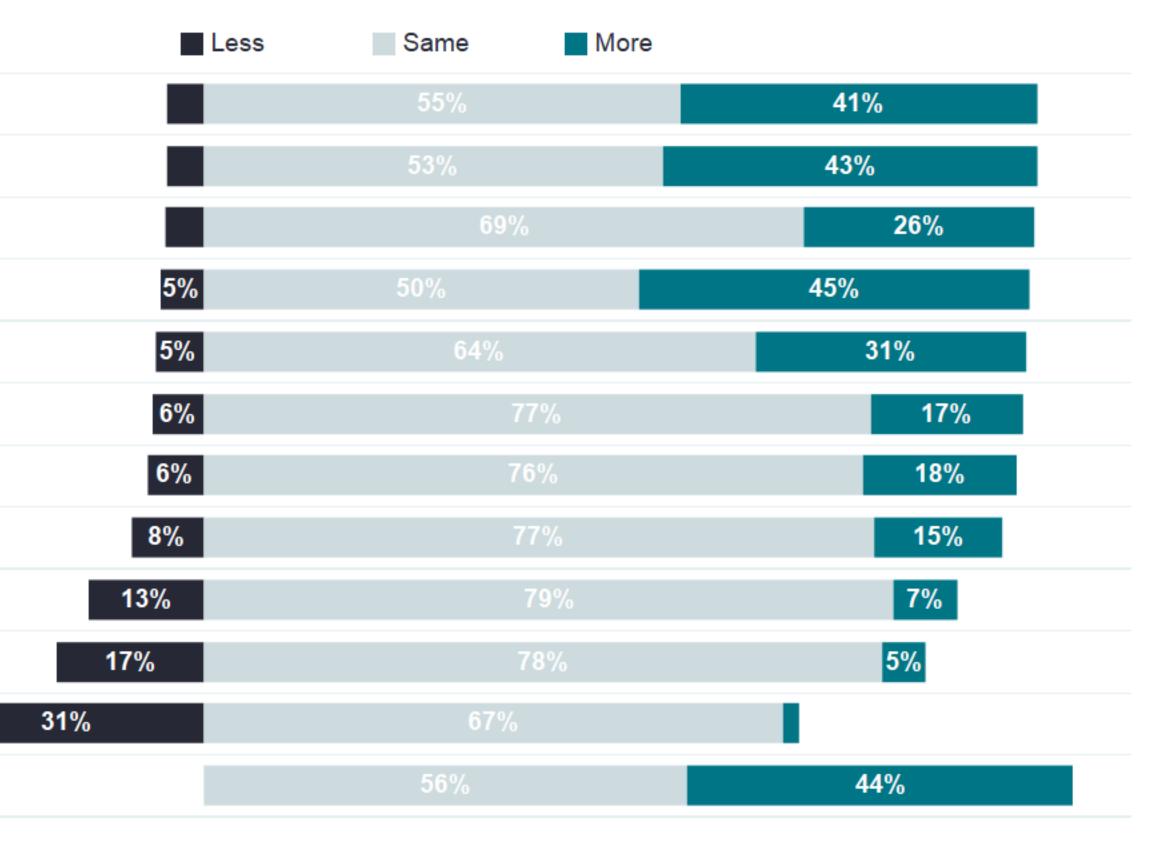
Financial services - sales

General & administrative (i.e. HR, finance, legal)

Entry-level

Hourly workers

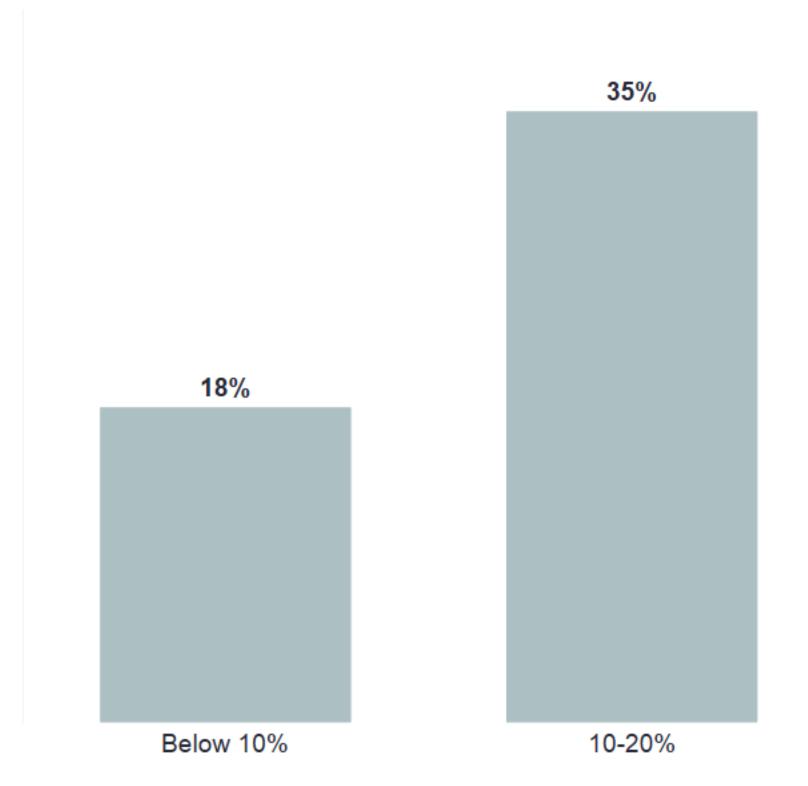
Other hot jobs





Question:

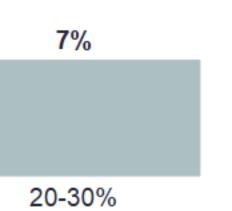
On average, by what percentage is your organization increasing sign-on long-term incentives (including equity)? (89 respondents) Responses based on organizations providing and increasing long-term incentives to address talent acquisition challenges.

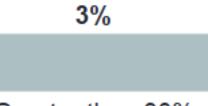


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Greater than 30%

Question:

Have adjustments to new hire compensation led your organization to consider examining internal equity or compensation for current employees? (290 respondents)

No, but we are actively considering it **16%**









Question:

How is your organization managing internal equity, with new hires coming in at a higher rate or creating compression? (Select all that apply) (227 respondents)

Select increases based on higher performers/those in critical skills	70%
Planned larger increase in upcoming annual cycle	57%
Wholesale increases across the board	19%
Other	6%





Question:

Is your organization considering one or more of the following benefits plan adjustments to better attract talent? (118 respondents)

Mental health benefits	54%
Benefts to adapt to diverse talent needs (balancing coverage for mulitple colleague situations)	14%
Family care	14%
Women's health	2%
Other	17%





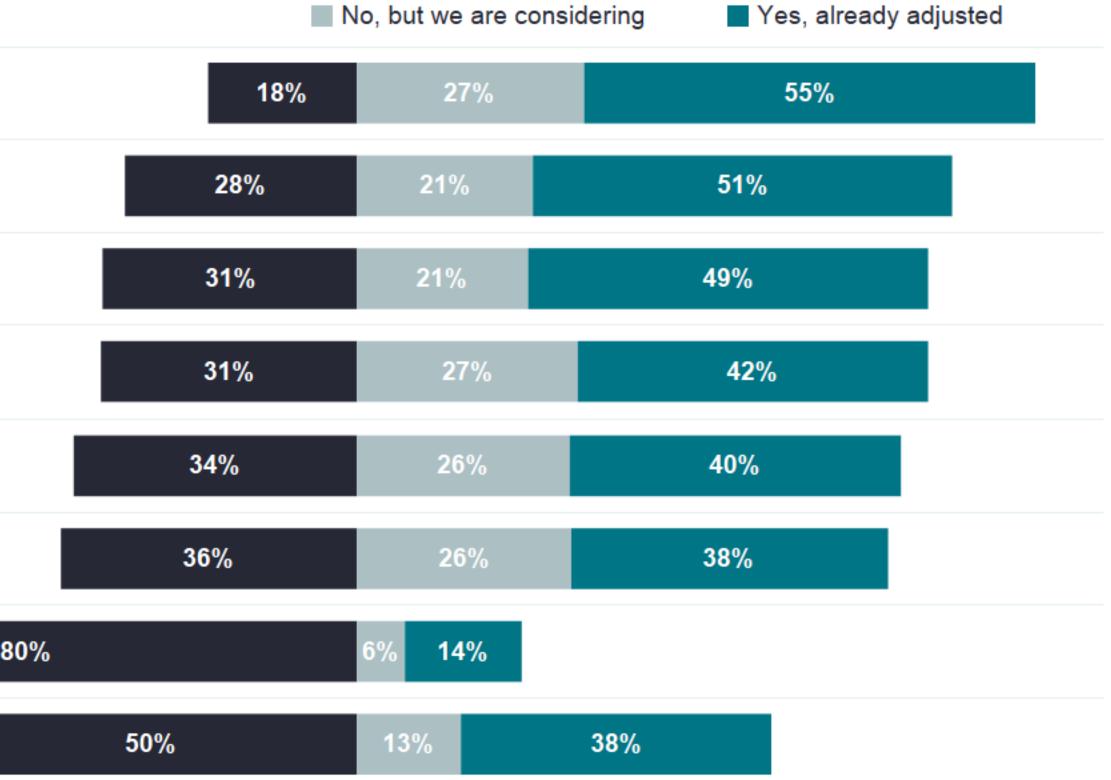
Question:

Are you evaluating any of the following aspects of your benefits plan in the context of the current talent market? (158 respondents)

	No
Wellbeing-related benefits (including apps like Headspace)	
Leave policy (PTO) review	
Insured plans	
Flexible benefits	
Perks (i.e., onsite food)	
Financial education	
Virtual care plan for uninsured population	8
Other	

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Developing and Enhancing Strategies to Retain Key Talent





Developing and Enhancing Strategies to Retain Key Talent

Question:

Which of the following talent retention strategies has your organization considered in response to the current competitive talent market? (614 respondents)

Offering improved training opportunities (i.e. on-the-job training, stipends, manager training)

Adjusting and/or communicating career architecture (i.e. clarifying career paths, updating job architecture and including competencies)

Emphasizing integrated learning & development offerings

Implementing or enhancing recognition programs (cash and non cash-based)

Providing technology-enabled tools to facility mobility

Incorporating assessments to aid talent development (i.e. assessing for digital skills, providing development plans)

Yes, we already have	Yes, we have implemented or improved	No, but we are actively considering	No
26%	37%	21%	16%
24%	35%	27%	14%
28%	35%	17%	20%
29%	29%	22%	19%
27%	26%	16%	31%
19%	22%	25%	34%



Developing and Enhancing Strategies to Retain Key Talent $\mathbf{\mathbf{D}}$

Question:

(618 respondents)

Yes,

Offering flexible hours (i.e. when employees begin or end their day)	
Offering more hybrid (virtual and office) working	
Polling employees regularly to understand their preferences	
Offering more full-time remote working	
Increasing part-time eligibility	
Offering employee shift selection (with or without manager approval)	
Offering flexibility in days worked (such as 9/80 where employees work 9 hours/day and have one day off every 2 weeks)	

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Has your organization considered, or is it considering, any of the following flexible-working practices designed with employee preference in mind?

s, we already had	Yes, we have implemented or improved	No, but we are actively considering	No	No, we considered and will not do
45%	32%	11%	10%	2%
37%	46%	9%	6%	3%
35%	26%	14%	22%	3%
29%	34%	11%	16%	9%
14%	10%	12%	59%	5%
11%	9%	11%	61%	9%
9%	9%	13%	61%	9%



Developing and Enhancing Strategies to Retain Key Talent Ð

Question:

	Yes, we already had	Yes, we have implemented or improved	No, but we are actively considering	No	No, we considered and will not do
We track internal mobility	42%	21%	16%	21%	0%
We provide upskilling opportunities	28%	29%	22%	20%	1%
We offer rotational opportunities	23%	16%	22%	37%	2%

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As we move to additional talent retention considerations, does your organization track and/or facilitate internal mobility? (610 respondents)



Developing and Enhancing Strategies to Retain Key Talent 🛛 🖸 🖸

Question:

As we shift focus to compensation adjustments to retain current employees, please describe what changes your organization has considered or made to your merit budget and cycle. (Select all that apply) (491 respondents)

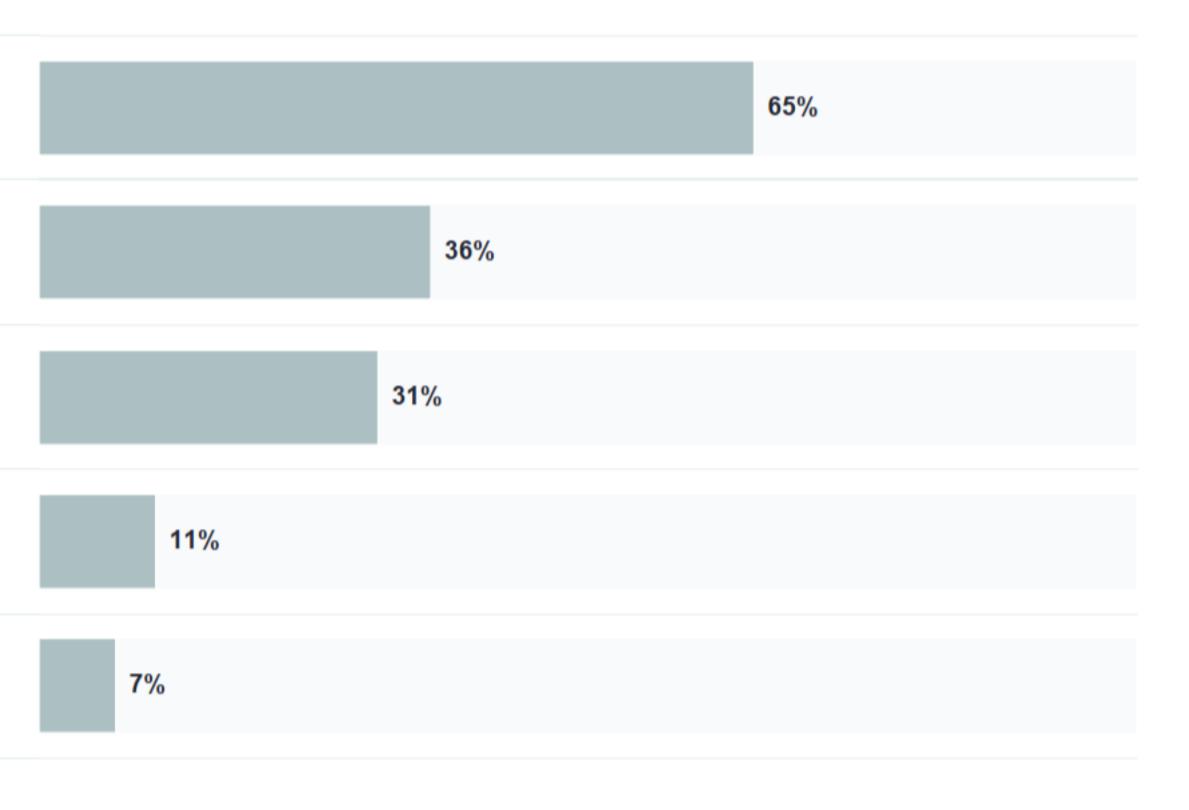
Increasing value of the pool

Enabling off cycle increases from budgeted hold back pool

Enabling off cycle increases from non-budgeted hold back pool, but through profit

Increasing frequency of payouts

Other





Developing and Enhancing Strategies to Retain Key Talent (\rightarrow)

Question:

(594 respondents)

No No

Base salary

Special retention bonus or long-term incentives (including equity)

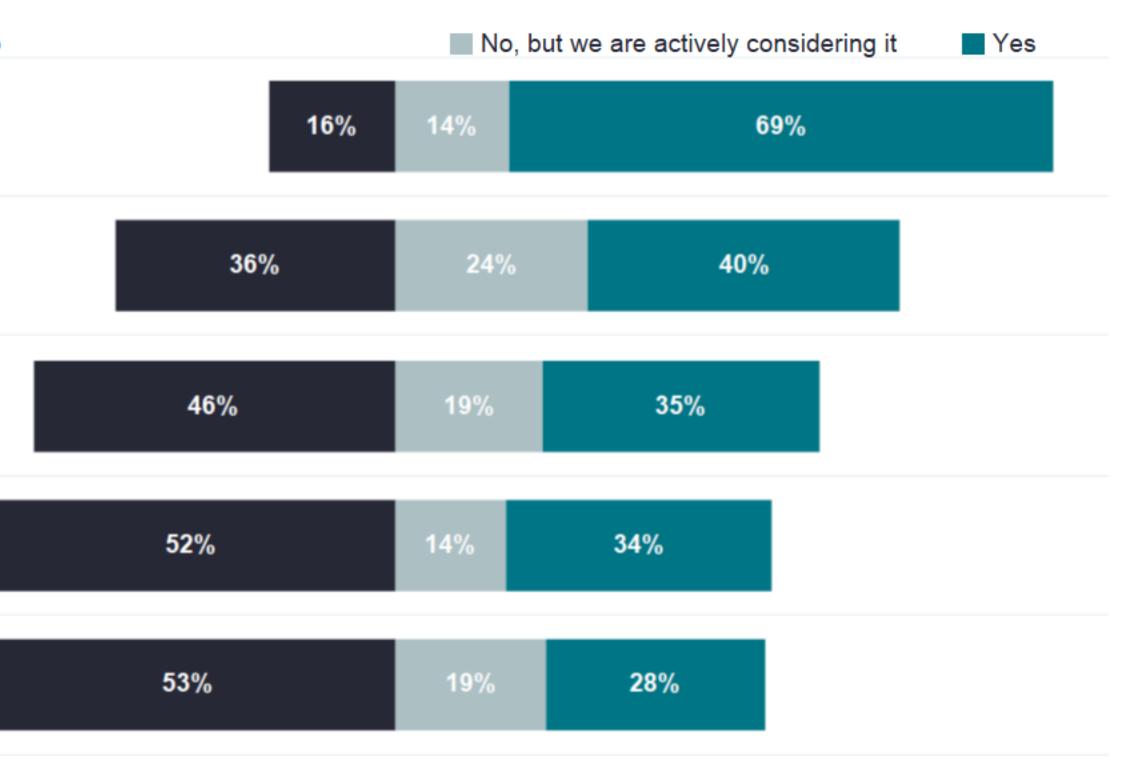
Annual long-term incentives (including equity)

Annual bonus payout for most recent fiscal year

Annual bonus targets

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In an effort to better retain current employees, which of the following compensation elements is your company considering making adjustments to?





Developing and Enhancing Strategies to Retain Key Talent (\mathbf{F})

Question:

Because of the extremely competitive talent market, which of the following groups of employees are eligible for an additional base salary adjustment? (Indicate the % increase for the applicable employee group) (377 respondents)

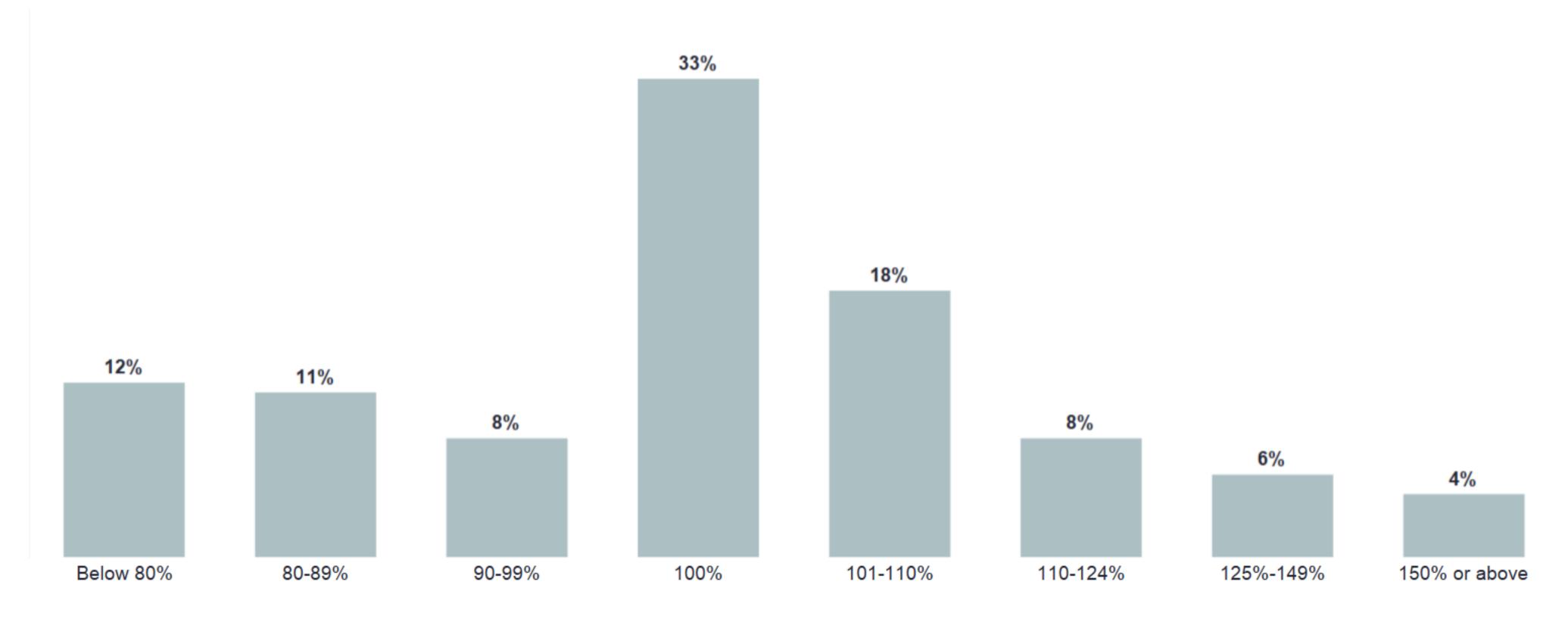
	Below 5%	5-10%	11-15%	Greater than 15%
Targeted levels only	38%	35%	15%	12%
High potentials/high performers	19%	50%	19%	12%
Targeted roles only	21%	47%	19%	12%
Other	35%	25%	30%	10%



Developing and Enhancing Strategies to Retain Key Talent 6 3 3

Question:

What payout level as a percentage of target are you funding your annual bonus pool? (160 respondents)





Developing and Enhancing Strategies to Retain Key Talent \mathbf{E}

Question:

(180 respondents)

No

Adjusted the grant sizes or ranges

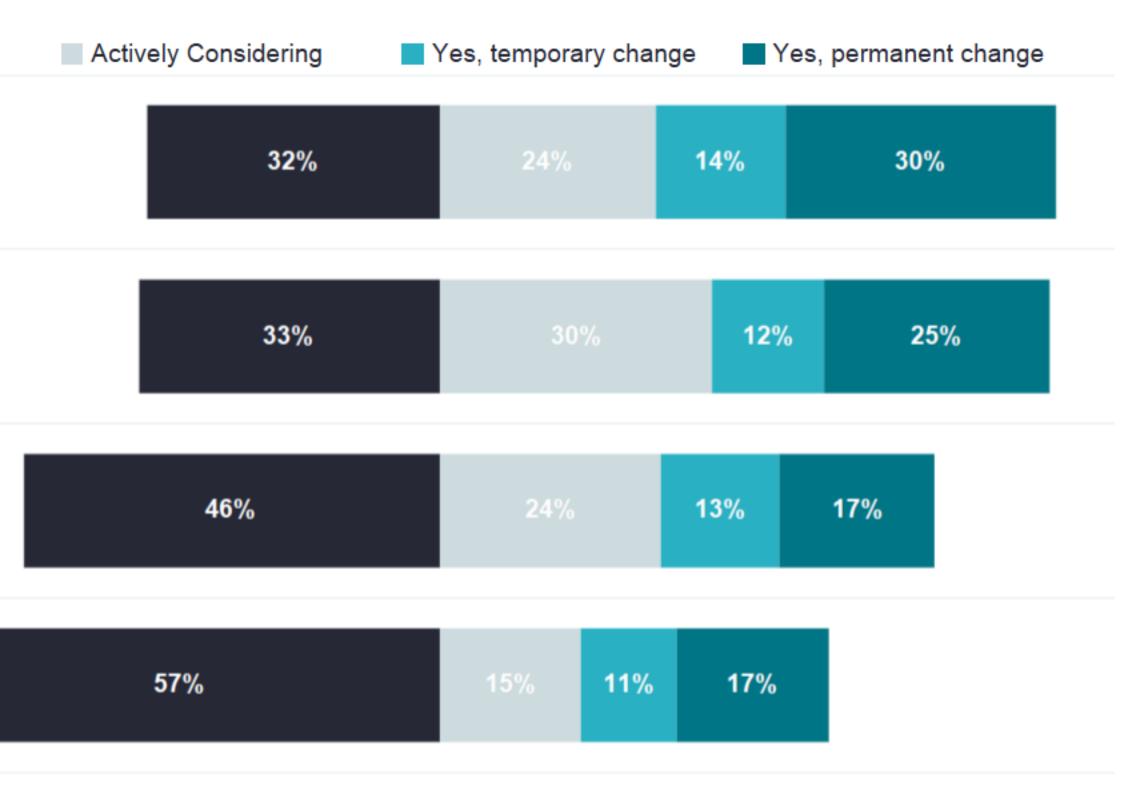
Adjusted the overall equity pool size

Created a separate pool for high performers/high potentials

Increased the percentage of employees that receive grants

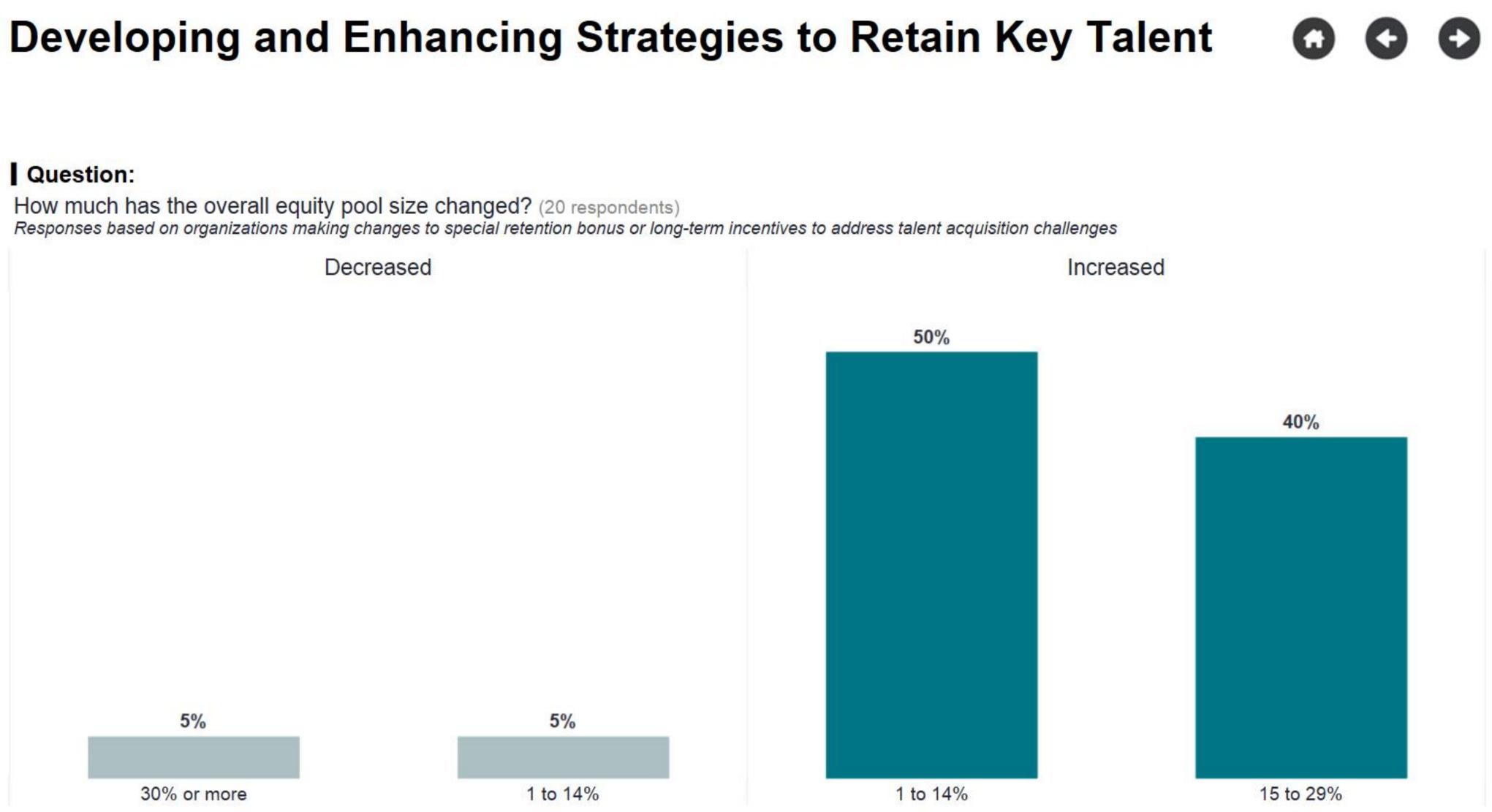
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What adjustments has your organization made to its annual equity strategy in response to market conditions created by the current talent market?





Question:



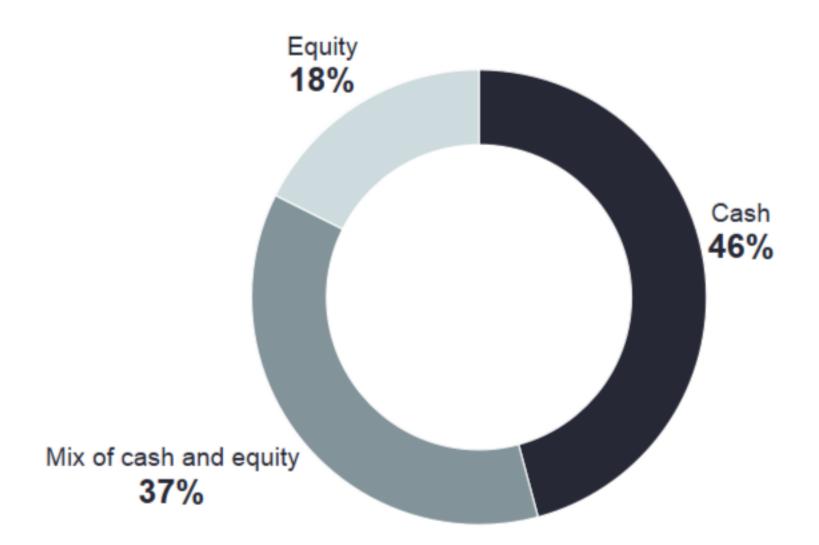


Developing and Enhancing Strategies to Retain Key Talent 🛛 🖸 🖸

Question:

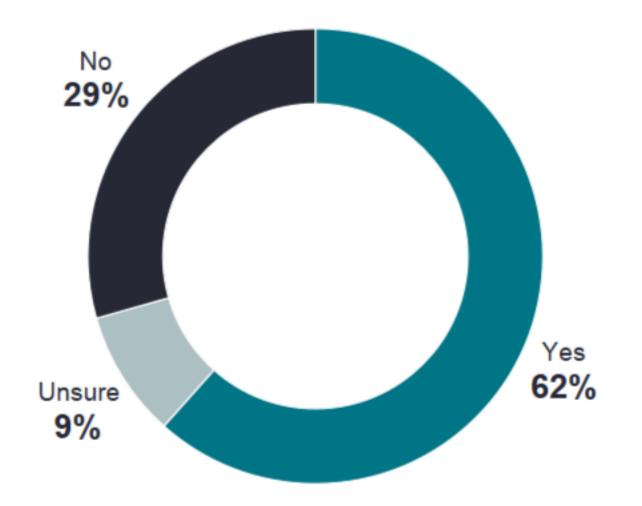
How are you delivering the special retention bonus or long-term incentive (including equity) award? (216 respondents)

Responses based on organizations making changes to special retention bonus or long-term incentives to address talent acquisition challenges



Question:

Is there vesting associated with the special retention bonus or long-term incentive (including equity) award? (211 respondents)





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Question:

Which group(s) of employees are eligible for a special retention bonus or long-term incentive (including equity) award? (210 respondents) Responses based on organizations making changes to special retention bonus or long-term incentives to address talent acquisition challenges

	Yes
Experienced professional - technical/scientific	
Product development (i.e. R&D, engineering)	
Managers	
Executives	
Technology (i.e. IT)	
Experienced professional - all others (non-technical/scientific)	
General & administrative (i.e. HR, finance, legal)	
Financial services - front-office revenue-generating roles	
Financial services - sales	
Entry-level	
Hourly workers	
Other hot jobs	

No	
82%	18%
82%	18%
82%	18%
79%	21%
78%	22%
69%	31%
68%	32%
64%	36%
62%	38%
35%	65%
32%	68%
45%	55%



Developing and Enhancing Strategies to Retain Key Talent 60 6 6

Question:

How are you adjusting or enhancing your retirement programs and practices to accelerate talent retention efforts? (598 respondents)

No

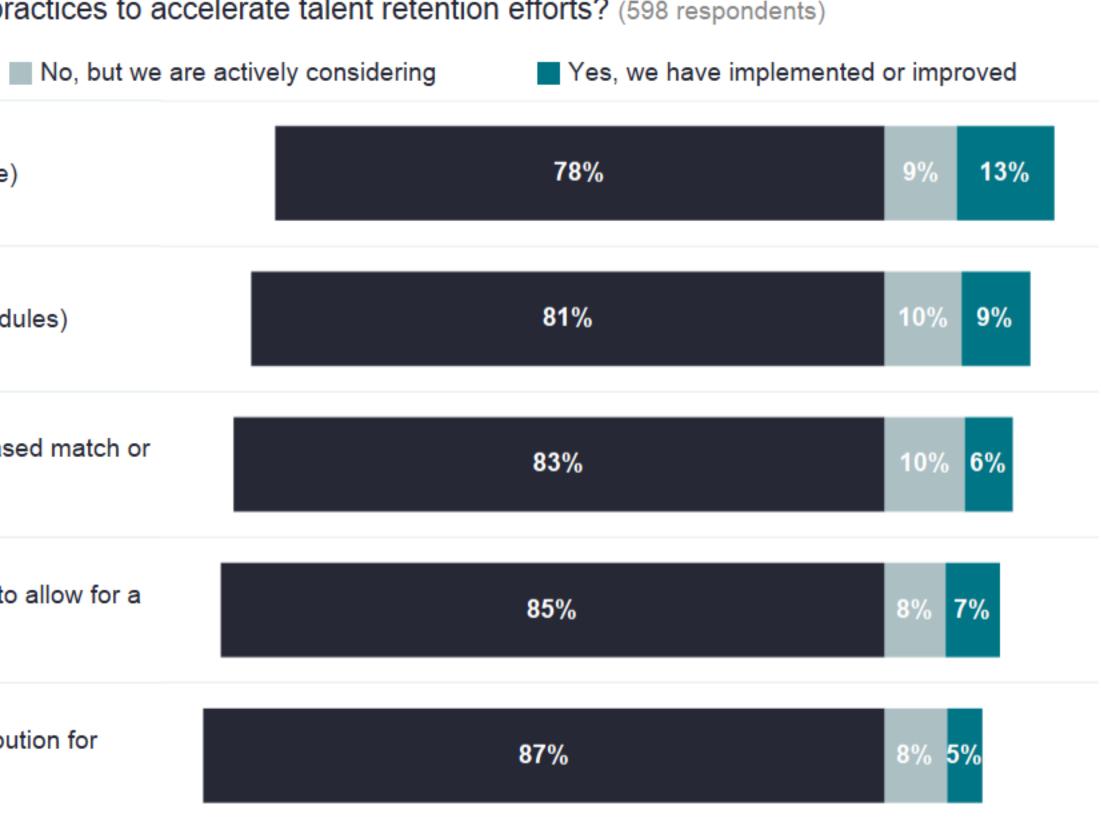
We are improving our retirement program for all employees (regardless of service)

We are making minor plan design changes (such as modification to vesting schedules)

We are making ongoing plan changes to reward longer service (e.g. a service-based match or other employer contribution)

We are enhancing our retirement program and/or practices to increase flexibility to allow for a more gradual transition to retirement

We are adding special one-time contributions (e.g. providing an additional contribution for employees who stay to a certain date)





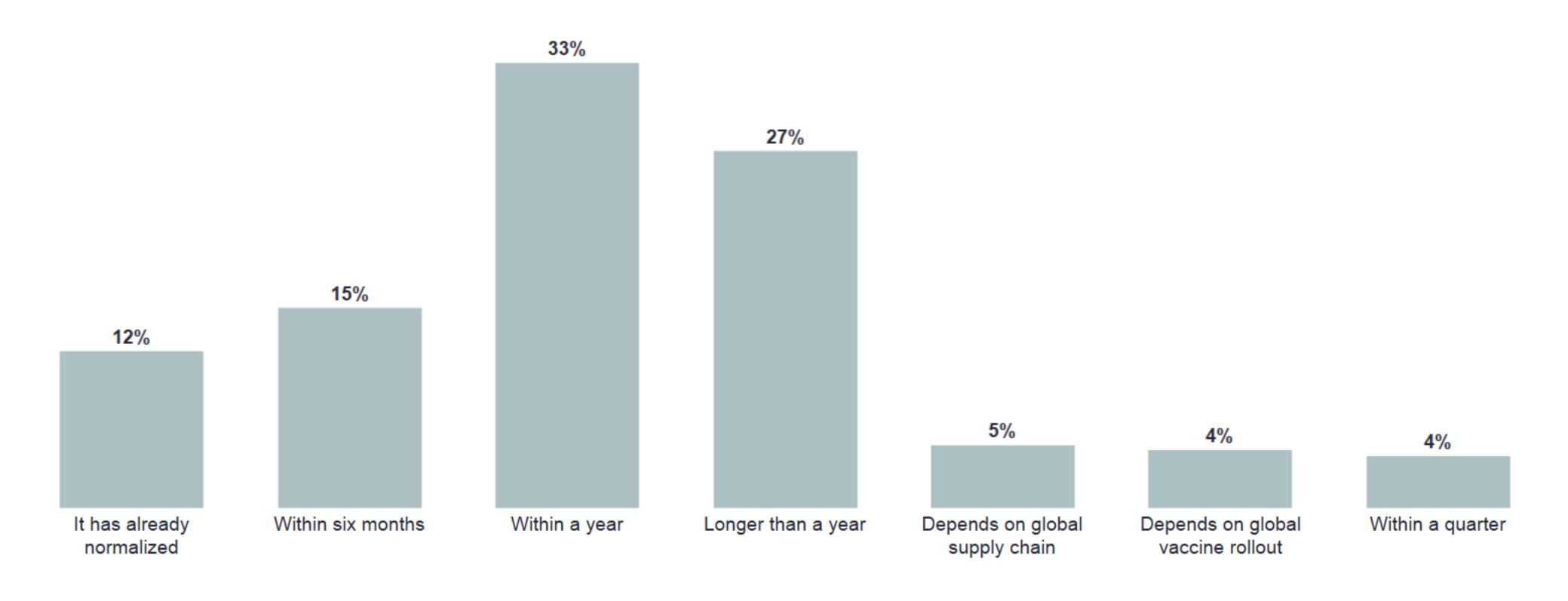






Question:

Based on your organization's current plan, when do you anticipate workforce churn will stabilize? (610 respondents)



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Question:

In your estimation, how effective have improvements to the following programs been to attracting and retaining talent? (612 respondents)

Increased flexibility (i.e. remote/hybrid working, scheduling)

Annual compensation adjustments (i.e. base salary, target bonus, annual equity)

Special one-time compensation (i.e. sign-on bonus, retention bonus)

Generous / flexible benefits

Developmental tools (i.e. clarified career path, employee development plan)

Leave policy (including PTO)

Wellbeing benefits

Training (i.e. reskilling, manager training

Perks (i.e. onsite food, etc.)

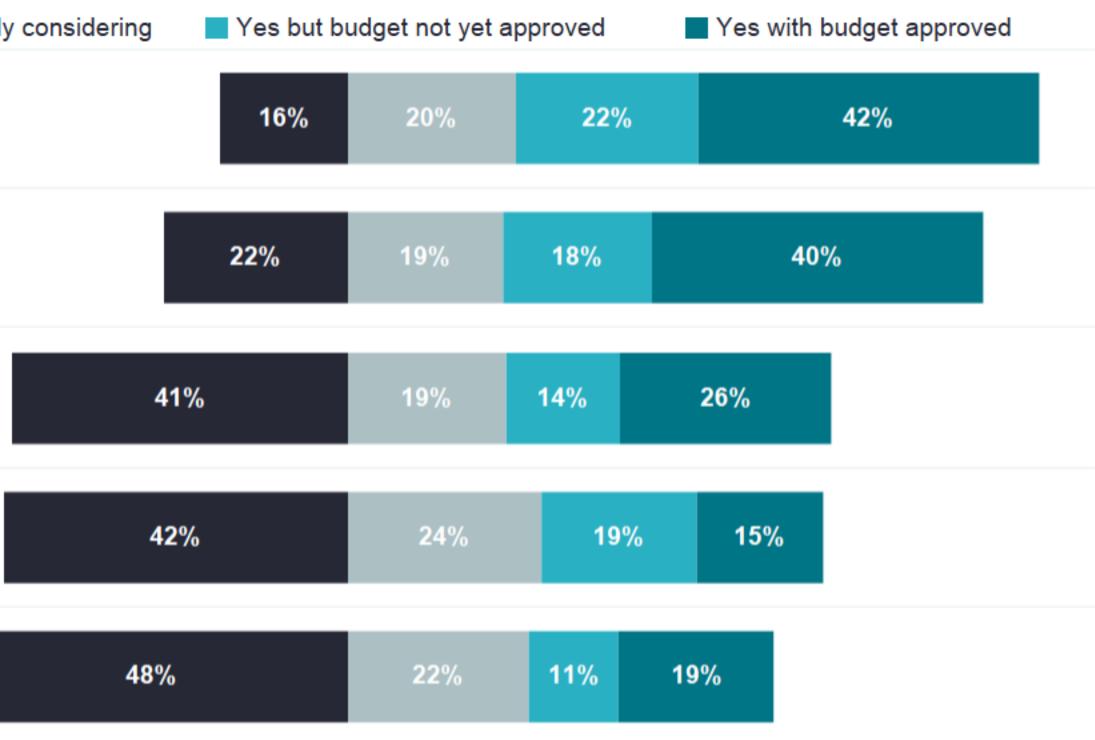
Not effective	Slightly effective	Moderately effective	Extremely effective
4%	16%	38%	42%
3%	28%	49%	20%
5%	30%	47%	18%
10%	32%	42%	16%
10%	37%	40%	14%
14%	38%	35%	13%
14%	40%	33%	12%
12%	43%	36%	10%
28%	43%	21%	8%



Question: Given what you know about what employees value most, which of the (594 respondents)			
No	No, but we are actively		
Wellbeing			
DEI focused strategies (i.e. culturally relevant holidays benefits)	s or flexible		
Medical plan design improvements			
Benefit strategy redesign			
Preventative care			

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e following benefits will your organization prioritize in 2022?





Question:

As we head into 2022, which of the following challenges keeps you up at night? (Rank the following) (572 respondents)

	Highest <> Lowest							
	1	2	3	4	5	6	7	8
Talent shortages	40%	33%	13%	7%	4%	2%	1%	0%
Increasing turnover	31%	37%	15%	8%	4%	3%	1%	2%
COVID-19 resurgence	15%	7%	21%	16%	9%	8%	16%	8%
Effectively innovating	6%	4%	14%	16%	12%	8%	11%	29%
Vaccine mandates	3%	6%	8%	11%	11%	18%	19%	24%
Government/policy implications	2%	5%	7%	17%	19%	23%	20%	6%
Supply chain disruption	3%	4%	8%	11%	18%	17%	17%	22%
Increased regulation	1%	3%	14%	13%	22%	22%	16%	9%



Additional Information





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Our Team Contacts

If you have questions about this study, or want to speak to a member of our team about developing new total rewards or workforce strategies to COVID-19, please contact our study leader below:

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Additional Aon Resources

To learn more about Aon's complete set of COVID-19 resources and insights, including information on business continuity, communications, cyber security, healthcare, insurance, risk management and supply chain issues, among others, please visit: <u>https://www.aon.com/event-response/coronavirus.aspx</u>

We encourage all clients to bookmark Aon's COVID-19 response site to stay connected to our latest insights on addressing this pandemic at an enterprise-wide level.

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