AON

Global HR Pulse Survey

Managing the Great Resignation and What's Next

January 21, 2022

Global HR Pulse Survey Dynamic Results

Managing the Great Resignation and What's Next

Select Market Filters

Choose a country:
All

or

Choose a region:
All

Choose an industry:
Healthcare (including Hospitals)

Choose a sub-industry:
All

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.

Study Contents (click to navigate)

- Key Highlights

- Study Overview

- Participant Demographics

- Managing Accelerated Workforce Changes Amidst the Great Resignation

- Enhancing Evolving Talent Acquisition Strategies in a Competitive Market

- Developing and Enhancing Strategies to Retain Key Talent

- Looking Ahead to Key HR Priorities in 2022

- Additional Information

AON

Key Highlights

AON

Executive Summary

86%	**Talent Shortage** of HR leaders are kept up at night by talent shortages	**60%**	**Skills Lost** of organizations indicate that they are losing key skills, including digital, technology, leadership, management, and skills to remain agile and adaptable
71%	**Turnover** of organizations indicate that increasing turnover is a top concern	**74%**	**Making Hiring Better** of organizations are investing in ways to improve the hiring process, inclusive of tools, technology and best practices
88%	**Drivers of Turnover** of organizations indicate that employees leave their jobs due to better pay elsewhere	**47%**	**Hiring Experienced Talent** of organizations indicate that experienced professional jobs are the hardest to fill
43%	**Employees With Skills Have Choices** of organizations are having challenges filling roles requiring skills in high demand like product development and technology	**47%**	**Importance of Acting Now** of HR leaders indicate that current rates of turnover will prevail for the next year and beyond

AON

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, 2021 to January 14, 2022, garnered submission from a total of 812 participants. Depending on the filters selected, your dynamic report will have fewer participants.

Survey Opened
December 1, 2021

Survey Closed
January 14, 2022

Results Shared
January 21, 2022

AON

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

AON

Participant Demographics

AON

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. (17 respondents)

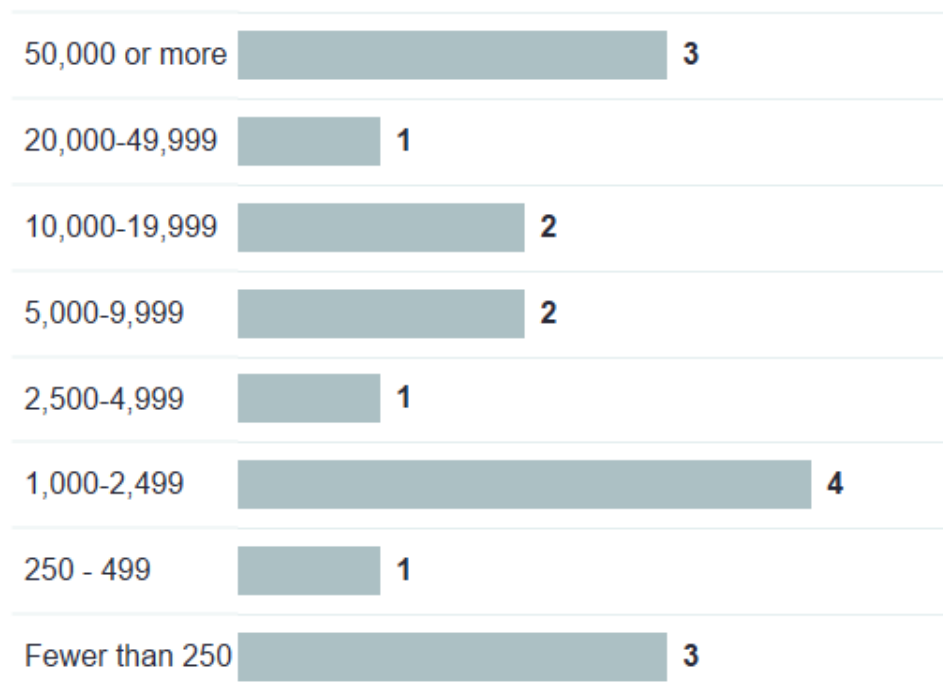Healthcare (including Hospitals)   **17**

AON

Participant Demographics

Company Headcount:

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

Category	Count
50,000 or more	3
20,000-49,999	1
10,000-19,999	2
5,000-9,999	2
2,500-4,999	1
1,000-2,499	4
250 - 499	1
Fewer than 250	3

Company Revenues:

All study participants were asked to provide their organization's global annual revenue according to the categories below.
(17 respondents)

Category	Count
$20 billion or more	2
$10 billion-19.99 billion	1
$5 billion-$9.99 billion	2
$3 billion-$4.99 billion	2
$1.5 billion-2.99 billion	2
$1 billion-$1.49 billion	1
$500 million-$999.9 million	1
$200 million-$499.9 million	1
$100 million-$199.9 million	1
$10 million-$49.9 million	3
Less than $10 million	1

AON
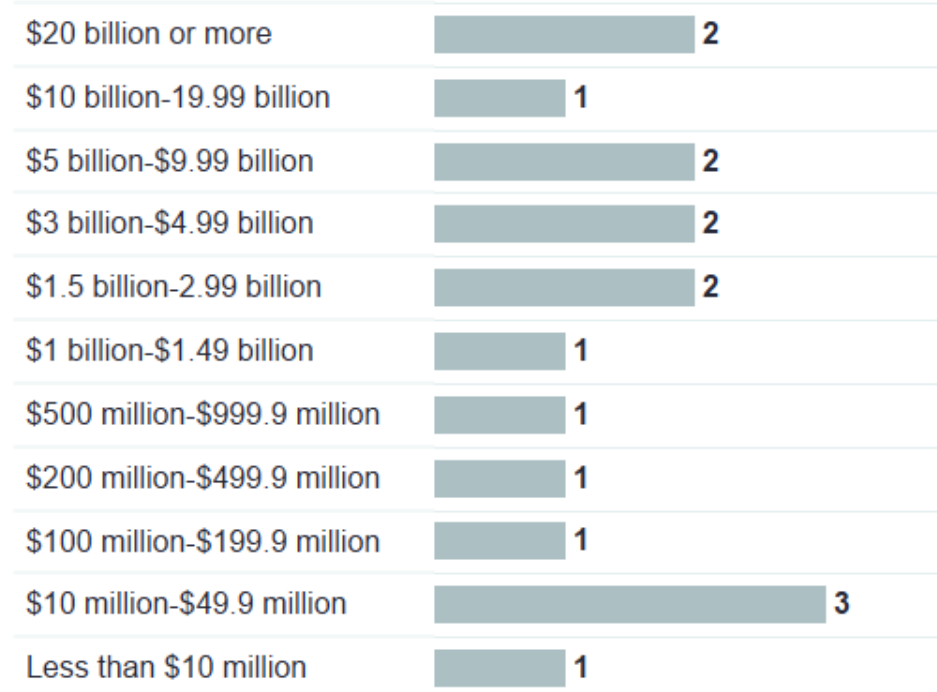
1

Managing Accelerated
Workforce Changes Amidst
the Great Resignation

AON

Managing Accelerated Workforce Changes

❙ 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) (17 respondents)

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

18%

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

47%

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

35%

AON

Managing Accelerated Workforce Changes

| Question:

How would you describe the business impact of the Great Resignation at your organization? (17 respondents)

	■ Negative	■ Slightly negative	■ Neutral/no impact	■ Slightly positive	■ Positive

Asia Pacific
50% | 50%

Europe
25% | 63% | 13%

Latin America
17% | 67% | 17%

Middle East and Africa
25% | 75%

North America
23% | 62% | 8% | 8%

Other
25% | 50% | 25%
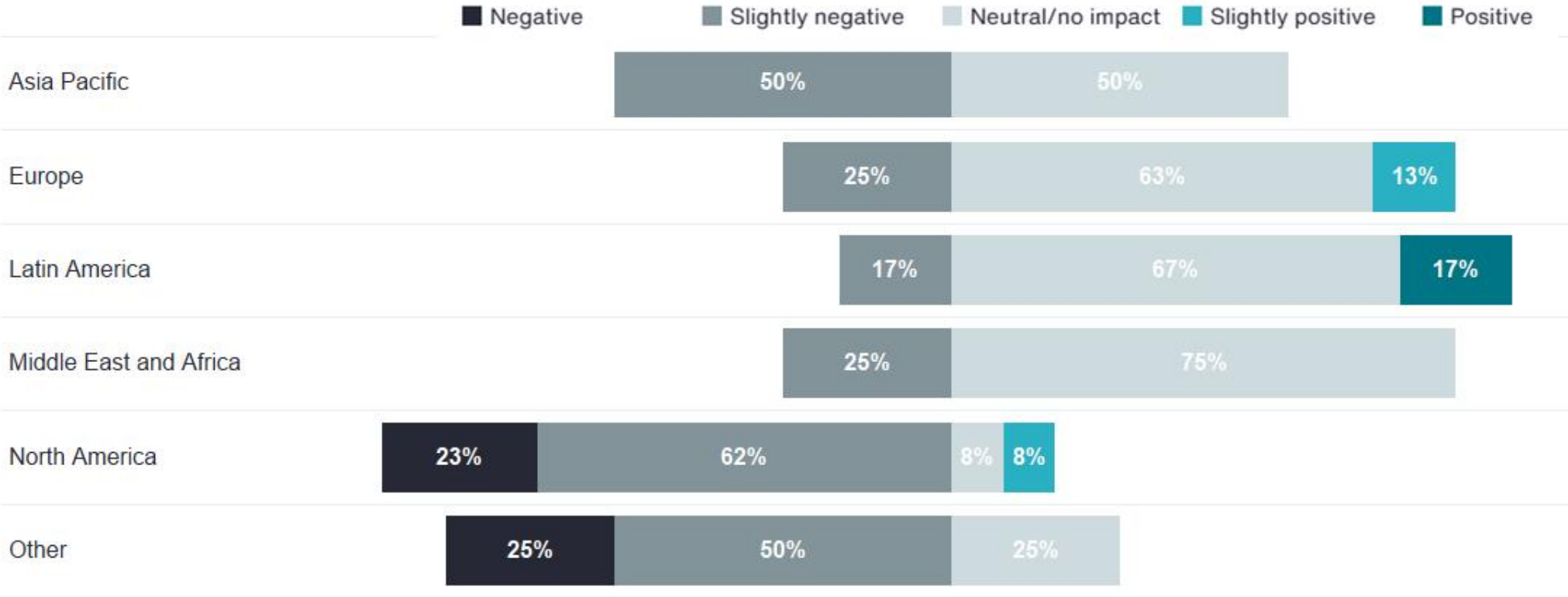
Managing Accelerated Workforce Changes

| Question:

Please describe the turnover at your company for the following time periods: (14 respondents)
(Values represent average percentages input by respondents)
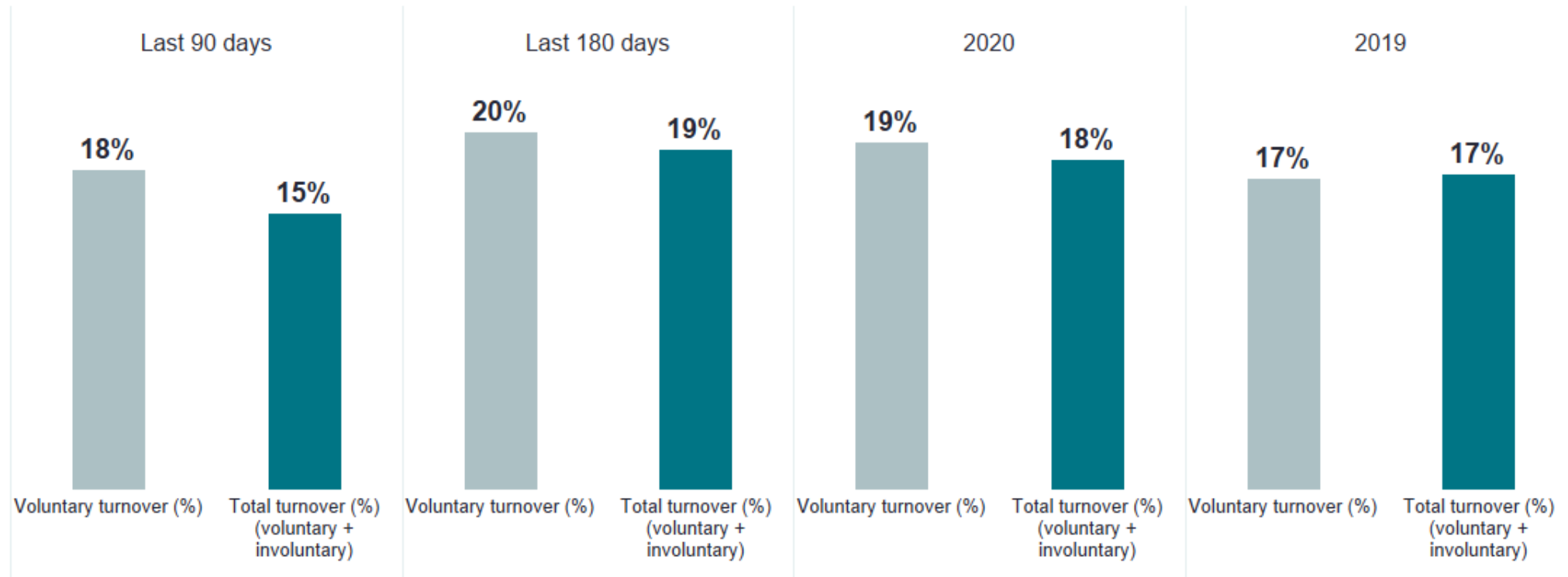
Last 90 days		Last 180 days		2020		2019	
18%	**15%**	**20%**	**19%**	**19%**	**18%**	**17%**	**17%**
Voluntary turnover (%)	Total turnover (%) (voluntary + involuntary)	Voluntary turnover (%)	Total turnover (%) (voluntary + involuntary)	Voluntary turnover (%)	Total turnover (%) (voluntary + involuntary)	Voluntary turnover (%)	Total turnover (%) (voluntary + involuntary)

AON

Managing Accelerated Workforce Changes

| Question:

With the overall average as a baseline, how does turnover compare for the following demographics? (13 respondents)

	■ Less	■ Same	■ More

Women	8%	46%	46%
Millennials - 26-40 years old	8%	50%	42%
Baby Boomers - older than 56 years old	25%	42%	33%
Minority or diverse employees	8%	58%	33%
Gen Z - Under 26 years old	25%	50%	25%
Men	38%	46%	15%
Generation X - 41-55 years old	33%	58%	8%

Managing Accelerated Workforce Changes

❙ Question:

With the overall average as a baseline, how does turnover compare for the following groups? (17 respondents)

	■ Less	■ Same	■ More

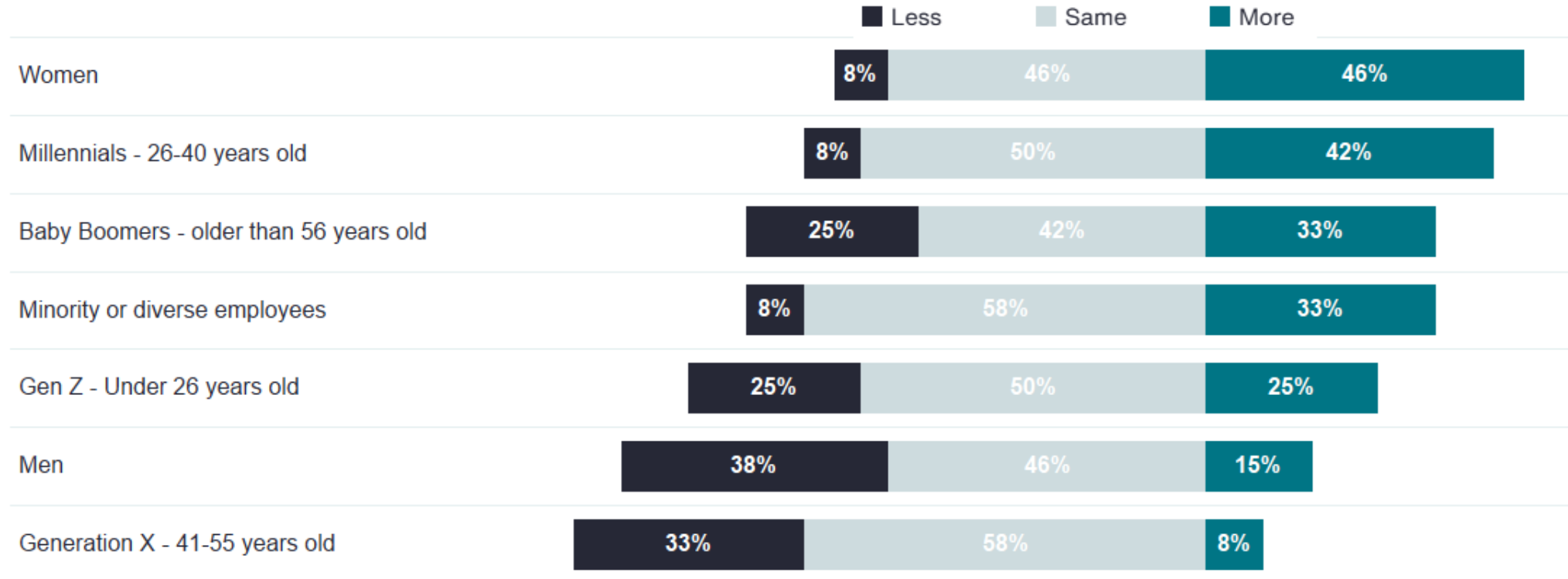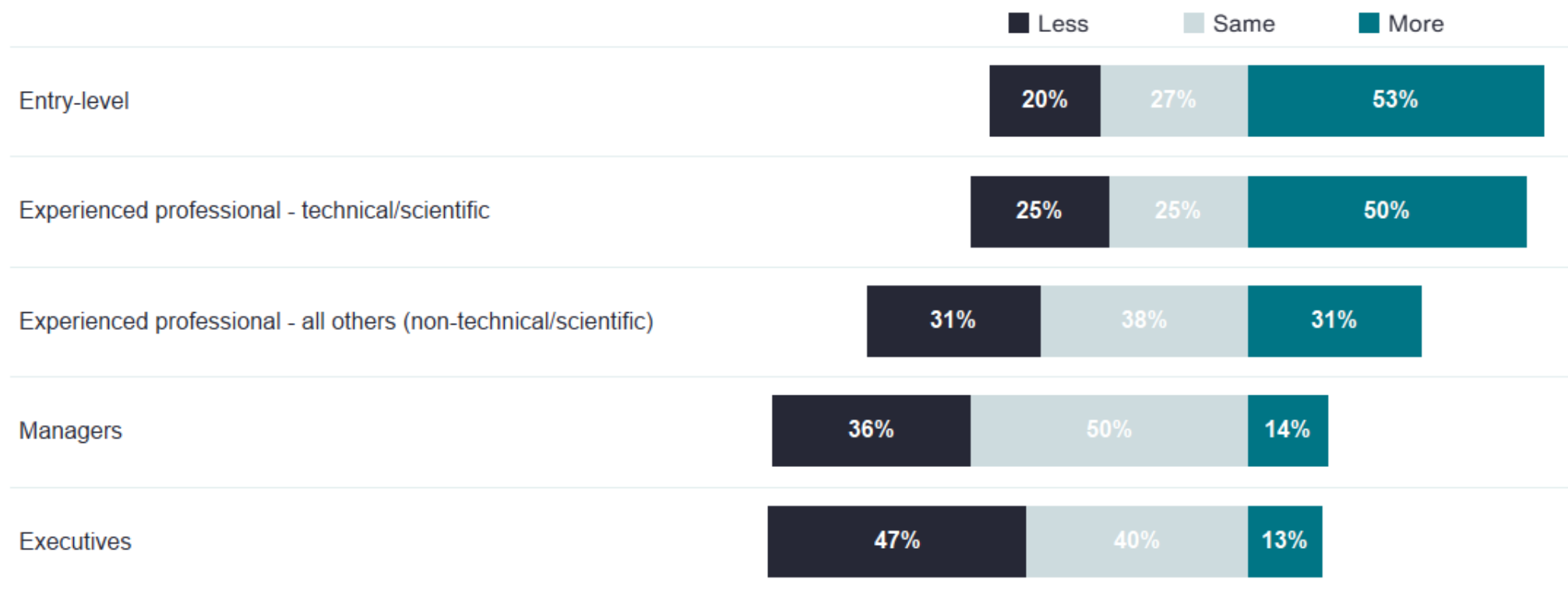|	Less	Same	More
Hourly workers		33%	67%
Product development (i.e. R&D, engineering)	21%	50%	29%
Technology (i.e. IT)	17%	58%	25%
General & administrative (i.e. HR, finance, legal)	24%	65%	12%

AON

Managing Accelerated Workforce Changes

Question:

With the overall average as a baseline, how does turnover compare for the following levels of workers? (16 respondents)

■ Less   ■ Same   ■ More

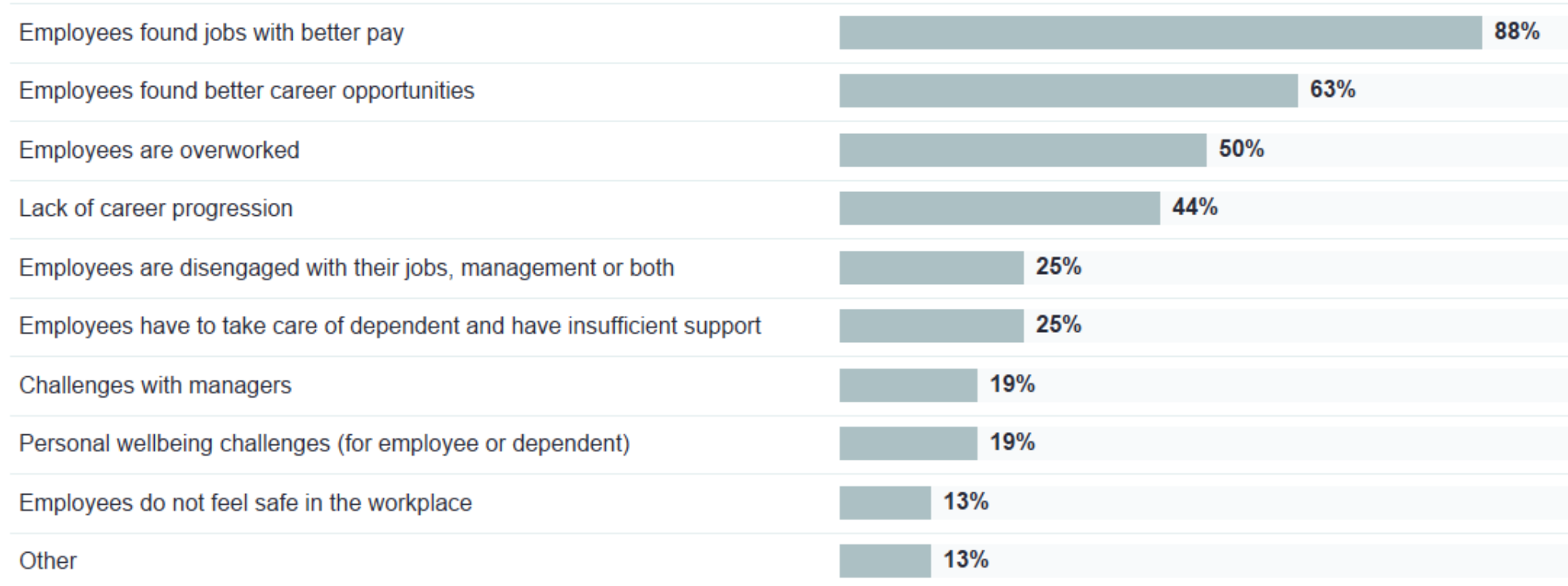| Level	Less	Same	More
Entry-level	20%	27%	53%
Experienced professional - technical/scientific	25%	25%	50%
Experienced professional - all others (non-technical/scientific)	31%	38%	31%
Managers	36%	50%	14%
Executives	47%	40%	13%

AON

Managing Accelerated Workforce Changes

| Question:

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

Employees found jobs with better pay	**88%**
Employees found better career opportunities	**63%**
Employees are overworked	**50%**
Lack of career progression	**44%**
Employees are disengaged with their jobs, management or both	**25%**
Employees have to take care of dependent and have insufficient support	**25%**
Challenges with managers	**19%**
Personal wellbeing challenges (for employee or dependent)	**19%**
Employees do not feel safe in the workplace	**13%**
Other	**13%**

AON

Managing Accelerated Workforce Changes

▌Question:

Which critical skillsets is your company in danger of losing as a result of turnover? (Select all that apply) (12 respondents)

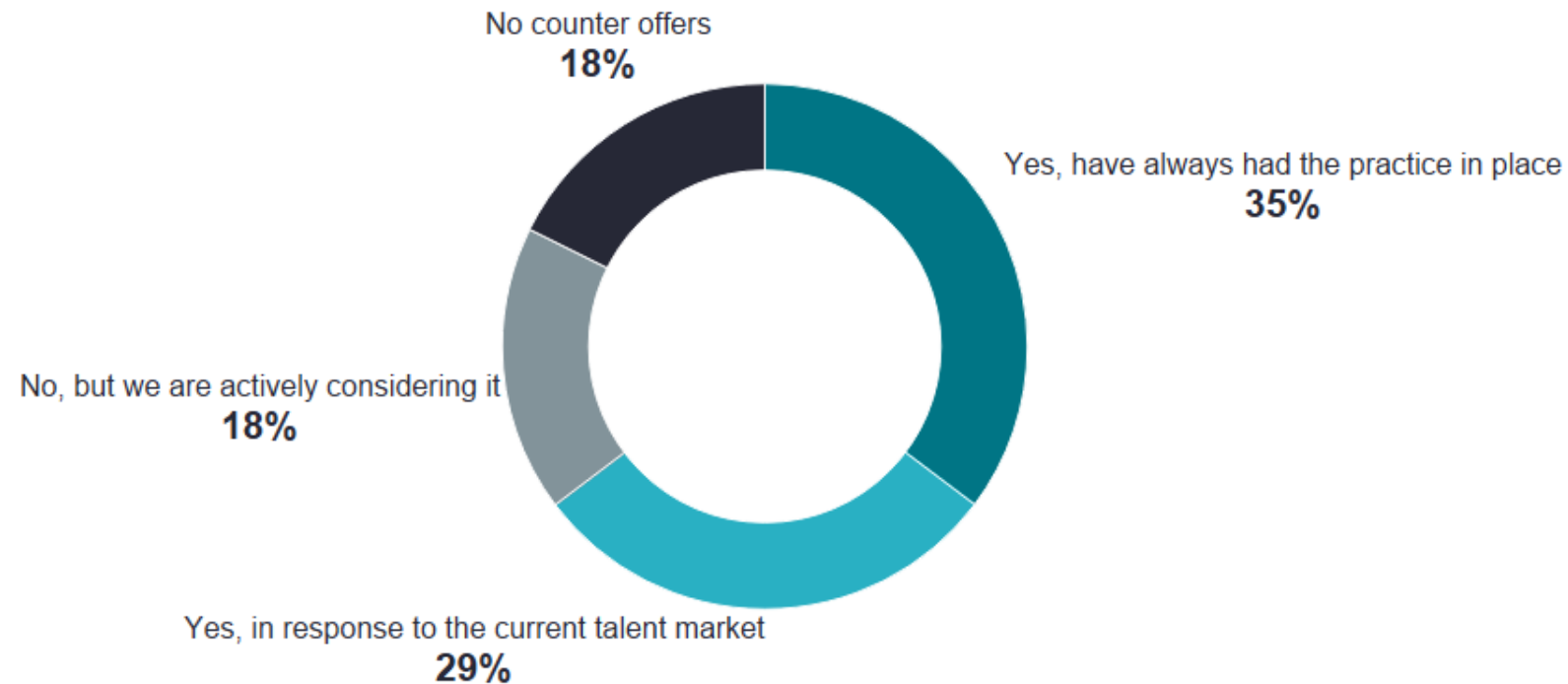|	
Key digital/technology skills	**58%**
Leadership and management	**33%**
Agility and adaptability skills	**25%**
Other	**25%**

AON

Managing Accelerated Workforce Changes

| Question:

What is your organization's approach to counter offers? (17 respondents)

No counter offers
18%

Yes, have always had the practice in place
35%

No, but we are actively considering it
18%
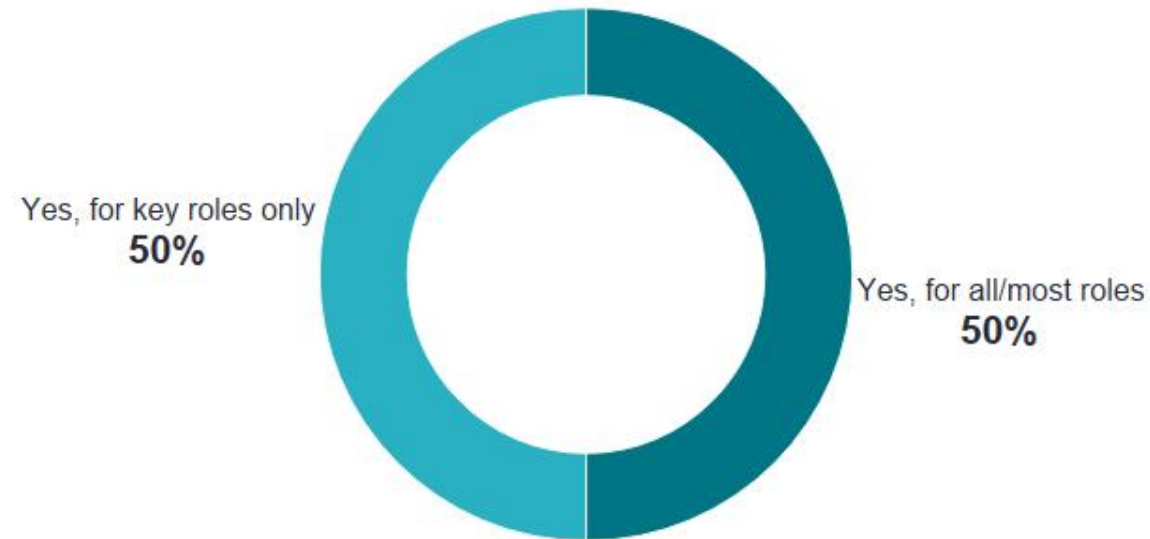
Yes, in response to the current talent market
29%

AON

Managing Accelerated Workforce Changes

| Question:

Are counter offers becoming more frequent at your company? (6 respondents)

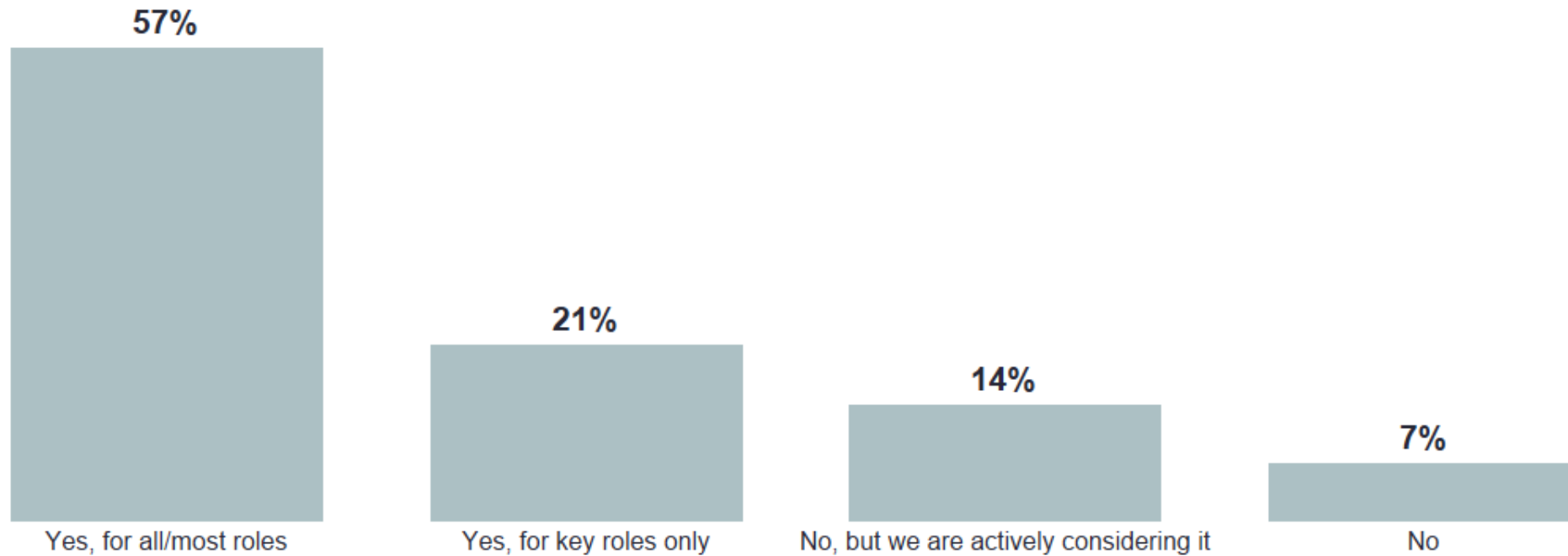

Yes, for key roles only
50%

Yes, for all/most roles
50%

AON

Managing Accelerated Workforce Changes

Question:

Does your company collect exit interview data? (17 respondents)

57%
Yes, for all/most roles

21%
Yes, for key roles only

14%
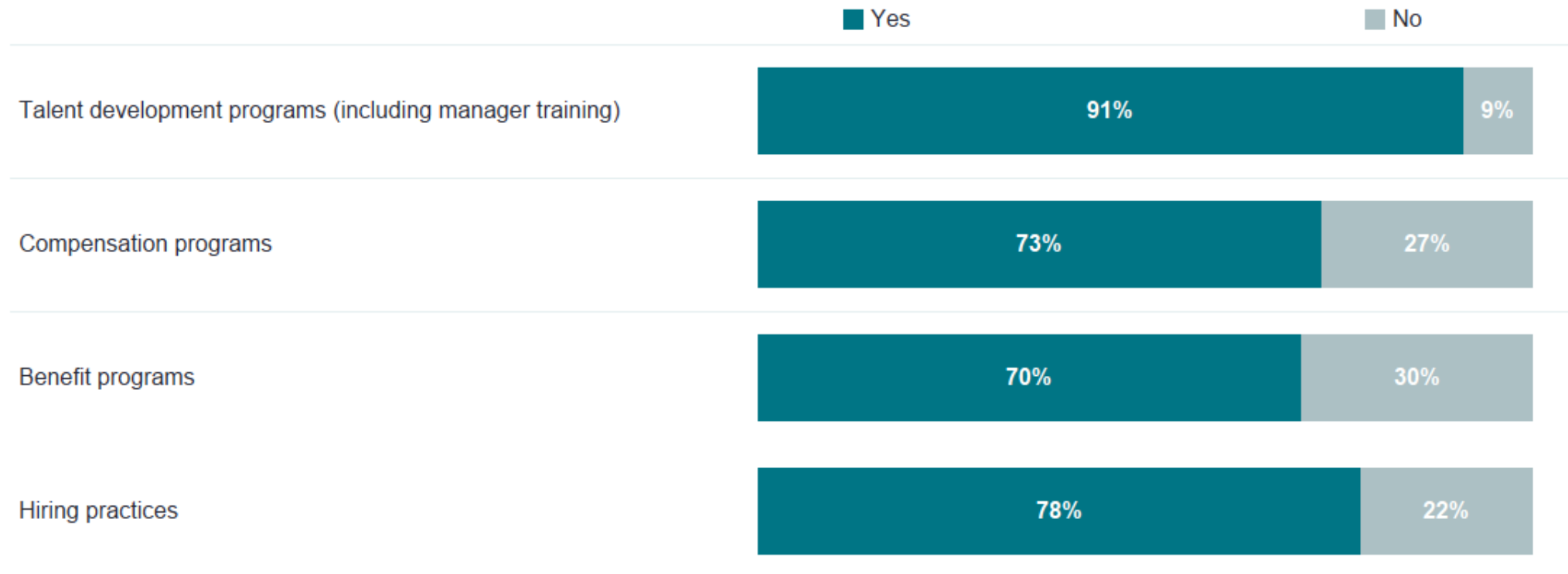No, but we are actively considering it

7%
No

AON

Managing Accelerated Workforce Changes

❙ Question:

Does exit interview data inform any of the following programs and practices? (11 respondents)
Responses based on organizations that conduct Exit Interviews

■ Yes ■ No

	Yes	No
Talent development programs (including manager training)	91%	9%
Compensation programs	73%	27%
Benefit programs	70%	30%
Hiring practices	78%	22%

AON

2

Enhancing Evolving Talent Acquisition Strategies in a Competitive Market
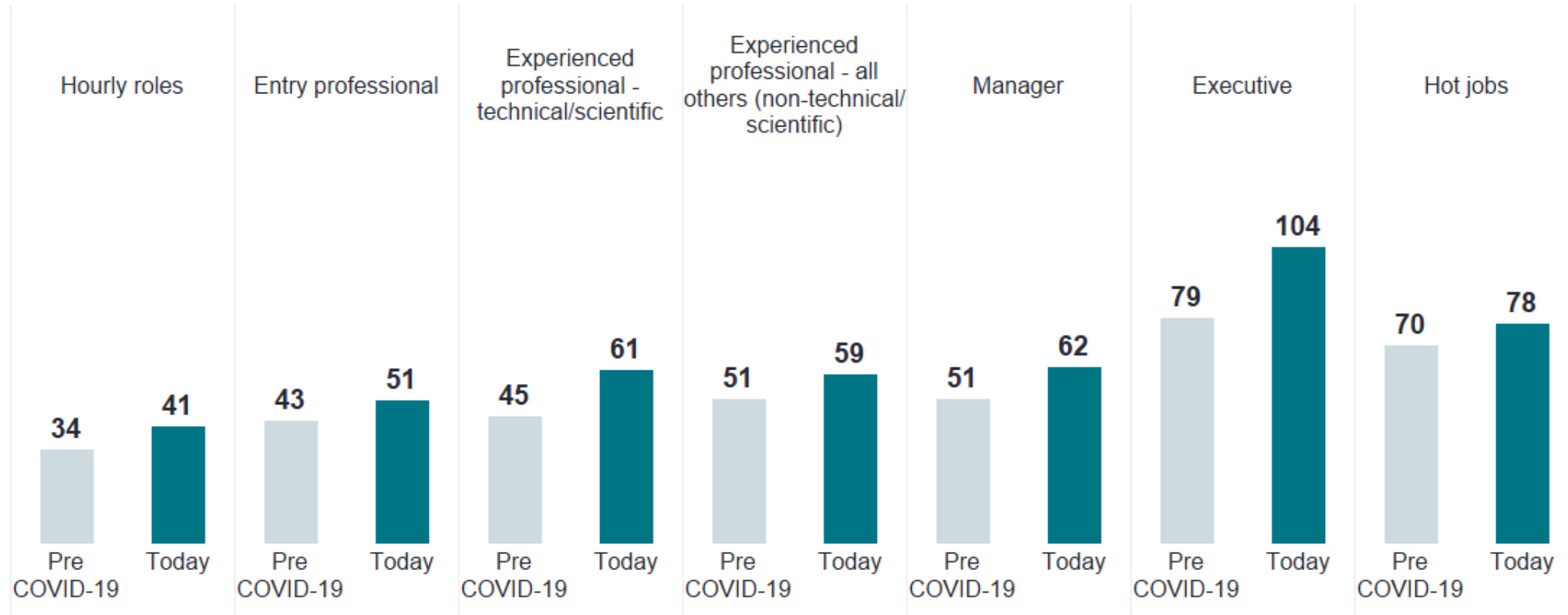
AON

Enhancing Evolving Talent Acquisition Strategies

| Question:

On average, how many days does it take for you to fill an open position in the following categories? (11 respondents)

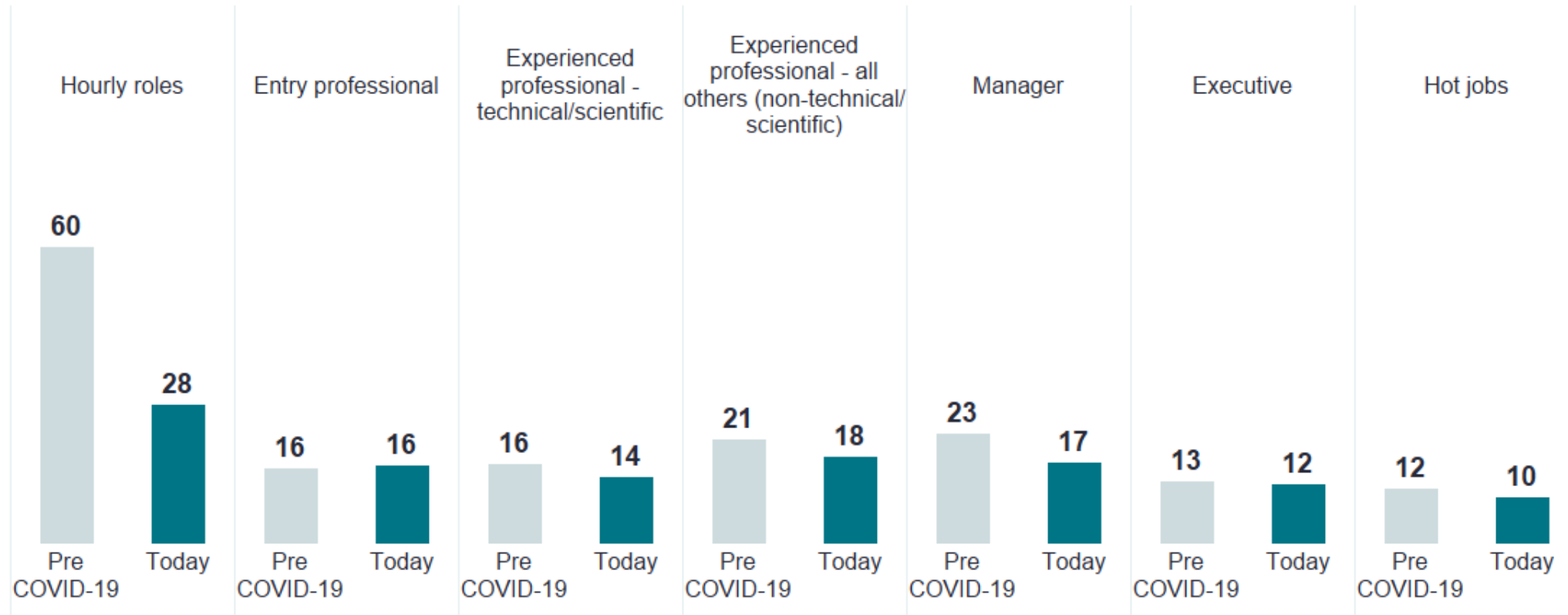| Hourly roles	Entry professional	Experienced professional - technical/scientific	Experienced professional - all others (non-technical/scientific)	Manager	Executive	Hot jobs
Pre COVID-19: 34 / Today: 41	Pre COVID-19: 43 / Today: 51	Pre COVID-19: 45 / Today: 61	Pre COVID-19: 51 / Today: 59	Pre COVID-19: 51 / Today: 62	Pre COVID-19: 79 / Today: 104	Pre COVID-19: 70 / Today: 78

AON

Enhancing Evolving Talent Acquisition Strategies

| Question:

On average, how many applicants do you have for each open position in the following categories? (6 respondents)

Hourly roles	Entry professional	Experienced professional - technical/scientific	Experienced professional - all others (non-technical/scientific)	Manager	Executive	Hot jobs
60 (Pre COVID-19) **28** (Today)	**16** (Pre COVID-19) **16** (Today)	**16** (Pre COVID-19) **14** (Today)	**21** (Pre COVID-19) **18** (Today)	**23** (Pre COVID-19) **17** (Today)	**13** (Pre COVID-19) **12** (Today)	**12** (Pre COVID-19) **10** (Today)

Enhancing Evolving Talent Acquisition Strategies

❚ Question:

Among which of the following groups are you noticing the greatest hiring/talent acquisition challenges? (Select all that apply) (15 respondents)

Group	%
Technology (i.e. IT)	**60%**
Experienced professional - technical/scientific	**47%**
Hourly workers	**40%**
Entry-level	**33%**
Experienced professional - all others (non-technical/scientific)	**27%**
General & administrative (i.e. HR, finance, legal)	**27%**
Product development (i.e. R&D, engineering)	**27%**
Executives	**13%**
Managers	**13%**
Other hot jobs	**13%**

AON

Enhancing Evolving Talent Acquisition Strategies

| Question:

Is your organization adjusting or accelerating normal hiring processes in any of the following ways? (14 respondents)

Legend	
■ No	■ No, but we are actively considering	■ Yes

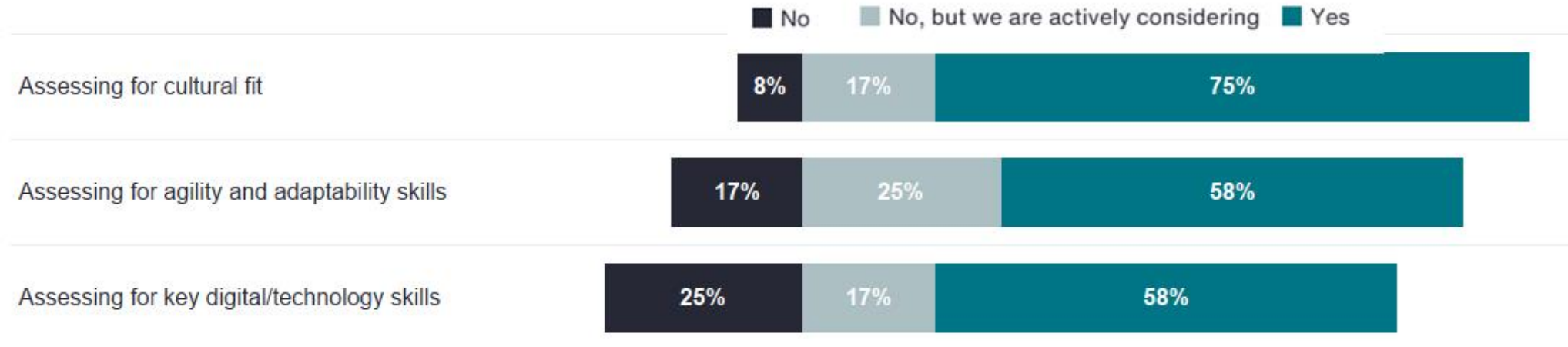|	No	No, but we are actively considering	Yes
We are training hiring managers on best practices		21%	79%
We are integrating technology tools to streamline the candidate experience	17%	8%	75%
We are improving candidates' understanding of the role (i.e. with realistic job previews)	44%	22%	33%
We are introducing video interviews (i.e., pre-recorded questions/answers)	64%	9%	27%
We are removing candidate/hiring assessments	67%	17%	17%

Enhancing Evolving Talent Acquisition Strategies

| Question:

Has your organization considered any of the following practices to refine the ideal candidate profile of potential hires?
(12 respondents)

	No	No, but we are actively considering	Yes

Assessing for cultural fit
- No: 8%
- No, but we are actively considering: 17%
- Yes: 75%

Assessing for agility and adaptability skills
- No: 17%
- No, but we are actively considering: 25%
- Yes: 58%

Assessing for key digital/technology skills
- No: 25%
- No, but we are actively considering: 17%
- Yes: 58%

AON

Enhancing Evolving Talent Acquisition Strategies

▮ 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) (14 respondents)

Skills/development (i.e., upksilling, promotions)	**79%**
Total rewards (compensation and benefits)	**79%**
Culture/diversity (i.e. EVP, vaccine requirement, DEI objectives)	**50%**
Workforce agility (i.e. gig workers, acquisitions)	**14%**
No actions being taken	**7%**

AON

Enhancing Evolving Talent Acquisition Strategies

| Question:

Which actions related to culture and diversity have you taken to address talent acquisition challenges? (Select all that apply) (7 respondents) *Responses based on organizations making adjustments related culture and diversity*

Action	Percentage
Articulating the holistic employee value proposition (including culture, recognition, career development, etc.)	86%
Communicating clear DEI objectives and commitments	86%
Specifically targeting diverse talent (i.e. women, minorities)	57%
Using data analytics to measure demographics and talent mobility	43%
Creating outside apprentice or mentorship programs	14%
No vaccine requirement	14%

AON
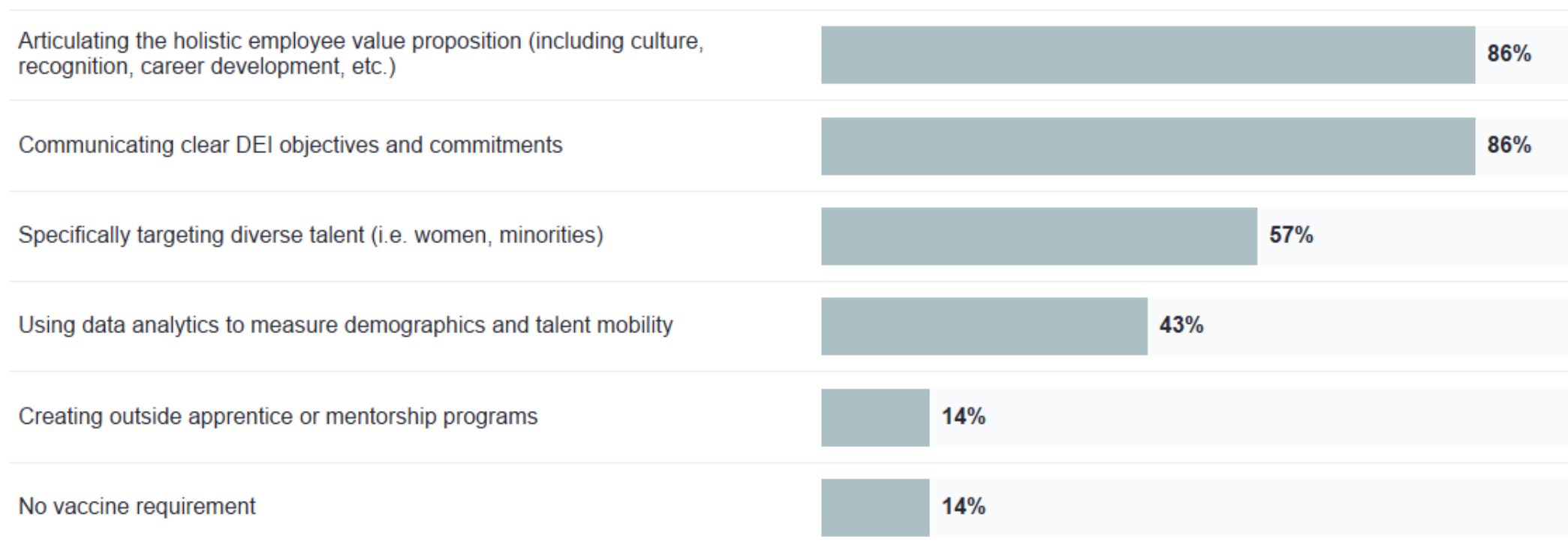
Enhancing Evolving Talent Acquisition Strategies

❙ Question:

Which actions related to skills and development have you taken to address talent acquisition challenges? (Select all that apply)
Responses based on organizations making adjustments related to skills and development (10 respondents)

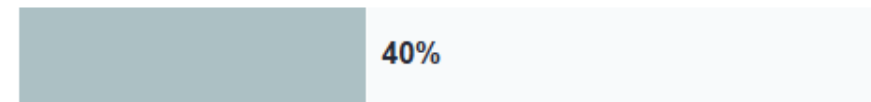|	
Assessing current employees to identify strengths and gaps	**80%**
Providing development plans to current or new employees	**60%**
Targeting upskilling or reskilling programs for current employees to move internally	**60%**
Increased or accelerated promotions to current employees	**40%**
Removing university/degree requirements	**30%**

AON

Enhancing Evolving Talent Acquisition Strategies

❚ Question:

Which actions related to workforce strategy have you taken to address talent acquisition challenges? (Select all that apply) (1 respondents) *Responses based on organizations making adjustments workforce strategy*

Using acquisitions to bolster talent	**100%**
Using more gig or contract workers	**100%**

AON

Enhancing Evolving Talent Acquisition Strategies

❙ Question:

Which actions related to total rewards have you taken to address talent acquisition challenges? (Select all that apply) (9 respondents) *Responses based on organizations making adjustments related to total rewards*

Adjusting new hire compensation	**89%**
Increasing/adding referral bonuses programs	**78%**
Adjusting benefits for all employees	**33%**

AON

Enhancing Evolving Talent Acquisition Strategies

❙ Question:

To better attract new hires, what compensation elements has your organization considered adjusting? (8 respondents)
Responses based on organizations adjusting compensation elements to address talent acquisition challenges.

■ No   ■ No, but we are actively considering   ■ Yes

Base salary	13% / 88%
Sign-on long-term incentives (including equity)	17% / 33% / 50%
Sign-on bonus	38% / 63%

AON

Enhancing Evolving Talent Acquisition Strategies

| Question:

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

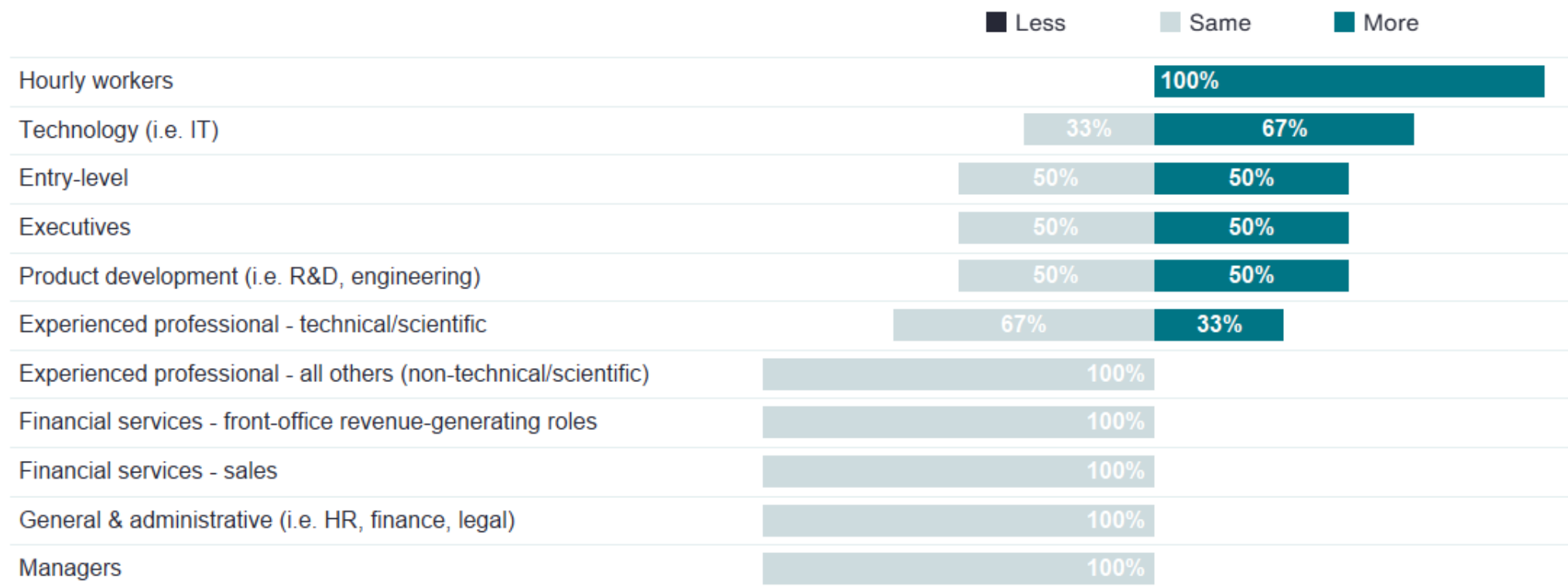|	Increased up to 5%	Increased 5-10%	Increased 11-15%	Increased 15%+	Other
All candidates	100%				
Targeted roles only	17%	33%	17%	17%	17%
Targeted levels only		100%			

AON

Enhancing Evolving Talent Acquisition Strategies

❚ Question:

How has the prevalence of sign-on bonuses changed? (5 respondents)
Responses based on organizations providing sign-on bonuses to address talent acquisition challenges.

	■ Less	■ Same	■ More

Hourly workers		100%
Technology (i.e. IT)	33%	67%
Entry-level	50%	50%
Executives	50%	50%
Product development (i.e. R&D, engineering)	50%	50%
Experienced professional - technical/scientific	67%	33%
Experienced professional - all others (non-technical/scientific)	100%	
Financial services - front-office revenue-generating roles	100%	
Financial services - sales	100%	
General & administrative (i.e. HR, finance, legal)	100%	
Managers	100%	

AON

Enhancing Evolving Talent Acquisition Strategies

| Question:

On average, by what percentage is your organization currently increasing sign-on bonuses? (5 respondents)
Responses based on organizations providing sign-on bonuses to address talent acquisition challenges.
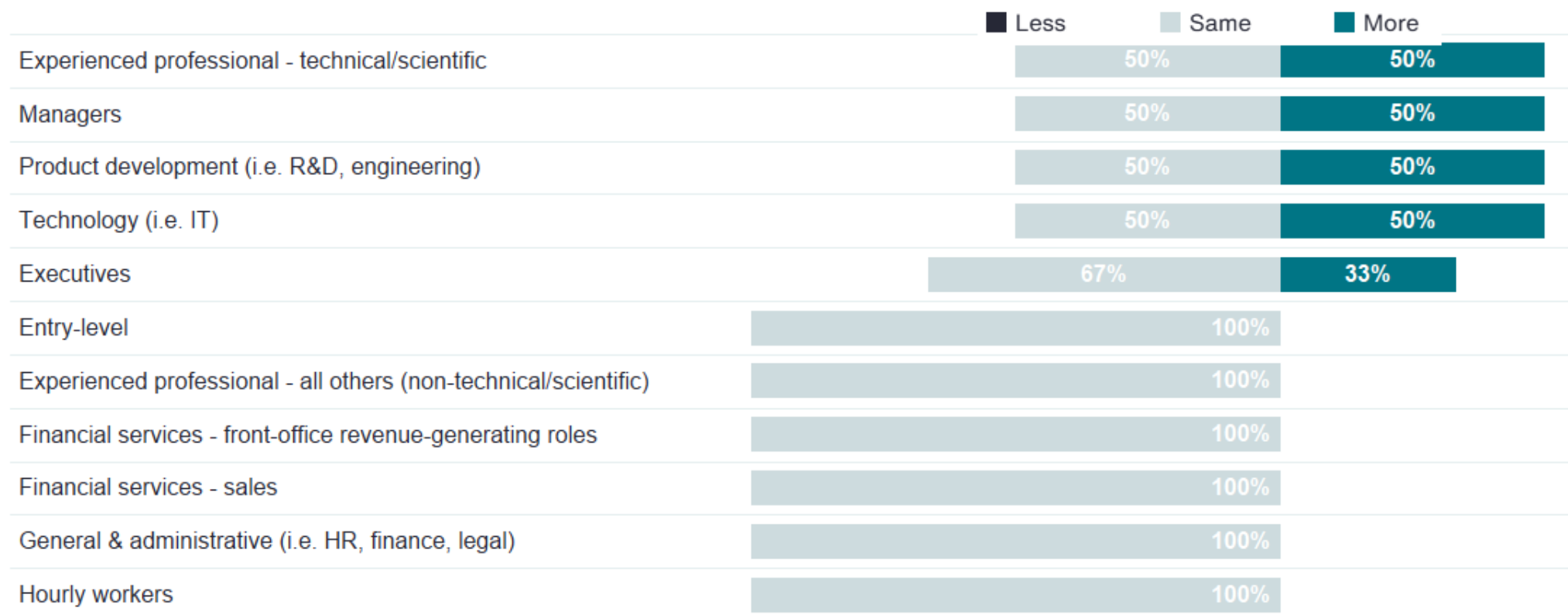

Below 5%	5-10%	11-15%	Varied/unsure
40%	20%	20%	20%

AON
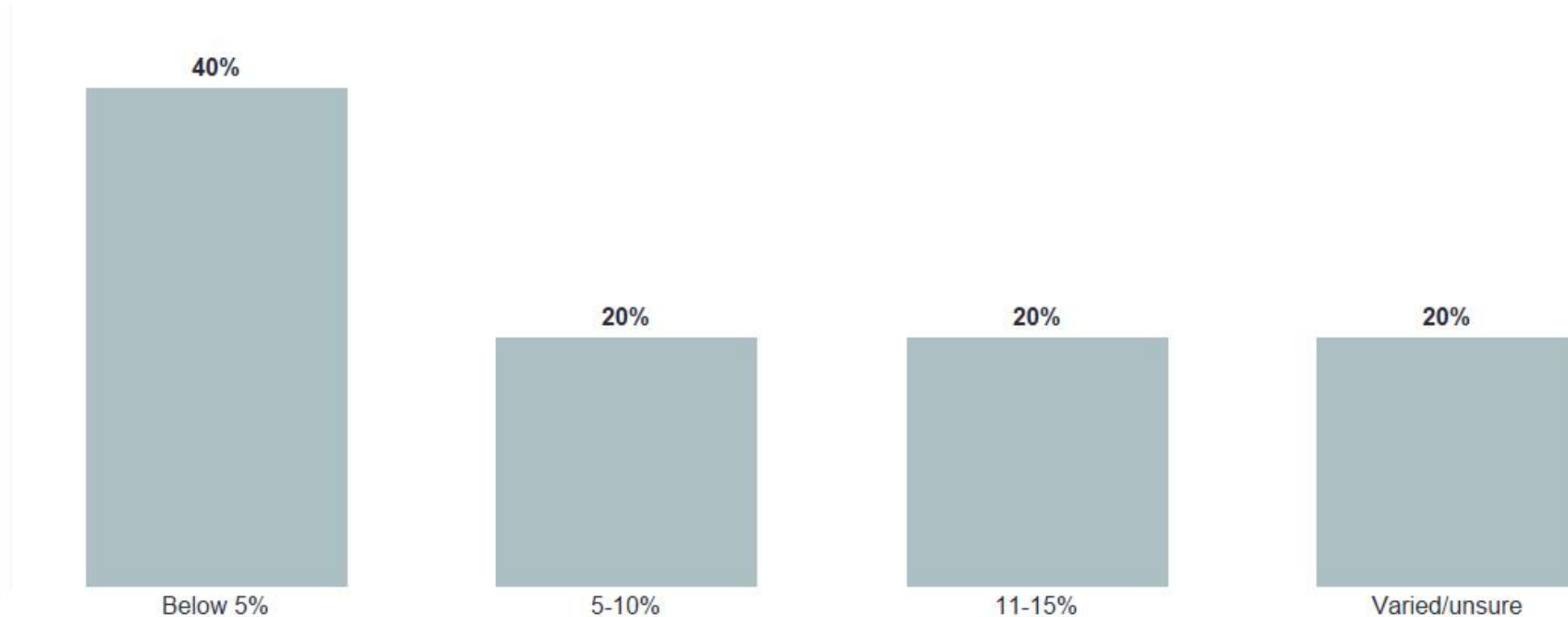
Enhancing Evolving Talent Acquisition Strategies

| Question:

How has the prevalence of sign-on long-term bonuses (including equity) changed? (3 respondents)

	■ Less	Same	■ More
Experienced professional - technical/scientific		50%	50%
Managers		50%	50%
Product development (i.e. R&D, engineering)		50%	50%
Technology (i.e. IT)		50%	50%
Executives		67%	33%
Entry-level		100%	
Experienced professional - all others (non-technical/scientific)		100%	
Financial services - front-office revenue-generating roles		100%	
Financial services - sales		100%	
General & administrative (i.e. HR, finance, legal)		100%	
Hourly workers		100%	

AON

Enhancing Evolving Talent Acquisition Strategies

❙ Question:

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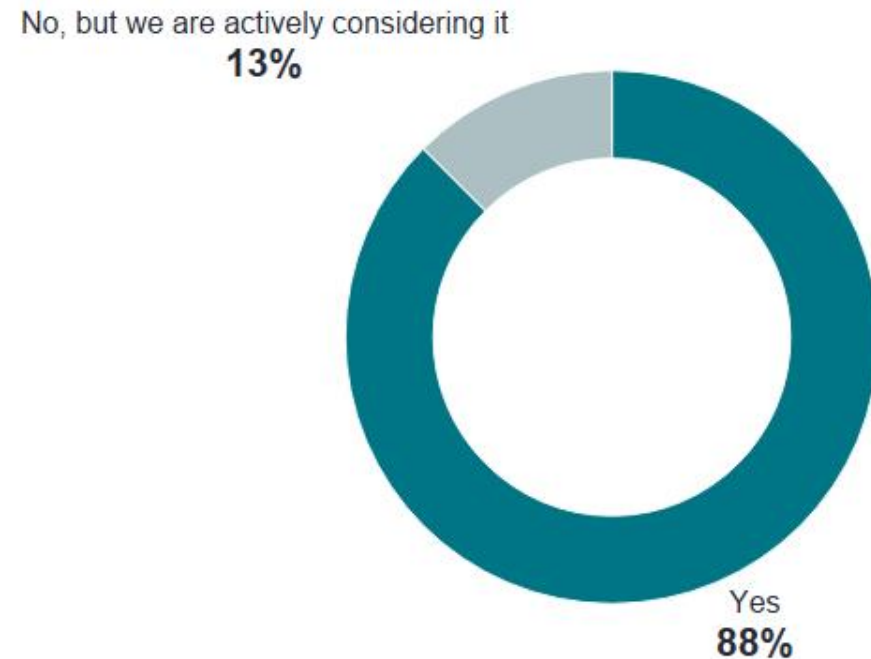

50% — Below 10%

50% — Varied/unsure

AON
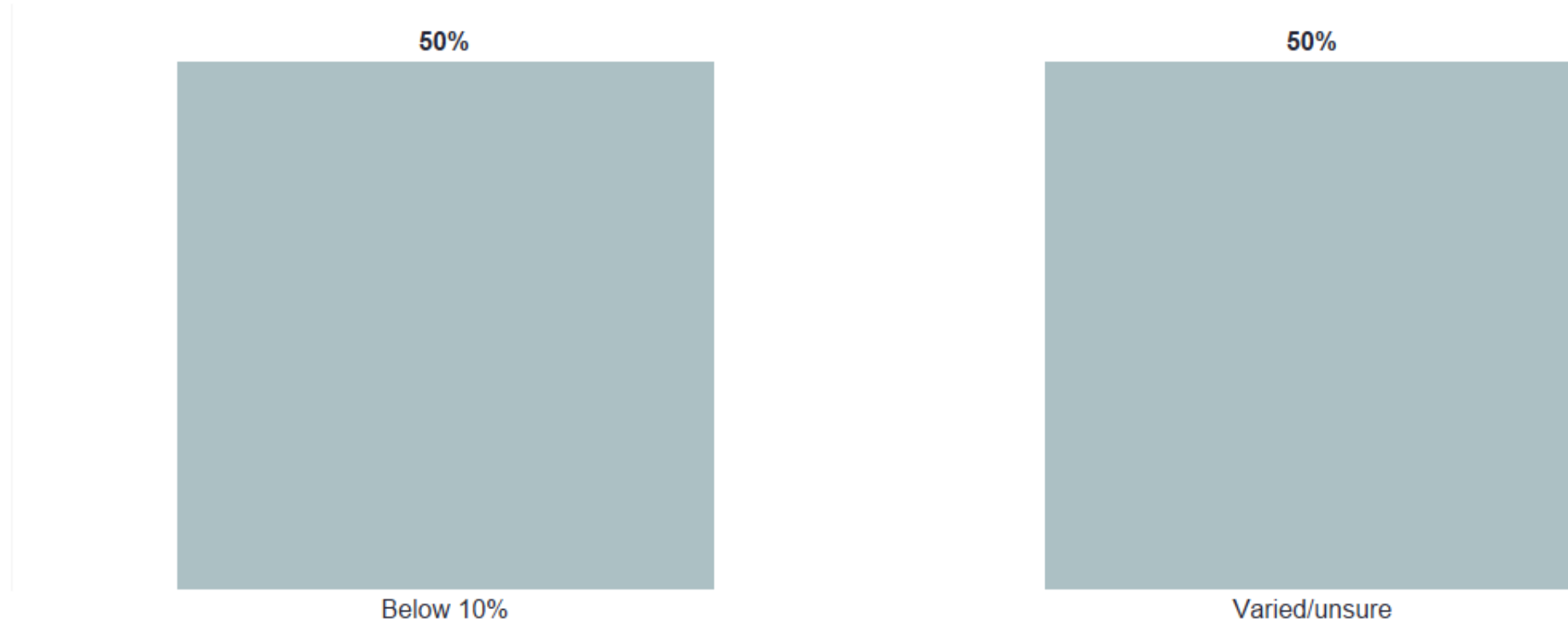
Enhancing Evolving Talent Acquisition Strategies

❙ Question:

Have adjustments to new hire compensation led your organization to consider examining internal equity or compensation for current employees? (8 respondents)
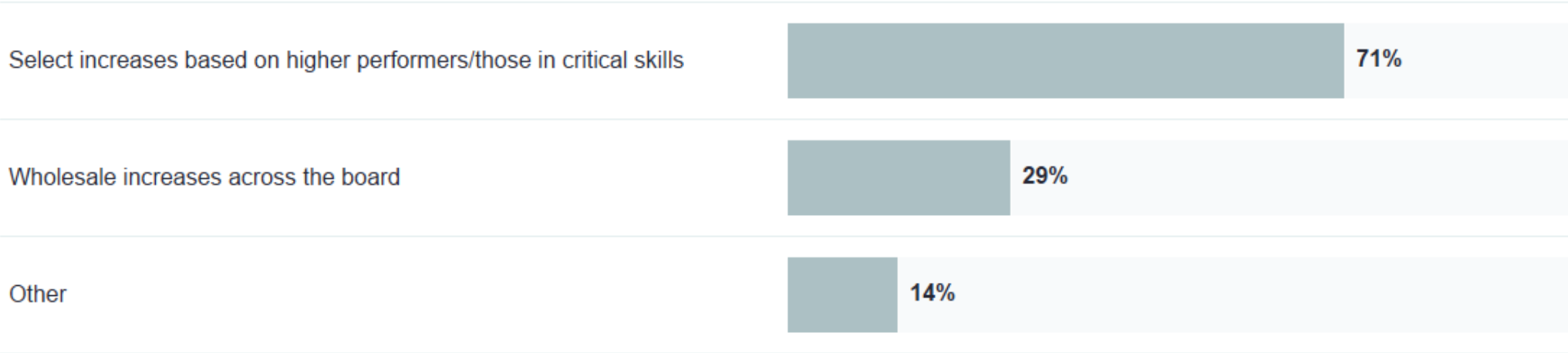
No, but we are actively considering it
13%

Yes
88%

AON

Enhancing Evolving Talent Acquisition Strategies

❙ Question:

How is your organization managing internal equity, with new hires coming in at a higher rate or creating compression? (Select all that apply) (7 respondents)

Select increases based on higher performers/those in critical skills	**71%**
Wholesale increases across the board	**29%**
Other	**14%**

AON

Enhancing Evolving Talent Acquisition Strategies

▌Question:

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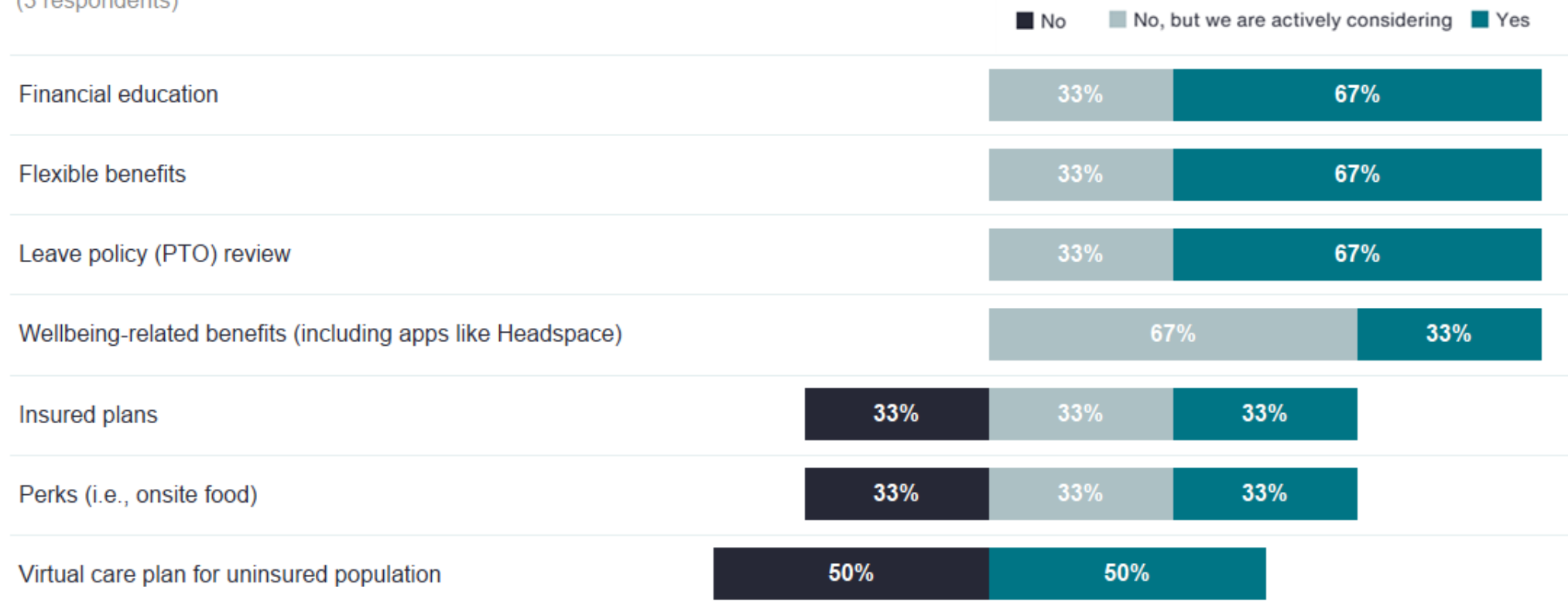(3 respondents)

Mental health benefits   **100%**

AON

Enhancing Evolving Talent Acquisition Strategies

| Question:

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

■ No   ■ No, but we are actively considering   ■ Yes

	No	No, but we are actively considering	Yes
Financial education		33%	67%
Flexible benefits		33%	67%
Leave policy (PTO) review		33%	67%
Wellbeing-related benefits (including apps like Headspace)		67%	33%
Insured plans	33%	33%	33%
Perks (i.e., onsite food)	33%	33%	33%
Virtual care plan for uninsured population	50%		50%

AON

3

Developing and Enhancing Strategies to Retain Key Talent

AON

Developing 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? (15 respondents)

	Yes, we already have	Yes, we have implemented or improved	No, but we are actively considering	No
Offering improved training opportunities (i.e. on-the-job training, stipends, manager training)	36%	27%	36%	
Adjusting and/or communicating career architecture (i.e. clarifying career paths, updating job architecture and including competencies)	33%	33%	17%	17%
Emphasizing integrated learning & development offerings	10%	30%	20%	40%
Implementing or enhancing recognition programs (cash and non cash-based)	25%	25%	33%	17%
Providing technology-enabled tools to facility mobility	27%	27%	27%	18%
Incorporating assessments to aid talent development (i.e. assessing for digital skills, providing development plans)		17%	58%	25%

AON

Developing Strategies to Retain Key Talent

| Question:

Has your organization considered, or is it considering, any of the following flexible-working practices designed with employee preference in mind? (16 respondents)

	Yes, we already had	Yes, we have implemented or improved	No, but we are actively considering	No	No, we considered and will not do
Offering flexible hours (i.e. when employees begin or end their day)	40%	27%	20%	7%	7%
Offering more hybrid (virtual and office) working	64%	29%	7%		
Polling employees regularly to understand their preferences	43%	43%		14%	
Offering more full-time remote working	33%	33%	7%	20%	7%
Increasing part-time eligibility	25%	17%	25%	25%	8%
Offering employee shift selection (with or without manager approval)	8%	17%	17%	50%	8%
Offering flexibility in days worked (such as 9/80 where employees work 9 hours/day and have one day off every 2 weeks)	17%	25%	17%	33%	8%

AON

Developing Strategies to Retain Key Talent

❙ Question:

As we move to additional talent retention considerations, does your organization track and/or facilitate internal mobility? (15 respondents)
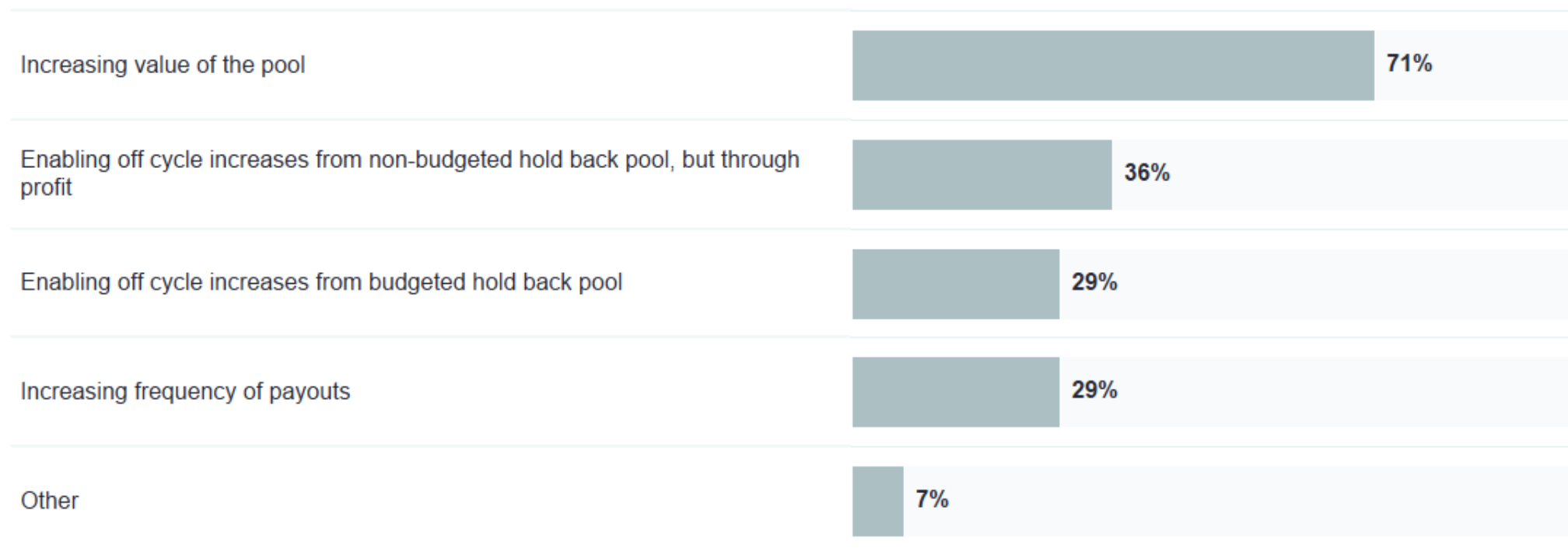
	Yes, we already had	Yes, we have implemented or improved	No, but we are actively considering	No
We track internal mobility	50%	21%	14%	14%
We provide upskilling opportunities	31%	38%	8%	23%
We offer rotational opportunities	29%	14%	29%	29%

AON

Developing 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) (14 respondents)
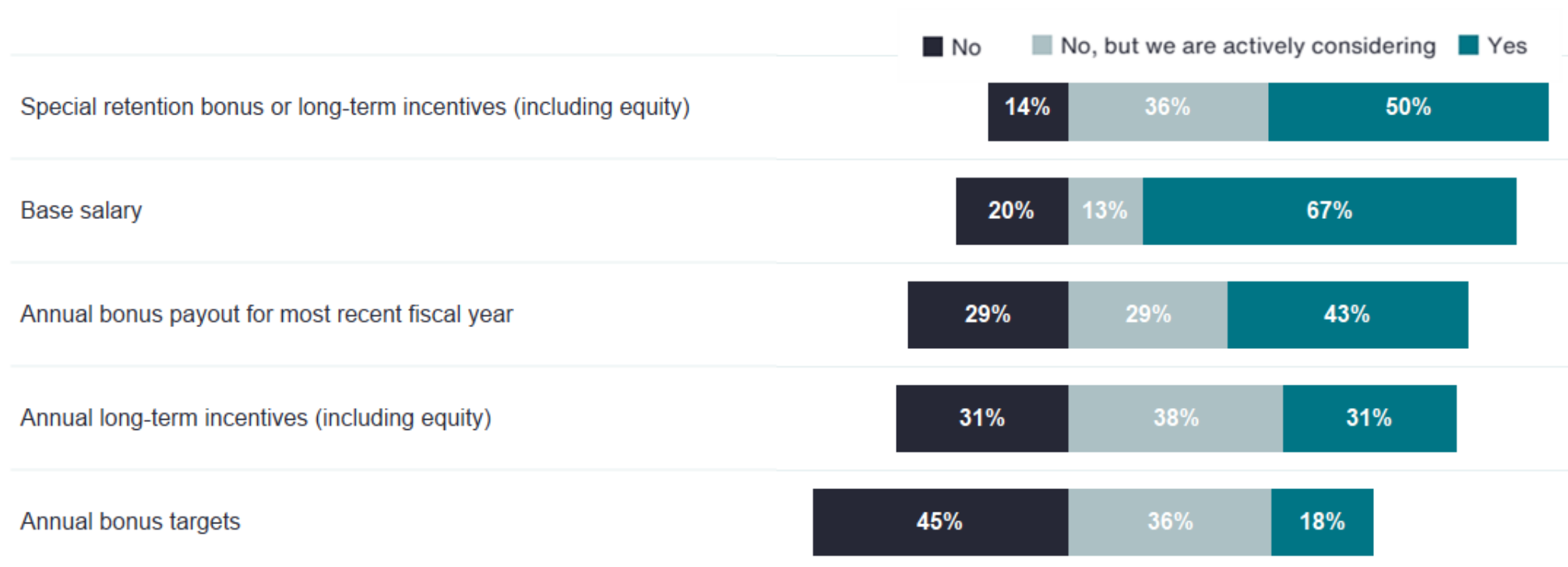
Increasing value of the pool	71%
Enabling off cycle increases from non-budgeted hold back pool, but through profit	36%
Enabling off cycle increases from budgeted hold back pool	29%
Increasing frequency of payouts	29%
Other	7%

AON

Developing Strategies to Retain Key Talent

| Question:
In an effort to better retain current employees, which of the following compensation elements is your company considering making adjustments to? (15 respondents)

Legend: ■ No   ■ No, but we are actively considering   ■ Yes

Compensation element	No	No, but we are actively considering	Yes
Special retention bonus or long-term incentives (including equity)	14%	36%	50%
Base salary	20%	13%	67%
Annual bonus payout for most recent fiscal year	29%	29%	43%
Annual long-term incentives (including equity)	31%	38%	31%
Annual bonus targets	45%	36%	18%

AON

Developing Strategies to Retain Key Talent

❚ 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) (9 respondents)
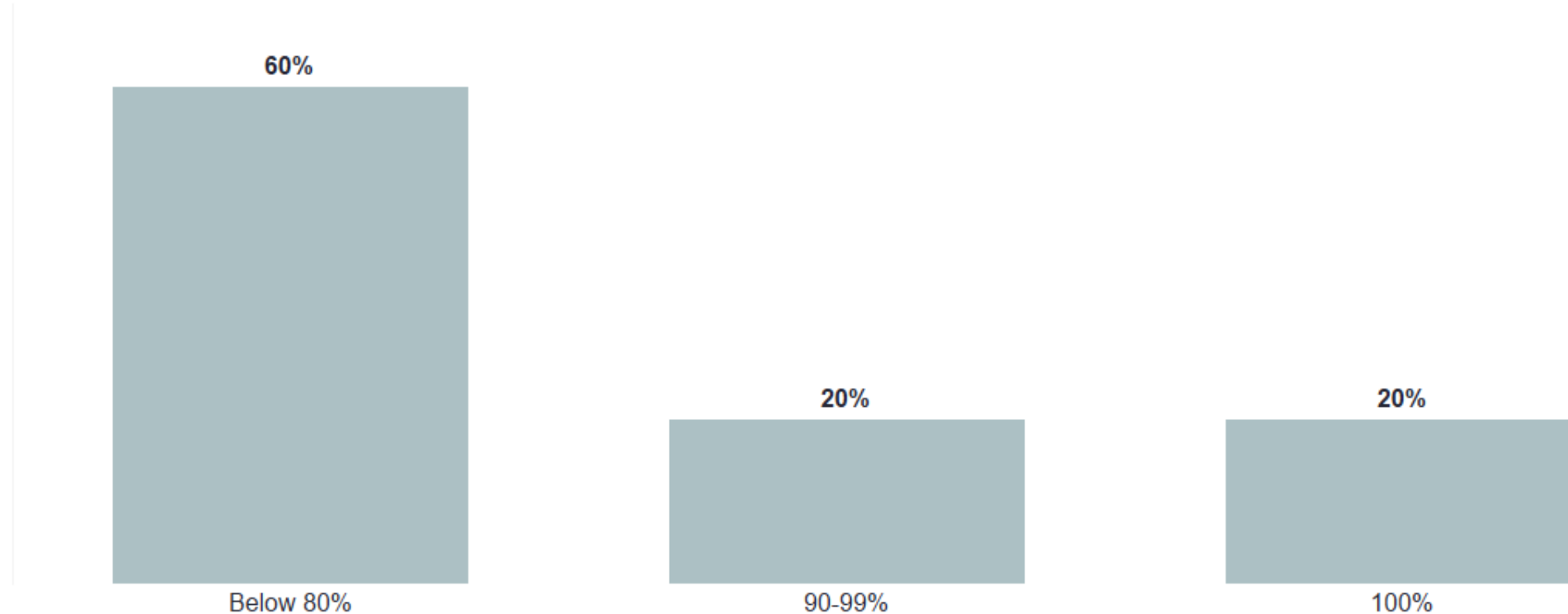
	Below 5%	5-10%	Greater than 15%
High potentials/high performers	43%	43%	14%
Targeted roles only	33%	33%	33%

AON

Developing Strategies to Retain Key Talent

| Question:

What payout level as a percentage of target are you funding your annual bonus pool? (5 respondents)

Below 80%	90-99%	100%
60%	20%	20%

AON

Developing Strategies to Retain Key Talent

| Question:
What adjustments has your organization made to its annual equity strategy in response to market conditions created by the current talent market? (4 respondents)

Legend: ■ No ■ Actively Considering ■ Yes, temporary change ■ Yes, permanent change

Category	No	Actively Considering	Yes, temporary change	Yes, permanent change
Adjusted the grant sizes or ranges			25%	75%
Adjusted the overall equity pool size			25%	75%
Increased the percentage of employees that receive grants	25%			75%
Created a separate pool for high performers/high potentials	75%			25%

AON

Developing Strategies to Retain Key Talent

| Question:

How much has the overall equity pool size changed? (1 respondents)

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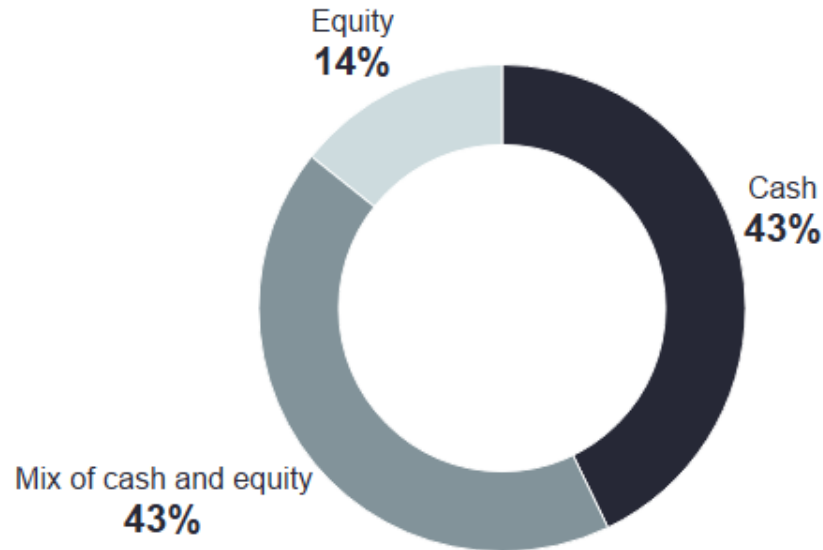
Increased

100%

1 to 14%

AON
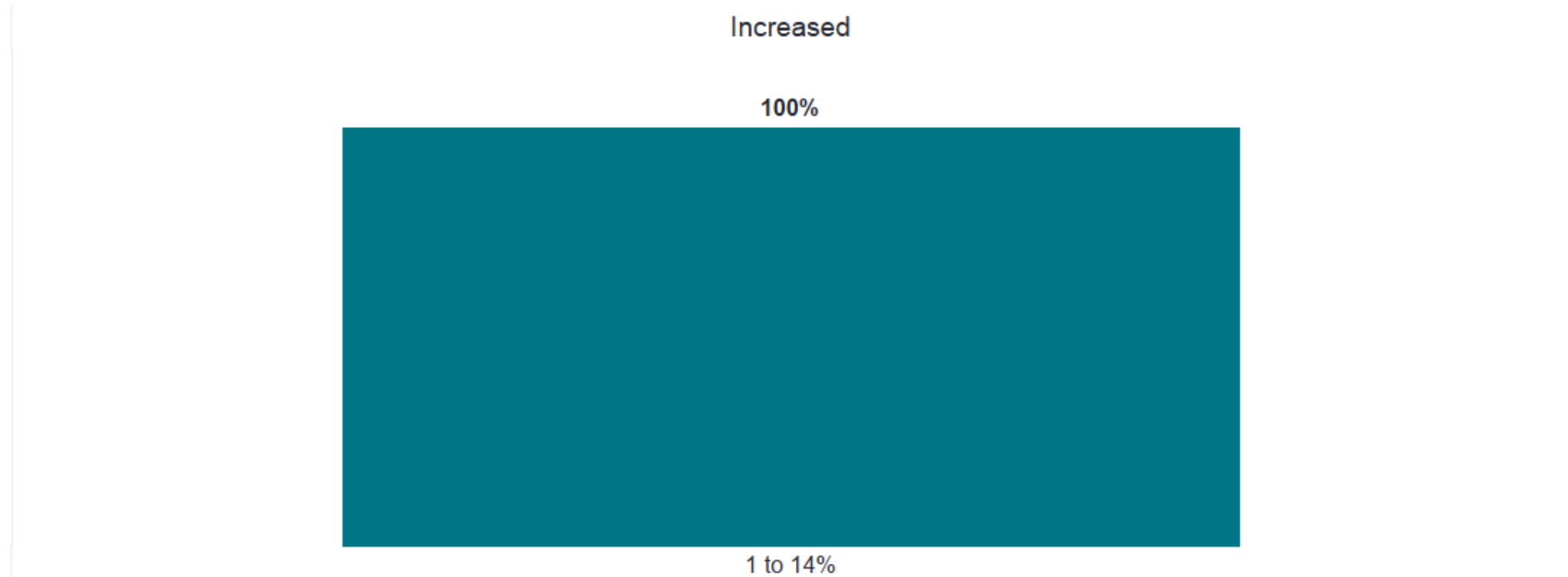
Developing Strategies to Retain Key Talent

Question:
How are you delivering the special retention bonus or long-term incentive (including equity) award? (7 respondents)

Question:
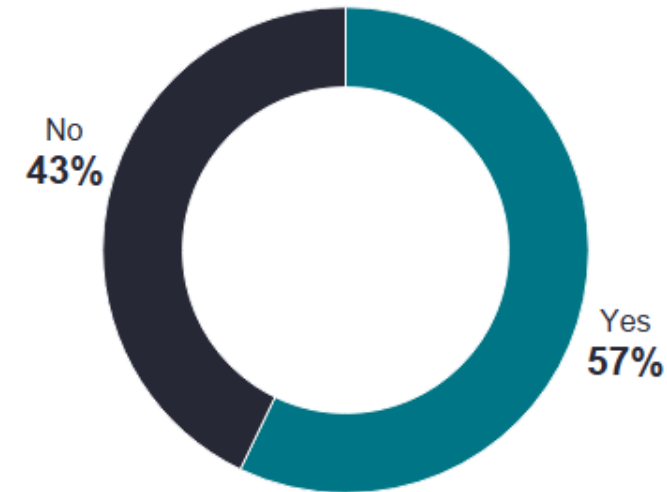Is there vesting associated with the special retention bonus or long-term incentive (including equity) award? (7 respondents)

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

Equity 14%

Cash 43%

Mix of cash and equity 43%

No 43%

Yes 57%

AON

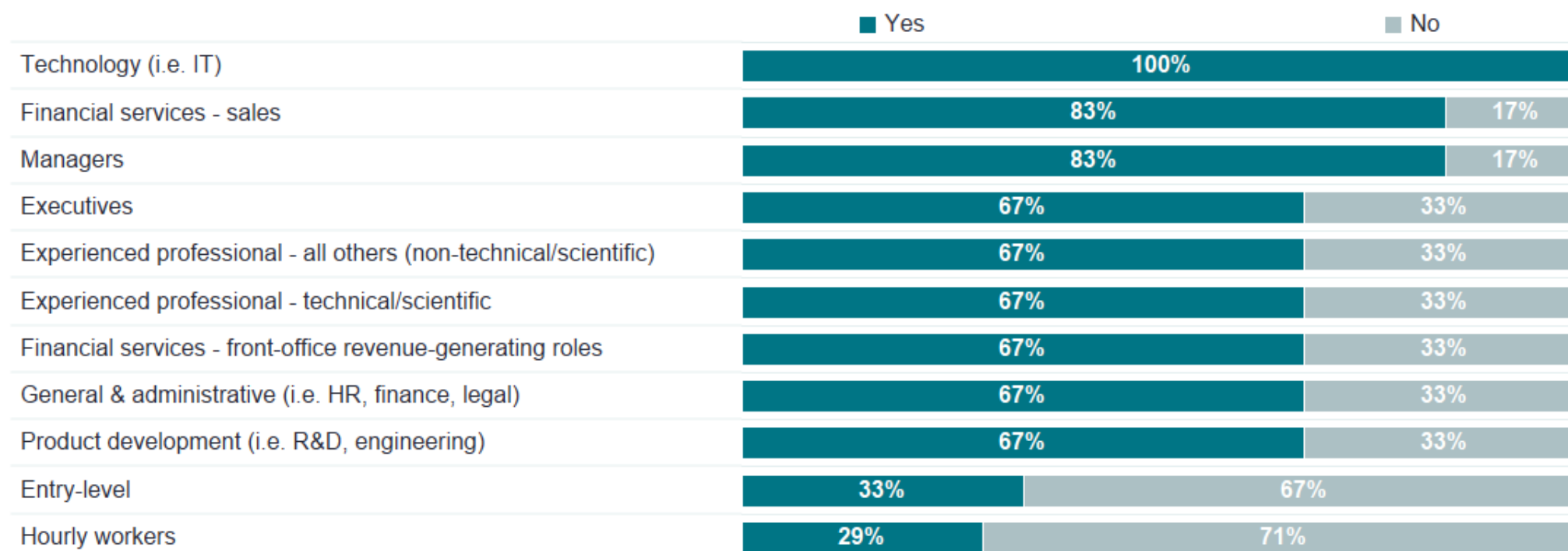# Developing Strategies to Retain Key Talent

| Question:

Which group(s) of employees are eligible for a special retention bonus or long-term incentive (including equity) award?

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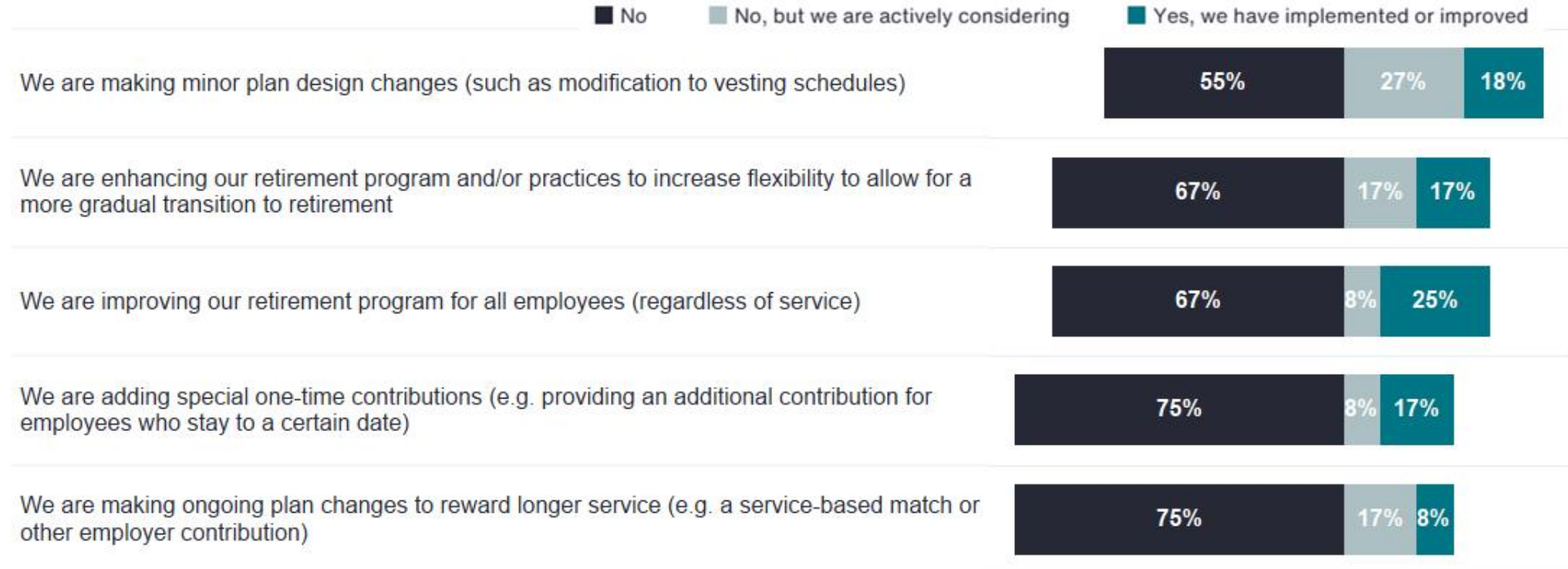
(7 respondents)

	Yes	No
Technology (i.e. IT)	100%	
Financial services - sales	83%	17%
Managers	83%	17%
Executives	67%	33%
Experienced professional - all others (non-technical/scientific)	67%	33%
Experienced professional - technical/scientific	67%	33%
Financial services - front-office revenue-generating roles	67%	33%
General & administrative (i.e. HR, finance, legal)	67%	33%
Product development (i.e. R&D, engineering)	67%	33%
Entry-level	33%	67%
Hourly workers	29%	71%

Developing Strategies to Retain Key Talent

| Question:

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

Legend: ■ No   ■ No, but we are actively considering   ■ Yes, we have implemented or improved

Statement	No	No, but we are actively considering	Yes, we have implemented or improved
We are making minor plan design changes (such as modification to vesting schedules)	55%	27%	18%
We are enhancing our retirement program and/or practices to increase flexibility to allow for a more gradual transition to retirement	67%	17%	17%
We are improving our retirement program for all employees (regardless of service)	67%	8%	25%
We are adding special one-time contributions (e.g. providing an additional contribution for employees who stay to a certain date)	75%	8%	17%
We are making ongoing plan changes to reward longer service (e.g. a service-based match or other employer contribution)	75%	17%	8%

AON

4

Looking Ahead to Key HR Priorities in 2022
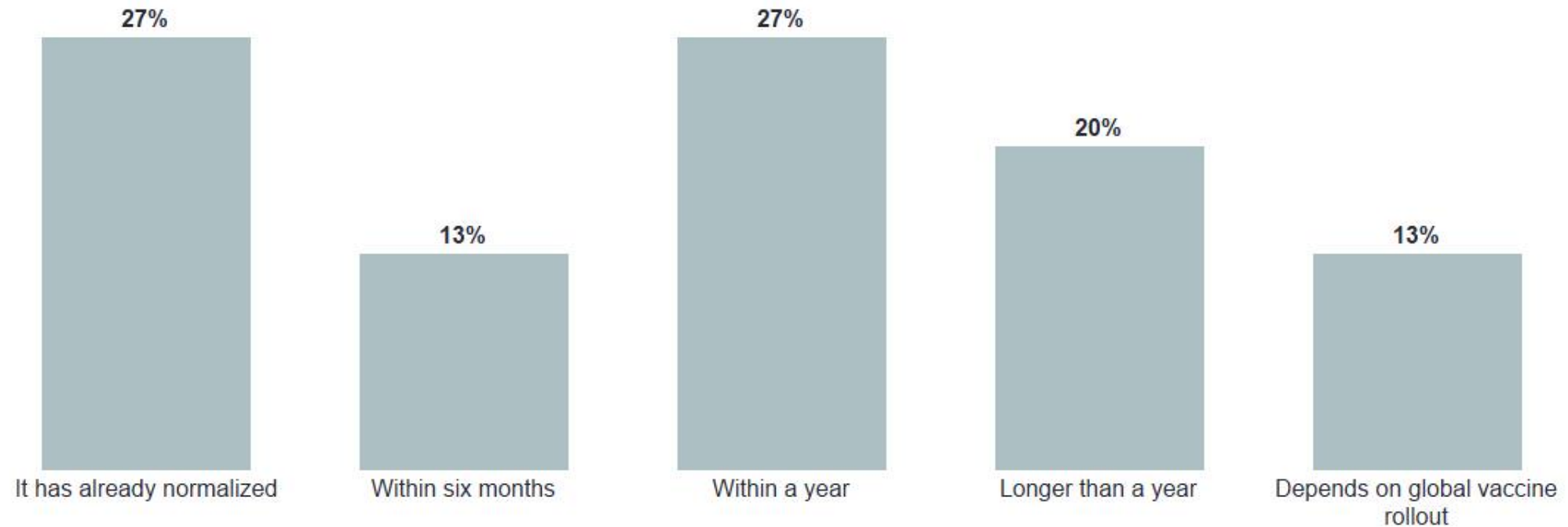
AON

Looking Ahead to Key HR Priorities in 2022

| Question:

Based on your organization's current plan, when do you anticipate workforce churn will **stabilize?** (15 respondents)

27%	13%	27%	20%	13%
It has already normalized	Within six months	Within a year	Longer than a year	Depends on global vaccine rollout

AON

Looking Ahead to Key HR Priorities in 2022

| Question:

In your estimation, how effective have improvements to the following programs been to attracting and retaining talent? (16 respondents)

	Not effective	Slightly effective	Moderately effective	Extremely effective
Increased flexibility (i.e. remote/hybrid working, scheduling)		36%	36%	29%
Annual compensation adjustments (i.e. base salary, target bonus, annual equity)		36%	36%	29%
Special one-time compensation (i.e. sign-on bonus, retention bonus)	9%	45%	36%	9%
Generous / flexible benefits	8%	33%	42%	17%
Developmental tools (i.e. clarified career path, employee development plan)	8%	42%	33%	17%
Leave policy (including PTO)	18%	36%	18%	27%
Wellbeing benefits	9%	27%	36%	27%
Training (i.e. reskilling, manager training		50%	33%	17%
Perks (i.e. onsite food, etc.)	13%	38%	25%	25%

Looking Ahead to Key HR Priorities in 2022

| Question:

Given what you know about what employees value most, which of the following benefits will your organization prioritize in 2022? (15 respondents)

	No	No, but we are actively considering	Yes but budget not yet approved	Yes with budget approved
Wellbeing	14%	29%	29%	29%
DEI focused strategies (i.e. culturally relevant holidays or flexible benefits)	23%	31%	23%	23%
Benefit strategy redesign	31%	31%	15%	23%
Medical plan design improvements	36%	14%	7%	43%
Preventative care	36%	21%	7%	36%

AON
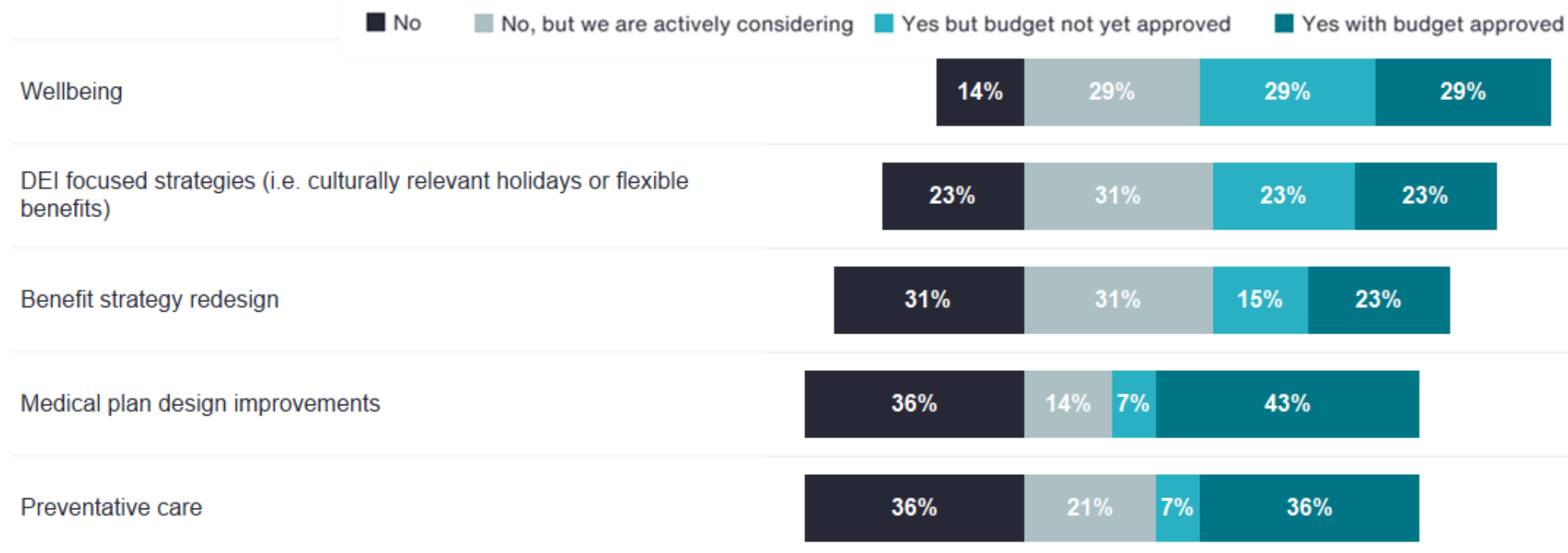
Looking Ahead to Key HR Priorities in 2022

Question:

As we head into 2022, which of the following challenges keeps you up at night? (Rank the following) (14 respondents)

	Highest							Lowest
	1	2	3	4	5	6	7	8
Talent shortages	29%	36%	21%		7%	7%		
Increasing turnover	36%	29%	7%	14%		7%		7%
COVID-19 resurgence	14%	14%	21%	21%	14%		7%	7%
Increased regulation			7%	21%	21%	29%	14%	7%
Government/policy implications				14%	29%	14%	36%	7%
Supply chain disruption	7%	14%			7%	14%	29%	29%
Vaccine mandates	7%		21%	21%	7%	14%	14%	14%
Effectively innovating	7%	7%	21%	7%	14%	14%		29%

Additional Information

AON

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:

North America and Global Lead
Yanina Koliren

Partner
Yanina.Koliren@aon.com

European Lead
Alex Cass

Associate Partner
Alex.Cass@aon.com

Asia Pacific
Belinda Amenta

Associate Partner
Belinda.Armenta@aon.com

AON

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:
https://www.aon.com/event-response/coronavirus.aspx

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.

AON

Disclaimer and Terms of Use

COVID-19 Disclaimer: This document has been provided as an informational resource for Aon clients and business partners. It is not intended to provide medical advice or address medical concerns or specific risk circumstances. Due to the dynamic nature of infectious diseases, Aon cannot be held liable for the guidance provided. We strongly encourage visitors to seek additional safety, medical and epidemiologic information from credible sources such as the Centers for Disease Control and Prevention and World Health Organization. As regards insurance coverage questions, whether coverage applies or a policy will respond to any risk or circumstance is subject to the specific terms and conditions of the insurance policies and contracts at issue and underwriter determinations.

Survey Disclaimer: This summary report provides general information and data as an informational resource for Aon clients and business partners. Readers should not use this report as a replacement for legal, tax, accounting or other consulting advice that is specific to the facts and circumstances of their business. We encourage all readers to consult with appropriate advisors before acting on any of the information contained in this report.

Terms of Use: This report is intended solely for internal use by eligible study participants. The contents of this report may not be reused, reprinted or redistributed without the expressed written consent of Aon. If you would like to request permission to cite information or data in this report, please write to: rewards-solutions@aon.com.

AON

About Aon

Aon plc (NYSE: AON) exists to shape decisions for the better — to protect and enrich the lives of people around the world. Our colleagues provide our clients in over 120 countries with advice and solutions that give them the clarity and confidence to make better decisions to protect and grow their business.
Follow Aon on Twitter and LinkedIn. Stay up-to-date by visiting the Aon Newsroom and sign up for News Alerts here.

AON

Thank You