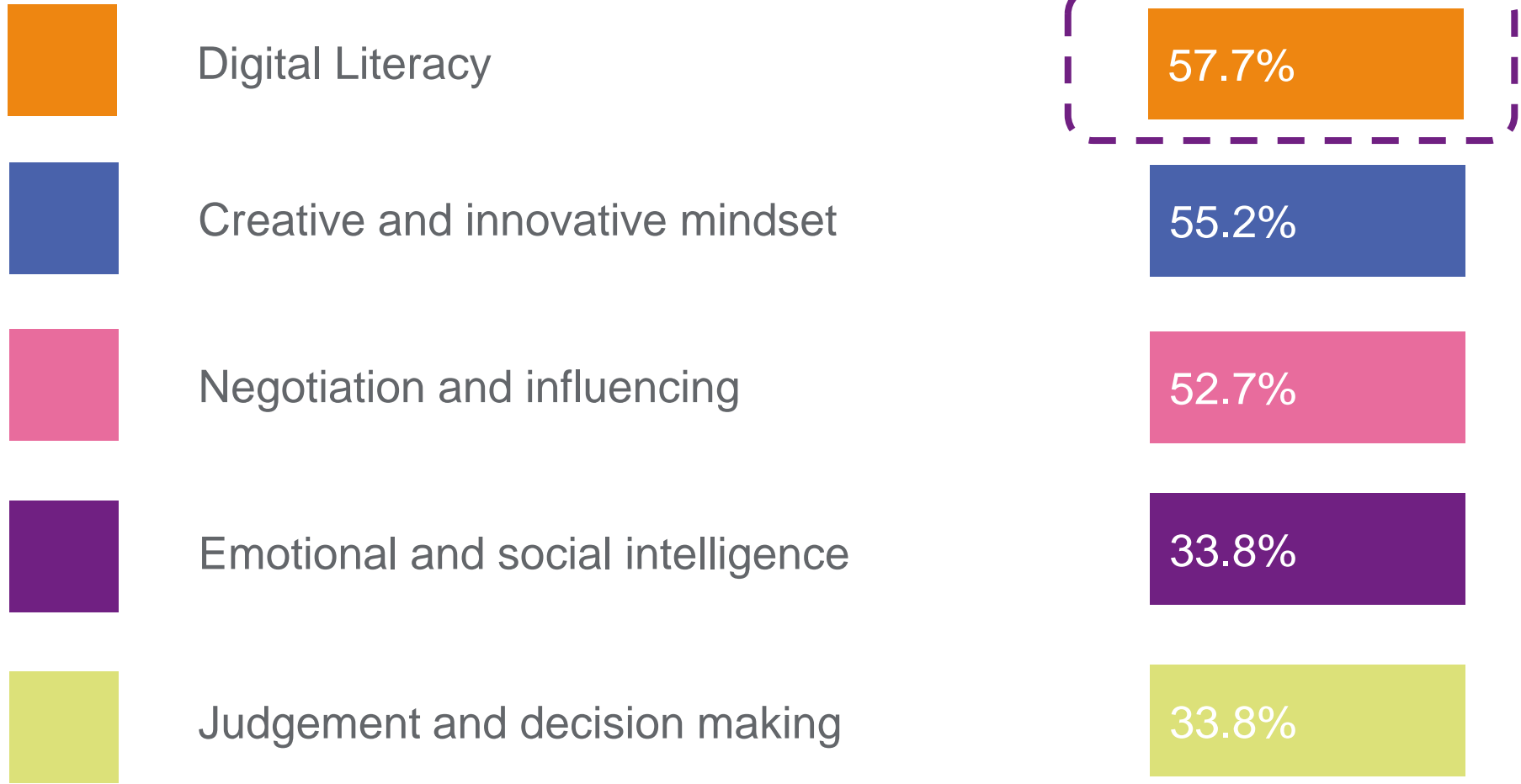
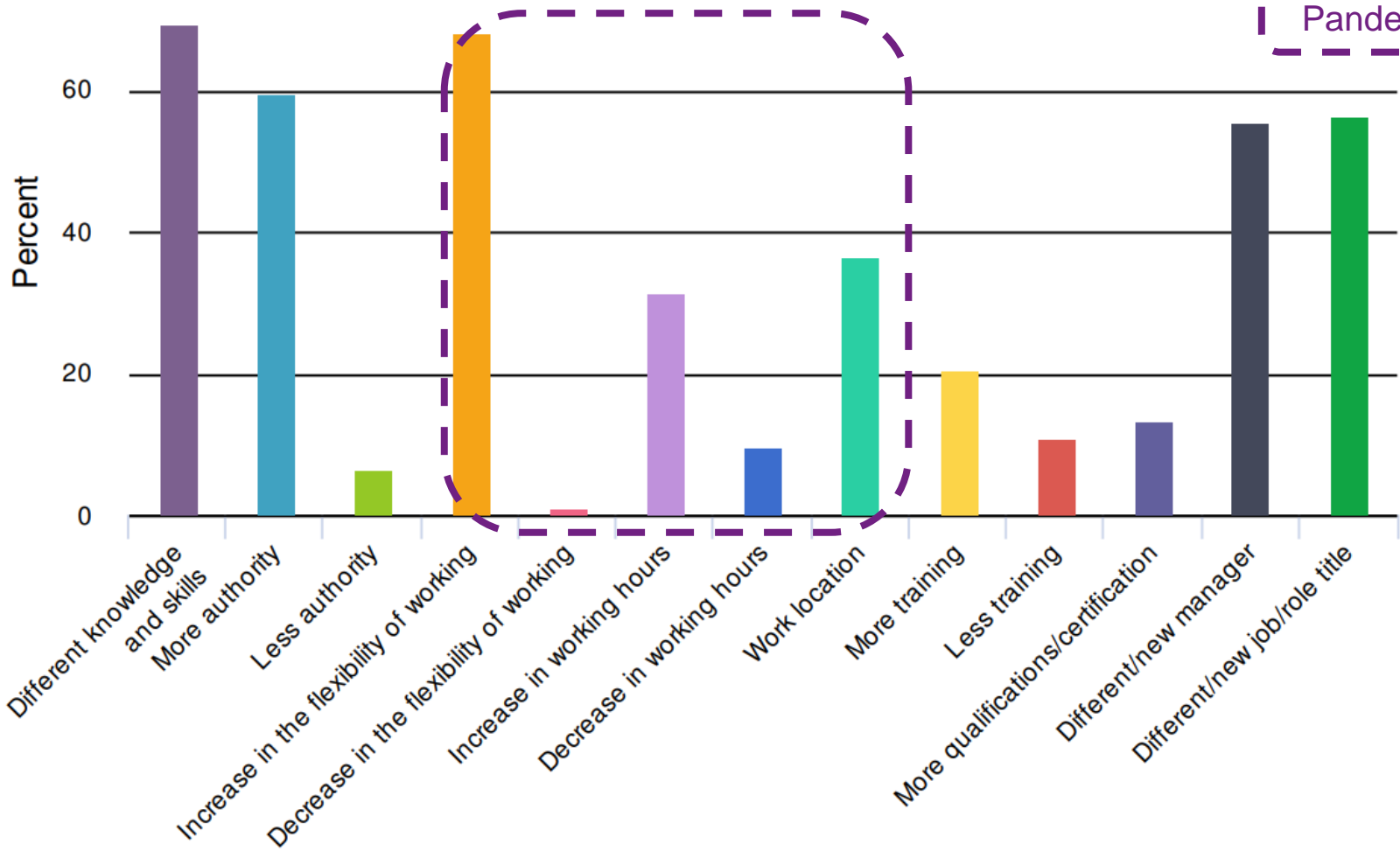


## What are the skills you need for the future? 2020 results...



# 2020 Pre-Pandemic Survey: How do you use technology in your current role?

2021 Post-Pandemic



# The pandemic created a global stress test.

As organizations took rapid actions, these actions took a significant toll on their people.

## Employee perspective:

- **52%** reported high to moderate anxiety
- **66%** reported at least some work distraction

Sources: 2021 Employee Experience Survey - Shaping EX strategies for impact; Willis Towers Watson Employee Opinion Norm Database

56%



Percentage of employees working in remote/hybrid working models

up from only 9% three years ago

46%



Cut people or hours

44%



Restructured\*

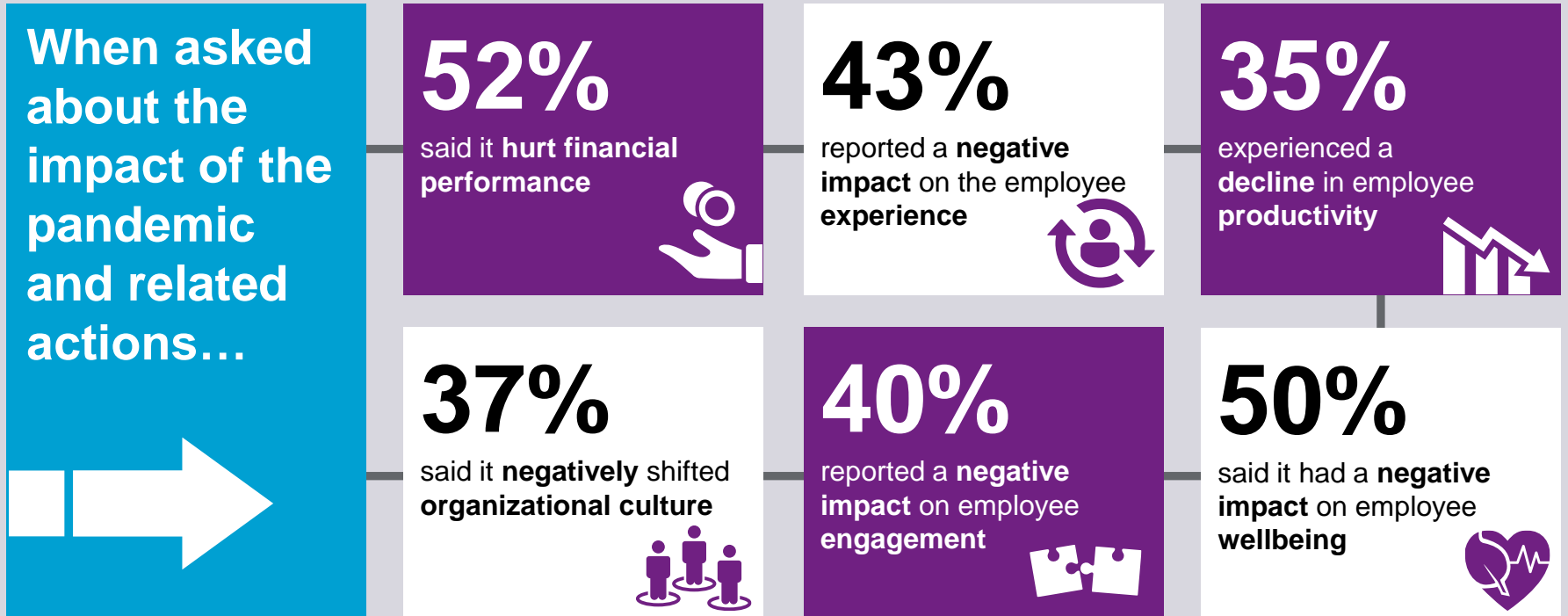
39%



Cut pay or benefits

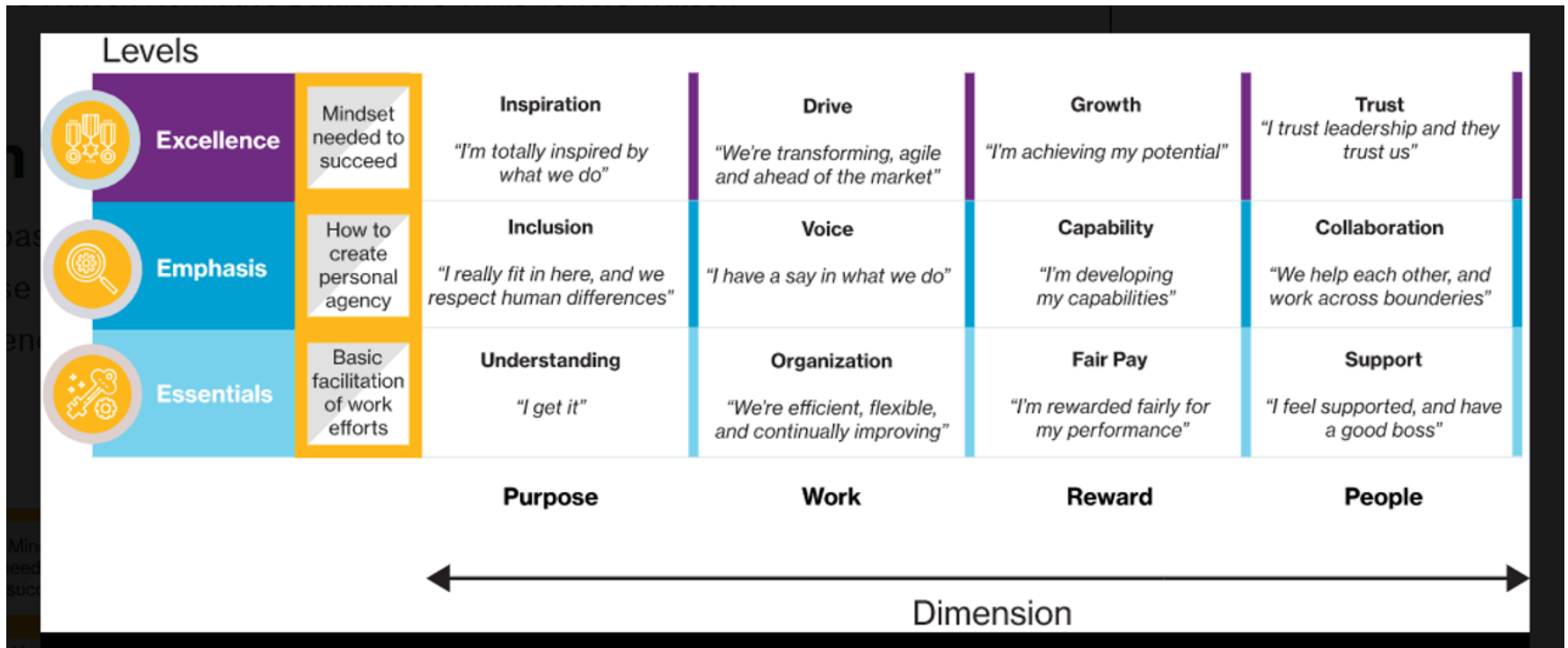
\*36% have undergone an organization-wide restructuring

# This stress test affected both business and human dimensions



Source: 2021 Employee Experience Survey - Shaping EX strategies for impact

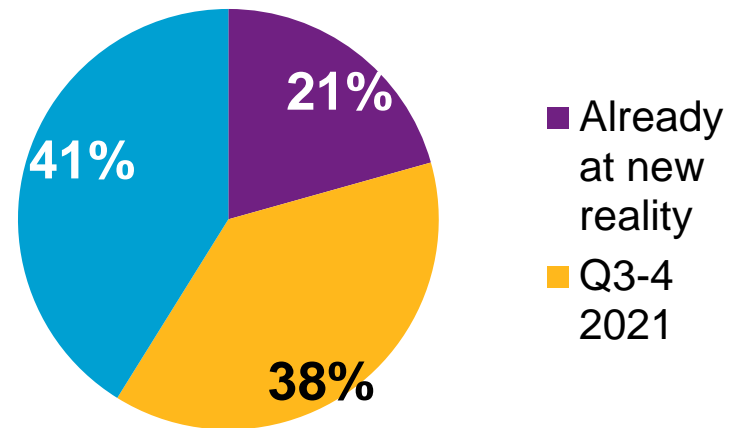
# The EX model





## The stress on EX is not going away

The majority of organizations have not yet arrived at their new reality – and about **40% don't expect to until 2022 or beyond**



Source: 2021 Employee Experience Survey - Shaping EX strategies for impact

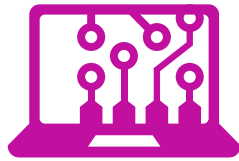
# Breakthrough Moments

Addressing the here-and-now challenges to achieve a high-performance Employee Experience (EX)...



## Adapt to flexible work

Recharge strategies, programs and policies to address the emerging needs of flexible work



## Rebalance Employee Experience (EX) programs

Focus on the importance of designing and delivering Total Rewards, wellbeing, and inclusion and diversity (I&D) programs



## Lead through change

Equip leaders and managers to lead through change



## Reconnect with employees

Adopt the hallmarks of Transformative EX organizations to understand, listen to, communicate with and engage employees



## Build an integrated Employee Experience (EX) strategy

Build an EX strategy that is integrated with your business strategy and fueled by technology



Achievable with bold steps on prioritization, investment and technology