

# The Employee Experience Stress Test

Insights from the world's largest database of employee opinions



Willis Towers Watson 

Stress and anxiety

Employee engagement

Highs and lows in employee experience

People and purpose

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Four lessons for leadership

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# Introduction

## The Employee Experience Stress Test

**The global pandemic hit hard. No event in recent history had such a wide-ranging impact on the global workforce as COVID-19. From consequences to individual wellbeing, stress, anxiety, and financial concern to how employees experienced work and viewed their employers, the shocks were profound.**

**The pandemic was a stress test for employers, pushing employee experience to the fore like never before.**

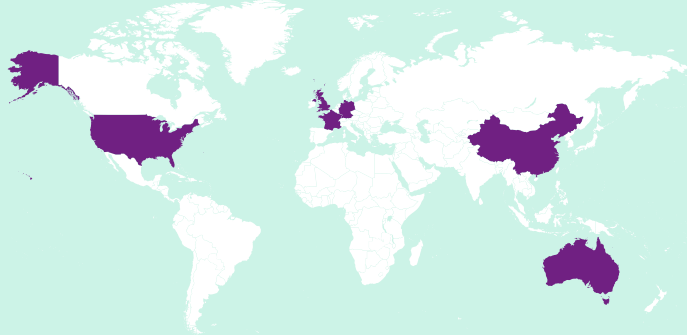
**How did employees respond and what does this mean for the future of work?**

**This study is based on the views of 36 million employees globally.**

To explore these impacts, we looked at our global employee survey database, the world’s largest benchmark database of over 250 million employee opinion surveys, and compared results obtained throughout 2020 with prior five-year trends. In total, we examined views from 36 million employees globally, and across all sectors.

In addition, we dive into the results for six of the world’s largest geographic markets:

- U.S.
- U.K.
- Australia
- China
- France
- Germany



What’s more, we examine results for six key business sectors:



Manufacturing



Financial services



High technology



Fast-moving consumer goods



Retail



Energy and utilities

**The results are fascinating, sometimes surprising, and reveal how the employee experience in 2020 often upended previous patterns. This report presents our findings as well as implications for future employee experience.**

Stress and anxiety	Employee engagement	Highs and lows in employee experience	People and purpose	Work and Total Rewards
Four lessons for leadership	Variations by geographic market	Variations by industry	Where employee experience goes next	Appendix

# COVID-19's impact on stress and anxiety

In response to the pandemic, business offices closed, and operations seemingly overnight shifted to often quickly designed work-from-home arrangements, but some key workers had to remain at job sites. The response to the pandemic resulted in massive challenges for workers everywhere.

During this global upheaval, many organizations ran pulse surveys to understand the immediate effects of the pandemic. About 150 of our clients used one of our [COVID-19 pulse surveys](#) generating responses from 685,000 employees across 134 countries. What was most striking from this feedback was that over half of all employees reported moderate to high levels of anxiety throughout the crisis, with concerns increasing toward the end of the year. Added to that trend were increasing levels of financial worry through the middle of the year. While not affecting everyone, around a quarter of all employees suffered from significant distractions while working from home (typically related to childcare or caring for others).

In the initial phase of the global pandemic, 72% of respondents had full confidence in leaders to protect employee health and wellbeing, but by the end of the year that number had fallen to **57%**

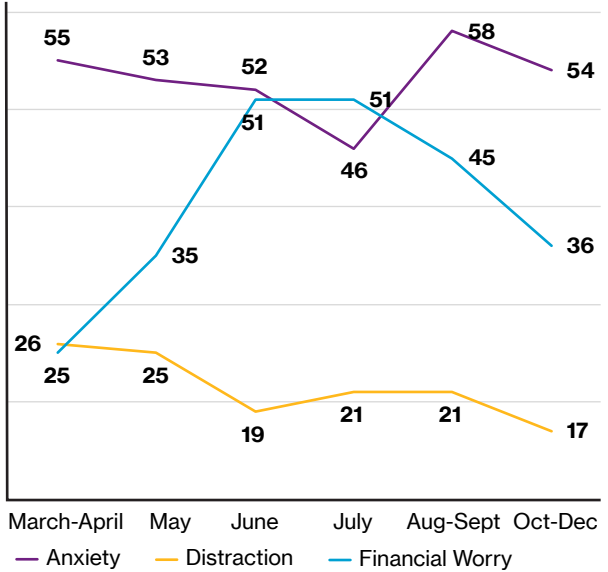
Our pulse survey respondents also rated employer efforts to manage concerns about COVID-19. In the initial phase of the global pandemic in March and April, 72% had full confidence in leaders to protect employee health and wellbeing, but by the end of the year that number had fallen to 57%. As office reopening efforts emerged, so too did worker concerns about resuming normal operations. In the fourth quarter of 2020, only 41% were fully confident that their work locations were not a health risk, and only 20% reported being not at all worried about health and safety from commuting. As a result, 71% said they would prefer to continue working from home.

Without question, the pandemic significantly impacted the wellbeing of employees, and the effects will be felt for a long time to come, with rising levels of depression and physical illness.



**If employers truly care about employee wellbeing and hope to mitigate the risks to their people and businesses post-pandemic, they will need to be more proactive and supportive than they are today.**

Percent of employees with moderate or large concern about wellbeing factors

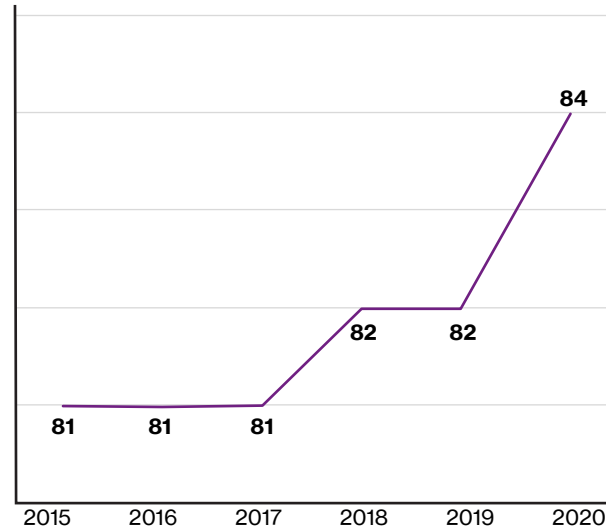


# Employee engagement during the pandemic

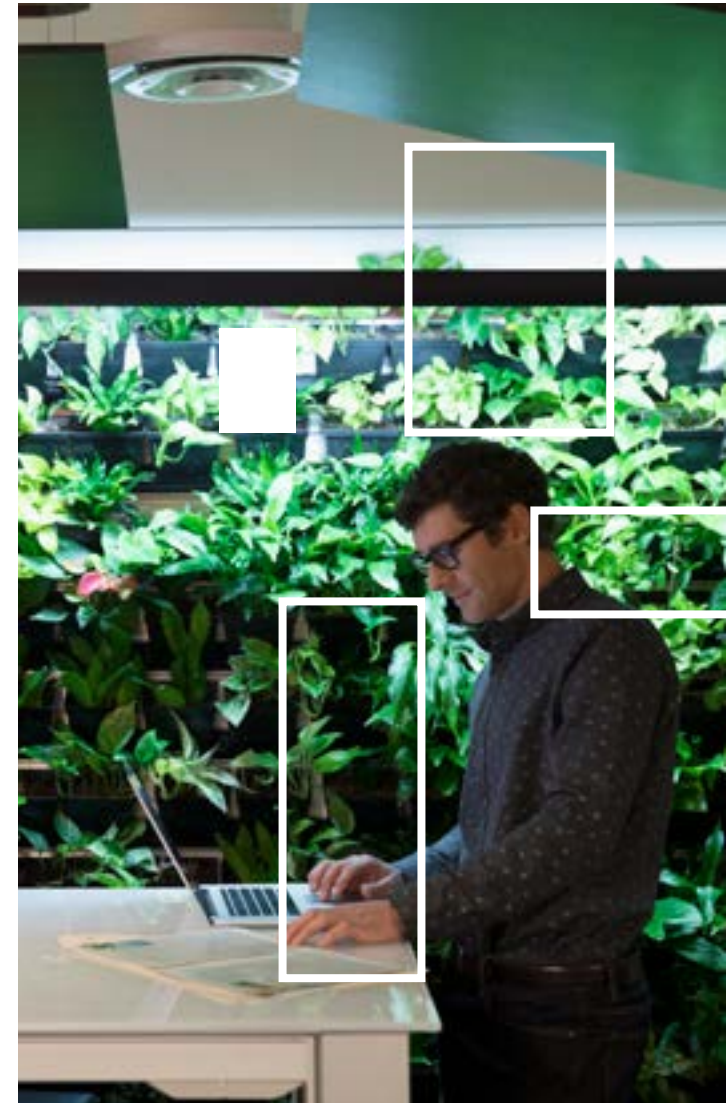


Given these profound impacts on individual health and wellbeing, incredibly, employee engagement globally increased during the pandemic.\* Several commentators, including **Josh Bersin**, also recognized this phenomenon, and others have written about ways employers addressed **engagement during the pandemic**.

Global employee engagement trends 2015 - 2020



\*It should be noted that the data upon which this is based are from organizations who conducted employee surveys in 2020 with Willis Towers Watson. So, there may be some natural bias in our data toward companies adopting more progressive practices than others. Having said that, most medium and large organizations do conduct surveys, indeed they are almost ubiquitous, and we would expect similar trends in most organizations outside of our data set. Even with some bias, we believe our data, which is the largest dataset of its kind, is a good indication of the global situation, because we measure on a consistent basis from one year to the next, and across sectors and countries, in such a large dataset.






# COVID-19 created highs and lows in employee experience

In order to understand what was driving the increase in engagement, we looked at data from annual employee surveys conducted during 2020 and compared them to trends we observed in our total database of surveys from the previous five years. Each year, our norms are built from over 700 companies that survey with us, representing the views of 7 million employees globally. The trend results are significant, with sometimes dramatic swings in employee opinion both to the positive and the negative.


We organize our employee survey database through an employee experience (EX) lens. EX is defined as the sum of all moments that matter to an employee at work. We also use our data to define a **high-performance EX model** to prioritize **what aspects of experience truly matter to business success**. That model is built from two inputs:




## 1 First, we view EX as having four fundamental dimensions:




**Purpose**  
Employees want a strong sense of purpose.



**Work**  
They want to do great work in a thriving organization.



**Total Rewards**  
They want individual growth and reward in return.



**People**  
They want to connect with great people and leaders.



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## 2 Secondly, we combine these dimensions with data on what makes high-performance companies achieve superior and sustained financial performance in their sectors.

### Elements of high-performance employee experience



From an EX perspective, we have identified critical factors that differentiate companies with sustained financial performance and grouped them into three elements. We call the first element “excellence,” which includes:

- An inspiring purpose
- Trust in leadership
- True growth potential
- The drive to contribute to market-leading levels of service and business innovation

By contrast, there are some factors where we see little variation between companies. We call this next element “essentials,” which includes:

- Goal understanding
- Manager supports
- Work organization
- Secure rewards

The third element, what we call “emphasis” and reflects personal agency at work, is moderately differentiating and indicates experiences from companies beginning their journeys to high performance. Emphasis includes:

- Diversity, equity and inclusion
- Employee voice
- Capability via learning and development opportunities
- Opportunities to collaborate

# People and purpose

We begin with key results from the people and purpose dimensions of the high-performance EX model. Results indicate that, overall, leadership did a very good job of navigating the pandemic. Global favorable scores in 2020 are notably higher across the period for confidence in leadership, sense of trust and inspiration, clarity of company direction, coordination to achieve work goals, appreciation of the focus on employee wellbeing, and listening and communication. However, while there was a general theme of managing well in the moment, there was concern that the focus on the future was lagging.

**+12%** of  
employees experienced  
greater clarity of  
company mission and  
strategy in 2020.

## Stronger cultures of trust and collaboration

One of the most striking changes in 2020 was the surge in employee perception of trust from management (up 16 from 2019), together with more open and honest communications (up 12), enhanced levels of employee listening followed by action (up nine), and employers' concern for employee wellbeing (up five). However, despite these higher than usual scores, opinions of leaders holding employees to consistent ethical standards were down eight, suggesting the ability to ensure the broad application of common work principles proved to be difficult over the year. In addition, employees reported being less informed about future plans (down five), indicating a need to provide clarity on where the company goes next.

These stronger cultures of trust were bolstered by increased levels of collaboration as companies reimaged their operating models to survive the pandemic. Silos were broken down, leading to increased collaboration across countries and locations (up 10) and between departments (up four).

## Greater sense of inspiration and inclusion

As companies sought direction by refocusing on their purpose during difficult times, employees felt a deeper sense of inspiration. Employees experienced greater clarity of current company mission and strategy (up 12) and vision for the future (up five). They also reported their companies as more socially responsible than usual (up five).

In the middle of the pandemic, the Black Lives Matter movement brought the need for social justice into sharp focus, changing the corporate dialogue. Employees felt a significant increase in the extent to which they felt accepted for who they are (up nine), continuing an upward trend over the last five years; and a greater sense that management supports equal opportunity for all (up four). These trends are consistent with an increased employer focus on diversity, equity and inclusion, which became a prominent theme in 2020 and continues as an area of major emphasis today.

# Work and Total Rewards

Unlike the generally positive trends in the people and purpose dimensions, employee experiences of work and Total Rewards were mixed. While companies quite rightly focused on the customer, they struggled with managing the changes. But organizations did give employees more say in how things are done, and greater non-material ways of acknowledging their efforts.

Employers the world over doubled down on customer focus in order to stay relevant during the pandemic. As a result, employees rated their companies as more customer-oriented (up six) and having a deeper understanding of what is important to customers (up eight). However, despite the often major efforts to keep businesses operating, employees were more critical of company efforts to manage change (down 14) and make decisions promptly (down seven), and there was less tolerance for innovations that did not show immediate return (down three).

Nevertheless, employees were more involved in work (up four) and were given more opportunities to suggest new solutions to solve work problems (up five). This greater voice in developments at work echoes the increased sense of inclusion also prevalent in 2020. Given the massive and enduring shifts in business operations that continue in 2021, listening to those voices will remain critical to driving people engagement and business success.

## Greater focus on customers, but concerns about safety

Perhaps not surprisingly, employees reported increased concern for their safety and work environment, with fewer indicating safety-related training was effective (down five) and that physical conditions on the job were satisfactory (down four). Despite these lower scores, work was viewed as better organized (up four), with greater flexibility to serve customers (up four), and more ease finding the information needed to do the job well (up seven).

## Benefits and non-financial recognition show gains, but talent and pay challenges remain

Reflecting a focus on non-material rewards during the pandemic, more workers than usual indicated their personal contributions were recognized (up four) and their company made good use of rewards other than money to encourage performance (up four). In addition, in a trying time during which company-provided benefits were put to the test, more employees reported their company benefit offerings met their needs (up seven). Moving forward, the challenge for companies to balance benefit needs and costs will be paramount.

Despite these results, opinions were less favorable in 2020 regarding performance reviews' efficacy to drive improvement (down eight). Slightly less favorable, too, was the emphasis on retaining best talent (down four). Opinions of pay were largely unchanged, although aligning pay to performance was down slightly (down three).

**+7%** Employees report their company **benefits met their needs** jumped in 2020.



# Four lessons for leadership

These employee experience themes reinforce the employer agenda for 2021. Employee worries remain, even as workers express good will for leadership actions. However, the sharp decline to just 43% approval of company ability to manage change serves as a warning that shaping the new world of work and reward will not be easy. As we move into 2021, our findings suggest key challenges that will be critical for the employee experience in 2021 and beyond:

1 

Lead the workforce in ways that emphasize compassion, transparency and dignity. Managing through the pandemic requires empathy and building connection especially with remote workforces. This leadership skill will remain important at least through 2021 and beyond.

Key measures related to people, health, workplace safety, psychological safety and corporate sustainability should be introduced.

2 

Protect employees and build resilience. Employee wellbeing took a hit in 2020. Supporting workers in a world not yet finished with the impacts of the coronavirus is critical to any sustained rebound from the effects of last year. Continuous listening will be necessary to keep a track on the pulse of employees.

3 

Reimagine work and Total Rewards. As 2021 unfolds, organizations will fundamentally redefine employee work arrangements. In many companies, virtual working remains the norm. To do work effectively will mean finding ways to drive agile delivery, reskill talent with needed capabilities and apply automation to streamline existing processes. Meanwhile, rewarding effort equitably is no small task as budget were tight in 2020 and the 2021 business outlook remains uncertain.

4 

Introduce an explicit strategy for employee experience. It is time to recognize that employee experience is a driver of performance, not a consequence. Multidisciplinary teams should work across the business and HR, defining aspirational experiences aligned to strategy and putting the transformation center stage.

The sharp decline to just

**43%** approval of company ability to manage change serves as a warning that **shaping the new world of work and reward will not be easy**

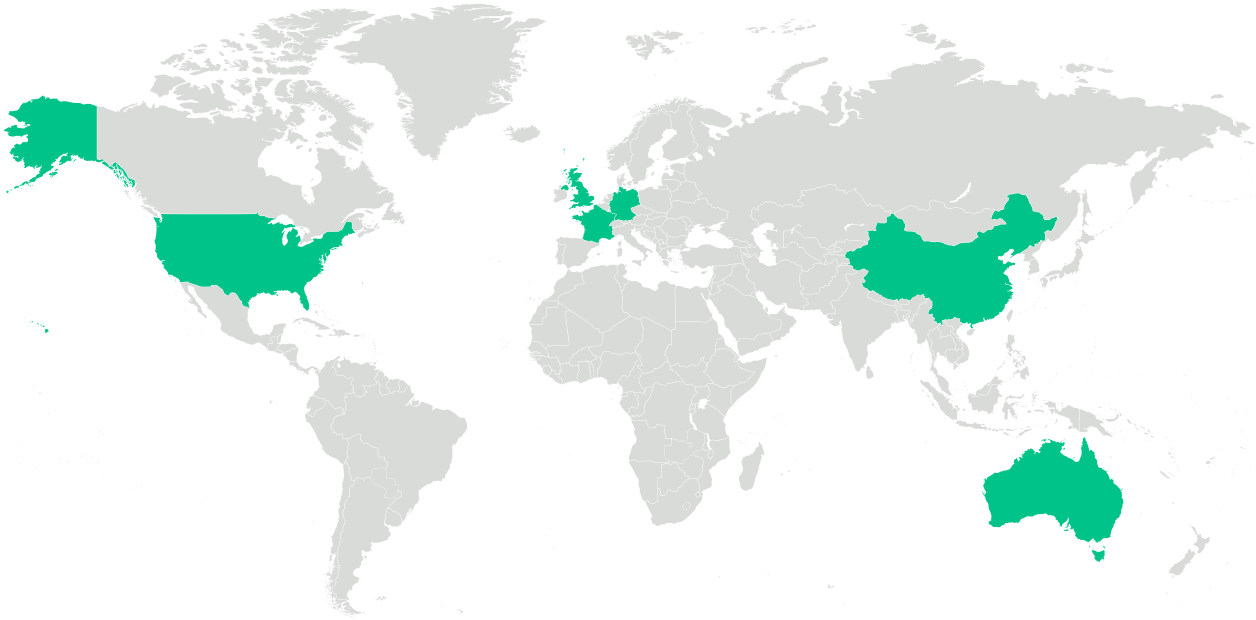
# Variations in employee experience by geographic market



**How well are key markets and industry sectors around the world equipped for the challenges of 2021? A summary of employee sentiment for six major geographies and six large industries provides answers largely consistent with the global findings just reviewed.**

## Variations in employee experience by market

To address this question, we first consider results from six key national labor markets:



For each market, we created a performance scorecard built from employee feedback, using the lens of our high-performance employee experience model. We examined both results versus a global average, as well as five-year trends per topic. In doing so, we reviewed relative strengths and weaknesses per market by taking the raw gaps versus the global per topic results and standardizing those gap scores within each market individually. We can thus see for each market their largest advantages and disadvantages within their general pattern of employee sentiment versus the global results.

We will see that although our prior overview of 2020 puts EX in a broad perspective, there is considerable variation beneath the surface that is crucial to understand as organizations prepare for a post-pandemic workplace. To this end, we illustrate the unique experiences that characterize each market as we move into 2021.

**No company can afford to take its eye off connecting people to purpose. Both the U.S. and the U.K. have seen a decline in understanding, and the U.S. has a weak spot on inspiration, indicating an uphill climb to drive more purpose-led cultures.**

### U.K. and U.S.: Under-primed to climb out of recession

Our results align with conventional wisdom that the U.K. and U.S. retain a special relationship, as in fact EX profiles are quite similar between these markets. In all scorecards, we detail the relative strengths (green shades) and opportunities (red shades) per market or industry, relative to their performance versus our global dataset.

Both markets struggle with drive and organization, topics reflecting efforts to create new innovations and execute with flawless efficiency. Scores are relatively low in both performance profiles and generally declining over time. If we believe that delivering work smarter and faster will be key in 2021, both markets start from a position of some weakness. Opinions of voice gain over time, indicating a readiness to invite employee involvement.

With respect to delivering Total Rewards, both markets have a relative weak spot in relation to growth (worse in the U.K.), despite showing improvements. Building digital and interpersonal communication skills will be paramount as we accelerate into the future of work. For the U.K., capability is relatively weak and stagnant, whereas this topic is improving somewhat in the U.S. Also, the U.S. market shows a relative strength for security, but the U.K. does not.

No company can afford to take its eye off connecting people to purpose. Both the U.S. and the U.K. have seen a decline in understanding, and the U.S. has a weak spot on inspiration, indicating an uphill climb to drive more purpose-led cultures. In the U.K., support shows a small decline, while other markets gain on this topic, indicating a need in the U.K. to work more diligently on manager effectiveness.

### Australia: Connecting people but struggling to enhance work

Australia has seen broad improvement in EX over the past five years, with all topics gaining by two points or more. Australian employers are on a path to fully connect people to purpose, a key characteristic of EX for this market.

In contrast, despite long-term improvement for topics in the work dimension, Australia will start 2021 with relative weaknesses for organization and drive, the same pattern we see in the U.K. and U.S.

Greater success in executing work will help further build employees' sense of career growth, which despite a significant upward trend remains a relative weak spot. In fact, Australia shares characteristic weaknesses in drive, organization and growth with the U.K. as well as (we will see) with Germany and France.

## China: Poised for drive and growth

The Asia-Pacific markets we examine are the only ones to significantly improve in every element of EX, including drive, and China is no exception. In China, employees are bullish on long-term opportunity for personal growth – the only market in this review with growth as a relative strength.

**In China, employees are bullish on long-term opportunity for personal growth – the only market in this review with growth as a relative strength.**

However, security appears as a relative weakness, despite strong improvements over the last five years. China does seem well placed to work its way out of the pandemic but will need to recognize the imperative to better compensate employees for their contributions to that success.

China has made significant improvements to EX in the people dimension over the past five years. Trust and confidence in leaders and collaboration are relative strengths today and inclusion also is improving, though still a weak point. Employee connection to purpose, though gaining, remains a relative weakness in general.

## France: Improved employee agency

We have characterized 2021 as a period during which organizations will need to shift focus from managing in-the-moment to a renewed emphasis on how to drive market success and reward employee contributions. Against this call to action, France enters 2021 with relative weaknesses in drive and organization as well as growth and security, despite improvements across all elements of Total Rewards.

In the French market, there are relative weaknesses in collaboration and inclusion, though scores are improving over the last five years. These aspects of EX, reflecting direct involvement at work, may have negatively impacted productivity during pandemic-related lockdowns. Despite this pattern, inspecting the middle emphasis row of its scorecard, France's results overall reflect strong improvement, including key strengths in voice and capability, demonstrating an opportunity for organizations to drive success by tapping into personal agency among employees.

Employees in France are also well supported by managers, with a clear understanding of role expectations and job fit. Both aspects of EX are improving. This triad of relative strength in voice, support, and understanding is shared with Germany and may reflect the impact of heavily unionized labor forces.

## Germany: More drive for an excellent future

The German market is synonymous with strong local support, and as expected in unionized environments, relative strengths in employee voice and security. The market has expanded its advantage in support, continuing to gain over the last five years.

Collaboration, though declining, and understanding are relative strengths for Germany. A key challenge for Germany is to make a sit the demands of the future of work. These areas are relative weaknesses today and have declined over the last five years, much like the patterns in the U.K., U.S. and France.

**A key challenge for Germany is to make a significant shift to drive an organization to meet the demands of the future of work.**

The excellence row at the top of the EX model represents a general opportunity for Germany, with growth a relative weakness in addition to drive. Future leaders, whose experience supporting employee efforts, now may position them to lead more effectively post-pandemic.



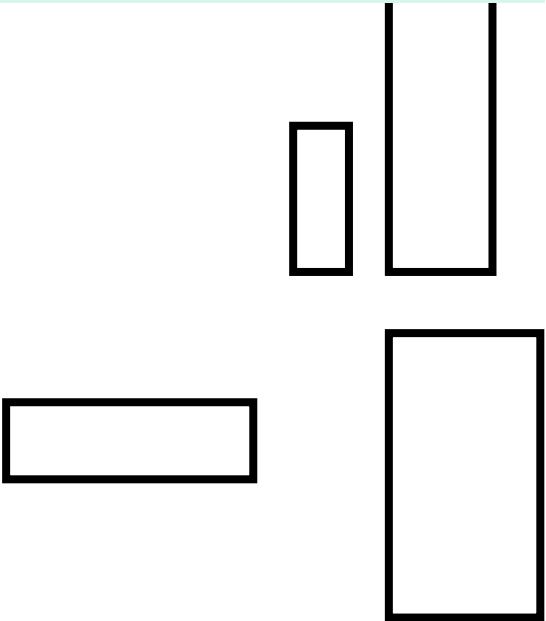
# Variations in employee experience by industry



**We next turn to findings for major business sectors, focusing on global results across six industries:**

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As in the results by region, we will see some sectors challenged to pair drive and organization in the work dimension of EX. Other industries have strengths under people or purpose, and still others struggle with the top-row excellence factors that most differentiate great companies. Each profile is created using the same methodology applied per market, allowing us to examine relative strengths and weaknesses in these sectors as we progress in 2021.



**Manufacturing: Seeking authentic, supportive leadership**

Manufacturing made improvements in all areas of EX versus five years ago, but is challenged by leadership capability, both in terms of local supports and creating trusting relationships with top management.

Despite solid gains in the work dimension, the sector has a relative weakness in organization, which may undermine efforts to accelerate out of the current economic crisis by working smarter and faster. Large gaps versus high-performance companies on drive, which includes making decisions promptly and managing change, signal challenges to addressing change quickly.

In contrast, the industry performs relatively well on Total Reward topics, which have generally improved faster than other experiences over the last five years, especially for capability. Manufacturers tend to provide clear goals against which employees are evaluated and do a good job coaching. Thus, the task of recognizing employee efforts and rewarding contributions from the pandemic may be easier for this sector than others.

**Financial services: Balancing connections with driving the future**

Globally, the financial services sector shows relative strengths in its ability to forge connections through the people and purpose dimensions of EX, despite difficulty inspiring workers. Under this topic, employee belief in products and services has declined with time.

As we see globally, and for many markets, drive and organization are relative weaknesses in financial services, leaving the sector in an uphill climb to deliver work more effectively in 2021. Under drive, employees in the sector perceive customer service quality as less effective, with a large gap to close versus the most high-performing companies. Building digital capability will be necessary for the sector, but those gains must not be at the expense of traditional needs to deliver outstanding service. As in manufacturing, the need to make prompt decisions and the ability to manage change effectively will be at the top of the list to drive necessary improvements. Enhancing work while not degrading connections to people and purpose will be a challenging balancing act for financial services organizations.

**High technology: Inspiring minds to achieve potential**

The high-technology sector enjoys relative strengths in building supportive and inclusive environments in which people can hone their skills and capabilities and drive market-leading innovations. The sector has likewise made significant improvements in these aspects of EX over the past five years.

However, as people increasingly seek meaning from work, the sector is struggling to inspire employees around organizational purpose, showing relatively small gains for understanding and inspiration. Similarly, while employee capability is a relative strength, perception of opportunity for long-term growth is a relative weakness, improving only slightly across the five-year window. Forging a compelling future is a challenge for the high-technology sector which is constantly evolving and redefining itself, and employees will struggle if their place in that future is unclear, even for the most skilled talent.

Organizing work and collaboration are relative weaknesses for the high-technology sector. Given the pandemic has rapidly accelerated the need for digital operations, teams will need to manage the challenge of working at a pace beyond the competition, while inspiring people and retaining talent via a compelling purpose.

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## Fast-moving consumer goods: Deepening connections to boost recovery

In the fast-moving consumer goods (FMCG) sector, inspiring people around purpose is a relative strength and broadly stable, a pattern shared with drive. These results indicate a significant focus on connecting people to strategy and leading marketplace innovations, experiences important to full recovery in 2021.

FMCG organizations have relative weaknesses in the people dimension, particularly providing a supportive, and collaborative environment. Improving affiliation and local support would likely help employees cope with significant upheaval from the pandemic and increase their connection to renewed market focus and innovation. Despite significant improvement in inclusion over the past five years, this topic is also a relative weakness.

Other strengths for the sector include voice at work and security from pay and associated rewards. These findings indicate good will in employee involvement and recognizing contribution, aspects of EX that can help accelerate new product ideas and lay the groundwork for building skills and future career confidence.

## Retail: Back-to-basic essentials

Retailers faced seemingly unprecedented challenges in 2020, with the need to protect workers in brick-and-mortar locations while trying to adapt to new ways of reaching customers and driving sales. Recognizing and rewarding the workforce that delivered on those imperatives will be critical to success in 2021. Unfortunately for the retail sector, security is a relative weakness, creating a significant pressure point for retail employers.

Additionally, retailers need to continue to strengthen their employees' connections with each other. Support and collaboration are both relative weaknesses, with support hardly changed over the last five years. Manager-employee relationships are lagging and stagnant.

Purpose, inspiration and understanding are essentially unchanged and reflect more weaknesses than strengths. In general, improving employee experiences of the essentials (local leadership, goal understanding and security) at a faster rate should pay dividends for retailers as they work to regain footing in 2021.

## Energy and utilities: Targeting excellence

Relative strengths in local support, voice and security, which characterize the energy and utilities sector, spark images of a traditional employee experience, marked by strong managers, involved employees and motivating rewards. Notable improvements in support and voice, coupled with improvements in collaboration, illustrate a strong focus on connecting people and involving them appropriately.

However, the opportunity to build an EX that reaches toward the pillars of excellence is evident in this sector. The weakness in drive, though improving, suggests the sector is not fully prepared to adapt to new technologies like alternative energy. Additionally, growth also remains a weakness, creating a challenge to attract and retain talent and manage the workforce.

# Turning the page: Where EX goes next

Our review of 2020 details the story of a year unlike any in recent memory. The events of the global pandemic created high levels of anxiety and related wellbeing concerns across the global workforce. However, EX trends in 2020 point to improved communication from leaders, enhanced coordination of work, and more clarity of company focus and direction. Managing in the moment called for rallying to support customers, trusting workers' judgments, and appreciating their contributions. But those imperatives left workers unclear about the next moments — future business plans, ways to accelerate performance and readiness to adapt to changing times.

The 2020 EX story is substantially mixed. Leaders reacted to the moment but were not clear about the future. Given this picture, it is not surprising that employee engagement showed a modest increase (up two). Additionally, turnover intentions slightly improved with 1% more intending to stay. Because engagement and turnover intention scores can be so varied, the appendix details 2020 levels by labor market and industry sector.

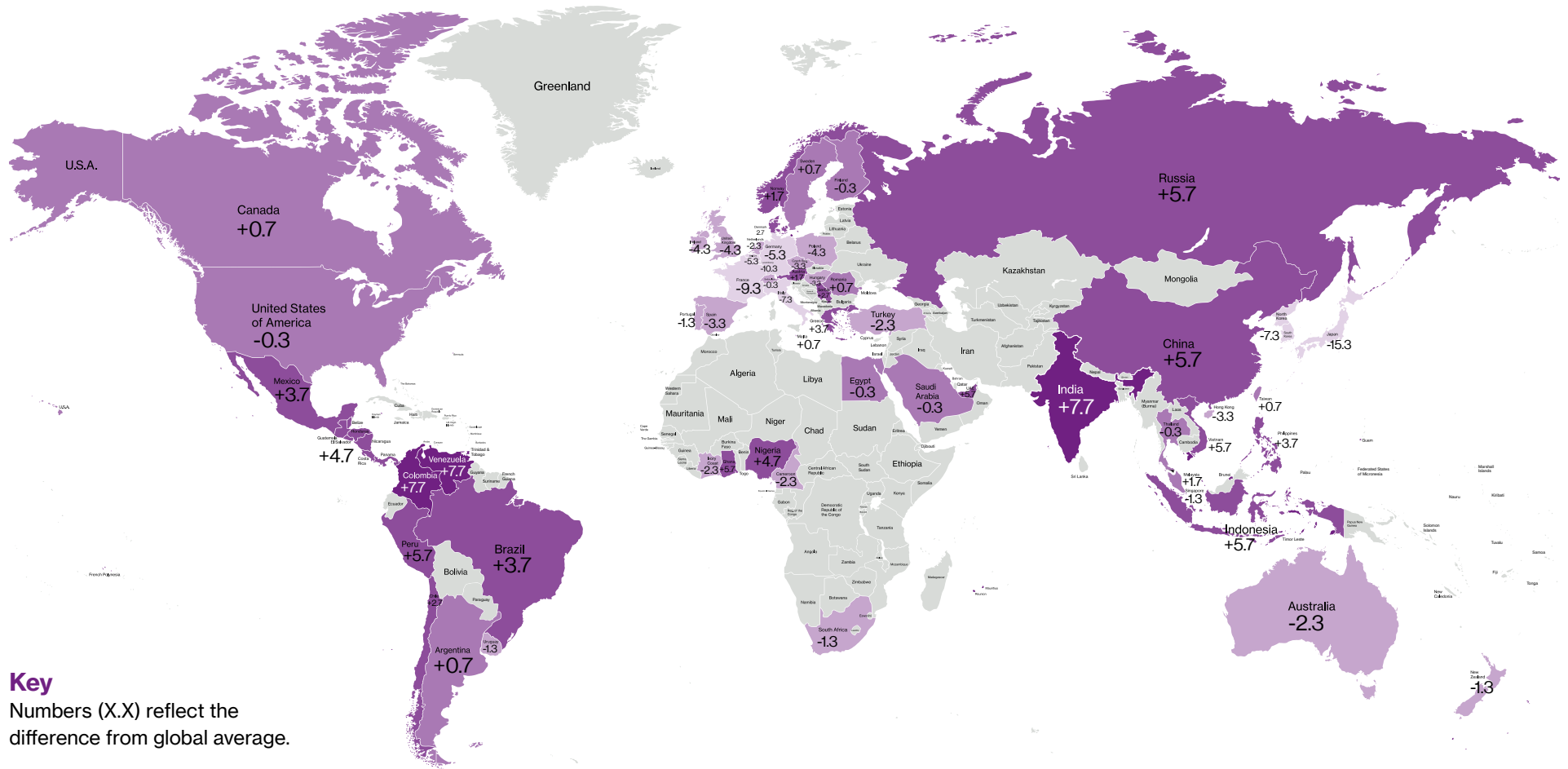
Turning the page, the imperative for 2021 is to design and apply approaches to work, reward and employee experience that motivate renewed levels of energy and performance. Agile work is marked by speed of decision making. Advances in innovation that open new avenues for revenue and profitability. Rewards that align with unique worker contributions. As economies are expected to rebound significantly, a year of immense opportunity may follow a year of crushing anxiety.

**The lesson is: Employee experience needs to be taken seriously and elevated to a strategic imperative. Only then will employers be able to navigate future stress tests successfully.**

**EX trends in 2020 point to the need for improved communication from leaders, enhanced coordination of work, and more clarity of company focus and direction**



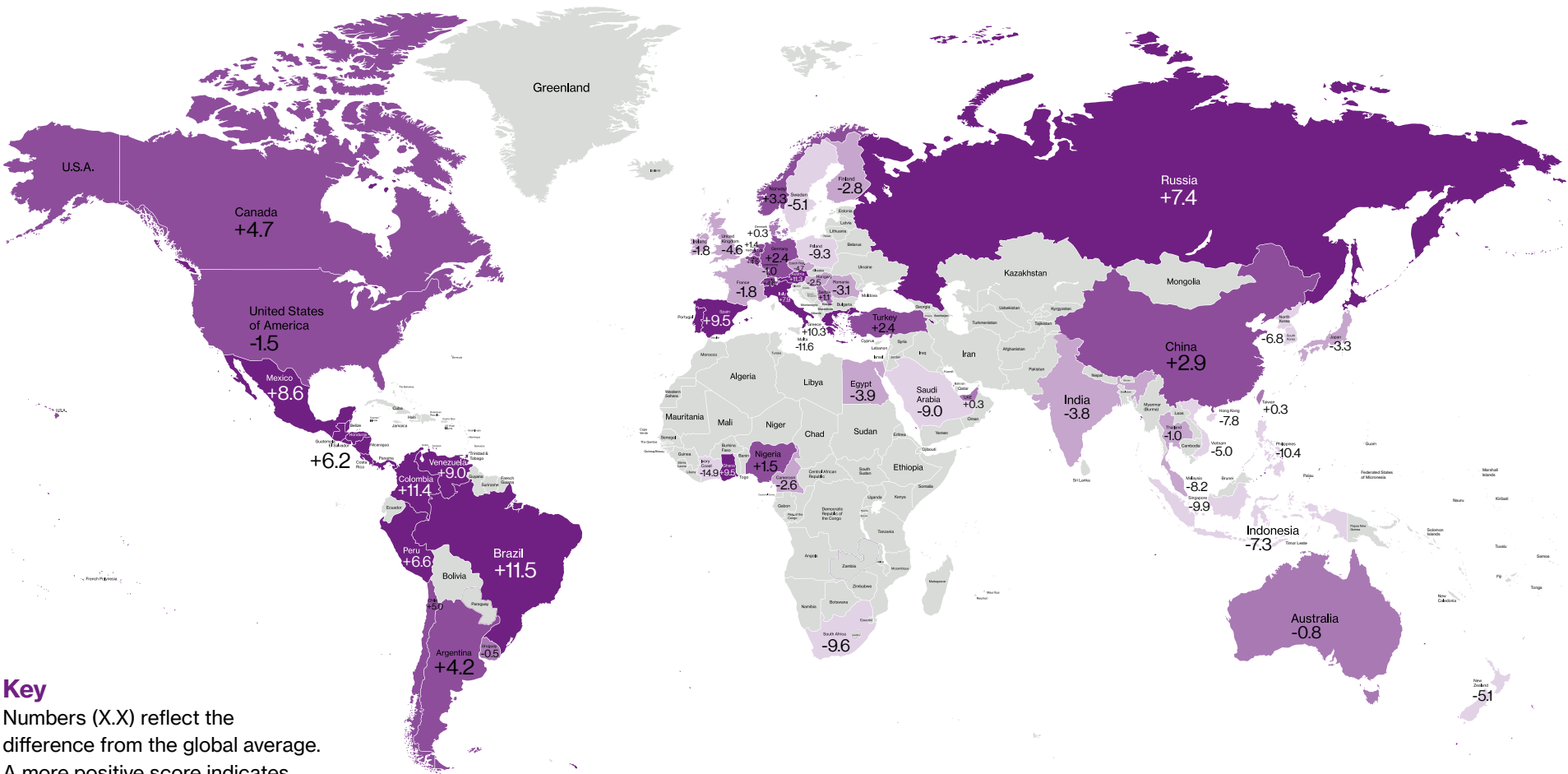




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# Appendix
















## Intention to stay: By market



**Key**  
Numbers (X.X) reflect the difference from the global average. A more positive score indicates employees have a greater intention to stay with their employer.

# Appendix

Sustainable Engagement: By Sector	Sustainable Engagement score	Difference from global average
 Telecommunications	84	2.0
 Natural resources	83	1.1
 Retail	83	0.9
 Pharmaceuticals	82	0.6
 Health care	82	0.6
 Engineering and construction	82	0.4
 Fast-moving consumer goods	82	0.2
 Financial services	81	-0.2
 Travel and leisure	81	-0.4
 Food and beverage	81	-0.4
 Manufacturing	81	-0.4
 High tech	81	-0.6
 Energy and utilities	81	-0.8
 Professional services	81	-1.0
 Transportation	79	-2.2

Intention to Stay: By Sector	Percent intending to stay	Difference from global average
 Natural resources	67	2.9
 Energy and utilities	67	2.4
 Telecommunications	66	1.9
 Pharmaceuticals	66	1.8
 Retail	66	1.8
 Manufacturing	66	1.3
 Food and beverage	65	0.9
 Professional services	65	0.2
 Fast-moving consumer goods	65	0.0
 High tech	64	-0.3
 Financial services	64	-0.4
 Transportation	64	-0.5
 Engineering and construction	63	-1.6
 Health care	59	-5.1
 Travel and leisure	59	-5.5

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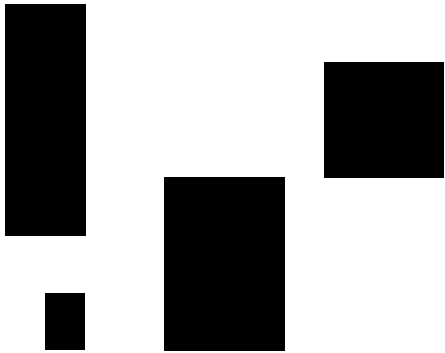
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About Willis Towers Watson

Willis Towers Watson (NASDAQ: WLTW) is a leading global advisory, broking and solutions company that helps clients around the world turn risk into a path for growth. With roots dating to 1828, Willis Towers Watson has 45,000 employees serving more than 140 countries and markets. We design and deliver solutions that manage risk, optimize benefits, cultivate talent, and expand the power of capital to protect and strengthen institutions and individuals. Our unique perspective allows us to see the critical intersections between talent, assets and ideas – the dynamic formula that drives business performance. Together, we unlock potential. Learn more at [willistowerswatson.com](http://willistowerswatson.com).



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