



MAXIS GBN GLOBAL PERSPECTIVES

INTERNATIONAL EMPLOYEE
BENEFITS PROGRAMMES:
the demand for flexibility and
adaptability in the digital era

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Welcome

Welcome to the first MAXIS GBN Global Perspectives report



This report is based on the views of senior employee benefits professionals around the world and looks at key drivers behind the changing global employee benefits sector. We spoke to over 200 people about critical industry issues at both a global and local level to understand how the market is truly changing. Many of the survey respondents operate for large companies at a local level, giving us a real idea of local views, globally.

While it is clear that many multinationals are looking at – and increasingly implementing – global solutions to cut costs and manage risks more effectively, the pull towards more localised, tailored programmes remains a significant trend. The challenge and opportunity, it seems, will be for businesses to build programmes that capitalise on global solutions where applicable but also offer the range of local benefits that employees are looking for and value the most.

“This need for global and local solutions has a common denominator: better management of the underlying data...”

In this environment, existing ‘one-size-fits-all’ models may not always be the most appropriate. In the future, adaptable and digital-driven approaches may prevail. Greater flexibility will be needed given the huge variation in requirements within individual countries – and even within companies.

Employees in different countries, cultures and age groups are increasingly expecting to be offered benefits specific to their needs. Demand for the best performing professionals is on the rise, particularly for knowledge workers with demonstrable expertise and experience in new industries such as technology and digital. More and more, a comprehensive yet adaptable employee benefits programme is required to attract and retain those top performers.

This need for global and local solutions has a common denominator: better management of the underlying data and translating it through powerful digital processes in ways that improve transparency, help deliver tangible cost benefits and allow all stakeholders in the employee benefits chain to manage and price risks much more diligently. One way to manage the demand for personalisation and flexibility, while at the same time addressing insurance premium control, is to understand exactly what insurance claims are being made and where, when and why. Deep data and sophisticated statistical analysis across all markets is a key way to achieve those insights.

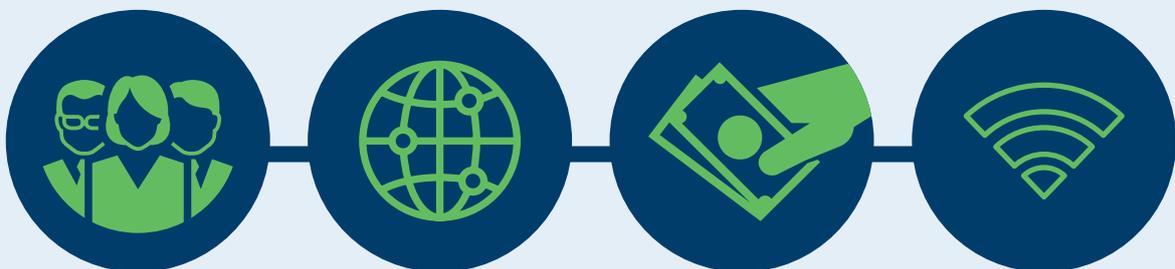
“Plan costs, localisation, the rise of more tailored programmes and the need for data-driven processes are all key concepts to employee benefits professionals working in multinationals at a local or global level.”

At MAXIS Global Benefits Network (GBN), we are dedicated to staying ahead of the curve in developing the skills, tools and digital platforms that help multinationals and consultants manage benefits programmes effectively and efficiently.

Plan costs, ‘localisation’ of benefits, the rise of more tailored programmes and the need for data-driven processes are all important concepts for employee benefits professionals working in multinationals at a local or global level. We trust our report brings further colour and insights to these trends reshaping the industry, and emphasises the need to accommodate them into working practices.

We hope that you find the report interesting – if you would like to share your feedback or have any questions about its findings, please feel free to contact me via communications@maxis-gbn.com.

Mauro Dugulin, CEO, MAXIS GBN



A summary of our findings

Our Global Perspectives report is broken down into chapters based on the key takeaways and four overarching themes that stand out from the research findings



Does one size still fit all?

72% of respondents said their current employee benefits arrangements are based around a 'one-size-fits-all' strategy. Yet, nearly half noted that this type of strategy is now seen as inappropriate for the changing needs of their staff.

Perhaps as a direct consequence of this, most respondents (81%) said they have developed or are developing specific plans to adapt to the future benefit demands of employees. Respondents highlighted the need for highly flexible schemes designed around individual needs (46%) and even employee 'build your own' schemes (42%). Almost two thirds said they believe that the so called 'Millennial' generation of employees requires new and more specific employee benefits packages.

“Given the complexity and diversity of benefits around the world, they have traditionally been considered difficult, if not impossible, to manage globally. As a result, they have been left behind and are now the last wave of the HR digital revolution.”

Thomsons Online 2017/2018 Global Employee Benefits Watch Report



A global perspective but local approach?

61% of our respondents said that employee benefits at their organisation are managed locally or independently in each jurisdiction, but some 38% said that theirs are managed on a global or regional basis. Getting the balance right between global and local requirements will be key here, especially given that nearly a third said that, over the next two years, multinationals will increase demand for bespoke programmes that can be tailored to individuals, wherever they are.

“Retaining Millennial employees is high on employers' radar screen, and most do agree that they have a responsibility to help their employees become more financially secure through benefits. There is, however, a significant shift in attitude when it comes to employers feeling the same way towards their employees' general financial well-being and ensuring they have enough money for retirement. Past research shows that Millennials like this caring approach, and employers may benefit from greater Millennial loyalty if they broaden their attitudes and scope of responsibility.”

MetLife's The Millennial Benefits Perspective report



Managing costs

While the structure of benefits programmes and the issue of global vs local remain high on the agenda, it will come as little surprise that cost was the biggest concern for respondents (79%) when discussing the management of employee benefits. Only 2% said costs were of no concern to them.

More than half said that, looking ahead over the next two years, better cost control and cost modelling should be the number one priority for the global employee benefits industry. The growing costs of employee benefits provision were also identified as the number one barrier preventing the development of better global employee benefits provision at multinationals.

Interestingly – and linking back to the first theme – almost two fifths (37%) of the people we spoke to said that a one-size-fits-all strategy is expensive and that they believe they can lower costs by offering more appropriate, better modelled benefits.



Data, digital technologies and the future of employee benefits

It is clear from the research that the focus on data excellence is accelerating. Asked what are the major areas of concern for the employee benefits industry over the next two years, 73% said data and information management. Asked what should be prioritised, 46% said the introduction of better data collection and monitoring and 43% said the implementation of new technology and investments in IT.

This appreciation of the power of technology was stark – and something that MAXIS GBN is acutely aware of from our work with our member insurers and clients. One of the most significant findings of our research was that for three quarters of respondents the use of data and new technologies to improve the employee experience is the number one growth opportunity for the employee benefits sector over the next two years. The use of data and new technologies is also seen as the trend most likely to shape product and service offerings in the future by 81% of respondents. And 49% said that they were looking to invest in data and digital tools to make the process of providing employee benefits simpler and more efficient.

The future of employee benefits is going to be driven by digital technologies and expanded data sets. We believe companies that position themselves at the forefront of these trends will be the ones that get the most out of their employee benefits programmes – and employees.

One size may not fit all: changing demographics and the era of flexible benefits

72%

Say that their current employee benefits arrangements are based around a one-size-fits-all strategy



65%

Understand Millennials require new and more specific employee benefits packages



46%

Are looking at flexible schemes designed around individual needs



37%

Believe that a one-size-fits-all strategy is expensive, and costs could be lowered by offering more appropriate benefits tailored around individual needs



The world of employee benefits has become truly global. It has also become more sophisticated and complex – catalysed by digital technologies, smart processes, a better understanding of the needs of different demographics, and ever deeper levels of data driving our business and social lives. Significant variations between countries and jurisdictions in ‘standard’ employee benefits provision, as well as wildly differing regulatory environments, have added to this complexity.

While increasing numbers of multinationals are looking at global employee benefits solutions where appropriate to drive down costs and simplify this complexity, the focus on delivering highly competitive local programmes remains very important. What an employee in Kuala Lumpur can and does expect will be different from one in Paris; the benefits on offer at a fast-growth tech company in San Francisco will be different from those at a fast-growth tech company in London.

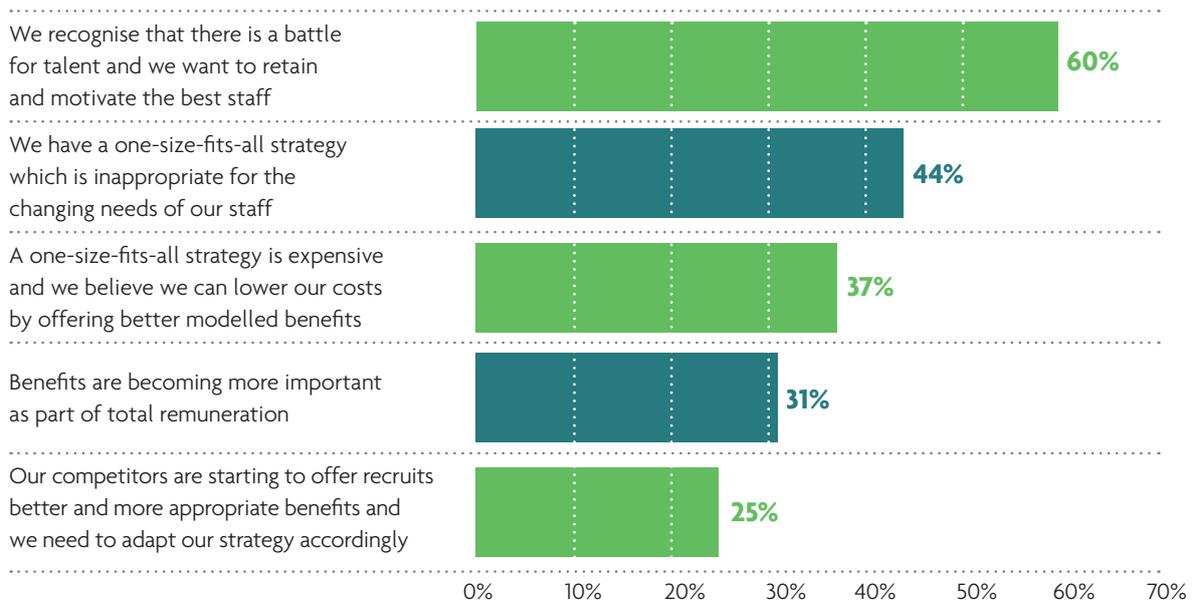
If we look at Facebook or Google, for instance, we see unique benefits: employees at Facebook in the US are offered support for family planning, adoption and surrogacy assistance, and cash to help with new baby expenses. Google offers onsite wellness and healthcare services including physicians, chiropractic, physical therapy and massage services. But not all companies, even in the US, offer such benefits: only 11 percent of Americans working in private industries have access to any sort of paid family leave at all¹.

“We are in a very complex business where we have local brokers, global brokers, local clients, global clients... So, the best way to really work on integrated solutions is to consider all the points of view, all the needs and that way we can bring much better solutions.”

Alfredo Munoz, Head of Private Employee Benefits, MetLife Mexico

¹<https://www.theatlantic.com/business/archive/2014/06/good-job-america-a-map-of-maternity-leave-policies-around-the-world/373117/>

Sentiment towards a one-size-fits-all approach and the role that is playing (or not) in the future evolution of employee benefits industry



Around three-quarters of respondents in our survey stated that their current employee benefits arrangements are based around a one-size-fits-all strategy. But more than 44% said that they were now developing specific localised plans because their one-size-fits-all strategy is inappropriate for the changing needs of their staff.

Interestingly, more than a third said they recognised that a one-size-fits-all strategy is expensive, and costs could be lowered by offering more appropriate benefits tailored around individual needs. Asked what the highest quality recruits are looking for, 46% said schemes designed around individual needs.

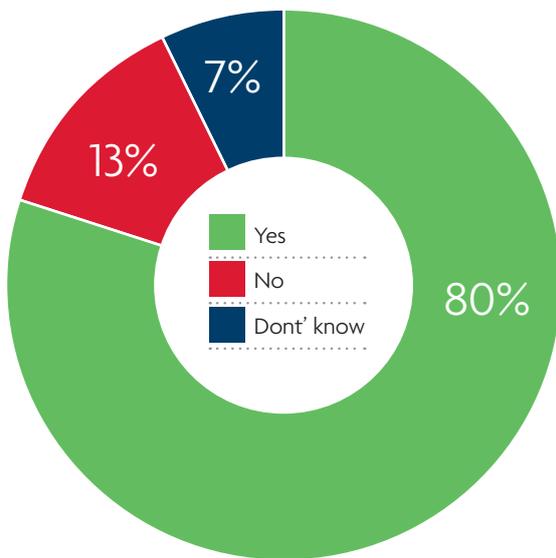
Changing demographics – meeting the needs of different employees

This need to be flexible and adapt to different demographics continues to escalate in importance in the employee benefits sector. As such, the underlying infrastructure that supports a multinational's employee benefits programme is also changing to adapt and cater for this ongoing shift.

Respondents to our study believe that there will be huge demand for benefits suited to specific employee groups over the next two years. Almost two thirds of respondents (64%) said they believe that Millennials require new and more specific employee benefits packages, for instance. 45% said developing benefits more suited for an older workforce will be crucial for multinationals over the next two years.

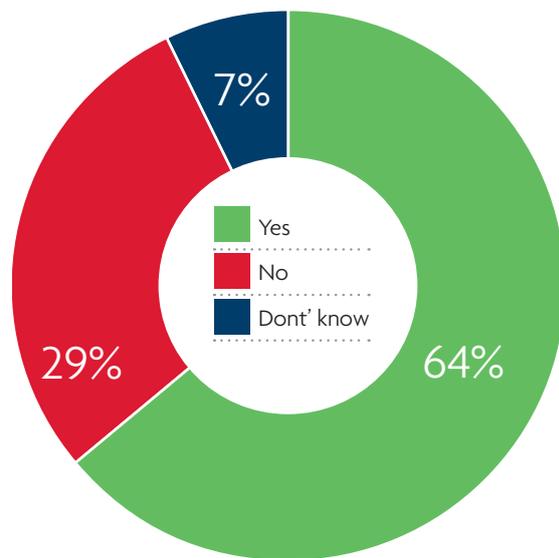
Two thirds cited social developments such as LGBT (lesbian, gay, bisexual and transgender) rights as a key emerging trend that will shape future product and service offerings. Two fifths (40%) said multinationals will, over the next two years, focus increasingly on delivering benefits more suited to gender specific needs such as increased maternity benefits for women and better screening for gender-related illnesses.

Is your firm developing specific plans to adapt to the future benefit demands of employees to recruit and retain the highest quality staff?



This need to tailor benefits down to increasingly narrower levels is seen in other industry surveys. MetLife's 15th Annual US Employee Benefit Trends Study found, for instance, strong market sentiment towards such granularity: 58% of employees in the US want customised benefits options based on their personal information.

Do you believe that younger employees, especially so called 'Millennials', require more specific employee benefits packages?



“Employees are also more diverse than ever. The workforce now includes people living a wide variety of lifestyles. There are more single women than ever. Same-sex marriages are increasingly common. Careers are lasting longer, and many people have several careers in a lifetime. This diverse mix of people represents new realities for employers. Employees want their benefits to reflect their changing lives and respond to the diversity of their needs.”

MetLife's 15th Annual US Employee Benefit Trends Study

The rise of build-it-yourself employee benefits

Build-it-yourself schemes complement the need to cater for changing demographics and the inflexibility of a one-size-fits-all approach. Cost considerations are driving the need for 'pick n mix' solutions that offer employers and their employees more tailored, cost-transparent options. These allow staff to choose the benefits they want, in a well-informed way.



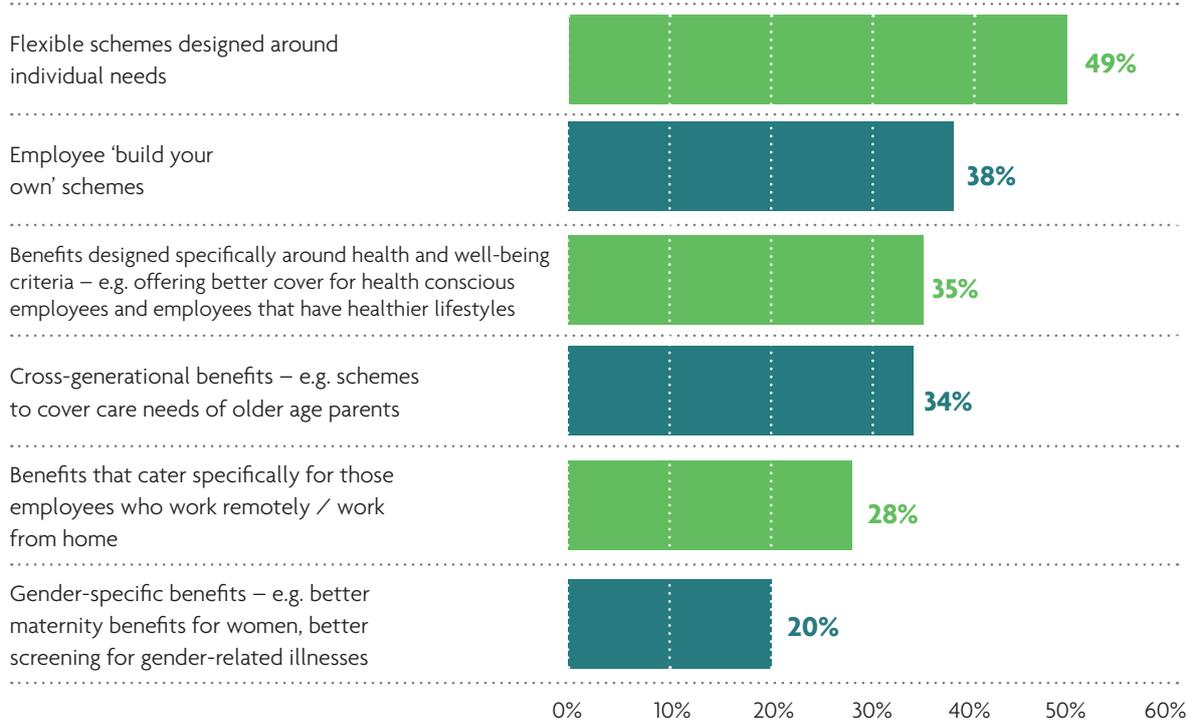
This trend also encompasses the focus on voluntary benefits and the need to adapt benefits to changing demographics – and its impact can be seen clearly in the results of our survey. When asked what type of benefits high quality recruits want and need, respondents highlighted flexible schemes designed around individual needs (**46%**) and employee build-your-own schemes (**42%**).

Just under half of respondents said they were planning to introduce such schemes to their workforce over the next two years. Over a third of HR professionals added they were planning to introduce benefits designed specifically around health and well-being criteria. In addition, 62% of employee benefits professionals said they would adapt their benefits strategy to focus on voluntary-based schemes in order to reduce costs.

“We do have clients who offer an upgrade to higher levels of cover at additional cost. This is still a relatively rare request but the need to offer flexible solutions is increasing. We should acknowledge that the aim to offer a self-select service for medical benefits, particularly for expat plans, represents some significant challenges... Also with the increase in regulation and compliance in local markets, there are more situations where ‘mandatory’ benefits must be provided – therefore this will limit or negate the opportunity to choose the benefit structure or products.”

Andrew Nicol, Head of Strategic Partnerships, AXA – Global Healthcare

Which benefits are you planning to introduce to your workforce over the next two years?



Conclusion

It is clear that the 'localisation' of employee benefits and the move towards a more tailored, flexible offering at the local level is seen as a powerful trend that multinational organisations – and their employee benefits providers – need to take into account in the battle to attract and retain talent.

In addition, 43% of respondents said that multinationals will, over the next two years, see an increase in demand for flexible benefits provision.

This evolution of the market comes at a time when new digital solutions and data management capabilities can help deliver the choice and flexibility that employees are looking for and the transparency that both they and businesses need to monitor costs and price employee benefits accordingly. Having the right systems and infrastructure in place to accommodate these market shifts has become – as we will see later – central to the success of global programmes which take into account localised differences and the demand for more tailored initiatives.

“With voluntary benefits proving to be a cost-effective way for employers to answer employee needs — ultimately garnering workplace loyalty and satisfaction — the conversation around these benefits has now expanded globally... More than 50% of employees surveyed in our Global Employee Benefit Trends Studies are seeking a wider array of benefit choices and are willing to take on more of the cost in order to get these options. Employers across surveyed markets were also in agreement.”

MetLife's Voluntary Benefits report: An Evolving Trend Across the Globe

“Global clients are increasingly looking at working with local providers who offer the insight and expertise on benefit trends whilst still willing to embrace the need for change as the younger generations have different health needs and demands.”

Kevin Dewhurst, Head of Corporate Propositions, AXA PPP Healthcare

Local sentiment but a global overview – with global solutions



If ‘localisation’ and the demand for a more tailored approach is one of the major trends in the employee benefits sector, the need to have global oversight of all employee benefits programmes – whether local, regional or global – is also seen as key.

Global oversight allows employers to remain in control of their employee benefits programmes, from quantifying levels of employee engagement to understanding the costs of running each programme and having a complete view of insurance claims.

Once again, much of this is being enabled by advances in technology and data management. The same digital technologies and solutions that can help multinationals offer more tailored, localised benefits are allowing them to also have a better global view of their employee benefits programmes, and much greater options in terms of information management and the decisions that can be made.

How multinationals and companies operating across borders meet the challenge of ‘localisation’ while also looking for more globalised systems and applications will be a major industry focus point going forward – particularly if centralised, globalised decisions are being made that clash with local stakeholders (in our research, 38% of respondents said that employee benefits are managed independently in each jurisdiction, for instance).

“If we look at the business plans for the future, we see a continuous growth of multinationals that wish to take control over the employee benefits financing at headquarter level. Looking forward we see more opportunities to initiate discussions on global underwriting with clients... I think we can have a growing portfolio in global benefits management.”

Yves Corne, Principal, Aon Hewitt

Naturally, global risk solutions have become more applicable as efficiencies become apparent. Part of the trend for a more globalised overview of employee benefits programmes has been the push for more globalised solutions to manage cross-border risks. At MAXIS GBN, we have also seen a continued rise in demand for our global solutions from multinationals.

Asked what will be the most important trend in the provision of global employee benefits, over 70% of respondents to the MAXIS GBN survey said that 'data and new technologies' would be important in terms of defining and shaping future product and service offerings. A quarter said that their business was planning to invest in technology with a view to moving all their employee benefits onto a single platform, for instance.

Conclusion

Powerful technologies are allowing for the comprehensive oversight of employee benefits programmes as well as accommodating greater flexibility and a more diverse range of individual programmes. These systems are crucial in the enrolment and administration of employee benefits, and, as such, the use of data is likely to be the key to managing local benefits, globally.



“There are two fundamental things happening in the market. First, on the financing side, we’re seeing that the role of deciding how to finance benefits most effectively is being placed more at the global level. Secondly, we’re still seeing benefit design and delivery remaining very much locally-driven: there are different laws locally, different state systems.

That said, HR is changing the way in which benefit management is structured in many large organisations. Providing the right benefits to the right people is being managed increasingly in regional or global centres, and in order to prioritise actions and look at what you really should be focusing on to make a difference, you need good data.”

Graham Pearce, Global Consulting Group Leader, Mercer

“Clients often have a desire to create a ‘one plan’ to harmonise a benefits programme for all staff, be they local employees or expats and Third Country Nationals. This represents a challenge due to regulations and retained social security benefits in certain regions. The benefit of working with corporate clients is that bespoke solutions can be created and link with local insurers as needed...”

Andrew Nicol, Head of Strategic Partnerships, AXA – Global Healthcare

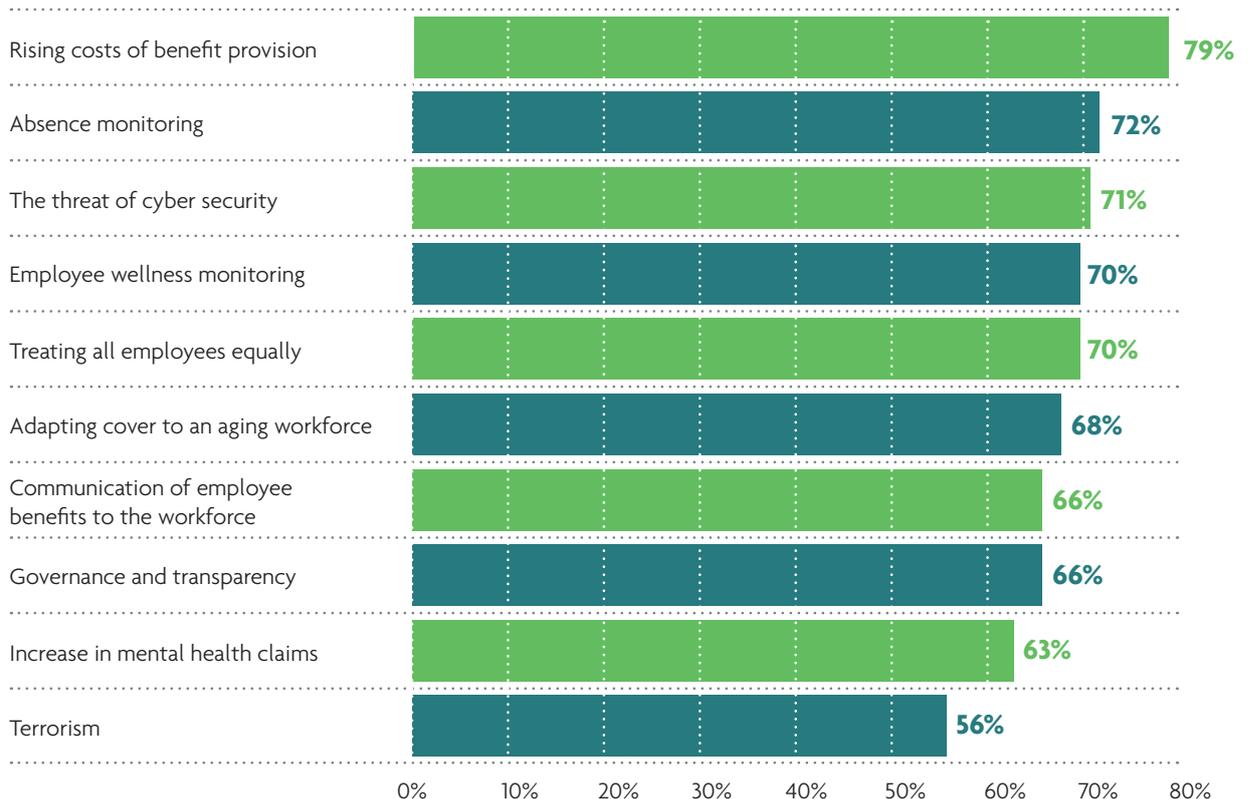
Managing costs



The overall top concern for employee benefits and HR professionals, as identified by our study, was the rising costs of benefit provision (cited by 79%). Similarly, growing costs was cited as the top barrier preventing organisations from developing better employee benefits by 46% of respondents.

Given the costs of healthcare provision in the US, it is unsurprising, perhaps, that US respondents to the survey were far more concerned about costs: 93% versus 63% for those in Europe.

Focusing on the next two years, what would you say are the areas of major concern for the global employee benefits industry?

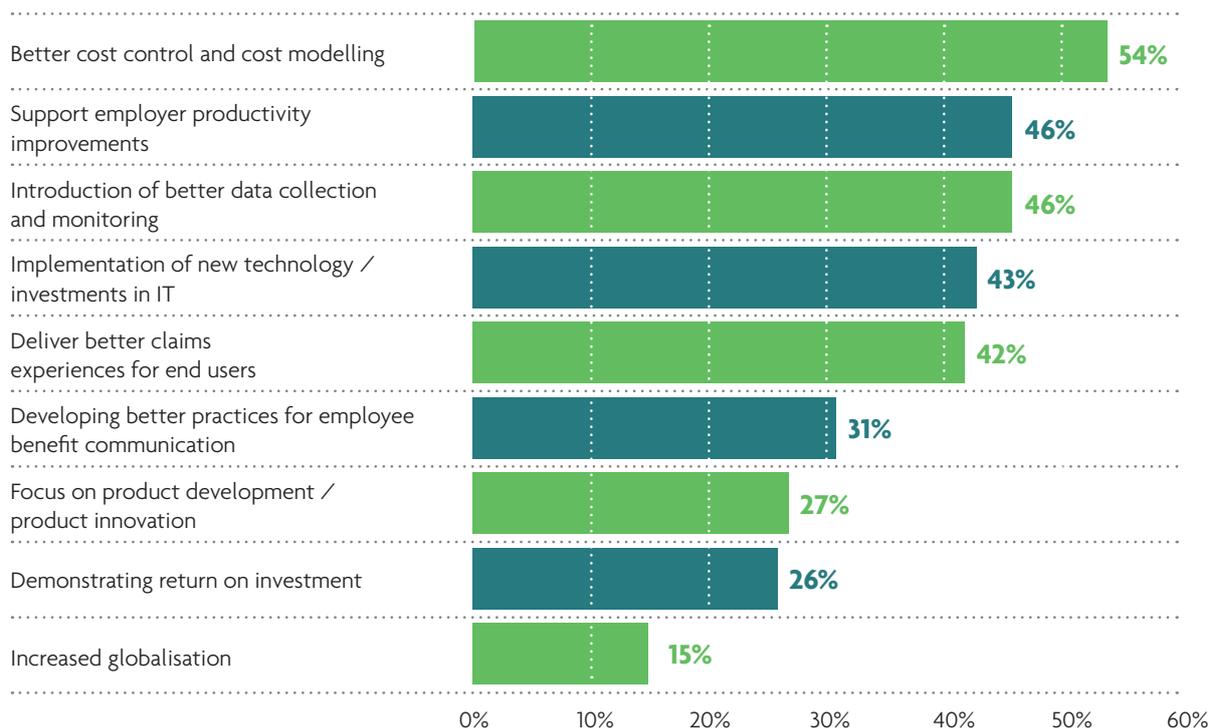


Increased costs are being driven by a wide number of factors: the need to accommodate a broader range of benefits, increased levels of regulation in individual countries, and rising medical inflation. The latter has escalated year-on-year as new therapies, drugs and medical technologies have impacted the healthcare sector.

Looking ahead, respondents cited better cost control and cost modelling as the biggest priority for multinationals over the next two years, named by 54%. This was followed by supporting employer productivity improvements and the introduction of better data collection and monitoring.

Indeed, much of the industry has started to focus on the role that data and digital technologies will play with a view to having a much better oversight of costs, and, as such, acquire the ability to understand and manage them much more effectively. Almost half of respondents to our survey said they plan to invest significantly in technology to enhance employee benefits; and a third said Cloud technology will enable them to reduce costs.

Focusing on the next two years, what do you believe will be the priorities for the global employee benefits industry?



It is not just via technology that these organisations are looking to deliver savings and efficiencies. The focus on greater flexibility is seen as also playing a positive role in the battle to control costs. As cited previously, our study found that just under two thirds of employee benefits professionals said they would look to adapt their benefits strategy to focus on voluntary-based schemes in order to reduce costs.

Conclusion

Costs will continue to play a large role in dictating the level and range of employee benefits that employers offer their staff – notwithstanding the need to retain and attract skilled staff and talent through ever-more sophisticated employee benefit programmes.

The costs of medical treatment and claims inflation, in particular, continue to rise year-on-year, presenting a challenge for international organisations looking to offer competitive products and services to their employees. Consolidating some risks at a global level is helping companies cut costs; data platforms and new technologies are also playing their part in delivering a better 'dashboard' of costs at local and global levels to help employers allocate resources and manage costs much more effectively. Offering employees more choice should not be seen as necessarily adding further expense into the equation, particularly if this flexibility is a sensible means for them and their employers to manage costs more transparently.

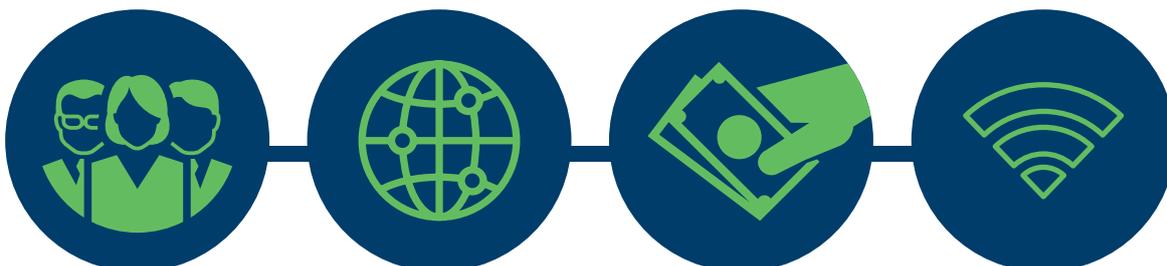
We also believe that global risk solutions will play an increasingly powerful role in helping manage costs. Consolidating local risks at a global level, where possible, will deliver significant savings and efficiencies. In addition, an increased take-up of captive programmes will provide multinational employers with the ability to manage spend globally while maintaining individual country strategies. Good data will, again, be key – providing the detail needed to deliver true global oversight but also generating additional advantages such as upfront discounts for multinationals.

“[In 2017] we saw that medical inflation is running at 9.7%, around three times the rate of inflation. In an environment where companies are looking to cut costs in real terms, medical insurance is clearly a significant negative factor in many markets. So, in order to look at how best to adapt plans, be that in their planned design, how much employees require to contribute for certain treatments, the way in which those treatments are delivered, you need data.”

Graham Pearce, Global Consulting Group Leader, Mercer

“Ensuring healthcare benefits are appropriate for the future is a challenge facing the whole industry as the benefits need to be relevant and affordable... clients also want to avoid excessive costs of healthcare and importantly there is the understanding and recognition that allowing self-selection of benefits can lead to increased risk.”

Kevin Dewhurst, Head of Corporate Propositions, AXA PPP Healthcare



Digital technologies and data management – at the centre of the future

75%

Believe that the use of data and new technologies will improve the experience for employees accessing benefits programmes



47%

Plan to invest significantly in technology to enhance employee benefits



34%

Report that a lack of investment in technology is holding back their employee benefit strategy



The fundamental role of technology in the development of global employee benefits cannot be overstated – it is one of the core themes running throughout our report. It is impossible to undertake the analysis required to predict and manage employee benefits risk – on any scale – and also administer programmes and plans without the requisite tools and platforms.

But pricing risk is only one part of the story. In an era of big data, Artificial Intelligence, smart processes and data analytics, employees expect to be able to access benefits systems using the same user-friendly interfaces as they use for other corporate applications, social media platforms and ecommerce. They also expect processes enabled by technology to run smoothly and efficiently.

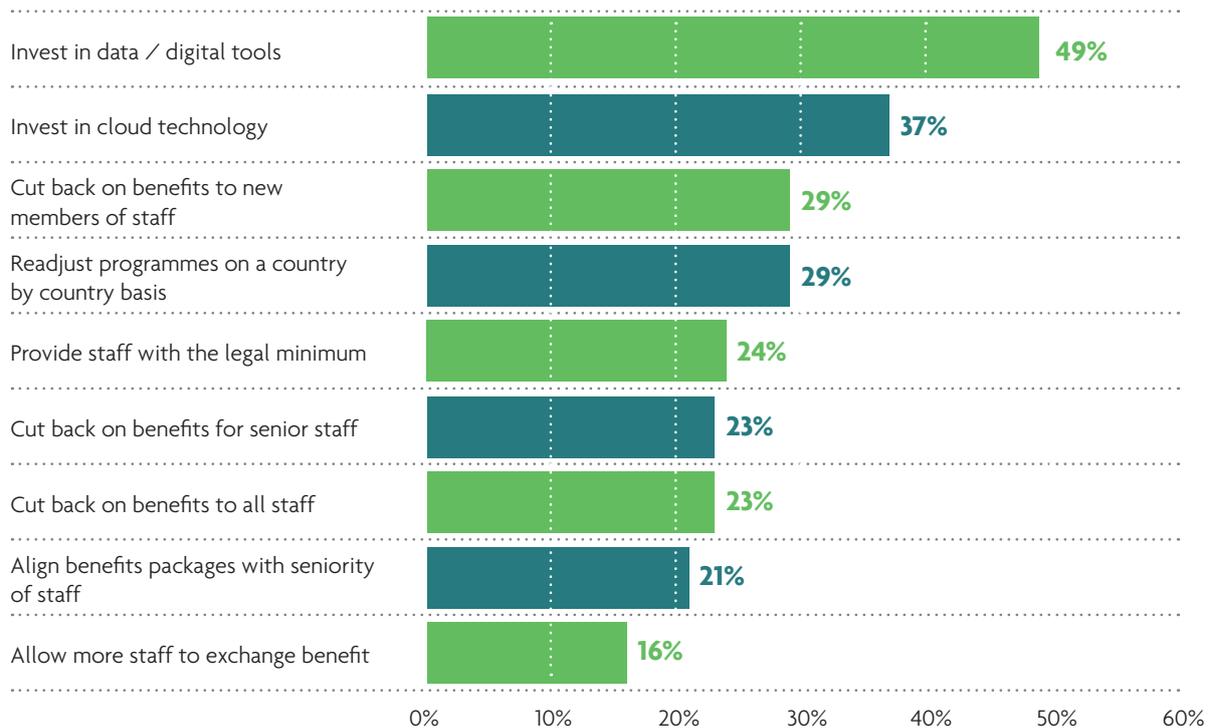
As noted earlier in this report, employers recognise that offering flexible and appropriate benefits will be a key tool in attracting and retaining the best people, particularly Millennials. Three quarters of respondents to our survey agreed that the use of data and new technologies will improve the employee experience, while the use of data and new technologies is also seen as the trend most likely to shape product and service offerings in the future by more than eight in 10 (81%) of respondents.

“The number of organisations with a mature, technology-enabled approach is up again this year, with nearly 60% of multinationals having a defined approach to global benefits. This means those now leaving it to local markets to define their approach have become a minority.

The other major trend is the adoption of a clear HR and technology infrastructure to deliver global benefits. The increase in adoption of global or regional shared service centres, global human capital management and global benefits technology to run benefits and provide better experience for employees are all on the rise too.”

Thomsons Online 2017/2018 Global Employee Benefits Watch Report

As a multinational organisation what are you planning to do to streamline global employee benefits provision?



When asked what they are planning to do to streamline global benefits provision, almost half said they would invest in data and digital tools to make the process of providing employee benefits simpler and more efficient.

Investments in technology – and working with partners that also utilise the very latest technology capabilities – should, therefore, be viewed as vital if employers are to be in the position to identify and activate the levers available to them.

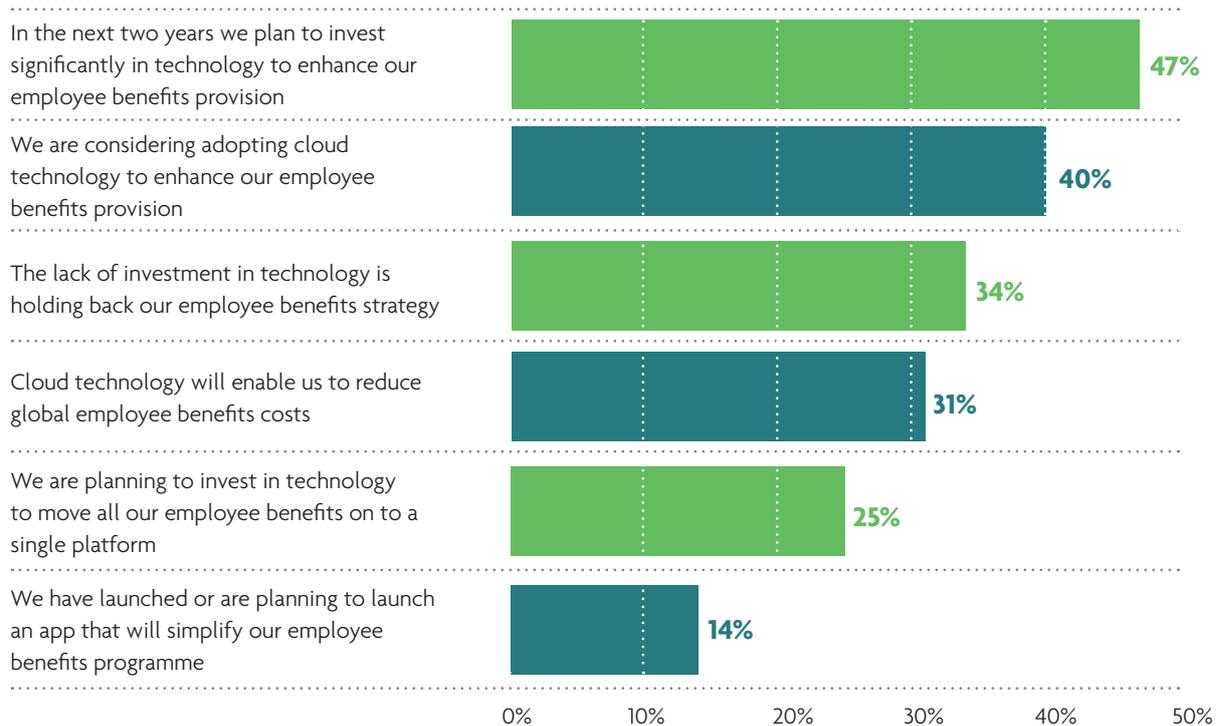
We firmly believe that this focus on technology and data management requires not just multinationals to invest in new systems but also the partners, insurers, consultancies and other stakeholders in the employee benefits chain. The insurance industry and the providers of employee benefits need to increasingly collaborate closely with multinationals to unblock the barriers and remove unnecessary costs from processes and the provision of benefits.

“We and our clients are looking more and more at trying to get better consistent data from around the world. I’m pleased to say that MAXIS and other companies in the market have been doing a lot to get consistent reporting data from all of the many local systems that still exist.

It’s a challenge that we’re all facing because employee benefits in the past have been really locally managed and locally delivered. And as we try to get the systems to talk to each other and implement consistent systems around the world, that’s the number one ask from our clients and also by us as an adviser.”

Graham Pearce, Global Consulting Group Leader, Mercer

With regards to technological innovation relating to your employee benefits programme, which of the following applies to your organisation?



Conclusion

We believe that technology will play a fundamental role in the future world of global employee benefits in a number of ways, including:

- bringing employee benefits systems up to date alongside the rest of organisations’ corporate applications
- streamlining employee benefits systems so that they are as efficient and effective as possible
- enabling multinationals to work with insurers and global benefits networks to predict and price risk more accurately
- allowing the provision of highly flexible and voluntary benefits frameworks that suit the needs of specific individuals and groups
- creating an employee benefits system that helps attract and retain the best people.

“One of the most significant findings of our research was that for three quarters of respondents the use of data and new technologies to improve the employee experience is the number one growth opportunity for the employee benefits sector over the next two years.”

MAXIS GBN Global Perspectives report



The MAXIS Data & Digital Innovation Lab

When MAXIS GBN was launched as a joint venture between MetLife and AXA, one of the main reasons was to realise gains in data and digital innovation for the global employee benefits market.

And clearly, it was not before time. As this report shows, the world is experiencing a digital revolution. This digital transformation of both jobs and processes is, perhaps, the most important wave of change in society and business in centuries.

To meet this growing need, we have launched the MAXIS Data & Digital Innovation Lab. We're deeply committed to investing in – and using – data analytics and digital innovation to improve the services we already provide to multinational clients. Our contribution to the digital revolution has already started with:

- BRIDGE, the back-office reinsurance and reporting tool custom-built for MAXIS GBN
- Our global medical dashboard and Health & Wellness services
- Our quarterly and annual client reports
- Our online portals and tools for clients and members alike.

The Innovation Lab will allow us to explore and evaluate options for new digital and data services for multinational clients, helping us to shape and develop new products and services for senior global benefits professionals.

There'll be more news regarding our activities later in the year.



The GDPR effect

The new General Data Protection Regulation, or GDPR for short, is a significant piece of legislation that will have a profound impact on all sectors and is likely to mean changes for the way we all do business. You have no doubt heard much about it already.

As client data and related business information has become even more significant for insurance firms and other service-led industries, European regulation concerning how personal data is used has been brought into sharp focus by GDPR.

While the services we provide our clients, at MAXIS GBN, do use personal data, our BRIDGE reporting system has been built on a platform with an ISO27001 certificate for data security with the future in mind. Furthermore, from a GDPR perspective, we are confident that by making some adjustments to our business processes, we shall continue delivering the same services to our clients.

The key point, perhaps, about GDPR is that businesses with effective information management systems will be able to comply with the GDPR much better than those that have not prioritised data as a key business differentiator. GDPR is, in many ways, a call-to-action for everyone to focus on best-practise data management and systems.

Conclusion: the future of employee benefits

One of the most important points that our research showed was that, in the eyes of our respondents, employee benefits remain a fundamental way to retain and attract talent.

The vast majority – some 78% – of respondents to our survey forecast increased use of employee benefits programmes in developed markets over the next two years, for instance. Just over 80% said their organisation is developing specific plans to adapt to future benefit demands of employees. And a quarter of respondents are aware that competitors are already starting to offer recruits better and more appropriate benefits and they need to adapt as a result.

This role of employee benefits at the heart of talent management has been attested to by MetLife's Employee

Benefits Trends Survey. The below map taken from the survey illustrates that significant numbers of employees are looking to switch employer over the next 12 months – underscoring the competitive nature of talent management and retention.

Crucially, of the employees who indicated they were hoping to be working for a different employer in the next year, an average of 42% employees across these countries said their current employers should improve their benefits in order to retain them.



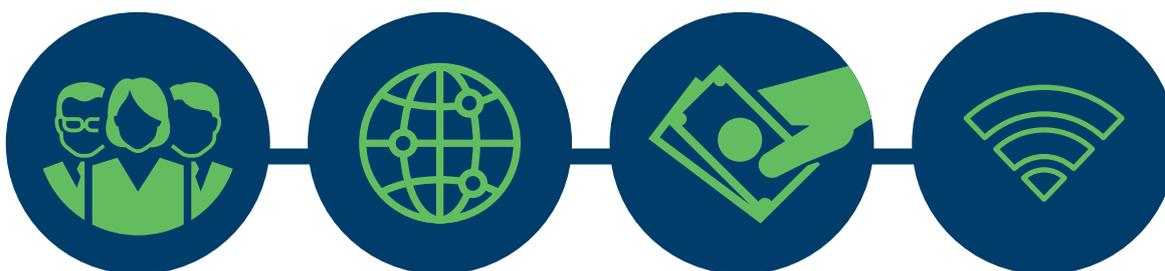
Source: MetLife's Employee Benefits Trends Surveys in Australia (2016), Brazil (2013), China (2015), Egypt (2015), India (2015), Mexico (2013), UAE (2017), UK (2017), and the US (2017).

While many of the themes discussed and highlighted in this report are not new to multinationals or the employee benefits industry, it is apparent that changes in the sector are accelerating, driven largely by new technologies, new employee demands and new business models. In this environment, we believe that flexibility and adaptability will be key while also using efficiencies on a global level to cut costs and simplify the complexity of employee benefits programmes where possible.

The next decade is set to see profound changes in the way that employee benefits are delivered and managed. In the battle to attract and retain talent, and/or simply comply with local market regulation, multinationals and cross-border businesses will need to adapt themselves and embrace new opportunities. It will also mean working with and partnering with providers that have the product suite, data excellence and global reach to not only support this transition but allow them to benefit from it and thrive.

“We’ve been working very closely with MAXIS for a number of years. For one client we did a lot of coordination together. We discussed what the strategy for the client should be and, importantly, we aligned with global, we aligned with local and were able to come in with a much better solution.”

**Alfredo Munoz, Head of Private Employee Benefits,
MetLife Mexico**



Research methodology

MAXIS GBN conducted research with 216 employee benefits professionals between 20th and 31st January 2018. The research was undertaken online by an independent third party.

Of the **216 people** who were interviewed for this MAXIS GBN survey:

70% described themselves as the final decision-maker at their organisation (of the remainder, **26%** said 'they had a lot of influence' and **4%** said 'they had a moderate amount of influence').

79% said they work for a multinational/ multi-jurisdictional company.

70%

described themselves as the final decision-maker at their organisation

26%

said 'they had a lot of influence'

4%

said 'they had a moderate amount of influence'



In terms of location:

40% were based in North America

38% were based in Europe

16% were based in Asia and Oceania

5% were based in the Middle East and Africa

1% were based in South America

40%

North America

38%

Europe

16%

Asia & Oceania

5%

Middle East and Africa

1%

South America



Why MAXIS GBN?

Co-founded by MetLife and AXA in 1998, MAXIS GBN is a network of nearly 140 insurance companies in over 120 markets, combining local expertise with global insight.

Our size, strength and stability set us apart, but our real point of difference is our people. Our global team work in close collaboration with local members and our consultant partners to help multinational employers deliver the employee benefits they need to care for their people while meeting their strategic business goals.

Our network is over 20 years old, however we've recently become a joint venture, set up global headquarters in London and made key investments in technology and data analytics to help you meet new challenges and drive your employee benefit programmes into the future.

This experience coupled with this new investment has enabled us to design and implement a market leading reinsurance platform with an ISO27001 certificate for data security for our client reporting. The platform delivers data excellence and helps to drive transparency and identify cost drivers alongside the MAXIS Global Medical Dashboard.

Taking our Health & Wellness offering to the next level, we're also finalising an innovative set of centralised global solutions including wellness toolkits, a business case calculator and a technology marketplace.

“Taking our Health & Wellness offering to the next level, we're also finalising an innovative set of centralised global solutions including wellness toolkits, a business case calculator and a technology marketplace.”

What can we do for you?

We offer core global benefits solutions and other services including Health & Wellness. Alongside our global offering, our member insurers can also support employers with local solutions.

- MAXIS Global Captive Solution provides highly efficient risk management for multinationals looking to set up an employee benefits captive programme
- MAXIS Global Risk Solution leverages centralised decision-making and reinsurance through a longer-term commitment delivering upfront discounts
- MAXIS Global Pool combines local benefits programmes into an international pool through reinsurance, in a profit-sharing arrangement
- MAXIS Global Preferred Data Solution delivers consolidated financial data to multinational employers
- MAXIS Mobility Solutions – a partnership between MAXIS GBN and our parent companies MetLife and AXA – are designed to help you meet the diverse benefits needs of your globally mobile employees and can be integrated into your global programme.

Find out more at maxis-gbn.com





maxis-gbn.com

*Unless otherwise stated all data is taken from MAXIS GBN 2018 Global Employee Benefits Study

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