Gallagher

Insurance | Risk Management | Consulting

ORGANISATIONAL WELLBEING

— 2024 —
WORKFORCE
TRENDS
REPORT
SERIES

Benchmarks for Employee Benefits and People Strategy

UK EDITION

Table of Contents

Introduction

Welcome to Gallagher's UK Workforce Trends Report: Organisational Wellbeing (Benchmarks for employee benefits and people strategy). Every year, Gallagher conducts a Benefits Strategy & Benchmarking Survey, polling a wide range of benefits practitioners across hundreds of global companies — this report is based on our industry experts' careful analysis of those survey results. Practitioners from 236 organisations participated in our 2024 survey.

The survey deploys a rigorous and thoughtful method and is designed by practitioners for practitioners. This report offers you reliable and insightful benchmarking data and the confidence to make evidence-based decisions around future benefits provision in your organisation.

Get in touch

AJG.com/uk
sayhello@AJG.com

Speak to one of the team about the report.

Gallagher
Walbrook Building
25 Walbrook
London, England
EC4N 8AW
United Kingdom

Physical, emotional, career and financial wellbeing considerations are interlinked, and making effective decisions comes with nuances. Add challenging economic factors and workforce trends to that mix, and the need for an organisational wellbeing strategy becomes clearer. In recent years, organisations have been forced into a reactive mode, but they're looking to the future with a focus on fostering a more strongly attached workforce.

Now in its seventh year, the report tracks trends to help companies better navigate through the complexities of employee benefits and engagement. The report is designed to assist you in redefining what your organisation stands for, in the context of a rapidly evolving commercial environment — and how you might demonstrate this through the rewards and benefits offered to your people. The information provides meaningful insights to help guide your organisation towards improved outcomes through better benchmarking. From high-level insights to specific findings, our report offers a practical perspective on significant trends and best practices that can power data-driven decisions for your organisation's people strategy. These trends touch every aspect of benefit and wellbeing strategies, as well as organisational culture and internal communications.

The specific benefits-related challenges identified as being most important in the 2024 survey mirrored those from 2023 and include:

1. Managing the increasing cost of benefits within tight budgets
2. Appealing to a diverse workforce with different preferences
3. Designing employee communication to engage your people

Whatever a workforce's preferences, some benefits packages may simply need a revamp, since employees now have evolving expectations.

With the market for skilled and experienced professionals more competitive than ever, it's vital to ensure your organisation's benefits strategy contributes as optimally as possible.

The benchmarking data analysed and summarised in this report can help you assess where your organisation stands in relation to the rest of the market as you shape your employee value proposition (EVP) in the year ahead.

Physical, emotional, career and financial wellbeing considerations are interlinked, and making effective decisions comes with nuances. Add challenging economic factors and workforce trends to that mix, and the need for an organisational wellbeing strategy becomes clearer.

PARTICIPANTS

236 Organisations participated in this survey from a wide range of sectors.

- Achilles Therapeutics
- AdRoll Ltd.
- Aegon UK
- ARA Venn
- Argonon Ltd
- Assystem
- Audas Project Management Ltd
- Auto Trader
- Aviva
- Barchester Healthcare
- Bellrock Group
- Benezoom
- Bird & Bird LLP
- Bowel Cancer UK
- Breast Cancer Now
- Brit Group Services Ltd
- British Association of Landscape Industries (BALI)
- British Heart Foundation
- Bus Employees Friendly Society
- Canada Life UK
- CD
- Christie Group PLC
- CIP Insurance Brokers Ltd
- Clear Bank
- Cubic Transportation Systems Ltd
- DACB
- Deichmann
- Dementia UK
- Electricity North West
- Face Edge Limited
- Federated Hermes
- Fidelity International
- FIGHT FOR PEACE
- Finsa UK Ltd
- GSMA
- H Weston & Sons Ltd
- Hyland
- Hymans Robertson
- IRG Advisors LLP
- ITRS Group
- JensonR+
- JM Finn & Co
- JTL
- Kainos Software
- Kennedys LLP
- Legal & General Investment Management
- Limbs & Things
- Livingcity Group
- Local Pensions Partnership Investments
- Loram UK Ltd
- Lucy Group
- Magnetic Systems Technology Limited
- Markerstudy
- mdp scaffolding ltd
- Modulaire Group
- Munich Re Speciality Group
- National Composites Centre
- National Fostering Group
- Next PLC
- NI Fishery Habour Authority
- NRGI
- Nuffield Foundation
- Odgers Berndtson
- Onward Homes
- Orchard Therapeutics
- Pen Underwriting
- Progress Housing Group
- PureMalt
- Reward Gateway LTD
- Reward Heads Limited
- Ricoh UK
- Rosa's Thai
- Rotork Plc
- Santander
- Save the Children
- SIBNI Ltd
- Skechers UKDC Ltd
- Skelwith Fold Caravan Park
- SLM Group
- Snap-on UK Holdings
- Southern Coop
- SQA
- Stellar Asset Management Limited
- Stellar Omada
- STEVEN A HUNT & ASSOCIATES LTD
- Taconic Capital Advisors UK LLP
- TalkTalk Group Limited
- Task/systems Ltd
- The Academy of Medical Sciences
- The Children's Society
- The Christie Charity
- The Donkey Sanctuary
- The Institution of Engineering and Technology
- The Kraft Heinz Company
- The Law Society
- The Physiological Society
- Toyota GB PLC
- Traditional Structures Ltd
- Unite Students
- United Therapeutics
- United Trust Bank
- Universities UK
- Vanquis Banking Group
- Viaflex
- Voyage Care Ltd
- WCM National Ltd
- Whale Tankers
- Whitbread Plc

SECTOR BREAKDOWN

Industries

The top five sector respondents were as follows:

44 ASSET MANAGEMENT AND BANKING & FINANCE

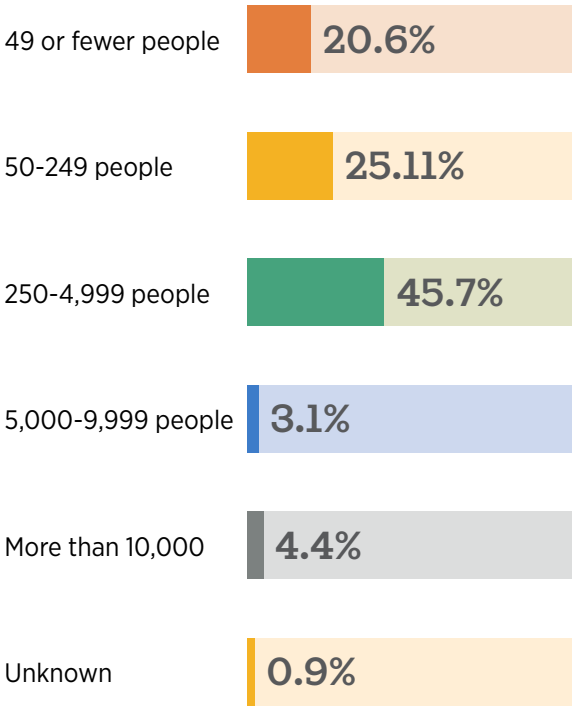
40 CHARITY, EDUCATION AND MEMBERSHIP ORGANISATIONS

29 LOGISTICS AND DISTRIBUTION/ RETAIL AND WHOLESALE

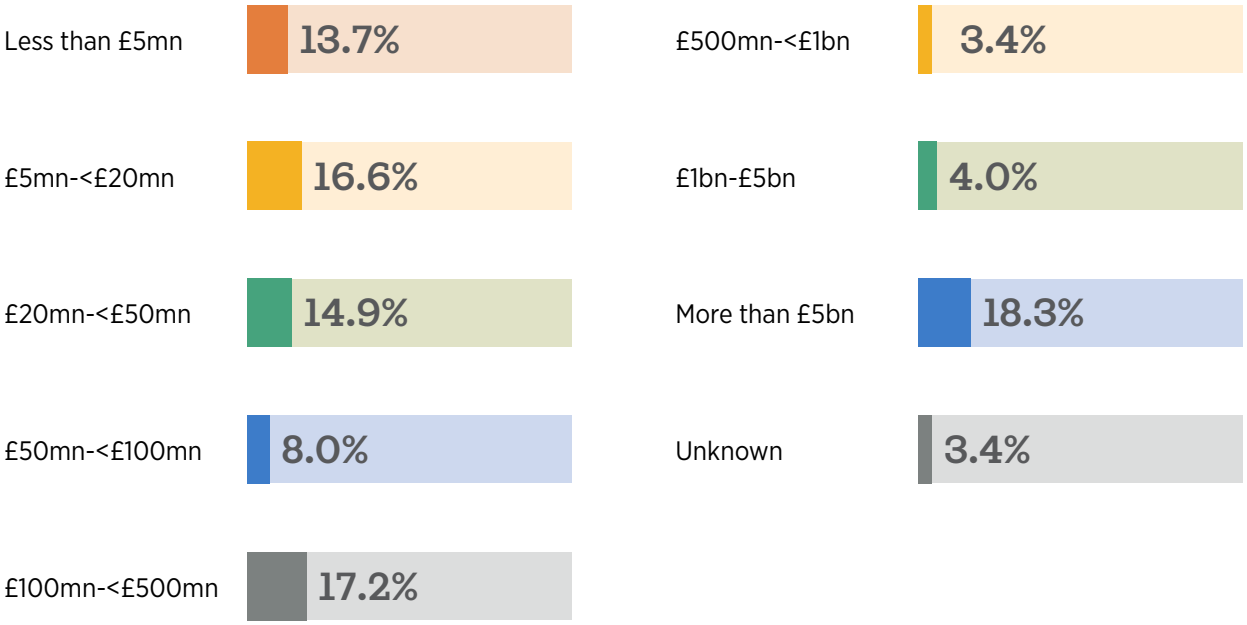
24 TECHNOLOGY, EXCLUDING HARDWARE

23 PROFESSIONAL SERVICES AND CONSULTING

Organisation size — Number of UK employees



Organisation turnover



Methodology

This survey covers the main types of employee benefit plans found in the UK. Participants were asked to select the response/responses which most closely apply to their organisation's benefits practice or policy. We asked for details of current benefits which are available to new employees.

DEFINITIONS:

Executives: includes CEO's and board or executive-level directors as well as partners of professional firms.

Senior managers: Heads of function/division who provide leadership to an important support function or business unit.

Line managers/professionals: Other managerial/supervisory roles and individual contributors on a professional career path.

Business support: Administrative or specialist support roles (including technical support).

Manual workers: Manual or production workers, drivers, retail assistants, etc. (n.b., most hourly paid workers will fall into this category).

STATISTICAL DEFINITIONS:

Percentile: A measure indicating the value below which a given percentage of observations in a group of observations fall; i.e., the 10th percentile is the value below which 10% of observations are found.

Lower quartile: The 25th percentile in a range of figures, i.e., 75% of the sample is above this amount and 25% is paid below this amount.

Median: The mid-point (50th percentile) in a range of figures, i.e., 50% of the sample are above this amount and 50% are below this amount.

Upper quartile: The 75th percentile in a range of figures, i.e., 25% of the sample is above this amount, and 75% is paid below this amount.

KEY TAKEAWAYS

1

Constant adaption

Organisations are looking to adapt their benefits strategies to address economic pressures and the diverse needs and expectations of their workforce.

2

Affordability and cost pressures

The challenge of managing pay and benefits while supporting employees' total wellbeing and delivering tangible outcomes will intensify.

3

Culture and leadership

Effective leadership and a strong organisational culture are crucial for creating a compelling employee value proposition (EVP).

4

Transparency, fairness and equity

The growing emphasis on pay transparency and fairness leads to many organisations planning to review pay policies and structures.

5

Flexible working

Flexible working arrangements are increasingly in demand and are seen as a key — and cost-effective — strategy for attracting and retaining talent.

6

Appealing to a diverse workforce

Organisations are increasingly offering a variety of leave types and supporting policies to appeal to a broad range of individuals.

7

Communication

Too many employees are unaware of the benefits they can access, which diminishes the perceived value of these offerings.

Rewards and Benefits: An Ever-Shifting Landscape

Crafting a compelling benefits offering in leaner times involves constant review, creativity and strong communication to maximise value.

As we head into 2025, benefits professionals will continue to focus on exploring ways to maximise value through salary sacrifice schemes and preventative healthcare measures. With the UK budget introducing new tax levies, companies are likely to continue to feel the pinch for the foreseeable future, which may constrain their ability to invest in people.

During the past year, professionals were confronted with a broad range of challenges, which are reflected in the responses to our survey. Some of these challenges are long-established, including the rising cost of healthcare benefits and evolving workforce expectations, while others are evolving, such as the implications of AI adoption on the workforce and integration of benefits technology more widely.

The challenge of attracting and retaining talent comes within the broader context of what is still a highly competitive job market, where an employee value proposition is crucial in differentiating an employer from the competition. This can involve a degree of 'strategic adaptation', whereby organisations adapt their EVP to align with new economic and workforce dynamics, fundamentally changing how employers engage with their employees.

There is also a need for ongoing creativity in benefits strategies to ensure what is on offer is cost-effective, has a strong ROI and helps organisations meet ever-changing employee expectations. Companies that can drive greater efficiency across the business in 2025 will be in a stronger position to invest in their people and build a competitive advantage.

Push for personalisation

Benefits need to cater to the varied needs of a diverse, multi-generational workforce.

Mental health and wellbeing

Wellbeing, including mental, physical and financial health, becomes increasingly central to benefits strategies.

Flexibility and creativity

There is a focus on adapting benefits to meet changing expectations, particularly among younger generations.

Future focus and innovation

Benefits professionals are increasingly leveraging data and technology to innovate, communicate and meet future challenges.

"The onus is on benefits professionals to understand what their people really want. Organisations should assess their benefits packages and understand what financial and non-financial benefits really motivate their employees. The key to getting good engagement will be for employers to clearly and effectively communicate the options available, the window they're available to choose, and ensure that employees understand what they gain from their workplace benefits. Moving to 2025, employers will need to make the most of what they can offer employees and ensure clear communication for maximum engagement."

Sarah Jefferys
Divisional Director, Head of Reward Consulting, Gallagher

Affordability and Cost Pressures

Comparing benefits packages against industry-wide benchmarks can help target spending more effectively.

Managing the increasing cost of benefits within tight budgets remains the number one challenge, according to survey respondents. It was identified as a concern for 51% of organisations (slightly less than last year's figure of 59.9%). The results indicate ongoing pressure to manage benefit costs effectively while working with limited financial resources. Managing budgets internally has become a big issue for organisations, alongside the ability to demonstrate a concrete ROI.

The responses show a shift towards preventative healthcare more broadly to manage costs and improve outcomes. This includes offering mental health support, on-site services and health cash plans to address issues early.

WHAT ARE YOUR ORGANISATION'S TOP 3 BENEFIT CHALLENGES?

	2024	2023	2022
1	Increasing cost of benefits within tight budgets	Increasing cost of benefits within tight budgets	Appealing to a diverse workforce with different preferences
2	Appealing to a diverse workforce with different preferences	Appealing to a diverse workforce with different preferences	Increasing cost of benefits within tight budgets
3	Communication	Communication	Communication

Equally, the importance remains of offering an attractive benefits package in recruiting and retaining employees, so the need for investment remains key. Indeed, any reduction in attrition will demonstrate significant savings to an organisation and help validate the ROI of a benefits programme.

For the year ahead, there will be an emphasis on ensuring that benefits provide value for money. Employers are scrutinising their offerings to ensure they drive positive outcomes, such as increased productivity and employee satisfaction, rather than maintaining a broad suite of benefits for the sake of it.

"We need offerings that cater to the multi-generational workforce that employers now have," says Emily Gillmore, Consulting Director at Gallagher. "The cost of benefits and the spiralling rates for healthcare means there is a need for a more intentional focus on pathways and how we get people to the best outcome they can have, using the most sustainable methods for getting there."

There is a noticeable shift towards healthcare benefits, including dental and cash plans, as employers seek to support employees amidst rising healthcare costs. For 2025 and beyond, benefits professionals are likely to focus on designing benefits packages that are both cost-efficient and aligned with employee needs. Preventative healthcare, flexible offerings and strategic use of tax efficiencies will be key areas of focus.

Pressure factors on pay

The post-Covid environment that heavily influenced pay reviews is coming to an end. With wage growth above inflation in the UK, the standard, across-the-board pay increases and lump sum payments (implemented to support employees amid high inflation and living costs) have faded away in favour of a move towards more thoughtful strategies on how to manage pay reviews and targeted spending.

Around 10.5% of survey respondents cited increases in the minimum wage as a source of pressure on pay in the survey, up from just 2.9% from the previous years. Such pressures could cause pay compression problems for employers, who may need to rethink their pay policies and structures. Over half (51.4%) have already reviewed pay systems/structures (up on last year), but these may need to be looked at again given changes announced in the budget.

The main reason cited for pressure on pay in the 2024 survey was affordability against the background of escalating cost of living (37.8%, similar to the 2023 figure). However, the context behind this has somewhat changed. While the dominant previous drivers have shifted, employee expectations remain high — despite company budgets being under pressure. Going forward, this mismatch will need to be carefully managed.

The second-most cited pressure on pay was competition for skilled resources (27.9%), amid a softening labour market, while the third factor — the increased minimum wage — will continue to rise in significance in 2025. The importance of this factor has more than tripled from 2.9% in 2023 to 10.5% in 2024.

"Employers have to do what's right for the organisation, and those who cannot necessarily offer big pay increases can consider how they apply limited budgets across the whole employee value proposition. Better communicating existing benefits and reviewing and adjusting existing policies are both ways to drive engagement. Several innovative ideas came about during the cost-of-living crisis, such as employers offering tax-free loans. This benefit costs a minimal amount to the employer, but it could make a big difference to their employees. Other ideas can be bespoke to the offering of the company — for example, a will-writing company could offer wills to their employers. Or a retail company could offer a discount to their shopping. Thinking outside the box to offer non-standard benefits can be financially beneficial to both employer and employee and enhance an organisation's employee value proposition."

Sarah Jefferys
Head of Reward Consulting, Gallagher's Benefits and HR consulting division in the UK

Culture and Leadership

Leadership commitment and cultural embedding are essential for bringing the employee value proposition (EVP) to life and ensuring that it authentically reflects what employees will encounter in the workplace.

Headline cultural challenges

Year-on-year, the order of the most significant cultural challenges for respondents have switched places. In response to the question, What is your biggest cultural challenge to focus on in 2024? 37.1% of organisations gave the answer of a **rapidly adapting strategy in the context of a changing landscape**, up from 31% in the 2023 survey, when this category was in second place. Last year's top-placed category, **inspiring a more agile, flexible and resilient workforce**, came in second place in 2024, cited by 28.1% of respondents (against 32.7% a year ago).

This indicates a shift towards a focus on quickly adapting company strategy as the external landscape changes. It may also reflect what is front of mind in terms of changes in the broader economic environment, as the post-Covid environment and cost of living crisis have been significant influences, amid a slowing labour market.

Working arrangements may also be at play here, with the need to inspire a more agile, flexible and resilient workforce category remaining high in the chart. Despite this, only 7.7% of respondents say their organisations are 'very effective' at managing change (down from 10.2% in 2023). Significantly, 25.3% of respondents say they are 'not very effective' at managing change (compared to 16.9% last year), showing this is a growing area of concern.

Culture is core to a strong EVP

In response to the question, **What have you done in the last 12-18 months to support the attraction and retention of talent in your organisation?**, survey respondents reported a big rise in the degree to which **programmes of work focussed on improving/changing company culture** had been implemented (40.5% of organisations cited this factor, compared with 31.1% in 2023) — a notable increase, and an indicator of the central importance of culture in a hybrid working environment.

Culture continues to be recognised as being a crucial element of any company's EVP, contributing to defining the organisation's overall identity, helping to attract skilled staff and influencing ongoing job satisfaction.

This need for a strong EVP is why every aspect of an employer's benefits and compensation programme needs to work in tandem to promote overall employee wellbeing. Offering benefits such as private medical insurance is no longer seen as a standout in today's hyper-competitive market, but as a basic requirement for many employees. As employees navigate the ever-changing world, organisations must critically evaluate their people's experience in the workplace — finding unique ways to engage teams, establish authentic connections and support employee wellbeing overall.

In the context of benefits, culture can contribute to:

- Attracting talented personnel by demonstrating company values and showcasing the work environment via the authentic expression of shared beliefs and behaviours that align with candidates' personal values.
- Creating an 'employer brand' (30.6% of respondents said they had undertaken this activity) to help differentiate and individualise the company in a competitive job market.
- Enhancing talent retention by creating an environment where employees feel 'seen', valued and supported — in part by the personalised benefits packages that can be attained by broadening the offering.
- Cultures that embrace flexible work arrangements/prioritise mental health can boost their attractiveness by aligning better with changing workforce expectations.

Leadership amid uncertainty

Effective leadership and a strong organisational culture are crucial components of a compelling EVP, with organisations needing to focus on creating a holistic, authentic and engaging employee experience to remain competitive. The labour market has stabilised, but there have been fundamental changes both in the way employees engage with their work and in their expectations.

There are greater expectations around benefit offerings, along with the need for a more robust, adaptive and personalised approach. Responsibility for reinforcing culture through 'walking the talk' and communicating organisational values and priorities starts at a senior leadership level. But increasingly, there is a role for middle management.

"Post-pandemic we're coming away from this emphasis on the executive and senior leadership team as being the group with primary responsibility for company culture. During the pandemic, it was right that they held this mantle. Now that mantle must be passed back to middle management, and in many businesses, there is a massive gap in capability. Part of the challenge is around upskilling managers and making sure that we've got a really good group of people who can take forward the messages and live and breathe the EVP, so that all people underneath them also experience it. This is a crucial part of success, but the power that middle management have is sometimes overlooked, and that group can make the biggest impact on keeping the wider employee base engaged and motivated."

Emily Gillmore
Consulting Director at Gallagher

Leaders' biggest challenges

Responses to the 'What is challenging your leaders the most?' show that leadership challenges are multifaceted, with 35.8% of respondents choosing the **all of the above option**. Among the specific challenges identified, **bringing the business strategy and direction to life through storytelling and inspirational leadership** stands out, with 25.5% of organisations identifying this as their biggest single challenge.

WHAT IS CHALLENGING YOUR LEADERS THE MOST?

	% of Organisations
All of the above	35.8%
Bringing to life the business strategy and direction through storytelling and inspirational leadership	25.5%
Role modelling and demonstrating tangible behaviours to show others what the business values are	19.3%
Developing others through coaching and feedback	16.0%
Other	3.3%

WHAT TACTICS DO YOU USE TO RAISE AWARENESS OF YOUR BENEFITS?

	% of Organisations
Email	80.4%
Induction	71.7%
Intranet	69.1%
Virtual 'live' events	5.50%
Line manager cascade	49.1%
Face-to-face events	48.7%
Employee surveys	44.3%
Benefits portal	40.4%
Posters/banners	36.1%
Internal newsletter	34.3%
Internal social network (i.e. Teams chat)	26.1%
Video	20.9%
Digital total reward statements	15.7%
Letters/memos	13.9%
Podcasts/conference calls	13.0%
App	10.9%
Printed total reward statements	2.2%
None of the above	1.7%
Other	1.3%

The survey responses show some more notable changes year-on-year, with an increase in those citing developing others through coaching and feedback (up from 8.6% to 16%) as well as role modelling and demonstrating tangible behaviours to show others what the business values are (up from 11.4% to 19.3%).

These changes suggest that progress is being made within organisations, and they're thinking of how they can invest in their employees' professional development and career path. The focus is shifting away from the leadership team's strategy-building in favour of developing teams and role-modelling behaviours as the strategy is implemented.

Transparency and Fairness

Changing employee expectations and demands for fairness, coupled with cultural and regulatory shifts, mean that the transparency of pay policies and systems is assuming a greater significance.

A large majority of survey respondents — 62.9% — reported that **having corporate transparency** was their top priority when developing governance policies. Meanwhile, 60% of organisations indicated that **embracing diversity on the board of directors** was important (the second-most cited measure) for the value it brings to governance by ensuring a range of diverse perspectives at a senior level.

Similarly, a large majority of organisations responded in a way that reflects dedication to fostering inclusive and responsible work environments: payment of fair (living) wages (71.5%) has emerged as a top concern, alongside behaviour that supports LGBTQ+ rights and encourages all forms of diversity (65.79%). The desire to use/operate ethical supply chains (78.95%) is also a significant consideration, as is focusing on avoiding labour practices that raise concerns (such as child labour) — 57.89% of organisations cited this. Supporting people's emotional wellbeing means taking tangible action to support inclusive and ethical workplace culture.

WHAT ESG RELATED POLICIES HAS YOUR ORGANISATION DEVELOPED WITHIN THE LAST 12 MONTHS?

GOVERNANCE POLICIES

	% of Organisations
Having corporate transparency	62.9%
Embracing diversity on board of directors	60.0%
ESG reporting — Financial costs and projected exposure associated with ESG risks	58.6%
Having ESG experience and/or subject matter-expertise as part of the board	37.1%

SOCIAL POLICIES

	% of Organisations
Use/operate ethical supply chains	79%
Payment of fair (living) wages	71.5%
Avoid labour that may have questionable workplace safety or practices (i.e. child labour)	58%

Enthusiasm grows for employer pension contributions

Matching schemes, where the employer matches employee pension contributions, remain popular and citations have increased from 26.5% to 32.4% of organisations. Although the number has increased year on year, there is still huge scope for increased adoption of this approach, which fosters a sense of shared ownership in retirement savings. Salary sacrifice remains a significant and surprisingly untapped opportunity when it comes to supporting people's financial wellbeing, pension savings and other benefits.

Jason Cannon, Benefits Consulting Director at Gallagher, highlights the benefits of salary sacrifice schemes, particularly in relation to pensions. "There are still many organisations that have yet to implement salary sacrifice, despite its growing attractiveness. By adopting salary sacrifice, companies can offer various benefits, especially in pensions, which can help mitigate the impact of increased National Insurance taxes."

Cannon emphasises that there is still a significant opportunity for organisations to leverage salary sacrifice to their advantage.

ON WHAT BASIS IS THE LEVEL OF EMPLOYER CONTRIBUTION DETERMINED?

	% of Organisations
Same fixed % for all	45.6%
Matching employee contributions	32.4%
Job level/category	13.2%
Other	5.9%
Age based	2.9%
Service related	0.0%

Push for transparency on pay

Moves towards making pay fairer — and making pay structures and practices more transparent — are rising in visibility, and companies are increasingly expected to be open about how pay is structured in their organisation.

55.2%

of organisations said that they are planning to change their pay policies by making them more transparent.

Meanwhile, increasing focus on diversity, equity and inclusion (DE&I) to create a fairer and more equitable workplace is a priority for over half (53.8%) of respondent organisations. 51.4% of organisations have reviewed pay systems/structures (up on the previous year's survey), indicating a commitment to ensuring fair and competitive compensation.

Pay should be considered a 'hygiene factor' with benchmarking essential to understanding your market position. Once they have got this right, employers can develop their strategy for pay reviews to ensure salaries are maintained at the right level, using data-driven insights to direct their spend to where it is most needed.

The centrality of your EVP: 'Hygiene to hooked'

An overarching principle of the EVP that Gallagher has been focusing on with clients is the concept of 'hygiene to hooked', where 'hygiene' represents the basics of a fair salary, transparent pay system, holidays, pension plan, etc. Getting employees 'hooked' (and therefore more likely to stay with the company, aiding retention) is embodied by the broader appeal of the EVP offering, with the variety and depth of the benefits offering a key component. An organisation's commitment to hygiene shows leadership is thoughtfully investing in the financial and career wellbeing of their workforce.

The survey responses reflect the wide range of strategies that companies have been using to help with attraction and retention. People's work motivations are hugely varied, meaning that if an EVP encompasses a wider variety of elements, it will have a better chance of appealing to a wider pool of talent. If you want to move your people from hygiene to hooked, you need to give them a compelling set of reasons to stay.

WHAT HAVE YOU DONE IN THE LAST 12-18 MONTHS TO SUPPORT THE ATTRACTION AND RETENTION OF TALENT IN YOUR ORGANISATION?

	% of Organisations
Hybrid/flexible/new working arrangements	61.3%
Reviewed employee benefits	56.1%
Increased focus on DE&I to create a fairer and more equitable workplace	53.8%
Reviewed pay systems/structures	51.4%
Programmes of work focussed on improving/changing company culture	40.5%
Developed and implemented specific wellbeing strategies to support employees	38.7%
Improved/revamped internal communication strategies to employees	37.6%
Specific cost of living support by way of additional salary increases or one-off lump sum payments	37.6%
Considered or reconsidered apprenticeship or graduate pathways in the organisation	35.3%
Restated or new, well defined organisation strategy, purpose and vision that employees can buy into	33.5%
Developed an employer brand/EVP	30.6%
Developed clearer career paths and opportunities for personal growth	27.7%
Increased focus on ESG across the organisation	35.3%
Widened the net to source talent from a broader pool geographically (or even internationally)	33.5%
Revised or new employee incentive plans to support the delivery of strategy and vision	10.4%
Retention payments/golden hello payments	10.4%
Offered relocation costs/packages	8.1%
Introduced flexible benefits programmes so employees can tailor them to their own preferences	6.4%
Other	1.2%

Notably, the number of organisations that cited **developed an employer brand/EVP** in their response to this question increased from 21.8% in 2023 to 30.6% in 2024, indicating the extent to which the significance of this activity is increasing.

Legislative pressures and shifting trends

The EU Parliament's decision to adopt legislation that will 'require EU companies to disclose information that makes it easier for employees to compare salaries and to expose existing gender[1] pay gaps' will not have a direct effect on UK legislation, of course. The move is, however, indicative of the direction of travel, with firms expected to facilitate pay comparison and welcome wider workplace discourse and strategies to close the gender pay gap.

Many companies are looking to get ahead of these trends by developing their approaches to pay and transparency. In this context, survey respondents said that they are looking at reviewing pay scales, undertaking more regular benchmarking, and looking at their pay policies. These activities are the most important pre-work for a successful salary review and essential in getting ready for pay transparency legislation.

The survey reports that among those planning to make changes, two main strategies are being used, with 57.3% of organisations planning to **review pay scales** and 56.3% to engage in **more regular pay benchmarking.**

ARE YOU PLANNING TO CHANGE YOUR PAY POLICIES IN RESPONSE TO THE CURRENT ENVIRONMENT?

	% of Organisations
Review pay scales	57.3%
More regular pay benchmarking	56.3%
More robust performance targeted pay	29.2%
Re/introduction of across-the-board increases	5.2%
Move away from regional policies to national pay framework	4.2%
Introducing or extending retention payment plans for key resources	1.0%
Other	1.0%

Executive rewards

Another element in the transparency/equity equation is the existence of growing pressure from institutional investors in listed companies for employers to provide the same level of pension contribution to executives as all other employees. Similar thinking is permeating through to the public and third sectors, prompted by arguments over fairness and equity.

In this context, the survey reveals a general reduction in contributions to executive pensions — the median employer contribution rate has fallen to 5.5% from 7% two years ago, reflecting the ongoing shift towards pay equity taking place.

WHAT IS THE EMPLOYER CONTRIBUTION RATE FOR EXECUTIVES AS A PERCENTAGE OF SALARY?

	% of Salary
10th Percentile	4%
25th Percentile	5%
50th Percentile	5.5%
75th Percentile	9.5%
90th Percentile	10.6%
Mean	7.0%
Mode	5%

The Unstoppable Rise of Flexible Working

Flexible working arrangements are becoming more prominent as a way of giving significant employee value with lower direct costs.

The seemingly unstoppable shift towards flexible working shows no sign of abating. Among the benefits is the ability to attract a more diverse workforce, allowing companies to maximise their chances of attracting the right people. The survey shows that the provision of hybrid/flexible/new working arrangements was the number one choice (cited by 61.3% of respondents) among companies when trying to attract and retain talent.

In addition, flexible working benefits offer real tangible value for no real cost, particularly given that most organisations are now geared up to offer hybrid working. Additional economic pressures for businesses may push companies towards an approach where offering more cost-neutral benefits becomes a favoured strategy. This includes offering employees the ability to work from abroad, which research shows has growing appeal for many workers[2].

Patterns of change

The 2024 survey results reveal that hybrid working and part-time hours are now dominant offerings, along with arrangements enabling flexible working hours. Almost 90.0% of organisations offer **hybrid working** (up by more than 6.0% in 2023), while close to 81.0% offer **part-time/shorter hours** options. The biggest shift this year — an increase of more than 11.0% — was in the **condensed working week** category, a benefit now provided by more than half of the organisations polled.

WHAT FORMS OF FLEXIBLE WORKING ARRANGEMENTS DO YOU OFFER EMPLOYEES?

	% of Organisations
Hybrid working, i.e., mix of office and homeworking	89.9%
Part-time/shorter hours	80.9%
Flexible working hours	78.7%
Condensed working week	52.8%
Home/teleworking	45.5%
Agile working, i.e., work from any location	32.6%
Job share	29.2%
4 day working week (same pay, 1 less day)	21.3%
Term time only	12.9%
Floating holidays	5.6%
Annual hours contracts	5.1%
Other	0.0%

Another notable increase took place for the 4-day working week offering, which has now been adopted by 21.3% of organisations — up from 15.1% in 2023.

More specifically, responses to the question **What have you done in the last 12-18 months to support the attraction and retention of talent in your organisation?** show that offering hybrid/flexible/new working arrangements, remains the most popular tactic. A parallel decline in the second-most popular action, **Reviewed employee benefits**, shows that a wider variety of strategies are being used to support recruitment and retention.

Planned benefits changes

In response to the question, **What changes will you be making to your current benefits offering?** The most common actions among organisations planning changes included enhancing benefits (80.2%, compared to 85.2% in 2023), improving communication (64%), and, interestingly in this context, increasing flexibility (55.8%).

The order of priority has not changed here, but the 'flexibility' category is the one that has shown the greatest increase over the past three years — this is in line with the general move towards flexibility in benefits provision in recent years as companies try to ensure that their benefits provision is comprehensive, offering something for everyone.

WHAT CHANGES WILL YOU BE MAKING TO YOUR CURRENT BENEFITS OFFERING?

	% of Organisations
Enhance benefits	80.2%
Improve communication	63.9%
Improve flexibility	55.8%
Change benefits provider/insurer/broker	52.8%
Change delivery method (e.g., salary sacrifice)	29.0%
Change cover within existing benefits	27.9%
Change eligibility criteria	19.7%
Remove benefits	11.6%
Other	5.8%

Working abroad

Allowing employees to work remotely from abroad is now practice among 40.4% of respondent organisations. This trend has become established post-pandemic and has been called a 'workation' — where employees can go abroad for a period of time and combine work with leisure. Adopting this practice adds to an employer's EVP and is an attractive element for many people when choosing a place to work.

DO YOU ALLOW YOUR EMPLOYEES TO WORK REMOTELY ABROAD?

	% of Organisations
Yes — but have no formal policy in place	19.1%
Yes — have a formal policy in place	21.3%
No	59.6%

However, this practice has experienced a shift: from companies allowing working abroad without having a formal policy in place to establishing a formal policy. There are very good reasons for having a formal policy in place for this type of arrangement because it comes with some legal and compliance risks that need managing.

"Imagine if you could offer to employees the opportunity to work from Europe for a few weeks, or offer the flexibility of working around school holidays? There is a significant number of people that would value this flexibility, over having a bigger salary."

"Lots of people want to travel, to be closer to family who have relocated, or simply to enjoy a change in scenery or lifestyle and in the past, they would have had to take an unpaid sabbatical. To allow people to continue working while abroad, and to put that policy in place is not that difficult for employers to offer and can really strengthen an employee value proposition."

Sarah Jefferys
Head of Reward Consulting, Gallagher's Benefits and HR consulting division in the UK

Appealing to a Diverse Workforce

The degree of competition in the job market makes it more essential than ever to have a benefits package that appeals to as wide a variety of people as possible.

Appealing to a diverse workforce with different preferences ranked second in our survey respondents' list of top benefit challenges (with 42.4% citing it), emphasising the necessity for benefits packages that have something for everyone, whatever their preferences and needs. While the numbers are down year on year (from 56.8% in 2023), this category has been in the top two for five years, indicating that it is a long-standing and deep-seated requirement.

Likewise, when asked, **What have you done in the last 12-18 months to support the attraction and retention of talent in your organisation?** Over half of our respondents (53.8%) said there was an **increased focus on DE&I to create a fairer and more equitable workplace**, up from 43.6% the previous year.

Clearly this is a vital issue for many of the organisations surveyed, and addressing it necessarily cuts across a wide range of potential benefit choices.

Successful organisations are focused on ensuring their policies are genuinely inclusive and not just tick-box exercises. At the root of this is the concept that 'the whole person comes to work each day'. By supporting people's wellbeing in a holistic way, employers will create a stronger connection and help people feel good about working for the organisation.

Paid and parental leave

The types of paid leave mentioned in the survey responses show that organisations are increasingly offering a broader range of leave types beyond standard family leave. A couple of notable increases in the 2024 figures are that **carer's leave** is now offered by 46.8% of organisations, up from 32.3% in 2023, and volunteering leave is now offered by half of firms (50.5%), up from 45.7% a year ago.

According to this year's result, a quarter of organisations now offer leave for the purpose of undergoing fertility treatment. As 2024 was the first time we asked the specific question around fertility treatment, it will be interesting to see how this evolves as a paid leave benefit moving forward.

WHAT OTHER TYPES OF PAID LEAVE ARE AVAILABLE TO EMPLOYEES?

	% of Organisations
Bereavement/compassionate leave	95.2%
Bereavement due to miscarriage	61.0%
Study leave	54.3%
Volunteering leave	50.5%
Carers leave	46.8%
Fertility treatment	25.5%
A day off on their birthday	13.8%
Other	9.6%
A day off for moving house	6.9%
Duvet days	2.1%

This year's survey shows that 45.2% of organisations offer **enhanced shared parental leave** on the same basis as maternity leave, illustrating a continued shift towards providing more enhanced benefits for different groups who want to share the responsibility for childcare.

Additionally, 82.2% of organisations currently have a **wellbeing strategy for working parents**, with a further 6.8% either considering introducing one (or launching one in the next 12 months). Currently, **flexible working policies** are the most prevalent benefit, being offered to working parents by 99.4% of organisations.

ON WHAT BASIS DO YOU OFFER SHARED PARENTAL LEAVE?

	% of Organisations
Statutory only	48.9%
Same basis as maternity	45.2%
Enhanced on a different basis	5.9%

DO YOU HAVE A WELLBEING STRATEGY FOR SUPPORTING WORKING PARENTS?

	% of Organisations
Yes	82.2%
No, but we are considering doing so	6.3%
No, but we are launching a policy within the next 12 months	0.5%
No	11.0%

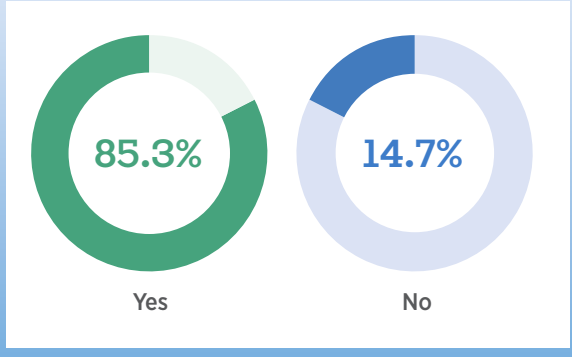
There is a general upward trend in the percentage of organisations offering **extended maternity leave beyond the statutory period.** Just over a third of respondents said their company was offering this benefit in 2024, compared to 24.4% in 2023. Of the organisations that exceed the statutory maternity benefits, 94.7% offer enhanced pay, another increase from last year. This indicates that paying above the legal minimum rate is the most common way for companies to improve their maternity package.

DO YOU OFFER ENHANCED PATERNITY PAY/LEAVE I.E. IN EXCESS OF THE STATUTORY REQUIREMENTS?

	% of Organisations
Enhanced Contractual	30.9%
Enhanced Discretionary	37.2%
Statutory Only	31.9%
Other	0.0%

Regarding offering **enhanced paternity pay/leave** (i.e., in excess of the statutory requirements), there has again been a trend towards increasing provision here. Just 32% of organisations still offer 'statutory only', with greater numbers offering enhanced provision. Both enhanced contractual schemes and discretionary schemes increased year on year, with these categories together accounting for 68.1% of responses.

DOES YOUR ADOPTION PAY POLICY MATCH YOUR MATERNITY POLICY?



Adoption leave and pay matches the maternity policy in 85.3% of organisations, similar to last year's figure.

Other types of leave

The responses to the question **What other types of paid leave are available to employees?** Show that organisations have been embracing a range of new and different types of leave over the last few years: This year, more than 97.0% of organisations offered 'other' leave not covered by 'family' leave:

- **Bereavement/compassionate leave** remains the most popular policy and is offered by the vast majority of organisations (95.2%) who offer additional types of 'other' leave.
- **Study leave** is common and found in half of the organisations (54.3%).
- **Leave for miscarriage bereavement** is offered by 61% of companies, significantly up from two years ago.
- **Volunteering leave** is up to 50.5%, from 45.7% in 2023.
- **Carers leave** is now offered by 46.8% of organisations.

WHAT OTHER TYPES OF PAID LEAVE ARE AVAILABLE TO EMPLOYEES?

	% of Organisations
Bereavement/compassionate leave	95.2%
Bereavement due to miscarriage	61.0%
Study leave	54.3%
Volunteering leave	50.5%
Carers leave	46.8%
Fertility treatment	25.5%
A day off on their birthday	13.8%
Other	9.6%
A day off for moving house	6.9%
Duvet days	2.1%

The question **What extra policies/support do you offer for different groups/categories of employees?** revealed the very wide range of support offered to a host of different demographics. **Disability** and **pregnancy** are the two areas where there are additional policies/support in place (above what is offered to all employees) to support inclusivity, closely followed by **sexual orientation** and **race.**

Another developing area is that of **menopause support**, in the context of which the most common element is flexible working policies, provided by 86.0% of organisations that offer this kind of support. Moreover, more than half of respondents (55.4%) have manager training in this sphere. **Menopause policies** are increasing in prevalence, with 63.7% of organisations having them in place and a further 4.7% due to implement one in the next 12 months (and a further 12% considering the issue). When compared to 2023, we can see that this is an area of increased focus for many organisations.

WHAT SUPPORT DO YOU OFFER FOR MENOPAUSE?

	% of Organisations
Flexible working policies	86.0%
Employee forum/support group	64.5%
Manager training	55.4%
Other	16.5%

Communicating Your EVP

The final ingredient in the benefits mix is to build and maintain a model that clearly and fully communicates what your benefits package offers in a way your employees can engage with.

Common tactical approaches

Simplifying benefits offerings and improving communication is crucial to successful engagement and outcomes. Employees can find the range of benefits on offer confusing, so a clear, simple and well-communicated benefits package is typically the most effective approach.

Communication remains a significant challenge for 31.1% of organisations. Effective communication plays a vital role in ensuring employees are well-informed about their benefits and can make informed choices. While the percentage for this category is down 5.5% compared to 2023, it remains an area of focus for organisations to improve the clarity and accessibility of benefit information and potential take-up.

The survey shows that while there have been few changes in terms of the most common tactics being used to communicate about benefits, the ability to personalise and segment messaging effectively remains a key challenge. Lack of a documented EVP or employer branding guidelines can lead to a disjointed employee experience. Only a small percentage of communicators have reviewed their organisation's EVP, which is a gap in strategic communication which can be tackled.

Email continues to dominate as the primary communication method for raising awareness of benefits (80.4%). This aligns with its consistent popularity in the past three years, making email one of the most effective and widely used channels for communicating benefits. It is particularly effective when used for leader-to-employee communications and company-wide announcements.

HR portals are identified as the most effective self-service channel for employees to access information about benefits, suggesting that centralised digital resources are valuable for employee engagement. Considering the challenge more holistically, there is a need for HR and communications to collaborate more closely, given their shared responsibilities and KPIs.

The proportion of respondents citing the use of face-to-face events increased substantially in 2024 — up to 48.7%, from 40.1% previously. In-person conferences are therefore highlighted as the most effective communication channel, suggesting that face-to-face interactions still hold significant value in engaging employees and conveying important information.

Virtual 'live' events have moved up the list in 2024, having been used by half of respondents in 2024, compared to 42% the previous year. Following in-person conferences, virtual meetings are also considered effective, indicating that digital platforms can successfully facilitate communication when in-person gatherings are not possible. The added benefit is that virtual events can reach a wider and more disparate audience.

While email continues to dominate as the primary method of communication, some additional options were given in this year's survey, and induction was the second most prevalent method (71.7%), trailed narrowly by the intranet in third place (69.1%). The induction process is a 'one-time opportunity' to communicate, and so other channels are needed alongside this to maintain regular touchpoints.

Employee surveys (44.3%) are often used as a way of raising awareness (and also perhaps gathering feedback at the same time).

The use of printed reward statements continues to decline, with only 2.2% of organisations currently using this method. This trend reflects the downward trajectory seen for this category over the past few years.

"Tech-enabled communication is really important; whilst traditional platforms like laptops and desktops are still important, there is a growing demand for mobile phone-enabled technology. Mobile technology is particularly powerful because it accommodates the busy schedules of individuals who may not have the time to engage through traditional means and/or indeed during standard business hours. Leveraging mobile technology can enhance communication efficiency and accessibility for employees. Whilst I have spent much of my career delivering primarily face-to-face sessions in office settings, there is no doubt there is a shift from this type of delivery to virtual presentations. While in-person presentations allow for effective engagement and communication, they are limited to those physically present in the office. Virtual presentations, on the other hand, attract a larger audience, and we find more people can join remotely. Additionally, virtual presentations can be recorded, providing further accessibility. Although virtual settings may not offer the same level of engagement as in-person interactions, we make every effort, utilising polls, Q&A sessions, and engaging visual content to ensure participants feel involved."

Jason Cannon
Benefits Consulting Director, Gallagher

Upgrading the user experience?

As organisations strive to secure attention and maintain their distinctiveness in a crowded digital landscape, even as their employees find themselves mired in digital input, it might be useful to think in terms of employing 'consumer grade' communications tactics to improve awareness of benefits and boost engagement.

Employees are increasingly expecting to be communicated with in ways that mirror their experience in the wider digital sphere. Anything that acts as a barrier to accessing information seamlessly and conveniently can only hamper engagement and understanding. There are several different factors at play here:

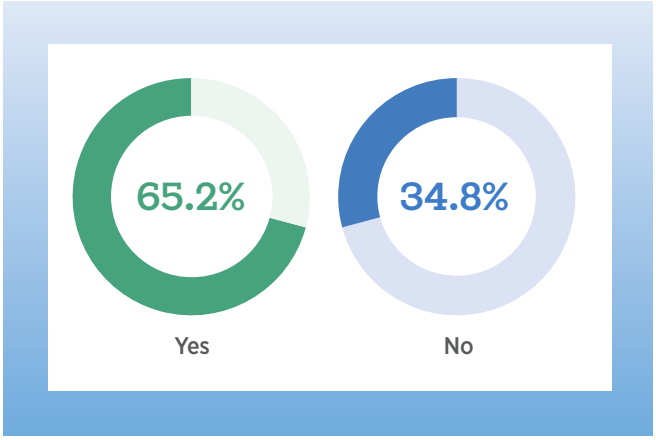
- Mobile-friendly communication: Optimising all benefits-related communications for mobile devices, ensuring employees can access information 'on the go' or at their leisure. This may be particularly important for field workers or remote staff who rely on smartphones for updates. That said, chatbots are considered the least effective self-service channel, possibly due to a lack of awareness or understanding of their functionality among employees.
- Personalisation and segmented communication strategies: Customising communications to individual employees based on factors like career stage or employee group can help ensure inclusivity and relevance for diverse employee populations. Focusing on how benefits can add concrete value to specific life stages or events, for example, could increase the level of understanding and appreciation.
- Peer advocacy and case studies: Encouraging employees who are enthusiastic about certain benefits to act as ambassadors, as peer recommendations often carry more weight and authenticity. Sharing real-life examples of how employees have benefitted from specific offerings makes benefits tangible and relatable, encouraging others to engage with them.
- Integration with collaboration tools: Embedding benefits communication within platforms employees use daily — such as collaboration tools like Microsoft Teams or Slack — can promote greater visibility and interaction. Firms can leverage analytics from digital tools to assess which communication methods resonate most with employees, enabling continuous improvements in strategy.
- Barrier analysis and resolution: Identifying common challenges employees face in accessing or understanding benefits, such as complexity or lack of clarity. Addressing these barriers with simpler explanations, FAQs or dedicated support channels can assist greatly.

These additional tactics aim to diversify communication approaches, break down barriers and create a more engaging and personalised experience for employees. 'Snackable' content — short, concise videos and visually engaging content — are effective tools for engaging employees via digital channels. Digital tools that concretely demonstrate potential savings and outcomes can help make benefits feel more tangible to their recipients.

Technological advancements in the field of benefits systems should make it easier for organisations to demonstrate they have something for everyone, catering to a diverse workforce and improving overall engagement with benefits packages.

"One of the things that communications professionals are dissatisfied with in their channels is their ability to segment and personalise messaging, which is important when it comes to benefits," says Sharn Kleiss, Strategy Partner, Communications, Gallagher. "We keep hearing in the zeitgeist about hyper-personalisation and last year, half of communicators said they believed that hyper-personalisation will be impactful in the next five years."

DO YOU CURRENTLY OFFER FLEXIBLE BENEFITS?



What benefits do employees value?

Getting internal feedback on your benefits offering can help you gauge how employees really value what is on offer. Alongside any external benchmarking, employers should ensure there is a two-way feedback loop and have a benefits offering that employees will truly value.

Effective communication also involves listening to employees. Focus groups and listening sessions were highlighted again this year as valuable tools for understanding employee needs and improving communication strategies. In response to the question, **What tactics do you use to measure employees' satisfaction with your benefits offering?** The following stood out:

- An **annual engagement survey** remains the most popular method, with 60.8% of organisations using it — an increase from last year.
- **Feedback from line managers** (50.0%) and **Pulse surveys** (36.3%) also maintained their positions as ways of measuring employee satisfaction.
- The **using focus groups/listening sessions** category is on the increase and is a great way to show employees that they have an opportunity to offer feedback on any reviews of benefits.

WHAT TACTICS DO YOU USE TO MEASURE EMPLOYEES' SATISFACTION WITH YOUR BENEFITS OFFERING?

	% of Organisations
Annual engagement survey	60.8%
Feedback from line managers	50.0%
Pulse surveys	36.3%
Focus groups/listening sessions	36.3%
Stats from benefits portal	34.9%
Feedback from union representatives	11.8%
Other	3.8%

In an ever-changing environment where cost pressures and employee expectations are rising and morphing, organisations that regularly review and fine-tune their benefits offerings most effectively will be the ones who are likely to be most successful in boosting the value and appeal of their EVP.

Such an approach needs to encompass benchmarking against the wider market and — just as importantly — testing the temperature within the organisation, firstly by using data-driven insights to see which benefits are being used the most and secondly by asking employees which benefits they see as being most valuable/desirable. These insights will provide the basis for adapting the benefits offering over time and communicating a package that employees can enthusiastically engage with.

Conclusion

The landscape of employee benefits is undergoing significant transformation, as reflected in this year's results. Organisations are navigating a complex environment characterised by economic pressures, evolving workforce expectations, and new regulations around transparency and equity.

The insights gathered from the research highlight several critical areas of focus for benefits professionals as they strive to create valued and engaging benefits strategies. While certain things will remain, including flexible working arrangements and innovative benefits strategies, changing expectations requires a more creative and personalised approach.

The increasing cost of benefits, particularly healthcare, remains a primary challenge for organisations. With tight budgets and rising costs, companies must prioritise cost-effective solutions that deliver positive outcomes. This includes leveraging preventative healthcare measures and exploring tax efficiencies to maximise value — positively impacting people's physical, emotional and financial wellbeing.

As the workforce becomes more diverse, benefits packages must cater to a wide range of preferences and needs. Organisations are increasingly offering varied leave types and supporting policies to appeal to a broad spectrum of individuals. A strong focus on DE&I is essential for creating a fair and equitable workplace.

Effective communication is crucial for ensuring employees are aware of and can access the benefits available to them. Simplifying benefits offerings and improving communication strategies can enhance employee engagement and satisfaction. Employers must also focus on listening to employees and incorporating their feedback into benefits design.

A compelling employee value proposition (EVP) is vital for attracting and retaining talent in a competitive job market. Organisations must focus on creating a holistic and authentic EVP that reflects their culture and values. Increasingly, middle management has an important role in effectively reinforcing this. Prioritising career wellbeing means investing in training and upskilling middle managers, which empowers them to develop effective communication and listening skill sets.

Heading into 2025, benefits professionals must continue to explore ways to maximise value, enhance communication, and foster a culture of inclusivity and engagement. By doing so, they can create benefits strategies that not only meet the needs of their workforce but also contribute to the overall success and sustainability of their organisations. Finding unique ways to engage teams, establish authentic connections, and support employee wellbeing overall helps your business attract top talent, motivate employees, and shift the organisational culture so employees feel differently about their work. When organisations find ways to reduce burnout and increase productivity among their people, business performance can soar.

Make the most of your investment in talent, deliver a better people experience and manage organisational risk.

ENDNOTES

[1] "Gender Pay Gap: Parliament Adopts New Rules on Binding Pay — Transparency Measures," News European Parliament, 30 Mar 2023.

[2] "Nearly Three in Five Employees Plan to Work Abroad This Year, Research Finds," People Management, 19 Aug 2022.

ABOUT GALLAGHER

People are your organisation's greatest asset. But when their daily lives are impacted by major struggles like a global pandemic, economic strife and geopolitical risks, hardship can take its toll — both on your people and your business.

As employees across all geographies, industries and employer types navigate the ever-changing world, organisations must critically evaluate their people experience — finding unique ways to engage teams, establish authentic connections and support employee wellbeing overall.

Making an intentional connection between your people's wellbeing and your organisation's performance is imperative for optimal results. When your people are all in, your business can attract top talent, motivate employees and shift the organisational culture — helping employees to feel differently about their work. As a result, organisations can reduce burnout and increase productivity among their people, and business performance can soar.

This is why your people are at the centre of what we do. Gallagher offers a comprehensive approach for strategically investing in benefits, compensation, retirement and employee communication so you can support the health, financial security and career growth of your people at the right cost structures.

From evaluating the demographics of your workforce, to surveying and analysing competitor trends, Gallagher offers you data-driven insights — allowing you to make the most of your investment in talent, deliver a better people experience and reduce organisational risk. Even in times of uncertainty, we're here to help you optimise your profitability with a strategy rooted in the wellbeing of your people.

Arthur J. Gallagher & Co. (NYSE: AJG), an international insurance brokerage and risk management services firm, is headquartered in Rolling Meadows, Illinois; has over 1,200 offices globally; and offers client-service capabilities in more than 130 countries around the world through a network of correspondent brokers and consultants.

TERMS OF USE