

Understanding Total Rewards by Generation: Tailoring Benefits for a Multigenerational Workforce

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External Labor Market and Competition for Talent



- Labor market remains strong despite an uncertain economic outlook.
- Retirements are accelerating – approximately 10,000 per day!
- The labor force participation rate – or the percentage of the “eligible” population who are either working or looking for work – continues to fall to record low levels.
- In summary – there aren’t enough people to do the work!

And, the workforce is more diverse than ever – and have different expectations for their employment experience and their total rewards package.





It's not all about the **money**.

Not All Currency is Equal


What's a dollar of base salary worth in:

- Benefits
- Time off
- Annual incentive
- Long-term incentive
- Retirement dollars
- Short commute
- Free parking
- Recognition awards
- Fitness program
- Being a part of the decisions or solutions, etc.?



Survey Your Employees & Tailor Your Programs

**How are your
employee's
expectations
around total
rewards changing?**



Total Rewards Halo

As we examine employer trends, we do so through the lens of our Total Rewards Halo.



Key Focus Areas

01

Gathering Input

Aligning company investments with employee data

02

Focus on Benefits Customization

Supporting employees of all generations holistically

03

Total Rewards Communication

Critical to attract and retain talent

A photograph of a white sailboat on the ocean. A man in a blue shirt and white pants is at the helm, and a woman in a light blue shirt and white pants is standing nearby. The boat is moving through the water, leaving a wake. The sky is overcast.

Focus on Benefits Customization

What Do People Want?

Personalized, Individualized Experience

Flexible and customized benefit plans
– choice!

Technology and Data Analytics

Data driven insights
Personalization tools
AI & health benefits experience

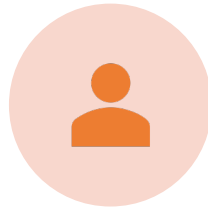
Ways to Gather Feedback



Employee
Surveys



Focus
Groups



Employee
Advisory Groups

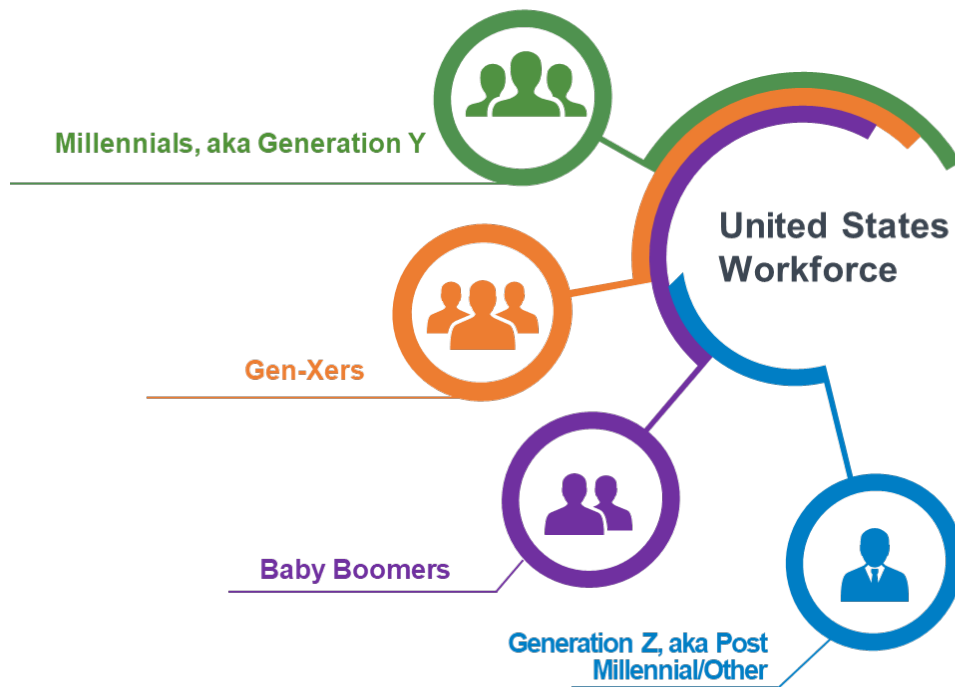


Town
Halls



1-on-1
Meetings

Understanding the Needs of a Multigenerational Workforce



Generation	Born Between	Current Ages
Baby Boomers	1946-1964	57-75
Gen-Xers	1965-1980	41-56
Millenials	1981-1996	25-40
Generation Z	1997-2012	6-24

Gen Z & Total Rewards



GEN Z

Born 1997 – forward | Age 6-24

'The Loneliest, Least Resilient Demographic Alive'

- Only 33% of Gen Z adults rate their own mental health as “excellent” or “good”
- More than half of Gen Z adults experience stress about their finances
 - High overall cost of living and inflation

[Generation Z: 'The Loneliest, Least Resilient Demographic Alive' \(shrm.org\)](https://shrm.org)

Gen Z & Total Rewards



GEN Z

Born 1997 – forward | Age 6-24

- Wellness (Mental, Financial, Physical, Social)
- It's an App World
- Student Loan Assistance
- Lifestyle Benefits
- Remote / Flexible Work
- Personal / Professional Coaching
- Inclusive, Welcoming Work Environment
- Paid Volunteer Opportunities

"We owe them the support to get them to define and fulfill their own sense of purpose. We owe them growth via challenge, hard work and opportunity. We owe them impact."

[Generation Z: 'The Loneliest, Least Resilient Demographic Alive' \(shrm.org\)](https://shrm.org)



Millennials & Total Rewards



MILLENNIALS

Born 1981-1996 | Age 25-40

- Opportunities for Advancement
- Flexible PTO
- Flexible Work Schedule
- Qualified High Deductible Health Plan to Support Savings
- Technology Driven Wellness
- Debt Reduction Education – Highest College Debt Group
- Benefit Choices
- Fertility Assistance
- Childcare Support



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- The keys to developing a sound financial strategy
- How to assess your investment options at various stages of life
- Effective strategies for saving and safeguarding your money
- The difference between risk and risk tolerance
- The steps to developing a budget and long-term investment plan

MEET OUR HOST



Doreen Davis
SVP Well-Being & Engagement, Atlantic Region, NFP,
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MEET OUR SPEAKERS



Michael Hoch
Senior Advisor, Wealth Management, NFP, an Aon company



[Learn more about Michael](#)

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WHO CAN ATTEND?

This free session is open to all NFP clients and their employees, as well as NFP employees. It will be

Employers Overestimate Employee Well-Being

Aspect of Health	% of Employees saying they are...	% of employers reporting their employees as...	Gap
Financially Healthy	55%	83%	28% pts.
Mentally Healthy	65%	85%	20% pts.
Physically Healthy	67%	87%	20% pts.
Socially Healthy	67%	86%	19% pts.

A blurred background image of a person sitting on a wooden bench outdoors. In the foreground, a light blue leather dog collar with a silver buckle and a blue tag is resting on the bench. The text "Pet Insurance & Bereavement Leave" is overlaid in the center.

Pet Insurance & Bereavement Leave

[Grieving a Pet's Death: Should Workers Get Time Off? \(shrm.org\)](https://www.shrm.org)

Fertility and Family Planning Benefits


Fertility and family planning benefits are part of the discussion for greater diversity, equity, inclusion and belonging.



These benefits have moved from a 'high cost' benefit for a few to a key component of an inclusive total rewards program.



Family planning benefits help bridge the disparities in care for LGBTQIA+ and BIPOC employees.



Millennials are the largest population in the workplace who rate culture as a key factor in deciding where to work.

Gen X & Total Rewards



GEN X

Born 1965-1980 | Age 41-56

- Financial Wellness & Education
- Assistance with Savings/Income Protection
- Convenient Healthcare & Insurance
- Management Skills Training
- Child & Elder Care Assistance
- Family Leave
- College Planning
- Long-Term Incentive Plans and Executive Benefits

A person wearing a pink sweater is sitting on a light-colored couch, holding their lower back with both hands, suggesting discomfort or pain. The background is a blurred indoor setting with another couch and a wooden floor.

Menstrual Leave

About to be required in Spain

Other countries such as Japan and China have had it
for some time

[Menstrual leave: Why some companies are offering time off for periods - The Washington Post](#)

Leave Management & Offerings

NFP conducted a benchmarking study to identify the leave management practices that drive policy across various US industries.

Within this you'll report, you'll discover findings on:

- Maternity Leave
- Parental Leave
- Family Caregiver Leave
- Bereavement Leave
- Paid Time Off and Vacation Leave
- Paid Sick Time
- Holidays
- Leave Administration



Download our 2023
Leave Management Report

77% 
of employers offer the
same amount of
PTO to exempt and
non-exempt employees

While roughly half of employers offer
**maternity (45%) and
parental (49%) leave,**
74% of employers still
do not offer family **caregiver** leave

75% *of parental leaves do not differentiate between
primary and secondary caregivers*

24% of employers
provide **paid bereavement leave**
for miscarriage and failed IVF attempts

61% of employers
provide more than
five paid **sick days**
per year

Baby Boomers & Total Rewards



BABY BOOMERS

Born 1946-1964 | Age 57-75

- Managing Compensation
- Health Insurance
- Online Retirement Planning Tools
- Legal Assistance
- Chronic Condition Management
- Phased Retirement Opportunities
- Long Term Care Insurance
- Medicare & Social Security Advisement

A warm, intimate photograph of a family. In the foreground, the back of a grandfather's head with grey hair is visible as he cradles a sleeping newborn baby. The baby is wearing a white onesie with pink polka dots. Behind them, a grandmother with short white hair is smiling warmly at the camera. The scene is brightly lit, likely by natural light from a window on the right.

Grandternity Leave

[The New Way to Keep Older Workers From Quitting: Grandternity Leave - WSJ](#)

A photograph of a caregiver, a young woman with long brown hair in a ponytail wearing a light blue shirt, assisting an elderly woman with short white hair. The elderly woman is seated in a wheelchair, wearing a beige cardigan over a floral patterned top and a pearl necklace. She is smiling and looking towards the caregiver. They are outdoors with green foliage in the background. The text "Long Term Care Insurance" is overlaid in the center in a dark blue font.

Long Term Care Insurance



Long Term Care Insurance

- Some states are requiring long term care insurance funded by payroll taxes
 - Washington has the “WA Cares” program
 - Funded by a payroll tax of \$.58 per \$100 of annual income (with no cap), to be deducted from payroll and remitted quarterly by employers.
 - This will provide a state-sponsored lifetime benefit of \$36,500 to pay for extended care.
- Can be part of a holistic financial wellness program
- Group/guaranteed underwriting is a great advantage to an employer sponsored program

Innovation Lab

Innovation is about ideation that **connects problems with solutions** and **positively impacts people**.

Our approach is collaborative, inclusive and purpose driven.

While many people equate innovation solely to technology, true innovation is about creating value – by solving problems, enhancing convenience, reducing cost – in our everyday lives.

 Livongo®

 ThrivePass

kindbody

TOOTRUS

 Best Money Moves
money. career. life.

 WellCents

 FITON

 omada

 HEADSPACE

Armadillo

wellhub 

 family first™

 Trustmark

FIGO 

CARROT

 milkstork®

 Peanut Butter
Student Loan Assistance

Jellyvision®

 forma

PTO
EXCHANGE

wellness  iq

 bambino

 gradifi®
paying down looking up

brightline 

 thread NFP



How to fund these benefits?



Total Rewards Communication



thread

NFP

Total Rewards Communication



- Employees will develop their own opinions if you don't communicate with them directly about their total rewards package
- It's easier for employees to gather compensation and benefits information online (for better or worse)

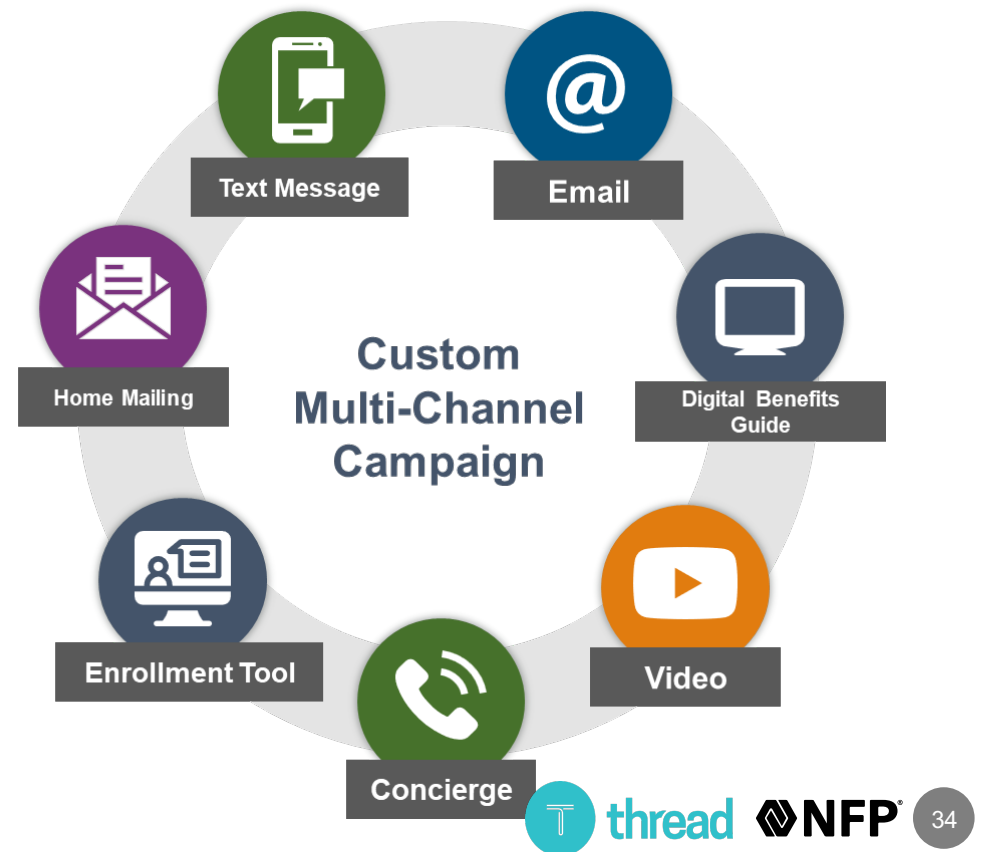
Effective Communication Practices

- Develop a multi-channel strategy
 - Aligns to strategic objectives
 - Seven times, seven ways
 - Meets employee expectations
 - Based on feedback received from employees
 - Singular calls to action
- Year-round communication
 - Think of each month or quarter as a campaign to engage and educate your people.



Communication Examples


Rule of Seven
Seven Times. Seven Ways.



Total Rewards Halo™



What steps will you take to ensure that your total rewards packages effectively meet the diverse needs and expectations of employees from different generations?



Key Takeaways



The workplace is undergoing an unprecedented transformation and is more diverse than ever.



Harnessing data, worker feedback and communicating effectively can greatly amplify the perceived value of your total rewards package – particularly when your benefit plan design and offerings meet the needs of the changing workforce.



This will ultimately support an employer's ability to attract and retain key workers – leading to increased worker satisfaction and long-term success.

Questions and Discussion



NFP 2024 Benefits Trend Report



The NFP Benefits Trend Report provides leaders with data-driven strategic guidance for offering competitive, cost-effective benefits tailored to the priorities of today's diverse workforce. Based on employer data and expert insights, this year's report covers increasing medical costs, shifts in employee needs and the economic pressures affecting everyone.

Download the Trend Report!



nfp.com/benefits/annual-benefits-trend-report

Thank You

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