

Building a future-ready workforce for a brighter future

Consumer empowerment, digital disruptors, AI and machine learning are driving massive investments in digital transformation. Are they working?



97%

of organizations in the midst of transformation¹



\$1.3T

Digital transformation spend²



70%

of transformation initiatives have failed, costing >\$900B²



2.1%

Sluggish productivity growth during recent economic expansion³



0.5%

Labor supply growth rate over next 10 years⁴

Rapid change is occurring

Building purpose-driven companies

Society is increasingly looking to companies, both public and private, to address pressing social and economic issues

81%

OF MILLENNIALS SAID A SUCCESSFUL BUSINESS NEEDS A GENUINE PURPOSE⁵

Competing on customer experience

Millennials are the first to grow up with the web and mobile devices both of which are shaping their expectations of services and solutions

67%

OF COMPETITIVE ADVANTAGE BASED ON CONSUMER EXPERIENCE⁶

Navigating uncertainty

Companies with the best talent and greatest operational agility are likely to emerge winners during both good and bad times

75%

OF DIGITAL FIRMS RATE THEMSELVES HIGHLY ON AGILITY¹

Improving employee experiences

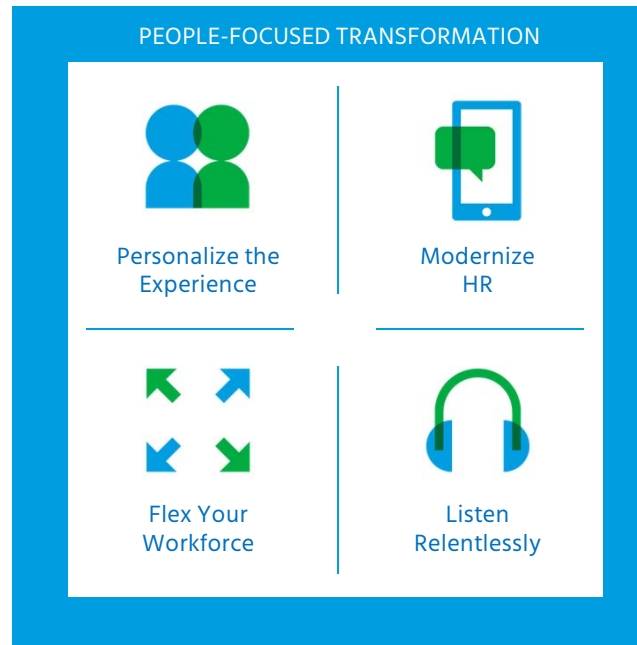
Business leaders increasingly focused on the employee value proposition and experience to win talent and win with consumers

60%

OF EMPLOYEES ARE MORE ENGAGED AT FIRMS WITH SUPERIOR CX⁷

Employer areas of focus

Your people are the key to successful transformation.



Employer strategies for action

- Align compensation with company mission
- Build a purpose-driven brand internally
- Design talent strategies grounded in mission
- Modernize the HR function to lead org change
- Analyze your workforce to determine needs
- Conduct a pay equity analysis
- Create a distributed and flexible teaming model
- Foster a digital culture
- Automate manual talent processes
- Create a continuous listening capability
- Create personas for more personalized solutions
- Co-create solutions with your employees

Modernizing health, well-being and benefits programs

World's largest benefits broker⁶

- Benefit strategy and design
- Benefit plan management and renewal
- Mercer Marketplace 365+
- Healthcare innovations
- Compliance management
- Voluntary benefits
- Specialty pharmacy
- Purchasing coalitions
- Employee engagement
- International consulting

Reshaping investment and retirement outcomes

One of the world's largest investment consultants and outsourced chief investment officers (OCIO)⁷

- Investment advice, solutions and tools
- Outsourced CIO services
- Non-profit consulting
- Retirement plan design and administration
- Governance advice and guidance
- Investment policy development
- Asset allocation and implementation
- Risk mitigation strategies
- Financial wellness
- Pension risk transfer
- International consulting

Building a future-ready workforce

A trusted source for workforce data, analytics, mobility and strategy

- Workforce transformation and integrated people strategy
- HR model design and transformation
- HR tech advisory and implementation
- Strategic total rewards including executive rewards
- Employee experience, EVP and personas
- Career and skills frameworks
- Global mobility data, advisory and technology
- Workforce data and analytics, including diversity and inclusion, and pay equity

Accelerating M&A Deal Value

A leading M&A advisory and transaction services firm works on over 1,200 deals/year⁸

- Playbook development
- Due diligence
- HR Project Management Office
- Post-merger integration
- Organizational structure and governance
- Leadership assessment
- Cultural integration
- Private equity

28,000+

Clients worldwide⁹

25,000+

Employees globally¹⁰

170+

Local offices¹⁰

91%

of the Fortune 500⁹

44%

Midmarket clients¹¹

110M

People we touch¹²

\$15T

Global assets under advisement¹³

MARSH

A global leader in insurance broking and risk management

GUY CARPENTER

A leading integrated solutions provider to the (re)insurance industry

MERCER

A global HR consulting firm and benefits and investments consultant

OLIVER WYMAN

A global management, strategic, and brand consulting firm