

Attraction and Retention of Talent Survey Results

April 2022



Report Summary

Purpose of survey:

To measure different approaches or steps that Assurex Global Partner firms are taking to attract and retain the critical workforce talent they need to serve clients and grow the business. The survey was conducted over two weeks in April 2022. The following shows the individual results from the April 2022 survey.

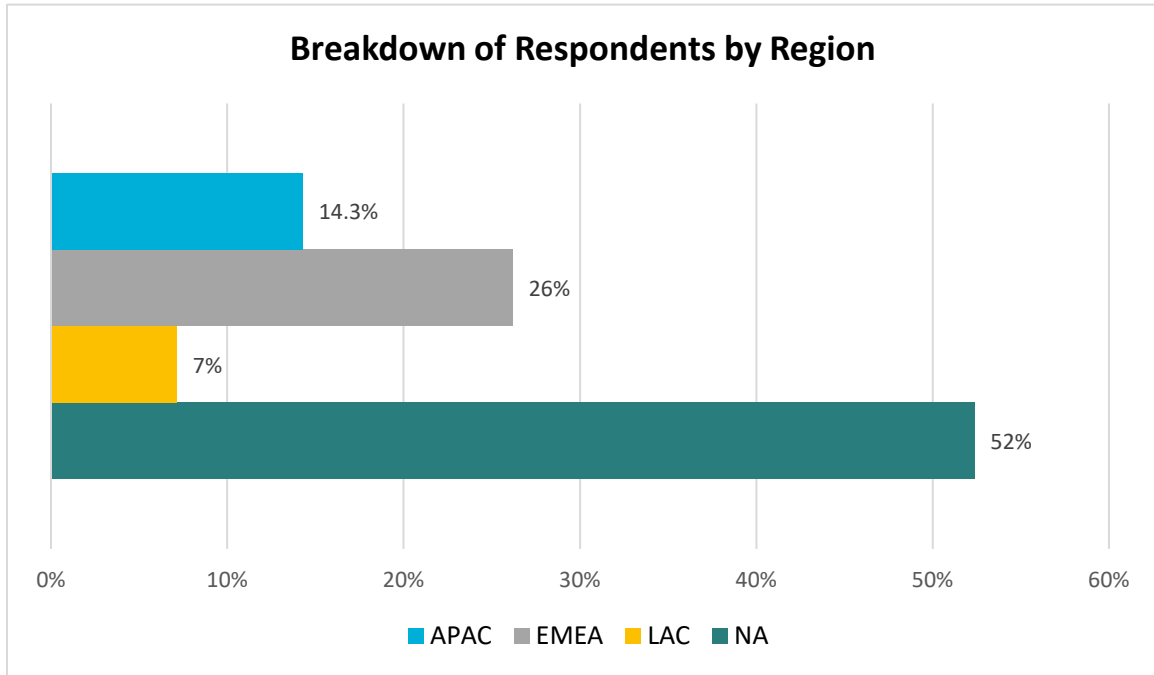
Methodology: Online survey, one response per Partner firm

Key Findings:

- Finding reasonable candidates is a global issue. 90% of respondents indicated this is the #1 challenge to recruiting quality talent.
- 82% of North American respondents said they were having difficulty hiring producers/sales executives. EMEA respondents are having the most difficult time finding account executives/managers.
- While 98% said they are finding it challenging to recruit quality talent, only 45% said it was challenging to retain current staff. Finding additional talent is critical however retaining current team members is equally essential to ensuring the business's success. As geography becomes less of an issue for brokerage firms and work/life balance remains a top employee priority, Partners will need to review their retention initiatives continuously.
- One-third of respondents are not providing any financial reward for employee referrals. While agency leaders are tasked with bringing in new talent, staff can often be the best source of candidates. Those not offering an incentive for current employees to be invested in growing the team may be missing an opportunity.

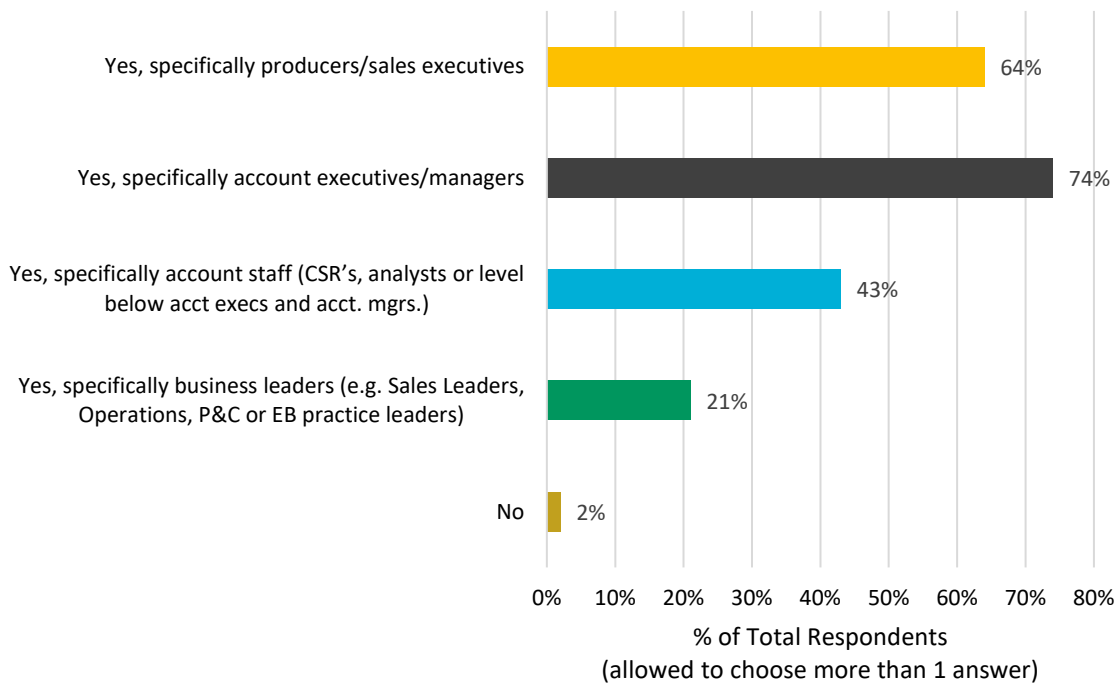
Whether one calls this shifting workplace the Great Resignation, Great Re-shuffle, Great Decision, or something else, the dynamics of the employee landscape are vastly different, and firms will need to further examine how they meet or exceed employee expectations. We are grateful to the Partners that took the time to share their experiences. We trust this report provides helpful insights to all.

ATTRACTION AND RETENTION OF TALENT SURVEY RESULTS – REGIONAL BREAKDOWN

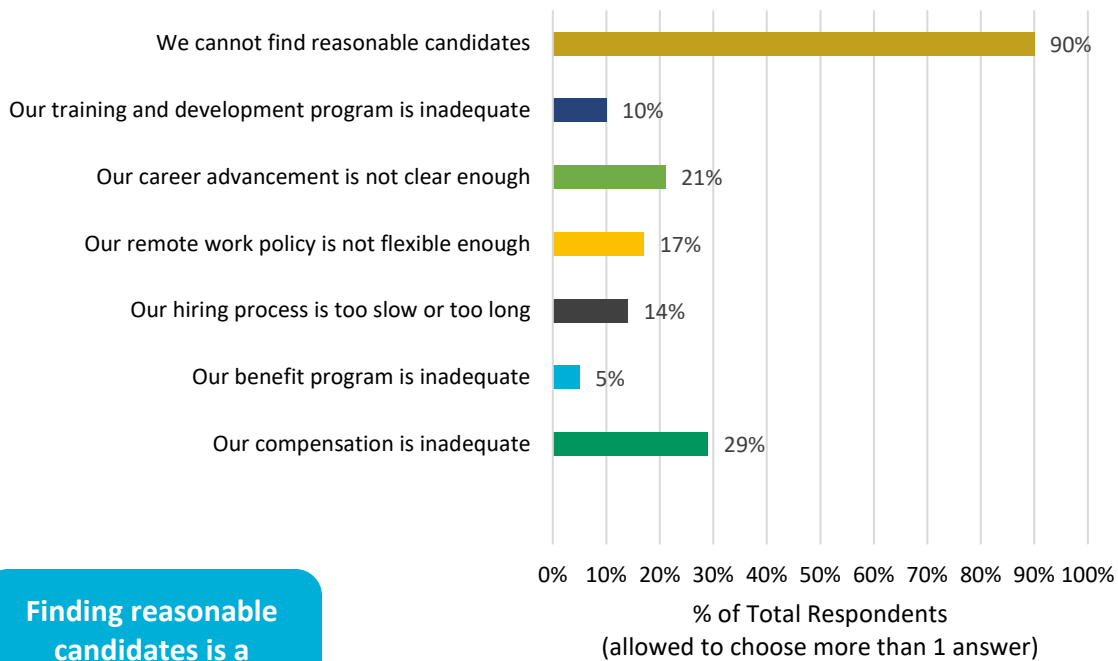


ATTRACTION AND RETENTION OF TALENT SURVEY RESULTS – RECRUITMENT

Are you finding it challenging to recruit quality talent?



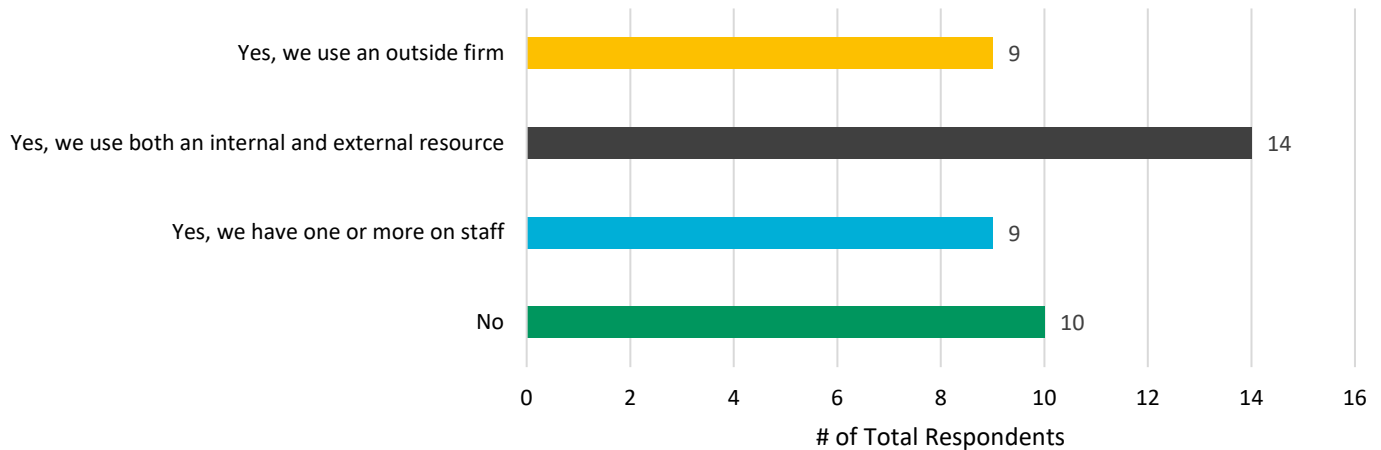
What reasons is it challenging?



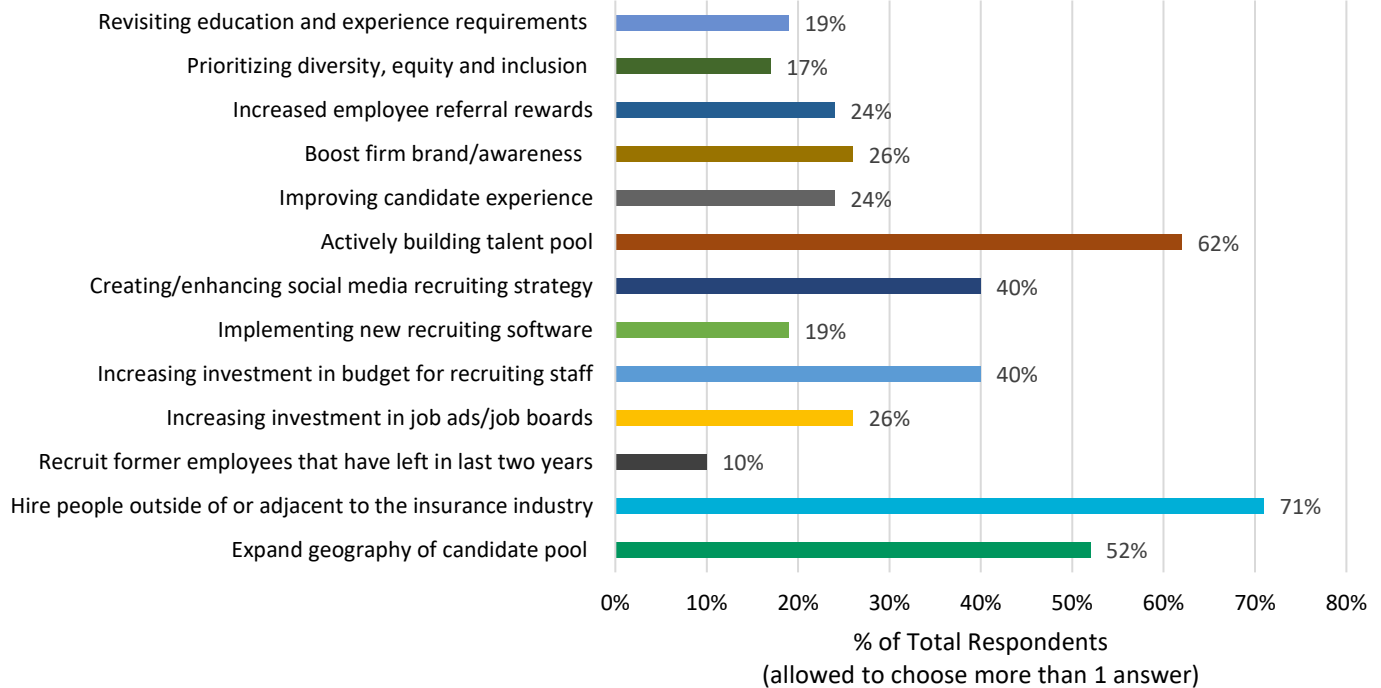
Finding reasonable candidates is a global issue.

ATTRACTION AND RETENTION OF TALENT SURVEY RESULTS – RECRUITMENT

Do you currently use a recruiter?

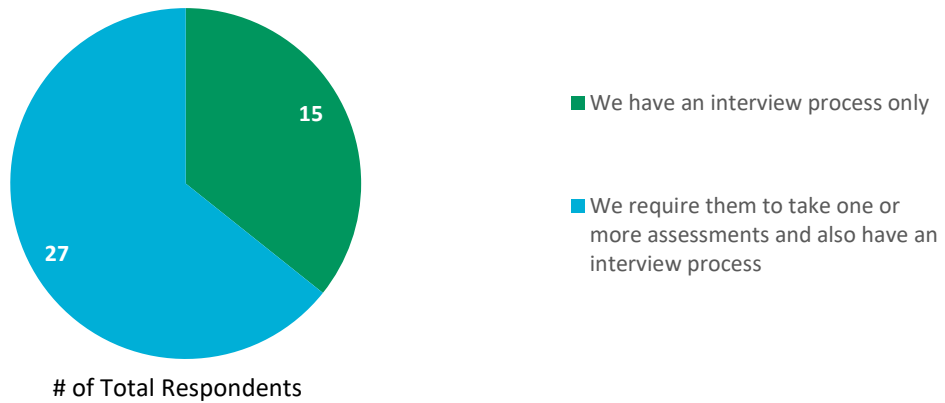


What are you doing to improve your recruiting efforts?

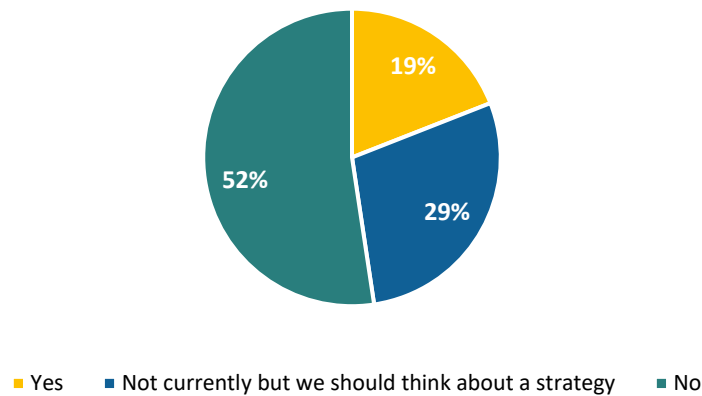


ATTRACTION AND RETENTION OF TALENT SURVEY RESULTS – RECRUITMENT

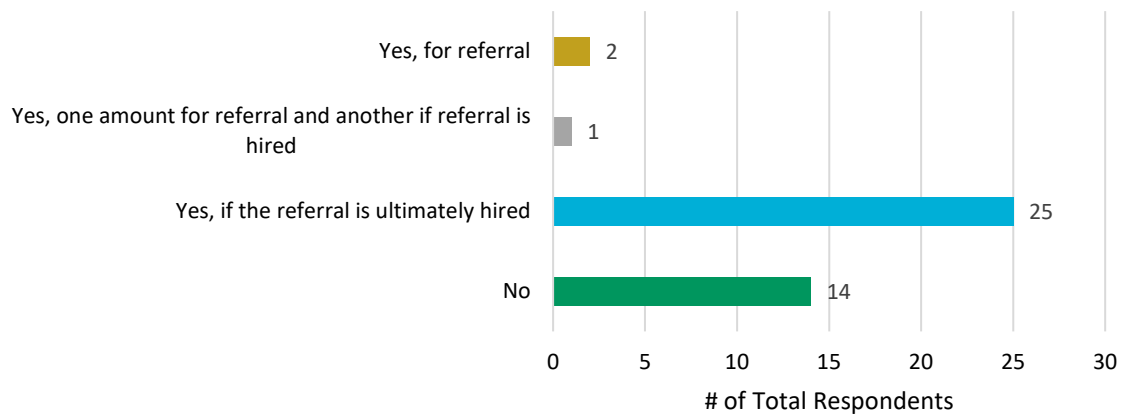
How do you currently assess candidates?



Do you have a plan for producer “lift-outs?”



Do you offer financial rewards for employee referrals?



Are you having success hiring from any particular competitors (i.e. Marsh, Aon) or other avenues (i.e. insurers, vendors)?

This open-ended question drew a wide variety of responses, with several respondents answering both “yes” and “no.” Below are some of the more detailed responses.

“Yes, some employees do not like it when purchased by consolidators and prefer the independent environment.”

“We have generally done a mixture although recent recruits have come from the larger broking houses.”

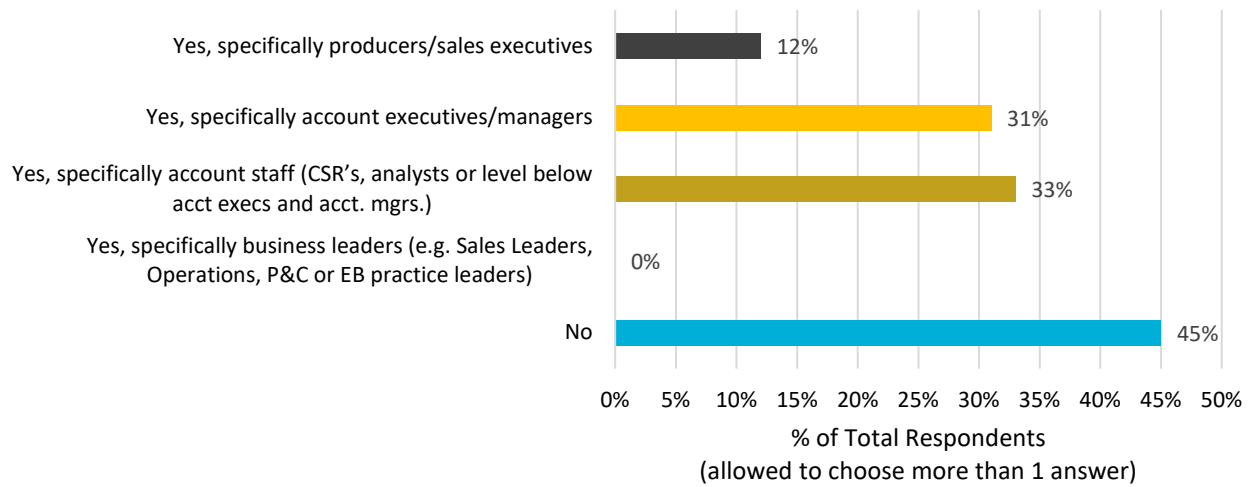
“Yes, (from) a few of the local Independents that do not allow hybrid work schedules.”

“Yes, local competitors and some larger companies such as Aon, USI and Towers Watson.”

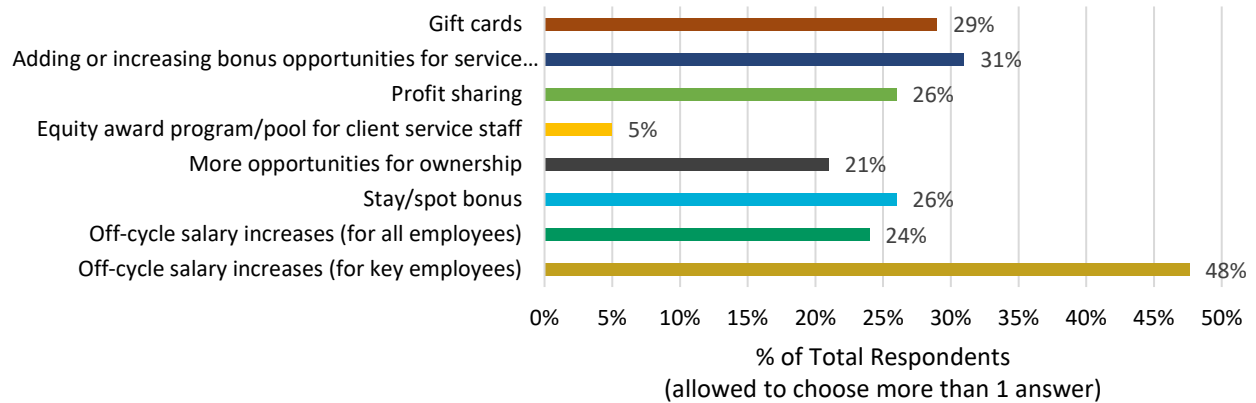
“In Morocco, turnover of personnel is very important. So we took from Aon, Marsh, Grasavoie or other brokers, but we have employees who leaves from us to them!”

ATTRACTION AND RETENTION OF TALENT SURVEY RESULTS – RETENTION

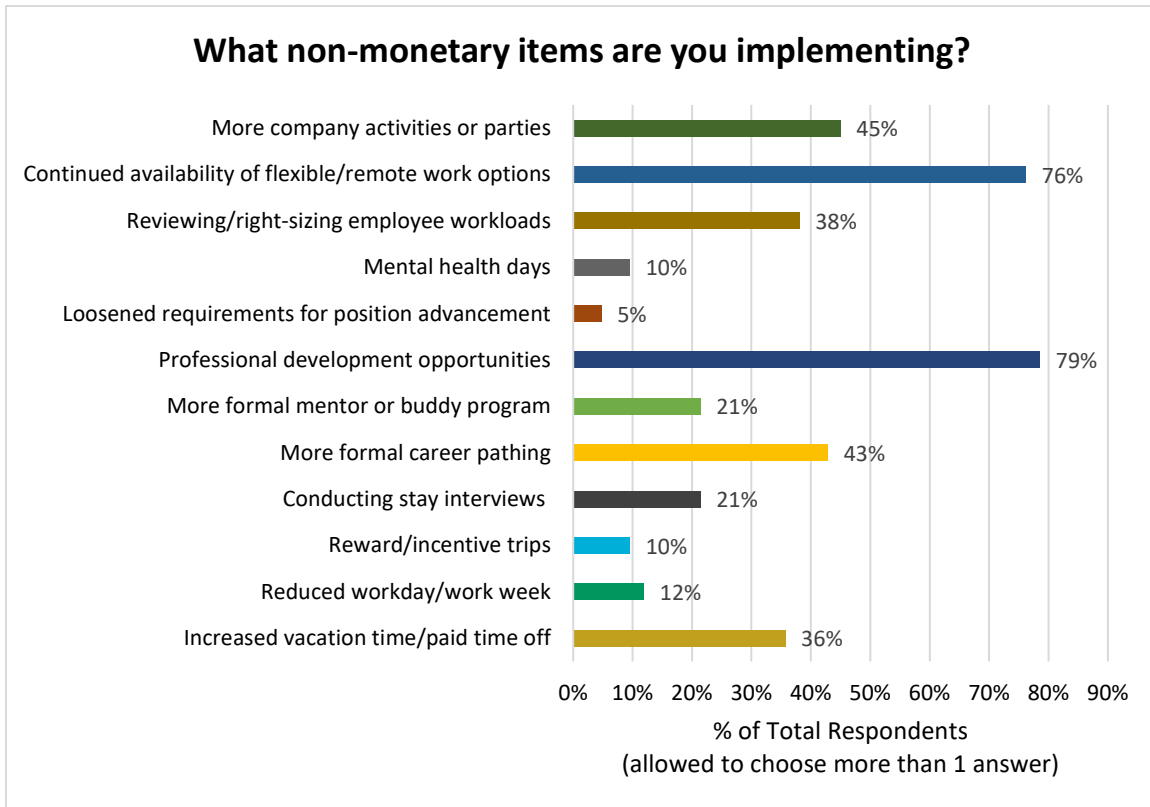
Are you finding it challenging to retain current employees/staff?



Beside salary, what additional ways are you delivering additional compensation?



ATTRACTION AND RETENTION OF TALENT SURVEY RESULTS – RETENTION

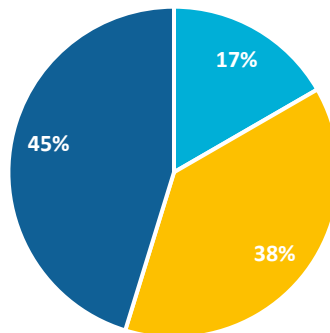


Other Strategies

- Added Parental Leave, Increased employer contributions to HSA bank accounts and toward medical premiums for employees that cover spouses and/or child(ren) and increased basic life/AD&D
- Summer Fridays, every other Friday off in June, July and August
- Personalized Gifts
- Recalibrated Pay Bands

ATTRACTION AND RETENTION OF TALENT SURVEY RESULTS – RETENTION

Do you have a plan to guard against producer “lift-outs?”



■ Yes ■ No ■ Not currently but we should think about a strategy

Other Insights & Commentary

- In our business we do not have a Producer model, so we are not at risk of lift-outs in the way that a more typical North American broker may be.
- Most frustrating is that our lost employees are very new hires (< 12 months),- who show promise and are hired away at more senior positions for which they are not qualified - in our opinion.
- This topic will continue to be a major factor in the future success of all firms. Will only get worse with acquisitions and merger activity - fewer and fewer quality performers in the mix. Will need to have robust initial training program akin to what the carriers used to do...large class, mentorship, development path, promotion path, equity
- Most validated producers are provided opportunity for ownership which the agency funds most of the cost through distribution.