

Employers, Workers, and the New World of Work

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Transamerica Institute®

Navigate the Future®

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Transamerica Institute®

About the Authors

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With three decades of experience, Catherine is regularly cited by top media outlets on aging and retirement-related topics, speaks at industry conferences, and authors articles. She has testified before Congress on matters related to employer-sponsored retirement plans among small businesses, which have featured the need to expand access to workplace retirement savings and raise awareness of the Saver's Credit.

In 2024, Catherine received a Lifetime Achievement Award from the Plan Sponsor Council of America for her contributions to the retirement plan industry and dedication to improving retirement outcomes for employees. In 2018, she was recognized as an Influencer in Aging by PBS Next Avenue for her work in continuing to push beyond traditional boundaries and change our society's understanding of what it means to grow older. In 2016, she was honored with a Hero Award from the Women's Institute for a Secure Retirement (WISER) for her tireless efforts in helping improve retirement security among women.

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About Transamerica Institute

- **Transamerica Institute®** is a nonprofit, private operating foundation dedicated to identifying, researching, and educating the public about retirement security and the intersections of health and financial well-being. **Transamerica Center for Retirement Studies®**, a division of Transamerica Institute, conducts one of the largest and longest-running annual retirement surveys of its kind.
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About the Report

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Methodology: Employers

- The analysis contained in this report was prepared internally by the research team at Transamerica Institute and Transamerica Center for Retirement Studies (TCRS).
- A 20-minute online survey was conducted within the U.S. by The Harris Poll on behalf of Transamerica Institute and TCRS between September 18 and October 4, 2025, among a nationally representative **sample of 1,900 employers**. Potential respondents were targeted based on job title at for-profit companies and met the following criteria:
  - Employed adults 18+ who are decision makers for employee benefits at their for-profit company
  - Employ one or more employees across all locations
- Data are weighted where necessary by number of employees, revenue, industry, and state to bring them in line with their actual proportions in the population.
- Respondents for this survey were selected from among those who have agreed to participate in our surveys. The sampling precision of Harris online polls is measured by using a Bayesian credible interval. For this study, the sample data is accurate to within ± 3.3 percentage points using a 95% confidence level. This credible interval will be wider among subsets of the surveyed population of interest.
- All sample surveys and polls, whether or not they use probability sampling, are subject to other multiple sources of error which are most often not possible to quantify or estimate, including, but not limited to coverage error, error associated with nonresponse, error associated with question wording and response options, and post-survey weighting and adjustments.
- Percentages are rounded to the nearest whole percent.

Methodology: Workers

- The analysis contained in this report was prepared internally by the research team at Transamerica Institute and Transamerica Center for Retirement Studies (TCRS).
- A 26-minute online survey was conducted within the U.S. by The Harris Poll on behalf of Transamerica Institute and TCRS between September 16 and October 17, 2025, among a nationally representative **sample of 6,153 workers**. Respondents met the following criteria, based on self-reported employment status:
  - U.S. residents, age 18 and older
  - Full-time or part-time workers in a for-profit company employing one or more employees
- Data are weighted where necessary by age by gender, race/ethnicity, region, education, marital status, household size, household income, and smoking status to bring them in line with their actual proportions in the population.
- Respondents for this survey were selected from among those who have agreed to participate in our surveys. The sampling precision of Harris online polls is measured by using a Bayesian credible interval. For this study, the sample data is accurate to within ± 1.8 percentage points using a 95% confidence level. This credible interval will be wider among subsets of the surveyed population of interest.
- All sample surveys and polls, whether or not they use probability sampling, are subject to other multiple sources of error which are most often not possible to quantify or estimate, including, but not limited to coverage error, error associated with nonresponse, error associated with question wording and response options, and post-survey weighting and adjustments.
- Percentages are rounded to the nearest whole percent.

Terminology and Survey Sample

Terminology & Survey Sample	Unweighted Base Size
Employers	
• *All employers*: 1 or more employees	N=1,900
• *Small company*: 1 to 99 employees	N=1,165
• *Medium company*: 100 to 499 employees	N=225
• *Large company*: 500 or more employees	N=510
Employed Workers of For-Profit Companies	
• *All Workers*: 1 or more employees	N=6,153
• *Small company*: 1 to 99 employees	N=2,136
• *Medium company*: 100 to 499 employees	N=1,278
• *Large company*: 500 or more employees	N=2,739

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Zachary Klimecki
David Krane
Robin Lees
Samantha Leger
Maggie Malone
Haley Maquindang
Oliver Meyer
Kyle Moschen
Jay Orlandi
Michelle Paschke
Tom Pfeifle
Maurice Perkins
Chelsey Popejoy
Kimberly Raisbeck
Mihaela Robles
Cecilia Shiner
Micah Shulman
Libbe Simonsen
Marijn Smit
Elizabeth Smith
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Jack Towarnicky
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Jaime Zaruba

Key Highlights



With the rise of advanced technologies, we have entered a new era of revolutionizing businesses, business models, and the workforce. As employers optimistically embrace artificial intelligence (AI), robotics, and other technologies, they must also focus on their most valuable asset – their employees.

How are employers supporting employees who are needed to implement and operationalize the technologies? How well aligned are they with employees' experience and needs during this time of rapid change?

Employers, Workers, and the New World of Work provides an in-depth view of employers' organizational concerns, business practices, and health, welfare, and retirement benefit offerings. The report compares employer perceptions versus worker realities, and it breaks down survey findings by company size. It also discusses best practices and outlines recommendations for employers.

The report is based on a survey of 1,900 for-profit U.S. employers and a survey of more than 6,100 workers of for-profit companies, both conducted in late 2025.

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Key Highlights

The Effects of Megatrends on Business

Employers are navigating advanced technologies, politics, and demographic shifts. They are juggling a broad range of issues ranging from the economy, inflation, and profitability to supply chain issues and cybersecurity. At the same time, they are managing their day-to-day operations and employees.

The survey findings illustrate the current experience and perspectives of employers in this time of disruption and change:

- **Optimism about their company's future.** When asked how they feel about the future amid today's rapid pace of change (e.g., economy, workforce, politics, extreme weather and natural disasters), almost eight in 10 employers (78%) are either very optimistic (33%) or somewhat optimistic (45%) about their company's future. Eighteen percent are somewhat pessimistic, and 4% are very pessimistic about their company's future.

  Employers' optimism about their company's future increases with company size. Three in four small employers (76%) are optimistic about their company's future, compared with 82% of medium employers and 85% of large employers.

- **Top concerns for company's leadership.** Almost all employers (97%) indicate their company's leadership has at least one or more top concerns. Six in 10 employers (60%) cite the economy as a top concern, and more than half of employers (52%) cite profitability. Other top concerns include employee productivity (42%), organizational and financial stability (36%), workforce management (34%), cybersecurity (32%), supply chain issues (32%), tariffs (28%), extreme weather and natural disasters (18%), and immigration policy (13%).

  Nine in 10 employers share one or more top concerns for leadership across small, medium, and large companies (97%, 96%, 97%, respectively). Small, medium, and large companies are similarly likely to cite the economy (60%, 59%, 63%) and profitability (52%, 44%, 51%) as top concerns. Sixty-one percent of large companies are concerned about employee productivity, compared with 48% of medium and 38% of small companies. Large companies are more likely than small companies to be concerned about workforce management, cybersecurity, organizational and financial stability, supply chain issues, tariffs, and immigration policy. Almost one in five employers across company sizes cite extreme weather and natural disasters as a top concern.

Key Highlights

The Effects of Megatrends on Business (continued)

- **Impact of megatrends on business.** Megatrends dominate today's news headlines and politics, but how are they impacting an employer's overall business and day-to-day operations? It depends on the megatrend. Employers view these megatrends more positively than negatively: advanced technologies such as AI and robotics (52% positive, 9% negative), inclusion and diversity (42% positive, 9% negative), the future of work (41% positive, 14% negative), and population aging (25% positive, 17% negative). Conversely, employers are more likely to view these megatrends negatively: U.S. politics (33% negative, 26% positive), labor shortages (31% negative, 18% positive), global politics (27% negative, 21% positive), and extreme weather and natural disasters (25% negative, 20% positive).

  Across company sizes, employers are more likely to cite advanced technologies, inclusion and diversity, the future of work, and population aging as positively impacting their business than negatively. Large and medium companies are more likely to cite positive impacts, compared with small companies. Large and medium companies are also more likely than small companies to cite labor shortages as negatively impacting their companies. When it comes to U.S. and global politics, small and medium companies are more likely than large companies to indicate they are more negatively than positively impacting their business. The extent to which companies of all sizes are either positively or negatively impacted by extreme weather and natural disasters is relatively similar.

- **Use of artificial intelligence.** Eight in 10 employers (82%) are currently using or planning to use artificial intelligence (AI) to augment their human workforce, including 97% of large companies, 95% of medium companies, and 79% of small companies. Eighty-five percent of large companies are currently doing so and plan to expand in the next three years, compared with 71% of medium companies and 51% of small companies. Sixteen percent of employers do not plan to use artificial intelligence, including 20% of small companies, 3% of medium companies, and 2% of large companies.

- **Workforce implications of artificial intelligence.** Almost nine in ten employers (89%) that are currently using or planning to use AI indicate there will be implications for their company's workforce including that certain jobs will transform (67%), new jobs will be created (50%), and certain jobs will be eliminated (36%). Large and medium companies are more likely than small companies to cite workforce implications (97%, 95%, 86%, respectively).

Key Highlights

The Effects of Megatrends on Business (continued)

- **Top workforce management priorities.** More than half of employers (57%) cite employee health, well-being, and safety as a top workforce management priority. Fifty-four percent cite compensation and benefits as a top priority including innovative benefit offerings (35%) and compensation policies (33%). Fewer than half of employers cite employee recruitment and retention (49%), flexible work arrangements (44%), talent development (38%), inclusion and diversity (32%), and employee community involvement (26%) as top priorities. Thirteen percent of employers cite return-to-office policies as a top workforce management priority.

  Large and medium companies are generally more likely than small companies to cite top priorities for workforce management to be: compensation and benefits (73%, 68%, 49%, respectively), employee recruitment and retention (72%, 69%, 44%), employee health, well-being, and safety (70%, 69%, 54%), talent development (60%, 53%, 33%), flexible work arrangements (51%, 44%, 43%), inclusion and diversity (47%, 42%, 28%), employee community involvement (41%, 37%, 23%), and return to office policies (22%, 20%, 11%).
- **Sense of responsibility for employees' well-being.** Most employers feel responsible for helping their employees with their health and financial well-being. Approximately eight in 10 employers feel responsible for helping employees keep their skills up to date and relevant (86%), achieve work-life balance (83%), maintain mental health (82%), maintain long-term health and well-being (78%), and maintain their financial well-being (77%). Seventy-three percent of employers feel responsible for helping their employees achieve a financially secure retirement. Large and medium companies are generally more likely to feel responsible for their employees than small companies.
- **Major concerns about employees' mental health.** Seventy percent of employers cite one or more major company leadership concerns regarding the mental health of their employees. The most frequently cited major concerns are burnout (43%), anxiety (38%), extreme stress (35%), depression (32%), and substance abuse (22%). Large and medium companies are more likely than small companies to have one or more major concerns about the mental health of their employees (86%, 89%, 66%, respectively).

Key Highlights

The Effects of Megatrends on Business (continued)

- **Impact of employee mental health issues on company.** Six in 10 employers (62%) cite one or more ways that employees' mental health issues are negatively impacting their company. The most often cited negative impact among all employers is a loss of productivity (34%), followed by low employee engagement (26%), low morale (25%), absenteeism (24%), turnover (21%), and a dysfunctional work environment (21%). Large and medium companies are more likely than small companies to cite one or more negative impacts (86%, 84%, 56%, respectively).
- **Re-evaluation of employee benefit offerings.** Six in 10 employers (63%) re-evaluated their health, retirement, and other employee benefit offerings in 2025 with reasons that include aligning them with employees' current needs (32%), making them more competitive (32%), reducing costs (28%), and benchmarking (15%). Large and medium companies are more likely to have re-evaluated their employee benefit offerings than small companies (88%, 80%, 57%, respectively). Only 19% of employers did not re-evaluate their benefits and do not have plans to do so.

In this era of technology and megatrends, employers must transform their organizations and workforce. While many employers feel responsible for their employees and are reevaluating their benefit offerings, the question is whether they are addressing all the issues that can affect their organization's progress and productivity.

Disconnects: Employer Perceptions Versus Worker Realities

To effectively transform their workforce, it is critical that employers are well-aligned with employees' evolving expectations and needs. The survey findings compare employers' perceptions of workers with workers' actual experience. In some cases, there is alignment – but in many other cases, there are disconnects.

- **Feelings about their future.** While most *employers* feel optimistic about their company's future, far fewer *workers* are feeling optimistic about their own future. Almost eight in 10 employers (78%) feel optimistic about their company's future, including 33% that are very optimistic and 45% that are somewhat optimistic. In contrast, only 56% of workers feel optimistic about their future, including 16% who are very optimistic and 40% who are somewhat optimistic.

Key Highlights

Disconnects: Employer Perceptions Versus Worker Realities (continued)

- **Workers' outlook on life.** Most workers have positive feelings about life, including having close relationships with family and/or friends (86%), being generally happy (85%), enjoying life (83%), having a strong sense of purpose in life (77%), having a positive view of aging (73%), and having an active social life (67%). However, at the same time, many workers are experiencing distress, such as often feeling exhausted and burnt out (49%), having trouble making ends meet (43%), often feeling anxious and depressed (42%), often feeling unmotivated and overwhelmed (42%), and feeling isolated and lonely (31%).
- **Today's high cost of living and financial strain on workers.** More than eight in 10 *employers* (86%) agree that today's high cost of living is putting a financial strain on their company's employees, including 35% that strongly agree and 51% that somewhat agree. Three in four *workers* (75%) have taken one or more actions due to financial strain from inflation in recent years, including reducing day-to-day expenses (39%), dipping into savings accounts (34%), taking on an additional job or side hustle (26%), accumulating new credit card debt (23%), and/or borrowing money from others (22%). Sixteen percent have foregone health care, and 15% have dipped into retirement savings accounts.
- **Second jobs and side hustles.** More than half of *employers* (54%) agree that they have concerns about employees who take on a second job or side hustle to bring in extra income, including 19% that strongly agree and 35% that somewhat agree. In comparison, one in four *workers* (26%) have taken on an additional job or side hustle due to financial strain from inflation in recent years, and 20% of workers currently have two or more jobs or employers.
- **Caregiving responsibilities.** Employers are beginning to recognize that employees are serving as caregivers, but they may be underestimating the trend amid population aging and the skyrocketing cost of long-term care. Six in 10 *employers* (62%) agree that employees at their company are being increasingly called upon to serve as caregivers for an aging parent or loved one, including 20% that strongly agree and 42% that somewhat agree. By comparison, more than one in three *workers* (36%) are currently caregivers (16%) and/or have been a caregiver in the past (22%).

Key Highlights

Disconnects: Employer Perceptions Versus Worker Realities (continued)

- **Managing work-life balance.** Employers may be overestimating their level of helpfulness in supporting their employees' ability to achieve work-life balance. Nine in 10 *employers* (95%) believe they are helpful in supporting their employees, including 54% that believe they are very helpful and 41% that believe they are somewhat helpful. In contrast, fewer *workers* (82%) indicate they are successful in managing their work-life balance, including 27% who feel very successful and 55% who feel somewhat successful.
- **Worries about AI, robotics, and job obsolescence.** Without doubt, advanced technologies are transforming the workforce, yet employers may not be fully aware of the extent to which workers are worried about job obsolescence. Almost four in 10 *employers* (38%) believe their company's employees are worried that AI and robotics will make their job skills no longer needed, including 12% who believe their employees are very worried and 26% who believe they are somewhat worried. As a point of comparison, 44% of *workers* are worried, including 14% who are very worried and 30% who are somewhat worried.
- **Proactive steps for continued employment.** Employers offer insights into the steps workers should be taking to help ensure they can work as long as they want and need. *Employers*' top recommendations are to stay healthy (63%), keep their job skills up to date (62%), and perform well at their current job (54%). When asked about what steps they are taking, *workers* most often indicate they are staying healthy so they can continue working (60%), performing well at their current job (53%), and keeping their job skills up to date (49%). About one in four *workers* are networking and meeting new people (29%) and taking classes to learn new skills (26%). One in five *workers* (21%) are scoping out the employment market and opportunities available. Seventeen percent of *workers* are obtaining a new degree, certification, or professional designation. Sixteen percent of *workers* are attending conferences and webinars. Nine percent of *workers* have not taken any steps.
- **Workers' emergency savings.** Seven in 10 *employers* (72%) agree with the statement, "Employees at my company have enough savings to cover the cost of unexpected major financial setbacks," including 23% that strongly agree and 49% that somewhat agree. In contrast, one in three *workers* (34%) have saved less than $5,000 for emergencies, including 14% who have no emergency savings.

Key Highlights

Disconnects: Employer Perceptions Versus Worker Realities (continued)

- **Workers' knowledge of personal finance.** Eighty-six percent of *employers* believe their employees have a working knowledge of personal finance, including 39% that believe their employees know "a lot" and 47% that believe they know "some." In contrast, a smaller majority of *workers* (73%) indicate they have a working knowledge of personal finance, including 21% who know "a lot" and 52% who know "some."
- **Lack of knowledge about retirement investing.** Seven in 10 *employers* (71%) agree that most of their company's employees do not know as much as they should about retirement investing, including 33% that strongly agree and 38% that somewhat agree. These findings are aligned with the 61% of *workers* that agree that they don't know as much as they should, including 23% who strongly agree and 38% who somewhat agree.
- **Impact of high cost of living on saving for retirement.** More than eight in 10 *employers* (86%) agree that today's high cost of living is making it harder for their company's employees to save for retirement, including 43% that strongly agree and 43% that somewhat agree. These findings are aligned with the 78% of *workers* that agree that today's cost of living is making it harder to save, including 41% who strongly agree and 37% who somewhat agree.
- **Expectations of working past age 65.** Today's workers seek to extend their working lives beyond traditional retirement age. More than four in 10 *workers* (44%) expect to either retire after age 65 (38%) or do not plan to retire (6%). However, their success depends on their employers. More than eight in 10 *employers* (83%) agree that their company is supportive of its employees working past age 65, including 44% that strongly agree and 39% that somewhat agree.
- **Plans for continued work in retirement.** Employers recognize that workers plan to continue working in retirement. Eight in 10 *employers* (81%) agree with the statement, "Many employees at my company plan to continue working either full time or part time after they retire," including 32% that strongly agree and 49% that somewhat agree. More than half of *workers* (51%) plan to continue working in retirement, including 15% who plan to work full time and 36% who plan to work part time.

Key Highlights

Disconnects: Employer Perceptions Versus Worker Realities (continued)

- **Retirement confidence.** Eight in 10 *employers* (84%) are confident their employees will be able to achieve a financially secure retirement, including 35% that are very confident and 49% that are somewhat confident. In contrast, a smaller majority of *workers* (69%) are confident they will be able to fully retire with a lifestyle they consider comfortable, including 22% who are very confident and 47% who are somewhat confident.
- **Workers' total household savings in retirement accounts.** Total household retirement savings is one of the strongest indicators of a worker's retirement outlook. In 2025, workers' estimated median total household retirement savings was $78,000. However, a retirement savings gap appears when savings are examined by company size. Workers of small companies have total retirement savings of $53,000, compared with $85,000 among workers of medium companies and $121,000 for workers of large companies (estimated medians).

By identifying disconnects, employers can find solutions for enhancing the employee experience, mitigating stressors and distractions, improving performance, and maximizing productivity. By ignoring disconnects, employers will face challenges in achieving results.

Best Practices for the New World of Work

In addition to AI and robotics, there is another megatrend that is quietly reshaping the world of work. The U.S. population is growing older and so is its workforce. Almost one in four workers (23%) are now age 55 and older and, from 2024 to 2034, workers age 65 and older are projected to be the fastest growing segment of the workforce, according to the U.S. Bureau of Labor Statistics. As labor force shortages loom on the horizon, older workers will become an increasingly important pool of talent.

Moreover, today's multigenerational workforce, including Generation Z, Millennials, Generation X, and Baby Boomers, spans more than seven decades of life experience and brings a powerful diversity of skills, expertise, and perspectives. To tap into this opportunity, employers can attract and retain employees by recognizing the needs of workers of all ages and life phases.

Source: United States Bureau of Labor Statistics, Employment Projections, Civilian Labor Force by Age, Sex, Race, and Ethnicity, https://www.bls.gov/emp/tables/civilian-labor-force-summary.htm

Key Highlights

Best Practices for the New World of Work (continued)

The survey findings illustrate the following best practices in the new world of work and the extent to which employers have adopted them:

- **Age-friendly employers.** Almost 9 in 10 *employers* (89%) consider their companies to be "age friendly" by offering opportunities, work arrangements, and training and tools needed for employees of all ages to be successful in their current role or contribution to the company. However, only 72% of *workers* consider their employers to be age friendly.
- **Consideration of age 50+ job applicants.** Historically, employers' recruiting practices have overlooked older workers, but there are now some positive signs of change. Among those with job openings in 2025, nearly two in three employers (64%) gave "a great deal" (31%) or "quite a bit" (33%) of consideration to age 50+ job applicants. Twenty percent gave "some" consideration and 5% gave "none." Large and medium companies were more likely to have given "a great deal" or "quite a bit" of consideration to age 50+ applicants than small companies (69%, 70%, 62%, respectively). Nine percent of employers did not have any age 50+ job applicants in 2025.
- **When is a person "too old" to work and "too old" to hire?** When asked the age at which a person is considered "too old" to *work*, six in 10 employers (61%) say "it depends on the person" and 8% are "not sure." Among those who provided a specific age, employers consider age 68 (median) to be "too old" to *work*. In thinking about recruiting prospective employees and the age when someone is "too old" to *hire*, 63% of employers say that "it depends on the person" and 8% are "not sure." Among those who provided a specific age, employers consider age 65 (median) "too old" to *hire*.
- **Emphasis on professional development.** Almost six in 10 employers (59%) indicate their company culture emphasizes professional growth and development among employees of all ages, including those age 50 and older. Twenty-one percent emphasize it "a great deal," while 38% emphasize it "quite a bit." Thirty-three percent place "some" emphasis on it, while 8% indicate "none." Large and medium companies are more likely than small companies to emphasize it "a great deal" (31%, 29%, 18%, respectively).

Key Highlights

Best Practices for the New World of Work (continued)

- **Lifelong learning & multigenerational workforce programs.** Many employers are promoting lifelong learning and fostering a multigenerational workforce. The most frequently cited programs include traditional and/or reverse mentorships (47%), job training (44%), internships for individuals starting their careers and/or reentering the workforce (40%), and professional development programs (32%). Only 22% of employers offer specific training programs that address generational differences and help prevent age discrimination. Fewer than one in five employers offer tuition reimbursement for continuing education (19%) and a generation-focused employee resource group (16%). Large and medium companies are more likely to offer most types of programs than small companies.
- **Importance of flexible work arrangements.** Employers recognize the importance of flexible work arrangements (e.g., job-sharing, flexible hours, remote working). Nine in 10 *employers* (93%) believe it is important to offer them, including 51% that believe it is very important and 42% that believe it is somewhat important. At the same time, eight in 10 *workers* (86%) feel it is important for their employer to offer flexible work arrangements, including 48% who feel it is very important and 38% who feel it is somewhat important.
- **Alternative working arrangements.** Employers can help employees navigate work-life balance across life phases that include family, career, continuing education, caregiving, and transitioning to retirement by offering alternative working arrangements. The most frequently offered arrangements include flexible work schedules (54%), ability to adjust work hours as needed (49%), hybrid work arrangements (37%), ability to take unpaid leave of absence (35%), ability to work somewhere on-site (33%), ability to take paid family leave of absence (32%), ability to exclusively work remotely (31%), and the ability to switch from full time to part time and vice versa (31%). Large and medium companies are generally more likely to offer such arrangements than small companies.
- **Supportiveness of caregiving employees.** Nine in 10 employers (93%) believe they are supportive of their caregiving employees who are balancing their job responsibilities with providing care for an aging parent or loved one, including 48% who believe they are very supportive and 45% who believe they are somewhat supportive. Small, medium, and large companies are similarly likely to believe they are supportive (93%, 96%, 94%, respectively).

Key Highlights

Best Practices for the New World of Work (continued)

- **Caregiver support programs.** Regarding their business practices and benefit offerings, employers can do more to support their caregiving employees. The most frequently offered programs are an unpaid leave of absence (36%), paid leave of absence (35%), online resources and/or tools (22%), a benefit that offers discounts or subsidies for backup care (22%), and training for managers on caregiving situations (20%). Fewer than one in five employers offer an employee assistance program that offers counseling and referral services (19%), a benefit that offers referrals to backup care (19%), training for employees on how to handle caregiving situations (19%), and financial planning sessions or workshops on eldercare issues (19%). Large and medium companies are generally more likely than small companies to offer programs.
- **How workers envision transitioning into retirement.** Four in 10 age 50+ workers who are not semi-retired (41%) envision transitioning into retirement by reducing their hours with more leisure time to enjoy life (29%) or working in a different capacity that is either less demanding and/or brings greater personal satisfaction (12%). Thirty percent envision they will immediately stop working either when they reach a specific age (21%) or when they have saved a specific amount of money (9%). Twenty-two percent envision working as long as possible in a current or similar position until they cannot work anymore.
- **Formal phased retirement programs.** Almost four in 10 employers (39%) offer a formal phased retirement program for workers who want to transition into retirement. Fifty-nine percent do not offer a formal phased retirement program, including 26% that plan to implement a program in the future and 33% that do not plan to do so. Large and medium companies are more likely to offer a phased retirement program than small companies (61%, 58%, 33%, respectively). The most often cited reasons for not offering a phased retirement program are that the company is not big enough (64%), it is easier to address employees' requests on a case-by-case basis (24%), and employees are not interested (23%).

Key Highlights

Best Practices for the New World of Work (continued)

- **Retirement transition offerings.** Two in three employers (68%) offer one or more forms of retirement transition assistance. Large and medium companies are more likely than small companies to do so (81%, 82%, 65%, respectively). However, relatively few employers of all sizes have robust offerings. Only 43% of employers accommodate flexible work schedules and arrangements. Even fewer enable employees to reduce hours and shift from full time to part time (37%) and take on jobs that are less stressful or demanding (32%). Just 32% of employers encourage employees to participate in succession planning, training, and mentoring. Moreover, employers are missing an opportunity to facilitate smoother transitions when their employees do retire, with only 27% offering retirement-oriented lifestyle and transition planning resources and 25% providing information about encore career opportunities. Twenty-four percent of employers do not offer transition assistance.

As employers implement and operationalize new technologies, they need a collaborative, knowledgeable, diverse, and high-performing workforce. Employers that focus on professional development and facilitate work-life balance will enable their employees to adapt, contribute, and thrive in times of transformation.

Health & Welfare Benefits

A robust benefits package can help workers grow their wealth while protecting their health, well-being, and finances. Yet despite the importance that employers and workers place on these benefits, there is a pervasive gap in terms of employers offering them, especially among small employers.

- **Workers' value versus employers' offering of benefits.** Employers and workers are misaligned when it comes to the types of benefits valued by workers and the actual benefit offerings by employers. Most *workers* consider a wide range of benefits to be important, including health insurance (95%), a 401(k) or similar plan (91%), dental insurance (88%), life insurance (86%), and vision insurance (85%), among others. However, significantly fewer *employers* offer these types of benefits to their employees. For example, some of the widest gaps include: 82% of *workers* consider long-term care insurance as very/somewhat important, yet only 18% of *employers* offer it; 81% of *workers* consider critical illness insurance as important, yet only 18% of *employers* offer it; and 80% of *workers* consider a defined benefit pension plan important, yet only 23% of *employers* offer one.

Key Highlights

Health & Welfare Benefits

- **Employers' offering of health and welfare benefits.** most employers (79%) offer one or more types of health and welfare benefits to their employees. Health insurance (58%) is the most frequently offered benefit, followed by dental insurance (37%), life insurance (36%), vision insurance (34%), paid family leave (28%), a workplace wellness program (27%), an employee assistance program (27%), a financial wellness program (26%), short-term disability insurance (26%), and long-term disability insurance (26%). Large and medium companies are more likely to offer one or more of these types of benefits than small companies (99%, 97%, 74%, respectively).
- **Types of health plans offered with health insurance coverage.** Among employers that provide health insurance to their employees, 61% offer a health savings account (HSA) and/or flexible spending account (FSA). Large and medium companies are more likely than small companies to offer them (75%, 66%, 57%, respectively). Large and medium companies are also more likely than small companies to offer a preferred provider organization (PPO) plan (61%, 54%, 49%). Forty-eight percent of employers offer a health maintenance organization (HMO) plan, and 26% offer a high-deductible health plan (HDHP), with findings increasing by company size.
- **Reasons for not offering health insurance.** Among employers not offering health insurance to their employees, the most frequently cited reasons for not doing so are the company is not big enough (45%) and concern about cost (33%). Twenty-four percent indicate their company primarily uses independent contractors, and 23% indicate most employees work part time. Twenty-three percent prefer that employees obtain their own coverage, and 15% provide subsidies to employees to obtain their own coverage. Less common reasons include a concern about fiduciary liability (14%), a concern about administrative complexity and amount of work involved (14%), management is not interested (13%), employees are not interested (12%), and the company is encountering business difficulties (8%).

Key Highlights

Health & Welfare Benefits (continued)

- **Workplace wellness program features.** Among employers that offer a workplace wellness program, the most frequently cited components of the program include mental health support (58%), fitness programs (47%), health screenings, biometric assessments, vaccinations (45%), education on healthy behaviors (43%), financial incentives for health-related activities (41%), lifestyle change programs (39%), integration of health promotion into their organization's culture (36%), tools to set and track wellness goals (35%), ergonomic workstations (33%), and mindfulness, meditation, yoga, or relaxation training (32%). Large companies are more likely than small companies to have robust program features.
- **Workplace wellness program participation.** More than half of employers (56%) indicate the average level of employee participation in their workplace wellness programs is either very high (24%) or high (32%). Small, medium, and large companies similarly report high levels of participation (54%, 54%, 60%, respectively).

Larger companies offer more comprehensive health and welfare benefits than small companies, a survey finding that is consistent with long-standing trends. However, there is room for growth among companies of all sizes. When evaluating/reevaluating their benefit offerings, employers have many options to choose from and should ensure they are meeting their employees' needs. The benefits marketplace is highly competitive, and employers may find affordable new options that could help them stand out in the competitive landscape.

Retirement Benefits

Employer-sponsored retirement plans, including 401(k)s and similar tax-advantaged employee-funded plans, have proven to be one of the most effective ways to help workers build long-term savings and achieve a financially secure retirement.

Employers and workers alike recognize the importance of retirement benefits in attracting and retaining talent. Many employers, especially smaller companies, do not yet offer such benefits. And among those offering benefits, many employers have not yet adopted the latest features that can help their employees save and invest.

Key Highlights

Retirement Benefits (continued)

The survey findings illustrate the current state of 401(k)s and other workplace retirement benefits:

- **The importance of retirement benefits in attracting talent.** Eight in 10 *employers* (83%) believe that offering a 401(k) or similar plan is very important (40%) or somewhat important (43%) for attracting and retaining employees, a finding that is consistent with the perspective of workers. Eighty-four percent of *workers* strongly agree (34%) or somewhat agree (50%) that retirement benefits offered by a prospective employer will be a major factor in their final decision-making when job hunting.
- **Retirement benefit offerings.** Six in 10 employers (61%) offer a 401(k) or similar employee-funded retirement plan, including 52% that offer a 401(k) plan and 25% that offer another type of employee self-funded plan (e.g., SIMPLE IRA, auto IRA, state program). Employee-funded plans are more commonly offered by large and medium companies, compared with small companies (91%, 87%, 54%, respectively). Company-funded plans are offered by 36% of employers, including 23% that offer a defined benefit pension plan, 15% that offer a SEP-IRA (Simplified Employer Pension), and/or 13% that offer a cash balance pension plan. Almost four in 10 small companies (37%) do not offer any retirement benefits, indicating a significant opportunity for bolstering their benefit offerings. In comparison, only 4% of medium companies and 1% of large companies do not offer any retirement benefits.
- **Likelihood of non-sponsors offering a plan.** Among companies not offering a 401(k) or similar plan, four in 10 (41%) say they are *likely* to begin sponsoring a plan in the next two years. With the passage of the SECURE Act 2.0 in 2022, pooled employer plans (PEPs), multiple employer plans (MEPs), and defined contribution groups (DCGs) have become compelling alternatives to establishing a stand-alone 401(k) plan. Nearly half of companies not offering a plan (48%) indicated that they would be likely to consider joining a PEP, MEP, or DCG, including 8% that would be very likely and 40% that would be somewhat likely to do so. Companies that are *not likely* to sponsor a plan in the next two years cited reasons including they are not big enough (67%), they are concerned about cost (40%), and their employees are not interested (17%).

Key Highlights

Retirement Benefits (continued)

- **401(k) plan sponsors: reasons for offering retirement benefits.** Among 401(k) plan sponsors, employers' reasons for sponsoring a plan include helping employees to save and prepare for retirement (57%), increasing job satisfaction among employees (53%), retaining existing employees (53%), offering a competitive employee benefits package (48%), inspiring loyalty among employees (45%), attracting new employees (44%), and enhancing the company's reputation as an employer (39%). Thirty-six percent of employers cite taking advantage of tax benefits associated with sponsoring a plan, and 30% cite enabling the owners/senior management of their company to save for retirement as reasons for offering a plan. Large companies are generally more likely than small companies to cite some of these reasons.
- **401(k) plan sponsors: contributions to 401(k) or similar plans**. An employer's contribution is one of the most powerful features of a 401(k) to incentivize employees to join the plan and build their retirement savings. Almost all 401(k) plan sponsors (96%) make an employer contribution as part of their 401(k) or similar plan, including 81% that provide a matching contribution and/or 22% that provide a contribution not in the form of a match. Large, medium, and small companies are similarly likely to provide an employer contribution (97%, 98%, 95%, respectively). However, large companies and medium companies are more likely than small companies to provide a matching contribution (90%, 88%, 78%). Conversely, small companies are more likely than medium and large companies to provide a contribution but not in the form of a match (26%, 14%, 14%, respectively).
- **401(k) plan sponsors: automatic enrollment and escalation.** Twenty-seven percent of 401(k) plan sponsors have adopted *automatic enrollment* with large and medium companies being more likely to have done so than small companies (35%, 34%, 24%, respectively). Among plan sponsors adopting *automatic enrollment*, the default contribution rate is 8% (median) of an employee's pay. Almost eight in 10 plan sponsors adopting *automatic enrollment* (79%) indicate their employees' response to it has been positive. Seventy-three percent of plan sponsors have adopted *automatic escalation*, a feature that automatically increases participants' contribution rates annually. *Automatic escalation* is prevalent among small, medium, and large companies (72%, 68%, 76%, respectively).

  Important note: SECURE 2.0 requires employers that establish 401(k) or 403(b) plans on or after December 29, 2022, to add an automatic enrollment and automatic escalation feature to their plans no later than January 1, 2025, unless an exception applies.

Key Highlights

Retirement Benefits (continued)

- **401(k) plan sponsors: plans for adopting auto-enrollment.** Among 401(k) plan sponsors that do not offer automatic enrollment, 58% plan to do so in the future, 23% do not plan to offer it, and 18% are "not sure." Large companies are more likely to plan to offer it than medium and small companies (67%, 53%, 56%, respectively). Among those not planning to offer automatic enrollment, the most often cited reasons are concerns about employee resistance (50%), the participation rate is already high (36%), concerns about cost (26%), administrative complexity (19%), and current regulations (16%).
- **401(k) plan sponsors: plan eligibility for part-time employees.** Among employers offering a 401(k), six in 10 (62%) extend eligibility to part-time employees, including small, medium, and large companies (62%, 61%, 63%, respectively). Twenty-three percent do not extend eligibility to part-time employees, and 15% do not have part-time employees. Among those not extending eligibility to part-time workers, 29% do not plan to do so in the future. Their most often cited reasons include concerns about cost (54%), high turnover rates among part-time employees (36%), and it is generally impractical (27%).

  Important note: The SECURE Act required 401(k) plan sponsors to extend eligibility to make deferrals available to long-term, part-time workers who meet a reduced hours of service requirement over three consecutive years. 401(k) plans are required to start tracking consecutive years of service beginning in 2021; thus long-term, part-time workers meeting this requirement were first eligible in 2024. SECURE 2.0 further reduces the consecutive periods of service to two years and extends the shortened rule to ERISA 403(b) plans with tracking beginning in 2023.
- **401(k) plan sponsors: Roth 401(k) option.** Seven in 10 401(k) plan sponsors (72%) offer a Roth 401(k) option. Large companies are somewhat more likely than medium and small companies to offer this feature (77%, 68%, 71%, respectively).

  Important note: Beginning in 2026, for certain high-income earners, SECURE 2.0 requires Catch-Up Contributions to be made on a Roth basis. As a result, plan sponsors offering Catch-Up Contributions but not a Roth feature for regular deferrals should consider offering the Roth 401(k) feature for all deferrals. Otherwise, high-income earners may be prevented from making Catch-Up Contributions to the plan. Finally, plans may now consider permitting participants to elect Roth treatment on certain employer contributions.

Key Highlights

Retirement Benefits (continued)

- **401(k) plan sponsors: catch-up contributions.** A Catch-Up Contribution is an additional contribution to the plan made by a participant that is above and beyond the plan's limit or annual IRS limit. Two in three 401(k) plan sponsors (66%) offer Catch-Up Contributions for plan participants aged 50 and older. Large companies are more likely to offer this feature than medium and small companies (76%, 69%, 62%, respectively). Thirty-nine percent of 401(k) plan sponsors offer the new "super" Catch-Up Contributions for plan participants ages 60 to 63. Large companies are more likely to offer them than medium and small companies (53%, 41%, 35%, respectively). Forty-nine percent of 401(k) plan sponsors offer both Catch-Up Contributions and the Roth 401(k) feature, thereby enabling certain high-income earners to contribute.

  Important note: Beginning in 2025, SECURE 2.0 increases the IRS Catch-Up Contribution limit for plan participants turning ages 60, 61, 62, or 63 during the calendar year (but not at later ages). Beginning in 2026, for certain high-income earners, SECURE 2.0 requires Catch-Up Contributions to be made on a Roth basis.

- **Workers' desire for more advice.** Eight in 10 *401(k) plan sponsors* (85%) agree that most of their company's employees would like to receive more information and advice from their company on how to reach their retirement goals, including 40% that strongly agree and 45% that somewhat agree. These findings are aligned with the 73% of *workers who are offered a 401(k) plan* that agree they would like to receive more information and advice from their employers on how to reach their retirement goals, including 27% who strongly agree and 46% who somewhat agree.

- **401(k) plan sponsors: investment services.** Professionally managed investment services, such as personalized target date funds, managed accounts, model portfolios, and asset allocation suites, including target date and target risk funds, have become ubiquitous options in 401(k) plans, with 94% of plan sponsors offering one or more types of them. Such offerings enable plan participants to invest in professionally managed services or funds that are tailored to their goals, years to retirement, and/or risk tolerance profile.

Key Highlights

Retirement Benefits (continued)

- **401(k) plan sponsors: the Saver's Credit.** The Saver's Credit is a tax credit available to eligible taxpayers who are saving for retirement in a qualified retirement plan or IRA. Sixty-five percent of 401(k) plan sponsors are both aware of the Saver's Credit and actively promote it to their employees. Twenty-one percent are aware of it but do not actively promote it, and 14% are unaware of it. In stark contrast, only 2% of employers that do not offer any retirement benefits are aware of the Saver's Credit and promote it, and 30% are aware of it but do not promote it. These survey findings illustrate opportunities to increase awareness and make it easier for plan sponsors to promote this tax credit.

  Important note: The Saver's Credit will no longer be available after the 2026 tax year. Beginning in 2027, SECURE 2.0 has established the Saver's Match, a matching contribution from the federal government for retirement savers meeting income eligibility and other requirements.

- **401(k) plan sponsors: student loan-related benefits.** New employee benefit offerings have emerged in recent years to assist with student loan repayment. Six in 10 401(k) plan sponsors (60%) offer one or more benefits, with 38% offering a contribution to help pay down student loan debt, 38% offering a matching contribution to the 401(k) plan that recognizes student loan repayments, and 23% offering an app/online service to help employees discover new loan repayment and forgiveness options. As a point of comparison, among employers that do not offer any retirement benefits, only 2% provide any form of benefits to address student debt.

  Important note: Beginning in 2024, the SECURE 2.0 Act made it easier for plan sponsors to make plan matching contributions based on employees' qualified student loan payments.

- **401(k) plan sponsors: education about government benefits.** As part of their retirement planning-related educational offerings, eight in 10 401(k) plan sponsors (81%) provide information about Social Security, including small, medium, and large companies (80%, 77%, 84%, respectively). Seventy-five percent of plan sponsors provide information about Medicare benefits, with small and medium companies being less likely to do so than large companies (73%, 73%, 83%, respectively). As a point of comparison, among employers that do not offer any retirement benefits, only 28% provide information about Social Security and 24% provide information about Medicare.

Key Highlights

Retirement Benefits (continued)

- **401(k) plan sponsors: retirement transition services.** Workers face complex decisions regarding transitioning their savings and finances into retirement, and 401(k) plan sponsors have an important opportunity to work with their retirement plan providers to assist them. Relatively few plan sponsors offer pre-retirees access to a financial advisor (44%), referrals to the company's retirement plan provider (40%), an array of income solutions (39%), educational resources (37%), retirement planning materials (32%), seminars about transitioning into retirement (29%), referrals to an IRA provider that is not the company's retirement plan provider (28%), guaranteed income as a payout option (27%), and systematic withdrawals (26%). As a point of comparison, 84% of employers that do not offer any retirement benefits do "nothing" to help their pre-retirees transition.

Employer-sponsored retirement benefits make it easier and more convenient for workers to save. They come with valuable employer contributions, educational tools, investment guidance and advice, and planning assistance. Plan sponsors should ensure their employees are taking full advantage of available plan features, investment-related services, planning tools, and educational resources. Furthermore, the urgency is intensifying for plan sponsors to offer greater financial transition assistance to retiring employees.

Call to Action

The research findings illustrate opportunities for employers to reevaluate their workforce management priorities, including training and development, mental health resources, flexible work arrangements, caregiving support, phased retirement options, and benefit offerings. By doing so, they can create win-win solutions for themselves and their employees.

From a societal perspective, we have entered a new era that is reshaping nearly every aspect of our lives. As employers are transforming their organizations with advanced technologies, they must maintain focus on their human workforce. At the same time, workers must be resilient and seek out new ways to contribute – and those who are slow to adapt will inevitably fall behind.

The future of how we live, work, and retire is at stake. Everyone must play a role in pursuing possibilities while preserving vital social constructs and values in the new world of work.

Recommendations for Employers

Employers play a vital societal role by providing supportive business practices and invaluable benefits that can help employees grow professionally, save for the future, and protect their health and financial well-being. In the new world of work, recommendations for employers to stand out among the competition include:

1. **Cultivate an age-friendly work environment** by offering opportunities, work arrangements, and training and tools needed for employees of all ages to be successful. Encourage mentorships, cross-training, professional development, and succession planning across all ages.
2. **Encourage professional development and lifelong learning opportunities for employees** to keep their skills up to date and to learn additional skills needed amid workforce transformation.
3. **Offer flexible work arrangements that support work-life balance** and recognize employees' personal responsibilities such as parenting, caregiving, and continuing education.
4. **Adopt and promote policies to accommodate workers with special needs** (e.g., assistive technologies, remote work opportunities) to encourage even higher workforce participation.
5. **Offer robust health and welfare benefits that promote physical and mental health and financial well-being,** such as health, disability, and life insurance; workplace wellness and financial wellness programs; and employee assistance programs.
6. **Sponsor a retirement plan or join a pooled plan arrangement** such as a pooled employer plan (PEP), multiple employer plan (MEP), or a defined contribution group (DCG). If a plan is not already in place, take advantage of the tax credits available for starting a plan or joining a PEP, MEP, or DCG.
7. **Extend benefits eligibility to part-time employees**, including health insurance and retirement plan offerings. For part-time employees who are not offered health insurance, provide information about the options available in the ACA Marketplace. For employees who are not offered retirement benefits, provide information about the importance of saving and IRAs and other tax-advantaged ways to save.
8. **Support caregiving employees** by offering programs that can help them balance their caregiving and job responsibilities. Programs include paid leave of absence, referrals and discounts for backup care, counseling services, and training for managers and employees on how to handle caregiving situations.

Recommendations for Employers (continued)

9. **Help employees preserve their retirement savings.** Many workers are tapping into their retirement accounts – but they will need that savings when they retire. Plan sponsors should promote plan loans to curtail participants' taking hardship and early withdrawals. When employees separate from service, plan sponsors should ensure employees understand their options which may include leaving their savings in the plan, rolling over their savings to an IRA, or rolling over their savings to a successor employer – and not cashing out.
10. **Adopt flexible employment/retirement policies that align with how pre-retirees envision transitioning into retirement.** Such policies could include supporting flexible work schedules, hiring experienced workers in part-time or temporary roles, and offering phased retirement and other transitions from full time to part time, changes in job responsibilities or work assignments, and/or changes in location of work.
11. **Offer pre-retirees greater levels of assistance in planning their transition into retirement**, including education about retirement income strategies, retirement plan distribution options, and the need for a backup plan if forced into retirement sooner than expected (e.g., due to health issues, job loss, family obligations). Provide information about assorted options for claiming Social Security and enrolling in Medicare.
12. **Promote the benefits your company offers**, including supportive policies and business practices along with health, wellness, and retirement benefits. Increasing awareness of these offerings could help employees enhance their physical, mental, and financial well-being.

Employers, Workers, and the New World of Work

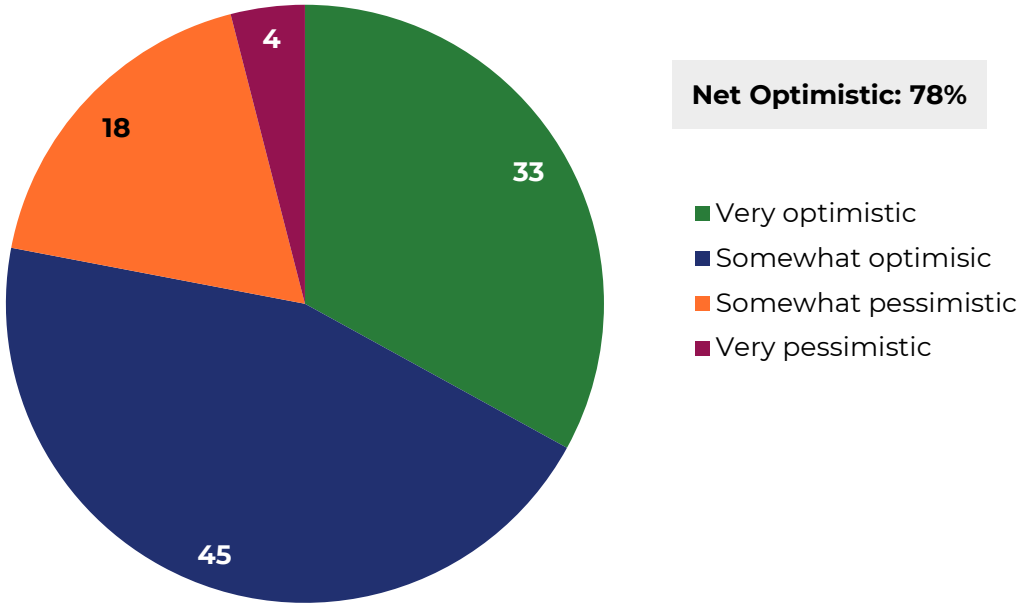
Detailed Findings

The Effects of Megatrends on Employers

Optimism About Their Company's Future

When asked how they feel about the future amid today's rapid pace of change (e.g., economy, workforce, politics, extreme weather and natural disasters), almost eight in 10 employers (78%) are either very optimistic (33%) or somewhat optimistic (45%) about their company's future. Eighteen percent are somewhat pessimistic and 4% are very pessimistic about their company's future.

Amid today's rapid pace of change, how do you feel about your company's future? (%)
All Employers (1+ EEs)

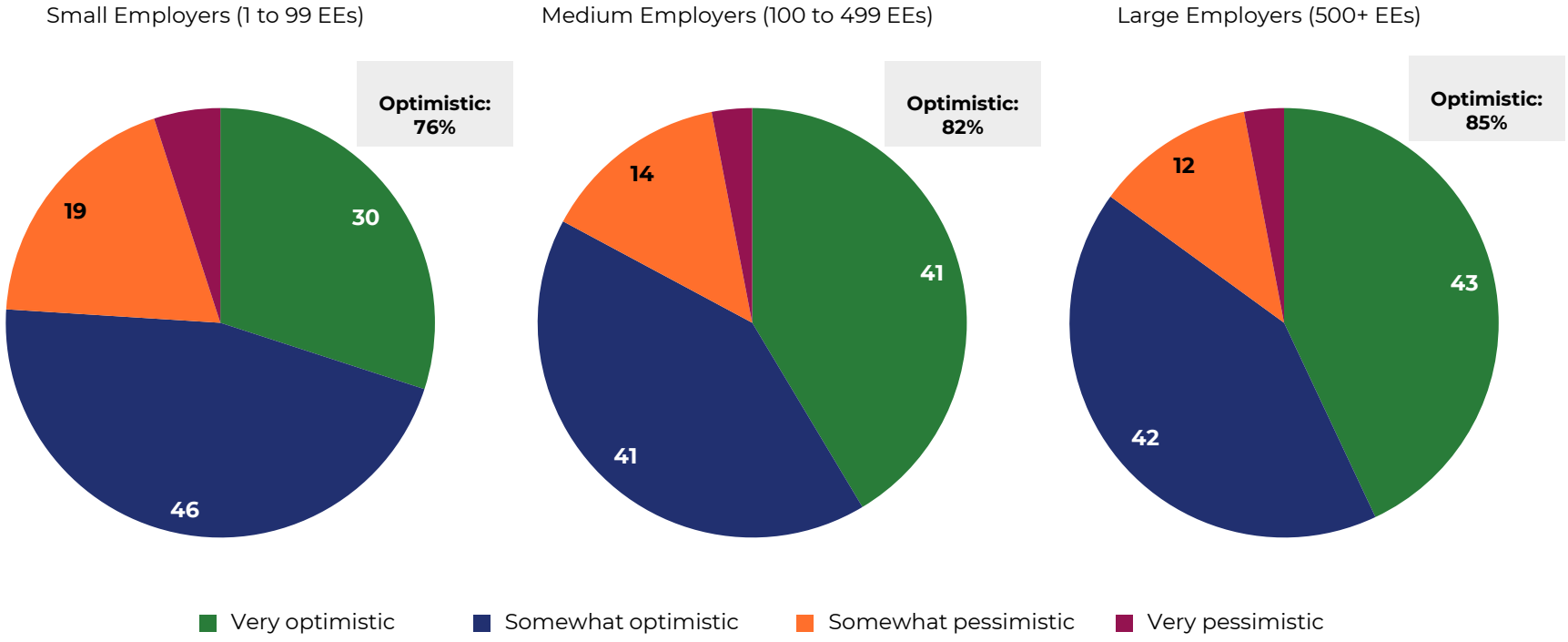


EMPLOYER BASE: 26TH ANNUAL SURVEY - ALL QUALIFIED RESPONDENTS
Q2025D. Amid today's rapid pace of change (e.g., economy, workforce, politics, extreme weather and natural disasters), how do you feel about your company's future?

Optimism About Their Company's Future by Company Size

Employers' optimism about their company's future increases with company size. Three in four small employers (76%) are optimistic about their company's future, compared with 82% of medium employers and 85% of large employers.

Amid today's rapid pace of change, how do you feel about your company's future? (%)



EMPLOYER BASE: 26TH ANNUAL SURVEY - ALL QUALIFIED RESPONDENTS

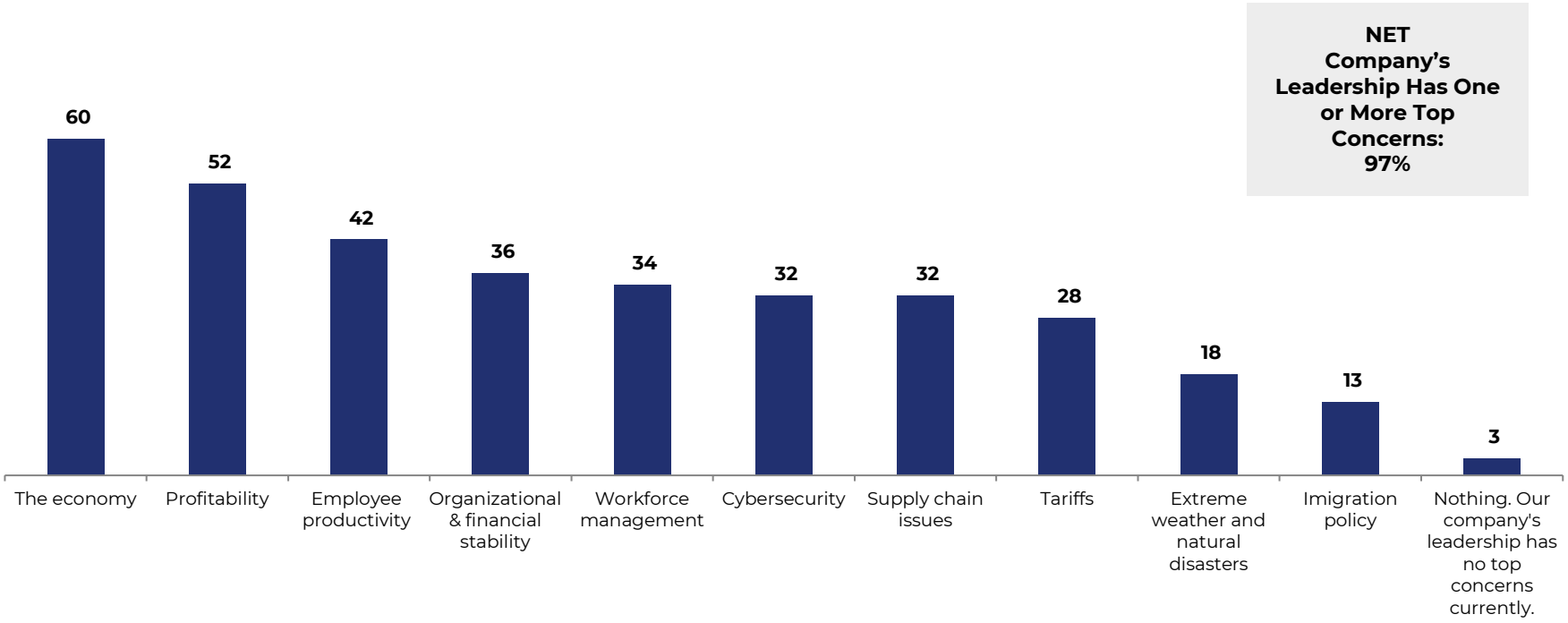
Q2025D. Amid today's rapid pace of change (e.g., economy, workforce, politics, extreme weather and natural disasters), how do you feel about your company's future?

Transamerica Institute®

Top Concerns for Company's Leadership

Almost all employers (97%) indicate their company's leadership has at least one or more top concerns. Six in 10 employers (60%) cite the economy as a top concern, and more than half of employers (52%) cite profitability. Other top concerns include employee productivity (42%), organizational and financial stability (36%), workforce management (34%), cybersecurity (32%), supply chain issues (32%), tariffs (28%), extreme weather and natural disasters (18%), and immigration policy (13%).

Top Concerns for Company's Leadership (%)
All Employers (1+ EEs)



Note: Chart excludes "Other" response of 2%.

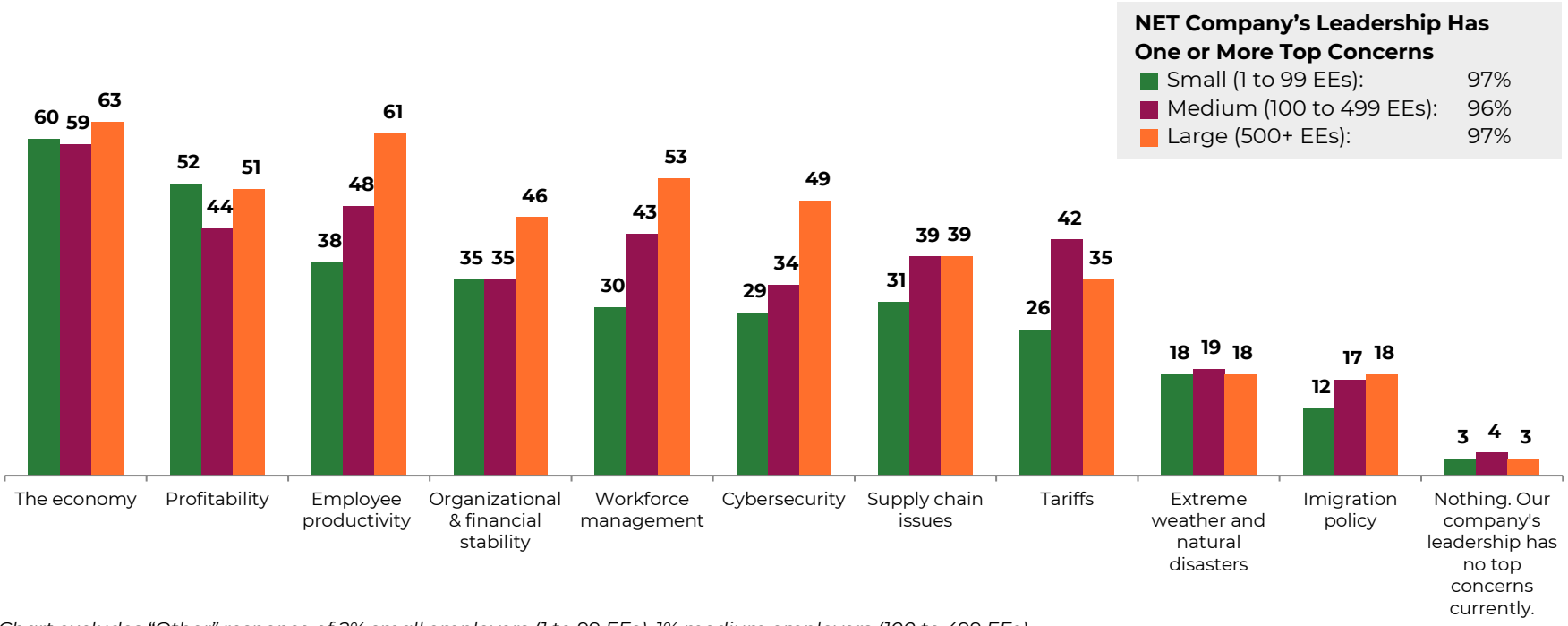
EMPLOYER BASE: 26TH ANNUAL SURVEY - ALL QUALIFIED RESPONDENTS
Q2023M. Which of the following are currently top concerns for your company's leadership? Select all.

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Top Concerns for Company's Leadership by Company Size

Nine in 10 employers share one or more top concerns for leadership across small, medium, and large companies (97%, 96%, 97%, respectively). Small, medium, and large companies are similarly likely to cite the economy (60%, 59%, 63%) and profitability (52%, 44%, 51%) as top concerns. Sixty-one percent of large companies are concerned about employee productivity, compared with 48% of medium and 38% of small companies. Large companies are more likely than small companies to be concerned about workforce management, cybersecurity, organizational and financial stability, supply chain issues, tariffs, and immigration policy. Almost one in five employers across company sizes cite extreme weather and natural disasters as a top concern.

Top Concerns for Company's Leadership (%)
All Employers (1+ EEs)



Note: Chart excludes "Other" response of 2% small employers (1 to 99 EEs), 1% medium employers (100 to 499 EEs), and 2% large employers (500+ EEs).

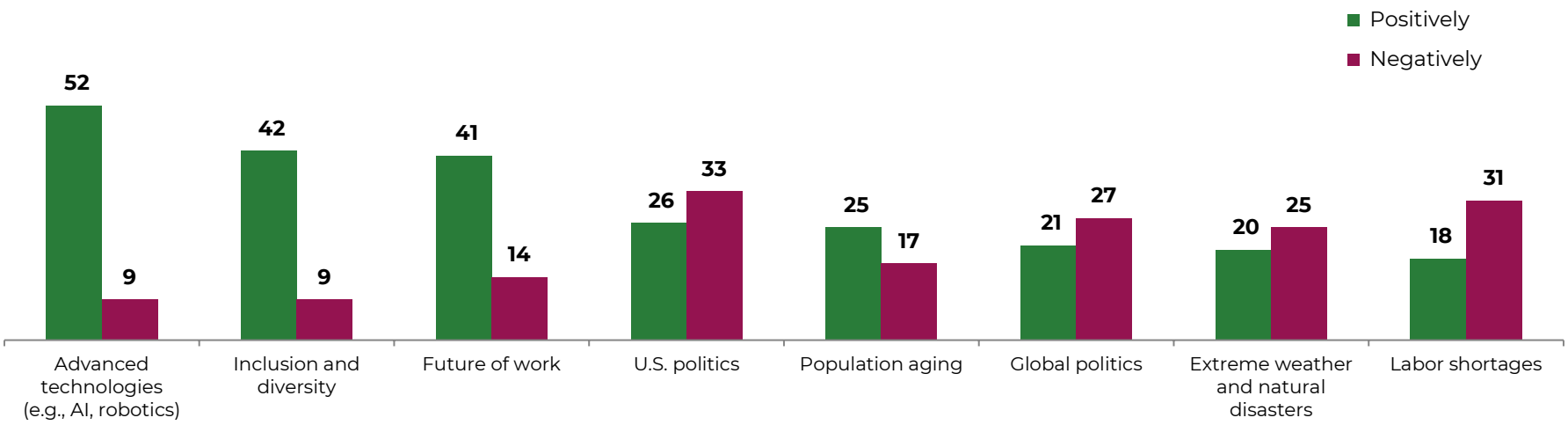
EMPLOYER BASE: 26TH ANNUAL SURVEY - ALL QUALIFIED RESPONDENTS
Q2023M. Which of the following are currently top concerns for your company's leadership? Select all.

Transamerica Institute®

Impact of Megatrends on Business

Megatrends dominate today's news headlines and politics, but how are they impacting an employer's overall business and day-to-day operations? It depends on the megatrend. Employers view these megatrends more positively than negatively: advanced technologies such as AI and robotics (52% positive, 9% negative), inclusion and diversity (42% positive, 9% negative), the future of work (41% positive, 14% negative), and population aging (25% positive, 17% negative). Conversely, employers are more likely to view these megatrends negatively: U.S. politics (33% negative, 26% positive), labor shortages (31% negative, 18% positive), global politics (27% negative, 21% positive), and extreme weather and natural disasters (25% negative, 20% positive). However, many of these findings vary by company size (see next page).

How are the following currently impacting your overall business and your day-to-day operations? (%)
All Employers (1+ EEs)



Note: Examples given in survey question for "future of work" include employer/worker relationship, gig economy, alternative work arrangements.

EMPLOYER BASE: 26TH ANNUAL SURVEY - ALL QUALIFIED RESPONDENTS

Q2023J. How are the following currently impacting your overall business and your day-to-day operations? Positively, negatively, no impact, or not sure.

Transamerica Institute®

Impact of Megatrends by Company Size

Across company sizes, employers are more likely to cite advanced technologies, inclusion and diversity, the future of work, and population aging as positively impacting their business than negatively.

Large and medium companies are more likely to cite positive impacts, compared with small companies. Large and medium companies are also more likely than small companies to cite labor shortages as negatively impacting their companies.

When it comes to U.S. and global politics, small and medium companies are more likely than large companies to indicate they are more negatively than positively impacting their business.

The extent to which companies of all sizes are either positively or negatively impacted by extreme weather and natural disasters is relatively similar.

How are the following currently impacting your overall business and your day-to-day operations? (%)



Note: Examples given in survey question for "future of work" include employer/worker relationship, gig economy, alternative work arrangements.

EMPLOYER BASE: 26TH ANNUAL SURVEY - ALL QUALIFIED RESPONDENTS

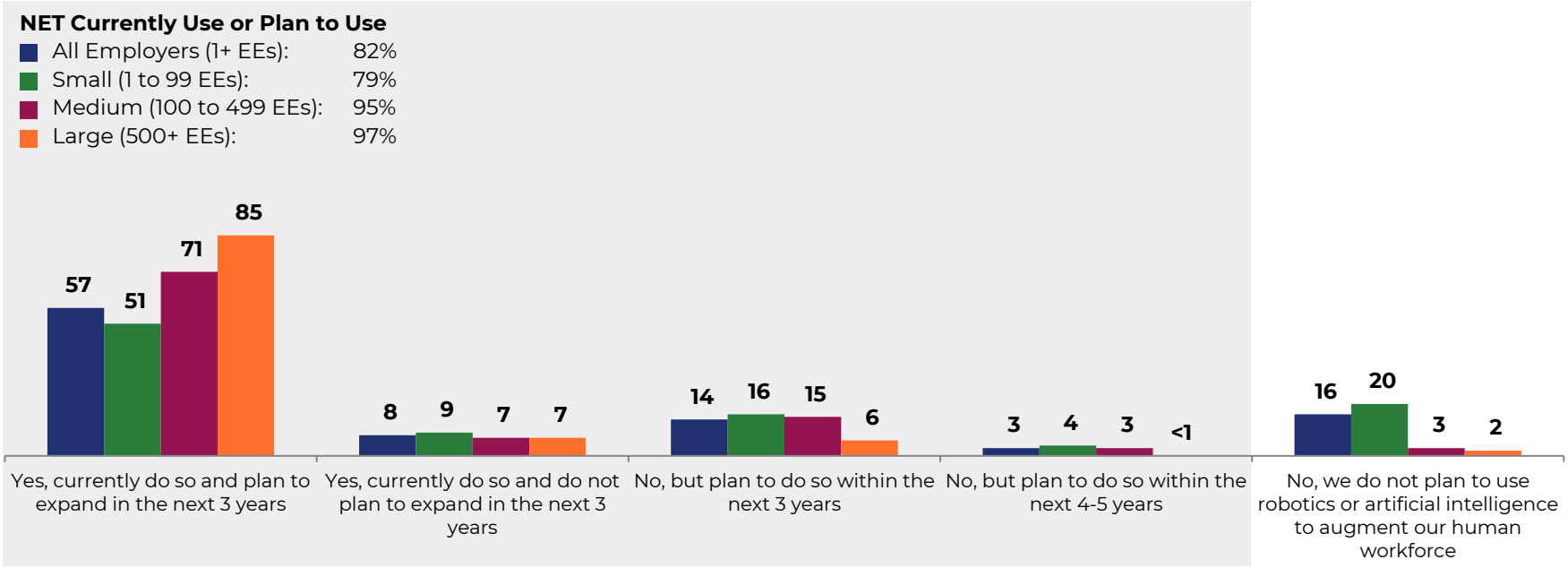
Q2023J. How are the following currently impacting your overall business and your day-to-day operations? Positively, negatively, no impact, or not sure.

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Use of Artificial Intelligence

Eight in 10 employers (82%) are currently using or planning to use artificial intelligence (AI) to augment their human workforce, including 97% of large companies, 95% of medium companies, and 79% of small companies. Eighty-five percent of large companies are currently doing so and plan to expand in the next three years, compared with 71% of medium companies and 51% of small companies. Sixteen percent of employers do not plan to use artificial intelligence, including 20% of small companies, 3% of medium companies, and 2% of large companies.

Does your company use artificial intelligence to augment your human workforce? (%)
All Employers (1+ EEs)



Notes: Results may not total to 100% due to rounding. Chart excludes "not sure" response of 1% or less across company size.

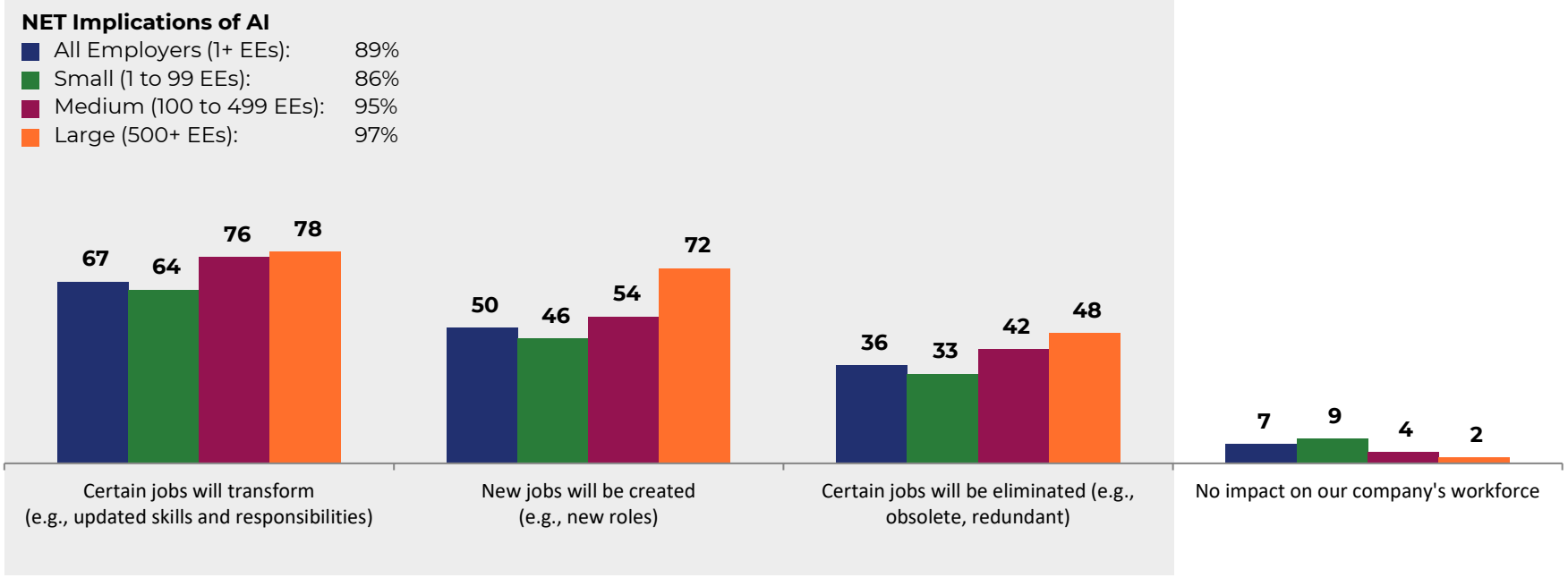
EMPLOYER BASE: 26TH ANNUAL SURVEY - ALL QUALIFIED RESPONDENTS
Q6120. Does your company use artificial intelligence (AI) to augment your human workforce?

Workforce Implications of Artificial Intelligence

Almost nine in ten employers (89%) that are currently using or planning to use AI indicate there will be implications for their company's workforce including that certain jobs will transform (67%), new jobs will be created (50%), and certain jobs will be eliminated (36%). Large and medium companies are more likely than small companies to cite workforce implications (97%, 95%, 86%, respectively).

What are the implications or expected implications of the use of artificial intelligence (AI) on your company's workforce? (%)

Employers Currently Using/Planning to Augment Workforce With AI (1+ EEs)



Note: Chart excludes "Other" response of 2% or less across company size, and chart excludes "not sure" response of 5% or less across company size.

EMPLOYER BASE: 26TH ANNUAL SURVEY - CURRENTLY OR PLAN TO AUGMENT WORKFORCE WITH ROBOTICS OR AI

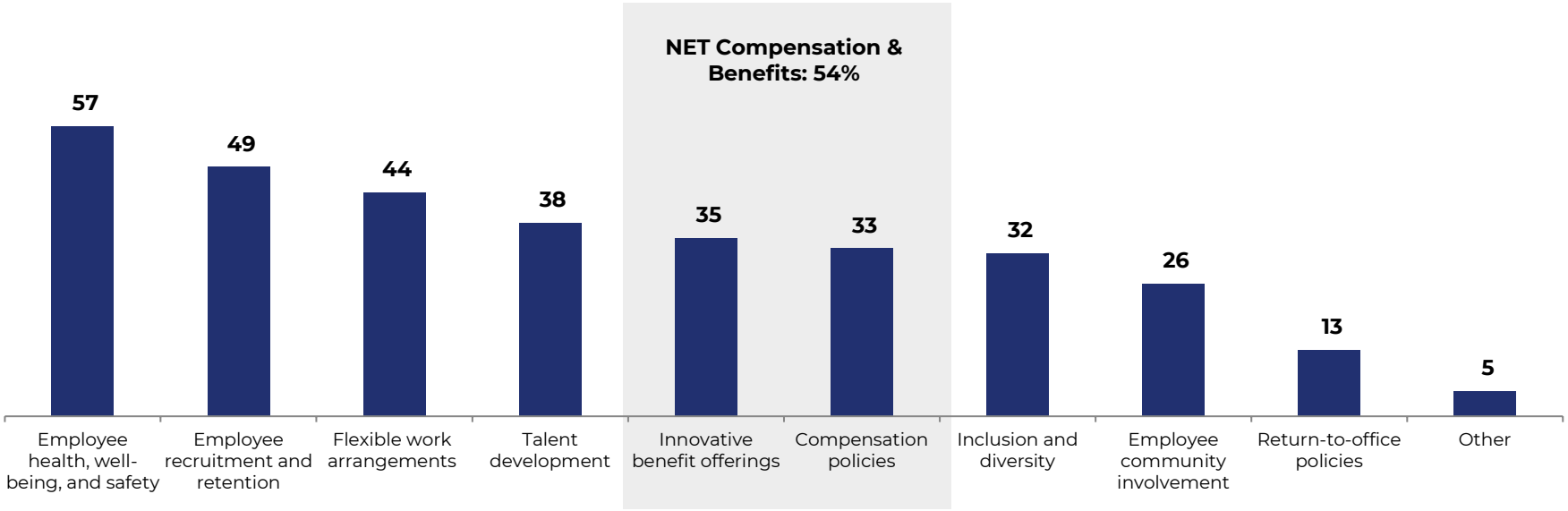
Q2024A What are the implications or expected implications of the use of artificial intelligence (AI) on your company's workforce? Please select all that apply.

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Top Workforce Management Priorities

More than half of employers (57%) cite employee health, well-being, and safety as a top workforce management priority. Fifty-four percent cite compensation and benefits as a top priority including innovative benefit offerings (35%) and compensation policies (33%). Fewer than half of employers cite employee recruitment and retention (49%), flexible work arrangements (44%), talent development (38%), inclusion and diversity (32%), and employee community involvement (26%) as top priorities. Thirteen percent of employers cite return-to-office policies as a top workforce management priority. However, many of these findings vary by company size (see next page).

Which of the following are your company's top workforce management priorities? (%)
All Employers (1+ EEs)



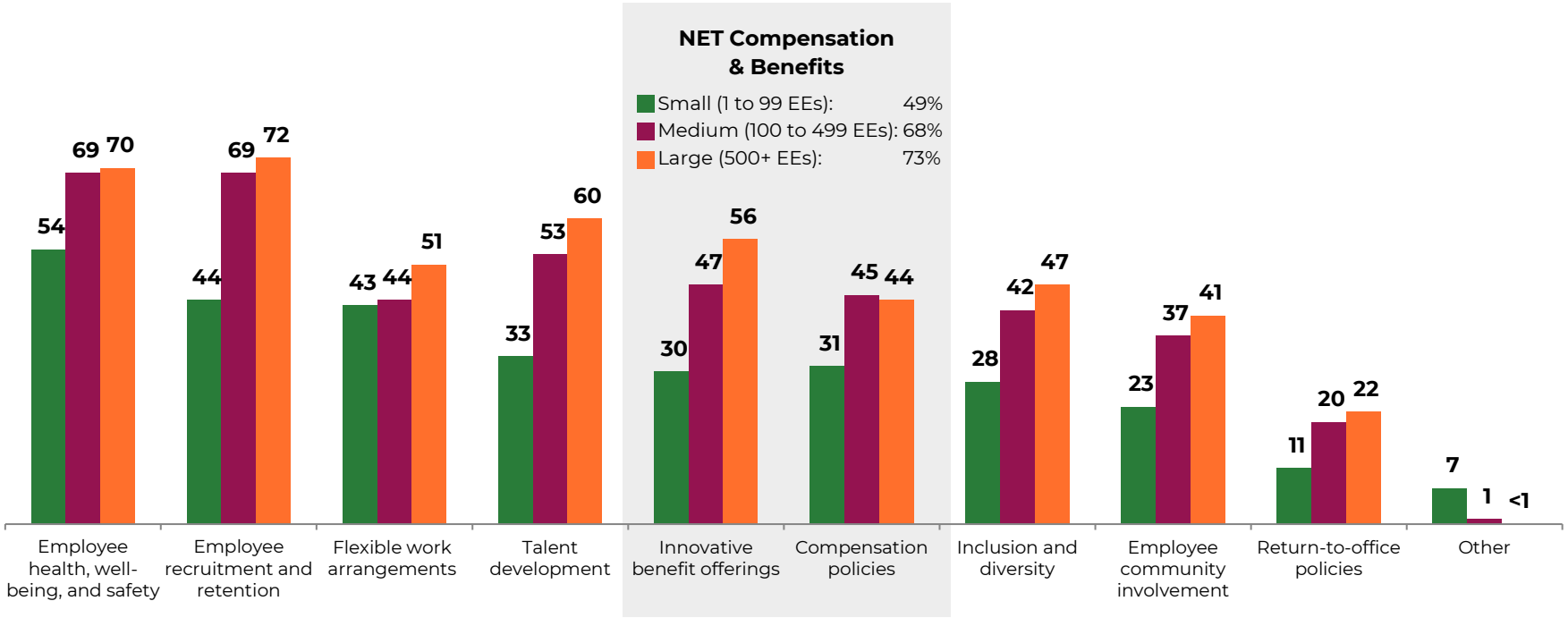
EMPLOYER BASE: 26TH ANNUAL SURVEY - ALL QUALIFIED RESPONDENTS
Q2023K. Which of the following are your company's top workforce management priorities? Select all.

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Top Workforce Management Priorities by Company Size

Large and medium companies are generally more likely than small companies to cite top priorities for workforce management to be: compensation and benefits (73%, 68%, 49%, respectively), employee recruitment and retention (72%, 69%, 44%), employee health, well-being, and safety (70%, 69%, 54%), talent development (60%, 53%, 33%), flexible work arrangements (51%, 44%, 43%), inclusion and diversity (47%, 42%, 28%), employee community involvement (41%, 37%, 23%), and return to office policies (22%, 20%, 11%).

Which of the following are your company's top workforce management priorities? (%)
All Employers (1+ EEs)



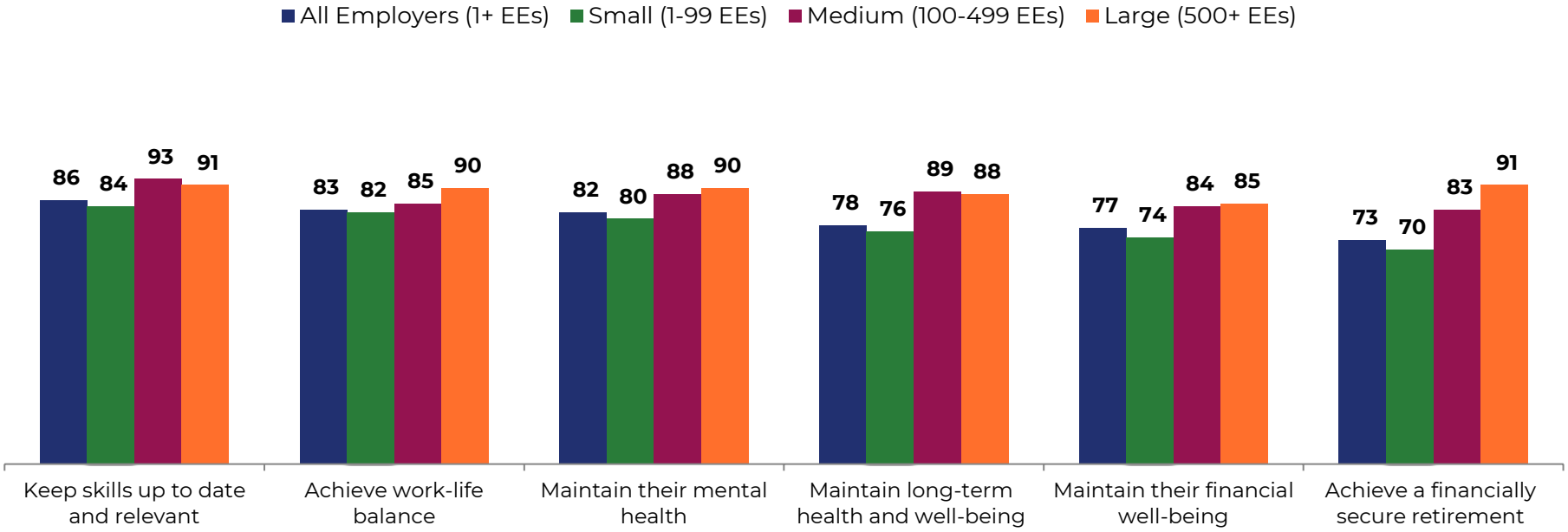
EMPLOYER BASE: 26TH ANNUAL SURVEY - ALL QUALIFIED RESPONDENTS
Q2023K. Which of the following are your company's top workforce management priorities? Select all.

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Sense of Responsibility for Employees' Well-Being

Most employers feel responsible for helping their employees with their health and financial well-being. Approximately eight in 10 employers feel responsible for helping employees keep their skills up to date and relevant (86%), achieve work-life balance (83%), maintain mental health (82%), maintain long-term health and well-being (78%), and maintain their financial well-being (77%). Seventy-three percent of employers feel responsible for helping their employees achieve a financially secure retirement. Large and medium companies are generally more likely to feel responsible for their employees than small companies.

How responsible does your company feel for helping its employees…? (%)
NET – Very/Somewhat Responsible



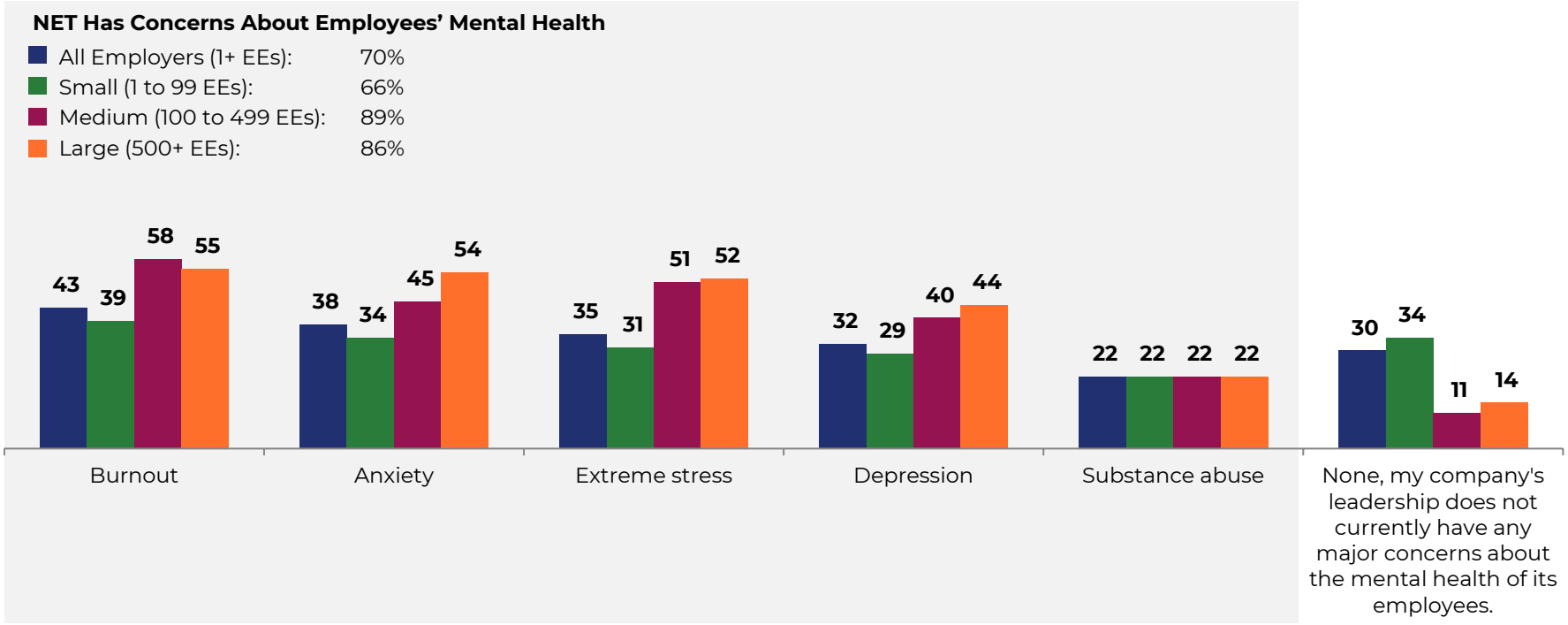
Note: Results may not total to 100% due to rounding.

EMPLOYER BASE: 26TH ANNUAL SURVEY - ALL QUALIFIED RESPONDENTS
Q3650B. How responsible does your company feel for helping its employees…?

Major Concerns About Employees' Mental Health

Seventy percent of employers cite one or more major company leadership concerns regarding the mental health of their employees. The most frequently cited major concerns are burnout (43%), anxiety (38%), extreme stress (35%), depression (32%), and substance abuse (22%). Large and medium companies are more likely than small companies to have one or more major concerns about the mental health of their employees (86%, 89%, 66%, respectively).

In thinking about the mental health of your employees, which of the following are major concerns to your company's leadership? (%)



Note: Responses not shown for "Other" of 2% or less.

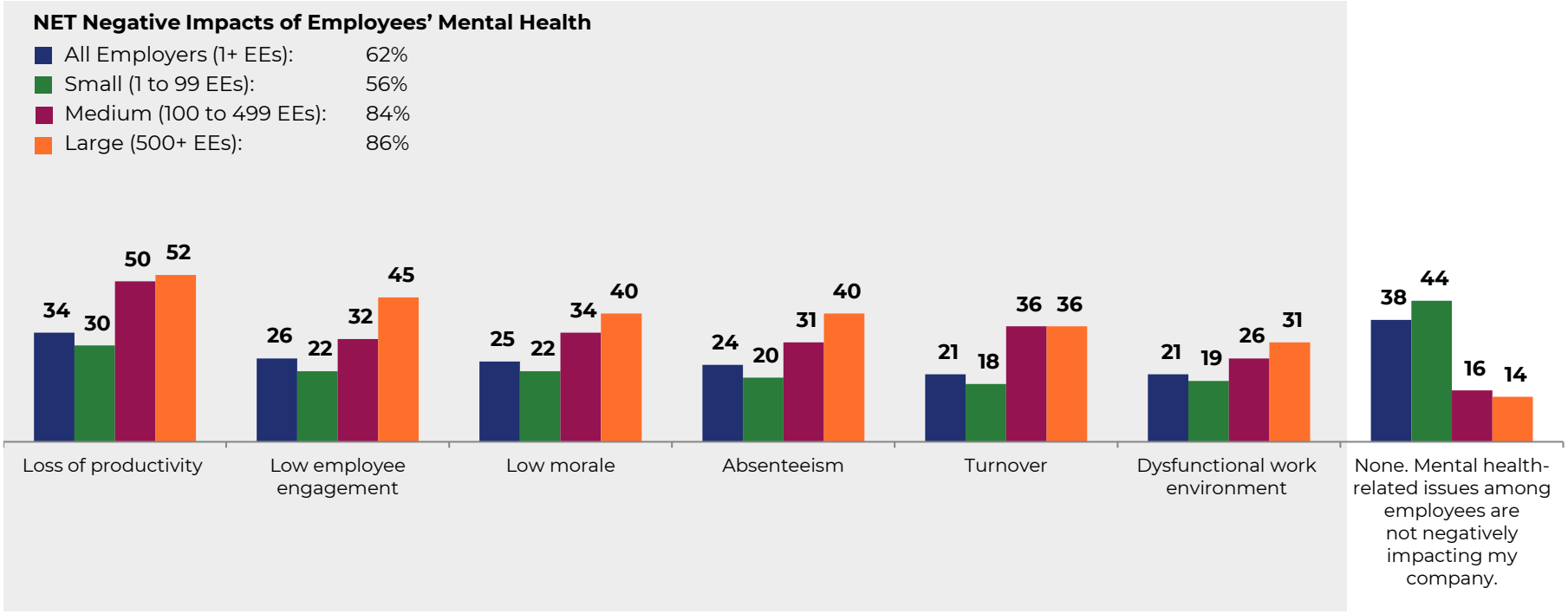
EMPLOYER BASE: 26TH ANNUAL SURVEY - ALL QUALIFIED RESPONDENTS
Q6030. In thinking about the mental health of your employees, which of the following are major concerns to your company's leadership? Select all.

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Impact of Employee Mental Health Issues on Company

Six in 10 employers (62%) cite one or more ways that employees' mental health issues are negatively impacting their company. The most often cited negative impact among all employers is a loss of productivity (34%), followed by low employee engagement (26%), low morale (25%), absenteeism (24%), turnover (21%), and a dysfunctional work environment (21%). Large and medium companies are more likely than small companies to cite one or more negative impacts (86%, 84%, 56%, respectively).

How are mental health-related issues among employees negatively impacting your company? (%)



Note: Responses not shown for "Other" which are less than 1% across company sizes.

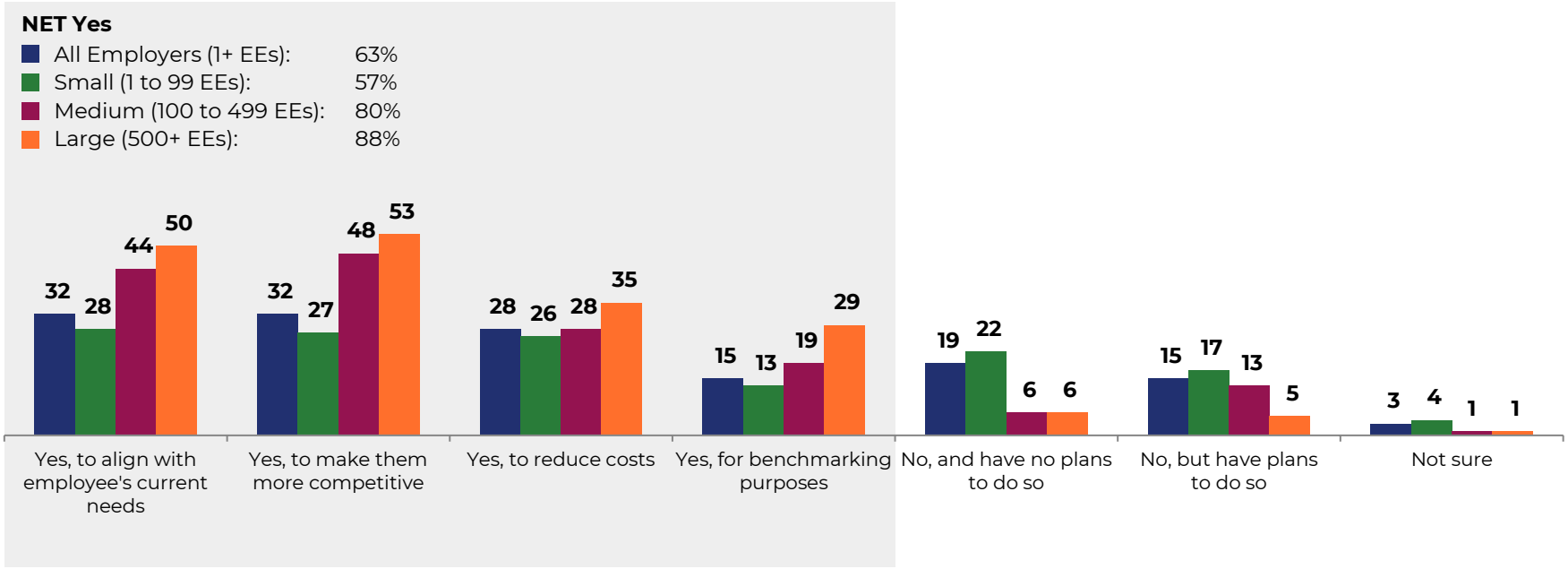
EMPLOYER BASE: 26TH ANNUAL SURVEY - ALL QUALIFIED RESPONDENTS
Q6037. How are mental health-related issues among employees negatively impacting your company? Select all.

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Re-evaluation of Employee Benefit Offerings

Six in 10 employers (63%) re-evaluated their health, retirement, and other employee benefit offerings in 2025 with reasons that include aligning them with employees' current needs (32%), making them more competitive (32%), reducing costs (28%), and benchmarking (15%). Large and medium companies are more likely to have re-evaluated their employee benefit offerings than small companies (88%, 80%, 57%, respectively). Only 19% of employers did not re-evaluate their benefits and do not have plans to do so.

Has your company re-evaluated its health, retirement, and other employee benefit offerings in 2025? (%)



EMPLOYER BASE: 26TH ANNUAL SURVEY - ALL QUALIFIED RESPONDENTS
Q7055. Has your company re-evaluated its health, retirement, and other employee benefit offerings in 2025? Select all.

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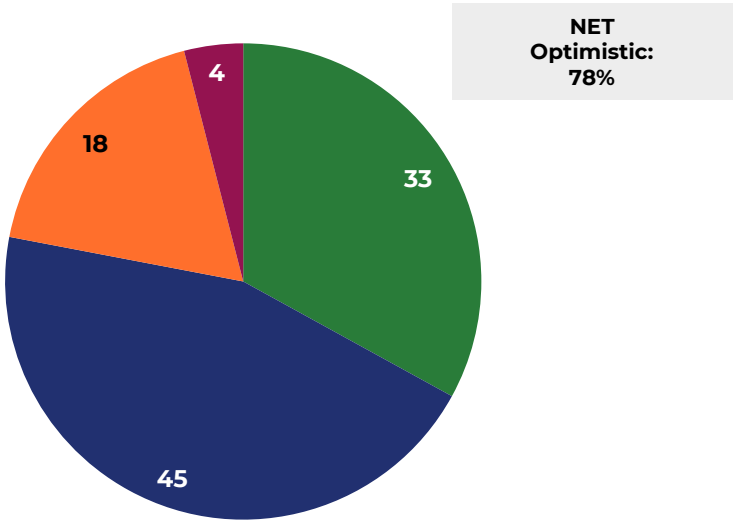
Disconnects: Employer Perceptions Versus Worker Realities

Feelings About Their Future

While most *employers* feel optimistic about their company's future, far fewer *workers* are feeling optimistic about their own future. Almost eight in 10 employers (78%) feel optimistic about their company's future, including 33% that are very optimistic and 45% that are somewhat optimistic. In contrast, only 56% of workers feel optimistic about their future, including 16% who are very optimistic and 40% who are somewhat optimistic.

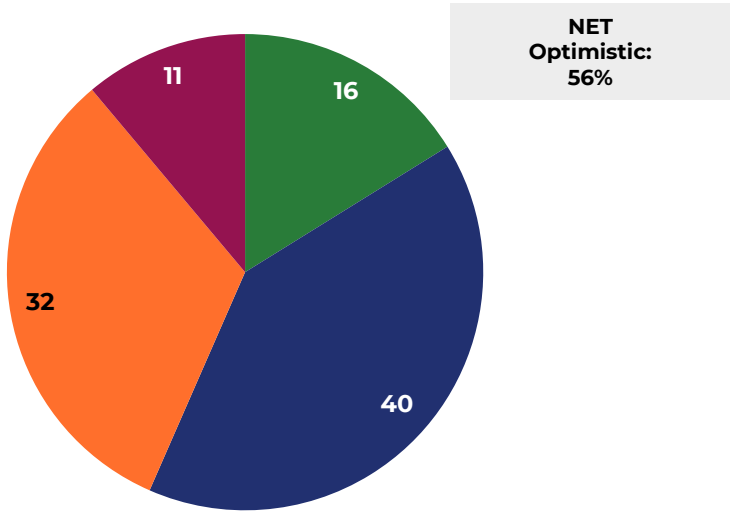
Amid today's rapid pace of change, how do you feel about your company's future? (%)

Employers
(1+ EEs)



Amid today's rapid pace of change, how do you feel about your future? (%)

Workers
(1+ EEs)



Very optimistic | Somewhat optimistic | Somewhat pessimistic | Very pessimistic

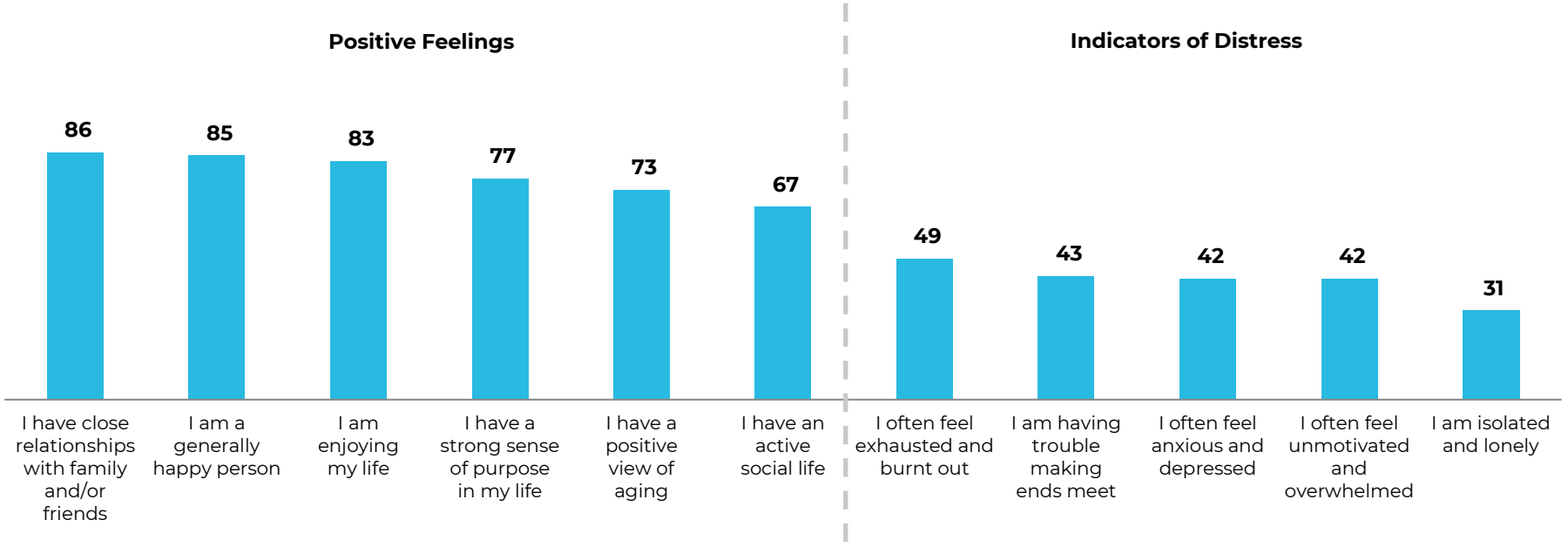
EMPLOYER BASE: 26TH ANNUAL SURVEY - ALL QUALIFIED RESPONDENTS
Q2025D. Amid today's rapid pace of change (e.g., economy, workforce, politics, extreme weather and natural disasters), how do you feel about your company's future?
EMPLOYED WORKERS OF FOR-PROFIT COMPANIES BASE: 26TH ANNUAL SURVEY - ALL QUALIFIED RESPONDENTS
Q2025D. Amid today's rapid pace of change (e.g., economy, workforce, politics, extreme weather and natural disasters), how do you feel about your future?

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Workers' Outlook on Life

Most workers have positive feelings about life, including having close relationships with family and/or friends (86%), being generally happy (85%), enjoying life (83%), having a strong sense of purpose in life (77%), having a positive view of aging (73%), and having an active social life (67%). However, at the same time, many workers are experiencing distress, such as often feeling exhausted and burnt out (49%), having trouble making ends meet (43%), often feeling anxious and depressed (42%), often feeling unmotivated and overwhelmed (42%), and feeling isolated and lonely (31%).

How much do you agree or disagree with the following statements? (NET Strongly/Somewhat Agree) (%)
Workers (1+ EEs)



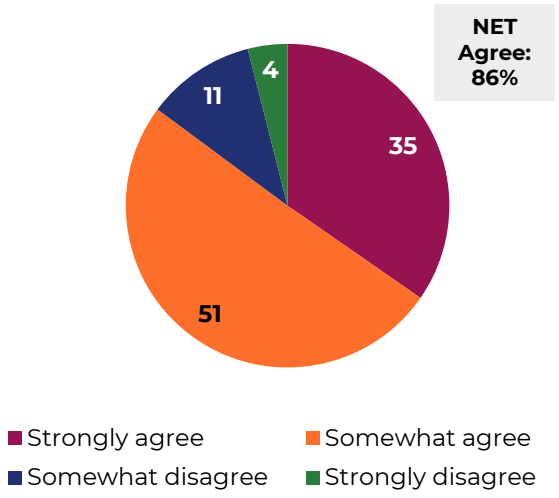
EMPLOYED WORKERS OF FOR-PROFIT COMPANIES BASE: 26TH ANNUAL SURVEY - ALL QUALIFIED RESPONDENTS
Q5025. How much do you agree or disagree with the following statements?

Today's High Cost of Living and Financial Strain on Workers

More than eight in 10 *employers* (86%) agree that today's high cost of living is putting a financial strain on their company's employees, including 35% that strongly agree and 51% that somewhat agree. Three in four *workers* (75%) have taken one or more actions due to financial strain from inflation in recent years, including reducing day-to-day expenses (39%), dipping into savings accounts (34%), taking on an additional job or side hustle (26%), accumulating new credit card debt (23%), and/or borrowing money from others (22%). Sixteen percent have foregone health care, and 15% have dipped into retirement savings accounts.

"Today's high cost of living is putting financial strain on my company's employees." (%)

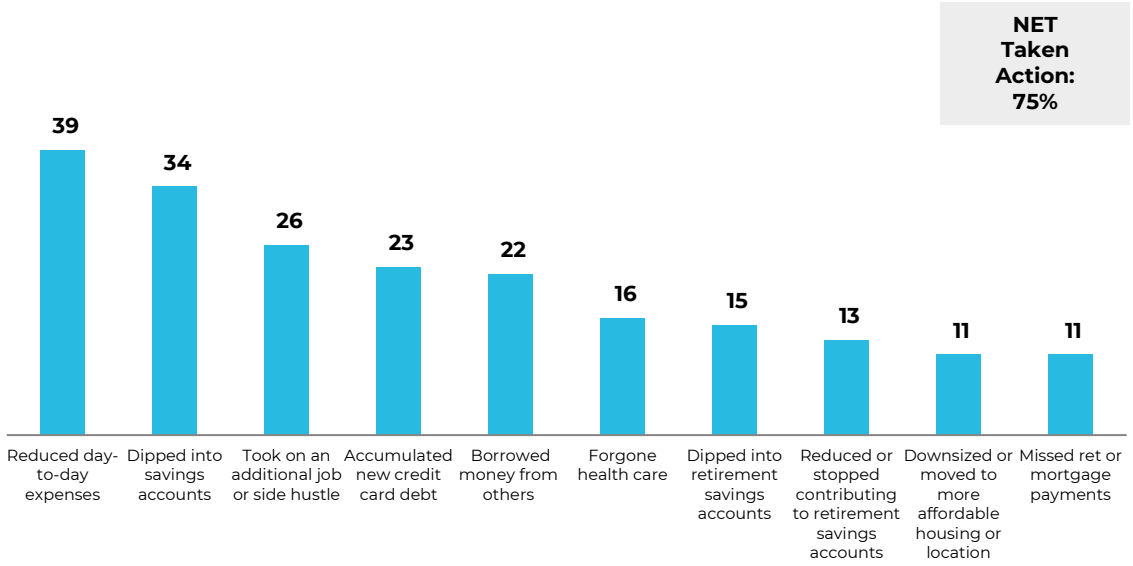
Employers
(1+ EEs)



Note: Results do not total to 100% due to rounding.

Actions Taken Due to Financial Strain From Inflation in Recent Years (%)

Workers
(1+ EEs)



Note: Responses not shown for "other" (1%), "none" (8%), and have not experienced any financial strain (17%).

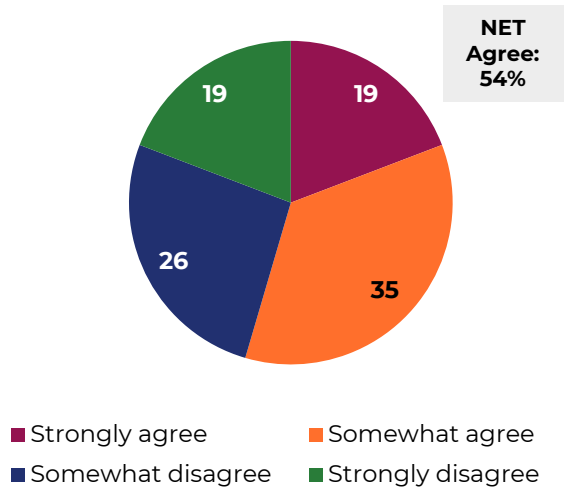
EMPLOYER BASE: 26TH ANNUAL SURVEY – ALL QUALIFIED RESPONDENTS
Q2025F. For the following statement, how much do you agree or disagree? Today's high cost of living is putting financial strain on my company's employees.
EMPLOYED WORKERS OF FOR-PROFIT COMPANIES BASE: 26TH ANNUAL SURVEY - ALL QUALIFIED RESPONDENTS
Q9016. Which of the following, if any, have you done due to financial strain from inflation in recent years? Select all.

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Second Jobs and Side Hustles

More than half of *employers* (54%) agree that they have concerns about employees who take on a second job or side hustle to bring in extra income, including 19% that strongly agree and 35% that somewhat agree. In comparison, one in four *workers* (26%) have taken on an additional job or side hustle due to financial strain from inflation in recent years, and 20% of workers currently have two or more jobs or employers.

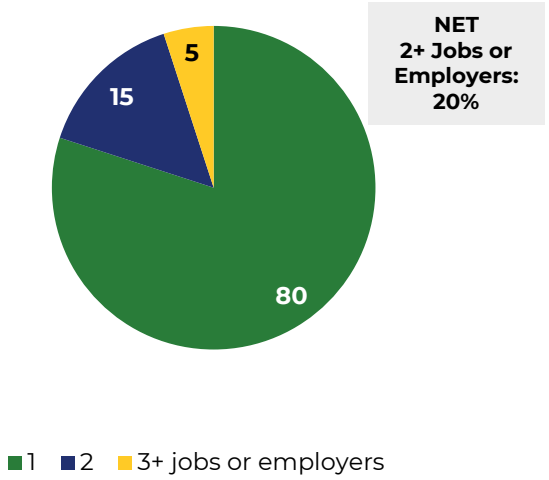
"My company has concerns about employees who take on a second job or side hustle to bring in extra income." (%)
Employers (1+ EEs)



Took on an additional job or side hustle (%)
Workers (1+ EEs)

26% of workers took on an additional job or side hustle due to financial strain from inflation in recent years.

Number of Jobs or Employers Currently Working (%)
Workers (1+ EEs)



Note: Results may not total to 100% due to rounding.

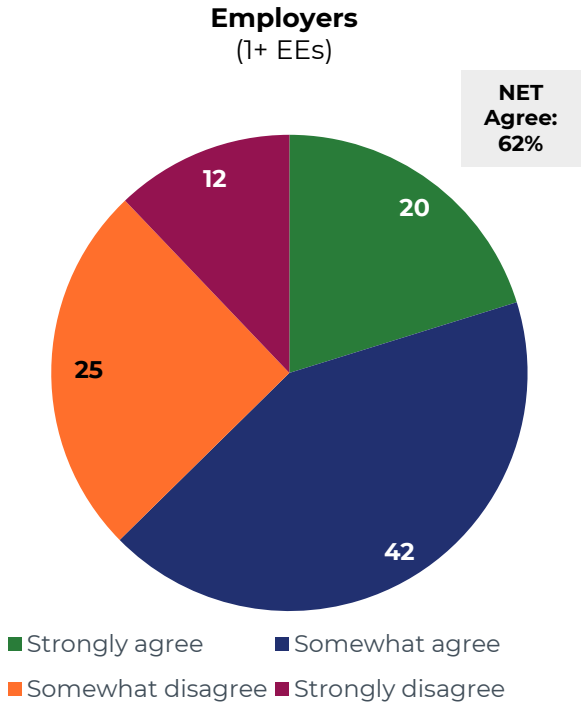
EMPLOYER BASE: 26TH ANNUAL SURVEY – NON-SPONSORS OF 401K OR SIMILAR PLANS, 401(K) SPONSORS, OFFERS SIMILAR PLAN
Q2025G. For the following statement, how much do you agree or disagree? My company has concerns about employees who take on a second job or side hustle to bring in extra income.
EMPLOYED WORKERS OF FOR-PROFIT COMPANIES BASE: 26TH ANNUAL SURVEY - ALL QUALIFIED RESPONDENTS
Q9016. Which of the following, if any, have you done due to financial strain from inflation in recent years?
Q2775. How many jobs or employers are you currently working for?

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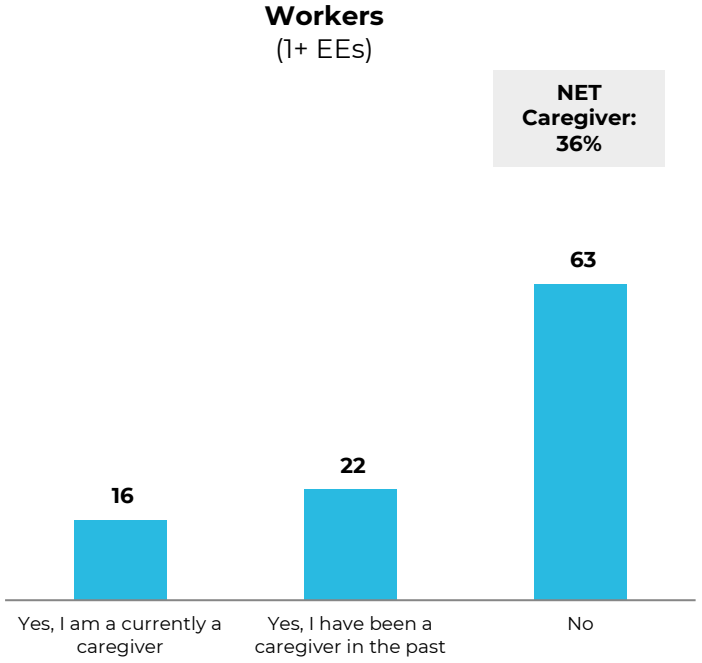
Caregiving Responsibilities

Employers are beginning to recognize that employees are serving as caregivers, but they may be underestimating the trend amid population aging and the skyrocketing cost of long-term care. Six in 10 *employers* (62%) agree that employees at their company are being increasingly called upon to serve as caregivers for an aging parent or loved one, including 20% that strongly agree and 42% that somewhat agree. By comparison, more than one in three *workers* (36%) are currently caregivers (16%) and/or have been a caregiver in the past (22%).

Employers' Awareness of Caregiving Employees (%)



Workers' Stated Caregiving Experience(%)



Note: Chart excludes responses for "not sure" (1%).

Note: Results do total to 100% due to rounding.

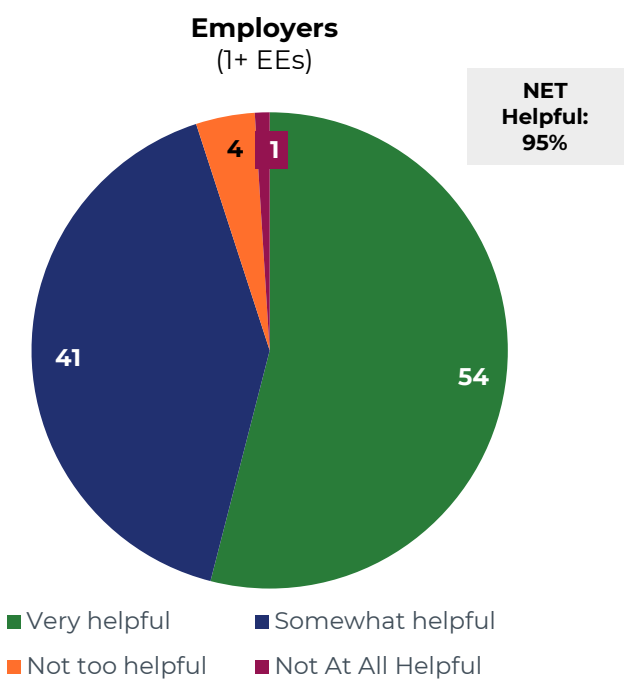
EMPLOYER BASE: 26TH ANNUAL SURVEY - ALL QUALIFIED RESPONDENTS
Q2025C. For the following statement, how much do you agree or disagree? Employees at my company are increasingly called upon to serve as caregivers for an aging parent or loved one (separate from raising children).
EMPLOYED WORKERS OF FOR-PROFIT COMPANIES BASE: 26TH ANNUAL SURVEY - ALL QUALIFIED RESPONDENTS
Q2500X. Are you currently serving or have you served as a caregiver for a relative or friend during the course of your working career? Please exclude parenting responsibilities. Please select all that apply.

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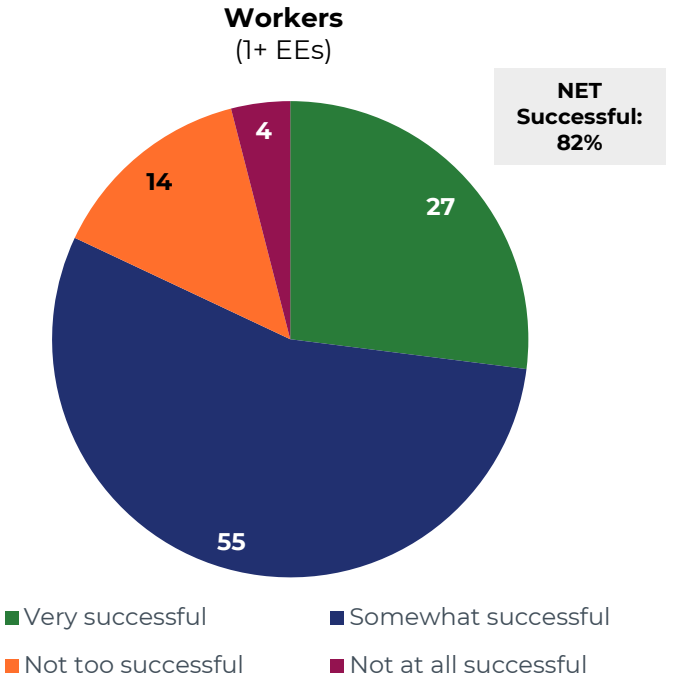
Managing Work-Life Balance

Employers may be overestimating their level of helpfulness in supporting their employees' ability to achieve work-life balance. Nine in 10 *employers* (95%) believe they are helpful in supporting their employees, including 54% that believe they are very helpful and 41% that believe they are somewhat helpful. In contrast, fewer *workers* (82%) indicate they are successful in managing their work-life balance, including 27% who feel very successful and 55% who feel somewhat successful.

Employers' Helpfulness in Supporting Their Employees to Achieve Work-Life Balance (%)



Workers' Stated Success in Managing Their Work-Life Balance (%)



Note: Results may not total to 100% due to rounding.

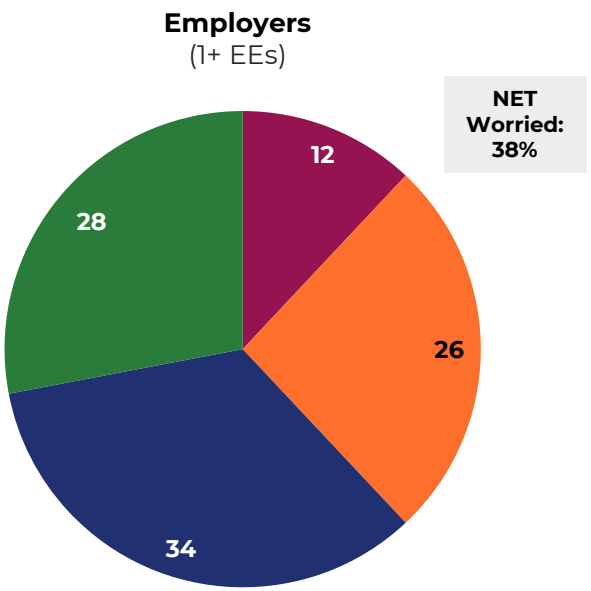
EMPLOYER BASE: 26TH ANNUAL SURVEY - ALL QUALIFIED RESPONDENTS
Q5050. As an employer, how helpful is your company in supporting its employees to achieve work-life balance?
EMPLOYED WORKERS OF FOR-PROFIT COMPANIES BASE: 26TH ANNUAL SURVEY - ALL QUALIFIED RESPONDENTS
Q5015. How successful do you feel that you are currently achieving work-life balance?

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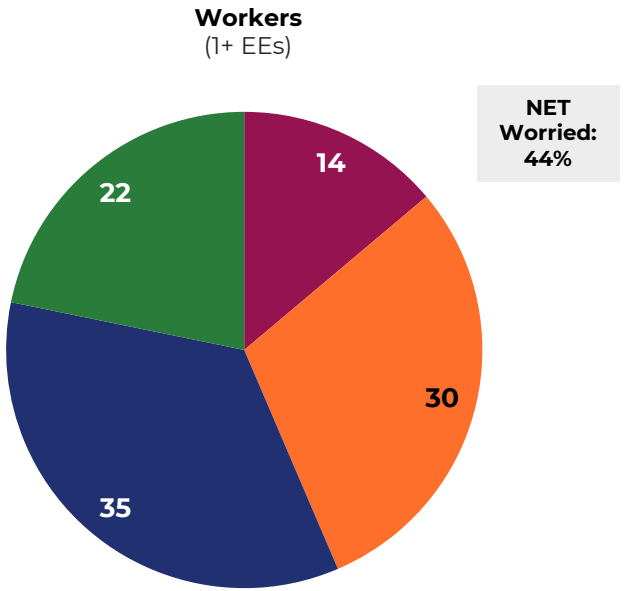
Worries About AI, Robotics, and Job Obsolescence

Without doubt, advanced technologies are transforming the workforce, yet employers may not be fully aware of the extent to which workers are worried about job obsolescence. Almost four in 10 *employers* (38%) believe their company's employees are worried that AI and robotics will make their job skills no longer needed, including 12% who believe their employees are very worried and 26% who believe they are somewhat worried. As a point of comparison, 44% of *workers* are worried, including 14% who are very worried and 30% who are somewhat worried.

Believe Their Employees Are Worried About AI and Robotics Making Their Job Skills No Longer Needed (%)



Worried That AI and Robotics Will Make Their Job Skills No Longer Needed (%)



Very worried | Somewhat worried | Not too worried | Not at all worried

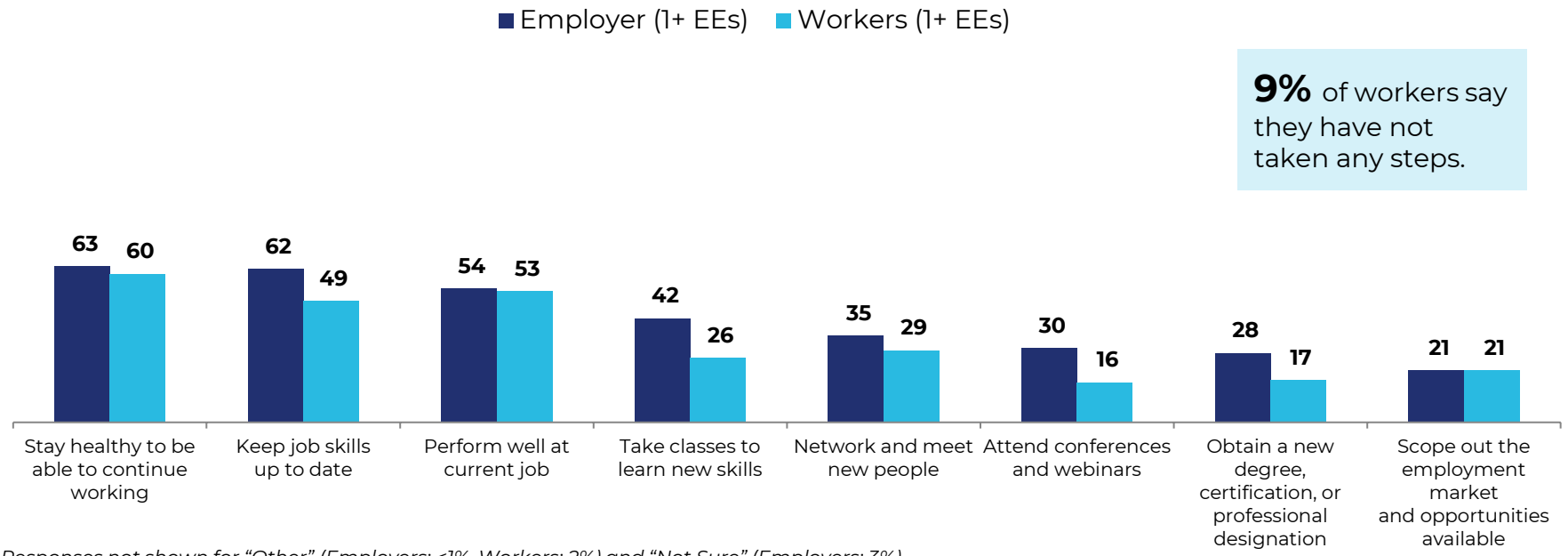
Note: Results may not total to 100% due to rounding.

EMPLOYER BASE: 26TH ANNUAL SURVEY - ALL QUALIFIED RESPONDENTS
Q2024C. How worried are your company's employees about artificial intelligence (AI) and robotics making their job skills no longer needed?
EMPLOYED WORKERS OF FOR-PROFIT COMPANIES BASE: 26TH ANNUAL SURVEY - ALL QUALIFIED RESPONDENTS
Q2024C. How worried are you about artificial intelligence (AI) and robotics making their job skills no longer needed?

Proactive Steps for Continued Employment

Employers offer insights into the steps workers should be taking to help ensure they can work as long as they want and need. *Employers*' top recommendations are to stay healthy (63%), keep their job skills up to date (62%), and perform well at their current job (54%). When asked about what steps they are taking, *workers* most often indicate they are staying healthy so they can continue working (60%), performing well at their current job (53%), and keeping their job skills up to date (49%). About one in four *workers* are networking and meeting new people (29%) and taking classes to learn new skills (26%). One in five *workers* (21%) are scoping out the employment market and opportunities available. Seventeen percent of *workers* are obtaining a new degree, certification, or professional designation. Sixteen percent of *workers* are attending conferences and webinars. Nine percent of *workers* have not taken any steps.

Employers' Recommended Steps Workers Should be Taking to Ensure They Will Be Able to Work as Long as They Want and Need / Steps Workers Are Taking (%)



9% of workers say they have not taken any steps.

Note: Responses not shown for "Other" (Employers: <1%, Workers: 2%) and "Not Sure" (Employers: 3%).

EMPLOYER BASE: 26TH ANNUAL SURVEY - ALL QUALIFIED RESPONDENTS

Q4025. What steps should your employees take to help ensure that they will be able to work as long as they want and need? Select all.

EMPLOYED WORKERS OF FOR-PROFIT COMPANIES BASE: 26TH ANNUAL SURVEY – ALL QUALIFIED RESPONDENTS

Q1531. Which of the following steps, if any, have you taken to help ensure that you'll be able to work as long as you want and need? Select all.

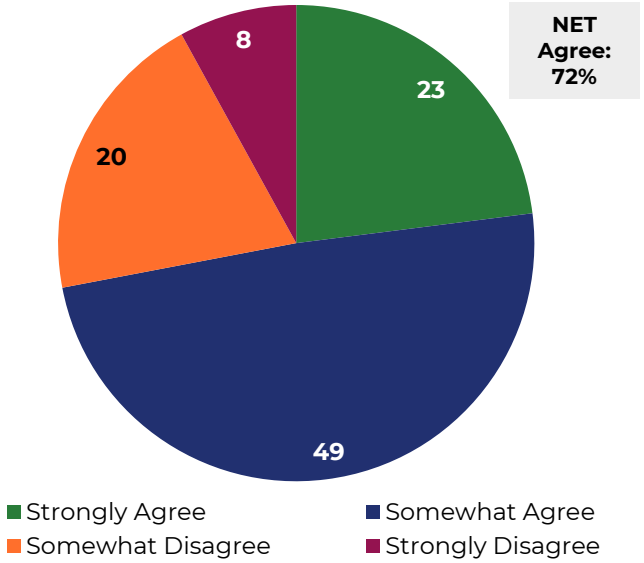
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Workers' Emergency Savings

Seven in 10 *employers* (72%) agree with the statement, "Employees at my company have enough savings to cover the cost of unexpected major financial setbacks," including 23% that strongly agree and 49% that somewhat agree. In contrast, one in three *workers* (34%) have saved less than $5,000 for emergencies, including 14% who have no emergency savings.

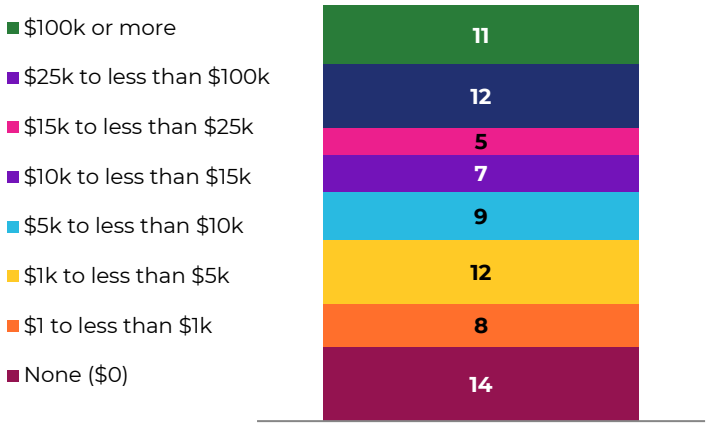
"Employees at my company have enough savings to cover the cost of unexpected major financial setbacks." (%)

Employers
(1+ EEs)



Total Emergency Savings (2025) (%)

Workers
(1+ EEs)



Not sure	21
Median	$5,000

Note: Results may not total to 100% due to rounding.

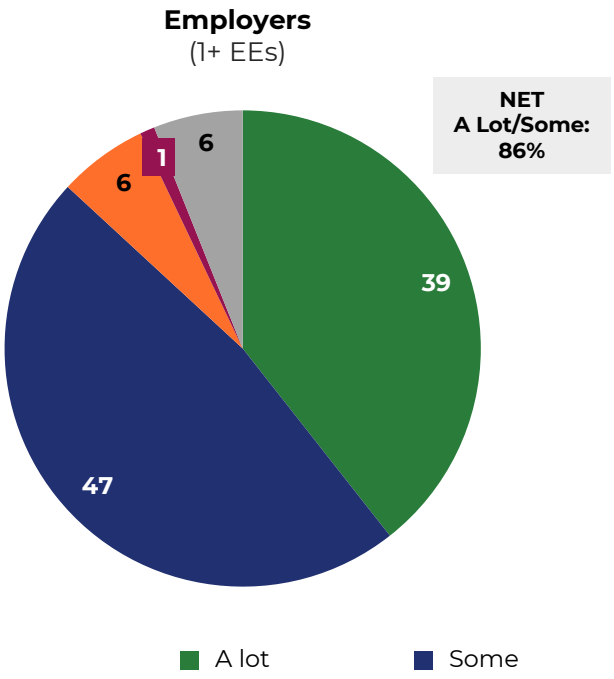
EMPLOYER BASE: 26TH ANNUAL SURVEY – ALL QUALIFIED RESPONDENTS
Q2023I. How much do you agree or disagree with the following statement? Employees at my company have enough emergency savings to cover the cost of unexpected major financial setbacks (e.g., unemployment, medical bills, home repairs, auto repairs,
EMPLOYED WORKERS OF FOR-PROFIT COMPANIES BASE: 26TH ANNUAL SURVEY – ALL QUALIFIED RESPONDENTS
Q2825. How much do you have in emergency savings to cover the cost of major financial setbacks (e.g., unemployment, medical bills, home repairs, auto repairs, other).

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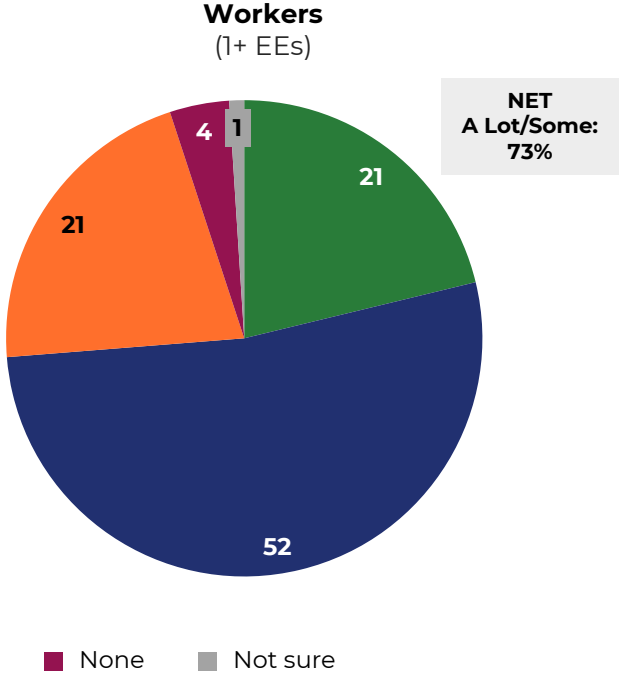
Workers' Knowledge of Personal Finance

Eighty-six percent of *employers* believe their employees have a working knowledge of personal finance, including 39% that believe their employees know "a lot" and 47% that believe they know "some." In contrast, a smaller majority of *workers* (73%) indicate they have a working knowledge of personal finance, including 21% who know "a lot" and 52% who know "some."

Perceptions of Their Employees' Level of Working Knowledge About Personal Finance (%)



Level of Working Knowledge About Personal Finance(%)



A lot | Some | Not too much | None | Not sure

Note: Results may not total to 100% due to rounding.

EMPLOYER BASE: 26TH ANNUAL SURVEY - ALL QUALIFIED RESPONDENTS
Q2023D. How much working knowledge do your employees have about personal finance (e.g., managing money, investments, debt, risk, taxes)?
EMPLOYED WORKERS OF FOR-PROFIT COMPANIES BASE: 26TH ANNUAL SURVEY - ALL QUALIFIED RESPONDENTS
Q2023D. How much working knowledge do you have about personal finance (e.g., managing money, investments, debt, risk, taxes)?

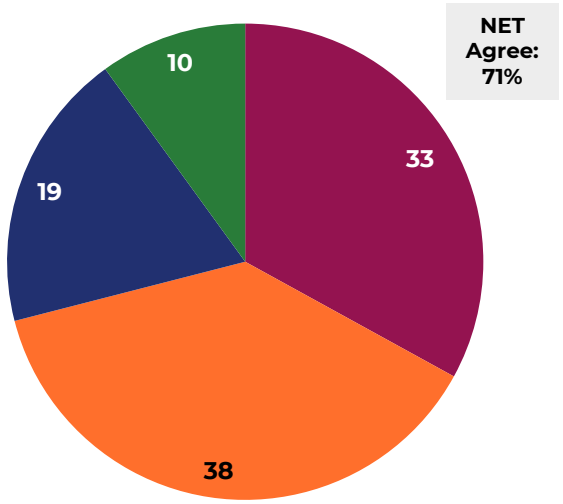
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Lack of Knowledge About Retirement Investing

Seven in 10 *employers* (71%) agree that most of their company's employees do not know as much as they should about retirement investing, including 33% that strongly agree and 38% that somewhat agree. These findings are aligned with the 61% of *workers* that agree that they don't know as much as they should, including 23% who strongly agree and 38% who somewhat agree.

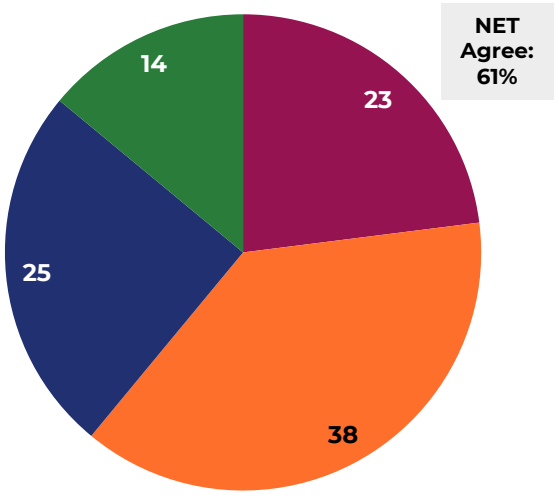
"Most employees at my company do not know as much as they should about retirement investing."
(% Level of Agreement)

Employers
(1+ EEs)



"I do not know as much as I should about retirement investing."
(% Level of Agreement)

Workers
(1+ EEs)



Strongly agree | Somewhat agree | Somewhat disagree | Strongly disagree

Note: Results may not total to 100% due to rounding.

EMPLOYER BASE: 26TH ANNUAL SURVEY - ALL QUALIFIED RESPONDENTS
Q820. For each of the following statements, how much do you agree or disagree? Most employees at my company do not know as much as they should about retirement investing.
EMPLOYED WORKERS OF FOR-PROFIT COMPANIES BASE: 26TH ANNUAL SURVEY - ALL QUALIFIED RESPONDENTS
Q930_1. How much do you agree or disagree with each of the following statements regarding retirement? I do not know as much as I should about retirement investing.

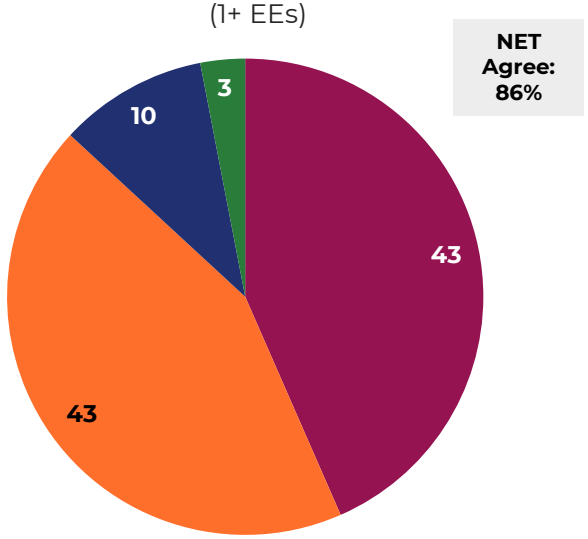
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Impact of High Cost of Living on Saving for Retirement

More than eight in 10 *employers* (86%) agree that today's high cost of living is making it harder for their company's employees to save for retirement, including 43% that strongly agree and 43% that somewhat agree. These findings are aligned with the 78% of *workers* that agree that today's cost of living is making it harder to save, including 41% who strongly agree and 37% who somewhat agree.

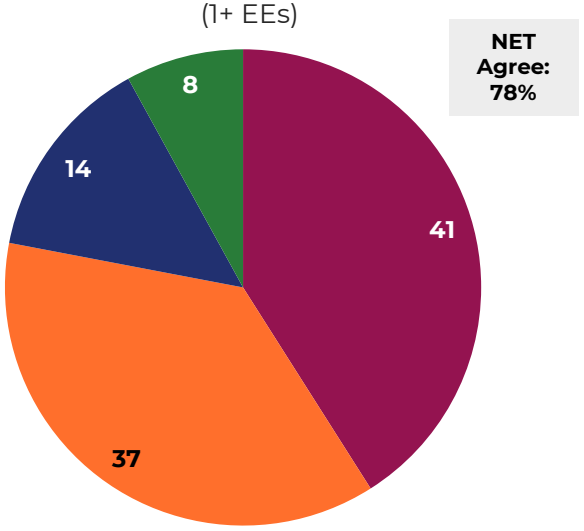
"Today's high cost of living is making it harder for my company's employees to save for retirement." (% Level of Agreement)

Employers
(1+ EEs)



"Today's high cost of living is making it harder for me to save for retirement." (% Level of Agreement)

Workers
(1+ EEs)



Strongly agree | Somewhat agree | Somewhat disagree | Strongly disagree

Note: Results may not total to 100% due to rounding.

EMPLOYER BASE: 26TH ANNUAL SURVEY - ALL QUALIFIED RESPONDENTS
Q810. For each of the following statements, how much do you agree or disagree? Today's high cost of living is making it harder for my company's employees to save for retirement.
EMPLOYED WORKERS OF FOR-PROFIT COMPANIES BASE: 26TH ANNUAL SURVEY - ALL QUALIFIED RESPONDENTS
Q930_8. How much do you agree or disagree with each of the following statements regarding retirement? Today's high cost of living is making it harder for me to save for retirement.

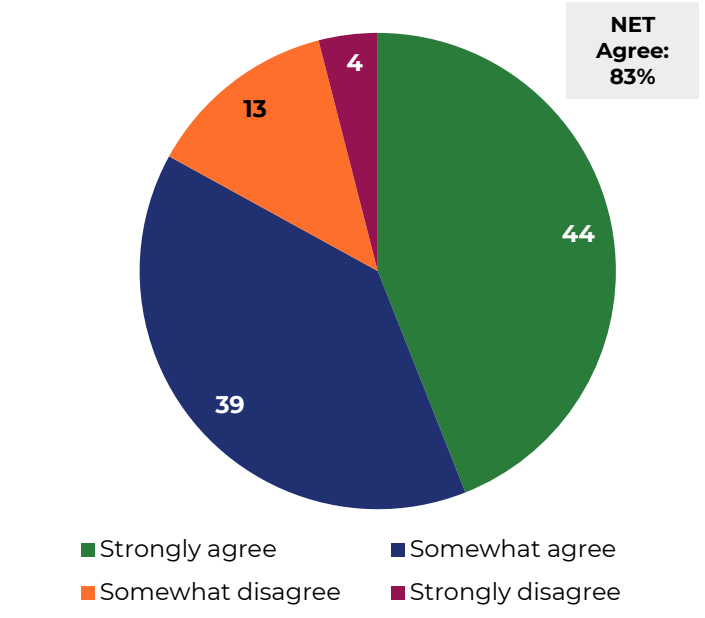
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Expectations of Working Past Age 65

Today's workers seek to extend their working lives beyond traditional retirement age. More than four in 10 *workers* (44%) expect to either retire after age 65 (38%) or do not plan to retire (6%). However, their success depends on their employers. More than eight in 10 *employers* (83%) agree that their company is supportive of its employees working past age 65, including 44% that strongly agree and 39% that somewhat agree.

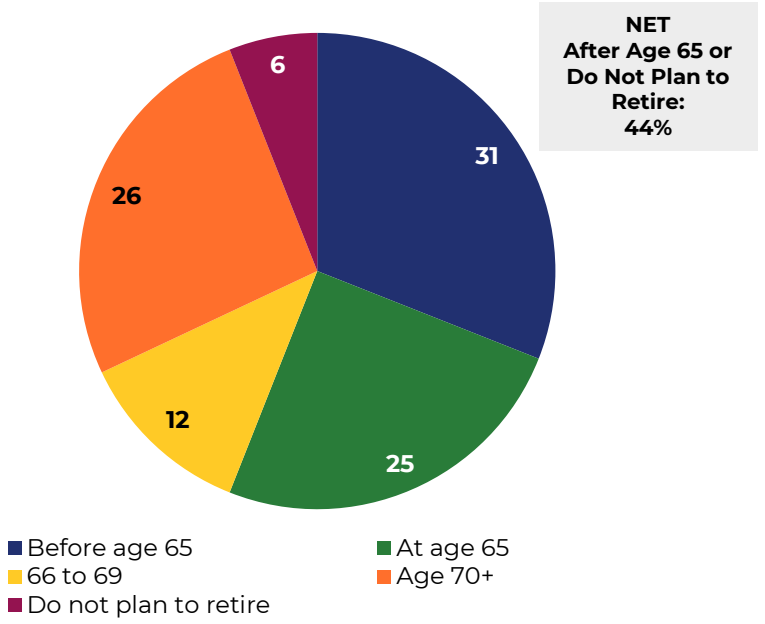
"My company is supportive of its employees working past age 65." (% Level of Agreement)

Employers
(1+ EEs)



Expected Retirement Age (%)

Workers
(1+ EEs)



Note: Results may not total to 100% due to rounding.

EMPLOYER BASE: 26TH ANNUAL SURVEY - ALL QUALIFIED RESPONDENTS
Q3620. How much do you agree or disagree with the following statement? "My company is supportive of its employees working past age 65."
EMPLOYED WORKERS OF FOR-PROFIT COMPANIES BASE: 26TH ANNUAL SURVEY - ALL QUALIFIED RESPONDENTS
Q910. At what age do you expect to retire?

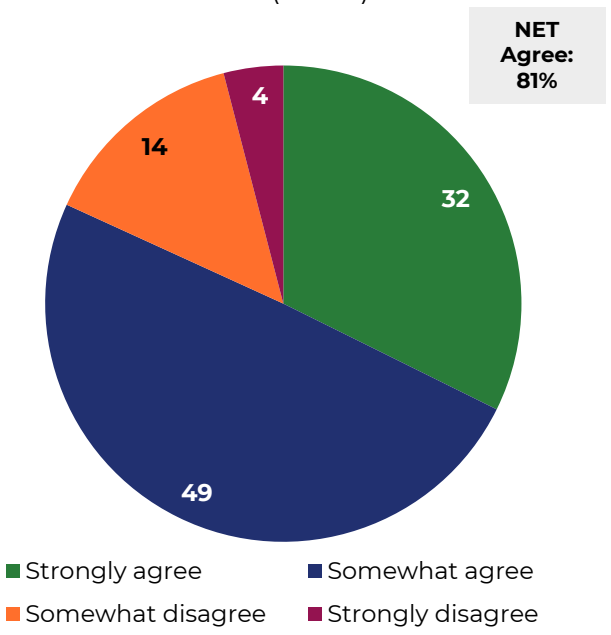
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Plans for Continued Work in Retirement

Employers recognize that workers plan to continue working in retirement. Eight in 10 *employers* (81%) agree with the statement, "Many employees at my company plan to continue working either full time or part time after they retire," including 32% that strongly agree and 49% that somewhat agree. More than half of *workers* (51%) plan to continue working in retirement, including 15% who plan to work full time and 36% who plan to work part time.

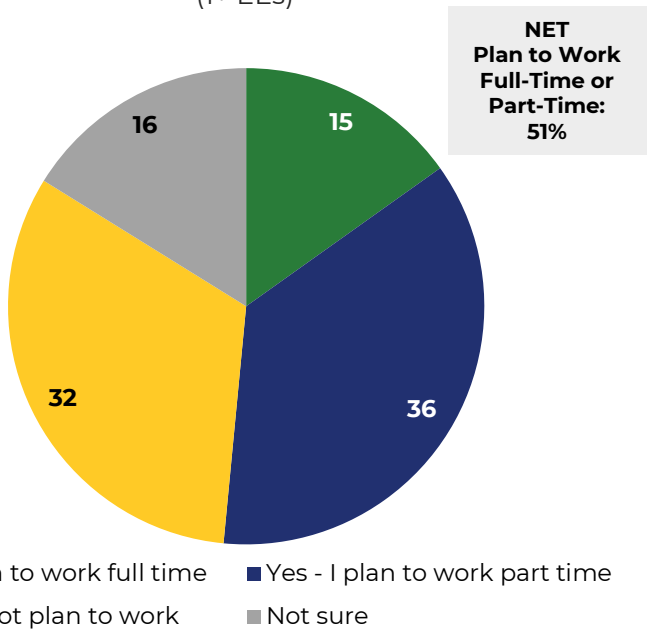
"Many Employees at My Company Plan to Continue Working Either Full Time or Part Time After They Retire."
(% Level of Agreement)

Employers
(1+ EEs)



Planning to Work in Retirement (%)

Workers (%)
(1+ EEs)



Note: Results may not total to 100% due to rounding.

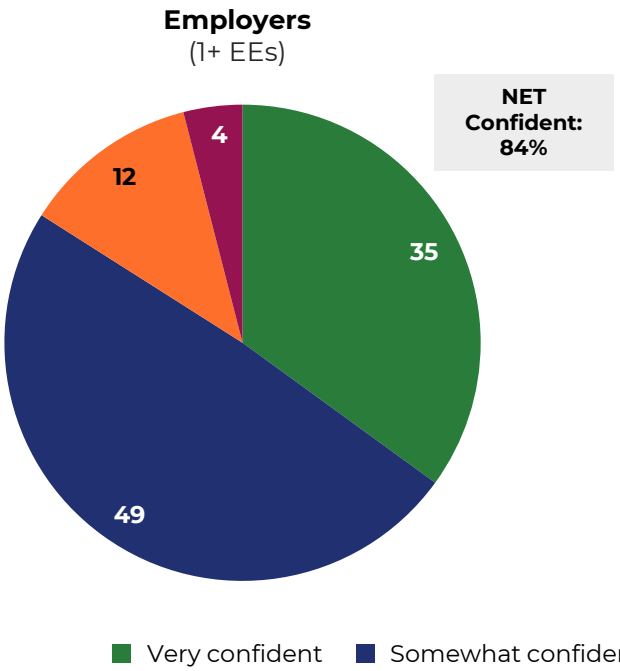
EMPLOYER BASE: 26TH ANNUAL SURVEY - ALL QUALIFIED RESPONDENTS
Q4005. How much do you agree or disagree... "Many employees at my company plan to continue working either full time or part time after they retire."
EMPLOYED WORKERS OF FOR-PROFIT COMPANIES BASE: 26TH ANNUAL SURVEY - ALL QUALIFIED RESPONDENTS
Q1525. Do you plan to work after you retire?

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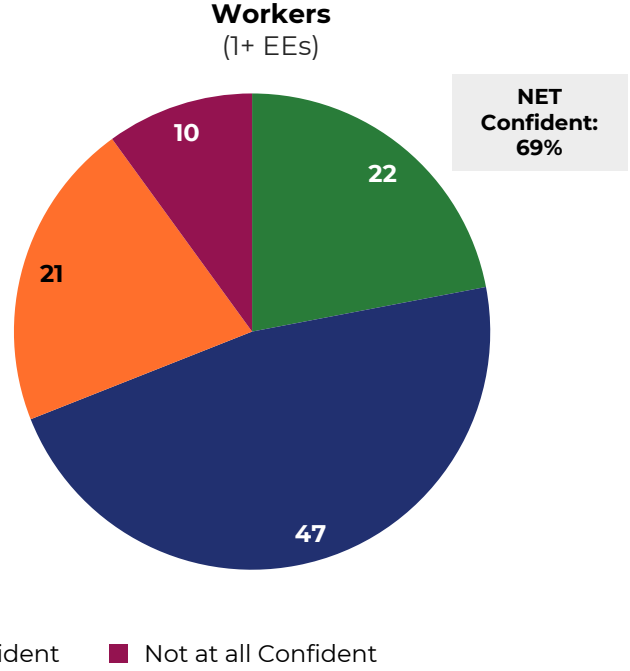
Retirement Confidence

Eight in 10 *employers* (84%) are confident their employees will be able to achieve a financially secure retirement, including 35% that are very confident and 49% that are somewhat confident. In contrast, a smaller majority of *workers* (69%) are confident they will be able to fully retire with a lifestyle they consider comfortable, including 22% who are very confident and 47% who are somewhat confident.

Confidence That Their Employees Will Be Able To Achieve a Financially Secure Retirement (%)



Confidence in Fully Retiring With a Comfortable Lifestyle (%)



Very confident | Somewhat confident | Not too confident | Not at all Confident

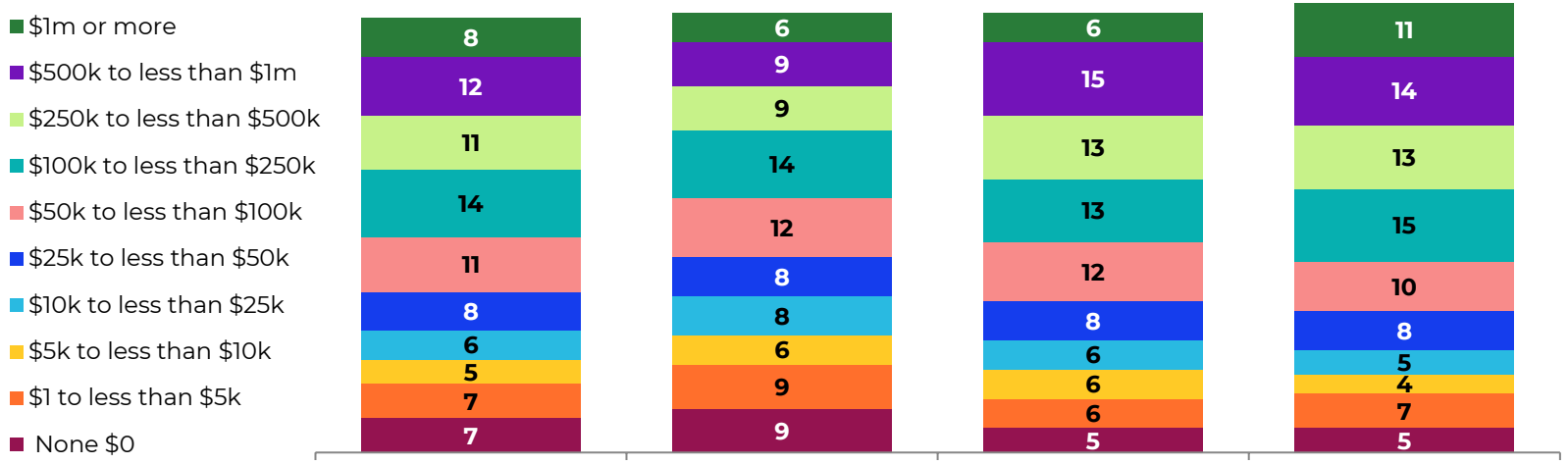
EMPLOYER BASE: 26TH ANNUAL SURVEY - ALL QUALIFIED RESPONDENTS
Q800. How confident are you that your employees will be able to achieve a financially secure retirement?
EMPLOYED WORKERS OF FOR-PROFIT COMPANIES BASE: 26TH ANNUAL SURVEY - ALL QUALIFIED RESPONDENTS
Q880. How confident are you that you will be able to fully retire with a lifestyle you consider comfortable?

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Workers' Total Household Savings in Retirement Accounts

Total household retirement savings is one of the strongest indicators of a worker's retirement outlook. In 2025, workers' estimated median total household retirement savings was $78,000. However, a retirement savings gap appears when savings are examined by company size. Workers of small companies have total retirement savings of $53,000, compared with $85,000 among workers of medium companies and $121,000 for workers of large companies (estimated medians).

Total Household Savings in Retirement Accounts (2025) (%)



	All Workers (1+ EEs)	Small (1 to 99 EEs)	Medium (100 to 499 EEs)	Large (500+ EEs)
Not sure	7	7	7	6
Decline to answer	2	2	2	2
Estimated Median	$78,000	$53,000	$85,000	$121,000

Note: (1) The median is estimated based on the approximate midpoint of the range of each response category. Non-responses are excluded from the estimate. (2) Results may not total to 100% due to rounding.

EMPLOYED WORKERS OF FOR-PROFIT COMPANIES BASE: 26TH ANNUAL SURVEY - ALL QUALIFIED RESPONDENTS
Q1300. Approximately how much money does your household have saved in all of your retirement accounts? Please include IRAs, 401(k)s, 403(b)s, and any other savings for retirement to which you and/or your spouse or partner have contributed funds.

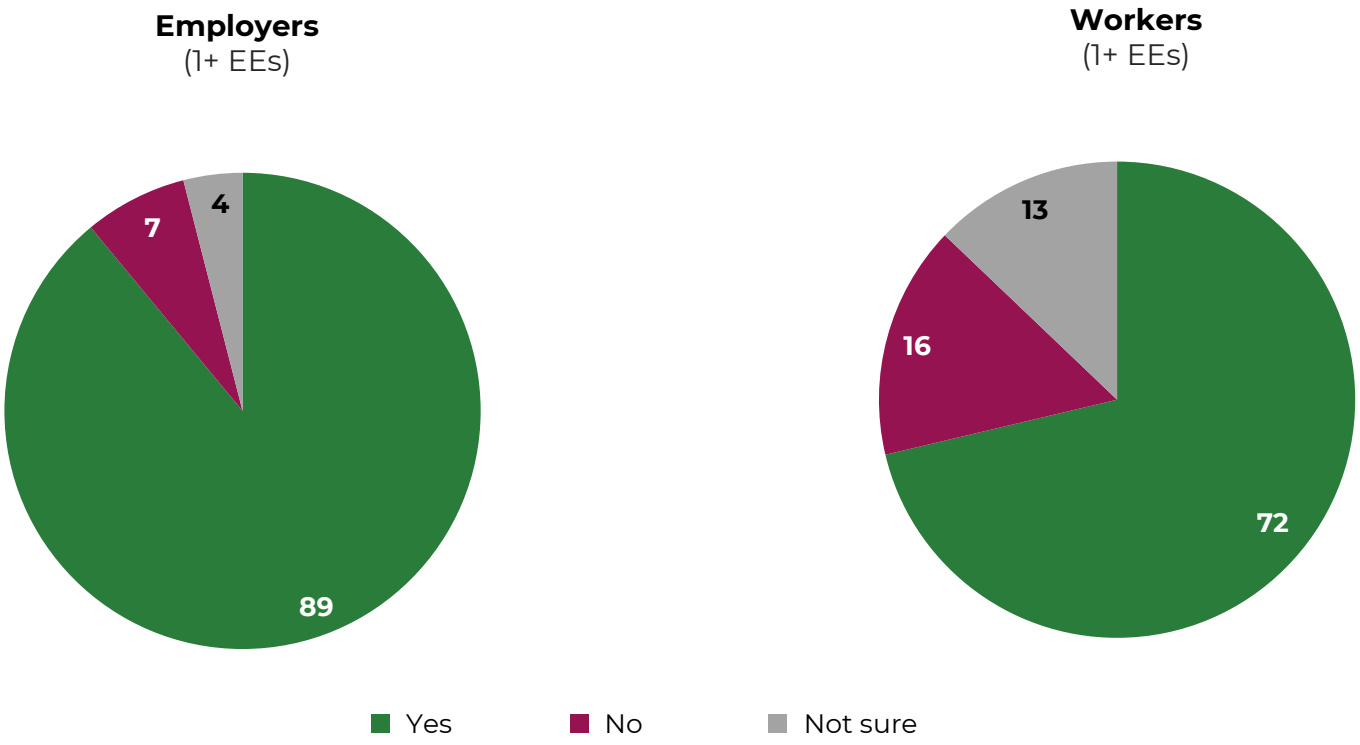
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Best Practices in the New World of Work

Age-Friendly Employers

Almost 9 in 10 *employers* (89%) consider their companies to be "age friendly" by offering opportunities, work arrangements, and training and tools needed for employees of all ages to be successful in their current role or contribution to the company. However, only 72% of *workers* consider their employers to be age friendly.

Considers Their Company/Employer to Be Age Friendly (%)



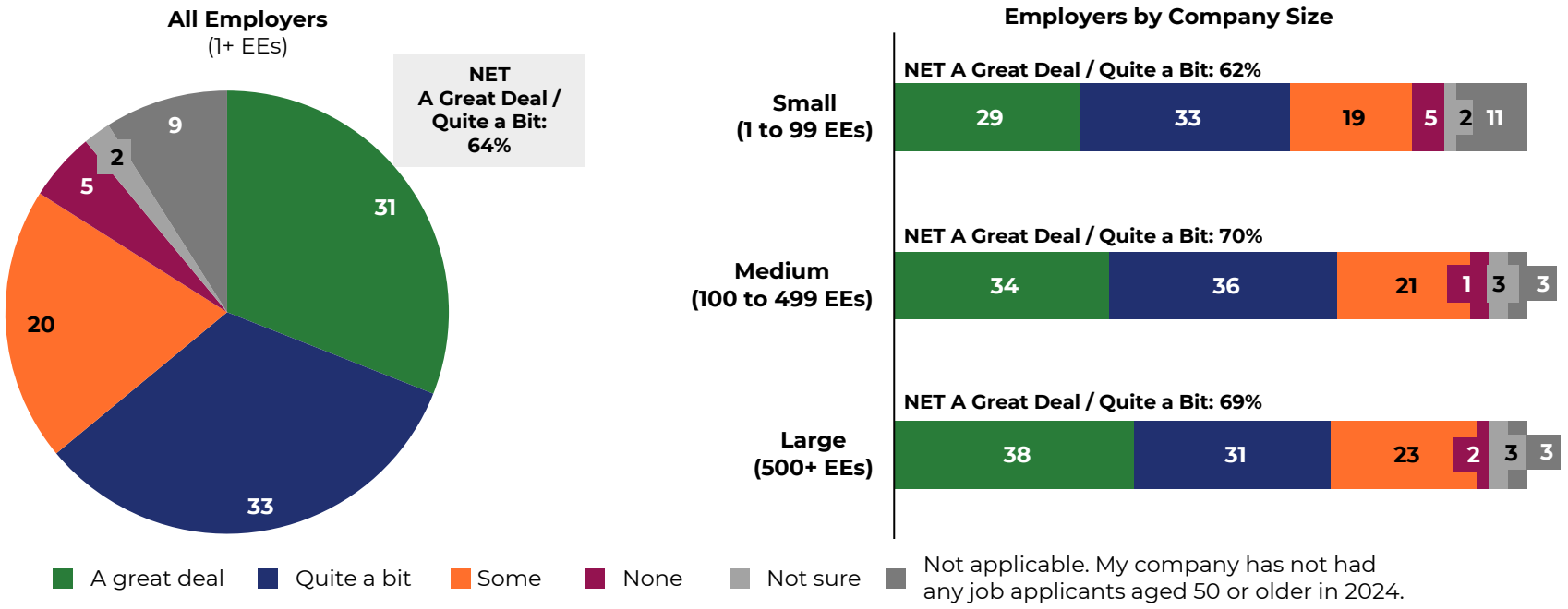
Note: Results may not total to 100% due to rounding.

EMPLOYER BASE: 26TH ANNUAL SURVEY - ALL QUALIFIED RESPONDENTS
Q4016. Does your company consider itself to be an "age friendly" employer by offering opportunities, work arrangements, and training and tools needed for employees of all ages to be successful?
EMPLOYED WORKERS OF FOR-PROFIT COMPANIES BASE: 26TH ANNUAL SURVEY – ALL QUALIFIED RESPONDENTS
Q2745. Do you consider your employer to be "age friendly" (e.g., offering opportunities, work arrangements, and training and tools needed for employees of all ages to be successful in their current role or contribution to the company)?

Consideration of Age 50+ Job Applicants

Historically, employers' recruiting practices have overlooked older workers, but there are now some positive signs of change. Among those with job openings in 2025, nearly two in three employers (64%) gave "a great deal" (31%) or "quite a bit" (33%) of consideration to age 50+ job applicants. Twenty percent gave "some" consideration and 5% gave "none." Large and medium companies were more likely to have given "a great deal" or "quite a bit" of consideration to age 50+ applicants than small companies (69%, 70%, 62%, respectively). Nine percent of employers did not have any age 50+ job applicants in 2025.

When thinking about your company's recruiting efforts in 2025, how much consideration has been given to job applicants aged 50 and older? (%)
Employers With Job Openings in 2025



Note: Results may not total to 100% due to rounding.

EMPLOYER BASE: 26TH ANNUAL SURVEY – HAD JOB OPENINGS IN 2025

Q5041. When thinking about your company's recruiting efforts in 2025, how much consideration has been given to job applicants age 50 and older?

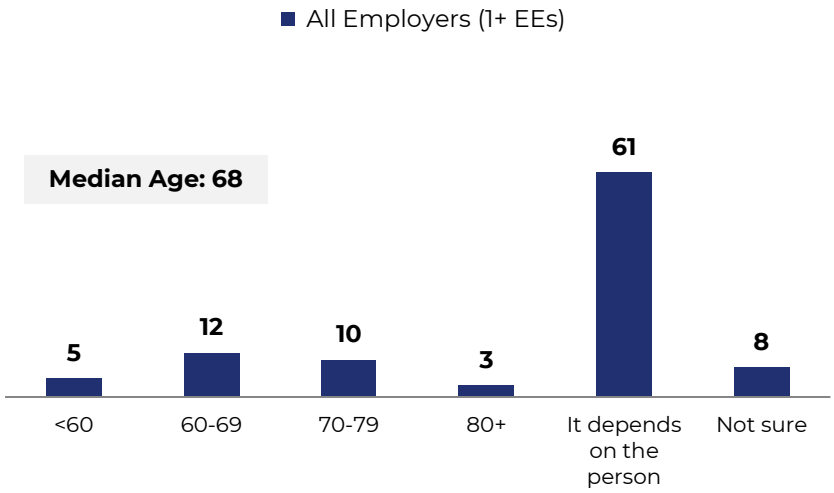
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When Is a Person "Too Old" to Work and "Too Old" to Hire?

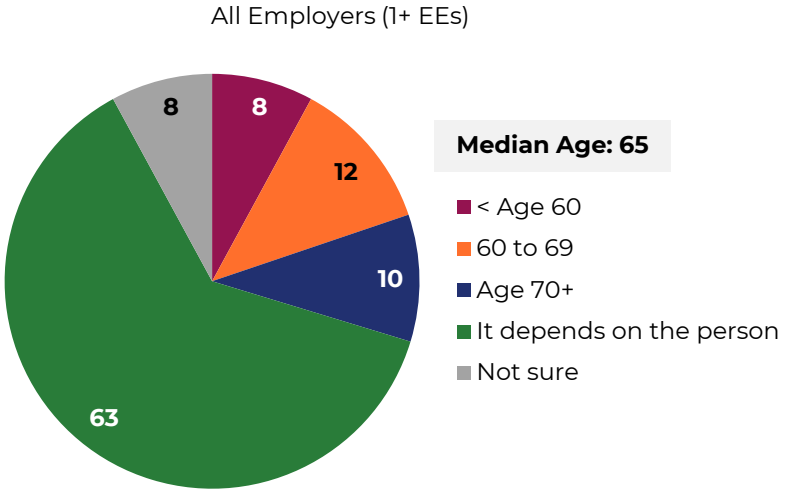
When asked the age at which a person is considered "too old" to *work*, six in 10 employers (61%) say "it depends on the person" and 8% are "not sure." Among those who provided a specific age, employers consider age 68 (median) to be "too old" to *work*.

In thinking about recruiting prospective employees and the age when someone is "too old" to *hire*, 63% of employers say that "it depends on the person" and 8% are "not sure." Among those who provided a specific age, employers consider age 65 (median) "too old" to *hire*.

Age When Person Is Considered "Too Old" to Work (%)



Age When Prospective Candidate Is Considered "Too Old" to Hire (%)



Note: Results may not total to 100% due to rounding.

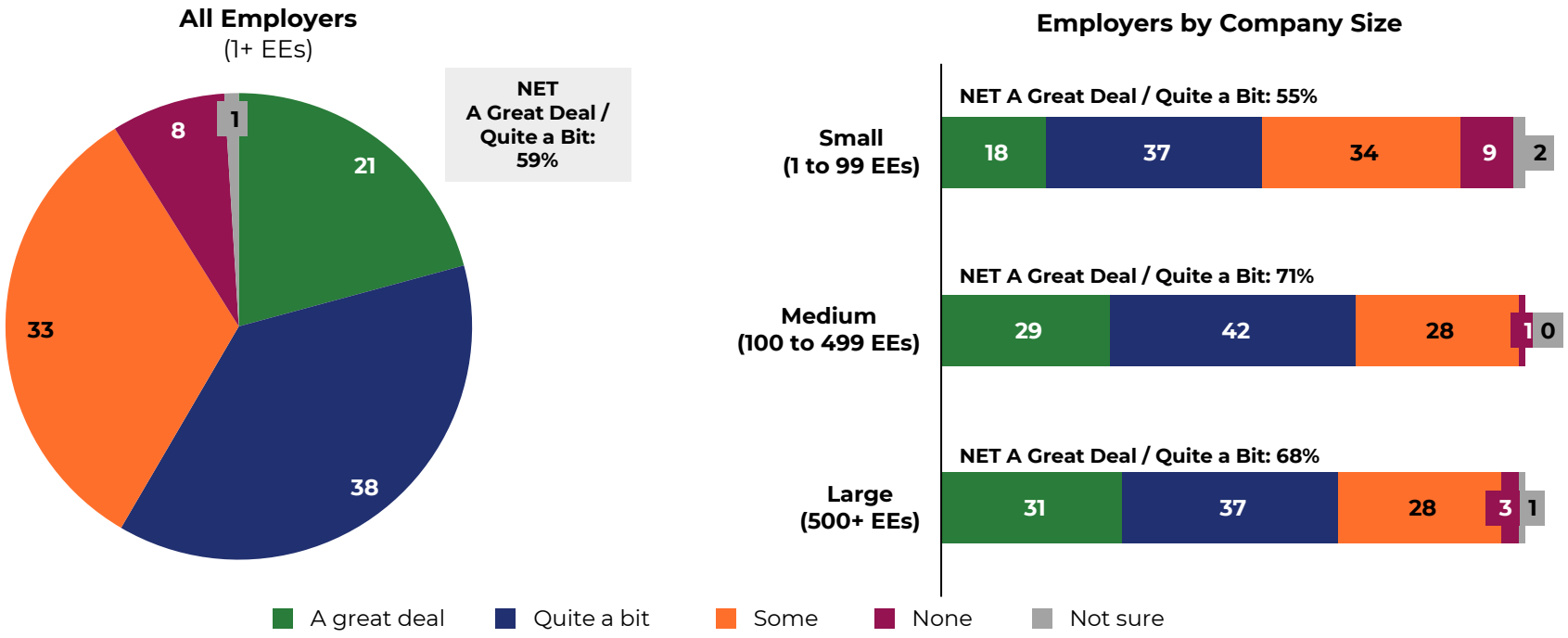
EMPLOYER BASE: 26TH ANNUAL SURVEY - ALL QUALIFIED RESPONDENTS
Q5010. At what age does your company consider an employee to be "too old" to work?
Q5015. In thinking about recruiting prospective employees, at what age does your company consider a candidate to be "too old" to hire?

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Emphasis on Professional Development

Almost six in 10 employers (59%) indicate their company culture emphasizes professional growth and development among employees of all ages, including those age 50 and older. Twenty-one percent emphasize it “a great deal,” while 38% emphasize it “quite a bit.” Thirty-three percent place “some” emphasis on it, while 8% indicate “none.” Large and medium companies are more likely than small companies to emphasize it “a great deal” (31%, 29%, 18%, respectively).

In thinking about your company's culture, how much emphasis is placed on professional growth and development among employees of all ages, including those age 50 and older? (%)



Note: Results may not total to 100% due to rounding.

EMPLOYER BASE: 26TH ANNUAL SURVEY - ALL QUALIFIED RESPONDENTS

Q5031. In thinking about your company's culture, how much emphasis is placed on professional growth and development among employees of all ages, including those age 50 and older?

Lifelong Learning & Multigenerational Workforce Programs

Many employers are promoting lifelong learning and fostering a multigenerational workforce. The most frequently cited programs include traditional and/or reverse mentorships (47%), job training (44%), internships for individuals starting their careers and/or reentering the workforce (40%), and professional development programs (32%). Only 22% of employers offer specific training programs that address generational differences and help prevent age discrimination. Fewer than one in five employers offer tuition reimbursement for continuing education (19%) and a generation-focused employee resource group (16%). Large and medium companies are more likely to offer most types of programs than small companies.

Programs to Promote Lifelong Learning and Foster a Multigenerational Workforce (%)	All Employers (1+ EEs)	Small (1 to 99 EEs)	Medium (100 to 499 EEs)	Large (500+ EEs)
NET – Mentorships	47	42	59	64
Mentorships (e.g., typically between older and younger employees)	35	32	42	49
Reverse or mutual mentorships (e.g., intergenerational sharing of skills and expertise)	23	21	27	31
Job training	44	42	45	51
NET – Internships	40	35	54	59
Internships for individuals who are starting their careers (e.g., students, recent graduates)	28	25	36	39
Internships for individuals who are reentering the workforce (e.g., veterans, stay-at-home parents, retirees)	23	19	33	39
Professional development programs	32	28	42	49
Specific training programs that address generational differences and help prevent age discrimination	22	18	35	41
Tuition reimbursement for continuing education	19	15	34	34
A generation-focused Employee Resource Group (ERG)	16	13	26	29
None	18	22	4	2

Note: Responses not shown for "Other initiatives" of 1% or less across company sizes.

EMPLOYER BASE: 26TH ANNUAL SURVEY - ALL QUALIFIED RESPONDENTS

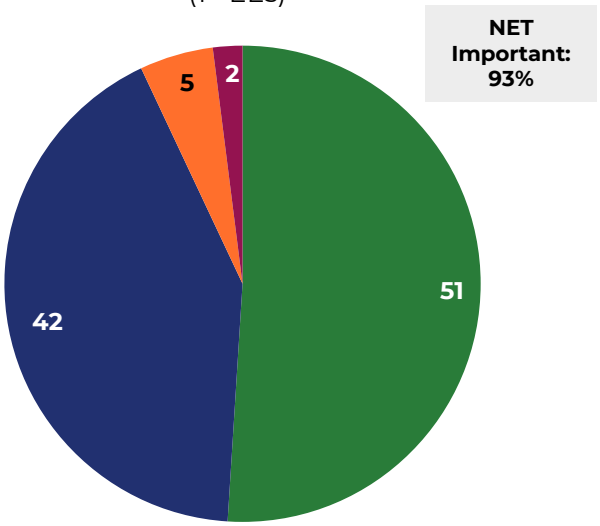
Q5026. Which of the following does your company have in place to promote lifelong learning and foster a multigenerational workforce? Select all.

Importance of Flexible Work Arrangements

Employers recognize the importance of flexible work arrangements (e.g., job-sharing, flexible hours, remote working). Nine in 10 *employers* (93%) believe it is important to offer them, including 51% that believe it is very important and 42% that believe it is somewhat important. At the same time, eight in 10 *workers* (86%) feel it is important for their employer to offer flexible work arrangements, including 48% who feel it is very important and 38% who feel it is somewhat important.

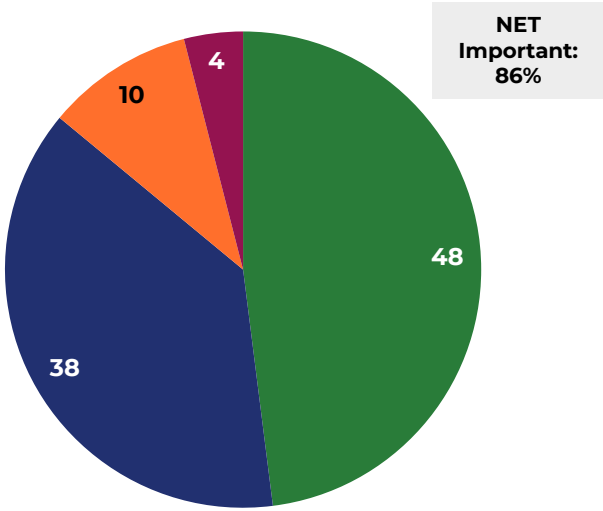
Importance That Employers Offer Flexible Work Arrangements (%)

Employers
(1+ EEs)



Importance That Employers Offer Flexible Work Arrangements (%)

Workers
(1+ EEs)



Very important | Somewhat important | Not too important | Not at all important

EMPLOYER BASE: 26TH ANNUAL SURVEY - ALL QUALIFIED RESPONDENTS
Q2022N. How important is it that employers offer flexible work arrangements (e.g., job-sharing, flexible hours, remote working)?
EMPLOYED WORKERS OF FOR-PROFIT COMPANIES BASE: 26TH ANNUAL SURVEY - ALL QUALIFIED RESPONDENTS
Q2022E. How important is it that your employer offers flexible work arrangements (e.g., job-sharing, flexible hours, remote working)?

Alternative Working Arrangements

Employers can help employees navigate work-life balance across life phases that include family, career, continuing education, caregiving, and transitioning to retirement by offering alternative working arrangements. The most frequently offered arrangements include flexible work schedules (54%), ability to adjust work hours as needed (49%), hybrid work arrangements (37%), ability to take unpaid leave of absence (35%), ability to work somewhere on-site (33%), ability to take paid family leave of absence (32%), ability to exclusively work remotely (31%), and the ability to switch from full time to part time and vice versa (31%). Large and medium companies are generally more likely to offer such arrangements than small companies.

Alternative Working Arrangements (%)	All Employers (1+ EEs)	Small (1 to 99 EEs)	Medium (100 to 499 EEs)	Large (500+ EEs)
NET Offers Alternative Working Arrangements	94	93	95	98
Flexible work schedules	54	54	48	53
Ability to adjust work hours as needed	49	50	40	48
Hybrid work arrangements	37	33	42	53
Ability to take unpaid leave of absence	35	34	43	37
Ability to work somewhere on-site	33	31	33	43
Ability to take paid family leave of absence	32	28	54	50
Ability to exclusively work remotely	31	30	26	36
Ability to switch from full time to part time and vice versa	31	30	36	34
Ability to take on work that is less demanding	24	23	27	27
Opportunity to take a sabbatical	23	22	27	28
Compressed work weeks	19	18	24	22
Job sharing	15	14	18	18
None. My company doesn't offer any alternative working arrangements.	6	7	5	2

Note: Responses not shown for "Other" of <1% across company sizes.

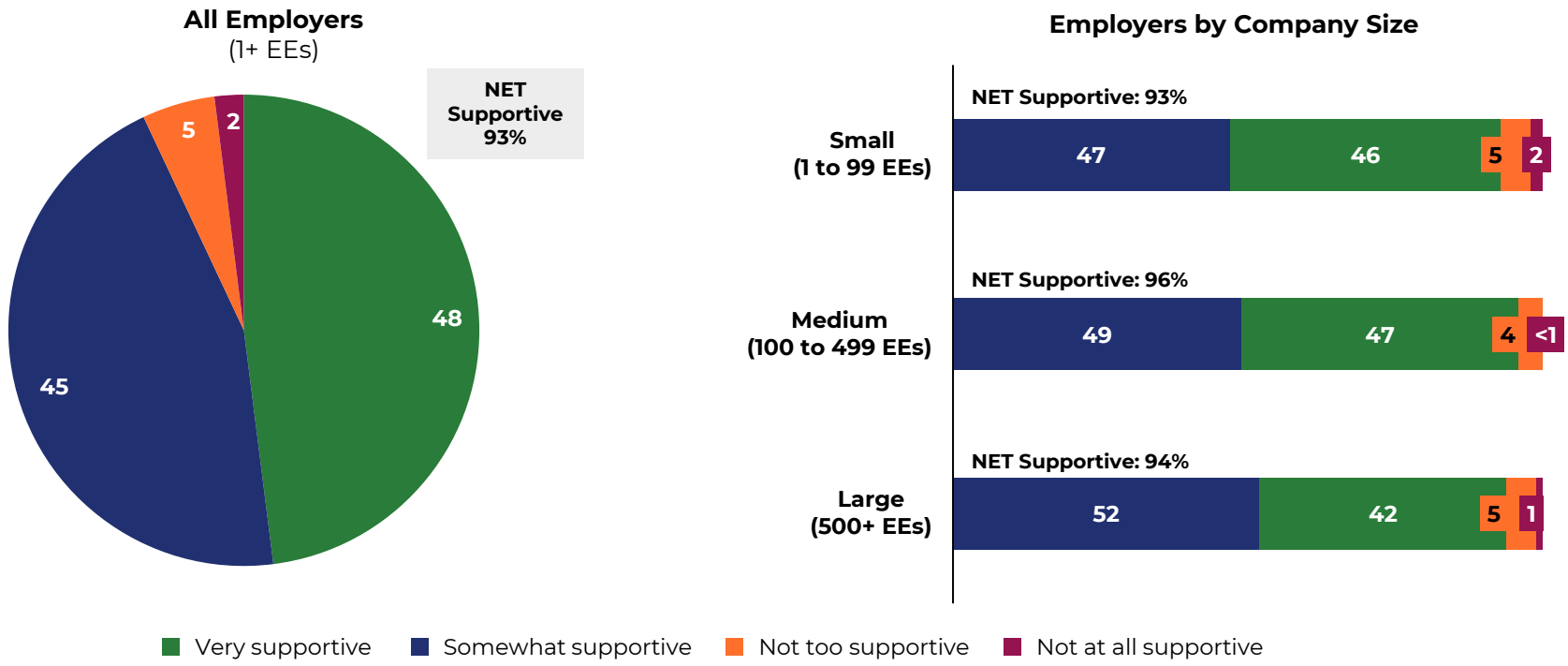
EMPLOYER BASE: 26TH ANNUAL SURVEY - ALL QUALIFIED RESPONDENTS

Q5040. Which of these work-related arrangements does your company offer to its employees? Select all.

Supportiveness of Caregiving Employees

Nine in 10 employers (93%) believe they are supportive of their caregiving employees who are balancing their job responsibilities with providing care for an aging parent or loved one, including 48% who believe they are very supportive and 45% who believe they are somewhat supportive. Small, medium, and large companies are similarly likely to believe they are supportive (93%, 96%, 94%, respectively).

How supportive is your company of its caregiving employees who are balancing their job responsibilities with providing care for an aging parent or loved one (separate from raising children)?(%)



Note: Results may not total to 100% due to rounding.

EMPLOYER BASE: 26TH ANNUAL SURVEY - ALL QUALIFIED RESPONDENTS

Q2025E. How supportive is your company of its caregiving employees who are balancing their job responsibilities with providing care for an aging parent or loved one (separate from raising children)?

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Caregiver Support Programs

Regarding their business practices and benefit offerings, employers can do more to support their caregiving employees. The most frequently offered programs are an unpaid leave of absence (36%), paid leave of absence (35%), online resources and/or tools (22%), a benefit that offers discounts or subsidies for backup care (22%), and training for managers on caregiving situations (20%). Fewer than one in five employers offer an employee assistance program that offers counseling and referral services (19%), a benefit that offers referrals to backup care (19%), training for employees on how to handle caregiving situations (19%), and financial planning sessions or workshops on eldercare issues (19%). Large and medium companies are generally more likely than small companies to offer programs.

Programs to Help Employees Balance Caregiving Obligations (%)	All Employers (1+ EEs)	Small (1 to 99 EEs)	Medium (100 to 499 EEs)	Large (500+ EEs)
Unpaid leave of absence	36	37	37	31
Paid leave of absence	35	32	50	49
Online resources and/or tools to support caregivers	22	19	28	37
A benefit that offers discounts or subsidies for backup care (e.g., a caregiver, in-home care, adult day care)	22	20	24	31
Training for managers to learn how to handle situations with caregiving employees	20	17	33	36
An employee assistance program that offers counseling and referral services	19	16	28	37
A benefit that offers referrals to backup care (e.g., a caregiver, in-home care, adult day care)	19	16	31	31
Training for employees on how to handle caregiving situations (e.g., their own, co-workers)	19	17	26	28
Financial planning sessions or workshops on eldercare issues	18	15	25	34
A caregiver-focused employee resource group (ERG)	15	12	23	28
A formal caregiving policy statement	13	11	17	24
None	15	18	6	2

Note: Responses not shown for "other" of 4% or less and for "not sure" of 2% or less across company sizes.

EMPLOYER BASE: 26TH ANNUAL SURVEY - ALL QUALIFIED RESPONDENTS

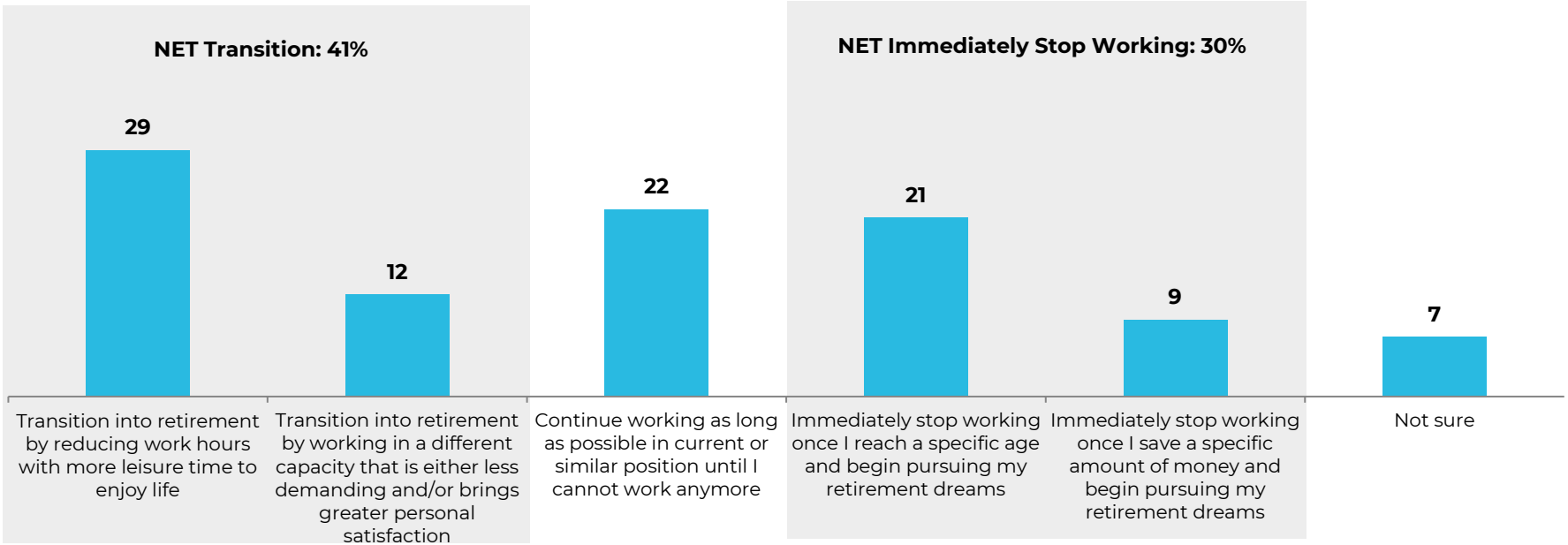
Q4030. At one time or another, employees may face the need to balance their work responsibilities with caregiving for an aging parent or loved one (separate from raising children). Which of the following programs, if any, does your company offer to help its employees balance their obligations? Select all.

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How Workers Envision Transitioning Into Retirement

Four in 10 age 50+ workers who are not semi-retired (41%) envision transitioning into retirement by reducing their hours with more leisure time to enjoy life (29%) or working in a different capacity that is either less demanding and/or brings greater personal satisfaction (12%). Thirty percent envision they will immediately stop working either when they reach a specific age (21%) or when they have saved a specific amount of money (9%). Twenty-two percent envision working as long as possible in a current or similar position until they cannot work anymore.

How do you envision transitioning into retirement? (%)
Workers (1+ EEs) – Age 50+ and Not Semi-Retired

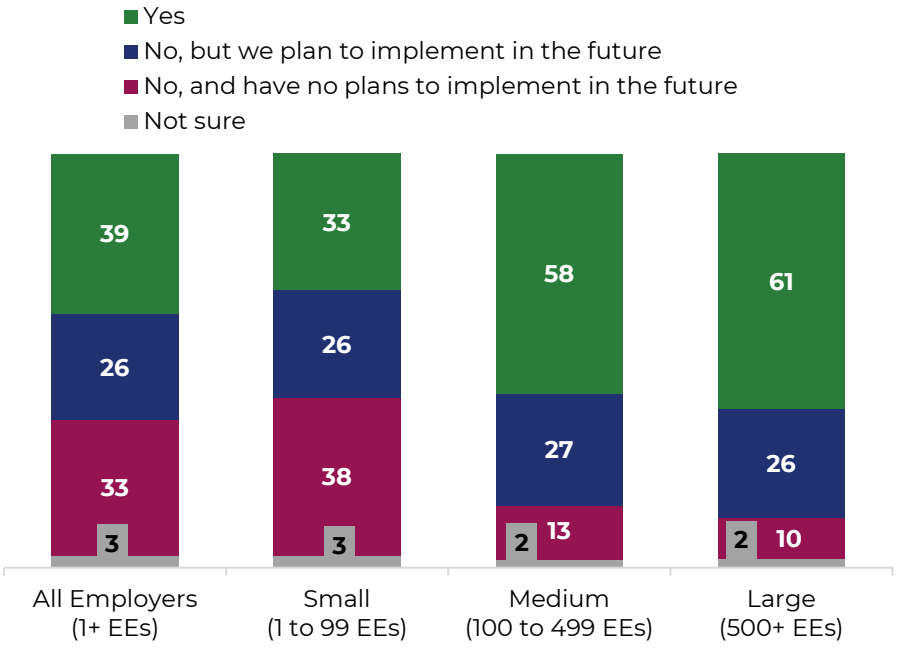


EMPLOYED WORKERS OF FOR-PROFIT COMPANIES BASE: 26TH ANNUAL SURVEY – AGE 50+ AND NOT SEMI-RETIRED
Q1545. How do you envision transitioning into retirement?

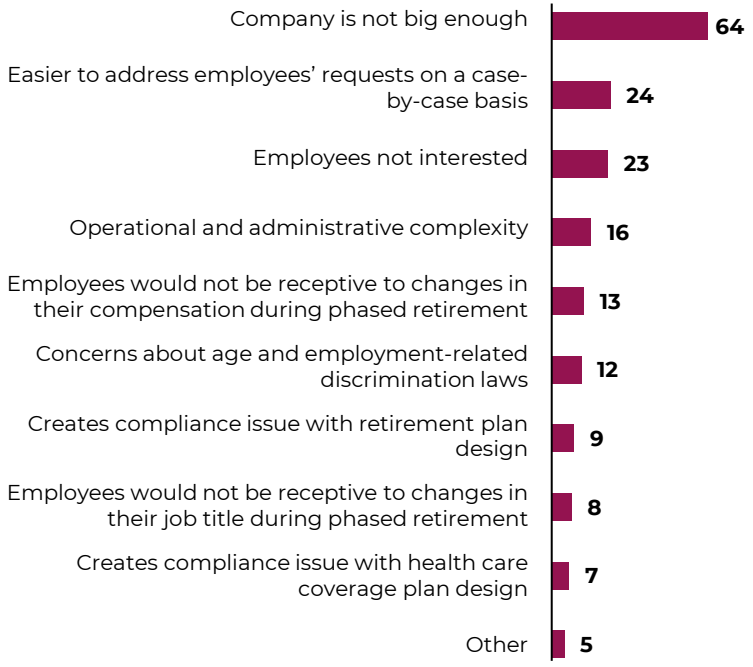
Formal Phased Retirement Programs

Almost four in 10 employers (39%) offer a formal phased retirement program for workers who want to transition into retirement. Fifty-nine percent do not offer a formal phased retirement program, including 26% that plan to implement a program in the future and 33% that do not plan to do so. Large and medium companies are more likely to offer a phased retirement program than small companies (61%, 58%, 33%, respectively). The most often cited reasons for not offering a phased retirement program are that the company is not big enough (64%), it is easier to address employees' requests on a case-by-case basis (24%), and employees are not interested (23%).

Offering a Formal Phased Retirement Program (%)
Employers by Company Size



Reasons for Not Offering a Formal Phased Retirement Program for Employees Who Wish to Transition Into Retirement (%)
Employer Does Not Offer Phased Retirement Program



Note: Results may not total to 100% due to rounding.

EMPLOYER BASE: 26TH ANNUAL SURVEY – ALL QUALIFIED RESPONDENTS
Q5005. Does your company have a formal phased retirement program with specific provisions and requirements for employees who want to transition into retirement?
EMPLOYER BASE: 26TH ANNUAL SURVEY – DOES NOT OFFER PHASED RETIREMENT PROGRAM
Q5007. For which of the following reasons does your company not offer a formal phased retirement program with specific provisions and requirements for employees who wish to transition into retirement? Select all.

Retirement Transition Offerings

Two in three employers (68%) offer one or more forms of retirement transition assistance. Large and medium companies are more likely than small companies to do so (81%, 82%, 65%, respectively). However, relatively few employers of all sizes have robust offerings. Only 43% of employers accommodate flexible work schedules and arrangements. Even fewer enable employees to reduce hours and shift from full time to part time (37%) and take on jobs that are less stressful or demanding (32%). Just 32% of employers encourage employees to participate in succession planning, training, and mentoring. Moreover, employers are missing an opportunity to facilitate smoother transitions when their employees do retire, with only 27% offering retirement-oriented lifestyle and transition planning resources and 25% providing information about encore career opportunities. Twenty-four percent of employers do not offer transition assistance.

Work-Related Programs to Help Employees Transition into Retirement (%)	All Employers (1+ EEs)	Small (1 to 99 EEs)	Medium (100 to 499 EEs)	Large (500+ EEs)
NET Offers Flexible Retirement Transitions Programs	68	65	82	81
Accommodate flexible work schedules and arrangements	43	40	49	54
Enable employees to reduce hours and shift from full time to part time	37	34	47	45
Enable employees to take on jobs which are less stressful or demanding	32	29	43	43
Encourage employees to participate in succession planning, training, and mentoring	32	26	46	57
Offer retirement-oriented lifestyle and transition planning resources	27	23	40	45
Provide information about encore career opportunities	25	21	38	42
Other	1	1	0	<1
None	24	28	6	6

EMPLOYER BASE: 26TH ANNUAL SURVEY - ALL QUALIFIED RESPONDENTS

Q3615. Which of the following work-related programs, if any, does your company have in place to help its employees transition into retirement? Select all.

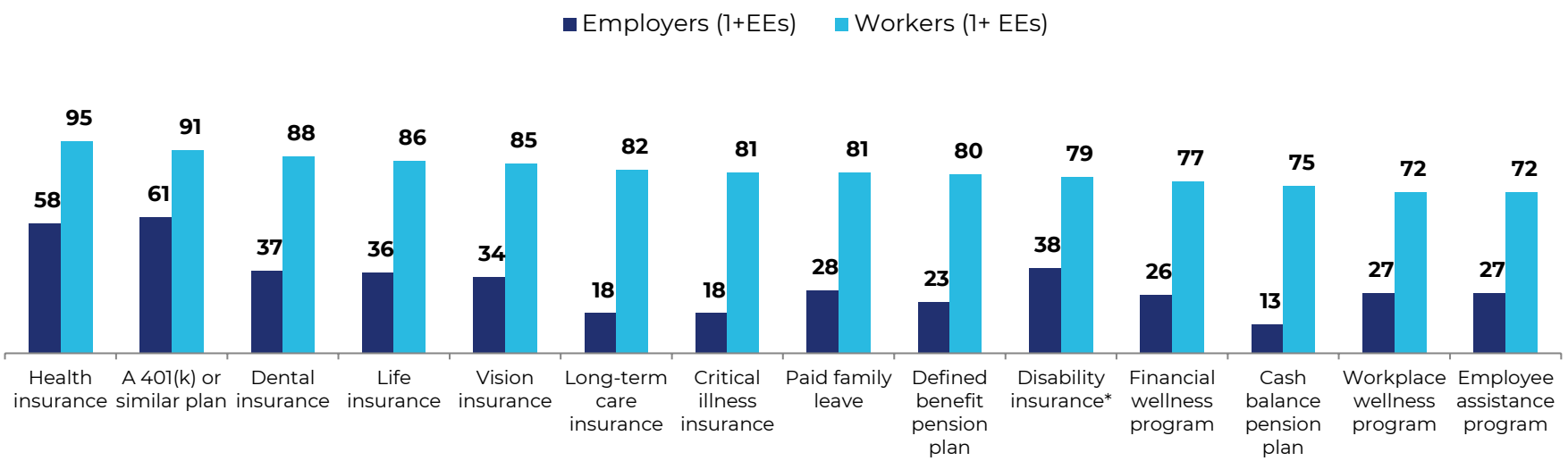
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Health & Welfare Benefits

Workers' Value Versus Employers' Offering of Benefits

Employers and workers are misaligned when it comes to the types of benefits valued by workers and the actual benefit offerings by employers. Most *workers* consider a wide range of benefits to be important, including health insurance (95%), a 401(k) or similar plan (91%), dental insurance (88%), life insurance (86%), and vision insurance (85%), among others. However, significantly fewer *employers* offer these types of benefits to their employees. For example, some of the widest gaps include: 82% of *workers* consider long-term care insurance as very/somewhat important, yet only 18% of *employers* offer it; 81% of *workers* consider critical illness insurance as important, yet only 18% of *employers* offer it; and 80% of *workers* consider a defined benefit pension plan important, yet only 23% of *employers* offer one.

Employers' Offering of Employee Benefits
Compared With Workers Who Say They Are Very/Somewhat Important (%)



** Among employers, disability insurance reflects NET of long-term disability and short-term disability*
Note: Chart only shows health and welfare benefits that more than 50% of workers indicated they were very or somewhat important.

EMPLOYER BASE: 26TH ANNUAL SURVEY - ALL QUALIFIED RESPONDENTS
Q1021. Which of the following does your company currently offer? Select all.
Q530. Which of the following retirement benefits does your company offer? Select all that apply.
EMPLOYED WORKERS OF FOR-PROFIT COMPANIES BASE: 26TH ANNUAL SURVEY - ALL QUALIFIED RESPONDENTS
Q1170. Benefits typically offer a number of different benefits to their workers. For each of the following, please tell us how important that benefit is to you personally.

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Employers' Offering of Health and Welfare Benefits

Most employers (79%) offer one or more types of health and welfare benefits to their employees. Health insurance (58%) is the most frequently offered benefit, followed by dental insurance (37%), life insurance (36%), vision insurance (34%), paid family leave (28%), a workplace wellness program (27%), an employee assistance program (27%), a financial wellness program (26%), short-term disability insurance (26%), and long-term disability insurance (26%). Large and medium companies are more likely to offer one or more of these types of benefits than small companies (99%, 97%, 74%, respectively).

Health and Welfare Benefits Offered (%)	All Employers (1+ EEs)	Small (1 to 99 EEs)	Medium (100 to 499 EEs)	Large (500+ EEs)
NET Offers Health and Welfare Benefits	**79**	**74**	**97**	**99**
Health Insurance	58	52	81	82
Dental insurance	37	32	60	55
Life Insurance	36	30	58	64
Vision insurance	34	30	53	48
Paid family leave	28	23	48	48
Workplace wellness program	27	22	37	50
Employee assistance program	27	22	40	51
Financial wellness program	26	22	34	48
Short-term disability insurance	26	22	43	46
Long-term disability insurance	26	21	42	46
Long-term care insurance	18	15	24	34
Critical illness insurance	18	14	28	37
Family-forming benefits	11	8	19	24
None of these	21	26	3	1

EMPLOYER BASE: 26TH ANNUAL SURVEY - ALL QUALIFIED RESPONDENTS
Q1021. Which of the following does your company currently offer? Select all.

Types of Health Plans Offered With Health Insurance Coverage

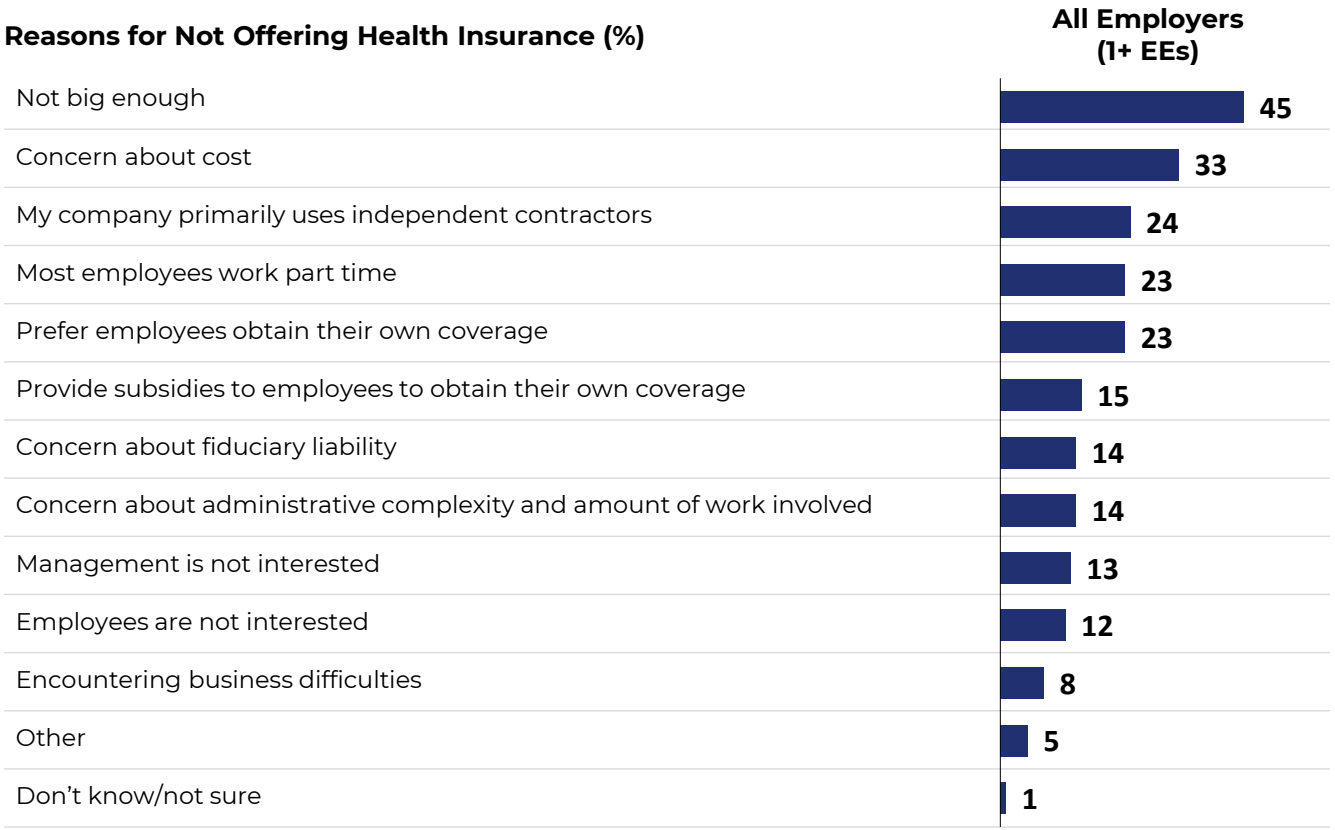
Among employers that provide health insurance to their employees, 61% offer a health savings account (HSA) and/or flexible spending account (FSA). Large and medium companies are more likely than small companies to offer them (75%, 66%, 57%, respectively). Large and medium companies are also more likely than small companies to offer a preferred provider organization (PPO) plan (61%, 54%, 49%). Forty-eight percent of employers offer a health maintenance organization (HMO) plan, and 26% offer a high-deductible health plan (HDHP), with findings increasing by company size.

Types of Health Plans Included in Health Insurance Coverage (%)	All Employers (1+ EEs)	Small (1 to 99 EEs)	Medium (100 to 499 EEs)	Large (500+ EEs)
NET HSA/FSA	61	57	66	75
Health Savings Account (HSA)	51	47	53	66
Flexible Spending Account (FSA)	34	29	40	48
Preferred Provider Organization (PPO)	52	49	54	61
Health Maintenance Organization (HMO)	48	46	51	58
High-Deductible Health Plan (HDHP)	26	22	27	37
Other	<1	<1	0	<1

EMPLOYER BASE: 26TH ANNUAL SURVEY – PROVIDES HEALTH INSURANCE
Q6025. Which types of health plans are included in your health insurance coverage? Select all.

Reasons for Not Offering Health Insurance

Among employers not offering health insurance to their employees, the most frequently cited reasons for not doing so are the company is not big enough (45%) and concern about cost (33%). Twenty-four percent indicate their company primarily uses independent contractors, and 23% indicate most employees work part time. Twenty-three percent prefer that employees obtain their own coverage, and 15% provide subsidies to employees to obtain their own coverage. Less common reasons include a concern about fiduciary liability (14%), a concern about administrative complexity and amount of work involved (14%), management is not interested (13%), employees are not interested (12%), and the company is encountering business difficulties (8%).



Note: Responses by company size not shown due to small base.

EMPLOYER BASE: 26TH ANNUAL SURVEY – COMPANY DOESN'T PROVIDE HEALTH INSURANCE

Q6020. What are the reasons that your company does not offer health insurance? Select all.

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Workplace Wellness Program Features

Among employers that offer a workplace wellness program, the most frequently cited components of the program include mental health support (58%), fitness programs (47%), health screenings, biometric assessments, vaccinations (45%), education on healthy behaviors (43%), financial incentives for health-related activities (41%), lifestyle change programs (39%), integration of health promotion into their organization's culture (36%), tools to set and track wellness goals (35%), ergonomic workstations (33%), and mindfulness, meditation, yoga, or relaxation training (32%). Large companies are more likely than small companies to have robust program features.

Elements of Company's Workplace Wellness Program (%)	All Employers (1+ EEs)	Small (1 to 99 EEs)	Medium (100 to 499 EEs)	Large (500+ EEs)
Mental health support (e.g., stress management, therapy)	58	51	63	66
Fitness programs (e.g., on-site gym, gym or equipment subsidies)	47	42	43	59
Health screenings, biometric assessments, or vaccinations	45	40	54	54
Education on healthy behaviors (e.g., via intranet, e-mails, webinars)	43	41	42	46
Financial incentives for health-related activities	41	37	43	47
Lifestyle change programs (e.g., smoking cessation, weight management)	39	36	42	46
Integration of health promotion into your organization's culture (e.g., walking meetings, healthy food options)	36	32	35	44
Tools to set and track wellness goals (e.g., wearable device, online program, app)	35	31	42	42
Ergonomic workstations (e.g., standing desks, adjustable furniture)	33	30	27	41
Mindfulness, meditation, yoga, or relaxation training	32	27	38	43
Opportunities to win prizes for health-related activities	29	28	26	31
Programs for substance or alcohol abuse	25	22	43	30
None	1	2	0	0

Note: Does not reflect responses of "Don't know/Not sure" which was <1% for all company sizes.

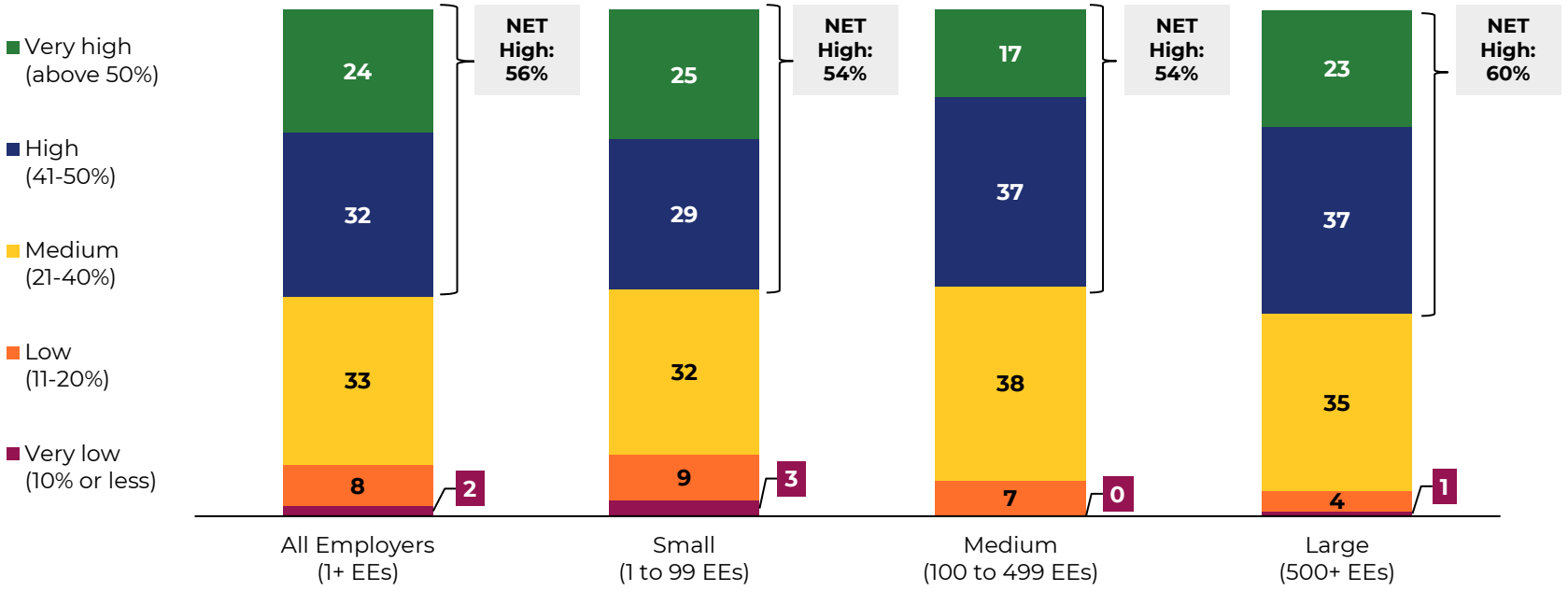
EMPLOYER BASE: 26TH ANNUAL SURVEY – OFFERS A WORKPLACE WELLNESS PROGRAM
Q822. Which of the following elements are offered as part of your workplace wellness program? Select all.

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Workplace Wellness Program Participation

More than half of employers (56%) indicate the average level of employee participation in their workplace wellness programs is either very high (24%) or high (32%). Small, medium, and large companies similarly report high levels of participation (54%, 54%, 60%, respectively).

Average Level of Employee Participation in Workplace Wellness Programs (%)



Note: Responses for "not sure" representing 1% or less are not shown across company sizes. Results may not total to 100% due to rounding.

EMPLOYER BASE: 26TH ANNUAL SURVEY – OFFERS A WORKPLACE WELLNESS PROGRAM

Q822a. What percentage best describes the average level of employee participation in any workplace wellness program you offer?

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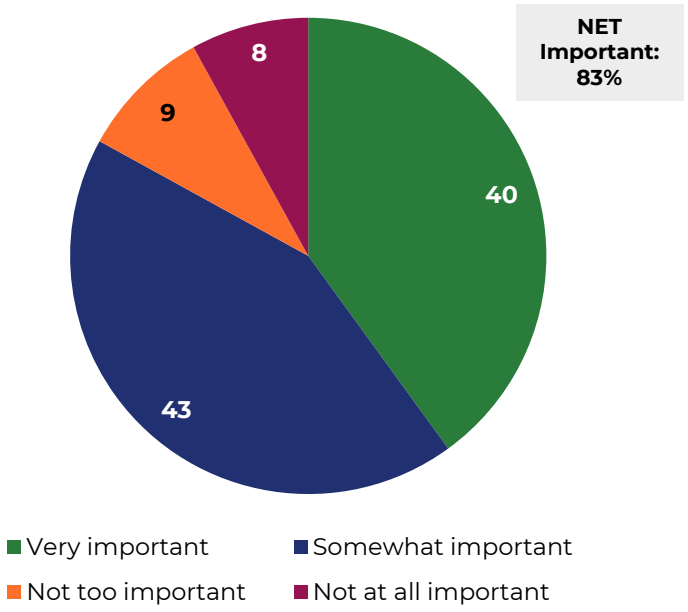
Retirement Benefits

The Importance of Retirement Benefits in Attracting Talent

Eight in 10 *employers* (83%) believe that offering a 401(k) or similar plan is very important (40%) or somewhat important (43%) for attracting and retaining employees, a finding that is consistent with the perspective of workers. Eighty-four percent of *workers* strongly agree (34%) or somewhat agree (50%) that retirement benefits offered by a prospective employer will be a major factor in their final decision-making when job hunting.

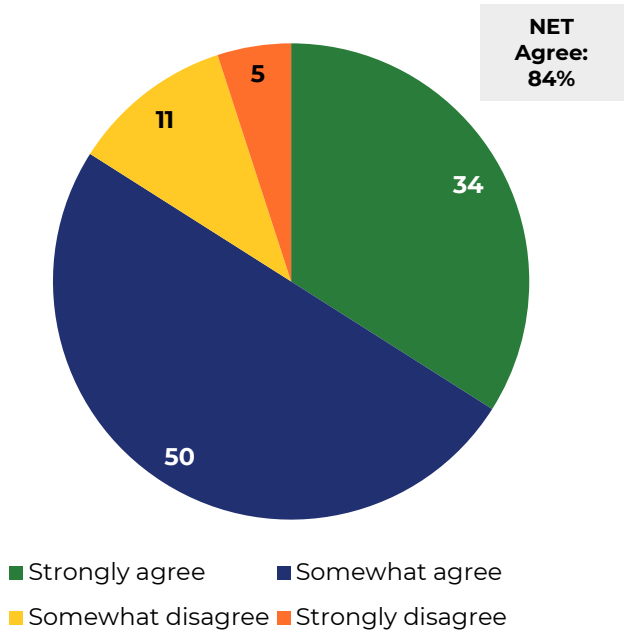
Importance of Employee-Funded Retirement Plan in Attracting and Retaining Employees (%)

Employers
(1+ EEs)



"The next time I look for a job, all things being equal, the retirement benefits offered by the prospective employer will be a major factor in my final decision." (% Level of Agreement)

Workers
(1+ EEs)



EMPLOYER BASE: 26TH ANNUAL SURVEY - ALL QUALIFIED RESPONDENTS
Q650. How important would you say a company's/your company's employee-funded retirement plan package is to your ability to attract and retain employees?
EMPLOYED WORKERS OF FOR-PROFIT COMPANIES BASE: 26TH ANNUAL SURVEY - ALL QUALIFIED RESPONDENTS
Q831. How much do you agree or disagree... "The next time I look for a job, all things being equal, the retirement benefits offered by the prospective employer will be a major factor in my final decision."

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Retirement Benefit Offerings

Six in 10 employers (61%) offer a 401(k) or similar employee-funded retirement plan, including 52% that offer a 401(k) plan and 25% that offer another type of employee self-funded plan (e.g., SIMPLE IRA, auto IRA, state program). Employee-funded plans are more commonly offered by large and medium companies, compared with small companies (91%, 87%, 54%, respectively). Company-funded plans are offered by 36% of employers, including 23% that offer a defined benefit pension plan, 15% that offer a SEP-IRA (Simplified Employer Pension), and/or 13% that offer a cash balance pension plan. Almost four in 10 small companies (37%) do not offer any retirement benefits, indicating a significant opportunity for bolstering their benefit offerings. In comparison, only 4% of medium companies and 1% of large companies do not offer any retirement benefits.

Retirement Benefits Offered to Employees (%)	All Employers (1+ EEs)	Small (1 to 99 EEs)	Medium (100 to 499 EEs)	Large (500+ EEs)
NET Employee-Funded Plan	61	54	87	91
Employee-funded 401(k) plan	52	45	82	82
Other employee self-funded plan (e.g., SIMPLE IRA, auto IRA, state program) excluding 401(k)s	25	23	31	35
NET Company-Funded Plan	36	30	51	59
Company-funded defined benefit pension plan	23	19	36	43
Company-funded SEP-IRA (Simplified Employer Pension)	15	12	21	24
Company-funded cash balance pension plan	13	10	18	23
Separate retirement program for select executives or senior management	16	13	21	27
None. My company does not offer any retirement benefits.	30	37	4	1

Note: Responses not shown for "Other" which is <1% across company sizes.

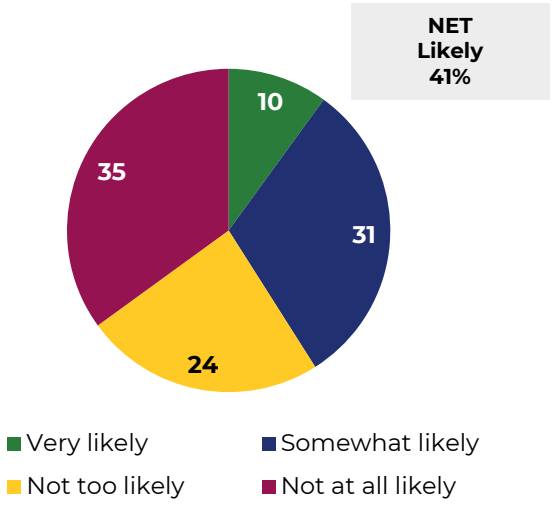
EMPLOYER BASE: 26TH ANNUAL SURVEY – ALL QUALIFIED RESPONDENTS
Q530. Which of the following retirement benefits does your company offer? Select all that apply.

Likelihood of Non-Sponsors Offering a Plan

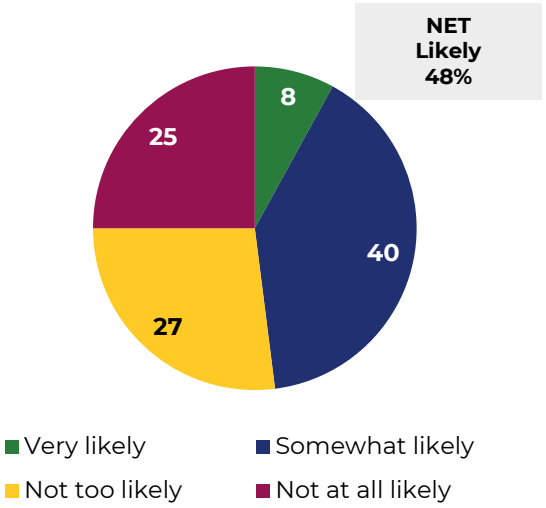
Among companies not offering a 401(k) or similar plan, four in 10 (41%) say they are *likely* to begin sponsoring a plan in the next two years. With the passage of the SECURE Act 2.0 in 2022, pooled employer plans (PEPs), multiple employer plans (MEPs), and defined contribution groups (DCGs) have become compelling alternatives to establishing a stand-alone 401(k) plan. Nearly half of companies not offering a plan (48%) indicated that they would be likely to consider joining a PEP, MEP, or DCG, including 8% that would be very likely and 40% that would be somewhat likely to do so. Companies that are *not likely* to sponsor a plan in the next two years cited reasons including they are not big enough (67%), they are concerned about cost (40%), and their employees are not interested (17%).

All Non-Sponsors of a 401(k) or Similar Plan (1+ EEs)

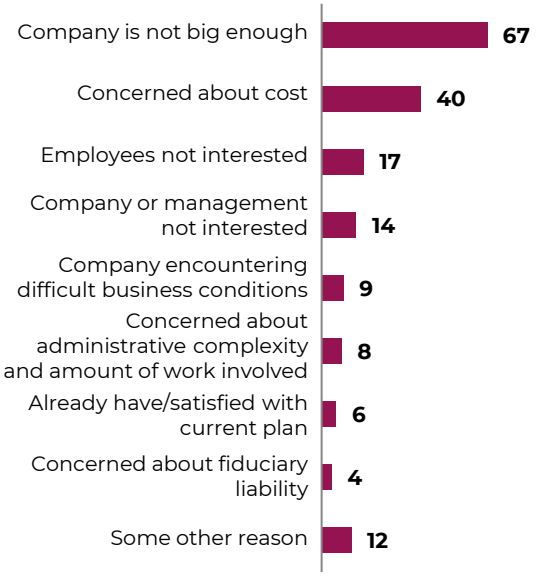
Likelihood to Begin Sponsoring a 401(k) or Similar Plan Within the Next Two Years (%)



As an Alternative, Likelihood to Consider Joining a Multiple Employer Plan (MEP), Pooled Employer Plan (PEP), or Defined Contribution Group (DCG) (%)



Most Frequently Cited Reasons for NOT Planning to Offer a Plan in the Next 2 Years (%)



EMPLOYER BASE: 26TH ANNUAL SURVEY – DOES NOT OFFER 401(K) NOR OTHER SELF-FUNDED PLAN
Q600. How likely is your company to begin offering an employee-funded retirement plan package like a 401(k) to its employees in the next two years?
Q1605. As an alternative to establishing a stand-alone 401(k) plan, if your company had the ability to join a multiple employer plan, a pooled employer plan (PEP), or a group of plans (GoP) that is offered by a reputable vendor who handles many of the fiduciary and administrative duties at a reasonable cost, how likely would you be to consider it?
EMPLOYER BASE: 26TH ANNUAL SURVEY – DOES NOT OFFER 401(K) OR OTHER SELF-FUNDED PLAN; NOT LIKELY TO OFFER 401(K) OR OTHER PLAN IN THE NEXT TWO YEARS
Q610. Why is your company not likely to offer a plan in the next two years? Select all.

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401(k) Plan Sponsors: Reasons for Offering Retirement Benefits

Among 401(k) plan sponsors, employers' reasons for sponsoring a plan include helping employees to save and prepare for retirement (57%), increasing job satisfaction among employees (53%), retaining existing employees (53%), offering a competitive employee benefits package (48%), inspiring loyalty among employees (45%), attracting new employees (44%), and enhancing the company's reputation as an employer (39%). Thirty-six percent of employers cite taking advantage of tax benefits associated with sponsoring a plan, and 30% cite enabling the owners/senior management of their company to save for retirement as reasons for offering a plan. Large companies are generally more likely than small companies to cite some of these reasons.

Reasons for Offering Retirement Benefits (%)	All 401(k) Plan Sponsors (1+ EEs)	Small (1 to 99 EEs)	Medium (100 to 499 EEs)	Large (500+ EEs)
Help employees save and prepare for retirement	57	56	59	59
Increase job satisfaction among employees	53	50	59	60
Retain existing employees	53	52	56	53
Offer a competitive employee benefits package	48	45	54	52
Inspire loyalty among employees	45	42	53	51
Attract new employees	44	40	49	54
Enhance the company's reputation as an employer	39	36	40	47
Take advantage of tax benefits associated with sponsoring a plan	36	36	33	37
Enable the owners/senior management of your company to save for retirement	30	29	29	34

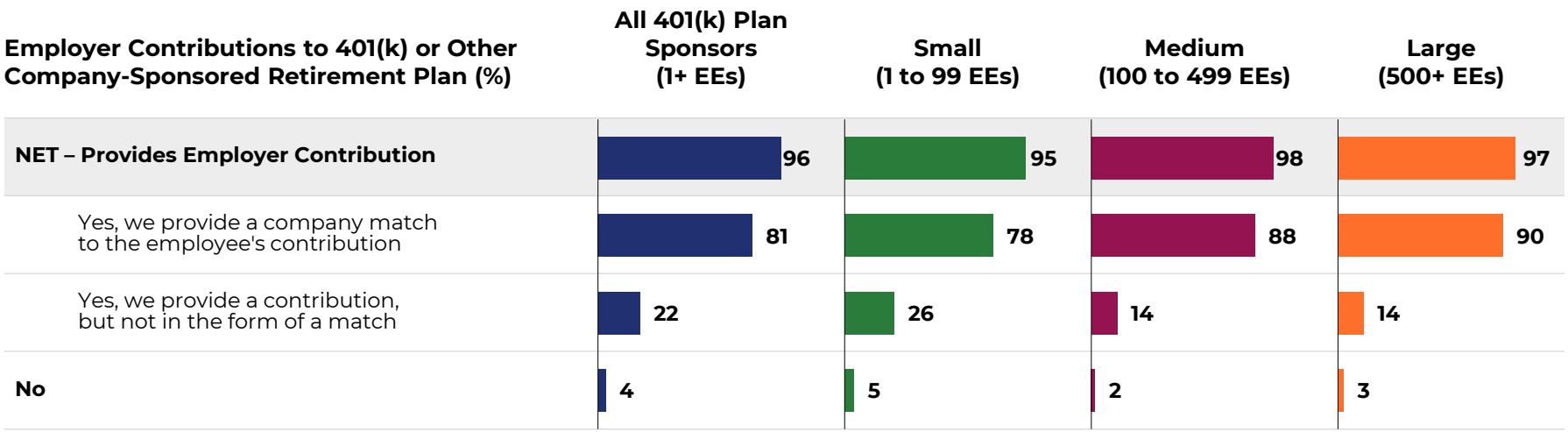
Note: Responses not shown for "Other" and "Not Sure" which are 0% across company sizes.

EMPLOYER BASE: 26TH ANNUAL SURVEY – OFFERS 401(K)
Q5000. What are your company's reasons for offering retirement benefits? Select all.

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401(k) Plan Sponsors: Contributions to 401(k) or Similar Plans

An employer's contribution is one of the most powerful features of a 401(k) to incentivize employees to join the plan and build their retirement savings. Almost all 401(k) plan sponsors (96%) make an employer contribution as part of their 401(k) or similar plan, including 81% that provide a matching contribution and/or 22% that provide a contribution not in the form of a match. Large, medium, and small companies are similarly likely to provide an employer contribution (97%, 98%, 95%, respectively). However, large companies and medium companies are more likely than small companies to provide a matching contribution (90%, 88%, 78%). Conversely, small companies are more likely than medium and large companies to provide a contribution but not in the form of a match (26%, 14%, 14%, respectively).



EMPLOYER BASE: 26TH ANNUAL SURVEY – OFFERS 401(K)
Q640B. Does your company make an employer contribution to its 401(k) or other company-sponsored retirement plan?

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401(k) Plan Sponsors: Automatic Enrollment and Escalation

Twenty-seven percent of 401(k) plan sponsors have adopted *automatic enrollment* with large and medium companies being more likely to have done so than small companies (35%, 34%, 24%, respectively).

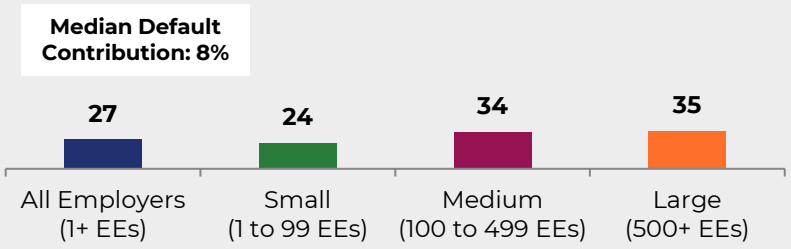
Among plan sponsors adopting *automatic enrollment*, the default contribution rate is 8% (median) of an employee's pay.

Almost eight in 10 plan sponsors adopting *automatic enrollment* (79%) indicate their employees' response to it has been positive.

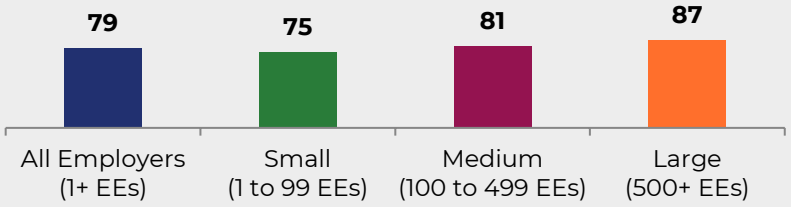
Seventy-three percent of plan sponsors have adopted *automatic escalation*, a feature that automatically increases participants' contribution rates annually. *Automatic escalation* is prevalent among small, medium, and large companies (72%, 68%, 76%, respectively).

Important note: SECURE 2.0 requires employers that establish 401(k) or 403(b) plans on or after December 29, 2022, to add an automatic enrollment and automatic escalation feature to their plans no later than January 1, 2025, unless an exception applies.

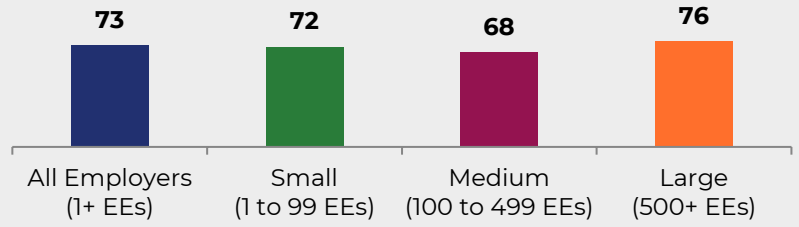
Automatically Enrolls Newly Eligible Employees Into the 401(k) Plan (%)



Employees' Response to Auto-Enrollment "Positive" (%)



Automatically Increases Participants' Contribution Rates Annually (%)



EMPLOYER BASE: 26TH ANNUAL SURVEY – OFFERS 401(K)
Q1025. When a new employee qualifies to join the employee-funded 401(k) plan, are they (A) initially given a choice to participate or not participate in the plan, or (B) automatically enrolled in the plan with the choice to opt out at a later date?
Q1031. Does your employee-funded 401(k) plan have a provision to automatically increase participants' contribution rates annually, such as on a date set forth by the plan, their anniversary date of hire, or anniversary of first contribution to the plan?
EMPLOYER BASE: 26TH ANNUAL SURVEY – AUTOMATICALLY ENROLLS NEW EMPLOYEES INTO THE 401(K) PLAN
Q1027. What is the default employee-funded 401(k) plan contribution rate (excluding the company match)?
Q1033. Generally, has your employees' response to being automatically enrolled in the employee-funded 401(k) plan been ...?

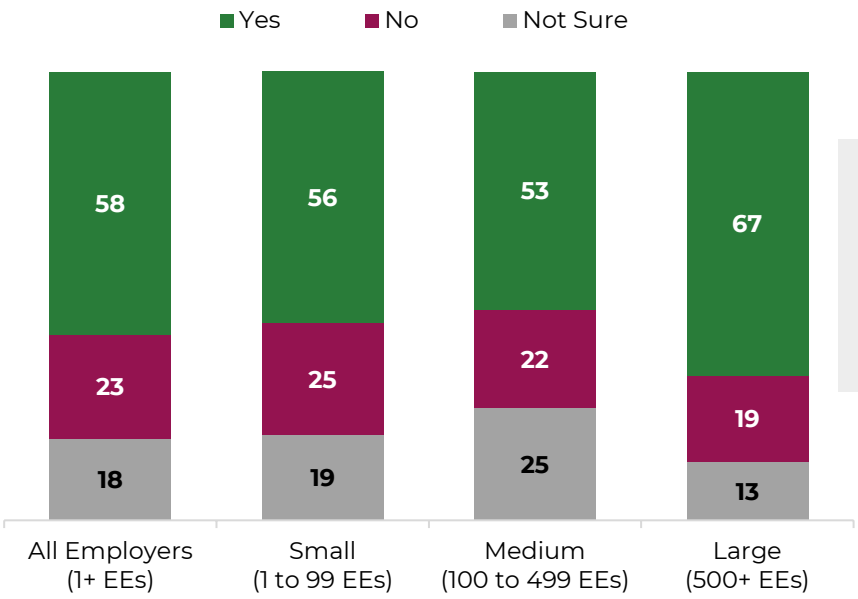
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401(k) Plan Sponsors: Plans for Adopting Auto-Enrollment

Among 401(k) plan sponsors that do not offer automatic enrollment, 58% plan to do so in the future, 23% do not plan to offer it, and 18% are "not sure." Large companies are more likely to plan to offer it than medium and small companies (67%, 53%, 56%, respectively).

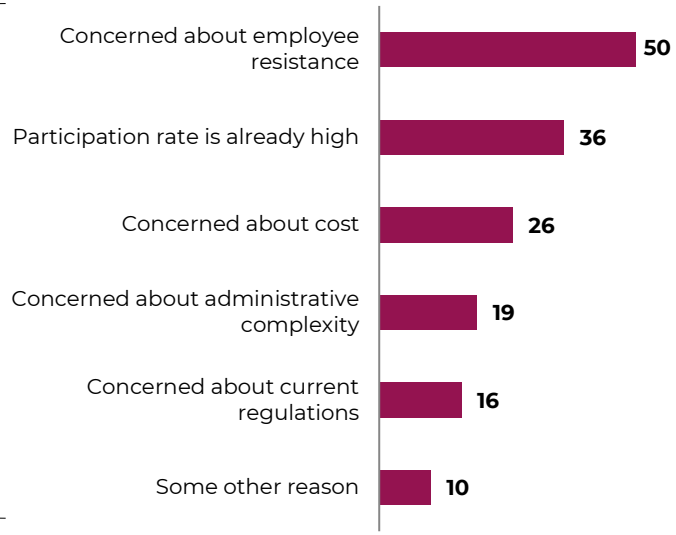
Among those not planning to offer automatic enrollment, the most often cited reasons are concerns about employee resistance (50%), the participation rate is already high (36%), concerns about cost (26%), administrative complexity (19%), and current regulations (16%).

Plans to Adopt Automatic Enrollment in the Future (%)
Employers by Company Size



*Among the **23%** of plan sponsors that do not plan to offer automatic enrollment in the future...*

Most Frequently Cited Reasons for NOT Planning to Offer Automatic Enrollment in the Future (%)
Employer Does Not Have Plans to Adopt It



Note: Results may not total to 100% due to rounding.

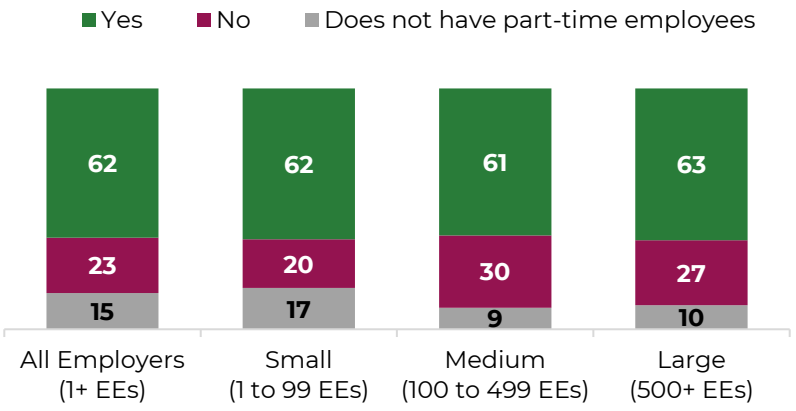
EMPLOYER BASE: 26TH ANNUAL SURVEY – DOES NOT AUTOMATICALLY ENROLL NEW EMPLOYEES INTO THE 401(K) PLAN
Q580. Does your company plan to adopt automatic enrollment in the future?
EMPLOYER BASE: 26TH ANNUAL SURVEY – DOES NOT HAVE PLANS TO ADOPT AUTOMATIC PROVISIONS IN THE FUTURE
Q590. For which of the following reasons is your company not planning to adopt an automatic enrollment provision in the future? Select all.

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401(k) Plan Sponsors: Plan Eligibility for Part-Time Employees

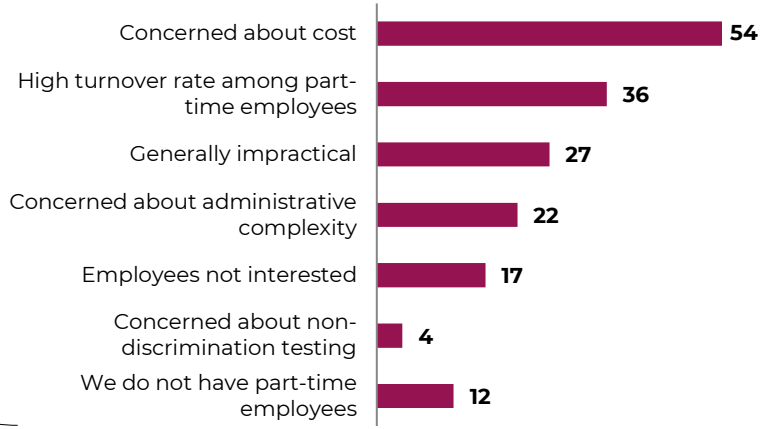
Among employers offering a 401(k), six in 10 (62%) extend eligibility to part-time employees, including small, medium, and large companies (62%, 61%, 63%, respectively). Twenty-three percent do not extend eligibility to part-time employees, and 15% do not have part-time employees. Among those not extending eligibility to part-time workers, 29% do not plan to do so in the future. Their most often cited reasons include concerns about cost (54%), high turnover rates among part-time employees (36%), and it is generally impractical (27%). Important note: The SECURE Act required 401(k) plan sponsors to extend eligibility to make deferrals available to long-term, part-time workers who meet a reduced hours of service requirement over three consecutive years. 401(k) plans are required to start tracking consecutive years of service beginning in 2021; thus long-term, part-time workers meeting this requirement were first eligible in 2024. SECURE 2.0 further reduces the consecutive periods of service to two years and extends the shortened rule to ERISA 403(b) plans with tracking beginning in 2023.

401(k) Plan Sponsors Extending Eligibility to Part-Time Employees to Participate the Plan



*Among plan sponsors not extending eligibility to part-time workers, **29%** do not plan to do so in the future.*

Reasons for NOT Planning to Extend Eligibility to Their Part-Time Employees (%)



Note: Responses should be considered directional due to small sample base. Chart does not show responses "some other reason" and "not sure" which were both 0%.

Note: Results may not total to 100% due to rounding.

EMPLOYER BASE: 26TH ANNUAL SURVEY – OFFERS 401(K)
Q1650. Are any part-time employees currently eligible to participate in the employee-funded 401(k) or similar retirement plan?
EMPLOYER BASE: 26TH ANNUAL SURVEY – OFFERS 401(K); DOES NOT EXTEND ELIGIBILITY TO PART-TIME EMPLOYEES
Q1660. Does your company plan to extend 401(k) eligibility to any part-time employees in the future?
EMPLOYER BASE: 26TH ANNUAL SURVEY – OFFERS 401(K); DOES NOT EXTEND ELIGIBILITY TO PART-TIME EMPLOYEES; HAS NO PLANS TO EXTEND ELIGIBILITY TO PART-TIME EMPLOYEES
Q1655. Which of the following best describes why your company is not planning to extend 401(k) eligibility to any part-time employees in the future? Select all.

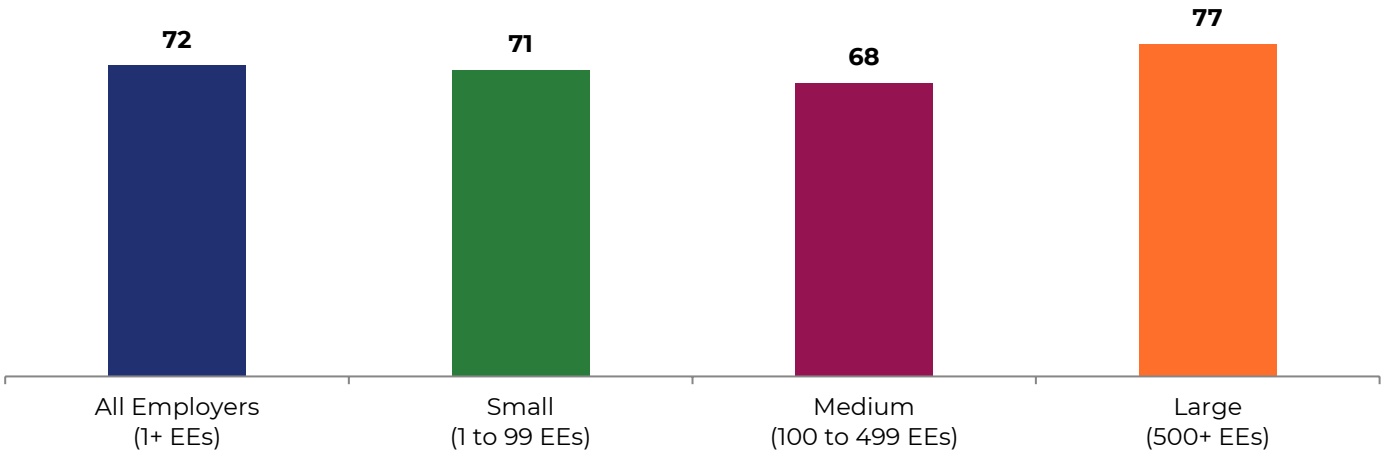
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401(k) Plan Sponsors: Roth 401(k) Option

Seven in 10 401(k) plan sponsors (72%) offer a Roth 401(k) option. Large companies are somewhat more likely than medium and small companies to offer this feature (77%, 68%, 71%, respectively).

Important note: Beginning in 2026, for certain high-income earners, SECURE 2.0 requires Catch-Up Contributions to be made on a Roth basis. As a result, plan sponsors offering Catch-Up Contributions but not a Roth feature for regular deferrals should consider offering the Roth 401(k) feature for all deferrals. Otherwise, high-income earners may be prevented from making Catch-Up Contributions to the plan. Finally, plans may now consider permitting participants to elect Roth treatment on certain employer contributions.

Offers Roth 401(k) Option
Yes (%)



EMPLOYER BASE: 26TH ANNUAL SURVEY – OFFERS 401(K)
Q540. Has your company adopted a Roth 401(k) option?

401(k) Plan Sponsors: Catch-Up Contributions

A Catch-Up Contribution is an additional contribution to the plan made by a participant that is above and beyond the plan's limit or annual IRS limit.

Two in three 401(k) plan sponsors (66%) offer Catch-Up Contributions for plan participants aged 50 and older. Large companies are more likely to offer this feature than medium and small companies (76%, 69%, 62%, respectively).

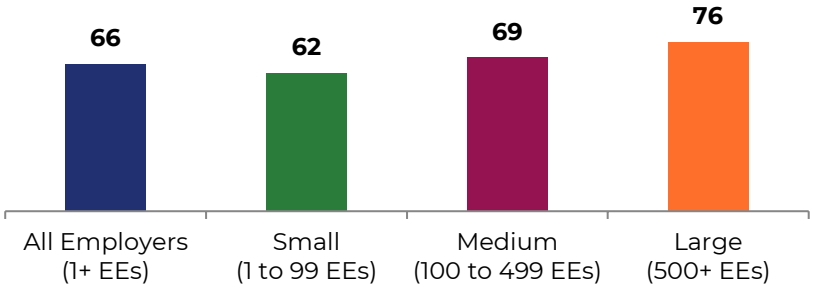
Thirty-nine percent of 401(k) plan sponsors offer the new "super" Catch-Up Contributions for plan participants ages 60 to 63. Large companies are more likely to offer them than medium and small companies (53%, 41%, 35%, respectively).

Forty-nine percent of 401(k) plan sponsors offer both Catch-Up Contributions and the Roth 401(k) feature, thereby enabling certain high-income earners to contribute.

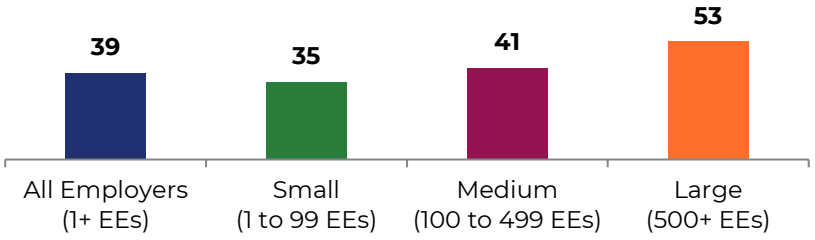
Important note: Beginning in 2025, SECURE 2.0 increased the IRS Catch-Up Contribution limit for plan participants turning ages 60, 61, 62, or 63 during the calendar year (but not at later ages). Beginning in 2026, for certain high-income earners, SECURE 2.0 requires Catch-Up Contributions to be made on a Roth basis.

49% **of 401(k) plan sponsors offer both Catch-Up Contributions and the Roth option.**

Offers Catch-Up Contributions
Yes (%)



Offers "Super" Catch-Up Contributions
Yes (%)



EMPLOYER BASE: 26TH ANNUAL SURVEY – OFFERS 401(K)
Q540. Has your company adopted a Roth 401(k) option?
Q2023H. Does your plan permit catch-up contributions for participants aged 50 and older?
Q2025B. Does your plan permit super catch-up contributions for participants ages 60 to 63? [A super catch-up contribution is an additional contribution to the plan made by a participant age 60 to 63 that is above and beyond the plan's limit or annual IRS limit.]

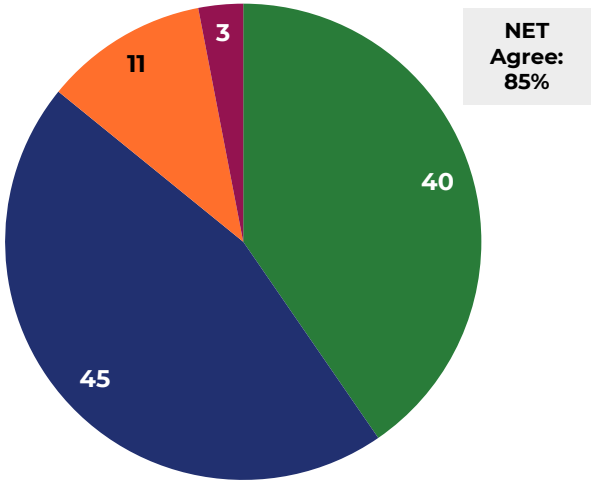
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Workers' Desire for More Advice

Eight in 10 *401(k) plan sponsors* (85%) agree that most of their company's employees would like to receive more information and advice from their company on how to reach their retirement goals, including 40% that strongly agree and 45% that somewhat agree. These findings are aligned with the 73% of *workers who are offered a 401(k) plan* that agree they would like to receive more information and advice from their employers on how to reach their retirement goals, including 27% who strongly agree and 46% who somewhat agree.

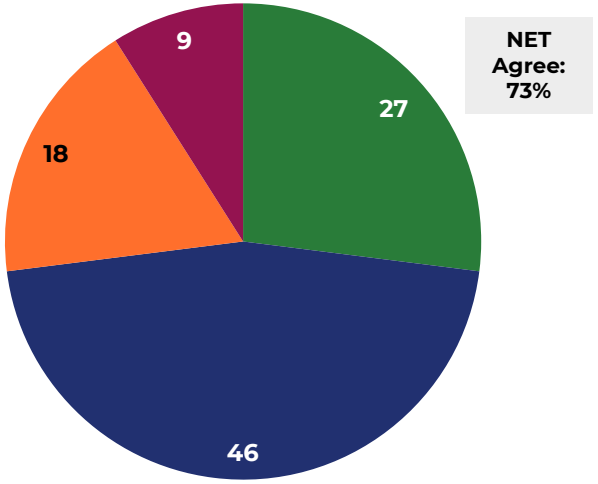
"Most employees at my company would like to receive more information and advice from the company on how to reach their retirement goals." (% Level of Agreement)

Employers Offering a 401(k) Plan
(1+ EEs)



"I would like to receive more information and advice from my employer on how to reach my retirement goals." (% Level of Agreement)

Workers Who Are Offered a 401(k) Plan
(1+ EEs)



Strongly agree | Somewhat agree | Somewhat disagree | Strongly disagree

Note: Results may not total to 100% due to rounding.

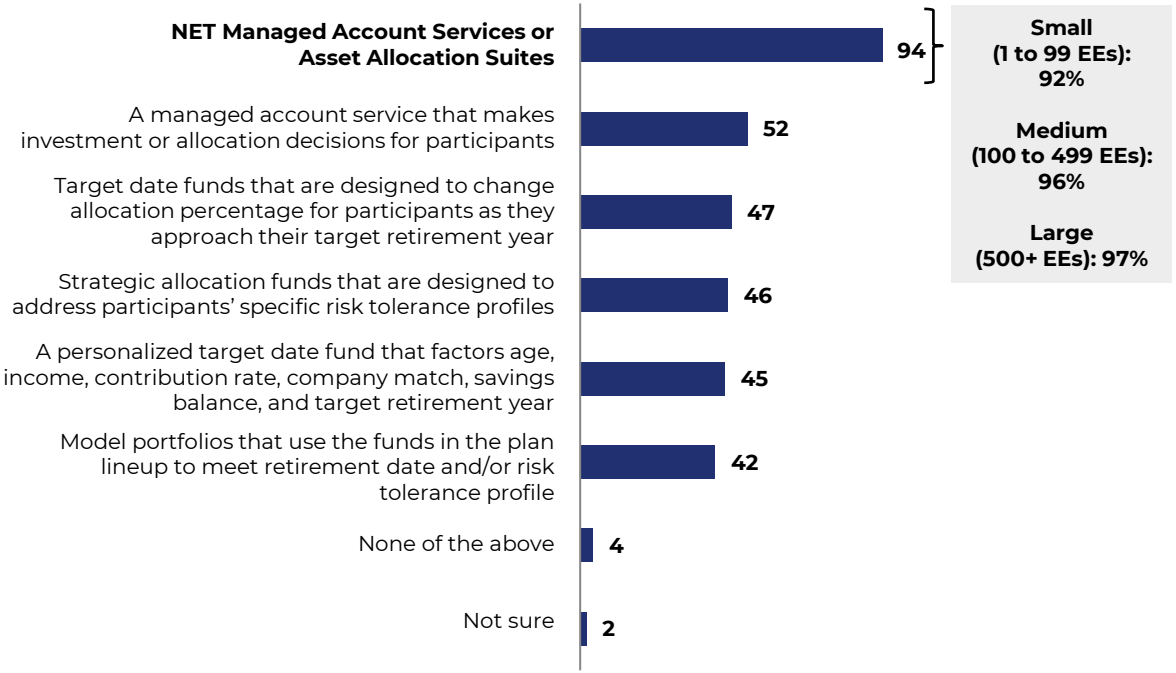
EMPLOYER BASE: 26TH ANNUAL SURVEY – OFFERS 401(K)
Q860. For each of the following statements, how much do you agree or disagree? "Most employees at my company would like to receive more information and advice from the company on how to reach their retirement goals."
EMPLOYED WORKERS OF FOR-PROFIT COMPANIES BASE: 26TH ANNUAL SURVEY – OFFERED A 401(K)
Q930. How much do you agree or disagree with each of the following statements regarding retirement? I would like to receive more information and advice from my employer on how to reach my retirement goals.

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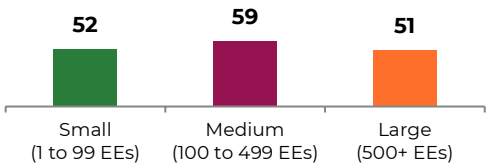
401(k) Plan Sponsors: Investment Services

Professionally managed investment services, such as personalized target date funds, managed accounts, model portfolios, and asset allocation suites, including target date and target risk funds, have become ubiquitous options in 401(k) plans, with 94% of plan sponsors offering one or more types of them. Such offerings enable plan participants to invest in professionally managed services or funds that are tailored to their goals, years to retirement, and/or risk tolerance profile.

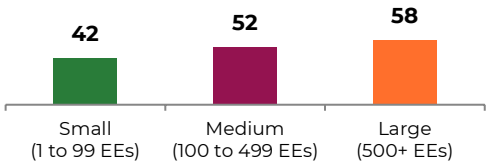
Offer Professionally Managed Account Services or Asset Allocation Suites for Investments (%)
All 401(k) Plan Sponsors (1+ EEs)



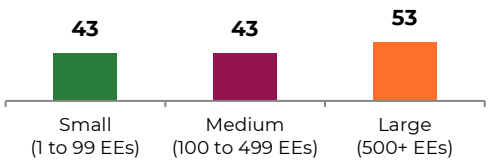
Managed Account Service (%)



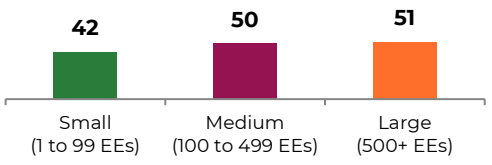
Target Date Funds (%)



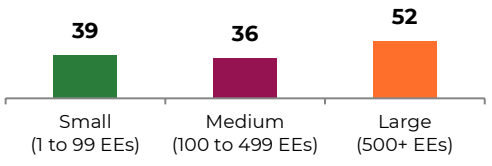
Strategic Allocation Funds (%)



Personalized Target Date Fund (%)



Model Portfolios (%)



EMPLOYER BASE: 26TH ANNUAL SURVEY – OFFERS 401(K)
Q3591. Which of the following professionally managed services or asset allocation suites does your plan's investments include? Select all.

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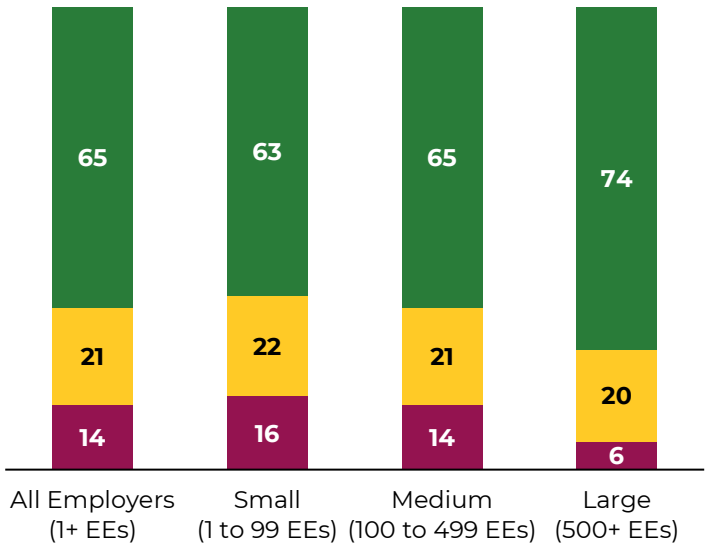
401(k) Plan Sponsors: The Saver's Credit

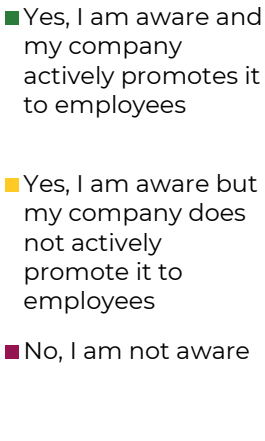
The Saver's Credit is a tax credit available to eligible taxpayers who are saving for retirement in a qualified retirement plan or IRA. Sixty-five percent of 401(k) plan sponsors are both aware of the Saver's Credit and actively promote it to their employees. Twenty-one percent are aware of it but do not actively promote it, and 14% are unaware of it. In stark contrast, among employers that do not offer any retirement benefits, only 2% are aware of the Saver's Credit and promote it, and 30% are aware of it but do not promote it. These survey findings illustrate opportunities to increase awareness and make it easier for plan sponsors to promote this tax credit.

Important note: The Saver's Credit will no longer be available after the 2026 tax year. Beginning in 2027, it will be replaced with the Saver's Match, a matching contribution from the federal government for retirement savers meeting income eligibility and other requirements.

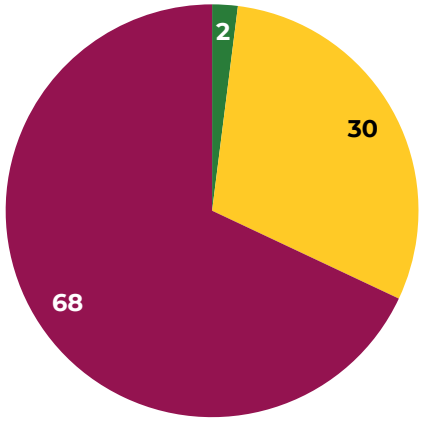
Awareness of the Saver's Credit and Efforts to Promote It (%)

401(k) Plan Sponsors
(1+ EEs)





Employers Not Offering Any Retirement Benefits
(1+ EEs)



Note: Results may not total to 100% due to rounding.

EMPLOYER BASE: 26TH ANNUAL SURVEY – OFFERS 401(K); DOES NOT OFFER ANY RETIREMENT BENEFITS

Q3607. Are you aware of a tax credit called the "Saver's Credit," which is available to individuals and households, who meet certain income requirements, for making contributions to an IRA or a company-sponsored retirement plan such as a 401(k) plan or 403(b) plan?

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401(k) Plan Sponsors: Student Loan-Related Benefits

New employee benefit offerings have emerged in recent years to assist with student loan repayment. Six in 10 401(k) plan sponsors (60%) offer one or more benefits, with 38% offering a contribution to help pay down student loan debt, 38% offering a matching contribution to the 401(k) plan that recognizes student loan repayments, and 23% offering an app/online service to help employees discover new loan repayment and forgiveness options. As a point of comparison, among employers that do not offer any retirement benefits, only 2% provide any form of benefits to address student debt. Important note: Beginning in 2024, the SECURE 2.0 Act made it easier for plan sponsors to make plan matching contributions based on employees' qualified student loan payments.

Does your company offer any student loan-related benefits to its employees? (%) Select all.	All 401(k) Plan Sponsors (1+ EEs)	Small (1 to 99 EEs)	Medium (100 to 499 EEs)	Large (500+ EEs)
NET Yes	60	58	57	65
Yes, we offer a contribution to help pay down an employee's student debt	38	38	34	43
Yes, we offer a matching contribution to the 401(k) plan that recognizes student loan repayments	38	37	34	41
Yes, we offer an app/online service to help employees discover new loan repayment and forgiveness options	23	22	25	27
NET No	38	40	42	32
No, and we are not interested in offering a student loan benefit(s) in the future	20	23	18	13
No, but we are interested in offering a student loan benefit(s) in the future	14	12	17	17
No, we are unaware of these types of benefits	5	5	7	3
Not sure	2	2	1	3

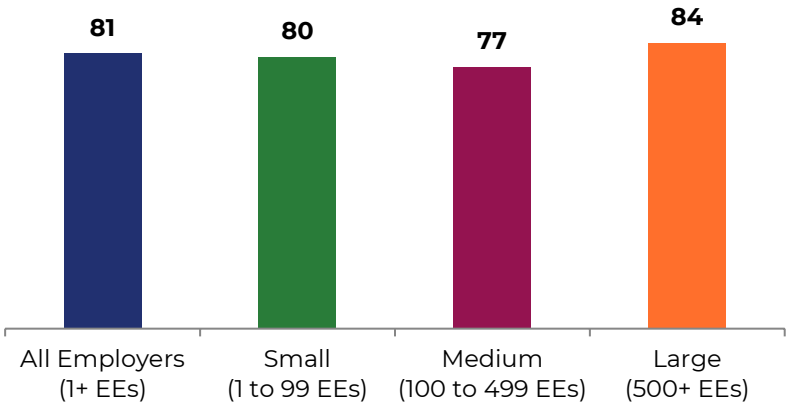
EMPLOYER BASE: 26TH ANNUAL SURVEY – OFFERS 401(K); DOES NOT OFFER ANY RETIREMENT BENEFITS
Q2022M. Does your company offer any student loan-related benefits to its employees? Select all.

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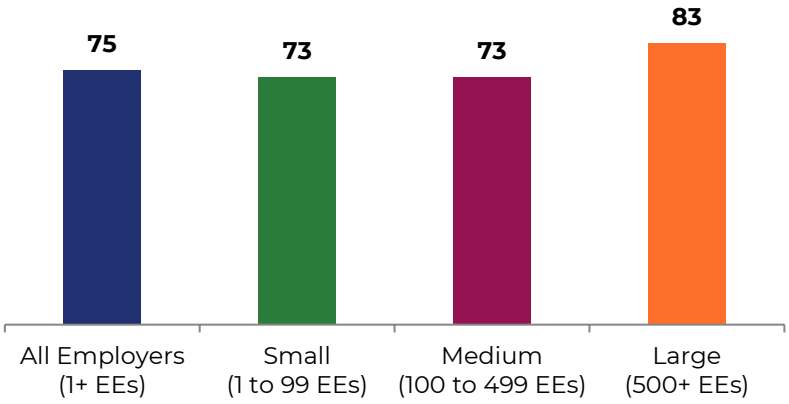
401(k) Plan Sponsors: Education About Government Benefits

As part of their retirement planning-related educational offerings, eight in 10 401(k) plan sponsors (81%) provide information about Social Security, including small, medium, and large companies (80%, 77%, 84%, respectively). Seventy-five percent of plan sponsors provide information about Medicare benefits, with small and medium companies being less likely to do so than large companies (73%, 73%, 83%, respectively). As a point of comparison, among employers that do not offer any retirement benefits, only 28% provide information about Social Security and 24% provide information about Medicare.

Provides Information About Social Security Benefits
401(k) Plan Sponsors: Yes (%)



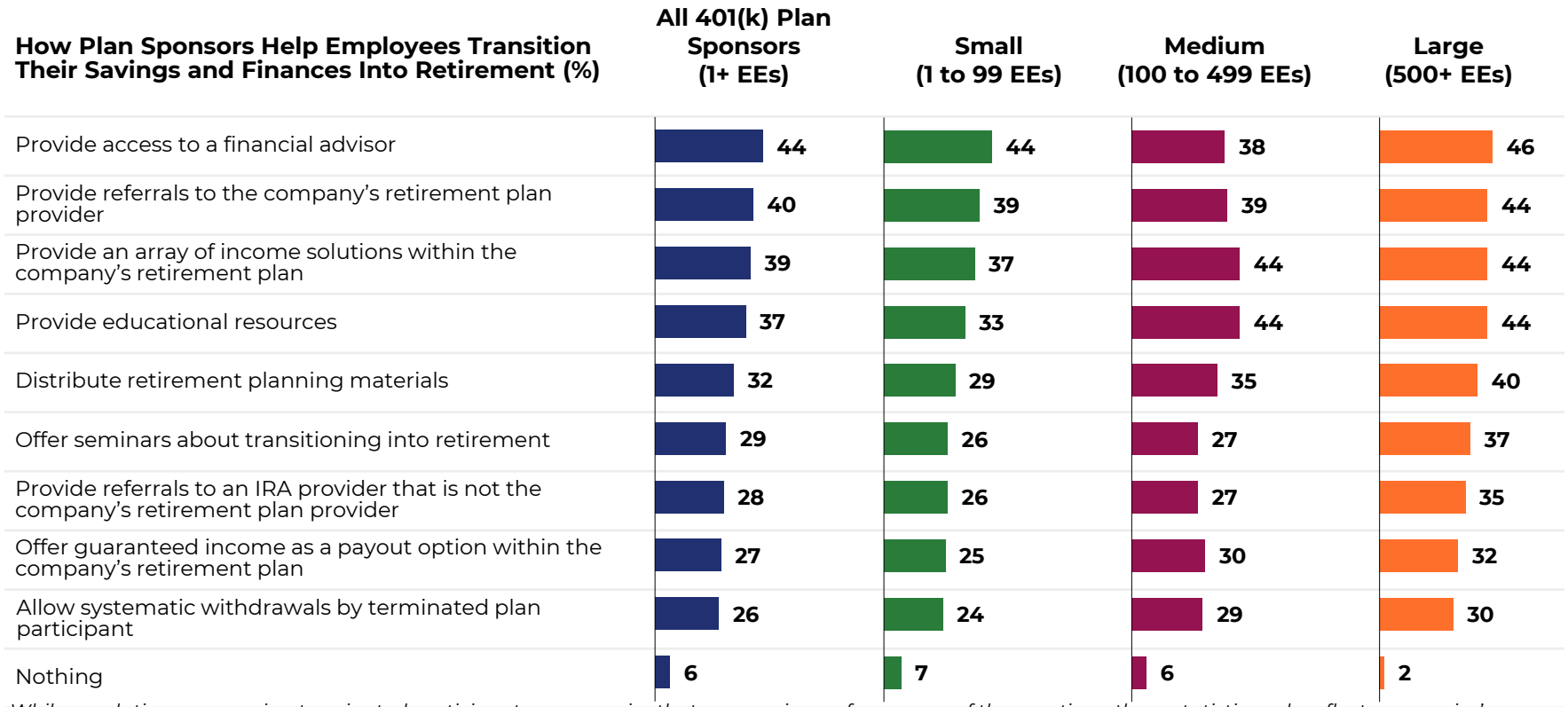
Provides Information About Medicare Benefits
401(k) Plan Sponsors: Yes (%)



EMPLOYER BASE: 26TH ANNUAL SURVEY – OFFERS 401(K); DOES NOT OFFER ANY RETIREMENT BENEFITS
Q3610. Does your company currently provide information to employees about Social Security and Medicare benefits as part of retirement planning education?

401(k) Plan Sponsors: Retirement Transition Services

Workers face complex decisions regarding transitioning their savings and finances into retirement, and 401(k) plan sponsors have an important opportunity to work with their retirement plan providers to assist them. Relatively few plan sponsors offer pre-retirees access to a financial advisor (44%), referrals to the company's retirement plan provider (40%), an array of income solutions (39%), educational resources (37%), retirement planning materials (32%), seminars about transitioning into retirement (29%), referrals to an IRA provider that is not the company's retirement plan provider (28%), guaranteed income as a payout option (27%), and systematic withdrawals (26%). As a point of comparison, 84% of employers that do not offer any retirement benefits do "nothing" to help their pre-retirees transition.



Note: While regulations concerning terminated participants may require that companies perform some of these actions, these statistics only reflect companies' responses to the survey.

Chart excludes response for "Something Else" which <1% and "Not Sure" which is 2% or less across company sizes.

EMPLOYER BASE: 26TH ANNUAL SURVEY – OFFERS 401(K); DOES NOT OFFER ANY RETIREMENT BENEFITS

Q770. Does your company and/or retirement provider do any of the following to help employees transition their savings and finances into retirement? Select all.

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Appendix

A Portrait of Employers by Company Size

Characteristics		All Employers (%) (1+ EEs) n=1,900	Small (%) (1 to 99 EEs) n=1,165	Medium (%) (100 to 499 EEs) n=225	Large (%) (500+ EEs) n=510
Location	Urban	48	44	60	68
	Suburban	46	48	39	36
	Rural	15	17	6	5
Industry	Service industries	38	40	36	39
	Professional services	29	27	33	30
	Agriculture, mining, or construction	14	15	8	7
	Manufacturing	8	6	14	16
	Transportation, communications, or utilities	6	6	4	4
	Education	1	1	3	1
	Some other type of business	4	4	1	2
Years in Business	0 to 9 years	40	47	18	8
	10 to 19 years	28	26	35	37
	20 to 29 years	17	15	22	23
	30 to 49 years	11	10	12	15
	50+ years	4	2	13	17
	Median	11	10	17	20
Most Employees Currently Work...	Leave home to go to work	56	55	64	56
	Hybrid arrangement	26	23	28	40
	Remotely	19	22	9	5
Percentage of Company's Workforce is Part-Time Employees	0%	32	36	12	12
	1-24%	38	34	65	53
	25-50%	15	14	16	23
	51 to 99%	12	12	7	12
	100%	3	4	0	1
	Median	24	24	24	24
Employee Composition	Balanced mix of employees of all ages	63	60	81	73
	More younger than older employees	18	17	14	20
	More older than younger employees	19	22	5	7
Percentage of Company's Workforce is Age 65+	0%	19	24	2	3
	1-29%	53	46	77	74
	30-49%	6	6	8	11
	50-79%	6	7	4	2
	80-100%	5	6	0	0
	Not sure	11	12	10	10
	Median (including 0%)	10	10	10	10

Note: Results may not total to 100% due to rounding.

EMPLOYER BASE: 26TH ANNUAL SURVEY - ALL QUALIFIED RESPONDENTS

Q6035 Location. Q1645 Industry. Q4035.Years in Business. Q6050 Work Arrangements. Q3665 Percentage of Company's Workforce is Part-Time Employees. Q3655 Employee Composition. Q5020 Percentage of Company's Workforce is Age 65+.

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A Portrait of Workers by Company Size

Characteristics		All Workers (%) (1+ EEs) n=6,153	Small (%) (1 to 99 EEs) n=2,136	Medium (%) (100 to 499 EEs) n=1,278	Large (%) (500+ EEs) n=2,739
Gender	Man	54	52	60	54
	Woman	44	46	39	45
	Transgender	1	<1	<1	1
	Non-binary/non-conforming	<1	<1	<1	<1
	Gender fluid	<1	<1	0	<1
	Identify as other	<1	<1	0	0
	Prefer not to answer	<1	1	<1	<1
Marital Status	Married/Living with partner	51	44	52	57
	Divorced/Separated/Widowed	13	14	14	12
	Never married	36	41	35	31
Generation	Generation Z (Born 1997 to 2012)*	19	22	21	16
	Millennial (Born 1982 to 1996)	40	35	41	43
	Generation X (Born 1965 to 1980)	30	31	29	30
	Baby Boomer (Born 1946 to 1964)	11	12	9	11
	Silent Generation (Born 1928 to 1945)	<1	<1	<1	<1
Race & Ethnicity	White	57	56	56	59
	Hispanic	21	24	21	19
	Black/African American	12	11	14	11
	Asian American	6	4	5	8
	Other	3	3	3	3
Educational Attainment	Less than college degree	62	75	59	52
	College degree or more	38	25	41	48
Annual Household Income	Less than $25,000	3	5	2	2
	$25,000 to less than $50,000	11	14	9	9
	$50,000 to less than $100,000	29	33	30	25
	$100,000 to less than $200,000	37	34	38	39
	$200,000 or more	19	13	20	24
	Prefer not to answer	1	1	1	1
	Median	$99,000	$83,000	$101,000	$113,000

Note: Results may not total to 100% due to rounding.

EMPLOYER BASE: 26TH ANNUAL SURVEY - ALL QUALIFIED RESPONDENTS

Gender. Marital status. Age. Race. Education. Income.

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