The emerging practice of financial wellness

Insights to help employees feel in control of their finances
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Introduction

Few things in life generate as much stress as financial worry. Employers have sought to address other causes of stress for their employees — with family health cover, life insurance, health and wellness programmes and other benefits.

Now a growing number are acknowledging that helping their employees achieve financial wellness — where they have the confidence and knowledge to successfully manage day-to-day finances and unplanned expenses, as well as plan and save for future milestones — can deliver the same positive impacts as those established approaches.

Financial wellness is a multi-faceted concept that is driven by many factors, including goals, knowledge, attitudes, availability of financing mechanisms, and financial circumstances.

Employees who feel they lack control over their finances, or are unable to make firm plans for their families’ financial goals, are more distracted and less productive at work.

In MetLife's 15th Annual United States (US) Employee Benefit Trends Study (EBTS), almost 66% of employers agreed that employees are less productive at work when they are dealing with financial worries.

Evidence from MetLife's EBTS in markets such as Australia and the United Kingdom (UK) suggested that less than 30% of employees were very confident in their ability to make financial decisions about their retirement plans.

Many countries and regions are experiencing high levels of political and economic uncertainty; there are significant changes in pension systems and health care systems across the world to meet drastic demographic changes. So it is no surprise that employers are expressing growing interest in financial wellness programmes to help employees cope with financial pressures.

Research from specialist provider Nudge Global found that the number of organisations now providing or implementing financial education programmes was 40% with a further 48% considering introducing a programme.¹

Our report aims to provide qualitative insights from expert organisations like MetLife Foundation, Ellevest and Nudge, which are all committed to empowering individuals and employees in taking financial control — and, as a result, drive higher levels of workforce engagement, loyalty and productivity.

It blends these insights with quantitative findings from MetLife’s EBTS conducted in key markets such as Australia, Egypt, Greece, India, the United Arab Emirates (UAE), the UK and the US. The results from the global studies showcase both employer and employee perceptions of their financial goals and worries.

As a result, MetLife has identified three broad actions — education, assessment and enablement — to help employers build a sound financial wellness strategy at their workplace.

Step one, education, equips employees with financial knowledge so they feel more confident about financial matters. Second, assessment helps them apply the education to their own financial situation — so they feel more in control. Third, enablement gives them the tools to make better decisions and gain greater financial certainty.

Educate for confidence. Assessment towards control. Enabling more certain futures. Financial wellness can be expressed in several dimensions, as we’ll see. But these core principles offer clarity to both employers and employees, helping them build better futures.


Defining employees who are financially fit

Someone who is financially fit isn’t necessarily rich, debt-free or sitting on a big retirement savings plan; rather, he or she has:

- **Control** over day-to-day, month-to-month finances. They know what’s coming in and what’s going out.
- **Capacity** to absorb a financial shock — such as a period without work or during family illness.
- **Confidence** that they’re going to meet financial goals such as buying a house, funding a child’s education or retiring on target.
- **Choices** that allow them to enjoy life as they might reasonably expect.

Defining employers who promote a culture of financial wellness

An employer that wants financially healthy employees promotes actions to help improve employees’ financial behaviour by offering/enabling the actions below:

- **Educate** employees about financial concepts and products.
- Provide tools to allow employees to **assess** and understand their specific situation and needs.
- **Enable** employees to explore options to improve or maintain their financial wellness.
The advantage for employers: Why should they care?

It is rare to find an employer that doesn’t care about the rounded wellbeing of their employees.

For instance, an average of 55% of employers surveyed in MetLife’s EBTS in Australia and the US told us that caring for their employees’ wellbeing was part of the job.

There’s also a business imperative. Research has found that lost productivity from employee financial worries hit profits by 4% on average — while 38% of employees said that they would move to a company that prioritised their financial wellness. Improving employees’ financial wellness is an opportunity for employers to help employees become more focused and engaged at work — and more productive.

MetLife’s global EBTS revealed a correlation in many businesses, especially larger ones with diverse global workforces, between financially fit employees and their impact at work. Leading companies find that employees who understand their finances are also more engaged with their benefits and have lower financial stress — increasing productivity and facilitating smoother transitions into retirement.

Financial control — big indicator of employee engagement

We wanted to understand if financial wellness drove these business outcomes. So we ran a regression analysis across different questions in MetLife’s global EBTS. We were able to identify the key drivers of business outcomes such as employee engagement, commitment and “workability” (a measure of an employee’s sense that they can deliver at work).

Our analysis of MetLife’s UK EBTS data, for example, showed having a sense of financial control was the single biggest indicator of higher employee engagement. That’s higher than “satisfaction with salary” or even having a “caring boss.”

That means employers who help and guide their employees to improve their overall financial security, not just their pay packet, can reap significant rewards in terms of their commitment, sense of engagement and ability to deliver at work. So what are the factors that affect financial wellness?

3. A one-unit increase in the ‘Sense of Financial Control’ composite (employees giving higher ratings to statements such as ‘I am confident in my ability to make the right financial decisions for me/my family’) correlates to a 19% increase in the Employee Engagement Index. ‘Engagement’ is evaluated via agreement with statements such as ‘to help this organisation succeed, I am willing to work harder than I have to,’ and ‘at work, I feel as though I’m bursting with energy’. 
Secure families, engaged employees

When thinking about offering financial advice or designing sound financial programmes, employers need to first consider what adds value for their employee population. For example, MetLife’s EBTS showed that employees were particularly keen to secure their families’ finances. Based on results across Australia, India, the UAE, the UK and the US, more employees ranked having financial security for their family in the event of job loss higher even than premature death.

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<tr>
<th></th>
<th>Australia</th>
<th>India</th>
<th>UAE</th>
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<td>Having financial security for my family in the event of my premature death</td>
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<td>Having financial security for my family if a principal wage earner is no longer able to work</td>
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When an employer understands that the desire for financial and family security runs deep amongst employees, they can educate or introduce the employees to financial protection solutions such as life and disability insurance that can cater to these unmet needs.

Never too young to think about being old

A natural extension of the desire to secure family finances is making plans for retirement. An average of 42% of both employees and employers we surveyed in the US believed that employers have a responsibility to ensure employees have enough money saved for retirement.

Not surprisingly, preparedness for retirement skews higher among older employees. Older employees felt more financially prepared for retirement likely because they have been saving longer for it; younger employees could use more help.

This opens an opportunity for financial wellness programmes to address key barriers to retirement preparedness. For example in the UK, an increasingly pressurised National Health Service — and state pension — make an uncomfortable old age seem more probable. MetLife’s UK EBTS showed 48% of employees said they were already saving all they can into their pensions. But despite this, more than a quarter said they were behind with their retirement savings. This goes to show that financial planning, in particular around retirement, could be a core part of any company’s benefit strategy.

Lack of retirement preparedness across the globe

<table>
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<tr>
<th>Country</th>
<th>Percentage</th>
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<tr>
<td>In Australia,</td>
<td>26%</td>
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<tr>
<td>In Greece,</td>
<td>40%</td>
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<tr>
<td>In the UAE,</td>
<td>68%</td>
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<td>In the UK,</td>
<td>27%</td>
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4. Pensions Regulator, August 2016
How employers can drive financial wellness: Three steps

Education, Assessment, Enablement

Of course, financial wellness is not solely dependent on the employer. The economic landscape and family situation play a huge part. At the lower-wage end of the spectrum, job security and the predictability of likely income levels often creates concern for financial wellbeing. For middle income employees, a range of other considerations creeps in — from financial security in the event of a crisis, to paying for a child’s education, to maximising their choices in retirement.

The beauty of financial wellness programmes is that the general principles can apply equally to employees in very different situations, even if the specific interventions diverge greatly. Hence, a financial wellness strategy shouldn’t be one size fits all. But any programme can be broken into three steps.

It begins with education: Employers, as the principle source of income for families, can have a powerful role in improving employee’s financial knowledge and skills, while also driving business impact.

The second step is assessment: It allows employees to apply that knowledge to their own situation. Again, employers can offer support to help them evaluate how they might meet their goals and even offer some routes to address them.

The final step is enablement: This is about employees taking ownership of their financial wellness. Employers can help here with the right mix of employee benefits.

Ultimately, it is up to employees to control their own destiny. Well-informed employees who receive timely, clear and helpful communications from their employers may tend to feel more secure — and may assign more value to the support and solutions provided by their employer. And when they feel secure, they’re healthier, more engaged and more productive.

Washington University Center for Social Development’s (CSD) plan

Financial wellness is best woven into an employee benefits programme because it is not a single corrective moment — it’s more akin to a regular healthcheck than a surgical intervention. Research conducted by the CSD indicates that continuous consultations or interventions show the strongest results, although the associated cost is not necessarily scalable and is relatively high. One-off financial wellness programmes — such as a brief course on better budgeting — were least effective. Their team recommends:

Financial education
including coaching and counselling around basic financial concepts such as compound interest, Annual Percentage Rating and household budgeting.

Behavioural economics
which includes how we structure choices for people and how we ‘nudge’ them into taking better and timelier financial decisions.

Traditional interventions
such as income protection or health cover to reduce financial stress around illness; or a pension scheme with strong incentives for employees to address long-term financial worries.

Access to financial instruments
which might include benefits like employee assistance loans.
**Educate: building financial capability**

Effective financial wellness programmes help employees develop skills based on their life stages — such as the early years of work, building a family, home-making and caring — to balance short-term needs against long-term goals.

An effective programme helps to minimise the gap between intention and action by educating employees about their options and the routes to their goals

While many companies already educate employees about their retirement plans, we know from the MetLife’s EBTS that the knowledge and skills to manage lifetime financial security is currently lacking around the world. Financial wellness education helps them understand, for example, the downsides of taking loans and hardship withdrawals — especially to meet non-urgent situations — from their retirement plans.

So what should employers consider when setting up an education capability, or revisiting an existing financial wellness programme?

- **Tailor education to local employee needs**
  Regional, gender and cultural variations — as well as the type of employees being targeted — will all affect the tone and content of a successful education programme. Global companies, in particular, have to factor in big regional variations in financial capabilities.

For instance, women’s participation in the global workforce is rising fast — up 250 million between 2006 and 2015. However, the gender pay gap is having an impact on women’s financial security, making it particularly important to target them for financial education in certain markets. Additionally, women still make a huge number of financial decisions for their families. According to MetLife’s India, Egypt, Greece and UK EBTS, almost 40% of women said they were the primary decision makers over household assets. Yet OECD research says that in almost 63% of the countries, men are more likely to achieve the minimum target score on financial knowledge questions. Interestingly, women were also more likely to indicate that they “don’t know” the answer — men are more likely to guess.

**Advice on addressing the financial wellness gender gap**

Sallie Krawcheck, co-founder and CEO of Ellevest, recently published a guide for women to close seven different gender money gaps, including the gender pay gap, unpaid labour gap and the gender-investing gap. Ellevest is an investment advisor that women can use to invest in specific, real-life financial goals via an online platform.

Ellevest’s analysis creates some interesting pointers for employers keen to engage and educate women:

- **Create flexible education initiatives** not just fixed meetings in, or around, the workday. Online resources are particularly important.

- **Outline the gender gap**
  Ellevest outlines the areas in women’s everyday lives where they are losing money. Underleveraged capital represents for women a lost opportunity to fulfill their aspirations for themselves, their families, and their communities.

- **Lay out the options clearly** especially around alternatives to saving cash — 71% of assets controlled by women are currently in cash.

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• Complement education with technology
Integrating financial education tools on your benefits website or app gives employees easy access to context for their decisions around both benefits and their wider financial choices. Use interactive sites for education and guidance on financial topics, for example. Simple tools to track financial wellness shows them where they need support, how they might frame and move towards their goals and manage their risk factors.

• Select the most appropriate channels
Through MetLife’s EBTS in markets such as the UK and US, we discovered that employers feel that employees often understate the value of financial planning programmes — a problem that a more optimised choice of communication and delivery channels could fix.

Research has shown the most common channels for financial wellness schemes are:

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<th>Activity</th>
<th>Percentage</th>
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<tr>
<td>Seminars led by outside speakers during work hours</td>
<td>61%</td>
</tr>
<tr>
<td>Paper resources such as pamphlets and handouts</td>
<td>51%</td>
</tr>
<tr>
<td>Financial education as part of their new-hire orientation</td>
<td>44%</td>
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<tr>
<td>Self-directed e-learning</td>
<td>37%</td>
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<tr>
<td>Materials on the organisation’s intranet</td>
<td>36%</td>
</tr>
<tr>
<td>Seminars during work hours led by trained in-house staff</td>
<td>25%</td>
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A blended approach often works best. In one experiment employees had nine hours of classroom briefing and five one-on-one counselling sessions. The result? Employee requests for new loans from their 401(k) plans were eliminated, instalment debt fell more than 14% and many participants stopped being late on paying their bills.  

Assess: ‘What does this mean to me?’

Education is just the first step. Assessment of employees’ financial aptitude and preparedness is also critical to the establishment of a financial wellness programme and its ongoing success.

When employees have an accurate picture of their personal financial health — by taking their financial wellness pulse — it’s more likely to drive them to take action.

Not only does it provide visibility into their decision-making, it also sheds light on the effect their decisions might have on their circumstances and how those effects get them closer to their goals. Applying the lessons on, say, diversification of savings or household budgeting makes a notable difference on an employee’s stress levels and confidence.

For employers, an analysis of their workers’ financial wellness assessment data can be instrumental when designing — and building internal support for — an effective workplace financial wellness programme that meets both current and future needs of their diverse workforce.

Consider using surveys, focus groups or employee representatives to identify the primary financial concerns of your employees. Analyse employee data in terms of age, gender, marital status, earnings, lifestyles and interests, and consider gathering exit interview data to inform your approach.

The insights gleaned from the assessment will help determine which elements of a financial wellness programme are most needed, including which employee and retirement benefits to offer, as well as which delivery options are most likely to change behaviours and drive employees to action.

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MetLife’s 14th Annual US EBTS revealed what matters most to employees on this front.8

1st Seeing how much more I need to save to reach my financial goal
2nd Seeing how much I’m saving each quarter of the year
3rd Understanding my goals, aspirations and priorities for life to better align my financial plan with these things
4th Ability to assess my financial wellness plan at least once a year
• **Personalise your financial wellness tools**

  We know from MetLife’s EBTS that a blended approach to employee benefits management and communication works well. In some situations a face-to-face or group meetings work well; in others, digital communications and management tools have the edge. The same is true when it comes to engaging individual employees in assessing their financial wellness.

  The key is always personalisation. Once an employee can see exactly how their own financial situation stacks up, they begin to feel more in control — and more secure.

  At the high end of personal financial planning, this is already commonplace. One example is Ellevest’s platform that monitors their client’s progress on each of her goals, automatically rebalances her portfolios as needed and communicates with her if she falls off track. Delivering tools that offer all employees that personal financial visibility could be transformative.

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**A gentle nudge to educate financial wellness**

The term ‘nudge’ in a behavioural context was coined by Richard Thaler and Cass Sunstein: ‘A nudge... is any aspect of the choice architecture that alters people’s behaviour in a predictable way without forbidding any options or significantly changing their economic incentives’.

For Nudge, a financial education specialist, that maps perfectly onto financial wellness decisions that many people find taxing or stressful. Their goal is to help employees reflect on not only their financial situation, but also their life goals.

Employers can use Nudge alongside their payroll and benefits software and draw in data about employees’ life situations — if they’re starting a family, say, or nearing retirement — and target them precisely with educational moments.

These cues are drawn from almost 800 articles designed to provide positive reinforcement and indirect suggestions. Nudge’s tool uses machine learning to build a tailored understanding of what a user needs to know — and how they like to learn it. The more they engage, the more personalised their financial education is, which in turn drives more engagement.
- **Help employees map their future**
  One of the biggest opportunities around assessment is retirement planning. In successive MetLife’s EBTS, across different markets, we have found either unawareness of personal retirement needs — or employees reporting a shortfall on financial planning for their later years.

  Existing retirement programmes should have some degree of personal assessment built in. If not, a financial wellness programme is the ideal opportunity to help employees map their own long-term savings plans. This not only helps address stress over their job, their families, and their future, but also boosts awareness and take-up of existing benefits.

  ![Chart showing retirement planning statistics](chart.png)

  Finally, employers should assess the effectiveness of the financial wellness programme over time to gauge if and how the programme should be evolved to ensure maximum value for — and participation from — employees.
Enable: the tools and benefits that drive financial wellness

We know that well-crafted benefits programmes that meet employees’ diverse needs give employers a competitive advantage in attracting and retaining workers. And that’s just as true for financial wellness as it is for health.

So the critical third step is ensuring that financially aware employees, who are gaining confidence and security through understanding the drivers of their financial situation, can act to address their needs.

That means offering benefits tailored to them — whether it’s employee assistance loans, income protection products, life cover, pensions or some other tangible way of alleviating financial stress.

Making those benefits customisable — through voluntary or flexible benefits packages — allows employees to further tailor them to their specific needs using the skills gained in financial wellness education and evaluation.

There are other refinements, too.

• **Integrate health and financial wellness programmes**
  Financial wellness is not on the benefits agenda by accident. It is a natural extension of providing employees health cover, which in turns is optimised and made more cost-effective by offering physical and mental wellness programmes. As a major — perhaps the major — driver of stress, financial wellness has a crucial role to play in ensuring a happy healthy workforce.

  In MetLife’s EBTS surveys around the world, almost 40% of employees reported that financial worries distracted them from work. Stressed employees suffer poorer nutrition, sleep and physical activity — and they may delay going to the doctor, further burdening an employer’s benefits programmes or productivity.

  Logically, then, it makes sense to take an integrated approach to health, fitness and financial wellness. Nearly 68% of employers in the markets MetLife studied have a health and wellness programme; 34% said they wanted to introduce or expand their financial wellness programme. For those companies, that integration should take place from the outset.

  Employees are keen on the idea. A majority have told us through MetLife’s EBTS that they want financial counselling as part of a wellness programme.

• **Implement programmes that help reduce debt**
  Debt is a reality for most people. Often it’s a perfectly manageable, and very useful, tool. But it is often poorly understood and can get out of control.

  In the UAE, UK and US EBTS data, an average of 47% of employees said they were concerned about having too much credit card debt, for example.

  Employee Assistance Programmes (EAP), debt management support and counselling can also help. Crisis loans to employees can alleviate short-term debt-related stress — coupled, of course, with “just in time” educational measures to address underlying causes of financial problems.
• **Introduce voluntary benefits to help employees manage risk**

Nearly half of the employees said that they live paycheck to paycheck, according to MetLife’s various global EBTS reports. When faced with an unexpected expense — such as an accident, illness, or loss of life — it can be very difficult for a family to pay the bills, much less stay on track to meet planned financial goals. No wonder 38% of US employees told us they saw accident insurance as a must-have; yet only 23% of employers currently offered it.

Organisations are increasingly seeing value in offering additional voluntary benefits to address these stressors, which can often be implemented with little or no cost to the employer. They work well even for those employees not under financial stress: over 60% of employees in India, UAE, the UK and the US said it was important to be able to customise all of their benefits to fit their individual lifestyles.

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**MetLife Foundation: concrete steps to financial wellness**

The MetLife Foundation works in both developing and developed economies to expand and improve financial services, building financial inclusion for low- and middle-income families. Its projects are often geared around financial wellness.

In the US, for example, it supports Duke University’s Common Cents Lab, an initiative that applies behavioural economics to identify new ways to help millions of Americans improve their saving, credit, planning and spending habits. Common Cents Lab collaborates with financial institutions, fin-tech players, employers and other organisations to deliver solutions intended to help people make smarter choices with their finances; build emergency, retirement and college savings; and make informed big purchase decisions and end-of-life financial arrangements.

We talked to Common Cents Lab and Ideas42, founded by professors Eldar Shafir and Sendhil Mullainathan, to get ideas for employers to help enable their employees. The best approach is to open pathways for financial wellness while leaving employees in control.

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**Automate — and split.**

Provide an option to automatically transfer part of an employee’s paycheck into their designated savings account. Redesign your direct deposit form to make this simple and clear. Help frame it: create an example in which 10% is split to savings and 90% to checking.

**Automate increases.**

Provide opportunities for employees to automatically increase their 401(k) contributions after annual pay raises — for example, by suggesting a percentage contribution.

**Save the windfalls.**

Design options for employees to significantly increase savings from ‘windfalls’ — which include the ‘extra’ Fridays in the year (bi-weekly payroll) or bonus payments. Again, frame it by creating an example in which 50% is split to savings and showing how that grows over time.

**Provide guidance on retirement contributions.**

A simple calculator or ‘cheat sheet’ at hiring and at each raise could spell out the implications of different allocations — take home pay each month, tax dollars saved, retirement funds in a certain number of years and so on.

**Reminders.**

Employers cannot provide overt financial advice, but they can remind employees to check in on their investments, particularly around steps like rebalancing. Combine this with reminders to consider other actions, such as bringing lunch to work, evaluating mortgage re-financing options or undertaking a ‘financial health check’ to define financial goals and the road to achieving them.
Financial wellness: achieving results

Financial wellness is a relatively new but growing concept. Sweeping economic changes around the world are forcing multinational companies to step up their efforts to provide employees with competitive benefits as well as financial education to enable them to better manage and allocate their assets.

Employees are looking to their employer for help in easing their financial stress. Offering effective financial wellness programmes may help mitigate financial risks — but also improve employee retention and productivity, reduce employee stress, and help dial up the value of an employer’s retirement plan.

Some final advice:

**Educate.** Use creativity and personalisation to gain participation. Lack of immediate gratification; lack of time, money or knowledge; or plain denial — they all prevent employees from improving their financial literacy. Making the issue more real for employees may help.

**Assess.** Make your message relevant either through benefits structures or via behavioural cues. Employees vary in their financial needs and literacy depending on their education, life-stage (i.e., student loan debt, marriage, starting a family, empty-nesters) and even culture, but can easily assess such ‘readiness’.

**Enable.** Provide financial wellness tools and benefits. Implement a sustainable approach to improving financial security. Offering voluntary and flexible benefits helps ensure that employees gaining confidence from financial education and a sense of control through evaluation are able to apply them to improve their own financial wellness.

But it’s those employers really interested in change who will see the biggest benefits. Every aspect of HR is enhanced when an employer is able to develop deep insights into their employees’ motivations and concerns. With the understanding we now have about the impact of financial wellness, measuring, monitoring and improving the financial foundations of employees is now essential.
Your financial wellness programme checklist

However you choose to address employee financial wellness, from basic financial education to more sophisticated coaching or behavioural interventions, you might apply the following points.

- Establish a plan for appropriately communicating current employee benefits, through multiple channels (in-person, online tools, literature)
- Use a survey, focus groups or employee representatives to identify the primary financial concerns of your employees (short term and long term objectives)
- Analyse employee data in terms of age, gender, marital status, earnings, lifestyles and interests, as well as exit interview data to customise your approach
- Decide if your strategy needs to be global or localised, based on a common goal or more specific, isolated needs by country
- Be sure to consider the cultural sensitivities in global programmes
- Ensure your programme integrates and highlights the value of the employee benefits you already offer, and drives usage based on each employee’s needs
- Establish an “Employee Financial Wellness Task Force” to keep pace with the rapid changes affecting personal finances amongst your workforce
- Be sure to include your Financial Wellness programme as a part of your broader health and wellness strategies
- Utilise external partners (consultant, broker, insurer, bank or any financial wellness specialist) to provide monthly or quarterly sessions with employees, and to identify instruments — such as voluntary benefits — that are convenient ways for employees to mitigate risk
- Consider behavioural cues (like automatic enrolment) which can increase engagement and simplify complex decisions
- Pilot your programme with a small group of employees to analyse how they will engage with the content
- Evaluate success based on defined criteria such as intent to act, satisfaction, improved awareness, reduced stress, and improved personal financial situation
About MetLife, MetLife’s EBTS, MetLife Foundation, Ellevest and Nudge Global

About MetLife and its Employee Benefit Trends Study
MetLife, Inc. (NYSE: MET), through its subsidiaries and affiliates, is one of the largest life insurance companies in the world. Founded in 1868, MetLife is a global provider of life insurance, employee benefits, annuities, and asset management. MetLife is a leading provider of innovative employee benefits with employee benefits operations in more than 40 countries.

MetLife’s Employee Benefit Trends Study delivers timely and reliable research results that explore important benefits issues and evolving trends around the world. Building on more than a decade of research and experience in the US, as well as nine additional markets since 2007, the Study provides fresh insights that can help employers get more from their benefits investments in the form of satisfied, skilled and productive workers. The Study also suggests tactics to help employees become more knowledgeable benefits consumers, leveraging insights from multiple markets in order to respond to the evolving benefits environment. The study design, involving both employer and employee surveys, was developed in the US and has been adapted in various key markets around the globe including: 2007 (Australia, Mexico, United Kingdom and India); 2011 (Australia, Brasil, India, Mexico, United Kingdom); 2013 (Brasil, Chile, Mexico); 2014 (United Arab Emirates, Poland, Russia); 2015 (United Kingdom, India, China, Egypt); 2016 (Australia); and 2017 (United States, United Kingdom, and Greece).

About MetLife Foundation
MetLife Foundation was created in 1976 to continue MetLife’s long tradition of corporate contributions and community involvement. Since its founding through the end of 2016, MetLife Foundation has provided more than $744 million in grants and $70 million in programme-related investments to organisations addressing issues that have a positive impact in their communities. Today, the Foundation is dedicated to advancing financial inclusion, committing $200 million to help build a secure future for individuals and communities around the world. Together with our financial inclusion partners, we have reached nearly five million individuals in 39 countries supporting solutions that help millions of low-and moderate-income people prepare for life’s inevitable challenges, take advantage of opportunities and achieve their short- and long-term goals.

About Ellevest
Ellevest, a federally registered investment adviser, offers a digital investment platform that is reimagining investing for women with a practical goal-based approach. Ellevest gives women the tools they need to take financial control: a straightforward, full-picture investment plan that reflects real life.

Ellevest does not guarantee investment performance. All investing entails risk, including the possible loss of principal, and there is no assurance that the investment will provide positive performance over any period of time.

About Nudge
Nudge is the UK’s leading Financial Education specialist dedicated to improving the financial literacy and wellbeing of employees. Their award-winning solution uses data, mobile technology and behavioural psychology to provide a personalised and “in the moment” experience to their Nudge community. Their Clients come from every major industry with the largest supporting 31,000 employees, and the smallest supporting just 4 employees.