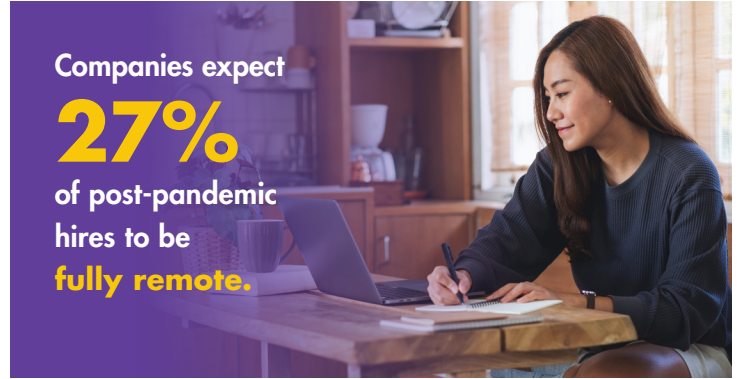


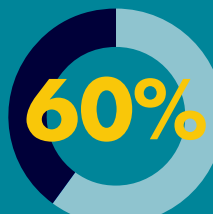
Leading Life Insurers' VIEWS ON CULTURE



On average, **25%** of life insurance company workforces have been **hired since March 2020**.



Companies expect **27%** of post-pandemic hires to be **fully remote**.



60% of life insurers said their **company culture changed** at least somewhat since the pandemic.



37% of companies whose **cultures changed** say their culture has become **more desirable**.

43% of companies say **inclusion** is a more **important component** of the culture they want to cultivate in the future.



More than three quarters of companies have taken measures to maintain their company culture:



87% survey employees about the state of the company culture



80% provide opportunities for informal communication

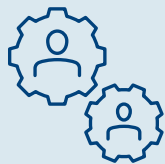


77% provide training for soft skills in a virtual environment

The hybrid work environment has driven companies to take different types of action to reinforce company culture:



83% are addressing company values during onboarding



80% report assigning an "onboarding buddy" to new hires to provide support



70% are providing more opportunities for informal communication