



MetLife's Brazil Employee Benefit Trends Study 2018

# Creating a better workplace

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Navigating life together

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# Better workplaces in Brazil

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Brazil's employment landscape is changing. Economic and social progress between 2003 and 2014 lifted 29 million people out of poverty; inequality dropped significantly, and people's expectations have risen.<sup>1</sup>

Despite a deep recession in 2015 and 2016, the economy is recovering fast. It's forecasted to grow 2.8% in 2019.<sup>2</sup> Unemployment is falling, which is starting to put pressure on the labor market.<sup>3</sup>

But the need for fiscal reform remains, particularly in the area of pensions which is a big challenge for public finances. This is likely to refocus employees in Brazil on their own financial security, especially later on in life.

It is against this backdrop that we explore the employee benefit landscape in Brazil. Many companies use benefits as a way to attract and retain talent. As growth strengthens, businesses in Brazil will need to look even harder at using benefits to create workplaces capable of meeting employees' needs.

Through the MetLife Employee Benefit Trends Study (EBTS), we know that great workplaces play a critical role in raising productivity to keep Brazil's economy competitive on a global stage.

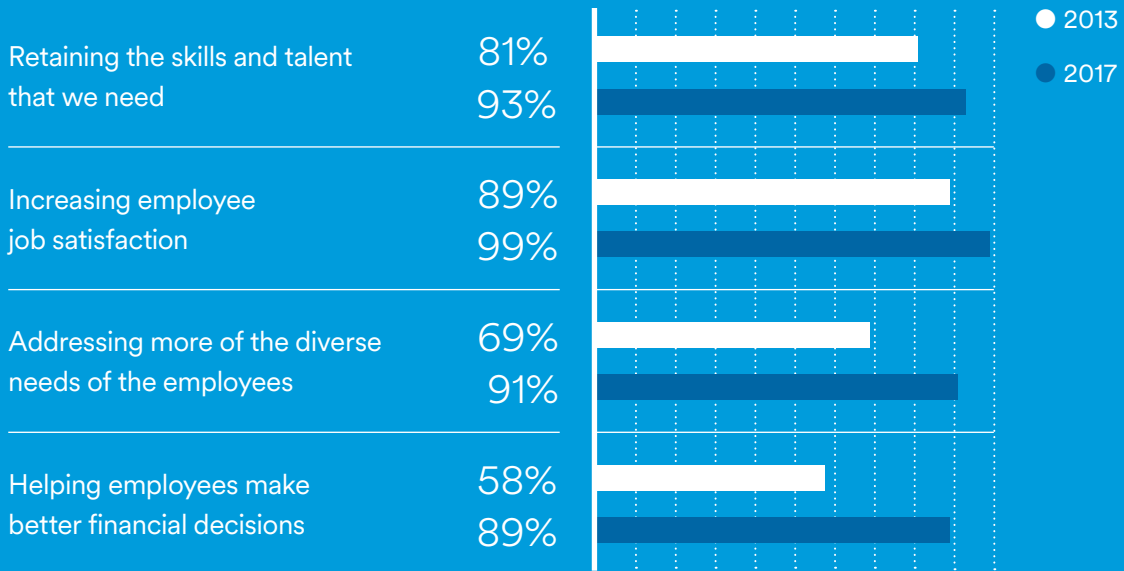
While motivating workers and driving productivity continue to be key priorities for employers, EBTS also shows that there is a real appetite among employers to build better workplaces that cater to their employees' diverse needs through an optimized benefits strategy.

This might be challenging. First, our research shows that employees are less satisfied with their workplace and their benefits than many employers would like to think. The number of employees telling us they are satisfied with their job and benefits has fallen considerably since we last conducted the study in 2013. Second, talent retention continues to be a key issue: 37% of employers in Brazil, compared to 25% in 2013, say they expect to face a shortage of experienced workers in the next 12 months.

We can expect this to result in a renewed focus on employee health, financial security (especially around retirement) and ability to balance home and work life as real issues that impact work-life balance. Our report reveals the strategies employers can use to build a better workplace to address the holistic needs of an increasingly diverse and mobile workforce — strategies that help address employer concerns regarding their benefit objectives, which have risen rapidly on their list of benefits priorities (see table).

## Employers know they need to create a better workplace...

How important are each of the following employee benefit objectives?



## ...in part because employees feel increasingly dissatisfied

	Year	Small company*	Medium company*	Large company*
I am satisfied with the job that I have now	2013	53%	57%	56%
	2017	35%	40%	42%
I am satisfied with the benefits that I receive through my employer	2013	41%	35%	43%
	2017	21%	31%	36%

\* Company size defined as small (50-99 employees), medium (99-1000 employees), and large (1000+ employees).



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# The evidence suggests great workplaces mean better returns

Increasing the perceived value of the program may affect employees' engagement or commitment at work.

To prove this, we looked for correlations between various attitudinal questions in MetLife's EBTS and business outcomes, such as employee engagement, commitment and workability (a measure of an employee's sense that they can deliver at work).

Our analysis shows that the more an employee values benefits from their employer, the more engaged they are with their job and committed to the workplace.

On a scale of one to seven, a one-point increase in the EBTS composite (where employees give higher ratings to statements such as "I place high value on the benefits provided by my employer for my financial security, my retirement, and my health care needs") correlates to a 13% increase in employee engagement and commitment. That is slightly higher than Chile (10%) and Mexico (11%), and comparable to markets such as Australia, the United Kingdom (UK) and the United Arab Emirates (UAE).<sup>4</sup>

The value employees place on benefits is as effective as satisfaction with salary or even having a caring boss. The regression analysis shows that improving an employee's sense of value in their benefits can make them more engaged — measured by statements such as "to help this organization succeed, I am willing to work harder than I have to," and "at work, I feel as though I'm bursting with energy." These seem to be strong predictors of productivity growth.

# Chapter 1

## Balanced living: the holistic employee

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The debate about work-life balance is nothing new. But the lines between work and life continue to get more blurred. Employees' life needs are more diverse than ever, too.

Our data suggests that only 35% of employees in Brazil say that their employers make it possible to balance work and life. Employers who turn this around with benefits that address the wider needs of their employees and, where possible, allow them to tailor their benefits to their own situation, may have a competitive advantage. The likely result would be more engagement, better productivity and lower recruitment costs, but also a key weapon in the war for talent within Brazil, regionally and globally.

We found that 37% of companies in Brazil expect a shortage of talented or experienced workers in the next 12 months. Note that in Mexico, only 50% of employers told us that "hiring the skills and talent that we need" is a top-three challenge, while it's 76% in Brazil's growing economy.<sup>5</sup>

So we know companies in Brazil are keen to engage and embrace key employees, especially highly skilled ones. A tailored approach to benefits that helps employees stay focused and happy could retain the talent.



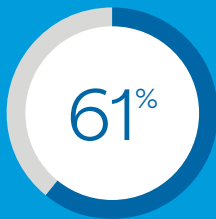




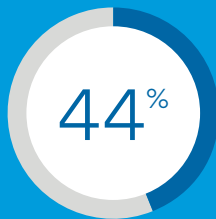
## A balanced workplace can boost loyalty...

Which of the following could your current employer do to keep you working for the company?

Salary



Promotions



remain the top drivers of loyalty among employees planning to change employers in the next year

But nearly

30%

would be motivated by flexible working conditions

(34% for younger employees entering the workforce which is considerably higher when compared to 11% of older employees), and 38% would be motivated by an improved life quality

## ...and is a key factor in choosing a new employer

How important are the following when deciding whether to accept a job at a new employer?

Percentage saying very or extremely important

Ability to customize my benefits to meet my needs

61%

Ability to shift my work/days/hours necessary

58%

Ability to work from home or remote locations

58%

# Flexibility

An important aspect of work-life balance is the amount of time a person spends in the workplace. Evidence suggests that long work hours may impair personal health and increase stress. In Brazil, however, only 7% of employees regularly worked 50 hours or more in 2016, below the Organisation for Economic Co-operation and Development (OECD) average (13%).<sup>6</sup> But this is only part of the story.

When we asked about flexible working, that is, allowing employees to choose their hours and days to suit personal commitments, employers in Brazil offered flexible hours and work-life focused wellness at a reduced frequency when compared to their regional peers.

Work-life wellness initiatives in Brazil are also much more prevalent in the largest companies (59%) and much less in small businesses (35%). There may be a reason for that: employers in companies with more than 1,000 employees are nearly three times more likely to say the key reason for absenteeism is lack of flexibility or excessive pressure than those in smaller companies.

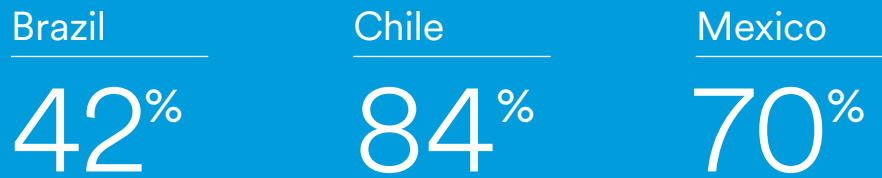
Employers can help their employees manage their work-life balance by shifting towards more formalized flexible working conditions. Making these policies part of a flexible benefits package legitimizes their use, too, encouraging employees to manage their own life in ways that ensure they are delivering at work. If these flexible options are deployed carefully as part of an integrated benefits platform, they may increase engagement and productivity at little or no cost.



## Brazil's more limited work-life offerings

Employers who say they currently offer...

### Flexible working hours



### Work-life focused wellness



## But employers in Brazil remain more motivated to deliver balance as compared to regional peers

Providing employees with benefits designed to better balance their work and personal lives.

### Percentage who agree this is a key mission for their benefits program

	Brazil	Chile	Mexico
Small company	94%	84%	84%
Medium company	90%	82%	89%
Large company	98%	82%	89%

# Benefits customization maximizes value

Employers in Brazil, like those across the world, are dealing with an increasingly diverse workplace.<sup>7</sup> Employees of different generations and backgrounds have divergent needs from their employer. The good news is that today's benefits packages are richer and more varied than in the past. The introduction of digital platforms for administering and communicating benefits, in particular, has made it easier to put together sophisticated packages and allow employees to choose what is right for their life stage.

When employee benefits are tailored to life needs, not only do employees show greater appreciation for their employer, but they also feel more financially secure.

It starts with an understanding of the needs of employees. Only then can employers decide what should form a core part of the benefits offering and what tailored options will work.

Voluntary benefits, where employees can choose additional benefits, often subsidized through the employer, are an option to creating a customizable benefits program. Our data indicates both employers and employees in Brazil are very open to the idea about voluntary benefits.

Employers remain a trusted and convenient source of benefits. Employees tend to agree they can secure better rates (64%) and easier purchase (57%) of benefits through their employer. Across many products, employees show a high willingness to pay for the benefits they really want even if employers make no financial contribution.

## Employers in Brazil agree that voluntary benefits add value and are also value for money more than their regional peers

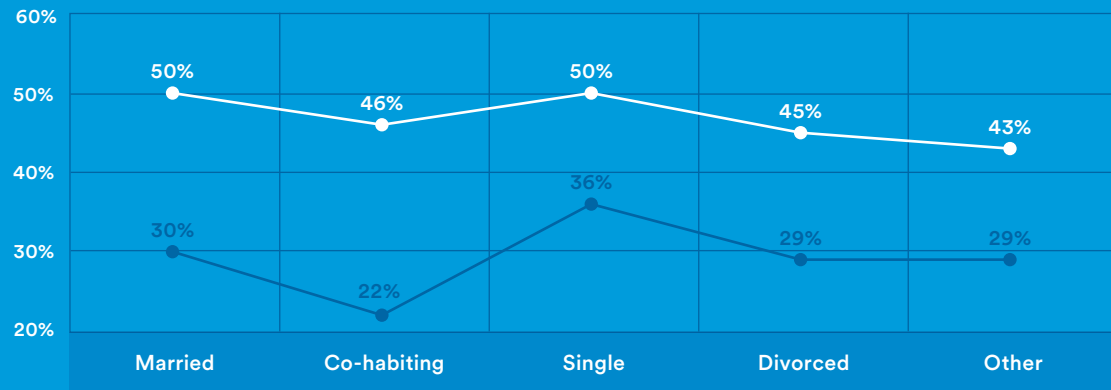
How much do you agree with the following statements about voluntary benefits?<sup>8</sup>

Percentage answering very or extremely important

Voluntary benefits...	Brazil
...are a cost-effective way to add value to our overall benefits package	86%
...are a cost-effective way to meet diverse needs of employees	84%
...increase talent attraction	79%
...increase talent retention	76%

## 'Vanilla' benefits are losing traction

Regardless of life stage, there is an appetite among employees for flexible benefits (even with co-payment) than cash to purchase cover independently.



- I am interested in my employer providing a wider array of benefits I can choose to pay for on my own
- I would prefer my employer give me an amount of money to purchase all of my coverage outside the workplace

## A personal plan is attractive...

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When they are looking for a new job...

61%

of employees cite customizable benefits as an important factor in accepting a position

What would make them loyal to their existing job...

58%

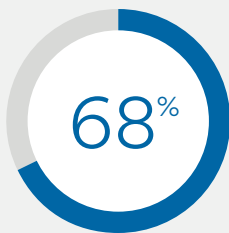
of employees say ability to customize benefits

57%

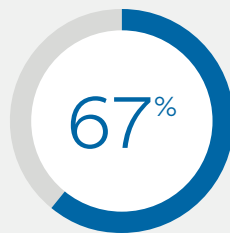
of employees say the ability to maintain benefits even when they move jobs

## ...even just discussing personal needs in a winning strategy

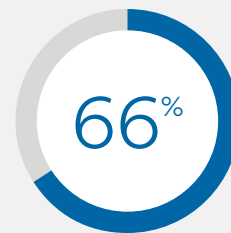
How useful would you find each of the following when enrolling and using your company's benefits? (Percentage saying useful)



One-on-one explanations



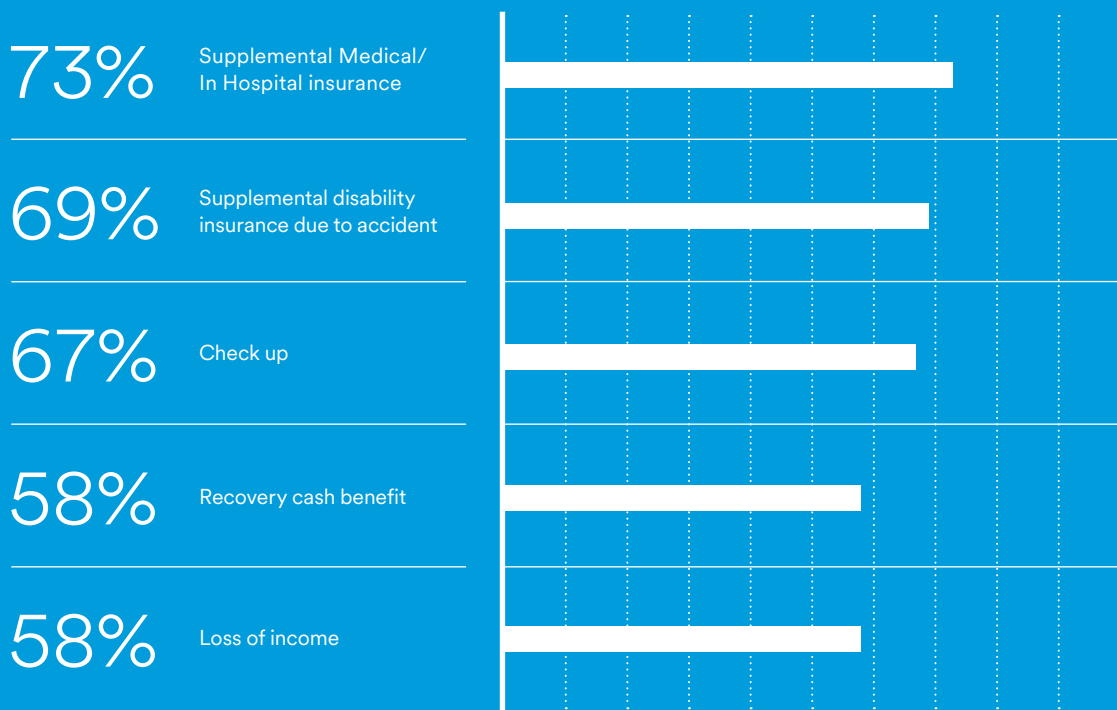
Customized information based on the needs of my own life stages



e-Services for understanding and managing options

## Shared costs are increasingly an option

Regardless of whether you are currently offered or have these already, if your employer provided the following products, how likely would you be to buy them if you shared the cost with your employer?







## Chapter 1 – Conclusion

As our research suggests companies in Brazil have been relatively slow to respond to employee demands for greater flexibility and choice in employee rewards. In blue-collar jobs, this might be less critical, but there is a global war for talent in both local and multinational businesses. Recruiting, retaining and engaging employees for high value-adding work can be made easier by responding to their employee life needs.

- Employee needs will vary by age, social standing, family commitment and financial circumstances. But giving them the **option** to take some control over their relationship with work and their benefits can be increasingly important strategy for engagement.
- Roll out **customizable benefits** and promote them as a recruitment tool.
- Use digital, personalized **portals** to provide a sense of control.
- Offset costs with **voluntary contributions** because many employees may welcome the choice.
- Offer **flexible working** options that employees are requesting to achieve work-life balance.
- Revitalize **employee feedback methods** to ensure benefits perception gaps are being addressed.

# Chapter 2

## Financial insecurity hurts the workplace

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In today's rapidly changing economy, even though unemployment is falling in Brazil, employees report feeling less in control of their finances than ever.<sup>9</sup>

Only 40% of employees in Brazil told us they feel in control of their finances compared to 63% in 2013. We see a similar fall in their confidence to make the right financial decisions for their family — 42% in 2017 vs. 66% in 2013.

Since we last conducted our study in Brazil, we have seen how employees' financial concerns are having an increasing impact in the workplace. 37% of employees now agree they are spending more time thinking about personal finances at work than they should. No wonder 82% of employers in Brazil now tell us that providing financial planning services is a very important goal for their benefits program.

EBTS reports around the world have consistently shown that financial stress, such as living paycheck to paycheck, struggling to meet bills, being unable to pay for unexpected setbacks or retirement, hurts productivity and has a significant impact on employees' ability to focus at work.

Employers have the opportunity to create a better workplace by helping employees understand the value of the benefits they already receive and building firmer foundations through financial awareness, smart employee benefits, and well-rounded pensions.

### Living up to good intentions

There is a huge perception gap in Brazilian workplaces between employers and employees on acknowledging financial stress.

- **Only 23%** of employees say their employer “provides adequate information about financial planning, savings, retirement and tools that I can use” (around the same as Mexico).
- **51%** of employers say they understand the personal financial pressures on employees (it is 88% in Mexico, where the perception gap is larger).





## What is financial wellness?

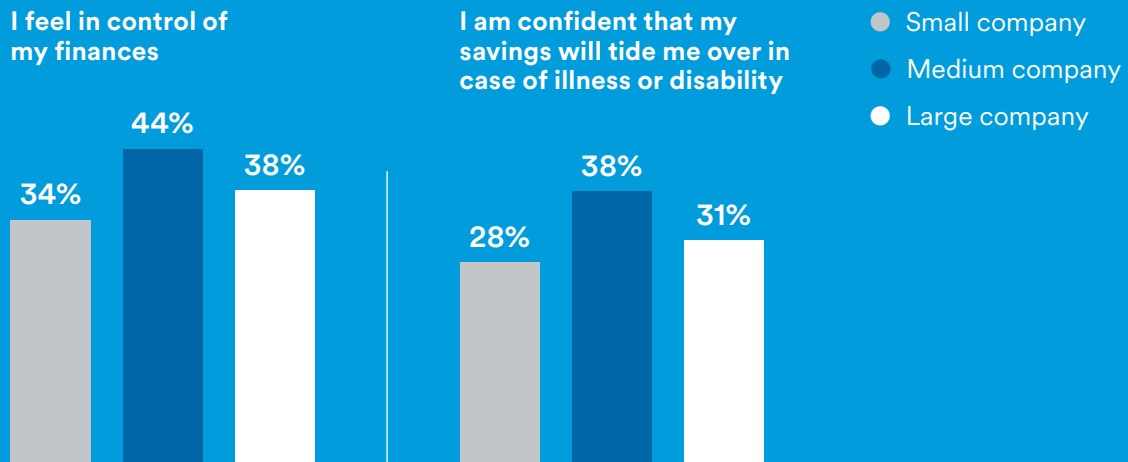
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Financial wellness is the state where an individual can successfully manage day-to-day finances, protect against unplanned expenses and plan and save for the future. By investing in financial wellness, employers can help their workforce become more engaged and productive.



## Many employees do not feel in control

A majority of employees, especially in smaller companies, feel less in control of finances; and only a few are free of the financial stress they might face at a time of illness.



## Financial stress is getting worse

Employee financial concerns have risen over a period of five years.

	2013	2017
Having appropriate health insurance for me and my family	68%	77%
Having job security	65%	76%
Having financial security for my family in the event of my premature death	72%	72%
Having financial security for my family if a core family financial income provider is no longer able to work because of disability or serious illness	70%	76%

# Financial security through employee benefits

Employers have an opportunity to try new approaches to financial wellness. These include basic tools for budgeting and financial planning, online tools for managing savings and learning about their options, employee assistance plans, and more sophisticated savings benefits, including those for retirement. Pensions are a key area for being considered financially fit. Despite pension reform stalling in 2018, the current low average retirement age, growing life expectancy, and a rapidly aging population will make it critical to identify new ways to maximize retirement savings and reduce the pensions burden on the state.<sup>10</sup>

The full range of financial wellness benefits may differ hugely between young parents, for example, and those nearing retirement. In each case, helping them address their financial situation could offer employers productivity gains and a boost to loyalty and engagement.

Communicating and explaining existing benefits, particularly enhancements to medical and life cover, as a means of addressing financial worry around healthcare and retirement can also promote a sense of greater financial security. This is particularly important for employees with families, many of whom have concerns about their financial wellbeing in the event of their incapacity. In Brazil, we find a relatively low level of financial support benefit.

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## Employees want more help with their financial security

	Small company	Medium company	Large company
I am interested in my employer providing me with tools to help me make decisions about my financial needs	46%	53%	62%
Over the next five years, I am worried about affording the benefits package that is right for me and my family	55%	58%	56%



## Financial education is a key to value — and sense of security



of employees are interested in employer-provided access to financial tools to make better decisions about their financial needs (**rising to 62% in the largest companies**).

This is important because **just 23%** agree that their employer provides enough information or tools around financial planning, saving, and retirement. This falls to 13% in small companies.

## Financial wellness as a recruitment and retention tool

52% of employees of all age groups say financial planning programs would be an important consideration for a new job.

How important are financial planning programs to increase loyalty to your current employer?



# Helping employees save for retirement

Pensions remain relatively generous in Brazil and account for about a third of all government spending.<sup>11</sup> As a result, employees in Brazil are increasingly concerned about retirement and its financing, while employers are a lot less prepared as compared to other markets like Chile and Mexico.<sup>12</sup>

Only 28% of employers told us they feel a responsibility to help employees save enough money for retirement. With only 5% of companies in Brazil offering employees a savings scheme (it's 56% in Chile and 85% in Mexico) and 24% offering a pension plan (Chile 64%; Mexico 78%), it is one of the lowest levels we've seen globally in any EBTS conducted over the years.<sup>12</sup>

In Chile and Mexico, our survey indicates there are more companies supporting their employees which may have led to employees that are more engaged, saving for the future, or well prepared for retirement.

Company saving schemes can help provide financial security in workplaces. Rolling out a simple and flexible saving plan, with low fees that address employee fears around retiring and other situations, could serve as a competitive advantage especially in small- and medium-sized companies where pensions and savings plans are significantly less well represented.

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## Many employees remain far behind their saving goal

Only 36% of employees remain confident about their retirement saving plans and this number falls significantly among employees in smaller companies (25% in small companies vs. 44% in large companies).

	18–30 years old	31–50 years old	50+ years old
I have already achieved my saving goals	8%	6%	5%
I am on track for my saving goals	23%	20%	33%

## And employees show high preference for financial benefits

How relevant are each of the following benefits for you as an employee? Percentage agreeing “very” or “somewhat” important:



## Target interventions based on age

We asked why employees weren't saving more for retirement. Note that high fees (23% for all respondents) is also a barrier to more saving but is a barrier company pension plans may be able to remove.

	18–30 years old	31–50 years old	50+ years old
I have other priorities right now	35%	41%	32%
I am already saving all I can into the group pension plan	25%	21%	25%
I have to keep other savings in products that allow me to withdraw, in case other needs arise prior to retirement	24%	20%	26%

## Motivating and educating for better saving

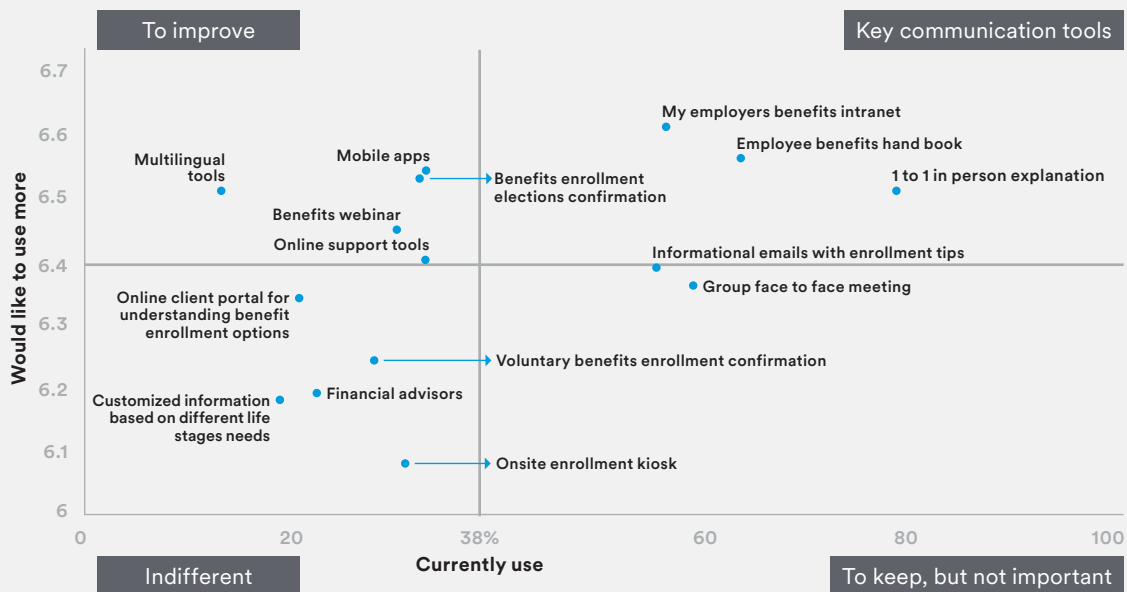
Helping employees save more for both the long-term and emergencies could be a huge win for employers. Most are familiar with cash and savings accounts. We also discovered 35% would like to make use of mutual funds in the next 12 months (only 28% do so at the moment) and 31% individual insurance plans (26% currently do).

This creates an opportunity to explain and facilitate these different types of saving.

## Communication will help financial stress

How financial wellness benefits are discussed within Brazil's companies is important. Employers offered valuable insight into what communication methods are working — insight that can directly shape financial education and awareness programs.

### Communication tools preferred to be used more in the future (mean) vs. currently (%)



## Chapter 2 – Conclusion

In larger businesses, communications can work harder to explain the financial gains employees are getting from their benefits package. In smaller companies, simply helping employees to better control their finances with savings and retirement options through education and tools could also make a big difference.

Perhaps the biggest perception gaps the EBTS has uncovered in Brazil is between employers currently not offering retirement plans and employees' desire to save more for retirement. Given the low incidence of savings schemes, it may be a valuable way for employers to differentiate themselves.

Financial education can reduce stress employees bring to work, boost engagement and improve loyalty to an employer.

# Chapter 3

## Wellness: a big opportunity

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Brazil's state health system was negatively affected by the 2016 recession. Since then through a combination of public policies and its Unified Health System, Brazil has significantly improved access to medical care for a majority of its population, but more can be done to eradicate health inequalities there.<sup>13</sup>

The EBTS results confirm this idea. While there is a wide acceptance amongst companies in Brazil that workplace wellness is an important goal, our data suggests that 51% of the companies do not offer any kind of wellness program. This is a point of concern as high-growth small- and medium-sized employers compete for talent with multinationals — which are more likely to apply global wellness strategies and offer programs beyond education and awareness.

Even among multinational corporations (MNCs) in the country, workplace wellness seems to be a low priority. In Brazil, just 37% of employers said they have a global health and wellness (H&W) strategy, with only 64% of them implementing it locally. In Mexico, for example, 55% of MNCs have a global H&W strategy, with 91% implementing it locally.<sup>14</sup>

Our results also suggest that a high proportion of employees in Brazil look to their employer to help maintain their wellness. 92% of employees we surveyed believe their company's wellness program has had a positive health impact on them, whether or not they highly "valued" the specific options on offer.

The good news is that employers in Brazil also seem to support the idea of workplace wellness. 82% of employers agree they have a responsibility for employee health and wellness and 96% cite encouraging employees' healthy behavior as an important goal for their program (the same levels in both small and large companies).

Employers in Brazil have an opportunity to create better workplaces and differentiate their benefits offering. Our study shows that companies that adopt a more proactive attitude towards designing strongly communicated wellness programs reap the rewards of a healthier, happier and more productive workplace, and will stand out in the competition for talent.







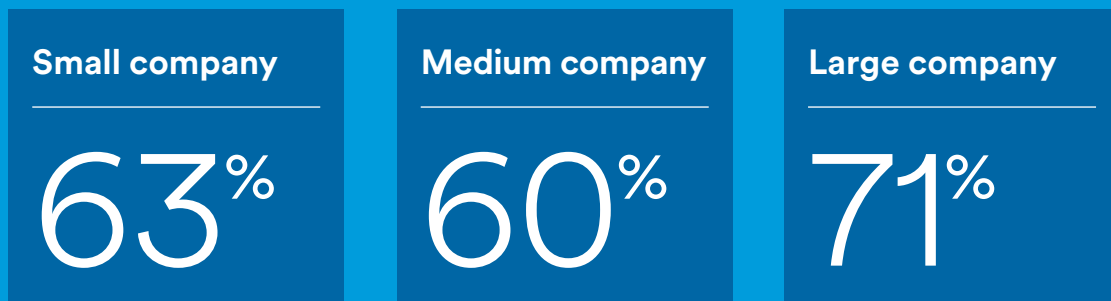
## Healthier workplaces increase retention

Participation in wellness programs may deliver higher levels of satisfaction, loyalty and productivity.

	Participated	Did not participate
I am satisfied with the job that I have now	67%	47%
I am loyal to my employer	74%	69%
My company is a great place to work	73%	49%
I feel both physically and mentally able to do my job	80%	71%

## Personal and family health is a clear workplace issue

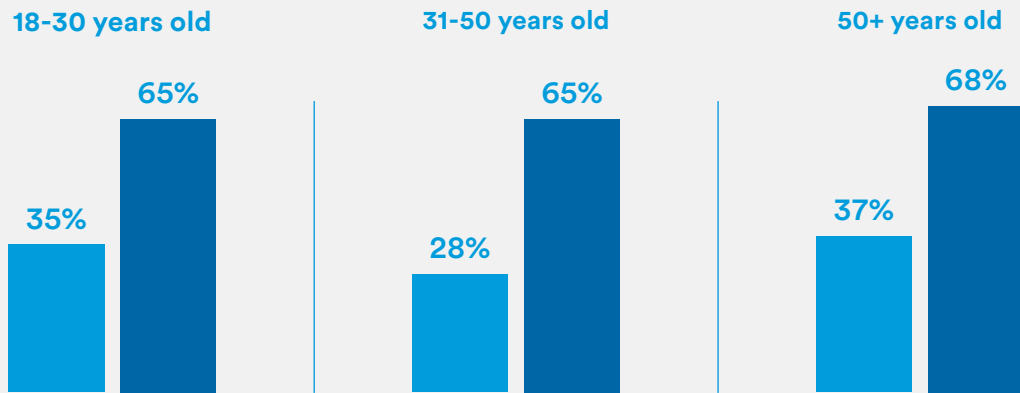
I am worried about how my health or the health of my family will impact my ability to work.



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## Employees want more wellness (however old they are)...

Across age groups, we see employees requesting more health programs.

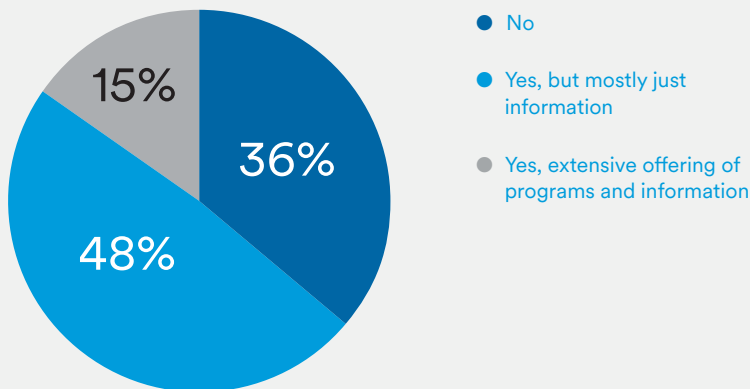


- I place a high value on the wellness options provided by my employers
- I hope my employer can provide more health programs

## ...but more preventative type of programs may help differentiate workplace benefits

Even among the large companies, only 24% are going beyond providing information on wellness. This suggests a major opportunity to differentiate the workplace with active wellness benefits.

### Is your company offering information and programs to help employees stay healthy and reduce doctor's visits?



## Chapter 3 – Part 1

# The right wellness benefits

The ideal approach to wellness is a comprehensive program that helps employees all along the spectrum of health, from education and awareness, to prevention and screening, to behavioral change and, as necessary, health intervention.

Our study found that emotional conditions like stress and depression are ranked by both employers and employees as their top five health concerns. This suggests a shift in focus to encompass a more mental and preventive type of programs is warranted.

Even though Brazilian employers recognize these health issues and a good proportion of them offer a mix of awareness and preventative care programs, there is a perception gap in the type of wellness benefits offered by them today and what employees claim they are receiving. By offering the right mix and communicating the wellness benefits effectively, employers can cater to a broad spectrum of employees physical and emotional needs and target interventions with the maximum impact.

## Employers worry about employee performance and illness

Stress remains a high concern for both employees and employers. But thinking about wellness solely in those terms may not address employees' key concerns.

### Employers say...

Stress	44%
Sedentary lifestyle	33%
High blood pressure	30%
Cancer	29%
Depressions	25%

### Employees say...

Cancer	47%
Stress	34%
Heart disease	30%
Depression	23%
Diabetes	22%

## Large companies ahead of the wellness curve

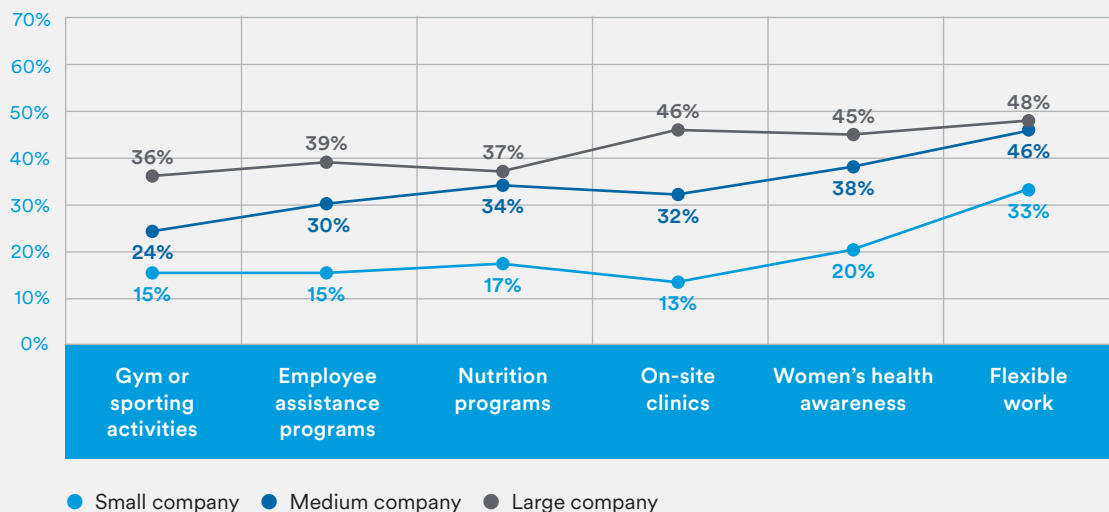
Small and medium businesses are lagging behind big companies when it comes to offering a range of wellness programming, which could harm their battle for talent.

### What types of health and wellbeing programs do you offer to employees?

	Small company	Medium company	Large company
Nutrition and weight loss programs	36%	52%	59%
Employee assistance programs	39%	52%	52%
Annual medical examination and cancer screening	38%	44%	46%
Health management programs for serious and chronic illnesses	20%	41%	56%
On-site medical clinics	11%	31%	49%

Note that employees generally report fewer programs are in place. It's another example of the perception gap — one which can be closed with better communications.

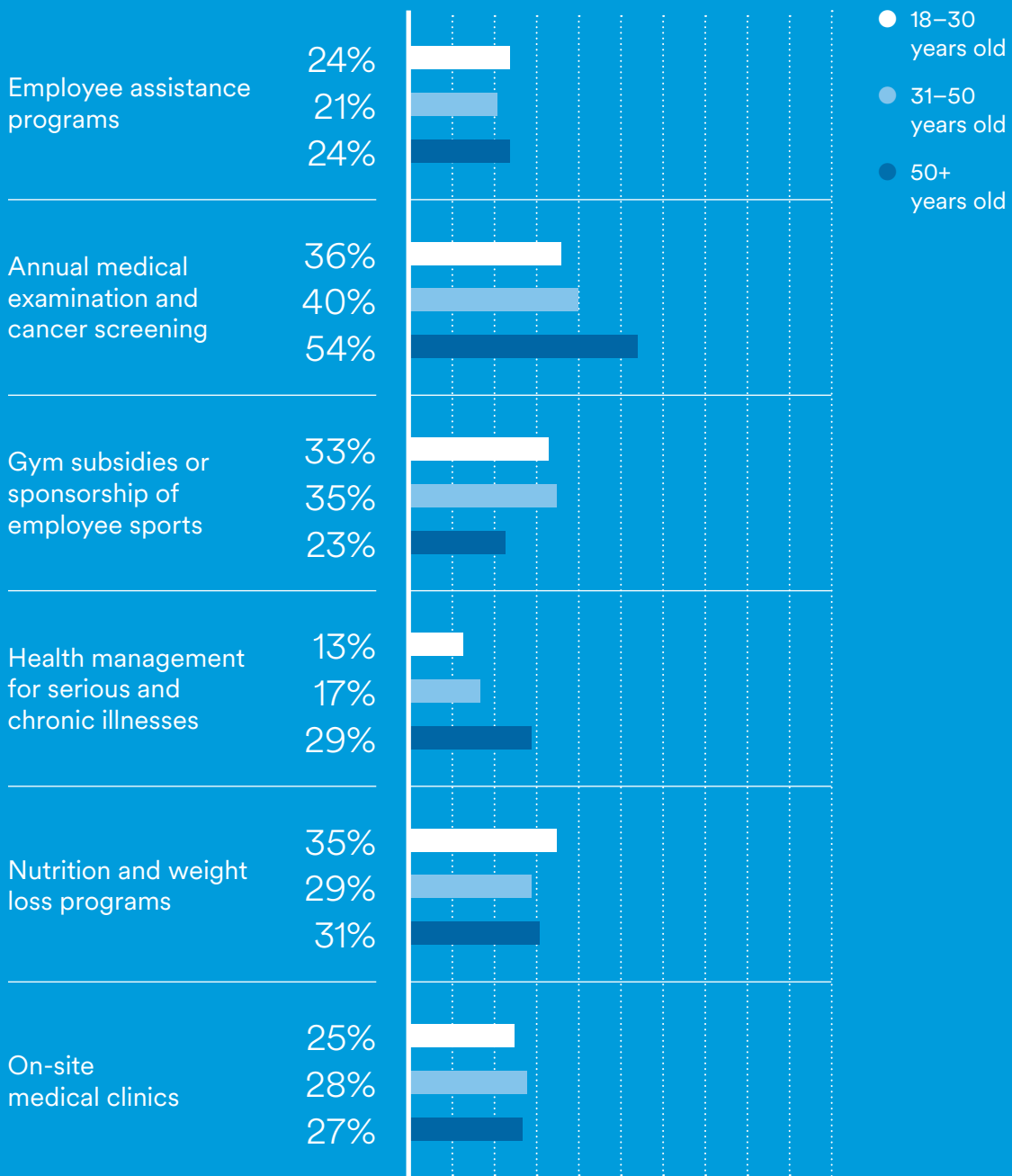
### Health programs reported by employees



## Prioritize programs that target needs

Employees are not a homogenous group. While some wellness benefits cross generational boundaries like on-site clinics, for example, others suit different age groups.

### How interested are you in these programs?



# Assessing health and interventions

Two important issues reported by employers are (1) controlling escalating healthcare costs (two-thirds of employers are challenged by increasing costs at their company) and (2) building a healthy and productive workforce. Nearly 45% of companies cite illness as a key reason for absenteeism (one-third more than lack of commitment), and across company sizes, almost every employer told us that managing health benefits costs was a top priority.

These challenges build a case for wellness. Employers that tackle the causes of illness can reduce absenteeism, offsetting the cost of their wellness initiatives. Healthy employees tend to be engaged with their work and with their employer.

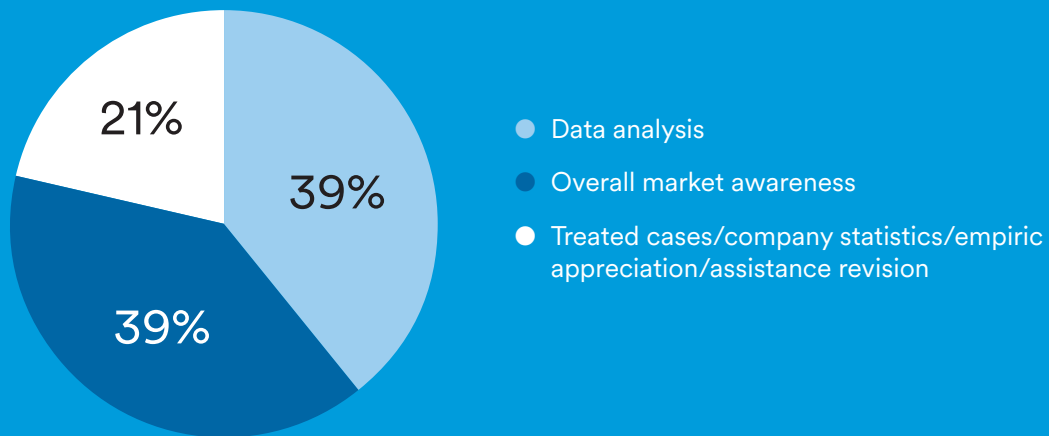
To customize wellness programs, employers should use their medical and workplace data to design a targeted strategy. Using wearable technology, tracking data via health applications, and analyzing employee claims may enable employers to identify benefit drivers, which are hurting the bottom line.

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## Look beyond general stats: health can be personal

Benefits providers should be able to tailor data around claims with analytics that can help employers target their wellness activities. Relying solely on general market data can be misleading.

**How do you evaluate the main employee health and wellness concerns?**





## Chapter 3 – Conclusion

Brazil's less predictable state health system opens the door for employers to introduce wellbeing benefits that really make a difference in terms of engagement and productivity.

We can see some big differences between age groups in terms of acceptable wellbeing interventions. Therefore, it's important to gain feedback from employees to understand what their demographics are and what needs to be customized.

Employees show a willingness to pay some or all of the additional costs a flexible program might entail. Introducing voluntary benefits is a smart way to meet employee demands for customization while offsetting cost for employers.

- **Introduce educational or early intervention programs** to help mitigate potentially chronic health problems in employees.
- **Establish feedback** mechanisms to assess employee health — employers do care about wellbeing, but need more data.
- **Prioritize health conditions** that your employee base is identifying as most problematic.



## Insights and recommendations

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# Your employees may value their job more if you help offset insecurity in their health and finances

The most significant factor in our Brazil EBTS is the gap between how much support employees want for their wider life goals and how few companies are offering it. Uncertainty about health provision, a desire for more work flexibility, and lack of savings for both emergencies and retirement are three big themes that all companies in Brazil — especially smaller companies — would do well to address.

Of course, every business must set its own agenda. Your workplace culture will be unique. But we know that healthy, less-stressed employees are more engaged and productive.

## The key action points

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1

**Listen to your employees:** Understand what motivates them on an individual and collective basis. Their unique health, financial and home-life concerns are incredibly valuable data in benefits design.

2

**Revitalize your benefits communications:** For employers that are offering the right programs, many of their employees may lack awareness of their existence and how to best utilize them.

3

**Drive for energy and focus:** These might seem unusual, but they serve two needs. First, they demonstrate employees are happy and healthy, lowering absenteeism and increasing productivity. Second, they may produce a benefits program that is not too narrowly focused — an employee starting to eat better might be physically healthier, but if they suffer financially-induced stress, they will lack focus (and perform worse in the workplace).

4

**Introduce flexibility:** Not just in how, when and where people work, but in their benefits choices. Flexible (and voluntary) benefits allow employees to tailor their benefits for themselves. In Brazil, flexible working is a gap that smart employers can fill relatively easily.

5

**Educate, evaluate and empower financially:** Financial wellness isn't just about increasing salary for employees. Briefing employees on sound financial planning, helping them understand their and their families' financial needs and giving them options, from simple savings and retirement schemes to online tools for finances, can all pay dividends.

## Methodology

MetLife's Brazil Employee Benefit Trends Study was conducted from July 20 to August 17, 2017. It was an online quantitative study among 300 employers, all stating they offered employee benefits to their employee, and 500 employees about their attitudes, options and current practices. All employees were full-time private sector workers receiving employee benefits in companies with more than 50 employees.

## Employers

Gender		Company size (number of employees)		
Male	27%	<b>50-99</b>	<b>100-999</b>	<b>1,000+</b>
Female	73%	36%	37%	27%

Headquartered		Type of company		
Brazil	84%	<b>Local</b>	<b>Regional MNC</b>	<b>Global MNC</b>
Europe	8%	84%	2%	14%
United States	4%			
Canada	1%			
Latin American beyond	1%			
Other country	3%			

Industry	
Manufacturing	27%
Services	17%
Transportation, communications, electricity and health services	10%
Retail	10%
Construction	7%
Technology, software, and services	5%
Pharmaceutical/Biotechnology and life sciences	3%
Shipping	3%
Agriculture, forestry and fisheries	2%
Fast Moving Consumer Goods	2%
Whole sale	2%
Other	12%



## Employees

Gender		Age		
Male	57%	<b>18-30</b>	<b>31-50</b>	<b>50+</b>
Female	43%	38%	41%	21%
Marital status		Company size (number of employees)		
Married	50%	<b>50-99</b>	<b>100-999</b>	<b>1,000+</b>
Single	33%	27%	41%	32%
Co-habiting	10%			
Divorced/separated	6%			
Other	1%			
Tenure in job		Roles		
Under 1 year	9%	Operator/worker	26%	
1-2 years	18%	Department manager	16%	
3-5 years	28%	Service specialist	16%	
6-10 years	25%	High level individual professional contributor	13%	
11-15 years	11%	Sales staff	7%	
More than 15 years	10%	Manager of a company	6%	
		Director	5%	
		Other	11%	
		Industry		
		Services	16%	
		Technology, software, and services	15%	
		Manufacturing	9%	
		Finance, insurance, and real estate	7%	
		Retail	7%	
		Transportation, communications, electricity and health services	7%	
		Education	5%	
		Construction	4%	
		Shipping	4%	
		Fast moving consumer goods	3%	
		Pharmaceutical/Biotechnology and life sciences	3%	
		Other	20%	

Unless otherwise noted, data and statistics are sourced from the MetLife Brazil Employee Benefits Trends Study, a comprehensive study of employee and employer attitudes across four cities conducted in Q3 2017.

1. The World Bank (2018). The World Bank in Brazil.
2. Organisation for Economic Co-operation and Development, "Brazil - Economic forecast summary," May 2018.
3. Trading Economics (2012-2018). Brazil Unemployment rate.
4. Data and statistics are sourced from MetLife's Employee Benefit Trends Study developed in Australia (2017), Chile (2018), Egypt (2015), Mexico (2018), the UK (2017), and the UAE (2017).
5. Data and statistics are sourced from MetLife's Employee Benefit Trends Study developed in Mexico (2018).
6. Organisation for Economic Co-operation and Development, "Better Life Initiative country note", November 2017.
7. Global Journal of Human Resource Management, "Are The Generational Interactions In The Brazilian Workplace Different From Other Countries?" March 2018.
8. Data and statistics are sourced from MetLife's Employee Benefit Trends Study developed in Chile (2018) and Mexico (2018).
9. Trading Economics (2012-2018). Brazil Unemployment rate.
10. IMF, "Fiscal Challenges of Population Aging in Brazil", April 2017.
11. The New York Times, "Retire at 55? In Brazil, It's the Norm. But Can the Good Times Last?" retrieved from <https://www.nytimes.com/2018/02/25/world/americas/brazil-pension-michel-temer.html>
12. Data and statistics are sourced from MetLife's Employee Benefit Trends Study developed in Chile (2018) and Mexico (2018).
13. UCLA Fielding, School of Public Health, "Brazil has improved health care for all, but inequalities persist" (November, 2016)
14. Data and statistics are sourced from MetLife's Employee Benefit Trends Study developed in Mexico (2018)
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MetLife, Inc. (NYSE: MET), through its subsidiaries and affiliates (“MetLife”), is one of the world’s leading financial services companies, providing insurance, annuities, employee benefits and asset management to help its individual and institutional customers navigate their changing world. Founded in 1868, MetLife has operations in 39 markets and holds leading market positions in the United States, Japan, Latin America, Asia, Europe and the Middle East.

It is also one of two founders of the MAXIS Global Benefits Network, one of the world’s leading providers with a presence in nearly 125 countries.<sup>15</sup>

For more information, visit [www.metlife.com](http://www.metlife.com).

### MetLife Brazil<sup>16</sup>

MetLife has been operating in Brazil since 1999. We are a recognized leader in the local market, offering solutions such as life, and dental as well as retirement plans for individuals and groups. We have a diverse distribution platform including brokers, banks partners, direct marketing, affinity and professional agents.

With a presence in 29 locations, we have a footprint in all major cities with 37,000 corporate clients, over 5 million customers.

### About the Study

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 U.S. as well as 12 additional markets since 2011, 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, India, Mexico, and the UK); 2011 (Australia, Brazil, India, Mexico, United Kingdom); 2013 (Brazil, Chile, Mexico); 2014 (United Arab Emirates, Poland, Russia); 2015 (United Kingdom, India, China, Egypt); 2017 (Australia, United Kingdom, Greece and United Arab Emirates); and 2018 (Brazil, Chile, Mexico).

### For additional information, visit us online:

MetLife Brazil: [www.metlife.com.br](http://www.metlife.com.br)

MetLife Global Benefit Trends: [benefittrends.metlife.com](http://benefittrends.metlife.com)



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