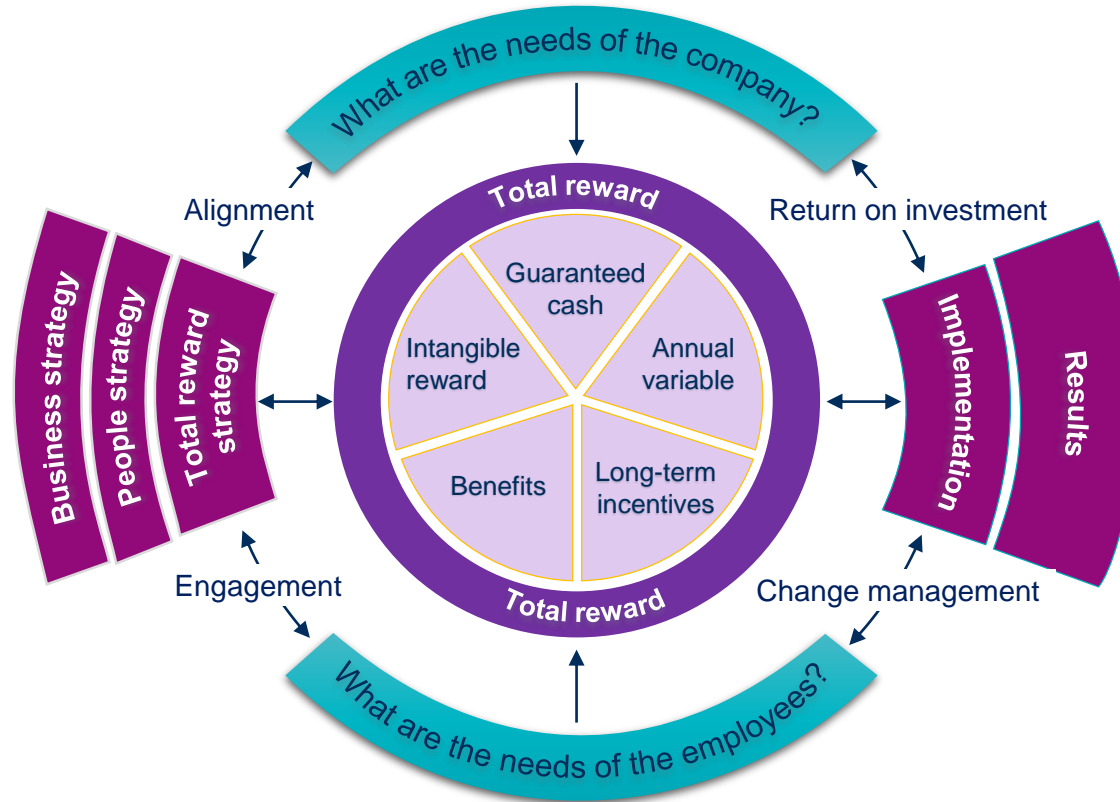


US Benefit Trends

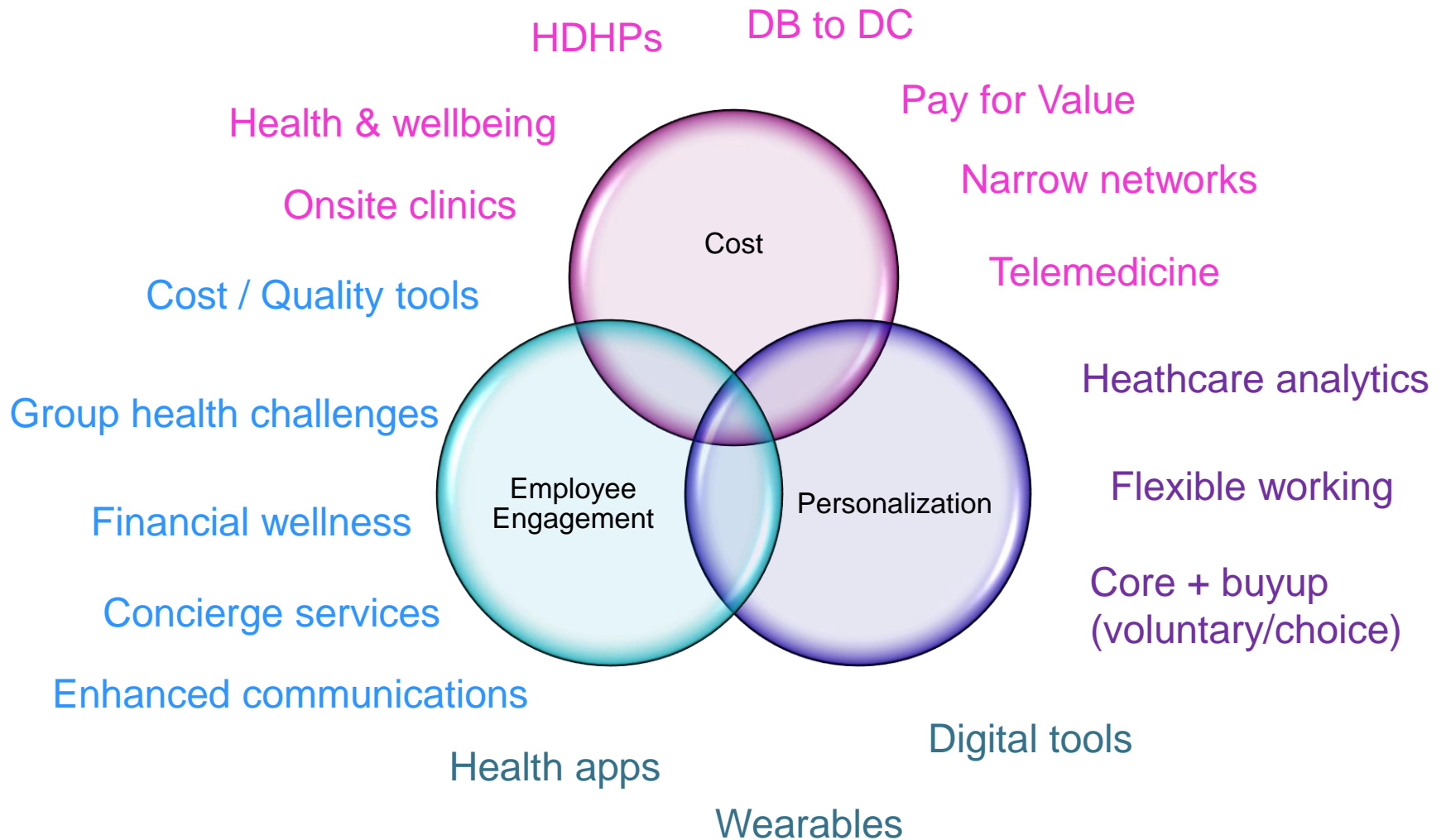
Robyn Cameron | Korn Ferry Hay Group



Korn Ferry Hay Group total reward framework: Holistic, aligned and balanced



Macro benefit trends



Overview of Non-statutory Benefits in US

Category of Benefit	Percentage that Provide			Typical Cost Sharing	BWS Sector Comments
	All Industries	BWS			
Retirement	100%	100%	Defined Contribution (DC) Plan For those earning above IRS comp limit (270,000 in 2017) – DC Excess plans	Employer typically contributes 4% of pay (Ees 6%)	DB plans much less prevalent (0% vs 32%) DC: earlier vesting of Ee contribs (3 vs 4 years)
Healthcare	100%	100%	80 - 90% in-network coverage and a deductible	75 – 80% employer paid	Fewer provide retiree coverage
Life Insurance	100%	100%	1 – 1.5 times base salary	Employer paid	2 x base salary most prevalent
Short term Disability	100%	100%	Uninsured sick leave - typically with full and partial salary spread over 1 - 26 weeks	Employer paid or cost shared	
Long term disability	100%	100%	60% of pay with a monthly maximum	Employer paid	
Holidays	100%	100%	10 -11 with 1-2 personal days	Employer paid	
Vacations	100%	100%	Based on service 10-25 days	Employer paid	



Other Non-statutory Benefits in US

Prevalence of Other Benefits for Beer, Wine & Spirit Sector versus All Industries

More Prevalent for BWS

- Car benefits & allowances (88% vs 31%)
- Discounts on company products and services (25% vs 15%)

Less Prevalent for Retail

- Transportation/commuting assistance (13% vs 22%)
- Telecommunications assistance (0% vs 12%)
- Discounted stock purchase plan (0% vs 5%)
- Executive flexible benefit plans (0% vs 4%)
- Housing and rental allowance (0% vs 2%)

About the Same Prevalence

- Subsidized cafeteria benefit (13-14%)
- Education assistance (74-75%)
- Club memberships (13-14%)
- Loans for home, car and other purchases (0%)

“About the same” is defined as within 3% variation in prevalence



Leading Edge Benefits – Emerging Trends

- Flexible working (flexible hours and work location)
- Student loan assistance
- Financial planning services
- Unlimited paid time off
- Expanded parental/maternity leave (16 weeks)
- Fertility treatment; adoption/surrogacy financial support
- Paid time off for volunteer work
- Gym memberships
- Office layout – treadmill desks
- Bring your pet to work

