

WOMEN IN LEADERSHIP

How do you see the relationship between employers and employees changing?

I think the relationship between employers and employees is becoming more balanced and equitable. Certainly, the pandemic has accelerated a broader shift to more flexible work arrangements and video technology has helped to level the playing field. Now we're seeing studies reinforcing that more employee-centric organizations will excel and have the advantage in recruiting and retaining the best talent. That's absolutely critical in the current tight labour market where there's more demand for than supply of employees.

It has been encouraging to see many organizations looking to do more to help their employees during the pandemic. Some made bold changes quickly to support the immediate needs of their employees. In addition, the acceleration of the digitization of benefits has facilitated access to care and provided employers with better data insights. They can use those data insights to implement new approaches or new coverages to better demonstrate their commitment to employees. Overall, technology makes it possible to develop strategies to implement what employees really want and communicate them in a way that resonates with those employees.

Also, employee benefits are now better appreciated as an important tool for employee health, productivity and wellness and are seen by both employees and leaders as much more than a perk. Employee benefits have evolved from standard suggestions to personalized solutions that bring meaningful support to people's lives.

What impact have employee-focused programs had on DEI for women in the workplace?

They allow the DEI (diversity, equity and inclusion) conversation to take place and increase both awareness and support. We've seen women

embracing the opportunity to participate in the conversation, be more vocal and take on leadership positions as champions of other women in the workforce. Not only do women have a voice, but having a culture that values inclusion means that we can have good dialogue between men and women, minorities and non-minorities and more. Many organizations – probably most – are being much more intentional about the DEI conversation and ensuring that the journey is authentic and real and led at the highest level. This will help employers design benefits programs that reflect who their employees really are, using data-driven insights, benchmarking and persona analysis.

How have HUB's programs for its own employees supported you and helped keep you there for 20-plus years?

HUB is ahead of the curve in terms of understanding that employees are its biggest asset and offering flexibility

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Terri Botosan

*Regional President,
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and a broad scope of benefits. That's partly because the structure of the company, with multiple lines of business, has always attracted diverse employees. There's an entrepreneurial spirit here, too. We're always striving to be just a little bit better than we were yesterday. That's exciting to me.

What is your vision for HUB in the employee benefits and retirement space in Canada?

I know it's a bold statement, but I really see excellence in all segments. We provide employee benefits, group retirement and investment consulting capabilities to support large-market employers in addition to small and mid-sized organizations and are leveraging best practices that fully support Canadian business needs. This is a unique position and makes us a force to be reckoned with.

