



# FINANCIAL STRESS AND PUBLIC SAFETY

Building Resilient Teams for Safer Communities

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# Meet the speakers



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# Why is financial wellness important?

01

## What is Financial Wellness?

According to the U.S. Consumer Financial Protection Bureau, financial wellness is a state of being in which you can fully meet your current and future financial obligations while feeling secure in your financial future and making choices that allow you to enjoy life.

02

## Stigma

Most people will experience some financial difficulties in their lifetimes, but might find it hard or even embarrassing to ask for help.

03

## Financial Wellness Programs

Financial wellness programs are designed to **educate employees on how to most effectively manage their personal finances**. These programs **remove the stigma around financial struggles** and "normalize" this aspect of our lives.

04

## Peer Support

Seeing colleagues face similar problems can help employees **feel supported and motivated**, therefore building a organizational culture of financial wellness.

05

## Employer Support

Today, most employers offer some form of general financial wellness resources, signaling that this is an area in which employers want to assist their employees.

06

## Impact of Financial Wellness

Financial stress among employees drives up healthcare costs, lowers productivity, and creates on-the-job distractions that negatively affect mental health. For public safety professionals, these challenges compound the already intense emotional and physical demands of their roles.



# Financial wellness vs. resiliency

01

## Financial Wellness

Financial wellness can enhance resiliency. When employees feel financially secure, they have more capacity to handle other life challenges.



02

## Resiliency Programs

Financial stress is one of the most common triggers for overall stress. Resiliency programs often address financial concerns as part of broader stress management.

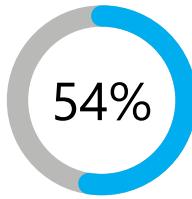


03

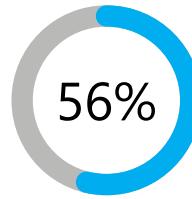
## Culture of Wellbeing

Both financial wellness programs and resiliency programs contribute to a culture of wellbeing, signalling that the organization values holistic employee health.

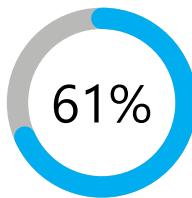
# The impact of financial stress



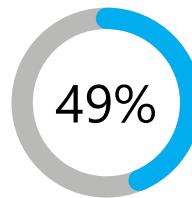
requested access to financial wellness classes.\*



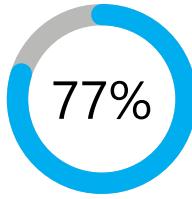
of employees are stressed about their financial situation.



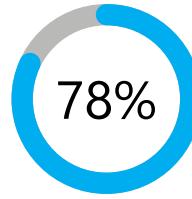
reported financial stress as a top concern.\*



of financially stressed employees are embarrassed to seek guidance on their finances.



of Americans say money is a significant source of stress.



of Americans lived paycheck to paycheck in 2023, a 6% increase from 2022.

## Financial stress in the workplace causes:

- Higher medical costs
- Lost productivity
- On-the-job distractions
- Mental health challenges

Employees lose over one day of work per week due to financial stress, which potentially costs U.S. employers nearly \$200 billion annually.

For public safety, these are stressors in addition to the high-stress emotional & physical toll public safety professionals already face on the job.



# LEVERAGING WORKPLACE BENEFITS

## 01 Default Participation

Add auto-enroll and auto-escalate features to 457 plans to improve participation & utilization.

## 02 Pre- and Post- Tax Options

Add 457 Roth contributions in addition to pre-tax to optimize savings.

## 03 Emergencies

Add loans and/or emergency savings accounts as options within the 457 plan.

## 04 Financial Services

Offer access to investment advice and financial planning services.

## 05 Forgotten Retirement Option

Offer health savings accounts to provide more retirement savings.



# ENGAGING EMPLOYEES

## 01 Know Your Workforce

Define and know your workforce to target communication. Evaluate generational analysis and life stages.

## 02 Communication Strategy

Communication must be multilayered. Consider program branding. Develop department "ambassadors."

## 03 Measure Impact

Is participation increasing?  
Are savings increasing?  
Are your communication and education strategies making an impact?

## 04 Technology

Maximize the services offered by your plan providers and consultants — websites, virtual one-to-one meetings, podcasts and webinars.

A photograph of a diverse group of people with their hands raised, likely in a question or inquiry gesture. The hands are in various positions, with fingers spread or pointing upwards. The background is blurred, showing greenery and other people, suggesting a public event or gathering.

QUESTIONS?

# APPENDIX

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# PEOPLE SOLUTIONS FOR THE PUBLIC SECTOR

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contact information.



**Lauren Safranek**

SHRM-SCP  
Vice President  
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Lockton

# Financial wellbeing trends

Workers continue to report **significant financial strain** due to rising debt, compounding interest carried on monthly credit card balances and inflation of goods and services. **74%** of Lockton clients are focusing on **financial wellbeing strategies** that go beyond 401(k) plan benefits to enhance employees' **financial literacy**.<sup>1</sup>

## FINANCIAL TOOLS

**96%** of employers believe they have at least some responsibility to offer financial wellness benefits.<sup>2</sup>

- Budgeting
- Credit building
- Debt reduction
- Emergency savings
- Earned wage access
- Planning for life events

## TUITION ASSISTANCE & STUDENT LOAN SUPPORT

**75%** of employers are offering or planning to offer tuition reimbursement and/or assistance.<sup>3</sup>

Providing student debt assistance to employees can yield improvement in recruitment and retention efforts, reduce costs of turnover and boost productivity and engagement.

## EMERGENCY SAVINGS

Employees have ranked **emergency savings** as a **top financial goal** for the past five years.<sup>4</sup>

Employees are grappling with how to balance debt with creating an emergency savings and taking vacation time versus providing for others in their home.

1. Lockton National Benefits Survey. 2025.

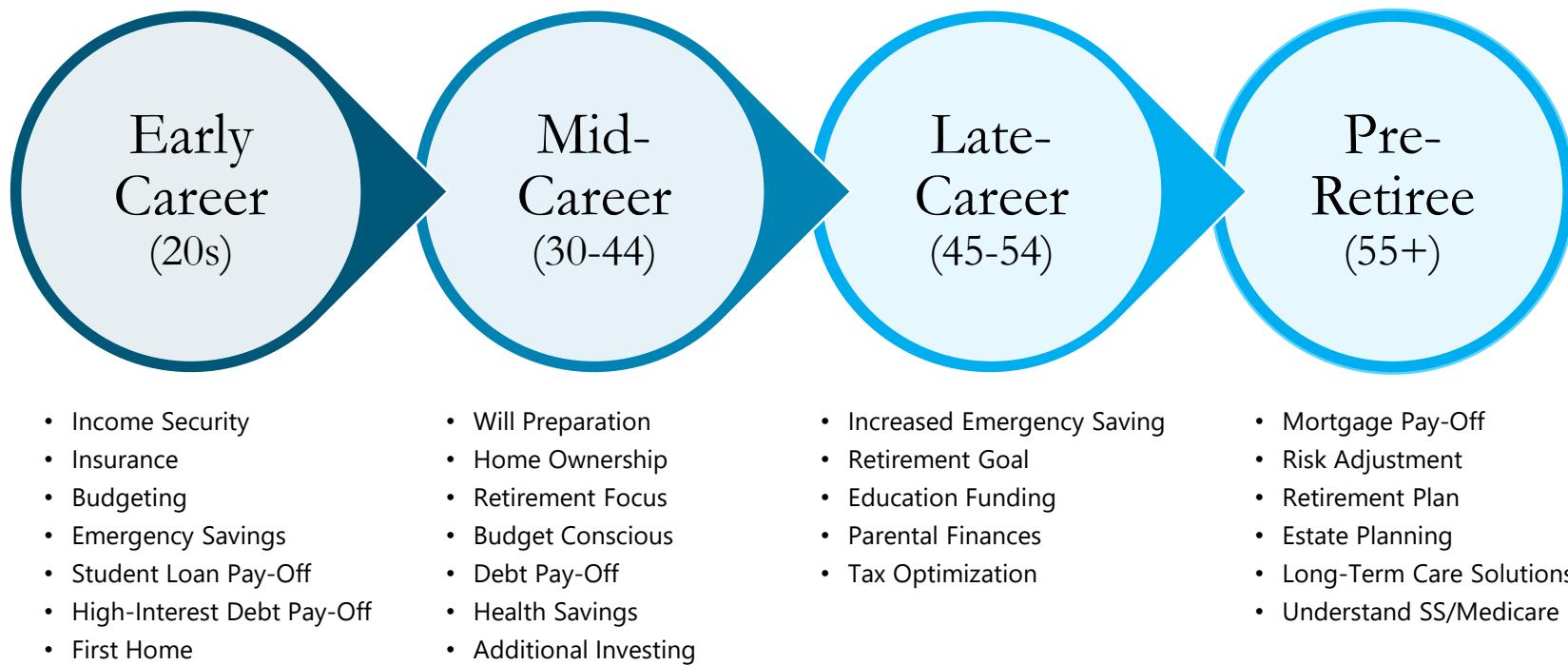
2. PNC 2025 Financial Wellness in the Workplace Report.

3. EBRI. Employer-Provided Education-Financing Assistance. 2025

4. Bank of America 2025 Workplace Benefits Report.

# Financial wellbeing by age

It is important to understand the basic financial benchmarks/areas of focus by age. Combined with demographic data, this information can be used to identify which topics may be a priority for your population.



# Data by Industry

This report compares the survey responses of plan sponsors from the Government/Public Works – City/Municipal Industry with those of all survey respondents.

Within the survey, 167 respondents are from the Government/Public Works – City/Municipal industry. Of these 167 industry respondents, 86 (51.5%) are 'Micro' plans, 36 (21.6%) are 'Small' plans, 12 (7.2%) are 'Mid' plans, 20 (12.0%) are 'Large' plans, and 13 (7.8%) are 'Mega' plans.

Note: Due to small sample sizes, some categories are shown as "NA" in this report.

# Does your DC plan include a provision allowing for participant loans?

		ALL INDUSTRIES						GOVERNMENT/PUBLIC – CITY/MUNICIPAL			
	Overall	<\$5MM	\$5MM - \$50MM	>\$50MM- \$200MM	>\$200MM- \$1B	>\$1B	Overall	<\$5MM	\$5MM - \$50MM	>\$50MM- \$200MM	>\$200MM- \$1B
Yes	77.8%	58.1%	81.0%	86.0%	87.3%	92.3%	48.2%	35.7%	55.9%	75.0%	50.0%
No	20.6%	37.2%	18.2%	14.0%	11.0%	7.7%	43.3%	56.0%	38.2%	25.0%	30.0%
Unsure	1.6%	4.7%	0.7%	0.0%	1.8%	0.0%	8.5%	8.3%	5.9%	0.0%	20.0%
Yes	77.8%	58.1%	81.0%	86.0%	87.3%	92.3%	48.2%	35.7%	55.9%	75.0%	50.0%

# How many loans can a participant have open at one time?

		ALL INDUSTRIES						GOVERNMENT/PUBLIC – CITY/MUNICIPAL				
	Overall	<\$5MM	\$5MM - \$50MM	>\$50MM- \$200MM	>\$200MM- \$1B	>\$1B	Overall	<\$5MM	\$5MM - \$50MM	>\$50MM- \$200MM	>\$200MM- \$1B	>\$1B
1	63.8%	76.3%	65.1%	61.3%	54.5%	47.4%	82.4%	96.7%	83.3%	87.5%	70.0%	37.5%
2	29.1%	20.1%	27.3%	31.0%	39.0%	41.6%	14.9%	3.3%	16.7%	0.0%	30.0%	50.0%
3	4.4%	2.7%	4.1%	5.0%	4.5%	8.8%	1.4%	0.0%	0.0%	0.0%	0.0%	12.5%
4 or more	2.7%	1.0%	3.5%	2.7%	2.0%	2.2%	1.4%	0.0%	0.0%	12.5%	0.0%	0.0%

# What is the average loan balance for participants with open or outstanding loans?

		ALL INDUSTRIES					GOVERNMENT/PUBLIC – CITY/MUNICIPAL					
	Overall	<\$5MM	\$5MM - \$50MM	>\$50MM- \$200MM	>\$200MM- \$1B	>\$1B	Overall	<\$5MM	\$5MM - \$50MM	>\$50MM- \$200MM	>\$200MM- \$1B	>\$1B
Average	\$10,575	\$9,069	\$10,191	\$10,756	\$11,442	\$12,467	\$9,418	\$5,293	\$10,500	\$12,051	\$8,189	\$12,565
Median	\$9,656	\$5,700	\$9,154	\$9,718	\$10,897	\$11,694	\$9,178	\$1,000	\$8,764	\$10,993	\$7,000	\$11,670

# Does your plan offer automatic enrollment?

		ALL INDUSTRIES					GOVERNMENT/PUBLIC – CITY/MUNICIPAL					
	Overall	<\$5MM	\$5MM - \$50MM	>\$50MM- \$200MM	>\$200MM- \$1B	>\$1B	Overall	<\$5MM	\$5MM - \$50MM	>\$50MM- \$200MM	>\$200MM- \$1B	>\$1B
Yes	47.1%	20.4%	45.1%	67.7%	69.4%	75.6%	14.0%	8.3%	14.3%	25.0%	25.0%	23.1%
No	51.7%	75.5%	54.6%	31.8%	30.1%	24.4%	82.9%	86.9%	85.7%	75.0%	70.0%	76.9%
Unsure	1.2%	4.1%	0.3%	0.5%	0.4%	0.0%	3.0%	4.8%	0.0%	0.0%	5.0%	0.0%

# What is the default deferral rate as a percentage of the employee's salary?

	ALL INDUSTRIES						GOVERNMENT/PUBLIC – CITY/MUNICIPAL					
	Overall	<\$5MM	\$5MM - \$50MM	>\$50MM- \$200MM	>\$200MM- \$1B	>\$1B	Overall	<\$5MM	\$5MM - \$50MM	>\$50MM- \$200MM	>\$200MM- \$1B	>\$1B
1.0% - 2.0%	7.9%	13.8%	6.4%	10.6%	3.1%	7.6%	17.9%	30.0%	0.0%	0.0%	16.7%	50.0%
2.1% - 3.0%	29.7%	27.6%	33.8%	25.6%	31.3%	18.6%	25.0%	20.0%	42.9%	33.3%	16.7%	0.0%
3.1% - 4.0%	10.6%	9.8%	9.1%	15.0%	11.0%	8.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
4.1% - 5.0%	13.7%	7.5%	13.8%	15.8%	12.3%	19.5%	7.1%	0.0%	0.0%	0.0%	16.7%	50.0%
5.1% - 6.0%	18.7%	5.7%	13.3%	20.5%	33.1%	40.7%	10.7%	0.0%	0.0%	66.7%	16.7%	0.0%
More than 6.0%	2.5%	2.3%	2.0%	2.9%	3.7%	3.4%	10.7%	10.0%	14.3%	0.0%	16.7%	0.0%
Other rates	16.9%	33.3%	21.6%	9.5%	5.5%	1.7%	28.6%	40.0%	42.9%	0.0%	16.7%	0.0%

# Does your DC plan offer automatic escalation (i.e., automatic deferral increases)?

	ALL INDUSTRIES						GOVERNMENT/PUBLIC – CITY/MUNICIPAL					
	Overall	<\$5MM	\$5MM - \$50MM	>\$50MM- \$200MM	>\$200MM- \$1B	>\$1B	Overall	<\$5MM	\$5MM - \$50MM	>\$50MM- \$200MM	>\$200MM- \$1B	>\$1B
Yes – participants are defaulted into auto-escalation at time of enrollment unless they opt out; all other participants may opt in at any time	25.2%	6.7%	22.6%	37.9%	47.7%	49.0%	4.2%	1.2%	0.0%	33.3%	10.0%	0.0%
Yes – participation is voluntary and participants must opt in to auto escalation	14.1%	19.9%	7.3%	13.6%	25.2%	26.5%	43.0%	49.4%	42.9%	33.3%	25.0%	38.5%
No – plan does not offer auto-escalation to participants	56.4%	62.5%	67.8%	45.7%	24.8%	24.5%	42.4%	34.1%	51.4%	33.3%	55.0%	61.5%
Unsure	4.3%	11.0%	2.3%	2.8%	2.3%	0.0%	10.3%	15.3%	5.7%	0.0%	10.0%	0.0%

# Does your organization offer a matching contribution to participant accounts?

	ALL INDUSTRIES						GOVERNMENT/PUBLIC – CITY/MUNICIPAL					
	Overall	<\$5MM	\$5MM - \$50MM	>\$50MM- \$200MM	>\$200MM- \$1B	>\$1B	Overall	<\$5MM	\$5MM - \$50MM	>\$50MM- \$200MM	>\$200MM- \$1B	>\$1B
Yes	63.0%	55.6%	64.2%	63.2%	65.7%	72.0%	27.5%	25.0%	28.6%	30.0%	38.5%	18.2%
No	17.4%	32.2%	12.9%	13.0%	15.0%	17.3%	49.5%	55.6%	42.9%	40.0%	46.2%	54.5%
Unsure	19.7%	12.2%	22.8%	23.8%	19.3%	10.7%	23.1%	19.4%	28.6%	30.0%	15.4%	27.3%

Note: These contributions generally do require participant contributions.

# If you provide a match, which of the following best describes your match formula?

	ALL INDUSTRIES						GOVERNMENT/PUBLIC – CITY/MUNICIPAL					
	Overall	<\$5MM	\$5MM - \$50MM	>\$50MM- \$200MM	>\$200MM- \$1B	>\$1B	Overall	<\$5MM	\$5MM - \$50MM	>\$50MM- \$200MM	>\$200MM- \$1B	>\$1B
Simple traditional match (e.g., 100% of first 3% of employee contribution, or similar)	25.1%	24.3%	21.2%	29.9%	27.3%	36.3%	8.2%	3.4%	11.1%	50.0%	16.7%	0.0%
Simple stretch match (i.e., 50% of first 6% of employee contributions, or similar)	11.8%	7.5%	10.1%	18.6%	17.3%	15.0%	2.1%	0.0%	5.6%	25.0%	0.0%	0.0%
Tiered match (e.g., 100% of the first 4% of employee contributions and 50% of the next 2%, or similar)	14.2%	9.9%	13.3%	17.0%	17.3%	22.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Fixed dollar (e.g., 50 cents per dollar regardless of % of employee contribution)	1.2%	1.8%	0.7%	0.5%	1.3%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Multiple formulas (i.e., plan has multiple match formulas that cover different segments of participants)	2.3%	1.5%	0.9%	1.5%	6.7%	7.1%	3.1%	3.4%	5.6%	0.0%	0.0%	0.0%
Other strategy	7.9%	7.2%	5.3%	7.7%	15.3%	14.2%	4.1%	1.7%	0.0%	0.0%	8.3%	50.0%
Unsure	37.6%	47.7%	48.6%	24.7%	14.7%	2.7%	82.5%	91.4%	77.8%	25.0%	75.0%	50.0%

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Source: PLANSPONSOR 2024 Defined Contribution (DC) Survey. Valid through December 2025. © Asset International, Inc. 2024

# How long before participants are 100% vested in the employer match?

	ALL INDUSTRIES						GOVERNMENT/PUBLIC – CITY/MUNICIPAL					
	Overall	<\$5MM	\$5MM - \$50MM	>\$50MM- \$200MM	>\$200MM- \$1B	>\$1B	Overall	<\$5MM	\$5MM - \$50MM	>\$50MM- \$200MM	>\$200MM- \$1B	>\$1B
Immediately upon enrollment	29.2%	19.5%	28.2%	37.7%	31.3%	45.5%	8.2%	5.2%	15.8%	25.0%	8.3%	0.0%
1 year or less	2.6%	4.5%	1.6%	1.4%	4.8%	2.7%	1.0%	0.0%	0.0%	0.0%	0.0%	25.0%
2 years	5.4%	1.8%	5.0%	5.9%	11.6%	8.9%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
3 years	9.2%	3.3%	6.8%	14.1%	15.0%	24.1%	1.0%	0.0%	0.0%	0.0%	0.0%	25.0%
4 years	3.2%	1.5%	3.7%	4.5%	2.7%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
5 years	11.9%	12.0%	11.7%	11.4%	16.3%	7.1%	7.1%	3.4%	5.3%	25.0%	25.0%	0.0%
More than 5 years	15.7%	13.5%	21.3%	13.6%	6.8%	4.5%	3.1%	0.0%	5.3%	25.0%	8.3%	0.0%
Unsure	22.9%	44.0%	21.7%	11.4%	11.6%	4.5%	79.6%	91.4%	73.7%	25.0%	58.3%	50.0%

# For how long has your provider been the recordkeeper for your designated DC plan(s)?

	ALL INDUSTRIES						GOVERNMENT/PUBLIC – CITY/MUNICIPAL					
	Overall	<\$5MM	\$5MM - \$50MM	>\$50MM- \$200MM	>\$200MM- \$1B	>\$1B	Overall	<\$5MM	\$5MM - \$50MM	>\$50MM- \$200MM	>\$200MM- \$1B	>\$1B
Less than 1 year	3.8%	4.3%	4.6%	3.3%	1.6%	0.0%	4.1%	3.0%	0.0%	0.0%	13.3%	0.0%
More than 1 year but less than 3 years	11.9%	14.2%	13.3%	7.3%	10.8%	5.0%	10.7%	16.7%	0.0%	14.3%	6.7%	11.1%
More than 3 years but less than 5 years	12.9%	17.1%	12.4%	11.0%	13.0%	8.3%	8.7%	9.1%	4.0%	0.0%	13.3%	0.0%
More than 5 years but less than 7 years	12.1%	12.4%	15.1%	13.5%	10.3%	5.0%	8.3%	12.1%	0.0%	14.3%	6.7%	22.2%
More than 7 years	59.3%	52.0%	54.6%	64.9%	64.3%	81.7%	68.2%	59.1%	96.0%	71.4%	60.0%	66.7%

# How often do you formally evaluate or review your recordkeeper's overall performance?

	ALL INDUSTRIES						GOVERNMENT/PUBLIC – CITY/MUNICIPAL					
	Overall	<\$5MM	\$5MM - \$50MM	>\$50MM- \$200MM	>\$200MM- \$1B	>\$1B	Overall	<\$5MM	\$5MM - \$50MM	>\$50MM- \$200MM	>\$200MM- \$1B	>\$1B
Annually	31.1%	36.9%	38.1%	29.0%	26.0%	28.3%	27.2%	26.7%	31.0%	22.2%	35.3%	54.5%
Every 1 to 2 years	9.9%	10.6%	10.7%	8.6%	8.4%	3.9%	8.0%	8.0%	3.4%	11.1%	5.9%	0.0%
Every 2 to 3 years	5.4%	5.8%	5.6%	7.3%	6.0%	6.6%	2.3%	2.7%	0.0%	0.0%	0.0%	9.1%
Every 3 to 5 years	11.3%	9.3%	10.0%	11.6%	17.2%	19.7%	7.3%	8.0%	3.4%	22.2%	5.9%	9.1%
Every 5+ years	32.9%	20.5%	28.8%	37.6%	36.3%	39.5%	29.1%	22.7%	27.6%	33.3%	17.6%	27.3%
Unsure	9.4%	16.8%	6.8%	5.9%	6.0%	2.0%	26.1%	32.0%	34.5%	11.1%	35.3%	0.0%

# Is individualized investment advice (for DC accounts) offered to participants in your DC plan?

	ALL INDUSTRIES						GOVERNMENT/PUBLIC – CITY/MUNICIPAL					
	Overall	<\$5MM	\$5MM - \$50MM	>\$50MM- \$200MM	>\$200MM- \$1B	>\$1B	Overall	<\$5MM	\$5MM - \$50MM	>\$50MM- \$200MM	>\$200MM- \$1B	>\$1B
Yes – through one-on-one meetings with a financial planner or adviser outside of the plan	36.6%	62.8%	25.5%	33.1%	38.2%	38.1%	79.1%	83.8%	75.9%	63.6%	85.7%	63.6%
Yes – using a 3rd party (e.g., Financial Engines, Morningstar, etc.) independent of our recordkeeper	37.5%	46.6%	22.0%	47.3%	57.2%	55.6%	57.5%	79.4%	41.4%	18.2%	50.0%	18.2%
Yes – using proprietary services or tools offered through our recordkeeper	68.5%	67.0%	78.6%	54.8%	53.8%	61.9%	79.1%	82.4%	86.2%	72.7%	64.3%	63.6%
Other advice	1.6%	1.9%	1.3%	1.3%	1.2%	3.2%	3.0%	4.4%	0.0%	9.1%	0.0%	0.0%
No – advice is not currently offered to participants	32.2%	56.0%	28.0%	28.0%	19.7%	21.4%	18.7%	17.6%	17.2%	9.1%	35.7%	18.2%

# Does your organization provide formal financial education or guidance to participants on these topics?

	ALL INDUSTRIES						GOVERNMENT/PUBLIC – CITY/MUNICIPAL					
	Overall	<\$5MM	\$5MM - \$50MM	>\$50MM- \$200MM	>\$200MM- \$1B	>\$1B	Overall	<\$5MM	\$5MM - \$50MM	>\$50MM- \$200MM	>\$200MM- \$1B	>\$1B
Saving strategies/prioritization	93.4%	88.1%	95.1%	95.2%	93.4%	92.9%	93.8%	96.6%	96.8%	100.0%	77.8%	90.0%
Budgeting tools	91.9%	84.9%	94.7%	91.6%	90.7%	95.0%	92.3%	94.8%	93.5%	100.0%	72.2%	100.0%
Financial markets and investing basics	91.8%	87.5%	94.8%	90.4%	89.6%	90.8%	93.1%	96.6%	96.8%	91.7%	72.2%	100.0%
Other credit/debt management (excluding student loans/debt)	78.0%	80.4%	85.2%	70.8%	65.4%	64.5%	89.2%	94.8%	87.1%	91.7%	66.7%	100.0%
Student loan debt	75.3%	77.8%	83.3%	61.6%	64.8%	65.2%	85.4%	93.1%	87.1%	66.7%	66.7%	90.0%
Home buying	73.0%	78.1%	82.6%	62.0%	58.8%	49.6%	79.2%	93.1%	77.4%	58.3%	55.6%	70.0%
Saving for college	76.1%	78.8%	84.1%	69.6%	61.0%	59.6%	89.2%	94.8%	90.3%	83.3%	66.7%	100.0%
Tax/Estate planning	79.0%	79.1%	85.2%	73.6%	70.9%	66.0%	90.0%	94.8%	90.3%	83.3%	72.2%	100.0%

# Does your organization provide formal financial education or guidance to participants on these topics?

	ALL INDUSTRIES						GOVERNMENT/PUBLIC – CITY/MUNICIPAL					
	Overall	<\$5MM	\$5MM - \$50MM	>\$50MM- \$200MM	>\$200MM- \$1B	>\$1B	Overall	<\$5MM	\$5MM - \$50MM	>\$50MM- \$200MM	>\$200MM- \$1B	>\$1B
Retirement health-care costs, savings and Medicare	86.1%	83.9%	90.4%	82.8%	86.3%	73.8%	93.8%	100.0%	93.5%	83.3%	88.9%	80.0%
Social Security withdrawal options/strategies	82.0%	81.0%	87.6%	78.0%	72.5%	74.5%	88.5%	93.1%	87.1%	83.3%	72.2%	100.0%
Rolling over past balances into the plan (for newly hired employees)	82.5%	90.4%	88.0%	74.8%	70.9%	64.5%	92.3%	98.3%	96.8%	75.0%	77.8%	90.0%
Rollover options for terminated or separating employees	84.9%	89.1%	90.1%	77.6%	78.0%	70.2%	93.8%	98.3%	96.8%	75.0%	83.3%	100.0%
None – plan does not currently offer any education on these topics	21.7%	36.3%	18.3%	20.4%	15.0%	6.6%	17.2%	24.7%	11.4%	0.0%	5.3%	23.1%

# Does your company have a formal administrative or investment committee for your designated DC plan?

	ALL INDUSTRIES						GOVERNMENT/PUBLIC – CITY/MUNICIPAL					
	Overall	<\$5MM	\$5MM - \$50MM	>\$50MM- \$200MM	>\$200MM- \$1B	>\$1B	Overall	<\$5MM	\$5MM - \$50MM	>\$50MM- \$200MM	>\$200MM- \$1B	>\$1B
Yes	82.0%	62.7%	87.7%	98.5%	99.5%	97.9%	50.3%	29.8%	64.7%	100.0%	93.3%	90.9%
No	18.0%	37.3%	12.3%	1.5%	0.5%	2.1%	49.7%	70.2%	35.3%	0.0%	6.7%	9.1%

# In your opinion, what is the primary reason that your organization offers a defined contribution retirement plan?

	ALL INDUSTRIES						GOVERNMENT/PUBLIC – CITY/MUNICIPAL					
	Overall	<\$5MM	\$5MM - \$50MM	>\$50MM- \$200MM	>\$200MM- \$1B	>\$1B	Overall	<\$5MM	\$5MM - \$50MM	>\$50MM- \$200MM	>\$200MM- \$1B	>\$1B
To attract and retain talent (via a competitive benefits package)	43.2%	36.4%	45.1%	50.5%	53.9%	44.7%	31.6%	35.5%	53.6%	40.0%	11.8%	18.2%
To incentivize performance (via profit-sharing or other contributions tied to company success)	2.7%	2.9%	3.0%	1.3%	1.0%	1.3%	1.7%	1.3%	3.6%	0.0%	0.0%	0.0%
To minimize the company's tax burden (since match contributions, administrative expenses, etc., are tax deductible)	1.8%	4.1%	1.0%	0.7%	1.0%	1.3%	0.7%	1.3%	0.0%	0.0%	0.0%	0.0%
Because we are required to offer one	3.8%	3.5%	1.5%	0.7%	2.9%	5.3%	15.5%	10.5%	7.1%	10.0%	17.6%	27.3%
Because it's the right thing to do (i.e., the company values helping employees save for retirement, become more financially secure, etc.)	47.0%	51.7%	48.8%	46.2%	40.3%	46.7%	46.0%	50.0%	32.1%	40.0%	58.8%	54.5%
Other	1.4%	1.4%	0.5%	0.7%	1.0%	0.7%	4.5%	1.3%	3.6%	10.0%	11.8%	0.0%

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