

Session 2 – Total Rewards



Learning Outcomes

In this topic you will

- Examine what is meant by the concepts such as total rewards
- Analyse the key elements of total rewards
- Examine the significance of total rewards
- Examine the different models and frameworks of total reward.

Introduction to Total Rewards



Total Reward

Total reward includes all types of reward – non-financial as well as financial, indirect as well as direct, intrinsic as well as extrinsic. These embrace everything that people value in the employment relationship and are developed and implemented as an integrated and coherent whole.



Total Reward Definitions

- Total reward embraces everything that employees value in the employment relationship'. (Sandra O'Neal, 1998)
- Total reward 'includes all types of rewards – indirect as well as direct, and intrinsic as well as extrinsic' (Manus and Graham, 2003)

Total Reward Definitions

Centrica

Mix extrinsic and intrinsic rewards to encourage employees' discretionary effort.

Nationwide

A mixture of pay elements, with a defined cash value, benefits which have an intrinsic value, a positive and enjoyable work environment, and opportunities for learning and development; all designed to make Nationwide an employer of choice.

Unilever

Total reward encompasses all the elements of “what it means to come to work”.

The Aims of Total Reward



Aim of Total Reward

The aim of total reward is to maximize the combined impact of a wide range of reward elements.



In-Class Video

Watch this video from Unilever.

<https://soundcloud.com/jesse-tinsley-382494329/unilevers-shift-from-compensation-to-total-reward-episode-16>

What should organisations care about Total Reward?



Total Reward Strategy



Characteristics of a total reward strategy (CIPD)

Holistic - focuses on how organisations attract, retain and motivate employees to contribute to success using an array of financial and non-financial rewards.

Best fit – tailored to the organisation's culture and work processes.

Integrative – the reward system is integrated with HR policies and practices.

Strategic – aligns reward and business strategies.

People centred - focuses on employee needs and wants.

Customised – provides a flexible mix of reward that offers choice.

Distinctive - uses rewards to create a distinctive employer brand.

Evolutionary – long-term, incremental approach

Developing and Implementing Toward Reward Strategy

- It is important for top management to develop strong relationship between the organisation and employees to fulfil the continuous changing needs of both parties as the employees are seen as principal source of the organisation's competitive advantage.

Total Reward as a Strategy

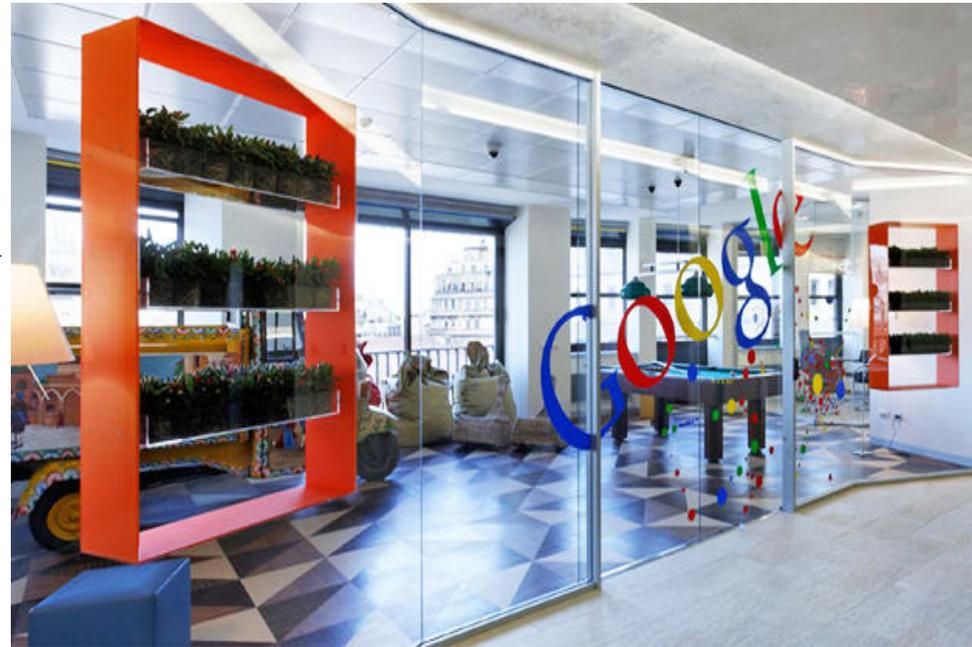
Businesses are fighting to remain competitive:

- To stay ahead of the curve
- To hold onto their best talent
- To fill key positions
- Proactive and innovative skill-building and talent management is an urgent issue. **World Economic Forum, 2017**



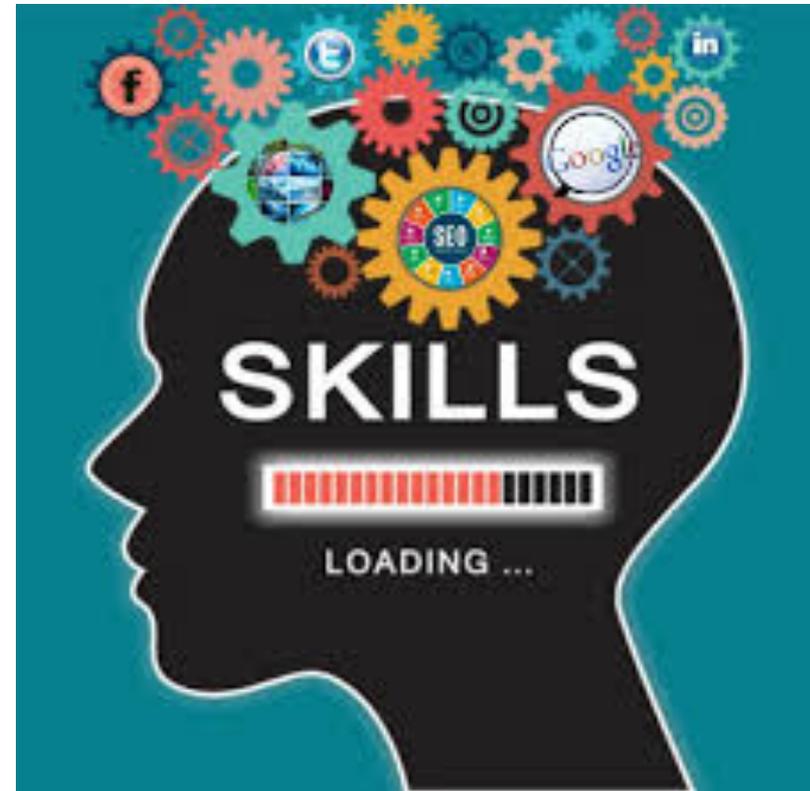
Total Reward Strategy

- The effectiveness of the reward system depends on how well compensation is linked to organisational strategies so that employees are encouraged to work in a manner that benefits the company

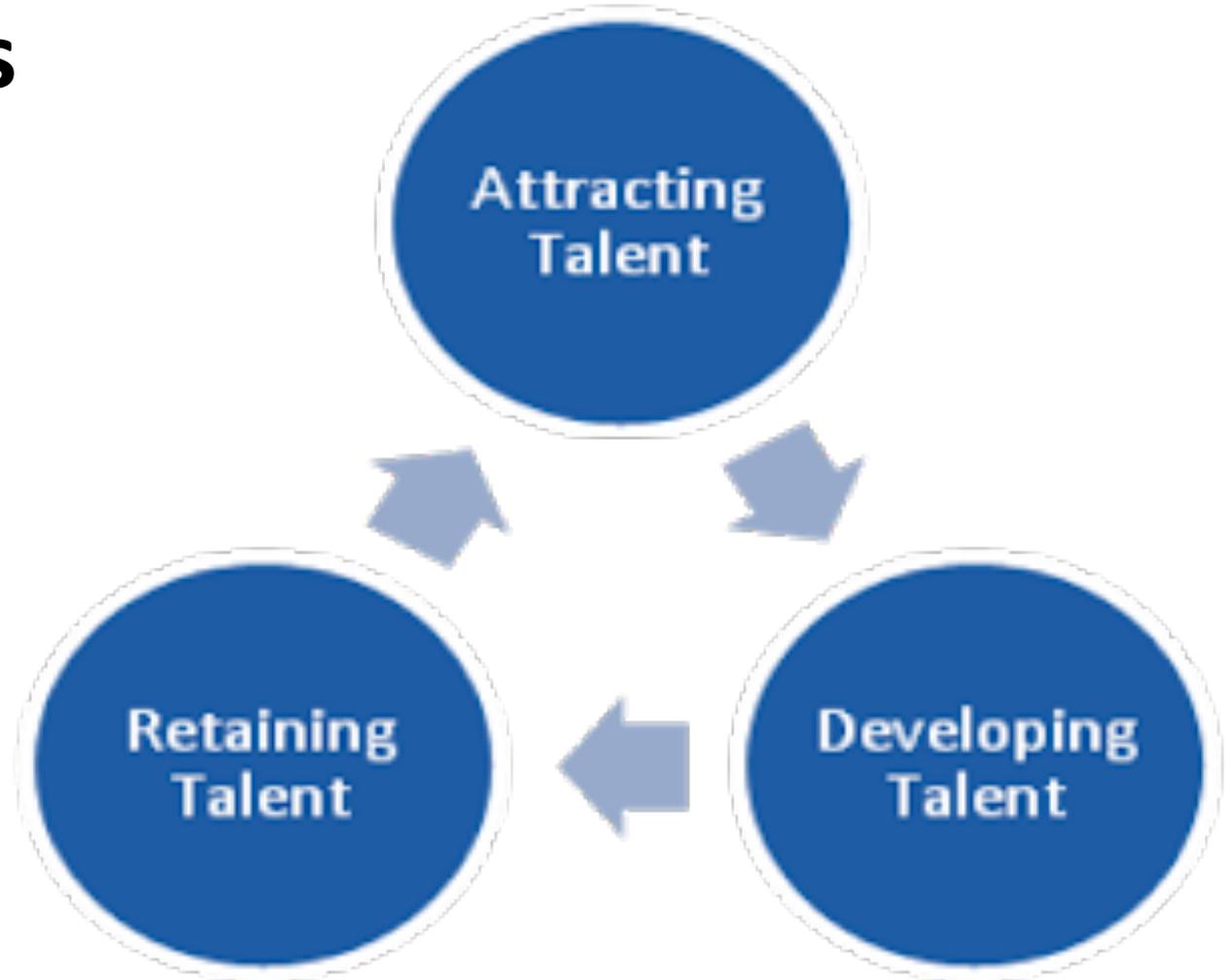


Total Reward and Talent Development

- It is used to:
- attract
- motivate
- And retain employees in organisations



Talent Development: Key aspects



Talent Development

- Talent Development (TD) is all about ensuring firms have the right talents in the right people, at the right time
- This is to ensure a 'talent pipeline' which will allow them to compete effectively and seize new opportunities



4 Trends Changing the Way You Hire and Retain Talent in 2020

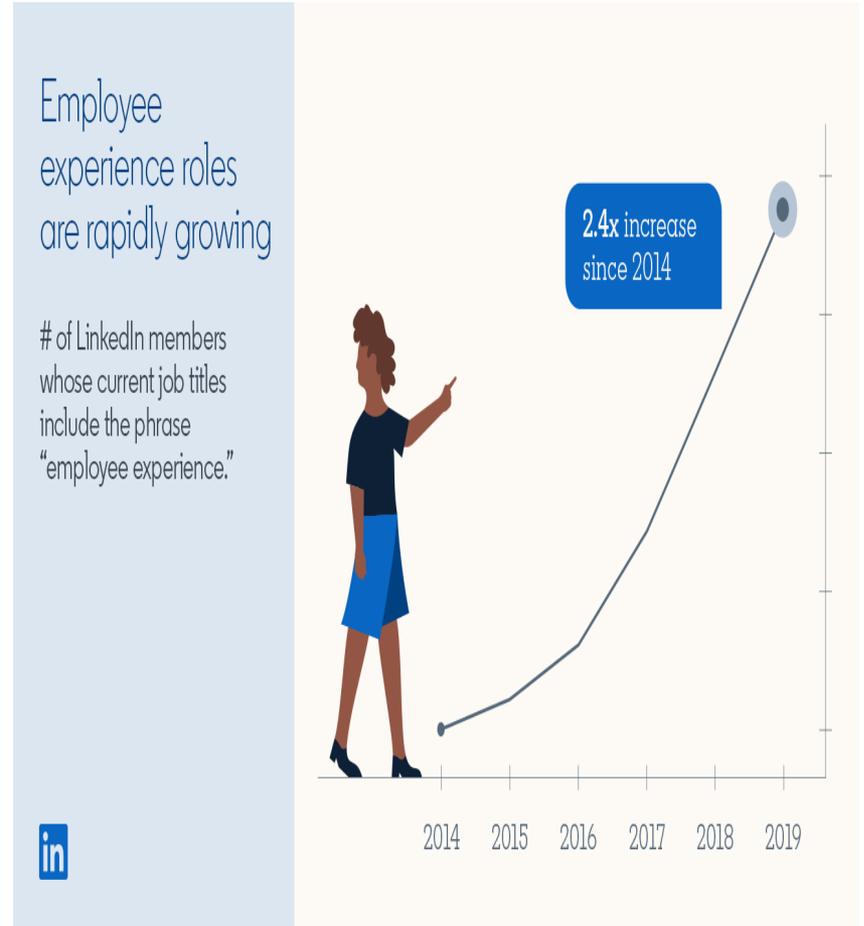
1. Employee Experience
2. People Analytics
3. Internal Recruiting
4. Multigenerational Workforce

Source: (LinkedIn 2020 Workplace Learning Report)

Trend #1: Employee experience — Your company will work for employees, not just the other way around

1. 96% of talent professionals say employee experience is becoming more important.
2. 52% of talent professionals say their company provides a positive employee experience.

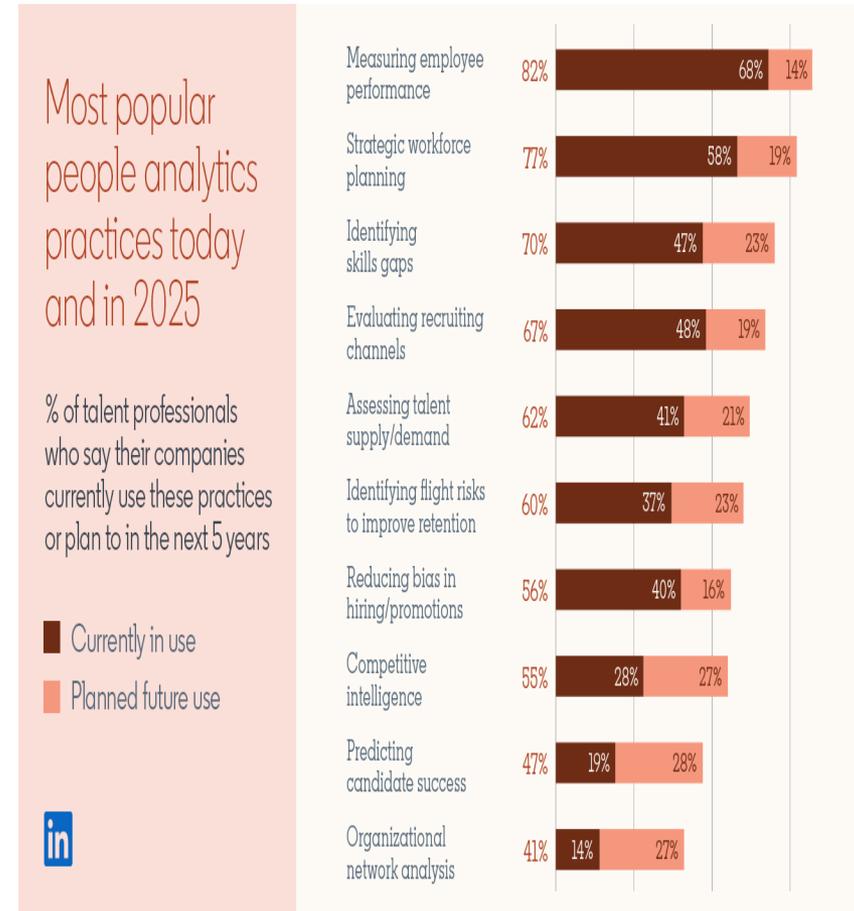
Source: (LinkedIn 2020 Workplace Learning Report)



Trend #2: People analytics — Meaningful insights will inform talent decisions at every level

1. 73% of talent professionals say people analytics will be a major priority for their company over the next five years.
2. LinkedIn has seen a 242% increase in HR professionals with data analysis skills in the last five years.

Source: (LinkedIn 2020 Workplace Learning Report)



Trend #3: Internal recruiting — Your next hire will come from within your company, if you can find them

1. Lack of internal processes to guide internal recruiting.
2. Two-thirds of talent professionals acknowledge that their company needs to improve internal recruiting.

Source: (LinkedIn 2020 Workplace Learning Report)

Why internal recruiting matters

% of talent professionals who agree that internal recruiting provides the following benefits



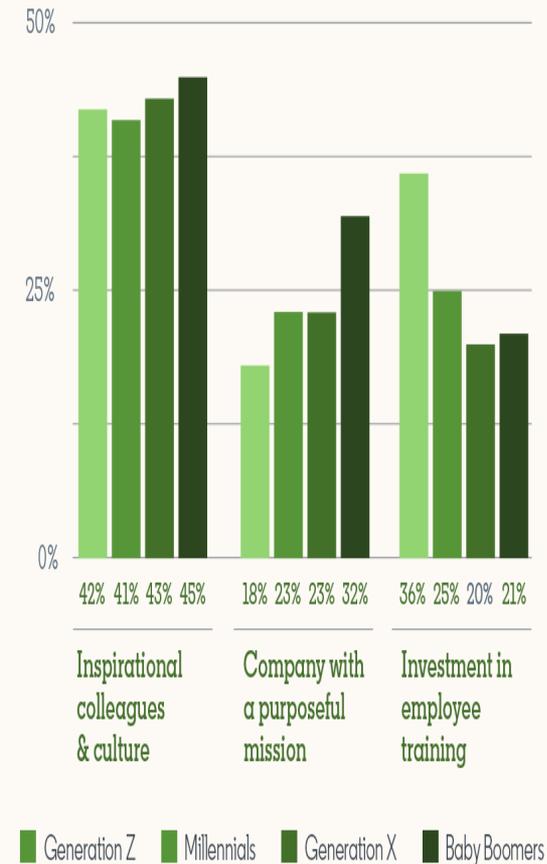
Trend #4: Multigenerational workforce — From Gen Z to Baby Boomers and beyond, good talent will prove ageless

1. 89% of talent professionals says a multigenerational workforce makes a company more successful.
2. The different generations share more similarities than differences.

Source: (LinkedIn 2020
Workplace Learning Report)

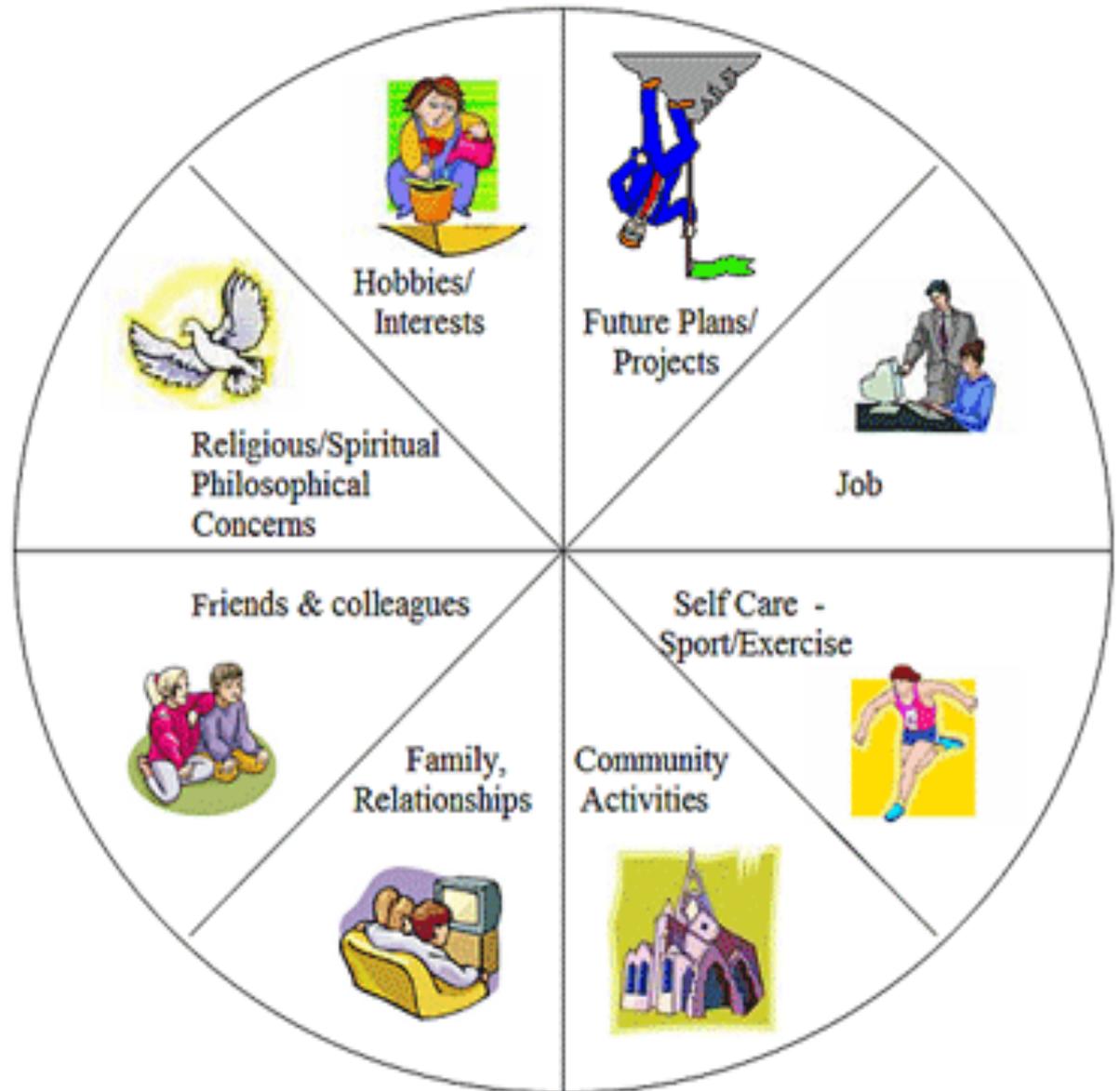
What generations prioritize in a job

% of people who selected the following as a top factor when considering a new job



■ Generation Z ■ Millennials ■ Generation X ■ Baby Boomers

Work-life Balance (WLB)



Key employee demand: **Meaning and Purpose**

When an employee connects on a deeper level with an organization, the higher probability they will be engaged.



What is Purpose?



COMMITTED TO
IMPROVING THE STATE
OF THE WORLD

**“Purpose is not about what we do
and how fast we do it; but why we do it,
and how we do it.”**

Paolo Gallo

Chief Human Resources Officer, World Economic Forum

2020 Top Reward Trends

1. Skills Based Pay is number 1 priority
2. Segmentation and personalisation - We are now facing a workplace where we could have employees ranging from 18 to 80, all with different levers when it comes to engagement.
3. Real-Time Pay – Managers must be able to benchmark their employees on an ongoing basis.
4. Pay Equity - Undertaking a pay equity audit is important to understand not only where your organisation stands against legislative requirements but also to ensure that you can comfortably justify what you pay

Source: (HR Magazine 2020 Reward Report)

2021 Top 5 Compensation Trends

1. Restructure Pay for remote working: 10% of organisations are paying based on a remote worker's location for all jobs.
2. Differentiate Reward for Critical Digital Talent: Today, only 14% of organizations globally have an integrated digital and business strategy.
3. Transparency around pay: Organisations that do right, do well.
4. Protect Employee data: working with data should be simple and secure.

Source: *(Willis Towers Watson Report 2021)*

2021 Top 5 Compensation Trends

1. Measure return-on-investment (ROI) on compensation spending: Organizations can use benchmark data to make intelligent, future-ready design decisions such as:

Source: (*Willis Towers Watson Report 2021*)

What is the Rationale for Total Reward



Rational for Total Reward....

A dark silhouette of a person's head and shoulders is positioned on the left side of the slide. The person appears to be holding a large, yellow, rectangular sign that contains the main text of the slide. The background of the entire slide is a solid, vibrant blue.

Creating a fun, challenging, and empowered work environment in which individuals are able to use their abilities to do meaningful jobs for which they are shown appreciation is likely to be a more certain way to enhance motivation and performance – even though creating such an environment may be more difficult and take more time than simply turning the reward lever.

Jeffrey Pfeffer

Total Rewards Underpinning Concepts

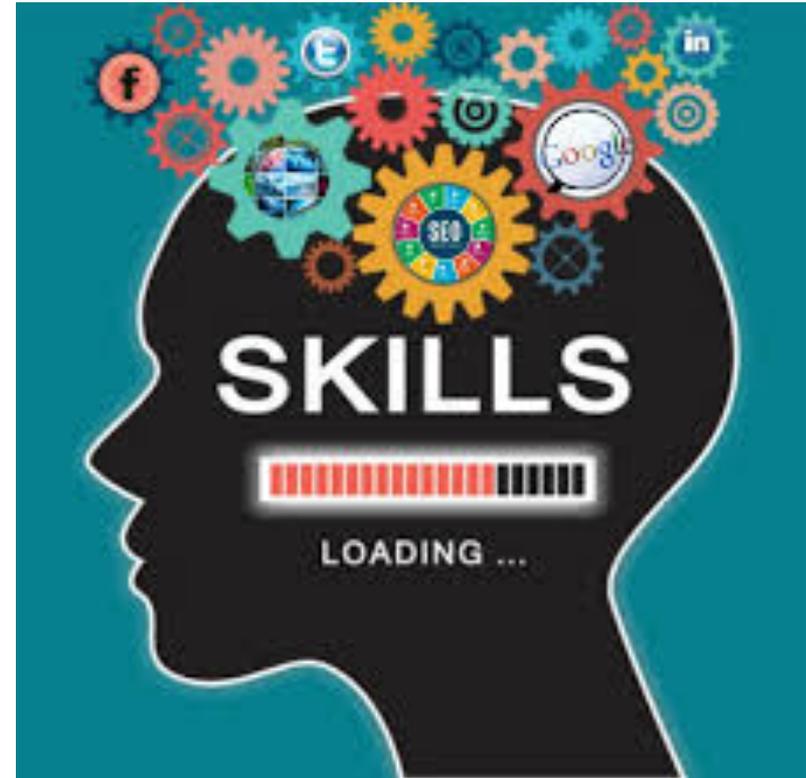
The philosophy of Total Reward are:

- Intrinsic motivation
- Integration



Total Rewards Philosophy

- A total rewards philosophy emphasises how a company can use both direct and indirect (or relational) rewards to strengthen employee motivation and commitment.



Elements of Total Reward

Transactional Rewards 	Basic Pay	Total Remuneration	Total Reward
	Contingent Pay		
	Employee Benefits		
Relational Rewards 	Learning and Development	Non-financial / Intrinsic Rewards	
	The Work Experience		
	Achievement, Recognition, Responsibility, Autonomy and Growth		

Elements of Total Rewards

- Transactional Reward – Tangible (financial)
- Relational Reward – intangible (non-financial)



Elements of Total Reward - Financial

Financial Rewards (total remuneration are:

- Base Pay
- Contingent and variable Pay
- Compensation



Elements of Total Reward – Non-Financial

Non-Financial Rewards

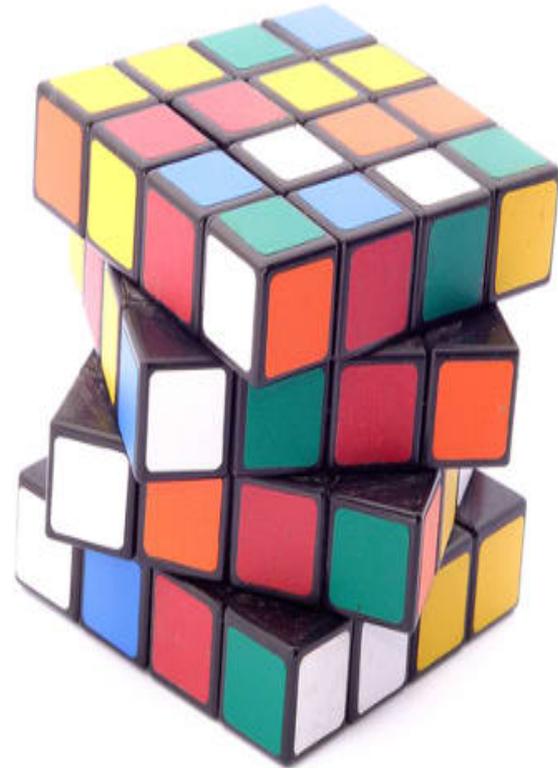
- Non-financial recognition
- The work itself – variety, challenge autonomy,
- The work environment – working conditions
- Learning and Development



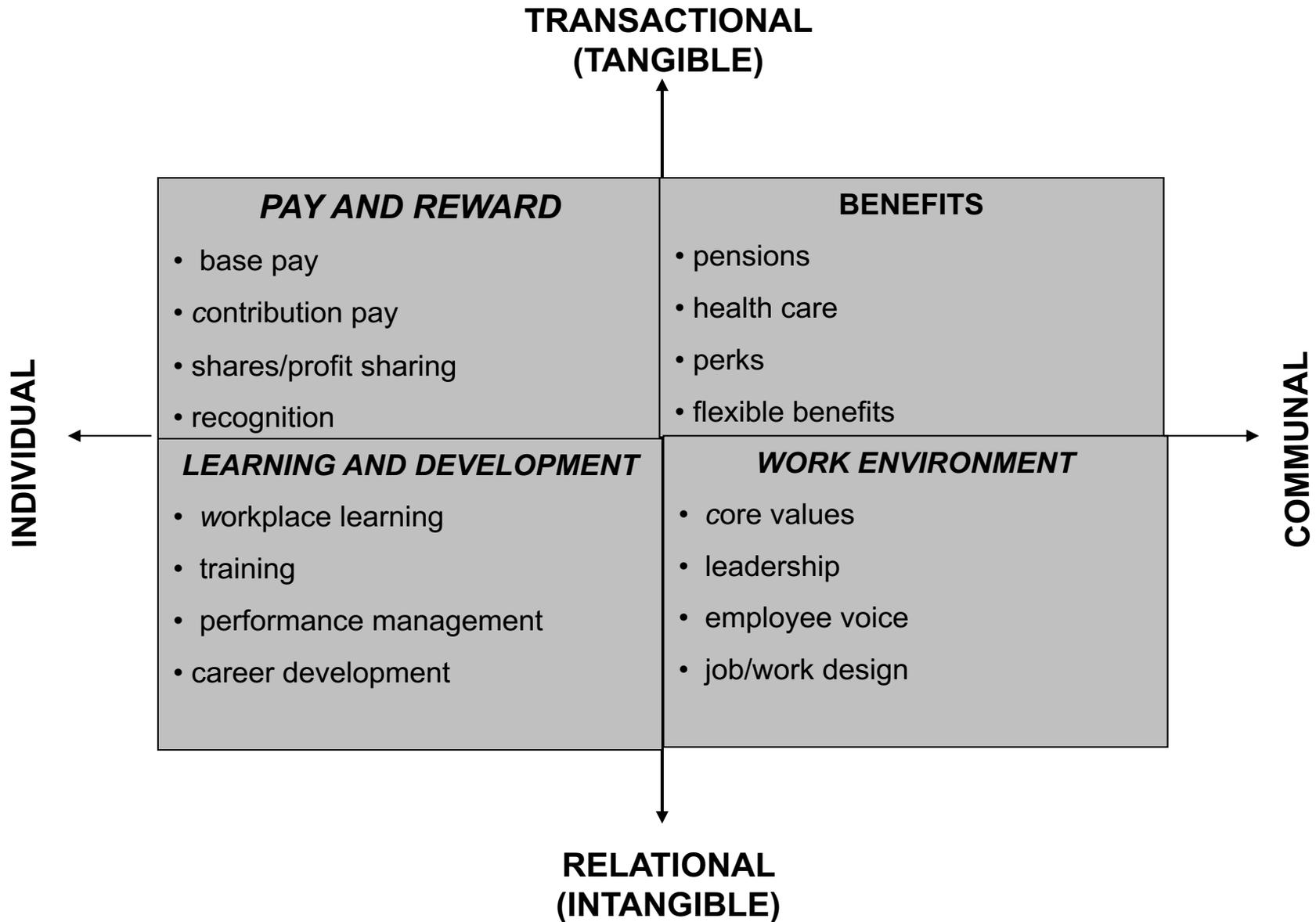
Total Reward Models

Some TR models:

- Towers Perrin
- Hay
- Watson Wyatt



Model of Total Reward - Towers Perrin



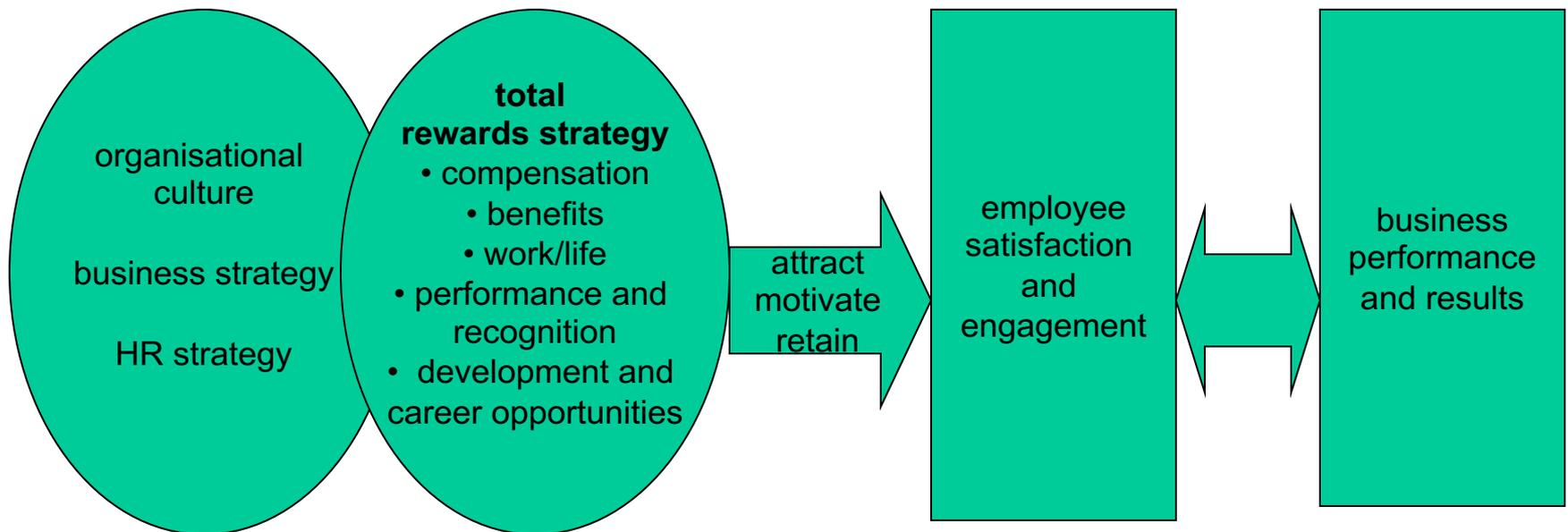
total reward model (Michael Armstrong)

Transactional rewards	Base pay	Total remuneration	Total reward
	Contingent pay		
	Employee benefits		
Relational rewards	Learning and development	Non-financial rewards	
	The work experience		
	Recognition, achievement, growth		

World at Work



Total Reward Model - WorldatWork



Total rewards are all the tools available to the employer that may be used to attract, motivate and retain employees. Total rewards include everything the employee perceives to be of value resulting from the employment relationship

Total Reward Model – Watson Wyatt

business strategy



human capital strategy



total reward strategy

fixed reward costs	performance-based rewards	environment-based rewards
fixed costs of employment	variable costs of employment	intrinsic rewards
value of role to organization	contribution made by individual	employment deal

effective delivery through focused communication, greater flexibility and use of technology

Total Reward – Organisational Context

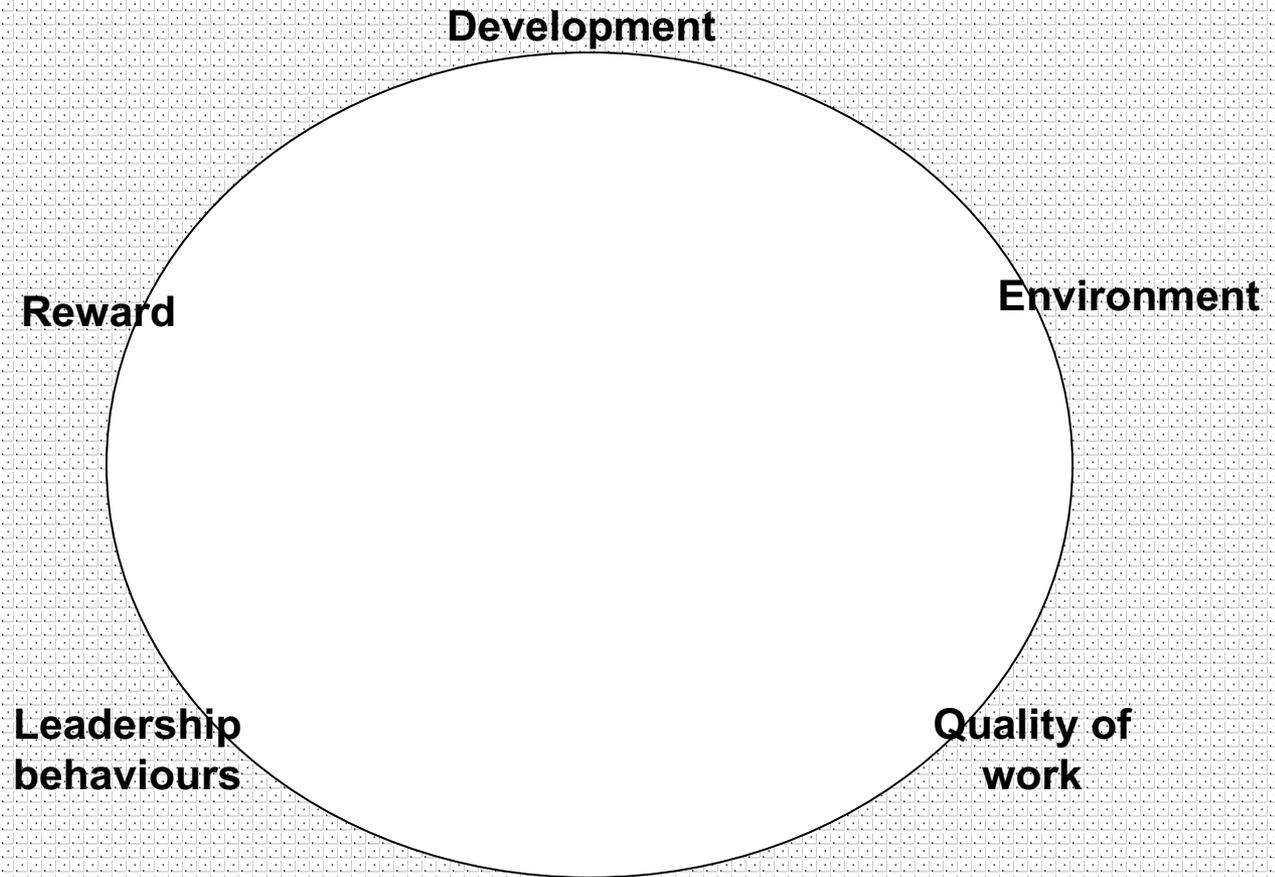


Total Reward at Nationwide

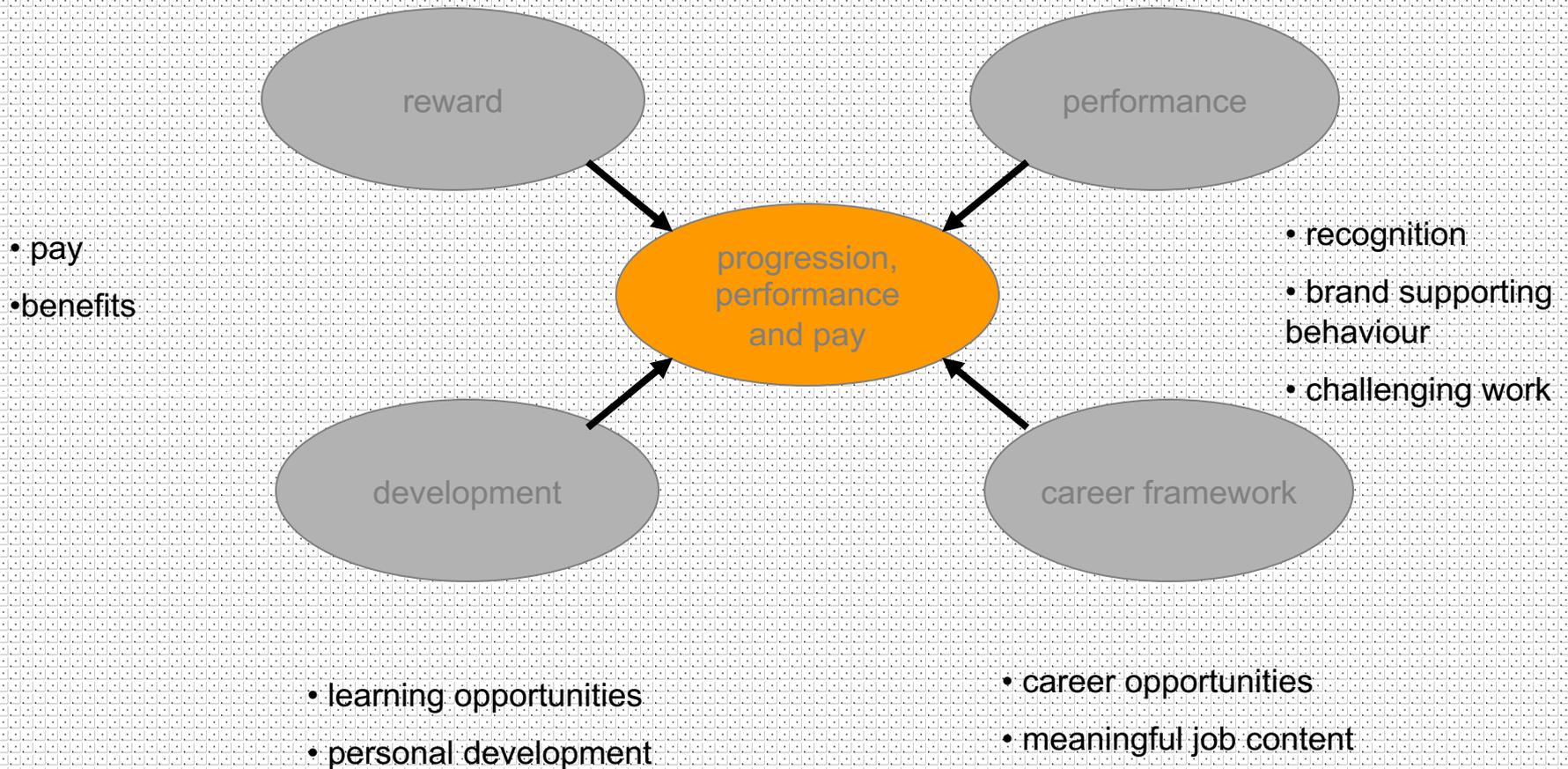
Our strategic objective for rewards :

To attract, retain and motivate people to perform to the highest standards possible

Those who excel by living the values and contributing the most will benefit the most



Norwich Union Insurance: Total Reward Framework



total reward issues



How do we convert rhetoric into reality?

How are we going to persuade people that total reward is a good thing?

How are we going to communicate the benefits of total reward?

What priorities do we give to the different elements of total reward package?

How do we make total reward work, bringing the elements in the package together?



Group Activity

- What is the impact of a total reward system on work engagement? Look at it from an individual, team and organisational perspective.

14 May 2020

Strategic reward and total reward

Outlines the main characteristics of strategic and total reward, from building a business case to designing and implementing a reward strategy across the organisation

Introduction

Strategic reward takes a long-term approach to how an organisation's reward policies and practices can support its business objectives. The concept of 'total' reward covers all aspects of work that employees value, both tangible and intangible, and may form part of an overall reward strategy.

This factsheet explores the various aspects of designing and developing a reward strategy, from rationale to implementation and gives guidance on the principles to consider. It introduces the various characteristics of total reward (including the elements they may include), before looking at the approaches available, and the advantages and drawbacks of total reward.

What are strategic reward and total reward?

Strategic reward

Strategic reward is based on the design and implementation of reward policies and practices that support and advance both the organisation's business and people objectives and employee aspirations.

Total reward

Total reward covers all aspects of work that are valued by people, including elements such as development opportunities and/or flexible working, in addition to the wider pay and benefits package. Total reward has implications for cultural change as it can focus in part on employee empowerment.

Links between strategic and total reward

Total reward may form part of a strategic approach to reward for many employers. For example, an organisation might adopt a total reward approach, providing cutting edge learning programmes together with flexible working options, as well as more traditional aspects of pay and benefits, to recruit, retain and engage the staff it needs to secure its business objectives.

The ability to design and implement a reward strategy and a total reward approach is an important aspect of a HR professional's role and it forms part of our [new Profession Map](#).

The role of strategic reward

Developing a reward strategy

Deploying strategic reward approaches often involves setting out a formal, written reward strategy, although it's also possible to adopt a strategic approach without the use of such a document.

Content of reward strategies

In his [Handbook of reward management practice](#), Michael Armstrong has observed that 'reward strategies are diverse and so is the structure used by different organisations to define and present them'. However, four elements are typically included in strategies:

- a statement of proposed reward developments
- a rationale setting out the business case for the reward proposals
- a definition of guiding principles
- an implementation plan.

While varying approaches to strategic pay exist, examples of the type of principles to consider include:

- Designing pay structures and pay progression arrangements that ensure that the values, behaviours, performances and attitudes that the business needs to be successful are rewarded and recognised (for example, linking individual pay progression with those types of performance that are valued by the business such as customer focus).
- Positioning variable earnings carefully against basic pay to encourage appropriate employee performances (for instance, using cash bonuses to drive higher sales levels while also taking account of corporate governance standards, risk and

opportunity management and brand trust).

- Developing a pay policy that's competitive with the external labour market in order to recruit and retain key personnel needed to achieve business success (for instance, paying certain high-performing staff at the upper quartile level when compared with the external labour market) while also taking into account internal market relativities.
- Ensuring both 'vertical' integration of employee reward approaches with business goals (such as developing performance-related pay arrangements to help increase revenues) as well as 'horizontal' integration of reward policy with wider HR policies (for example, ensuring that pay progression arrangements are aligned with an organisation's culture, purpose and mission as well as external factors, such as regulation).

For more on how reward strategies can be supported, see our factsheets on [pay structures and pay progression](#), [performance-related pay](#), [bonuses and incentives](#) and [job evaluation and market pricing](#).

Putting strategic reward into practice

Although strategic reward – at its simplest, using reward policy to support long-term sustainable business goals – is often taken for granted as desirable, some commentators have highlighted difficulties in translating the theory into organisational practice. [One view](#) concludes that attempts to use strategic pay systems are especially problematic for 'a frustrated and often much maligned pay function and long-suffering line management' and that employers might be better-served taking a risk management, rather than a strategic, approach to reward.

However, the adoption of strategic and risk-based approaches to reward aren't necessarily mutually exclusive. There's more on both approaches to managing reward in our [guide to the pay review process](#).

Approaches to total reward

By recognising that pay isn't the sole motivator and acknowledging the importance of not only tangible and intangible rewards within the wider context of the work experience, total reward has wide-reaching workplace implications.

As a concept, total reward is not new. As with many management trends, the development originally came from the USA (where the description 'total rewards' is generally used).

What is included in total reward?

The US organisation [WorldatWork](#) has identified six separate components of the work experience in addition to pay and benefits:

- Performance and recognition.
- Work/life balance.
- Organisational culture.
- Employee development and career opportunities.
- Business strategy.
- Human resource strategy.

Although these components have always existed in the workplace, they've often been taken for granted and managed in isolation. Under a total reward approach, all aspects of the work experience are recognised, and prominence is given not only to remuneration but also to non-financial rewards. This is important since experience shows that employees place great emphasis on intangible rewards when deciding where to work and the level of commitment to give to their job.

Total reward may include some, or all, of the following elements as well as traditional elements of pay and benefits packages:

- Flexible benefits.
- Access to professional and career development.
- Meaningful work.
- Freedom and autonomy.
- Opportunity for personal growth.
- Recognition of achievements.
- Preferred office space or equipment.
- Able to raise matters of concern.
- Involvement in decisions that affect the way work is done.
- Flexible working options, including homeworking.
- Administrative support.

The term total reward can also be used in a more limited way simply to refer to the financial value of the pay and benefits package rather than the value of the total package of financial and non-financial rewards.

Characteristics

An analysis of various total reward models by Thompson in [Total reward](#), a 2002 CIPD Executive briefing, found that they can be characterised by an approach that is:

- **Holistic:** it focuses on how employers attract, retain and engage people to

contribute to organisational success using a mix of cash and non-financial rewards.

- **Best fit:** it adopts a contingency approach – total reward programmes need to be tailored to the organisation's own culture, structure, work process and business objectives.
- **Integrative:** it delivers innovative rewards that are integrated with other people management policies and practices, such as performance management.
- **Strategic:** it aligns all aspects of reward to business strategy – total reward is driven by business needs and rewards the business activities, employee behaviour and values that support strategic goals and objectives.
- **People-centred:** it recognises that people are a key source of sustainable competitive advantage and begins by focusing on what they value in the total work environment.
- **Customised:** it identifies a flexible mix of rewards that offers choice and is better designed to meet employees' needs, their lifestyle and career stage.
- **Distinctive:** it uses a complex and diverse set of rewards to create a powerful and unique employer brand that serves to differentiate the organisation from its rivals.
- **Evolutionary:** it's a long-term approach based on incremental rather than on radical change.

Coverage

While private sector employers have tended to be at the forefront of the formal development and adoption of total reward policies, there has been interest in the approach among public sector organisations.

To take one example of heightened interest in total reward in the public sector, there has in recent years been a focus on the non-basic pay advantages of working in the sector, such as high-quality pensions and work-life balance provisions, among the public sector pay review bodies (which recommend pay rises for several groups of public sector workers such as medical staff, teachers and defence staff).

Advantages and drawbacks of total reward

Advantages

These can include:

- Helping to attract, retain and motivate employees.
- Meeting both organisation objectives and employee needs.
- Enhancing the reputation of an organisation as an employer of choice through its capacity to place a value on the wider non-financial benefits of working for an organisation.
- Helping the employer better communicate its employee value proposition. Many employees are unaware of the costs to the employer of benefits, such as pensions, which can be very substantial. To overcome this, employers frequently provide individual employees with total reward statements that emphasise the value not only of basic pay but also the wider benefits package and potentially other congenial aspects of employment

Drawbacks

Research from our Reward management surveys indicates that employers believe they're better at integrating financial aspects (pay and benefits) into a total reward approach than the non-financial aspects. An area of concern revealed by the research is line manager behaviour, with employers expressing concern at how well they've integrated the behaviour of these staff within a total reward approach. Yet, if line managers don't support the organisation's commitment to total reward (for example, over family-friendly working patterns) the approach is likely to fail.

Other potential challenges include:

- Some rewards are easier to provide than others. For example, most employees might prefer a desk located by a window, but office accommodation is a finite and not particularly flexible resource. In such cases, it would often be very difficult to meet everyone's needs.
- Attempting to measure or weigh the value of certain reward against one another – particularly if the aim is to include a numerical or tangible value in total reward statements distributed to employees. Employees can be confused by too much reward choice.
- The need to educate staff by communicating the value of the reward package and what the strategy aims to achieve.
- The danger that the organisation defines the total reward offering with no regard to the needs and wants of its staff.
- The temptation for employers to shift the reward mix from pay to lower-cost

benefits and non-financial rewards.

- Cynicism among some employees that total reward is no more than camouflage for a cost-cutting strategy.

Furthermore, our book [Reward management: alternatives, consequences and contexts](#) notes that there's been a lack of evidence to suggest that this approach improves employee engagement, productivity or well-being. The authors flag that this may be about to change though, citing research looking at the positive impact it can have in recruitment.

Useful contacts and further reading

Contacts

[Reward & Employee Benefits Association](#)

[IBEA: The International European Benefits Association](#)

Books and reports

ARMSTRONG, M. (2019) *Armstrong's handbook of reward management practice: improving performance through reward*. 6th ed. London: Kogan Page.

PERKINS, S.J. and WHITE, G. (2020) *Reward management: alternatives, consequences and contexts*. 4th ed. London: Chartered Institute of Personnel and Development.

ROSE, M. (2018) *Reward management: a practical introduction*. 2nd ed. HR Fundamentals. London: CIPD and Kogan Page.

Visit the [CIPD and Kogan Page Bookshop](#) to see all our priced publications currently in print.

Journal articles

BROWN, D. (2014) [The future of reward management: from total reward strategies to smart rewards](#). *Compensation and Benefits Review*. Vol 46, No 3, May/June. pp147-151.

DAY, N. (2019) How well do pay and nonfinancial rewards attract applicants to jobs? *World at Work Journal*. Vol 28, 1st quarter. Reviewed in *In a Nutshell*.

FARRAND, L. (2016) Put the scores up on the board: a total reward strategy will enable employees to see the full value of their package. *Employee Benefits*. May. pp18-19.

KUCZMARSKI, S. and KUCZMARSKI, T. (2019) How rewards fuel or fail innovation. *Strategic HR Review*. Vol 18, No 1. pp8-12.

SCOTT, D. and JORDAN, D. (2018) Laying it bare: the business benefits of pay transparency. *World at Work Journal*. Vol 27. Reviewed in *In a Nutshell*.

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This factsheet was last updated by Charles Cotton.

WorldatWork[®] Total Rewards Model



external influences human resources strategy total rewards strategy business results

Dedicated to Knowledge Leadership in Total Rewards

WorldatWork is the premier nonprofit member association for total rewards and human resources professionals. Our mission is to help members and other professionals influence their organizations' success. In addition to providing thought leadership in total rewards disciplines from the world's most respected experts and a community of practitioners, we also achieve our mission through a framework of strategies that attract, retain, motivate and engage employees.

WorldatWork Total Rewards Model





External Influences

Successful organizations understand that total rewards must be designed and administered in the context of not only an organization's internal environment (for which organizations have direct control), but also influences external to the organization (for which there is little or no control). This requires a seemingly diametric skill set of simultaneous zoom-lens focus and wide-angle view.

The *global economic landscape* has a profound effect on organizations in general, and on total rewards in particular. TR costs are among the highest expenses incurred by the business. Consequently, these costs need to be monitored and, if necessary, adjusted to ensure continued financial viability. Rapidly rising or falling economic conditions, which can occur anywhere from a global to industry level, require timely and measured responses from TR professionals in adjusting programs to meet changing conditions.

Total rewards is the near-universal form of exchange worldwide between an employee's talent, effort and skills and the employer's ability to attract and retain the needed skills to accomplish its

mission. Thus, total rewards becomes the crucial intersection between the supply and demand for labor. TR professionals must understand *labor market* trends and movements to reach the sweet spot of attracting the necessary talent at a cost that is affordable and sustainable.

Cultural norms and social mores are another critical component related to external influences. Rewards that are valued and appreciated in one culture may be less valuable (even offensive) in another. TR professionals must have a firm grasp of the customs and drivers of the diverse makeup and expectations of the workforce to effectively tailor programs for maximum efficacy.

Finally, in the realm of external influences, *regulatory* issues pertaining to total rewards vary widely by country and region. These laws affect the design and implementation of pay, benefits and work rules. Organization-wide programs should be assessed to ensure they can be legally applied at the local level. This may require adaptation or even alternative programs to ensure compliance. Also, legal and regulatory violations can result in sanctions, damaging publicity and potential restrictions that may negatively affect an organization's ability to conduct business.



Business Strategy, Organizational Culture and Human Resources Strategy

HR professionals agree that human resources and employee rewards strategies should be based on the organization's **business strategy**. A business strategy may place its emphasis in one of the following key areas:

- **Operational excellence:** a combination of price, quality, dependability and ease of purchase that competitors cannot match. The corporate culture typically strives to minimize waste and reward efficiency.
- **Product/service leadership:** innovation, product development and market exploitation. The corporate culture encourages imagination and a mindset driven by the prospect of creating the future.
- **Customer intimacy:** creates results for carefully selected customers. The corporate culture encourages deep and lasting relationships with customers.

At the same time, every business has a unique **organizational culture** that is shaped not only by the external influences in the world, but also by senior leadership, geography, employee demographics and even the business strategy itself.

While business strategy and organizational culture are driven by external influences, these are the components that drive the design and execution of the all-inclusive approach an organization takes related to every facet of its human capital, or the **human resources strategy**. In turn, the HR strategy drives the development and administration of total rewards strategy.



Total Rewards Strategy

There are six elements of total rewards, each of which includes programs, practices, elements and dimensions that collectively define an organization's strategy to **attract, motivate, retain and engage** employees:



Compensation

Pay provided by an employer to an employee for services rendered (i.e., time, effort, skill). This includes both fixed and variable pay tied to performance levels.



Benefits

Programs an employer uses to supplement the cash compensation that employees receive. These health, income protection, savings and retirement programs provide security for employees and their families.



Work-Life Effectiveness

A specific set of organizational practices, policies and programs, plus a philosophy that actively supports efforts to help employees achieve success at both work and home.



Recognition

Acknowledges or gives special attention to employee actions, efforts, behavior or performance and support business strategy by reinforcing certain behaviors (e.g., extraordinary accomplishments) that contribute to organizational success. These programs can be either formal or informal.



Performance Management

The alignment of organizational, team and individual efforts toward the achievement of business goals and organizational success. It includes establishing expectations, skill demonstration, assessment, feedback and continuous improvement.

Total Rewards Strategy (cont.)



Talent Development

Provides the opportunity and tools for employees to advance their skills and competencies in both their short- and long-term careers. Organizations support career opportunities to effectively deploy talented employees, enabling them to deliver their greatest value to the organization.



These elements represent the tool kit from which an organization chooses to offer and align a value proposition that results in satisfied, engaged and productive employees who, in turn, create desired business performance and results.

The elements, as WorldatWork has defined them, are not mutually exclusive and are not intended to represent the ways that companies organize or deploy programs and elements within them. For example, performance management may be driven by the compensation, or it may be decentralized in line organizations. Likewise, recognition could be considered an element of compensation, benefits or work-life.



The Result

An organization's reflection of the external influences, business strategy, organizational culture, HR strategy and, ultimately, its own total rewards strategy culminates in a workforce that has the right people in the right jobs who are motivated and engaged to do the right things — and feel loyal to the organization and its success.

The WorldatWork Total Rewards Model demonstrates the dynamic relationship between employers and employees. For organizations, the desired outcome is business performance and results through the work of engaged employees who contribute their time, talent and efforts.



Originally introduced in 2000, the WorldatWork Total Rewards Model has evolved to depict the strategic elements of the employer-employee exchange as well as to reflect how external influences and an increasingly global business environment affect the goals of attraction, motivation, retention and engagement.

Business Impact

Employees who said that recognition practices are fair, direct supervisors provide recognition effectively, and they value the recognition they receive, reported a variety of positive outcomes: a greater likelihood to work harder, stronger motivation to do their best, and a greater sense of feeling valued. Employees who received recognition more recently also reported higher levels of satisfaction, motivation and work effort.

Source: American Psychological Association. August 2014. "Employee Recognition Survey."

Companies with higher engagement levels also have better talent, operational, customer and financial outcomes.

Source: Morewitz, A.C., K. Oehler, S. Parker, D. Roberts, D. Rubin, and R. Smith. April 2013. "Employee engagement linkage to business performance: Best practices and implications." Presented at the Society for Industrial and Organizational Psychology Annual Conference. Houston, Texas.

Companies recognized for outstanding approaches to health and safety by the American College of Occupational Medicine's Corporate Health Achievement Award outperformed the S&P 500 for the 15-year period between 1997-2012, and the 13-year period between 1999-2012.

Source: Fabius, R., R. Dixon Thayer, D.L. Konicki, C.M. Yarborough, K.W., Peterson, F. Isaac, R.R. Loeppke, B.S. Eisenberg, and M. Dreger. September 2013. "The Link Between Workforce Health and Safety and the Health of the Bottom Line." Journal of Occupational and Environmental Medicine. 55(9): 993-1000.

Companies in the top quartile of engagement scores had 50% higher total shareholder return than the average company.

Source: Aon Hewitt. 2012. "Making Employee Engagement Happen: Best Practices from Best Employers."

Employees who feel most able to benefit from pay for performance tend to be attracted to organizations that offer it.

Source: Fang, M. and B. Gerhart. June 2012. "Pay for Performance has Positive Effect on Intrinsic Motivation." International Journal of Human Resource Management. 23(6): 1176-1196.

There is a link between better benefits and a company's ability to attract and retain employees. While retirement and health-care plans generally have similar attraction and retention effects, more generous and secure retirement programs can create a stronger employer-employee bond.

Source: Towers Watson. May 2014. "Attracting and Keeping Employees: The Strategic Value of Employee Benefits. Results from Towers Watson's 2013/2014 Global Benefit Attitudes Survey."

external influences human resources strategy total rewards strategy business results e

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Inventory of Total Rewards Programs & Practices

A Report by WorldatWork,
Underwritten by Compdata Surveys & Consulting
January 2017



research





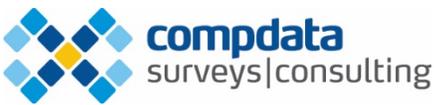
About WorldatWork®

The Total Rewards Association

WorldatWork (www.worldatwork.org) is a nonprofit human resources association for professionals and organizations focused on compensation, benefits, work-life effectiveness and total rewards — strategies to attract, motivate and retain an engaged and productive workforce. WorldatWork and its affiliates provide comprehensive education, certification, research, advocacy and community, enhancing careers of professionals and, ultimately, achieving better results for the organizations they serve. WorldatWork has more than 70,000 members and subscribers worldwide; 80 percent of Fortune 500 companies employ a WorldatWork member. Founded in 1955, WorldatWork is affiliated with more than 70 local human resources associations and has offices in Scottsdale, Ariz., and Washington, D.C.

WorldatWork Society of Certified Professionals® is the certifying body for eight prestigious designations: the Certified Compensation Professional® (CCP®), Advanced Certified Compensation Professional (ACCP)™, Master Certified Compensation Professional (MCCP)™, Certified Benefits Professional® (CBP), Global Remuneration Professional (GRP®), Work-Life Certified Professional® (WLCP®), Certified Sales Compensation Professional (CSCP)™ and Certified Executive Compensation Professional (CECP)™.

The WorldatWork group of registered marks also includes: Alliance for Work-Life Progress or AWLP, *workspan* and *WorldatWork Journal*.



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Compdata provides HR professionals with the compensation tools they need to stay competitive. With our extensive pay and benefits database and experienced compensation consultants, we are a full-service firm providing innovative solutions to the most complex compensation challenges.

We conduct salary surveys across a wide range of industries including banking and finance; colleges and universities; health care; high tech; hospitality; insurance; legal; manufacturing and distribution; not-for-profit; services; and utilities. Our database contains information from more than 40,000 employers, and includes pay practices and benefits. If you are tackling a more complex compensation challenge, our consultants have a wealth of expertise and experience. We specialize in tailoring projects to your needs, and services include total rewards strategies, market reviews, job descriptions, base pay program design, executive compensation, variable pay plan design and benefits program analysis.

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Introduction and Methodology

This report presents the results of an August 2016 survey of WorldatWork members to measure the use of total rewards programs in U.S., Canadian and international companies. The survey focused on the prevalence of 176 different total rewards programs and practices in today's workplace.

This report is a robust resource for those benchmarking organizational use of total rewards programs and practices. It includes an index at the end so you can easily locate specific items. Data is reported in aggregate with breakdowns by major industry, sector and size, as well as regrettable turnover and self-reported employee engagement survey results.

In 2015, WorldatWork conducted a similar survey on the use of 50 specific types of total rewards programs and practices. Given the change in question formats and the expansion to 176 items this year, no historical comparison or narrative interpretation is presented in this report. The 2015 report can be viewed on the WorldatWork [website](#).

On Aug. 17, 2016, survey invitations were emailed to 14,813 WorldatWork members. The survey closed on Sept. 2, 2016, with 832 responses, a 6% response rate. The dataset was cleaned and analyzed using statistical software. Any duplicate records were removed, resulting in a final dataset of 730 responses.

The demographics of the survey sample and respondents are similar to WorldatWork's membership as a whole. The typical WorldatWork member works at the managerial level or higher in the headquarters of a large North American company.

The frequencies or response distributions listed in the report show the number of times or percentage of times a value appears in the dataset. Due to rounding, frequencies of data responses provided in this survey may not total 100%.

Data breakdowns by demographics and metrics reflect the respondents in each category that answered the corresponding set of programs and practices. Demographic and metrics questions were not mandatory; therefore, the sum of the respective samples sizes may not equal the overall sample size, and the demographic or metric prevalence percentages may be higher or lower than the overall prevalence of the given program or practice.

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Demographics

Figure 1: “Please choose the total number of employees your organization employs worldwide.” (n=664)

Option	Percentage
Fewer than 100 employees	4%
100 to 499	14%
500 to 999	11%
1,000 to 2,499	19%
2,500 to 4,999	15%
5,000 to 9,999	13%
10,000 to 19,999	12%
20,000 to 39,999	7%
40,000 to 99,999	4%
100,000 or more employees	3%

Figure 2: “What was the total revenue (money generated by your company from sales of goods or services on a worldwide basis) for your organization at the end of 2015? (Please report in U.S. dollars.)” (n=594)

Option	Percentage
Up to \$30 million	8%
Between \$30 million and \$100 million	8%
Between \$100 million and \$300 million	11%
Between \$300 million and \$600 million	12%
Between \$600 million and \$1 billion	9%
Between \$1 billion and \$3 billion	23%
Between \$3 billion and \$5 billion	10%
Between \$5 billion and \$8 billion	6%
Between \$8 billion and \$10 billion	2%
More than \$10 billion	11%

Figure 3: “Please indicate the portion of your workforce that is:” (n=665)

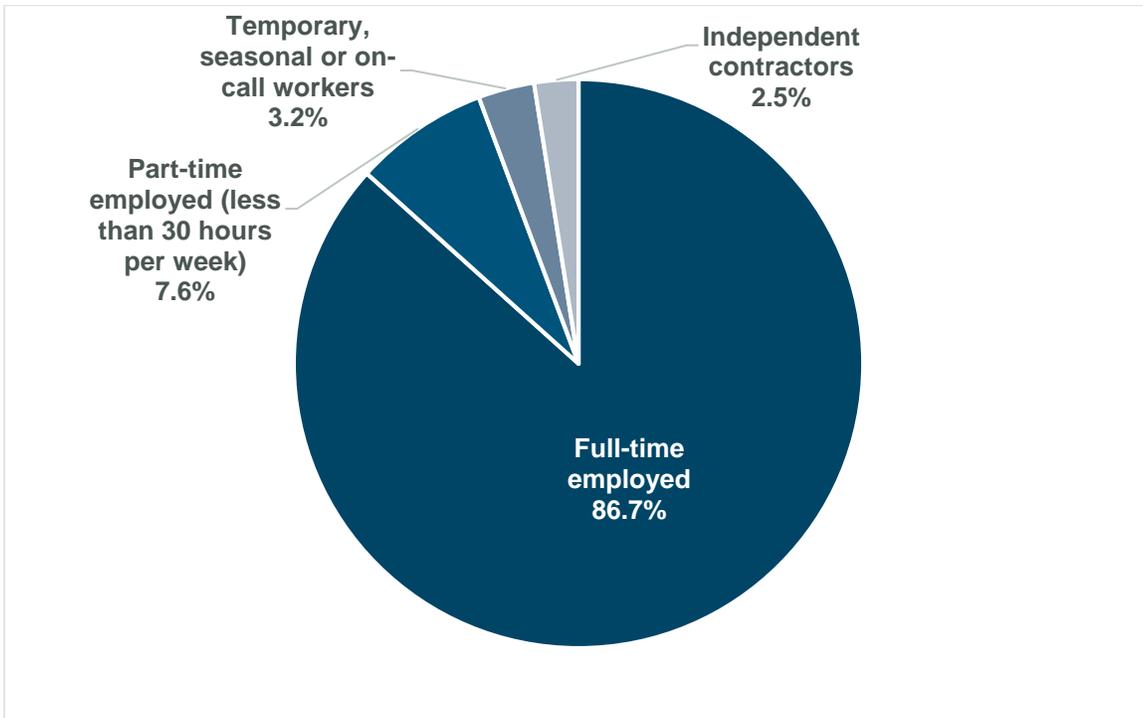


Figure 4: “Does your organization have operational units (division, subsidiaries, groups or plants) in any of the following countries?” (n=647)

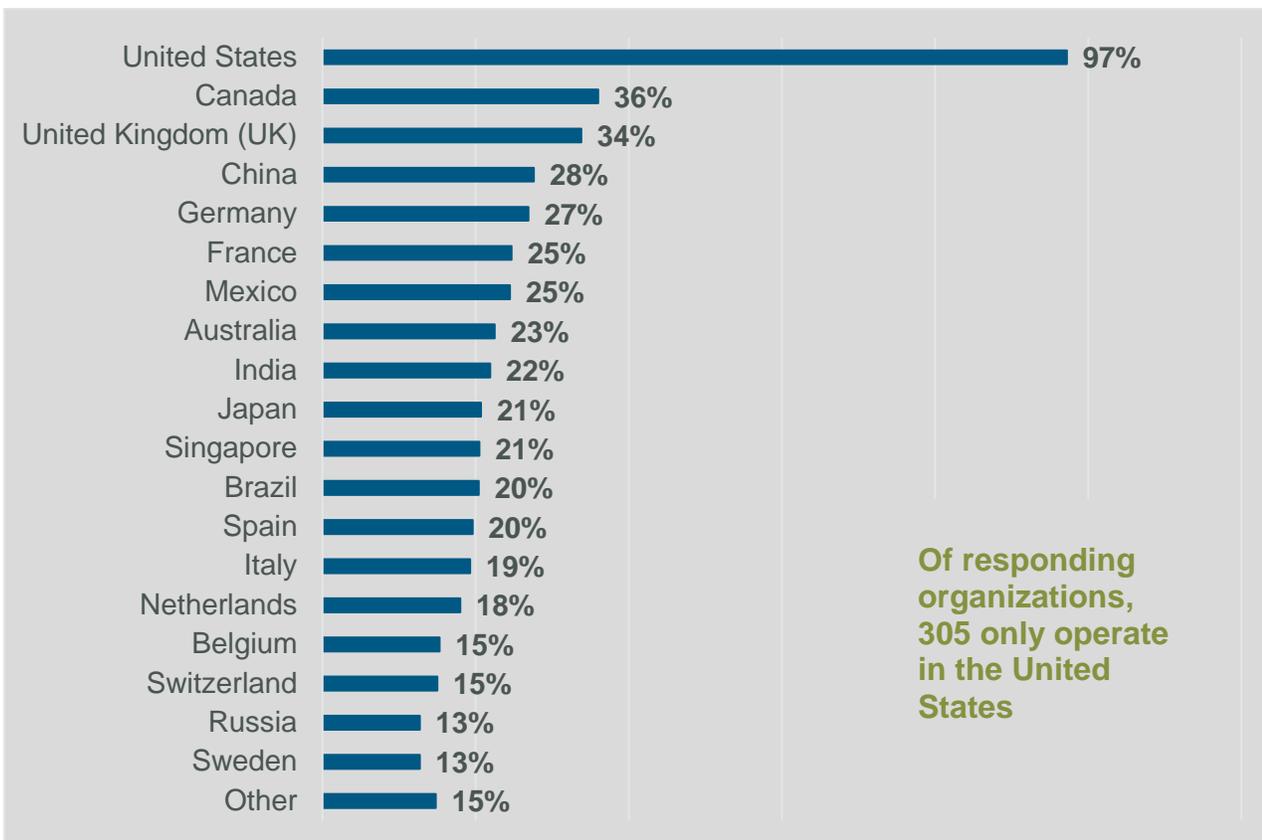


Figure 4a: Number of Countries in Which Responding Organizations Operate (n=647)

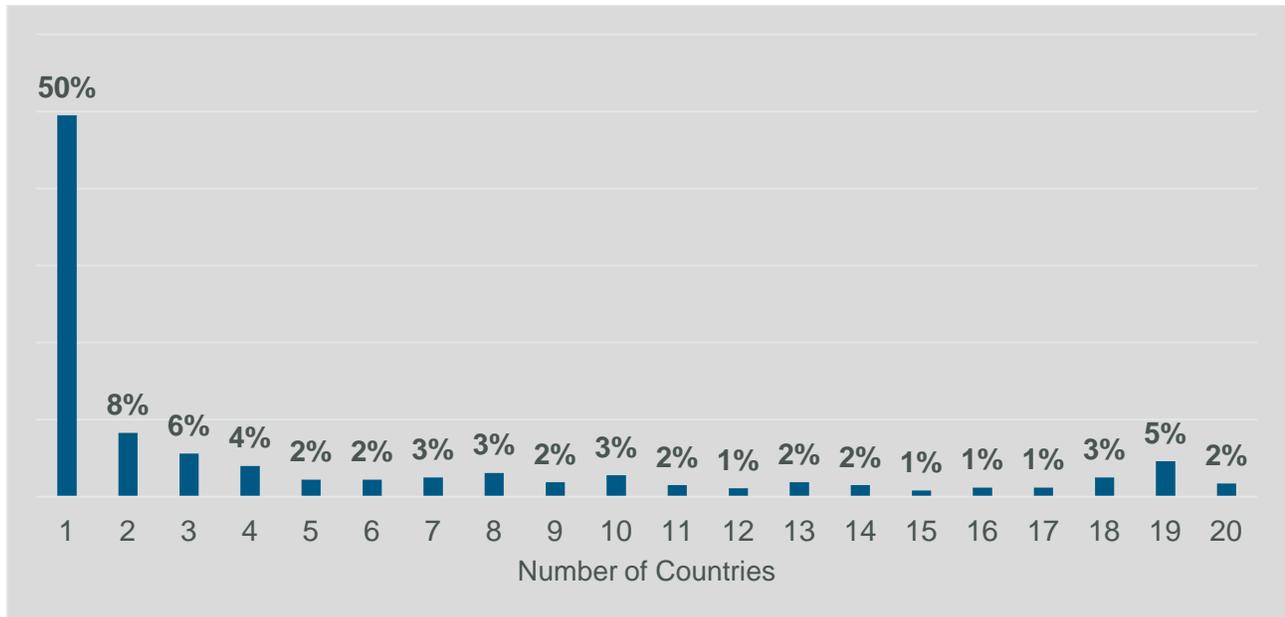


Figure 5: “Please choose one category that best describes the industry in which your organization operates.” (n=657)
Industries with less than 2% are not listed in this table.

Option	Percentage
All Other Manufacturing	13%
Finance and Insurance	12%
Consulting, Professional, Scientific and Technical Services	10%
Health Care and Social Assistance	9%
Utilities, Oil and Gas	7%
Educational Services	4%
Computer and Electronic Manufacturing	3%
Pharmaceuticals	3%
Retail Trade	3%
Information (includes Publishing, IT, etc.)	2%
Other Services (except public administration)	2%
Public Administration	2%
Real Estate and Rental and Leasing	2%
Transportation	2%
Wholesale Trade	2%
Other	22%

Figure 6: “The U.S. organizational unit you are reporting data for in this questionnaire is:” (n=661)

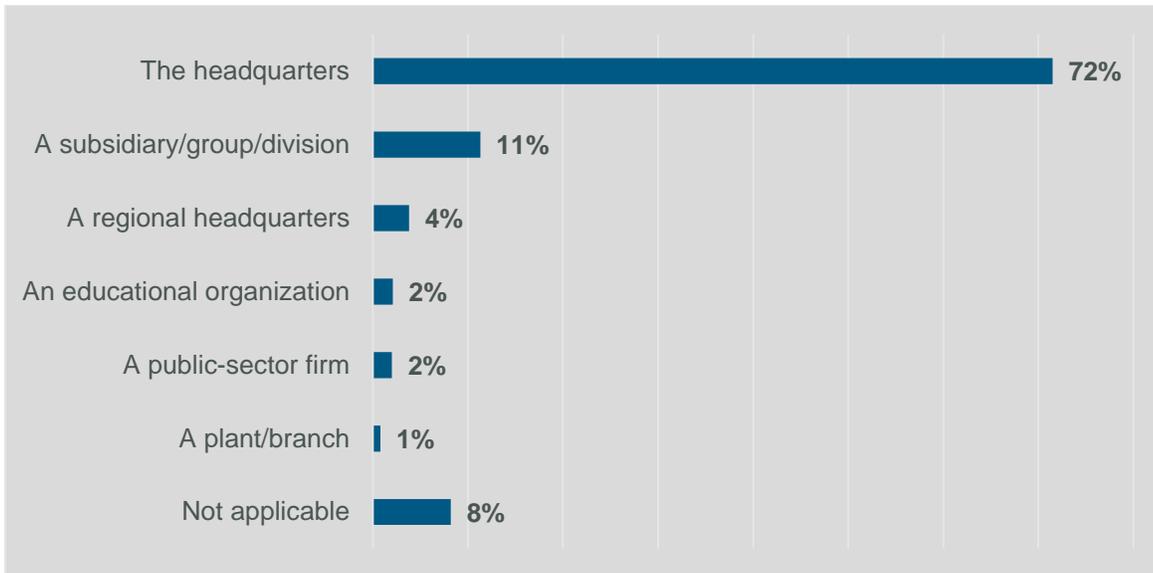
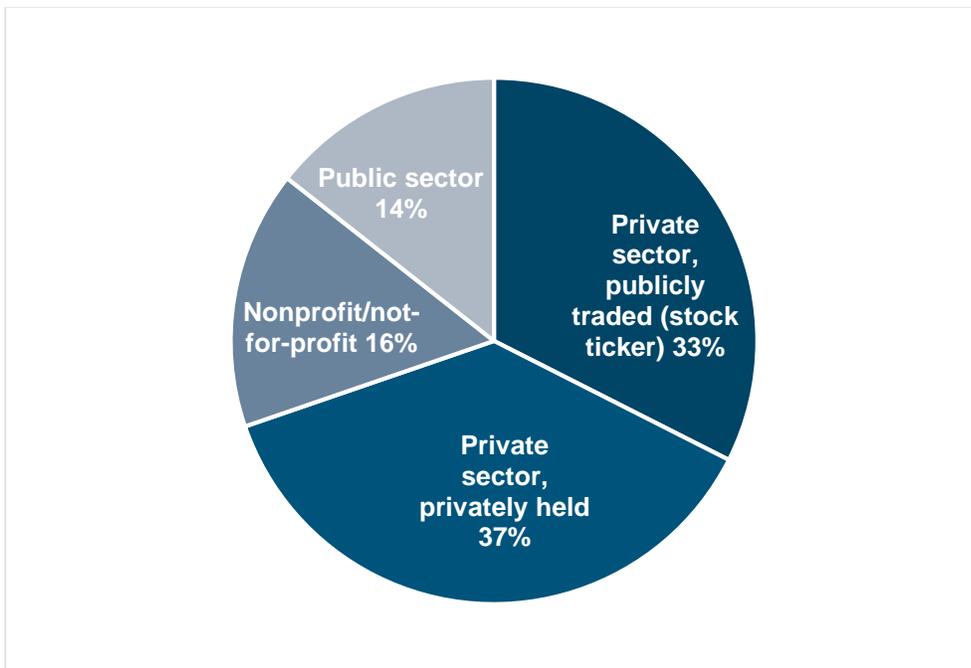


Figure 7: “Your organization is:” (n=654)



Metrics

Figure 8: “What is your organization’s annual voluntary turnover for employees?” (n=566)

Definition: Voluntary turnover consists of voluntary separations by employees (often referred to as quits) and does not include: mandated retirements, layoffs, discharges, termination (permanent or short-term employees or seasonal employees), transfers to other location, deaths or separations because of disability.

Formula: Divide the total number of voluntary separations during the year by the total number of employees at the beginning of the year.

	Annual Voluntary Turnover
Mean	12.92%
25 th percentile	6%
50 th percentile/median	10%
75 th percentile	15%
Minimum	0%
Maximum	111%

Figure 9: “Regrettable turnover, also known as undesirable turnover, includes voluntary turnover separations by top performers, high-potential employees and separations from key positions for which a successor has not been previously identified. Does your organization track regrettable/undesirable turnover?” (n=645)

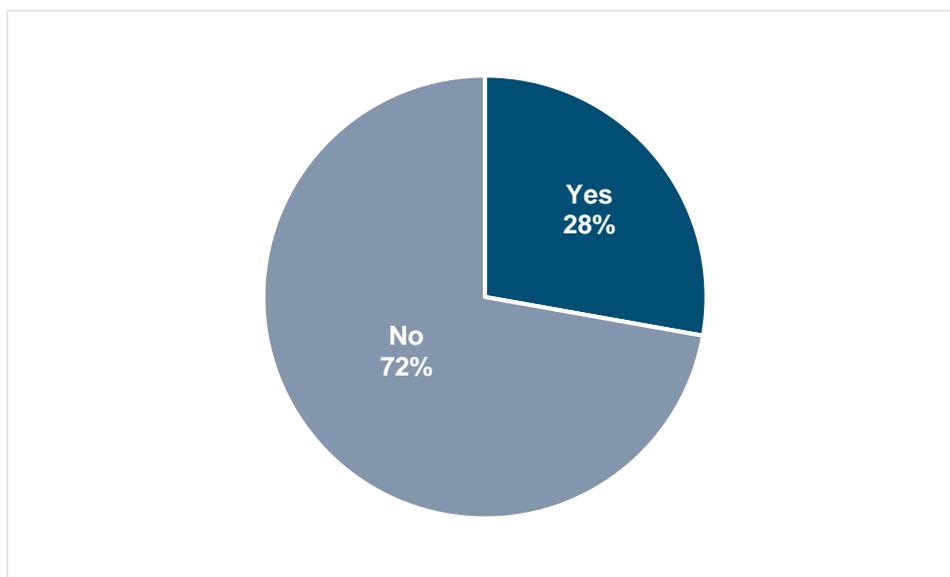


Figure 9a: “What is your organization’s annual regrettable/undesirable turnover for employees?” (n=137)

Formula: Divide the total number of regrettable/undesirable separations during the year by the total number of employees at the beginning of the year.

	Annual Regrettable Turnover
Mean	6.65%
25 th percentile	2%
50 th percentile/median	5%
75 th percentile	8.4%
Minimum	0%
Maximum	60%

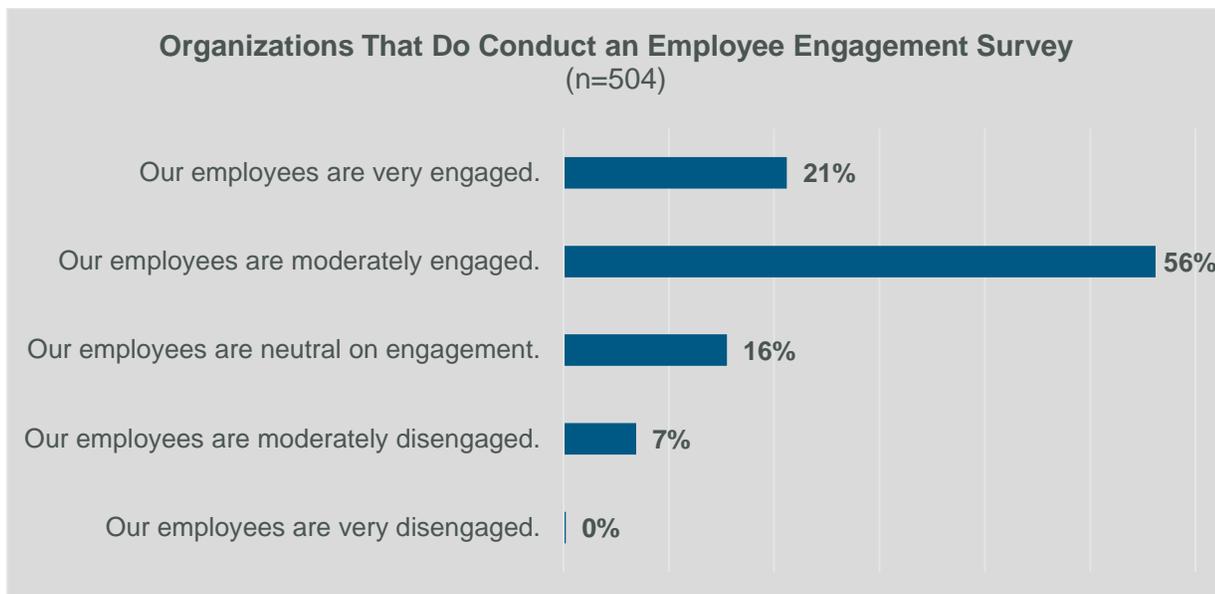
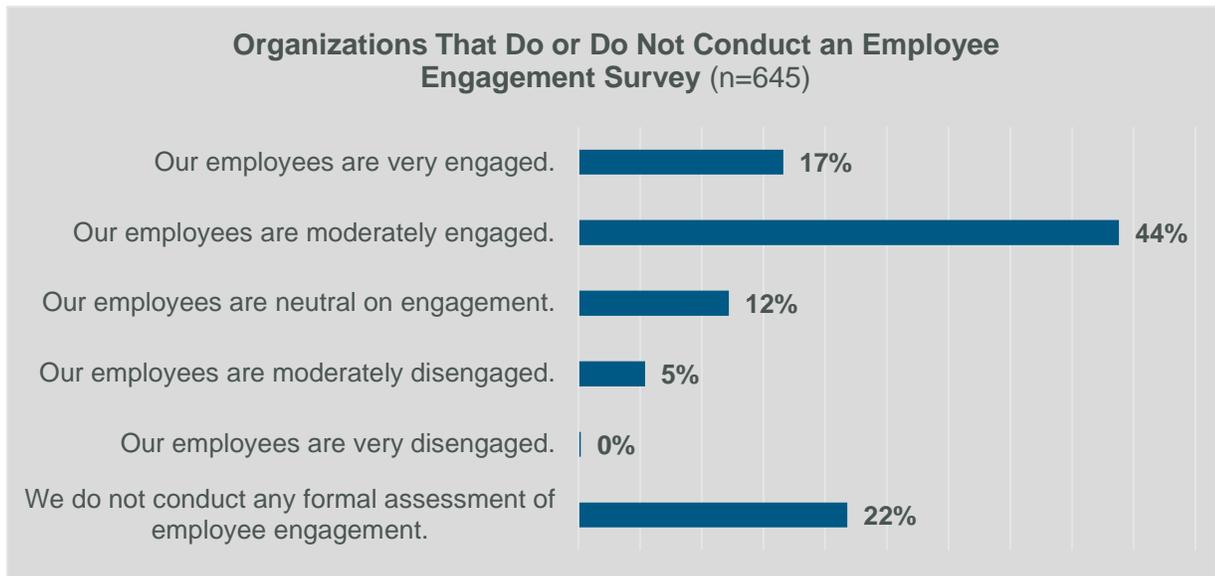
Figure 10: “Please provide your annual labor cost as a percentage of total revenue.” (n=257)

Definition: Labor costs include salaries and wages (for employees and contractors), employee benefits, employee-related insurances and taxes.

Formula: Divide the total annual labor cost by the total annual revenue.

	Annual Labor Cost
Mean	31.38%
25 th percentile	13%
50 th percentile/median	30%
75 th percentile	45%
Minimum	0%
Maximum	100%

Figure 11: “Based on your internal employee-engagement survey, select the answer that best aligns with your overall survey results.”



Results and Analysis

Program Use by Organization Size (Number of Employees)

	Overall Prevalence		Prevalence by Organization Size (Number of Employees)				
	n	%	1 to 499	500 to 2,499	2,500 to 9,999	10,000 to 39,999	40,000 or more
HEALTH AND WELLNESS			(n=119)	(n=195)	(n=183)	(n=120)	(n=44)
PPO medical plan	709	88%	87%	87%	85%	86%	82%
HMO medical plan	669	38%	29%	34%	34%	38%	41%
High-deductible medical plan	693	75%	62%	69%	75%	81%	77%
Dental plan	725	99%	98%	100%	100%	99%	100%
Employee life insurance/AD&D	722	99%	94%	100%	98%	99%	100%
Spouse/dependent life insurance	711	94%	85%	91%	95%	96%	96%
Short-term disability (STD) insurance	720	94%	90%	95%	92%	93%	96%
Long-term disability (LTD) insurance	719	98%	93%	99%	98%	96%	98%
Health savings accounts (HSAs)	691	71%	54%	64%	74%	79%	89%
Flexible spending accounts (FSAs)	711	93%	84%	93%	92%	95%	93%
Health reimbursement accounts (HRAs)	630	30%	18%	20%	30%	36%	36%
			(n=121)	(n=195)	(n=183)	(n=121)	(n=44)
Behavioral health plan	569	78%	74%	76%	79%	84%	86%
Prescription drug plan	706	97%	97%	98%	98%	98%	96%
Vision plan	713	98%	93%	99%	99%	100%	100%
Telemedicine services	358	49%	45%	55%	48%	51%	59%

	Overall Prevalence		Prevalence by Organization Size (Number of Employees)				
	n	%	1 to 499	500 to 2,499	2,500 to 9,999	10,000 to 39,999	40,000 or more
HEALTH AND WELLNESS (CONT.)			(n=121)	(n=195)	(n=183)	(n=121)	(n=44)
Employee assistance program (EAP)	582	80%	74%	89%	89%	77%	77%
Child-care resource and referral services	441	60%	57%	67%	62%	66%	64%
Elder-care resource and referral services	439	60%	62%	66%	61%	64%	61%
Immunization clinics or promotions	507	70%	72%	74%	74%	74%	64%
Outcomes-based wellness program	234	32%	23%	29%	38%	40%	46%
Participatory wellness program	476	65%	58%	71%	70%	72%	77%
Health-risk assessment (HRA)	469	64%	60%	68%	67%	78%	80%
Health advocacy program	353	48%	39%	54%	51%	61%	43%
Health coaching	457	63%	61%	64%	67%	71%	77%
24-hour nurse line	500	69%	73%	73%	73%	69%	71%
Biometric/wellness screening (on site or through a doctor visit)	506	69%	70%	72%	71%	82%	80%
Use of wearable technology for encouraging wellness results	198	27%	24%	29%	25%	35%	32%
Health fairs (on site or virtual)	399	55%	46%	52%	60%	66%	82%
On-site medical clinic or nurse	142	20%	1%	13%	29%	33%	39%
			(n=121)	(n=195)	(n=183)	(n=121)	(n=44)
Seminars, webinars or literature to promote wellness and well-being	558	76%	73%	82%	78%	88%	84%
Stress-reduction programs/offerings (e.g., yoga, massage, meditation)	406	56%	50%	62%	54%	69%	66%
Tobacco-/smoking-cessation support	535	73%	66%	75%	79%	84%	89%
Nutritional counseling (on site or covered by medical plan)	418	57%	61%	57%	60%	67%	64%
Weight-management programs	425	58%	60%	58%	58%	71%	66%
Subsidized weight-loss programs	193	26%	21%	27%	31%	29%	32%
Wellness incentives (e.g., cash and noncash prizes, acknowledgement, rewards)	405	56%	51%	59%	55%	65%	73%

	Overall Prevalence		Prevalence by Organization Size (Number of Employees)				
	n	%	1 to 499	500 to 2,499	2,500 to 9,999	10,000 to 39,999	40,000 or more
HEALTH AND WELLNESS (CONT.)			(n=121)	(n=195)	(n=183)	(n=121)	(n=44)
Wellness gamification (e.g., contests, lotteries, points, quizzes, leaderboards, avatars)	267	37%	32%	37%	39%	46%	36%
Discounted fitness-club membership/fitness-related subsidies	472	65%	60%	68%	68%	71%	77%
			(n=77)	(n=152)	(n=155)	(n=106)	(n=38)
On-site fitness center	694	53%	56%	66%	68%	71%	84%
On-site fitness classes	687	45%	31%	56%	57%	68%	71%
Healthy cafeteria options	689	51%	36%	56%	67%	81%	84%
Healthy vending-machine options	665	55%	61%	61%	66%	71%	79%
PAY FOR TIME NOT WORKED			(n=120)	(n=195)	(n=182)	(n=120)	(n=44)
PTO bank (collapsed vacation, sick leave, etc.)	682	51%	48%	56%	50%	45%	50%
Vacation (separate from collapsed PTO bank)	684	59%	56%	50%	64%	68%	57%
Sick leave (separate from collapsed PTO bank)	683	60%	58%	50%	62%	68%	59%
Holiday pay	693	97%	97%	98%	97%	97%	91%
Floating holidays	678	60%	56%	55%	61%	69%	52%
Bereavement leave	686	96%	93%	96%	97%	97%	93%
Paid sabbaticals	653	8%	3%	8%	9%	10%	7%
Personal leave	668	73%	68%	67%	69%	78%	64%
Paid parental leave	676	46%	51%	40%	45%	42%	55%
Paid caregiver leave	656	21%	18%	19%	19%	23%	25%
Shared/donation of leave program	663	24%	14%	29%	24%	23%	21%
Unlimited paid time off	677	8%	11%	10%	8%	6%	2%

	Overall Prevalence		Prevalence by Organization Size (Number of Employees)				
	n	%	1 to 499	500 to 2,499	2,500 to 9,999	10,000 to 39,999	40,000 or more
UNPAID TIME OFF			(n=59)	(n=88)	(n=75)	(n=60)	(n=22¹)
Unpaid, job-protected time off to care for or bond with new child (beyond legal requirements, if applicable, and beyond any paid parental leave your organization may offer)	654	43%	95%	86%	91%	87%	77%
Unpaid sabbaticals	627	18%	25%	35%	32%	37%	50%
RETIREMENT			(n=118)	(n=190)	(n=179)	(n=119)	(n=44)
Defined benefit plan	661	35%	22%	28%	40%	40%	50%
Defined contribution plan (e.g., 401(k), 403(b), 457 plans)	688	98%	98%	100%	99%	99%	100%
Nonqualified deferred compensation plan	643	44%	25%	30%	49%	55%	59%
Retiree health-care benefits	659	33%	16%	26%	37%	42%	48%
Employee stock ownership plan (ESOP)	666	16%	8%	14%	15%	19%	30%
OTHER BENEFITS AND PERQUISITES			(n=115)	(n=188)	(n=178)	(n=119)	(n=44)
Employee stock purchase plan (ESPP)	678	24%	13%	18%	26%	34%	41%
Long-term care insurance	667	34%	21%	31%	34%	40%	46%
Auto/home insurance	677	27%	11%	25%	34%	35%	36%
Pet insurance	678	23%	10%	21%	29%	27%	34%
Legal insurance, referral or consultation	678	45%	27%	43%	51%	53%	61%
Identity theft insurance	667	24%	19%	23%	24%	29%	21%
Employee discount program	683	73%	53%	68%	75%	92%	96%
Concierge services	672	15%	11%	11%	19%	22%	16%

¹ The count for this group was less than 30. Data corresponding to larger sample sizes will have stronger statistical power and validity.

	Overall Prevalence		Prevalence by Organization Size (Number of Employees)				
	n	%	1 to 499	500 to 2,499	2,500 to 9,999	10,000 to 39,999	40,000 or more
OTHER BENEFITS AND PERQUISITES (CONT.)			(n=115)	(n=188)	(n=178)	(n=119)	(n=44)
Free parking or parking subsidy	688	74%	70%	76%	75%	81%	89%
Commuter/transportation benefits or subsidy	674	45%	48%	39%	45%	51%	55%
			(n=119)	(n=194)	(n=174)	(n=119)	(n=44)
Company car	663	42%	28%	39%	37%	56%	57%
Car allowance	660	51%	31%	47%	56%	61%	52%
Cell phone (employer-issued, monthly allowance or reimbursement)	684	94%	93%	96%	95%	91%	96%
Laptop computer	687	97%	100%	99%	99%	95%	96%
BASE PAY			(n=121)	(n=194)	(n=181)	(n=120)	(n=44)
Shift differential pay	669	65%	26%	61%	74%	83%	80%
Weekend/holiday pay	674	71%	48%	64%	75%	87%	82%
On-call pay	666	57%	28%	54%	70%	61%	59%
Call-in pay	648	39%	19%	31%	43%	54%	39%
Hazard pay	647	18%	5%	11%	22%	25%	21%
Bilingual pay	651	14%	3%	14%	17%	13%	16%
Skill-based pay	658	20%	13%	15%	23%	24%	21%
Cost-of-living adjustment (COLA)	676	21%	20%	14%	19%	26%	23%
Across-the-board pay increase (not COLA)	664	21%	19%	18%	19%	23%	23%
Performance-based pay increase (merit increase)	689	95%	91%	94%	95%	97%	100%
Longevity pay increase	669	8%	3%	4%	12%	12%	5%
Geographic or locality pay adjustment	674	45%	23%	38%	47%	60%	73%
Overtime pay for exempt employees	677	17%	4%	14%	22%	25%	25%

	Overall Prevalence		Prevalence by Organization Size (Number of Employees)				
	n	%	1 to 499	500 to 2,499	2,500 to 9,999	10,000 to 39,999	40,000 or more
BONUSES AND COMMISSIONS			(n=112)	(n=178)	(n=169)	(n=111)	(n=42)
Referral bonus	682	74%	72%	79%	81%	87%	86%
Hiring bonus	679	66%	47%	69%	79%	83%	76%
Retention bonus	669	59%	38%	55%	71%	78%	67%
Spot bonus	668	67%	65%	77%	73%	65%	60%
Project completion bonus	652	40%	32%	40%	48%	36%	36%
Commissions	683	52%	46%	55%	59%	62%	67%
SHORT-TERM INCENTIVES			(n=94)	(n=151)	(n=148)	(n=105)	(n=41)
Profit sharing (not retirement)	671	22%	28%	23%	25%	29%	22%
Individual performance-based incentives	678	69%	82%	82%	84%	82%	90%
Performance sharing (short-term)	644	32%	31%	29%	41%	43%	42%
LONG-TERM INCENTIVES			(n=49)	(n=103)	(n=121)	(n=85)	(n=34)
Stock options/stock appreciation rights (SARs)	664	29%	41%	52%	49%	42%	47%
Restricted stock/restricted stock units (RSUs)	670	39%	39%	64%	65%	74%	65%
Performance awards (long-term)	655	46%	69%	57%	82%	79%	82%
PERFORMANCE MANAGEMENT			(n=117)	(n=194)	(n=181)	(n=120)	(n=43)
Formal performance appraisals/reviews	694	94%	88%	95%	96%	97%	100%
Formal performance ratings	693	85%	71%	84%	90%	92%	95%
Informal performance ratings (used for pay decisions but not shared with employee)	661	18%	22%	18%	12%	18%	14%
Forced ranking	663	11%	5%	8%	11%	13%	23%
Frequent performance check-ins (at least quarterly)	672	42%	56%	37%	36%	38%	47%
Crowd-sourced feedback	653	15%	10%	19%	9%	17%	16%

	Overall Prevalence		Prevalence by Organization Size (Number of Employees)				
	n	%	1 to 499	500 to 2,499	2,500 to 9,999	10,000 to 39,999	40,000 or more
RECOGNITION			(n=115)	(n=190)	(n=175)	(n=116)	(n=42)
Length-of-service awards	679	81%	71%	81%	84%	91%	81%
Retirement awards	656	44%	39%	45%	45%	46%	38%
Peer-to-peer awards	671	40%	35%	39%	38%	47%	48%
Above-and-beyond performance awards	673	55%	48%	57%	60%	52%	62%
Employee of the month/year awards	672	23%	11%	23%	23%	28%	29%
Appreciation luncheons, outings, formal events	682	76%	85%	79%	71%	73%	86%
Goal-specific awards (quality, efficiency, cost savings, productivity, safety)	666	35%	28%	33%	36%	40%	48%
Suggestion/idea programs	665	39%	36%	38%	37%	41%	45%
Major family event celebration (e.g., birth, wedding)	660	31%	52%	31%	22%	25%	29%
DEVELOPMENT OPPORTUNITIES			(n=119)	(n=195)	(n=182)	(n=120)	(n=44)
Internal job postings	687	96%	92%	95%	96%	98%	96%
Promotions	692	98%	97%	99%	100%	99%	98%
Tuition reimbursements	689	87%	77%	86%	91%	92%	84%
Tuition discounts	668	20%	12%	13%	23%	23%	27%
Internships	682	83%	72%	79%	82%	93%	91%
Apprenticeships	647	24%	13%	21%	24%	30%	25%
Career ladders or pathways	670	69%	50%	60%	73%	78%	91%
Succession planning	665	74%	59%	64%	75%	83%	86%
Job rotations	657	37%	22%	20%	40%	55%	59%
Informal coaching/mentoring	671	84%	82%	77%	80%	87%	89%
Formal coaching/mentoring	656	50%	42%	43%	48%	54%	68%
Leadership training	681	84%	64%	82%	84%	93%	96%
Outside seminars and conferences	685	96%	98%	92%	95%	97%	91%
Classroom learning, virtual learning, podcasts, webinars	685	92%	90%	89%	92%	94%	96%

	Overall Prevalence		Prevalence by Organization Size (Number of Employees)				
	n	%	1 to 499	500 to 2,499	2,500 to 9,999	10,000 to 39,999	40,000 or more
DEVELOPMENT OPPORTUNITIES (CONT.)			(n=119)	(n=195)	(n=182)	(n=120)	(n=44)
Self-development tools	668	81%	68%	73%	81%	88%	89%
CARING FOR DEPENDENTS			(n=101)	(n=172)	(n=150)	(n=104)	(n=37)
On- or near-site child-care center (sponsored or operated by employer or union)	675	7%	1%	2%	12%	18%	14%
On- or near-site elder-care center (sponsored or operated by employer or union)	674	1%	1%	1%	1%	2%	0%
Child-care subsidies or discounts (e.g., U.S. IRC Section 129 plans)	661	9%	12%	6%	13%	7%	16%
Backup child or elder care (center-based/in-home)	666	8%	7%	3%	14%	13%	11%
Dependent care spending account program (e.g., U.S. IRC Section 125 plans)	669	71%	83%	82%	81%	81%	87%
Employee discount program for dependent-care providers	656	7%	3%	4%	9%	15%	16%
On-site or virtual caregiver support	665	2%	1%	1%	3%	4%	5%
Travel-related dependent care expense reimbursement (for child, elder or special needs)	657	2%	2%	1%	2%	3%	3%
Support for employees with responsibility for individual(s) with special needs	641	9%	11%	6%	11%	14%	11%
Lactation-support services (e.g., education, lactation consultants, mother's room)	661	65%	73%	74%	75%	80%	62%
CULTURE INITIATIVES AND COMMUNITY INVOLVEMENT			(n=104)	(n=174)	(n=167)	(n=117)	(n=43)
Women's advancement initiatives	637	34%	14%	27%	42%	41%	56%
Work-environment initiatives (e.g., creating a purpose-driven culture, shifting to a flexible environment, health-leadership initiatives, Best Place to Work initiative)	660	59%	60%	62%	59%	65%	70%
Multigenerational initiatives	640	22%	15%	21%	20%	28%	37%

	Overall Prevalence		Prevalence by Organization Size (Number of Employees)				
	n	%	1 to 499	500 to 2,499	2,500 to 9,999	10,000 to 39,999	40,000 or more
CULTURE INITIATIVES AND COMMUNITY INVOLVEMENT (CONT.)			(n=104)	(n=174)	(n=167)	(n=117)	(n=43)
Diversity/inclusion initiatives	663	53%	36%	49%	55%	70%	81%
Disaster relief fund	628	24%	6%	16%	22%	42%	47%
Paid time off to volunteer	644	46%	47%	45%	46%	50%	49%
Matching gift program	645	38%	32%	33%	40%	44%	56%
In-kind donations	594	29%	19%	26%	28%	33%	35%
Charitable fundraising programs (e.g., United Way drive)	662	71%	60%	72%	81%	83%	79%
Corporate social responsibility programs/green initiatives	654	63%	51%	60%	68%	75%	93%
FINANCIAL WELLNESS			(n=67)	(n=126)	(n=140)	(n=100)	(n=38)
Adoption assistance	650	28%	22%	21%	41%	52%	63%
Adoption reimbursement	641	18%	13%	18%	29%	27%	37%
College preparation planning (e.g., application preparation, scholarship counseling)	655	8%	12%	6%	9%	19%	11%
College savings plan (529 plans in the United States)	659	14%	19%	24%	14%	17%	24%
College scholarships for employees' children	664	23%	12%	26%	34%	39%	34%
Employee scholarship/student aid/loans	657	11%	8%	6%	23%	13%	24%
Student loan debt repayment assistance	659	4%	5%	6%	6%	3%	8%
Debt management (e.g., counseling, mortgage assistance)	651	22%	22%	30%	30%	28%	24%
Personal financial-planning services (e.g., seminars, access to financial planners, estate planning)	668	53%	75%	75%	65%	78%	63%
Personal tax services	660	7%	6%	7%	9%	16%	11%

	Overall Prevalence		Prevalence by Organization Size (Number of Employees)				
	n	%	1 to 499	500 to 2,499	2,500 to 9,999	10,000 to 39,999	40,000 or more
WORKPLACE FLEXIBILITY			(n=114)	(n=186)	(n=175)	(n=116)	(n=41)
Flex time (ability to adjust workday start and end times)	666	75%	74%	77%	74%	79%	88%
Telework (ad hoc)	673	78%	74%	77%	82%	86%	90%
Telework (occasional/part-time)	670	71%	71%	70%	69%	78%	88%
Telework (full-time remote)	668	55%	52%	57%	52%	60%	85%
Compressed workweek	662	41%	35%	40%	42%	41%	66%
Part-time/reduced-work schedules	678	74%	65%	77%	82%	79%	83%
Shift flexibility	636	48%	40%	46%	45%	51%	61%
Alternative worksites	653	33%	32%	29%	31%	33%	51%
Hoteling	653	25%	18%	23%	25%	28%	39%
Annualized hours	612	7%	5%	6%	8%	7%	10%
Job sharing	642	13%	6%	9%	10%	21%	27%
Phased return to work after leave of absence	641	51%	47%	53%	51%	45%	44%
Phased retirement	632	29%	25%	28%	29%	28%	27%
Career on- and off-ramps	619	4%	2%	4%	6%	3%	5%
Seasonal schedules (e.g., summer hours)	668	29%	28%	25%	27%	36%	39%
Results-based work environment	628	17%	21%	13%	16%	17%	27%

Program Use by Industry²

	Overall Prevalence		Prevalence by Industry				
	n	%	Other Manufacturing	Finance and Insurance	Cons., Prof., Scient. and Tech. Services	Health Care and Social Assistance	Utilities, Oil and Gas
HEALTH AND WELLNESS			(n=87)	(n=81)	(n=62)	(n=58)	(n=47)
PPO medical plan	709	88%	86%	82%	89%	85%	85%
HMO medical plan	669	38%	24%	31%	36%	31%	23%
High-deductible medical plan	693	75%	76%	70%	68%	76%	75%
Dental plan	725	99%	100%	98%	98%	100%	100%
Employee life insurance/AD&D insurance	722	99%	100%	96%	95%	98%	100%
Spouse/dependent life insurance	711	94%	91%	93%	89%	98%	98%
Short-term disability (STD) insurance	720	94%	100%	94%	90%	93%	89%
Long-term disability (LTD) insurance	719	98%	99%	96%	94%	97%	100%
Health savings accounts (HSAs)	691	71%	74%	67%	73%	81%	66%
Flexible spending accounts (FSAs)	711	93%	92%	90%	92%	95%	92%
Health reimbursement accounts (HRAs)	630	30%	22%	26%	18%	28%	26%
			(n=87)	(n=81)	(n=65)	(n=58)	(n=47)
Behavioral health plan	569	78%	76%	83%	75%	83%	77%
Prescription drug plan	706	97%	99%	98%	94%	98%	98%
Vision plan	713	98%	100%	100%	92%	98%	100%
Telemedicine services	358	49%	56%	56%	42%	64%	55%

² Only industries that received a minimum response of 30 in this survey are shown.

	Overall Prevalence		Prevalence by Industry				
	n	%	Other Manufacturing	Finance and Insurance	Cons., Prof., Scient. and Tech. Services	Health Care and Social Assistance	Utilities, Oil and Gas
HEALTH AND WELLNESS (CONT.)			(n=87)	(n=81)	(n=65)	(n=58)	(n=47)
Employee assistance program (EAP)	582	80%	82%	85%	79%	85%	92%
Child-care resource and referral services	441	60%	63%	69%	55%	60%	51%
Elder-care resource and referral services	439	60%	67%	65%	57%	59%	55%
Immunization clinics or promotions	507	70%	71%	80%	63%	72%	72%
Outcomes-based wellness program	234	32%	40%	43%	22%	26%	34%
Participatory wellness program	476	65%	71%	73%	55%	72%	75%
Health-risk assessment (HRA)	469	64%	76%	74%	55%	76%	75%
Health advocacy program	353	48%	58%	54%	42%	47%	53%
Health coaching	457	63%	71%	72%	45%	67%	68%
24-hour nurse line	500	69%	75%	78%	59%	79%	79%
Biometric/wellness screening (on site or through a doctor visit)	506	69%	84%	73%	55%	66%	77%
Use of wearable technology for encouraging wellness results	198	27%	23%	43%	15%	38%	21%
Health fairs (on site or virtual)	399	55%	56%	57%	35%	57%	51%
On-site medical clinic or nurse	142	20%	33%	16%	9%	47%	19%
			(n=87)	(n=81)	(n=65)	(n=58)	(n=47)
Seminars, webinars or literature to promote wellness and well-being	558	76%	79%	86%	68%	88%	87%
Stress-reduction programs/offerings (e.g., yoga, massage, meditation)	406	56%	53%	72%	48%	74%	55%
Tobacco-/smoking-cessation support	535	73%	84%	82%	68%	90%	85%
Nutritional counseling (on site or covered by medical plan)	418	57%	56%	64%	59%	69%	64%
Weight-management programs	425	58%	64%	65%	48%	69%	66%

	Overall Prevalence		Prevalence by Industry				
	n	%	Other Manufacturing	Finance and Insurance	Cons., Prof., Scient. and Tech. Services	Health Care and Social Assistance	Utilities, Oil and Gas
HEALTH AND WELLNESS (CONT.)			(n=87)	(n=81)	(n=65)	(n=58)	(n=47)
Subsidized weight-loss programs	193	26%	31%	38%	25%	35%	28%
Wellness incentives (e.g., cash and noncash prizes, acknowledgement, rewards)	405	56%	63%	63%	48%	66%	66%
Wellness gamification (e.g., contests, lotteries, points, quizzes, leaderboards, avatars)	267	37%	39%	47%	35%	38%	36%
Discounted fitness-club membership/fitness-related subsidies	472	65%	72%	72%	65%	72%	66%
			(n=73)	(n=66)	(n=46)	(n=53)	(n=28³)
On-site fitness center	694	53%	53%	74%	72%	66%	64%
On-site fitness classes	687	45%	45%	67%	50%	60%	61%
Healthy cafeteria options	689	51%	73%	71%	59%	74%	54%
Healthy vending-machine options	665	55%	75%	67%	63%	76%	61%
PAY FOR TIME NOT WORKED			(n=87)	(n=81)	(n=63)	(n=58)	(n=47)
PTO bank (collapsed vacation, sick leave, etc.)	682	51%	35%	57%	56%	83%	38%
Vacation (separate from collapsed PTO bank)	684	59%	75%	44%	48%	26%	68%
Sick leave (separate from collapsed PTO bank)	683	60%	62%	46%	48%	36%	68%
Holiday pay	693	97%	97%	99%	91%	95%	98%
Floating holidays	678	60%	66%	53%	59%	38%	72%
Bereavement leave	686	96%	99%	99%	86%	91%	96%

³ The count for this group was less than 30. Data corresponding to larger sample sizes will have stronger statistical power and validity.

	Overall Prevalence		Prevalence by Industry				
	n	%	Other Manufacturing	Finance and Insurance	Cons., Prof., Scient. and Tech. Services	Health Care and Social Assistance	Utilities, Oil and Gas
PAY FOR TIME NOT WORKED (CONT.)			(n=87)	(n=81)	(n=63)	(n=58)	(n=47)
Paid sabbaticals	653	8%	3%	6%	3%	10%	6%
Personal leave	668	73%	74%	64%	65%	64%	68%
Paid parental leave	676	46%	40%	57%	46%	21%	38%
Paid caregiver leave	656	21%	15%	21%	24%	17%	21%
Shared/donation of leave program	663	24%	10%	17%	29%	48%	36%
Unlimited paid time off	677	8%	5%	10%	16%	7%	0%
UNPAID TIME OFF			(n=42)	(n=33)	(n=28⁴)	(n=24⁴)	(n=20⁴)
Unpaid, job-protected time off to care for or bond with new child (beyond legal requirements, if applicable, and beyond any paid parental leave your organization may offer)	654	43%	86%	91%	79%	83%	80%
Unpaid sabbaticals	627	18%	29%	21%	46%	29%	40%
RETIREMENT			(n=86)	(n=80)	(n=63)	(n=57)	(n=47)
Defined benefit plan	661	35%	41%	29%	22%	46%	57%
Defined contribution plan (e.g., 401(k), 403(b), 457 plans)	688	98%	100%	100%	100%	98%	100%
Nonqualified deferred compensation plan	643	44%	44%	55%	35%	39%	51%
Retiree health-care benefits	659	33%	35%	43%	25%	25%	49%
Employee stock ownership plan (ESOP)	666	16%	19%	18%	18%	5%	17%

⁴ The count for this group was less than 30. Data corresponding to larger sample sizes will have stronger statistical power and validity.

	Overall Prevalence		Prevalence by Industry				
	n	%	Other Manufacturing	Finance and Insurance	Cons., Prof., Scient. and Tech. Services	Health Care and Social Assistance	Utilities, Oil and Gas
OTHER BENEFITS AND PERQUISITES			(n=83)	(n=81)	(n=60)	(n=57)	(n=44)
Employee stock purchase plan (ESPP)	678	24%	29%	25%	23%	7%	34%
Long-term care insurance	667	34%	29%	35%	40%	30%	34%
Auto/home insurance	677	27%	22%	36%	33%	23%	23%
Pet insurance	678	23%	17%	20%	35%	23%	14%
Legal insurance, referral or consultation	678	45%	47%	43%	50%	44%	46%
Identity theft insurance	667	24%	24%	22%	32%	19%	25%
Employee discount program	683	73%	76%	84%	62%	84%	61%
Concierge services	672	15%	15%	24%	23%	14%	5%
Free parking or parking subsidy	688	74%	78%	84%	75%	79%	75%
Commuter/transportation benefits or subsidy	674	45%	17%	49%	57%	53%	39%
			(n=87)	(n=80)	(n=62)	(n=55)	(n=47)
Company car	663	42%	62%	39%	21%	9%	57%
Car allowance	660	51%	56%	50%	39%	33%	45%
Cell phone (employer-issued, monthly allowance or reimbursement)	684	94%	97%	93%	92%	93%	98%
Laptop computer	687	97%	100%	99%	95%	96%	98%
BASE PAY			(n=87)	(n=81)	(n=65)	(n=57)	(n=47)
Shift differential pay	669	65%	90%	46%	39%	84%	68%
Weekend/holiday pay	674	71%	89%	63%	40%	86%	83%
On-call pay	666	57%	60%	38%	39%	90%	77%
Call-in pay	648	39%	44%	19%	19%	67%	66%
Hazard pay	647	18%	22%	3%	15%	14%	30%

	Overall Prevalence		Prevalence by Industry				
	n	%	Other Manufacturing	Finance and Insurance	Cons., Prof., Scient. and Tech. Services	Health Care and Social Assistance	Utilities, Oil and Gas
BASE PAY (CONT.)			(n=87)	(n=81)	(n=65)	(n=57)	(n=47)
Bilingual pay	651	14%	3%	28%	3%	21%	17%
Skill-based pay	658	20%	26%	16%	15%	30%	13%
Cost-of-living adjustment (COLA)	676	21%	25%	12%	22%	11%	11%
Across-the-board pay increase (not COLA)	664	21%	25%	9%	9%	30%	21%
Performance-based pay increase (merit increase)	689	95%	99%	99%	92%	93%	89%
Longevity pay increase	669	8%	7%	0%	6%	12%	4%
Geographic or locality pay adjustment	674	45%	44%	51%	51%	40%	26%
Overtime pay for exempt employees	677	17%	30%	7%	19%	12%	36%
BONUSES AND COMMISSIONS			(n=82)	(n=80)	(n=61)	(n=54)	(n=45)
Referral bonus	682	74%	82%	89%	84%	87%	62%
Hiring bonus	679	66%	82%	70%	71%	80%	76%
Retention bonus	669	59%	66%	59%	61%	65%	71%
Spot bonus	668	67%	70%	68%	77%	59%	78%
Project completion bonus	652	40%	39%	48%	36%	28%	42%
Commissions	683	52%	59%	79%	59%	39%	24%
SHORT-TERM INCENTIVES			(n=77)	(n=72)	(n=58)	(n=49)	(n=40)
Profit sharing (not retirement)	671	22%	38%	25%	31%	12%	10%
Individual performance-based incentives	678	69%	83%	85%	85%	80%	65%
Performance sharing (short-term)	644	32%	35%	32%	36%	39%	43%

	Overall Prevalence		Prevalence by Industry				
	n	%	Other Manufacturing	Finance and Insurance	Cons., Prof., Scient. and Tech. Services	Health Care and Social Assistance	Utilities, Oil and Gas
LONG-TERM INCENTIVES			(n=67)	(n=55)	(n=32)	(n=20⁵)	(n=36)
Stock options/stock appreciation rights (SARs)	664	29%	58%	42%	59%	20%	33%
Restricted stock/restricted stock units (RSUs)	670	39%	69%	55%	56%	35%	81%
Performance awards (long-term)	655	46%	70%	80%	81%	80%	83%
PERFORMANCE MANAGEMENT			(n=86)	(n=81)	(n=62)	(n=58)	(n=46)
Formal performance appraisals/reviews	694	94%	99%	95%	86%	98%	91%
Formal performance ratings	693	85%	98%	88%	81%	97%	83%
Informal performance ratings (used for pay decisions but not shared with employee)	661	18%	17%	19%	26%	7%	15%
Forced ranking	663	11%	14%	9%	11%	2%	2%
Frequent performance check-ins (at least quarterly)	672	42%	33%	47%	47%	24%	35%
Crowd-sourced feedback	653	15%	12%	12%	15%	16%	11%
RECOGNITION			(n=87)	(n=80)	(n=58)	(n=57)	(n=44)
Length-of-service awards	679	81%	85%	81%	78%	86%	84%
Retirement awards	656	44%	49%	60%	40%	35%	52%
Peer-to-peer awards	671	40%	29%	56%	47%	39%	21%
Above-and-beyond performance awards	673	55%	53%	61%	66%	53%	41%
Employee of the month/year awards	672	23%	20%	20%	12%	47%	7%
Appreciation luncheons, outings, formal events	682	76%	79%	80%	72%	75%	59%

⁵ The count for this group was less than 30. Data corresponding to larger sample sizes will have stronger statistical power and validity.

	Overall Prevalence		Prevalence by Industry				
	n	%	Other Manufacturing	Finance and Insurance	Cons., Prof., Scient. and Tech. Services	Health Care and Social Assistance	Utilities, Oil and Gas
RECOGNITION (CONT.)			(n=87)	(n=80)	(n=58)	(n=57)	(n=44)
Goal-specific awards (quality, efficiency, cost savings, productivity, safety)	666	35%	40%	38%	29%	33%	32%
Suggestion/idea programs	665	39%	49%	44%	24%	40%	30%
Major family event celebration (e.g., birth, wedding)	660	31%	31%	33%	36%	16%	30%
DEVELOPMENT OPPORTUNITIES			(n=87)	(n=81)	(n=63)	(n=58)	(n=47)
Internal job postings	687	96%	99%	96%	92%	98%	94%
Promotions	692	98%	100%	98%	98%	98%	98%
Tuition reimbursements	689	87%	94%	93%	78%	91%	89%
Tuition discounts	668	20%	15%	21%	21%	16%	13%
Internships	682	83%	85%	88%	87%	85%	72%
Apprenticeships	647	24%	40%	11%	16%	12%	43%
Career ladders or pathways	670	69%	63%	68%	65%	71%	79%
Succession planning	665	74%	84%	79%	68%	64%	85%
Job rotations	657	37%	43%	38%	18%	21%	47%
Informal coaching/mentoring	671	84%	82%	80%	89%	86%	77%
Formal coaching/mentoring	656	50%	52%	59%	46%	57%	51%
Leadership training	681	84%	83%	86%	73%	90%	85%
Outside seminars and conferences	685	96%	95%	100%	89%	97%	98%
Classroom learning, virtual learning, podcasts, webinars	685	92%	91%	91%	89%	98%	94%
Self-development tools	668	81%	74%	77%	79%	79%	85%

	Overall Prevalence		Prevalence by Industry				
	n	%	Other Manufacturing	Finance and Insurance	Cons., Prof., Scient. and Tech. Services	Health Care and Social Assistance	Utilities, Oil and Gas
CARING FOR DEPENDENTS			(n=73)	(n=73)	(n=52)	(n=52)	(n=38)
On- or near-site child-care center (sponsored or operated by employer or union)	675	7%	1%	6%	8%	25%	0%
On- or near-site elder-care center (sponsored or operated by employer or union)	674	1%	0%	0%	2%	6%	0%
Child-care subsidies or discounts (e.g., U.S. IRC Section 129 plans)	661	9%	11%	11%	12%	12%	3%
Backup child or elder care (center-based/in-home)	666	8%	7%	15%	10%	19%	3%
Dependent care spending account program (e.g., U.S. IRC Section 125 plans)	669	71%	89%	86%	77%	73%	76%
Employee discount program for dependent-care providers	656	7%	10%	8%	10%	15%	3%
On-site or virtual caregiver support	665	2%	0%	4%	6%	6%	0%
Travel-related dependent care expense reimbursement (for child, elder or special needs)	657	2%	3%	0%	0%	0%	3%
Support for employees with responsibility for individual(s) with special needs	641	9%	7%	11%	8%	6%	16%
Lactation-support services (e.g., education, lactation consultants, mother's room)	661	65%	70%	81%	73%	77%	66%
CULTURE INITIATIVES AND COMMUNITY INVOLVEMENT			(n=78)	(n=76)	(n=61)	(n=53)	(n=43)
Women's advancement initiatives	637	34%	33%	45%	43%	15%	19%
Work-environment initiatives (e.g., creating a purpose-driven culture, shifting to a flexible environment, health-leadership initiatives, Best Place to Work initiative)	660	59%	47%	76%	66%	70%	37%

	Overall Prevalence		Prevalence by Industry				
	n	%	Other Manufacturing	Finance and Insurance	Cons., Prof., Scient. and Tech. Services	Health Care and Social Assistance	Utilities, Oil and Gas
CULTURE INITIATIVES AND COMMUNITY INVOLVEMENT (CONT.)			(n=78)	(n=76)	(n=61)	(n=53)	(n=43)
Multigenerational initiatives	640	22%	23%	42%	15%	21%	14%
Diversity/inclusion initiatives	663	53%	50%	68%	44%	57%	54%
Disaster relief fund	628	24%	30%	26%	20%	25%	28%
Paid time off to volunteer	644	46%	42%	71%	39%	30%	51%
Matching gift program	645	38%	39%	61%	33%	19%	61%
In-kind donations	594	29%	35%	37%	30%	17%	21%
Charitable fundraising programs (e.g., United Way drive)	662	71%	83%	87%	59%	77%	88%
Corporate social responsibility programs/green initiatives	654	63%	71%	66%	66%	60%	72%
FINANCIAL WELLNESS			(n=67)	(n=62)	(n=44)	(n=39)	(n=35)
Adoption assistance	650	28%	30%	47%	41%	44%	37%
Adoption reimbursement	641	18%	15%	34%	32%	23%	14%
College preparation planning (e.g., application preparation, scholarship counseling)	655	8%	6%	15%	16%	8%	6%
College savings plan (529 plans in the United States)	659	14%	19%	24%	21%	18%	9%
College scholarships for employees' children	664	23%	49%	23%	25%	18%	34%
Employee scholarship/student aid/loans	657	11%	19%	11%	9%	21%	6%
Student loan debt repayment assistance	659	4%	0%	10%	9%	8%	3%
Debt management (e.g., counseling, mortgage assistance)	651	22%	19%	37%	11%	23%	26%
Personal financial-planning services (e.g., seminars, access to financial planners, estate planning)	668	53%	61%	81%	68%	72%	83%

	Overall Prevalence		Prevalence by Industry				
	n	%	Other Manufacturing	Finance and Insurance	Cons., Prof., Scient. and Tech. Services	Health Care and Social Assistance	Utilities, Oil and Gas
FINANCIAL WELLNESS (CONT.)			(n=67)	(n=62)	(n=44)	(n=39)	(n=35)
Personal tax services	660	7%	13%	3%	7%	10%	9%
WORKPLACE FLEXIBILITY			(n=80)	(n=80)	(n=63)	(n=56)	(n=45)
Flex time (ability to adjust workday start and end times)	666	75%	71%	80%	81%	82%	87%
Telework (ad hoc)	673	78%	84%	86%	91%	84%	78%
Telework (occasional/part-time)	670	71%	63%	81%	86%	86%	60%
Telework (full-time remote)	668	55%	39%	71%	79%	70%	29%
Compressed workweek	662	41%	36%	41%	33%	55%	58%
Part-time/reduced-work schedules	678	74%	71%	84%	78%	93%	69%
Shift flexibility	636	48%	29%	45%	51%	79%	49%
Alternative worksites	653	33%	23%	39%	43%	41%	33%
Hoteling	653	25%	18%	38%	41%	30%	20%
Annualized hours	612	7%	5%	9%	5%	7%	2%
Job sharing	642	13%	11%	15%	10%	20%	2%
Phased return to work after leave of absence	641	51%	46%	49%	56%	54%	47%
Phased retirement	632	29%	29%	30%	44%	27%	33%
Career on- and off-ramps	619	4%	4%	6%	11%	2%	2%
Seasonal schedules (e.g., summer hours)	668	29%	35%	24%	21%	14%	24%
Results-based work environment	628	17%	16%	18%	33%	9%	4%

Program Use by Sector

	Overall Prevalence		Prevalence by Sector			
	n	%	Private, Privately Held	Private, Publicly Traded	Public	Nonprofit/ Not-for-Profit
HEALTH AND WELLNESS			(n=241)	(n=213)	(n=93)	(n=104)
PPO medical plan	709	88%	84%	88%	84%	88%
HMO medical plan	669	38%	32%	32%	36%	43%
High-deductible medical plan	693	75%	75%	76%	69%	61%
Dental plan	725	99%	100%	100%	99%	98%
Employee life insurance/AD&D insurance	722	99%	97%	100%	100%	98%
Spouse/dependent life insurance	711	94%	89%	94%	95%	93%
Short-term disability (STD) insurance	720	94%	94%	97%	91%	85%
Long-term disability (LTD) insurance	719	98%	95%	99%	98%	95%
Health savings accounts (HSAs)	691	71%	70%	74%	70%	58%
Flexible spending accounts (FSAs)	711	93%	88%	95%	91%	94%
Health reimbursement accounts (HRAs)	630	30%	20%	31%	34%	23%
			(n=244)	(n=213)	(n=93)	(n=104)
Behavioral health plan	569	78%	78%	82%	75%	79%
Prescription drug plan	706	97%	98%	98%	95%	99%
Vision plan	713	98%	97%	100%	99%	98%
Telemedicine services	358	49%	50%	53%	42%	59%
			(n=244)	(n=213)	(n=93)	(n=104)
Employee assistance program (EAP)	582	80%	81%	88%	85%	79%
Child-care resource and referral services	441	60%	62%	68%	65%	58%
Elder-care resource and referral services	439	60%	62%	70%	61%	54%
Immunization clinics or promotions	507	70%	68%	76%	75%	75%

	Overall Prevalence		Prevalence by Sector			
	n	%	Private, Privately Held	Private, Publicly Traded	Public	Nonprofit/ Not-for-Profit
HEALTH AND WELLNESS (CONT.)			(n=244)	(n=213)	(n=93)	(n=104)
Outcomes-based wellness program	234	32%	31%	36%	34%	32%
Participatory wellness program	476	65%	64%	73%	68%	74%
Health-risk assessment (HRA)	469	64%	63%	75%	62%	73%
Health advocacy program	353	48%	50%	59%	45%	45%
Health coaching	457	63%	59%	68%	70%	74%
24-hour nurse line	500	69%	69%	76%	69%	76%
Biometric/wellness screening (on site or through a doctor visit)	506	69%	73%	76%	74%	70%
Use of wearable technology for encouraging wellness results	198	27%	25%	32%	19%	36%
Health fairs (on site or virtual)	399	55%	46%	62%	73%	64%
On-site medical clinic or nurse	142	20%	10%	24%	27%	32%
			(n=244)	(n=213)	(n=93)	(n=104)
Seminars, webinars or literature to promote wellness and well-being	558	76%	77%	80%	83%	85%
Stress-reduction programs/offerings (e.g., yoga, massage, meditation)	406	56%	53%	63%	55%	69%
Tobacco-/smoking-cessation support	535	73%	70%	82%	83%	79%
Nutritional counseling (on site or covered by medical plan)	418	57%	58%	61%	60%	65%
Weight-management programs	425	58%	53%	64%	65%	71%
Subsidized weight-loss programs	193	26%	26%	27%	31%	30%
Wellness incentives (e.g., cash and noncash prizes, acknowledgement, rewards)	405	56%	55%	61%	58%	62%
Wellness gamification (e.g., contests, lotteries, points, quizzes, leaderboards, avatars)	267	37%	37%	41%	32%	44%
Discounted fitness-club membership/fitness-related subsidies	472	65%	67%	72%	62%	64%

	Overall Prevalence		Prevalence by Sector			
	n	%	Private, Privately Held	Private, Publicly Traded	Public	Nonprofit/ Not-for-Profit
HEALTH AND WELLNESS (CONT.)			(n=181)	(n=175)	(n=80)	(n=85)
On-site fitness center	694	53%	64%	70%	65%	69%
On-site fitness classes	687	45%	48%	59%	59%	62%
Healthy cafeteria options	689	51%	57%	69%	63%	65%
Healthy vending-machine options	665	55%	62%	69%	66%	66%
PAY FOR TIME NOT WORKED			(n=241)	(n=212)	(n=93)	(n=104)
PTO bank (collapsed vacation, sick leave, etc.)	682	51%	54%	48%	37%	60%
Vacation (separate from collapsed PTO bank)	684	59%	53%	61%	77%	47%
Sick leave (separate from collapsed PTO bank)	683	60%	52%	59%	77%	54%
Holiday pay	693	97%	97%	98%	96%	97%
Floating holidays	678	60%	58%	65%	63%	49%
Bereavement leave	686	96%	95%	96%	99%	93%
Paid sabbaticals	653	8%	7%	5%	12%	14%
Personal leave	668	73%	65%	74%	80%	63%
Paid parental leave	676	46%	40%	48%	55%	38%
Paid caregiver leave	656	21%	17%	19%	26%	23%
Shared/donation of leave program	663	24%	15%	19%	30%	47%
Unlimited paid time off	677	8%	14%	6%	8%	3%
UNPAID TIME OFF			(n=111)	(n=84)	(n=53)	(n=51)
Unpaid, job-protected time off to care for or bond with new child (beyond legal requirements, if applicable, and beyond any paid parental leave your organization may offer)	654	43%	88%	87%	93%	86%
Unpaid sabbaticals	627	18%	34%	33%	40%	29%

	Overall Prevalence		Prevalence by Sector			
	n	%	Private, Privately Held	Private, Publicly Traded	Public	Nonprofit/ Not-for-Profit
RETIREMENT			(n=235)	(n=213)	(n=93)	(n=99)
Defined benefit plan	661	35%	25%	33%	54%	38%
Defined contribution plan (e.g., 401(k), 403(b), 457 plans)	688	98%	100%	100%	98%	98%
Nonqualified deferred compensation plan	643	44%	34%	52%	36%	35%
Retiree health-care benefits	659	33%	18%	35%	51%	39%
Employee stock ownership plan (ESOP)	666	16%	10%	26%	18%	0%
OTHER BENEFITS AND PERQUISITES			(n=230)	(n=212)	(n=90)	(n=101)
Employee stock purchase plan (ESPP)	678	24%	6%	50%	30%	0%
Long-term care insurance	667	34%	31%	33%	37%	34%
Auto/home insurance	677	27%	21%	34%	28%	27%
Pet insurance	678	23%	20%	27%	19%	27%
Legal insurance, referral or consultation	678	45%	41%	53%	42%	46%
Identity theft insurance	667	24%	24%	26%	23%	21%
Employee discount program	683	73%	69%	78%	77%	70%
Concierge services	672	15%	14%	18%	17%	14%
Free parking or parking subsidy	688	74%	74%	77%	81%	75%
Commuter/transportation benefits or subsidy	674	45%	38%	48%	47%	56%
			(n=237)	(n=211)	(n=90)	(n=101)
Company car	663	42%	37%	46%	61%	17%
Car allowance	660	51%	48%	53%	61%	30%
Cell phone (employer-issued, monthly allowance or reimbursement)	684	94%	93%	96%	98%	90%
Laptop computer	687	97%	100%	98%	97%	96%

	Overall Prevalence		Prevalence by Sector			
	n	%	Private, Privately Held	Private, Publicly Traded	Public	Nonprofit/ Not-for-Profit
BASE PAY			(n=242)	(n=212)	(n=93)	(n=103)
Shift differential pay	669	65%	55%	67%	76%	60%
Weekend/holiday pay	674	71%	62%	75%	79%	66%
On-call pay	666	57%	46%	59%	60%	65%
Call-in pay	648	39%	26%	39%	44%	50%
Hazard pay	647	18%	16%	16%	22%	13%
Bilingual pay	651	14%	10%	11%	19%	18%
Skill-based pay	658	20%	21%	17%	18%	20%
Cost-of-living adjustment (COLA)	676	21%	20%	21%	20%	15%
Across-the-board pay increase (not COLA)	664	21%	16%	18%	23%	29%
Performance-based pay increase (merit increase)	689	95%	96%	98%	88%	91%
Longevity pay increase	669	8%	4%	6%	12%	15%
Geographic or locality pay adjustment	674	45%	51%	48%	39%	24%
Overtime pay for exempt employees	677	17%	14%	23%	24%	8%
BONUSES AND COMMISSIONS			(n=232)	(n=208)	(n=74)	(n=90)
Referral bonus	682	74%	78%	85%	84%	69%
Hiring bonus	679	66%	66%	79%	70%	61%
Retention bonus	669	59%	54%	67%	72%	56%
Spot bonus	668	67%	71%	73%	70%	63%
Project completion bonus	652	40%	39%	46%	39%	24%
Commissions	683	52%	61%	64%	55%	29%

	Overall Prevalence		Prevalence by Sector			
	n	%	Private, Privately Held	Private, Publicly Traded	Public	Nonprofit/ Not-for-Profit
SHORT-TERM INCENTIVES			(n=202)	(n=198)	(n=67)	(n=63)
Profit sharing (not retirement)	671	22%	27%	27%	22%	14%
Individual performance-based incentives	678	69%	86%	80%	87%	79%
Performance sharing (short-term)	644	32%	29%	42%	37%	37%
LONG-TERM INCENTIVES			(n=108)	(n=197)	(n=55)	(n=23⁶)
Stock options/stock appreciation rights (SARs)	664	29%	43%	53%	51%	0%
Restricted stock/restricted stock units (RSUs)	670	39%	27%	85%	86%	0%
Performance awards (long-term)	655	46%	70%	71%	76%	100%
PERFORMANCE MANAGEMENT			(n=239)	(n=211)	(n=91)	(n=104)
Formal performance appraisals/reviews	694	94%	94%	95%	95%	96%
Formal performance ratings	693	85%	84%	89%	84%	84%
Informal performance ratings (used for pay decisions but not shared with employee)	661	18%	20%	15%	19%	12%
Forced ranking	663	11%	8%	14%	14%	3%
Frequent performance check-ins (at least quarterly)	672	42%	42%	40%	43%	34%
Crowd-sourced feedback	653	15%	14%	16%	13%	12%

⁶ The count for this group was less than 30. Data corresponding to larger sample sizes will have stronger statistical power and validity.

	Overall Prevalence		Prevalence by Sector			
	n	%	Private, Privately Held	Private, Publicly Traded	Public	Nonprofit/ Not-for-Profit
RECOGNITION			(n=233)	(n=204)	(n=91)	(n=100)
Length-of-service awards	679	81%	76%	84%	88%	87%
Retirement awards	656	44%	39%	39%	54%	54%
Peer-to-peer awards	671	40%	33%	46%	45%	43%
Above-and-beyond performance awards	673	55%	49%	61%	52%	63%
Employee of the month/year awards	672	23%	21%	20%	23%	26%
Appreciation luncheons, outings, formal events	682	76%	81%	73%	76%	80%
Goal-specific awards (quality, efficiency, cost savings, productivity, safety)	666	35%	35%	38%	34%	28%
Suggestion/idea programs	665	39%	39%	37%	47%	35%
Major family event celebration (e.g., birth, wedding)	660	31%	39%	28%	28%	20%
DEVELOPMENT OPPORTUNITIES			(n=240)	(n=213)	(n=93)	(n=104)
Internal job postings	687	96%	94%	96%	97%	97%
Promotions	692	98%	99%	100%	97%	100%
Tuition reimbursements	689	87%	79%	91%	88%	92%
Tuition discounts	668	20%	20%	14%	18%	22%
Internships	682	83%	79%	86%	80%	81%
Apprenticeships	647	24%	18%	25%	28%	17%
Career ladders or pathways	670	69%	61%	74%	72%	57%
Succession planning	665	74%	64%	82%	79%	56%
Job rotations	657	37%	25%	49%	43%	18%
Informal coaching/mentoring	671	84%	80%	80%	85%	84%
Formal coaching/mentoring	656	50%	43%	49%	50%	56%
Leadership training	681	84%	74%	87%	85%	86%
Outside seminars and conferences	685	96%	95%	94%	94%	97%
Classroom learning, virtual learning, podcasts, webinars	685	92%	85%	94%	95%	96%

	Overall Prevalence		Prevalence by Sector			
	n	%	Private, Privately Held	Private, Publicly Traded	Public	Nonprofit/ Not-for-Profit
DEVELOPMENT OPPORTUNITIES (CONT.)			(n=240)	(n=213)	(n=93)	(n=104)
Self-development tools	668	81%	68%	84%	80%	85%
CARING FOR DEPENDENTS			(n=198)	(n=186)	(n=78)	(n=95)
On- or near-site child-care center (sponsored or operated by employer or union)	675	7%	2%	8%	9%	19%
On- or near-site elder-care center (sponsored or operated by employer or union)	674	1%	1%	0%	1%	3%
Child-care subsidies or discounts (e.g., U.S. IRC Section 129 plans)	661	9%	8%	12%	9%	11%
Backup child or elder (center-based/in-home)	666	8%	7%	8%	9%	15%
Dependent care spending account program (e.g., U.S. IRC Section 125 plans)	669	71%	79%	83%	81%	87%
Employee discount program for dependent-care providers	656	7%	5%	8%	10%	12%
On-site or virtual caregiver support	665	2%	3%	2%	1%	5%
Travel-related dependent care expense reimbursement (for child, elder or special needs)	657	2%	2%	2%	4%	1%
Support for employees with responsibility for individual(s) with special needs	641	9%	8%	12%	10%	11%
Lactation-support services (e.g., education, lactation consultants, mother's room)	661	65%	71%	76%	76%	78%
CULTURE INITIATIVES AND COMMUNITY INVOLVEMENT			(n=217)	(n=200)	(n=84)	(n=94)
Women's advancement initiatives	637	34%	29%	44%	37%	20%
Work-environment initiatives (e.g., creating a purpose-driven culture, shifting to a flexible environment, health-leadership initiatives, Best Place to Work initiative)	660	59%	60%	60%	61%	68%
Multigenerational initiatives	640	22%	21%	25%	19%	22%

	Overall Prevalence		Prevalence by Sector			
	n	%	Private, Privately Held	Private, Publicly Traded	Public	Nonprofit/ Not-for-Profit
CULTURE INITIATIVES AND COMMUNITY INVOLVEMENT (CONT.)			(n=217)	(n=200)	(n=84)	(n=94)
Diversity/inclusion initiatives	663	53%	41%	59%	71%	65%
Disaster relief fund	628	24%	17%	33%	21%	19%
Paid time off to volunteer	644	46%	50%	50%	43%	40%
Matching gift program	645	38%	36%	49%	43%	17%
In-kind donations	594	29%	26%	33%	27%	17%
Charitable fundraising programs (e.g., United Way drive)	662	71%	72%	79%	80%	69%
Corporate social responsibility programs/green initiatives	654	63%	61%	71%	74%	57%
FINANCIAL WELLNESS			(n=148)	(n=168)	(n=72)	(n=78)
Adoption assistance	650	28%	28%	47%	46%	27%
Adoption reimbursement	641	18%	23%	27%	25%	19%
College preparation planning (e.g., application preparation, scholarship counseling)	655	8%	9%	11%	13%	10%
College savings plan (529 plans in the United States)	659	14%	16%	19%	21%	24%
College scholarships for employees' children	664	23%	30%	35%	32%	18%
Employee scholarship/student aid/loans	657	11%	15%	14%	14%	13%
Student loan debt repayment assistance	659	4%	6%	3%	8%	6%
Debt management (e.g., counseling, mortgage assistance)	651	22%	28%	24%	38%	28%
Personal financial-planning services (e.g., seminars, access to financial planners, estate planning)	668	53%	70%	70%	72%	77%
Personal tax services	660	7%	7%	8%	19%	8%
WORKPLACE FLEXIBILITY			(n=228)	(n=203)	(n=90)	(n=102)
Flex time (ability to adjust workday start and end times)	666	75%	71%	78%	81%	84%
Telework (ad hoc)	673	78%	77%	86%	77%	79%

	Overall Prevalence		Prevalence by Sector			
	n	%	Private, Privately Held	Private, Publicly Traded	Public	Nonprofit/ Not-for-Profit
WORKPLACE FLEXIBILITY (CONT.)			(n=228)	(n=203)	(n=90)	(n=102)
Telework (occasional/part-time)	670	71%	71%	72%	68%	80%
Telework (full-time remote)	668	55%	56%	59%	47%	66%
Compressed workweek	662	41%	34%	45%	44%	51%
Part-time/reduced-work schedules	678	74%	72%	77%	80%	86%
Shift flexibility	636	48%	47%	43%	44%	54%
Alternative worksites	653	33%	33%	30%	32%	36%
Hoteling	653	25%	23%	27%	20%	28%
Annualized hours	612	7%	7%	4%	8%	10%
Job sharing	642	13%	7%	13%	19%	17%
Phased return to work after leave of absence	641	51%	44%	48%	53%	61%
Phased retirement	632	29%	27%	24%	28%	35%
Career on- and off-ramps	619	4%	6%	4%	1%	3%
Seasonal schedules (e.g., summer hours)	668	29%	29%	28%	37%	27%
Results-based work environment	628	17%	20%	17%	19%	9%

Program Use by Level of Employee Engagement

	Overall Prevalence		Prevalence by Level of Employee Engagement		
	n	%	Engaged	Neutral Engagement	Disengaged
HEALTH AND WELLNESS			(n=388)	(n=77)	(n=36)
PPO medical plan	709	88%	87%	81%	89%
HMO medical plan	669	38%	33%	36%	36%
High-deductible medical plan	693	75%	71%	79%	64%
Dental plan	725	99%	99%	100%	100%
Employee life insurance/AD&D insurance	722	99%	98%	99%	100%
Spouse/dependent life insurance	711	94%	92%	94%	97%
Short-term disability (STD) insurance	720	94%	94%	94%	100%
Long-term disability (LTD) insurance	719	98%	97%	99%	100%
Health savings accounts (HSAs)	691	71%	67%	71%	56%
Flexible spending accounts (FSAs)	711	93%	92%	91%	100%
Health reimbursement accounts (HRAs)	630	30%	25%	27%	31%
			(n=390)	(n=78)	(n=36)
Behavioral health plan	569	78%	80%	74%	78%
Prescription drug plan	706	97%	97%	100%	100%
Vision plan	713	98%	97%	100%	100%
Telemedicine services	358	49%	52%	51%	53%
			(n=390)	(n=78)	(n=36)
Employee assistance program (EAP)	582	80%	81%	87%	83%
Child-care resource and referral services	441	60%	65%	58%	67%
Elder-care resource and referral services	439	60%	63%	62%	72%
Immunization clinics or promotions	507	70%	75%	71%	67%
Outcomes-based wellness program	234	32%	38%	35%	28%
Participatory wellness program	476	65%	71%	72%	75%

	Overall Prevalence		Prevalence by Level of Employee Engagement		
	n	%	Engaged	Neutral Engagement	Disengaged
HEALTH AND WELLNESS (CONT.)			(n=390)	(n=78)	(n=36)
Health-risk assessment (HRA)	469	64%	71%	68%	64%
Health advocacy program	353	48%	54%	47%	61%
Health coaching	457	63%	71%	59%	58%
24-hour nurse line	500	69%	72%	72%	64%
Biometric/wellness screening (on site or through a doctor visit)	506	69%	75%	65%	72%
Use of wearable technology for encouraging wellness results	198	27%	34%	26%	25%
Health fairs (on site or virtual)	399	55%	61%	62%	44%
On-site medical clinic or nurse	142	20%	23%	27%	11%
			(n=390)	(n=78)	(n=36)
Seminars, webinars or literature to promote wellness and well-being	558	76%	82%	77%	78%
Stress-reduction programs/offerings (e.g., yoga, massage, meditation)	406	56%	67%	51%	39%
Tobacco-/smoking-cessation support	535	73%	77%	73%	81%
Nutritional counseling (on site or covered by medical plan)	418	57%	65%	53%	69%
Weight-management programs	425	58%	63%	56%	61%
Subsidized weight-loss programs	193	26%	30%	24%	19%
Wellness incentives (e.g., cash and noncash prizes, acknowledgement, rewards)	405	56%	61%	59%	56%
Wellness gamification (e.g., contests, lotteries, points, quizzes, leaderboards, avatars)	267	37%	43%	42%	31%
Discounted fitness-club membership/fitness-related subsidies	472	65%	70%	64%	50%

	Overall Prevalence		Prevalence by Level of Employee Engagement		
	n	%	Engaged	Neutral Engagement	Disengaged
HEALTH AND WELLNESS (CONT.)			(n=319)	(n=58)	(n=27⁷)
On-site fitness center	694	53%	67%	78%	48%
On-site fitness classes	687	45%	58%	57%	37%
Healthy cafeteria options	689	51%	64%	62%	67%
Healthy vending-machine options	665	55%	69%	47%	74%
PAY FOR TIME NOT WORKED			(n=388)	(n=77)	(n=36)
PTO bank (collapsed vacation, sick leave, etc.)	682	51%	52%	52%	42%
Vacation (separate from collapsed PTO bank)	684	59%	54%	57%	75%
Sick leave (separate from collapsed PTO bank)	683	60%	54%	62%	69%
Holiday pay	693	97%	95%	95%	100%
Floating holidays	678	60%	59%	58%	61%
Bereavement leave	686	96%	94%	99%	100%
Paid sabbaticals	653	8%	9%	14%	0%
Personal leave	668	73%	73%	69%	64%
Paid parental leave	676	46%	50%	33%	31%
Paid caregiver leave	656	21%	22%	20%	14%
Shared/donation of leave program	663	24%	24%	21%	19%
Unlimited paid time off	677	8%	11%	8%	0%

⁷ The count for this group was less than 30. Data corresponding to larger sample sizes will have stronger statistical power and validity.

	Overall Prevalence		Prevalence by Level of Employee Engagement		
	n	%	Engaged	Neutral Engagement	Disengaged
UNPAID TIME OFF			(n=186)	(n=32)	(n=19⁸)
Unpaid, job-protected time off to care for or bond with new child (beyond legal requirements, if applicable, and beyond any paid parental leave your organization may offer)	654	43%	87%	84%	95%
Unpaid sabbaticals	627	18%	37%	28%	21%
RETIREMENT			(n=385)	(n=75)	(n=36)
Defined benefit plan	661	35%	35%	32%	25%
Defined contribution plan (e.g., 401(k), 403(b), 457 plans)	688	98%	100%	100%	100%
Nonqualified deferred compensation plan	643	44%	43%	43%	31%
Retiree health-care benefits	659	33%	33%	28%	28%
Employee stock ownership plan (ESOP)	666	16%	19%	11%	11%
OTHER BENEFITS AND PERQUISITES			(n=381)	(n=74)	(n=35)
Employee stock purchase plan (ESPP)	678	24%	26%	19%	23%
Long-term care insurance	667	34%	35%	27%	26%
Auto/home insurance	677	27%	28%	24%	23%
Pet insurance	678	23%	25%	14%	11%
Legal insurance, referral or consultation	678	45%	45%	41%	49%
Identity theft insurance	667	24%	23%	22%	34%
Employee discount program	683	73%	76%	72%	71%
Concierge services	672	15%	18%	14%	3%
Free parking or parking subsidy	688	74%	79%	74%	77%
Commuter/transportation benefits or subsidy	674	45%	48%	37%	37%

⁸ The count for this group was less than 30. Data corresponding to larger sample sizes will have stronger statistical power and validity.

	Overall Prevalence		Prevalence by Level of Employee Engagement		
	n	%	Engaged	Neutral Engagement	Disengaged
OTHER BENEFITS AND PERQUISITES (CONT.)			(n=385)	(n=72)	(n=36)
Company car	663	42%	38%	47%	36%
Car allowance	660	51%	47%	63%	44%
Cell phone (employer-issued, monthly allowance or reimbursement)	684	94%	93%	96%	94%
Laptop computer	687	97%	98%	99%	94%
BASE PAY			(n=388)	(n=77)	(n=36)
Shift differential pay	669	65%	61%	68%	75%
Weekend/holiday pay	674	71%	69%	73%	75%
On-call pay	666	57%	51%	68%	56%
Call-in pay	648	39%	34%	55%	39%
Hazard pay	647	18%	13%	23%	19%
Bilingual pay	651	14%	14%	12%	6%
Skill-based pay	658	20%	20%	23%	17%
Cost-of-living adjustment (COLA)	676	21%	20%	17%	25%
Across-the-board pay increase (not COLA)	664	21%	20%	20%	17%
Performance-based pay increase (merit increase)	689	95%	95%	95%	86%
Longevity pay increase	669	8%	6%	9%	8%
Geographic or locality pay adjustment	674	45%	47%	47%	56%
Overtime pay for exempt employees	677	17%	17%	17%	19%
BONUSES AND COMMISSIONS			(n=363)	(n=71)	(n=32)
Referral bonus	682	74%	81%	83%	72%
Hiring bonus	679	66%	70%	70%	72%
Retention bonus	669	59%	61%	65%	72%
Spot bonus	668	67%	70%	72%	72%
Project completion bonus	652	40%	42%	42%	41%

	Overall Prevalence		Prevalence by Level of Employee Engagement		
	n	%	Engaged	Neutral Engagement	Disengaged
BONUSES AND COMMISSIONS (CONT.)			(n=363)	(n=71)	(n=32)
Commissions	683	52%	56%	61%	63%
SHORT-TERM INCENTIVES			(n=329)	(n=63)	(n=30)
Profit sharing (not retirement)	671	22%	26%	24%	30%
Individual performance-based incentives	678	69%	84%	78%	80%
Performance sharing (short-term)	644	32%	34%	46%	33%
LONG-TERM INCENTIVES			(n=241)	(n=43)	(n=23⁹)
Stock options/stock appreciation rights (SARs)	664	29%	48%	40%	52%
Restricted stock/restricted stock units (RSUs)	670	39%	61%	58%	48%
Performance awards (long-term)	655	46%	73%	67%	74%
PERFORMANCE MANAGEMENT			(n=386)	(n=77)	(n=35)
Formal performance appraisals/reviews	694	94%	96%	92%	91%
Formal performance ratings	693	85%	87%	84%	86%
Informal performance ratings (used for pay decisions but not shared with employee)	661	18%	15%	26%	14%
Forced ranking	663	11%	9%	17%	9%
Frequent performance check-ins (at least quarterly)	672	42%	42%	40%	34%
Crowd-sourced feedback	653	15%	19%	13%	3%

⁹ The count for this group was less than 30. Data corresponding to larger sample sizes will have stronger statistical power and validity.

	Overall Prevalence		Prevalence by Level of Employee Engagement		
	n	%	Engaged	Neutral Engagement	Disengaged
RECOGNITION			(n=377)	(n=76)	(n=33)
Length-of-service awards	679	81%	85%	80%	82%
Retirement awards	656	44%	46%	42%	36%
Peer-to-peer awards	671	40%	47%	36%	39%
Above-and-beyond performance awards	673	55%	60%	53%	55%
Employee of the month/year awards	672	23%	26%	17%	21%
Appreciation luncheons, outings, formal events	682	76%	82%	68%	70%
Goal-specific awards (quality, efficiency, cost savings, productivity, safety)	666	35%	39%	34%	30%
Suggestion/idea programs	665	39%	44%	33%	33%
Major family event celebration (e.g., birth, wedding)	660	31%	37%	25%	21%
DEVELOPMENT OPPORTUNITIES			(n=388)	(n=77)	(n=36)
Internal job postings	687	96%	96%	94%	97%
Promotions	692	98%	99%	99%	100%
Tuition reimbursements	689	87%	87%	88%	83%
Tuition discounts	668	20%	20%	14%	8%
Internships	682	83%	85%	79%	78%
Apprenticeships	647	24%	23%	23%	28%
Career ladders or pathways	670	69%	72%	60%	47%
Succession planning	665	74%	80%	66%	47%
Job rotations	657	37%	38%	35%	17%
Informal coaching/mentoring	671	84%	86%	71%	75%
Formal coaching/mentoring	656	50%	56%	38%	33%
Leadership training	681	84%	89%	70%	78%
Outside seminars and conferences	685	96%	97%	92%	89%
Classroom learning, virtual learning, podcasts, webinars	685	92%	94%	83%	86%
Self-development tools	668	81%	84%	68%	58%

	Overall Prevalence		Prevalence by Level of Employee Engagement		
	n	%	Engaged	Neutral Engagement	Disengaged
CARING FOR DEPENDENTS			(n=388)	(n=77)	(n=36)
On- or near-site child-care center (sponsored or operated by employer or union)	675	7%	10%	3%	3%
On- or near-site elder-care center (sponsored or operated by employer or union)	674	1%	1%	0%	0%
Child-care subsidies or discounts (e.g., U.S. IRC Section 129 plans)	661	9%	10%	12%	10%
Backup child or elder care (center-based/in-home)	666	8%	11%	7%	7%
Dependent care spending account program (e.g., U.S. IRC Section 125 plans)	669	71%	83%	76%	77%
Employee discount program for dependent-care providers	656	7%	9%	3%	3%
On-site or virtual caregiver support	665	2%	3%	5%	0%
Travel-related dependent care expense reimbursement (for child, elder or special needs)	657	2%	1%	2%	3%
Support for employees with responsibility for individual(s) with special needs	641	9%	11%	10%	7%
Lactation-support services (e.g., education, lactation consultants, mother's room)	661	65%	75%	66%	71%
CULTURE INITIATIVES AND COMMUNITY INVOLVEMENT			(n=374)	(n=63)	(n=30)
Women's advancement initiatives	637	34%	38%	37%	20%
Work-environment initiatives (e.g., creating a purpose-driven culture, shifting to a flexible environment, health-leadership initiatives, Best Place to Work initiative)	660	59%	71%	60%	47%
Multigenerational initiatives	640	22%	26%	14%	23%
Diversity/inclusion initiatives	663	53%	63%	43%	47%
Disaster relief fund	628	24%	26%	16%	27%
Paid time off to volunteer	644	46%	51%	44%	47%
Matching gift program	645	38%	43%	30%	27%
In-kind donations	594	29%	30%	19%	30%
Charitable fundraising programs (e.g., United Way drive)	662	71%	75%	79%	67%
Corporate social responsibility programs/green initiatives	654	63%	71%	64%	53%

	Overall Prevalence		Prevalence by Level of Employee Engagement		
	n	%	Engaged	Neutral Engagement	Disengaged
FINANCIAL WELLNESS			(n=288)	(n=54)	(n=23¹⁰)
Adoption assistance	650	28%	40%	44%	30%
Adoption reimbursement	641	18%	26%	26%	13%
College preparation planning (e.g., application preparation, scholarship counseling)	655	8%	13%	4%	4%
College savings plan (529 plans in the United States)	659	14%	20%	11%	17%
College scholarships for employees' children	664	23%	30%	30%	26%
Employee scholarship/student aid/loans	657	11%	13%	33%	9%
Student loan debt repayment assistance	659	4%	5%	6%	9%
Debt management (e.g., counseling, mortgage assistance)	651	22%	31%	20%	30%
Personal financial-planning services (e.g., seminars, access to financial planners, estate planning)	668	53%	73%	65%	74%
Personal tax services	660	7%	9%	7%	13%
WORKPLACE FLEXIBILITY			(n=378)	(n=71)	(n=32)
Flex time (ability to adjust workday start and end times)	666	75%	82%	59%	69%
Telework (ad hoc)	673	78%	85%	72%	72%
Telework (occasional/part-time)	670	71%	79%	58%	66%
Telework (full-time remote)	668	55%	63%	41%	38%
Compressed workweek	662	41%	44%	37%	50%
Part-time/reduced-work schedules	678	74%	80%	72%	75%
Shift flexibility	636	48%	52%	48%	38%
Alternative worksites	653	33%	38%	31%	28%
Hoteling	653	25%	31%	21%	16%
Annualized hours	612	7%	7%	9%	6%

¹⁰ The count for this group was less than 30. Data corresponding to larger sample sizes will have stronger statistical power and validity.

	Overall Prevalence		Prevalence by Level of Employee Engagement		
	n	%	Engaged	Neutral Engagement	Disengaged
WORKPLACE FLEXIBILITY (CONT.)			(n=378)	(n=71)	(n=32)
Job sharing	642	13%	16%	6%	13%
Phased return to work after leave of absence	641	51%	51%	39%	50%
Phased retirement	632	29%	32%	24%	25%
Career on- and off-ramps	619	4%	6%	3%	0%
Seasonal schedules (e.g., summer hours)	668	29%	32%	25%	28%
Results-based work environment	628	17%	22%	9%	6%

Program Use by Regrettable Turnover

	Overall Prevalence		Prevalence by Regrettable Turnover		
	n	%	0%-2.9%	3.0%-6.9%	7.0%+
HEALTH AND WELLNESS			(n=39)	(n=53)	(n=45)
PPO medical plan	709	88%	85%	89%	76%
HMO medical plan	669	38%	44%	43%	38%
High-deductible medical plan	693	75%	64%	81%	78%
Dental plan	725	99%	95%	100%	100%
Employee life insurance/AD&D insurance	722	99%	92%	98%	100%
Spouse/dependent life insurance	711	94%	85%	93%	96%
Short-term disability (STD) insurance	720	94%	90%	98%	98%
Long-term disability (LTD) insurance	719	98%	95%	98%	100%
Health savings accounts (HSAs)	691	71%	64%	74%	73%
Flexible spending accounts (FSAs)	711	93%	85%	91%	93%
Health reimbursement accounts (HRAs)	630	30%	26%	30%	29%
			(n=39)	(n=53)	(n=45)
Behavioral health plan	569	78%	77%	87%	78%
Prescription drug plan	706	97%	97%	100%	100%
Vision plan	713	98%	97%	98%	98%
Telemedicine services	358	49%	49%	59%	49%
			(n=39)	(n=53)	(n=45)
Employee assistance program (EAP)	582	80%	80%	96%	78%
Child-care resource and referral services	441	60%	64%	79%	58%
Elder-care resource and referral services	439	60%	67%	79%	58%
Immunization clinics or promotions	507	70%	69%	81%	78%
Outcomes-based wellness program	234	32%	26%	38%	33%
Participatory wellness program	476	65%	59%	70%	67%

	Overall Prevalence		Prevalence by Regrettable Turnover		
	n	%	0%-2.9%	3.0%-6.9%	7.0%+
HEALTH AND WELLNESS (CONT.)			(n=39)	(n=53)	(n=45)
Health-risk assessment (HRA)	469	64%	62%	79%	62%
Health advocacy program	353	48%	49%	62%	53%
Health coaching	457	63%	59%	72%	58%
24-hour nurse line	500	69%	62%	81%	69%
Biometric/wellness screening (on site or through a doctor visit)	506	69%	59%	76%	71%
Use of wearable technology for encouraging wellness results	198	27%	10%	38%	20%
Health fairs (on site or virtual)	399	55%	54%	70%	51%
On-site medical clinic or nurse	142	20%	21%	19%	20%
			(n=39)	(n=53)	(n=45)
Seminars, webinars or literature to promote wellness and well-being	558	76%	74%	83%	73%
Stress-reduction programs/offering (e.g., yoga, massage, meditation)	406	56%	59%	66%	44%
Tobacco-/smoking-cessation support	535	73%	72%	83%	73%
Nutritional counseling (on site or covered by medical plan)	418	57%	56%	70%	53%
Weight-management programs	425	58%	51%	74%	47%
Subsidized weight-loss programs	193	26%	23%	36%	33%
Wellness incentives (e.g., cash and noncash prizes, acknowledgement, rewards)	405	56%	49%	59%	53%
Wellness gamification (e.g., contests, lotteries, points, quizzes, leaderboards, avatars)	267	37%	36%	45%	24%
Discounted fitness-club membership/fitness-related subsidies	472	65%	51%	76%	73%
			(n=29¹¹)	(n=47)	(n=34)
On-site fitness center	694	53%	72%	66%	71%
On-site fitness classes	687	45%	48%	45%	53%
Healthy cafeteria options	689	51%	69%	66%	53%

¹¹ The count for this group is less than 30. Data corresponding to larger sample sizes will have stronger statistical power and validity.

	Overall Prevalence		Prevalence by Regrettable Turnover		
	n	%	0%-2.9%	3.0%-6.9%	7.0%+
HEALTH AND WELLNESS (CONT.)			(n=29¹²)	(n=47)	(n=34)
Healthy vending-machine options	665	55%	59%	68%	68%
PAY FOR TIME NOT WORKED			(n=39)	(n=53)	(n=44)
PTO bank (collapsed vacation, sick leave, etc.)	682	51%	54%	57%	52%
Vacation (separate from collapsed PTO bank)	684	59%	54%	45%	59%
Sick leave (separate from collapsed PTO bank)	683	60%	54%	47%	59%
Holiday pay	693	97%	97%	98%	100%
Floating holidays	678	60%	67%	62%	68%
Bereavement leave	686	96%	95%	96%	96%
Paid sabbaticals	653	8%	3%	8%	9%
Personal leave	668	73%	74%	70%	68%
Paid parental leave	676	46%	56%	49%	46%
Paid caregiver leave	656	21%	23%	21%	18%
Shared/donation of leave program	663	24%	18%	25%	16%
Unlimited paid time off	677	8%	18%	8%	14%
UNPAID TIME OFF			(n=20¹²)	(n=30)	(n=25Error! Bookmark not defined.)
Unpaid, job-protected time off to care for or bond with new child (beyond legal requirements, if applicable, and beyond any paid parental leave your organization may offer)	654	43%	85%	97%	92%
Unpaid sabbaticals	627	18%	30%	40%	36%

¹² The count for this group was less than 30. Data corresponding to larger sample sizes will have stronger statistical power and validity.

	Overall Prevalence		Prevalence by Regrettable Turnover		
	n	%	0%-2.9%	3.0%-6.9%	7.0%+
RETIREMENT			(n=39)	(n=52)	(n=44)
Defined benefit plan	661	35%	26%	25%	32%
Defined contribution plan (e.g., 401(k), 403(b), 457 plans)	688	98%	97%	100%	100%
Nonqualified deferred compensation plan	643	44%	39%	52%	36%
Retiree health-care benefits	659	33%	18%	31%	23%
Employee stock ownership plan (ESOP)	666	16%	21%	17%	23%
OTHER BENEFITS AND PERQUISITES			(n=38)	(n=53)	(n=45)
Employee stock purchase plan (ESPP)	678	24%	32%	25%	27%
Long-term care insurance	667	34%	29%	40%	33%
Auto/home insurance	677	27%	40%	34%	22%
Pet insurance	678	23%	26%	26%	22%
Legal insurance, referral or consultation	678	45%	40%	53%	42%
Identity theft insurance	667	24%	29%	32%	18%
Employee discount program	683	73%	71%	70%	69%
Concierge services	672	15%	13%	23%	11%
Free parking or parking subsidy	688	74%	63%	79%	71%
Commuter/transportation benefits or subsidy	674	45%	42%	57%	47%
			(n=39)	(n=53)	(n=43)
Company car	663	42%	39%	30%	30%
Car allowance	660	51%	46%	49%	42%
Cell phone (employer-issued, monthly allowance or reimbursement)	684	94%	95%	94%	93%
Laptop computer	687	97%	95%	100%	98%

	Overall Prevalence		Prevalence by Regrettable Turnover		
	n	%	0%-2.9%	3.0%-6.9%	7.0%+
BASE PAY			(n=39)	(n=53)	(n=45)
Shift differential pay	669	65%	67%	66%	53%
Weekend/holiday pay	674	71%	69%	72%	62%
On-call pay	666	57%	54%	59%	47%
Call-in pay	648	39%	36%	43%	27%
Hazard pay	647	18%	23%	21%	11%
Bilingual pay	651	14%	3%	11%	7%
Skill-based pay	658	20%	18%	30%	16%
Cost-of-living adjustment (COLA)	676	21%	18%	23%	20%
Across-the-board pay increase (not COLA)	664	21%	26%	21%	7%
Performance-based pay increase (merit increase)	689	95%	95%	98%	93%
Longevity pay increase	669	8%	0%	4%	4%
Geographic or locality pay adjustment	674	45%	44%	57%	42%
Overtime pay for exempt employees	677	17%	23%	9%	20%
BONUSES AND COMMISSIONS			(n=35)	(n=51)	(n=45)
Referral bonus	682	74%	77%	86%	89%
Hiring bonus	679	66%	74%	65%	73%
Retention bonus	669	59%	51%	59%	71%
Spot bonus	668	67%	83%	69%	71%
Project completion bonus	652	40%	43%	49%	40%
Commissions	683	52%	49%	57%	69%
SHORT-TERM INCENTIVES			(n=34)	(n=46)	(n=39)
Profit sharing (not retirement)	671	22%	29%	33%	21%
Individual performance-based incentives	678	69%	85%	83%	90%
Performance sharing (short-term)	644	32%	27%	35%	44%

	Overall Prevalence		Prevalence by Regrettable Turnover		
	n	%	0%-2.9%	3.0%-6.9%	7.0%+
LONG-TERM INCENTIVES			(n=24¹³)	(n=37)	(n=31)
Stock options/stock appreciation rights (SARs)	664	29%	46%	49%	45%
Restricted stock/restricted stock units (RSUs)	670	39%	63%	68%	65%
Performance awards (long-term)	655	46%	79%	76%	65%
PERFORMANCE MANAGEMENT			(n=38)	(n=53)	(n=45)
Formal performance appraisals/reviews	694	94%	84%	96%	96%
Formal performance ratings	693	85%	71%	85%	87%
Informal performance ratings (used for pay decisions but not shared with employee)	661	18%	34%	17%	22%
Forced ranking	663	11%	5%	17%	16%
Frequent performance check-ins (at least quarterly)	672	42%	47%	53%	44%
Crowd-sourced feedback	653	15%	21%	17%	11%
RECOGNITION			(n=39)	(n=53)	(n=44)
Length-of-service awards	679	81%	74%	91%	68%
Retirement awards	656	44%	46%	42%	43%
Peer-to-peer awards	671	40%	41%	59%	46%
Above-and-beyond performance awards	673	55%	59%	62%	46%
Employee of the month/year awards	672	23%	15%	19%	21%
Appreciation luncheons, outings, formal events	682	76%	82%	81%	71%
Goal-specific awards (quality, efficiency, cost savings, productivity, safety)	666	35%	36%	53%	46%
Suggestion/idea programs	665	39%	33%	53%	32%
Major family event celebration (e.g., birth, wedding)	660	31%	36%	38%	30%

¹³ The count for this group was less than 30. Data corresponding to larger sample sizes will have stronger statistical power and validity.

	Overall Prevalence		Prevalence by Regrettable Turnover		
	n	%	0%-2.9%	3.0%-6.9%	7.0%+
DEVELOPMENT OPPORTUNITIES			(n=39)	(n=53)	(n=45)
Internal job postings	687	96%	90%	96%	96%
Promotions	692	98%	97%	98%	98%
Tuition reimbursements	689	87%	95%	89%	78%
Tuition discounts	668	20%	21%	19%	20%
Internships	682	83%	77%	93%	93%
Apprenticeships	647	24%	28%	21%	18%
Career ladders or pathways	670	69%	54%	62%	69%
Succession planning	665	74%	64%	83%	80%
Job rotations	657	37%	39%	45%	36%
Informal coaching/mentoring	671	84%	90%	85%	84%
Formal coaching/mentoring	656	50%	51%	62%	44%
Leadership training	681	84%	80%	85%	87%
Outside seminars and conferences	685	96%	95%	96%	93%
Classroom learning, virtual learning, podcasts, webinars	685	92%	90%	91%	89%
Self-development tools	668	81%	77%	76%	82%
CARING FOR DEPENDENTS			(n=31)	(n=51)	(n=36)
On- or near-site child-care center (sponsored or operated by employer or union)	675	7%	10%	4%	6%
On- or near-site elder-care center (sponsored or operated by employer or union)	674	1%	3%	0%	3%
Child-care subsidies or discounts (e.g., U.S. IRC Section 129 plans)	661	9%	23%	14%	6%
Backup child or elder care (center-based/in-home)	666	8%	10%	8%	14%
Dependent care spending account program (e.g., U.S. IRC Section 125 plans)	669	71%	71%	77%	92%
Employee discount program for dependent-care providers	656	7%	3%	8%	14%
On-site or virtual caregiver support	665	2%	3%	4%	3%
Travel-related dependent care expense reimbursement (for child, elder or special needs)	657	2%	0%	2%	3%
Support for employees with responsibility for individual(s) with special needs	641	9%	13%	14%	19%
Lactation-support services (e.g., education, lactation consultants, mother's room)	661	65%	77%	69%	89%

	Overall Prevalence		Prevalence by Regrettable Turnover		
	n	%	0%-2.9%	3.0%-6.9%	7.0%+
CULTURE INITIATIVES AND COMMUNITY INVOLVEMENT			(n=37)	(n=51)	(n=41)
Women's advancement initiatives	637	34%	41%	49%	44%
Work-environment initiatives (e.g., creating a purpose-driven culture, shifting to a flexible environment, health-leadership initiatives, Best Place to Work initiative)	660	59%	70%	67%	68%
Multigenerational initiatives	640	22%	32%	31%	22%
Diversity/inclusion initiatives	663	53%	51%	71%	54%
Disaster relief fund	628	24%	27%	31%	15%
Paid time off to volunteer	644	46%	51%	41%	56%
Matching gift program	645	38%	49%	33%	37%
In-kind donations	594	29%	32%	26%	39%
Charitable fundraising programs (e.g., United Way drive)	662	71%	68%	75%	71%
Corporate social responsibility programs/green initiatives	654	63%	73%	69%	66%
FINANCIAL WELLNESS			(n=31)	(n=39)	(n=34)
Adoption assistance	650	28%	42%	44%	50%
Adoption reimbursement	641	18%	29%	33%	35%
College preparation planning (e.g., application preparation, scholarship counseling)	655	8%	23%	8%	12%
College savings plan (529 plans in the United States)	659	14%	10%	34%	21%
College scholarships for employees' children	664	23%	32%	36%	27%
Employee scholarship/student aid/loans	657	11%	23%	15%	24%
Student loan debt repayment assistance	659	4%	7%	8%	3%
Debt management (e.g., counseling, mortgage assistance)	651	22%	19%	26%	44%
Personal financial-planning services (e.g., seminars, access to financial planners, estate planning)	668	53%	68%	67%	62%
Personal tax services	660	7%	7%	5%	12%

	Overall Prevalence		Prevalence by Regrettable Turnover		
	n	%	0%-2.9%	3.0%-6.9%	7.0%+
WORKPLACE FLEXIBILITY			(n=38)	(n=51)	(n=43)
Flex time (ability to adjust workday start and end times)	666	75%	79%	73%	77%
Telework (ad hoc)	673	78%	87%	86%	77%
Telework (occasional/part-time)	670	71%	68%	71%	77%
Telework (full-time remote)	668	55%	58%	57%	67%
Compressed workweek	662	41%	40%	35%	30%
Part-time/reduced-work schedules	678	74%	76%	80%	74%
Shift flexibility	636	48%	55%	51%	44%
Alternative worksites	653	33%	40%	41%	47%
Hoteling	653	25%	45%	28%	28%
Annualized hours	612	7%	8%	6%	0%
Job sharing	642	13%	21%	10%	14%
Phased return to work after leave of absence	641	51%	58%	59%	37%
Phased retirement	632	29%	26%	35%	14%
Career on- and off-ramps	619	4%	5%	6%	2%
Seasonal schedules (e.g., summer hours)	668	29%	32%	26%	21%
Results-based work environment	628	17%	26%	16%	21%

Health and Wellness Program Delivery to Employees (by Provider Options)¹⁴

	Overall Prevalence		We Offer This as Part of Our EAP	We Offer This as Part of Our Health-Care Plan	We Offer This as a Stand-Alone Program	We Do Not Offer This Program
	n	%				
Behavioral health plan	569	78%	N/A	69%	11%	13%
Prescription drug plan	706	97%	N/A	91%	6%	2%
Vision plan	713	98%	N/A	34%	67%	2%
Telemedicine services	358	49%	N/A	41%	8%	38%
Employee assistance program (EAP)	582	80%	N/A	20%	64%	4%
Child-care resource and referral services	441	60%	53%	2%	9%	32%
Elder-care resource and referral services	439	60%	54%	3%	8%	30%
Immunization clinics or promotions	507	70%	4%	39%	34%	21%
Outcomes-based wellness program	234	32%	2%	16%	16%	58%
Participatory wellness program	476	65%	3%	28%	40%	27%
Health-risk assessment (HRA)	469	64%	4%	41%	24%	28%
Health advocacy program	353	48%	6%	32%	14%	37%
Health coaching	457	63%	8%	42%	19%	28%
24-hour nurse line	500	69%	5%	63%	5%	20%
Biometric/wellness screening (on site or through a doctor visit)	506	69%	3%	42%	30%	23%
Use of wearable technology for encouraging wellness results	198	27%	2%	9%	18%	63%
Health fairs (on site or virtual)	399	55%	3%	20%	37%	37%
On-site medical clinic or nurse	142	20%	1%	7%	12%	74%
Seminars, webinars or literature to promote wellness and well-being	558	76%	20%	35%	41%	17%
Stress-reduction programs/offerings (e.g., yoga, massage, meditation)	406	56%	13%	15%	38%	38%
Tobacco-/smoking-cessation support	535	73%	16%	48%	23%	19%
Nutritional counseling (on site or covered by medical plan)	418	57%	9%	38%	19%	33%
Weight-management programs	425	58%	8%	32%	26%	32%

¹⁴ "Not sure" answers are excluded from the table.

	Overall Prevalence		We Offer This as Part of Our EAP	We Offer This as Part of Our Health-Care Plan	We Offer This as a Stand-Alone Program	We Do Not Offer This Program
	n	%				
Subsidized weight-loss programs	193	26%	2%	9%	17%	63%
Wellness incentives (e.g., cash and noncash prizes, acknowledgement, rewards)	405	56%	2%	24%	35%	39%
Wellness gamification (e.g., contests, lotteries, points, quizzes, leaderboards, avatars)	267	37%	1%	9%	29%	56%
Discounted fitness-club membership/fitness-related subsidies	472	65%	3%	24%	46%	29%

Definitions

- **Alternative worksites:** These worksites are shared, remote workspaces outside of company locations, established specifically for teleworkers.
- **Annualized hours:** Part-time or full-time employees' number of hours worked are calculated on an annual basis as opposed to weekly, enabling flexibility in scheduling blocks of time off, such as summer months.
- **Career on- and off-ramps:** Employees can move in and out of your employment over their career life cycle.
- **Charitable fundraising programs (e.g., United Way drive):** These programs involve organizational encouragement of employee charitable giving, possibly through payroll deductions (with or without matching gifts).
- **Company car:** Employees can use a fleet or individually assigned vehicle.
- **Compressed workweek:** Full-time options enable employees to work longer days for part of a week or pay period in exchange for shorter days or a day off during that week or pay period.
- **Flex time:** Employees can adjust workday start and end times.
- **Flexible spending accounts (FSAs):** A flexible spending account (FSA) is a type of savings account available in the United States that provides the account holder with specific tax advantages. Set up by an employer for an employee, the account allows employees to contribute a portion of their regular earnings to pay for qualified expenses, such as medical expenses or dependent-care expenses.
- **Health advocacy program:** A health advocate is a third-party administrator that helps employees and their families navigate and facilitate medical and administrative issues in the health-care system.
- **Health reimbursement accounts (HRAs):** Health reimbursement accounts (HRAs) are health-care plans paid for by an employer to reimburse the medical expenses of its employees, their spouses and their dependents.
- **Health savings accounts (HSAs):** Health savings accounts (HSAs) allow employers and/or employees to contribute to a tax-deferred personal savings account that is used to pay smaller and routine medical expenses. HSAs must be linked to a high-deductible health insurance policy.
- **Hoteling:** With hoteling, designated shared workspaces at a company location are available to employees who work remotely, but occasionally come into the office.
- **In-kind donations:** Organizations donate items to select charities (excludes donations of time and money).
- **Job sharing:** A full-time position is shared by two people, each working part-time hours.
- **Outcomes-based wellness program:** This program requires the achievement of a measurable goal, such as achieving a certain body mass index.
- **Paid caregiver leave:** Paid caregiver leave allows employees to care for a dependent. The dependent does not need to be a new child.
- **Paid parental leave:** Paid parental leave is dedicated paid leave that allows employees to bond with or care for a new child. The employee does not need to use PTO, vacation, sick time, disability, etc., while using paid parental leave.
- **Participatory wellness program:** This program requires participation in an activity or program, such as a walking contest or nutrition seminar.
- **Personal leave:** Personal days, when offered under a traditional leave system, are usually made available for employees to take care of personal business, family matters, etc.
- **Phased retirement:** The term may describe a broad range of employment arrangements, formal and informal, that allow an employee approaching retirement to transition from full-time work to full-time retirement, usually by a reduced workload. Phased retirement takes many forms, including part-time, seasonal or temporary work or an extended leave of absence.
- **Results-based work environment:** This approach allows work to happen anywhere, anytime, in the way that works best for the employee but also achieves desired business results.
- **Shift flexibility:** Shift workers can trade shifts with each other as needed and/or trade hours within shifts to accommodate personal and professional responsibilities.
- **Telemedicine services:** Health-care professionals use telecommunications technology to evaluate, diagnose and treat patients in remote locations.
- **Wellness gamification (e.g., contests, lotteries, points, quizzes, leaderboards, avatars):** Gamification involves use of game-like features in nongame situations to motivate a change in behavior.

Participating Organizations

AAA Arizona Inc.	Automobile Club of Southern California	City of Seattle
AAM	Avendra LLC	Clean Harbors
ABB	Baker Hughes	Cleveland Clinic
Abiomed Inc.	Ball Aerospace & Technologies Corp.	CME Group
AccentCare Inc.	Banco Popular Puerto Rico	CNH Industrial
ACI Worldwide	Banfield Pet Hospitals	Colgate Palmolive
Actelion Pharmaceuticals US Inc.	Bank of the West	Community Health Plan of Washington
Activision Blizzard	Banner Health	CommunityAmerica Credit Union
Addepar	Barry Callebaut	ConAgra Foods
ADT	BayCare Health System	ConnectiCare Inc.
ADTRAN Inc.	BCBSNC	CoorsTek Inc.
AdvantageCare Physicians	BeachFleischman PC	Corix Group of Companies
Adventist Health System	Bel Brands USA	County of Albemarle
Aerojet Rocketdyne	Bethany Christian Services	County of Chester
AFCC	Big Lots	County of Kent
Aflac	Blackboard Inc.	Craftworks Restaurants and Breweries Inc.
AgStar Financial Services	Blucora	Crawford and Co.
AIPSO	Blue Cross Blue Shield of Nebraska	CSAA IG
Air Liquide	BlueCross BlueShield of Rhode Island	CSX
Airbus Helicopters Inc.	BlueCross BlueShield of South Carolina	CWS Corporate Housing
Alaska Communications	BluePearl Veterinary Partners	DayNine Consulting
Albemarle Corp.	BMC Software	DCI-Artform
Albert Einstein College of Medicine	Boston Medical Center	Dealertrack Technologies
Alion Science and Technology	Bottle Rocket LLC	Delhaize America
Alkermes	Bridgepoint Education	Derry Township Municipal Authority
Alliance Data	Brigham Young University	Dex Media Inc.
Alliant Energy Corp.	Broadridge Financial Solutions Inc.	Diana Kaplan
Allianz Worldwide Partners	Brown University	Discover Financial Services
Alta Resources	Bucknell University	Dominion
Altice USA	Bunge	Dorey-Reagan & Associates
AM Castle & Co.	Cabot Microelectronics Corp.	Draeger
American Red Cross	Canon Solutions America	DRS Technologies Inc.
American Seafoods Group	Canon Virginia Inc.	DynCorp International
AmeriGas Propane Inc.	Capital Power Corp.	Easter Seals Southern California
Andersen Corp.	CareerBuilder LLC	Eaton
Angie's List	Cargill	ECM Publishers Inc.
Anheuser-Busch Employees' Credit Union	Carriage Services Inc.	Elbit Systems of America
ANON	Caterpillar Financial Services Corp.	Eli Lilly and Co.
Apogee Enterprises Inc.	CDI	Emerus Holdings Inc.
Appio	Centene	Emory Healthcare
Aramark Uniform Services	Central Arizona Project	Empire Southwest LLC
Archrock Inc.	Chapters Health System	Employers Resource Association
Arizona Public Service	Chart Industries	Encore Capital Group
Armstrong World Industries	Chestnut Hill Realty	Engility
ArrMaz	Children's Health	Engineered Controls International
ARUP Laboratories	Christus Health	Enesco PLC
Asahi Kasei Plastics North America Inc.	City of Columbia	Enterprise Bank
Associated Bank	City of Georgetown	Equity Office
ATI	City of Naperville	Ericsson Inc.
Atmos Energy Corp.		ESCO Corp.
ATS		ESL Federal Credit Union
Aurora Health Care		Essendant
		Ethan Allen Global Inc.

EVO Payments International
Exactech Inc.
Excentus
Experian
Express Scripts
F5 Networks
FCA
Federal Reserve Bank of NY
Ferguson Enterprises Inc.
FirstEnergy Corp
Fluor Federal Petroleum
FMC
Fortive Corp.
Freeport LNG
Development LP
Fresenius Kabi USA, LLC
Galderma Laboratories LP
GECU
GEF Seniors Housing
Gemalto
Genomic Health
Geokinetics
Geonerco Management LLC
Glassdoor
GLOBALFOUNDRIES
GM
Golden Rain Foundation
Goodman Networks
Gordon and Betty
Moore Foundation
Grande Cheese Co.
Great Canadian Gaming Corp.
Great River Energy
Halcón Resources
Hasbro Inc.
Haselden Construction
Hayashi Telemu North America
Corp.
Hazelden Betty
Ford Foundation
HD Supply
HDR Inc.
Health New England
Helzberg Diamonds
Hemophilia of Georgia
Hines Interest LP
Hitachi Data Systems
Homesite Insurance
Honeywell FM&T
Horizon BlueCross BlueShield
of NJ
Hourigan Construction
HP Hood LLC
Huntington National Bank
Hutchinson Technology Inc.
Hydranautics
Hyster-Yale Group
Hyundai Capital America
iCIMS

IDEXX Laboratories
IKEA
IM Flash Technologies
ImmunoGen
IMT Residential
inContact Inc.
Indiana University Health
Infor
Ingredion Inc.
Innovative Compensation and
Benefits Concepts
Intact Financial Corp.
Inter-Coastal Electronics Inc.
J.J. Keller & Associates Inc.
Jama Software
Jo-Ann Stores LLC
Johanson Group
Jordan Valley Water
Conservancy District
JTI
JustFab
Kaiser Permanente
Kaman Corp.
Kansas City Southern Railway
KAR Auction Services Inc.
Keystone Foods
Konica Minolta Business
Solutions USA Inc.
Lamoda
Laredo Petroleum Inc.
Latham & Watkins LLP
Legg Mason Inc.
Lehigh Valley
Health Network
LEO Pharma
Leprino Foods
Level 3 Communications
Lexicon Pharmaceuticals Inc.
LexisNexis Risk Solutions
Liberty Global
Life & Specialty Ventures
Lions Clubs International
London Health Sciences Centre
Lonza
Lower Colorado River Authority
Lumentum
LyondellBasell Industries
Maersk Line Agency
Magellan Health
Make-A-Wish America
Manhattan Associates Inc.
Maricopa County
Marriott Vacations Worldwide
Mars Inc.
MARTA
Masonite International
Mastercard Worldwide
Mattel
Matthews, Young &

Associates Inc.
McLane Co. Inc.
MD Anderson Cancer Center
Meda Pharmaceuticals
Medical College
of Wisconsin
Memorial Sloan Kettering
Cancer Center
Mercy Health
Merrill Corp.
Mersen USA Bn Corp.
MetaBank
Metro Mold & Design
Midland State Bancorp Inc.
MidMichigan Health
Midstates Petroleum
Miraca Life Sciences
Mission Produce Inc.
Missouri Department
of Conservation
MITRE
Moog Inc.
Moraine Park Technical College
Mubea
MultiCare Health System
NAMSA
National Pen Co. LLC
National Western Life
Insurance Co.
Nationstar Mortgage
Nautilus Inc.
Navistar Inc.
NBA
Nebraska Public Power District
Nestle USA
Neustar
Nexeo Solutions
Nexteer Automotive
Noodles & Co.
Nordson Corp.
Nordstrom
Norgren Inc.
Noridian Mutual Insurance Co.
Northern Trust
NorthStar Financial Services
Group LLC
Northwest Permanente PC
Novo Nordisk Inc.
Novozymes North America
Nu Skin Enterprises
NuStar
NW Natural
NWEA
NxStage Medical Inc.
NYCB
Oceaneering International Inc.
OCI Enterprises
Ohio Gas Co.
Olympus Americas

Omaha Public Power District
ON Semiconductor
ONEOK Inc.
ORAU
Oxford University Press
Pandora Jewelry
Panera Bread Co.
PATH
Paycor
Payless ShoeSource Inc.
PayScale
Pekin Insurance
PeopleFluent
Perkins Coie
Pfaudler
Pharmavite
Pindrop LLC
Pinnacle Foods
Pitkin County
PNM Resources Inc.
Polycom
Port of Seattle
Portola Pharmaceuticals Inc.
PPL Corp.
PRA Health Sciences
Prime Therapeutics
Project HOPE
ProQuest
Provident Bank
Public Service Enterprise Group
Puffer-Sweiven
QAD Inc.
Qorvo
Qualcomm
Quantum Corp.
Raffa
RAI
Ralis
Red Hat Inc.
Regions Hospital
Republic Airways Holdings
RGA
Robert W. Baird & Co.
Robertshaw
Rockwater Energy Solutions Inc.
Rockwell Automation Inc.
Rubicon Project Inc.
Rubino Consulting Services
SAF-HOLLAND Inc.
SAIC
Saint Luke's Health System
Salt River Project
Savers Inc.
SCANA Services
Schneider Electric
SchoolsFirst FCU

SCNM
Semtech
Serta Simmons Bedding
SFC
SICK Inc.
Sidley Austin LLP
SilverStone Group
Simpson Manufacturing Co. Inc.
SM Energy Co.
Snap-on Inc.
Solar Turbines
Southwest Research Institute
Splunk
St. Lawrence Seaway
Management Corp.
Stage Stores Inc.
Stamats
StandardAero
State of Oregon,
Executive Branch
State of South Dakota
STIHL Inc.
Superior Energy Services
SurveyMonkey
Susan G. Komen
Sutherland Global Services
Sutter Health
Synacor Inc.
Synapse Product Development
SYNNEX
T-Mobile
Teck Resources
TEP
Terracon Consultants Inc.
Terrapure Environmental
Texas Children's Hospital
Texas Instruments
The Allstate Corp.
The Boeing Co.
The Coca-Cola Co.
The Hershey Co.
The Johns Hopkins U/Applied
Physics Lab
The Law Society of
Upper Canada
The Marcus Corp.
The MITRE Corp.
The National Academies of
Sciences, Engineering, and
Medicine
The Polyclinic
The Port Authority of New York
and New Jersey
The Taubman Co.
The Timken Co.
The Toro Co.

The Vollrath Co. LLC
The YMCA of Greater Rochester
Thirty-One Gifts
Toppan Photomasks Inc.
Toshiba Medical Research
Institute USA Inc.
Tower International
TransCanada USA Services
Tucson Electric Power Company
Tufts Health Plan
Tulane University
U.S. Bank
UMass Memorial
Umicore
Unified Grocers Inc.
University of California, Office of
the President
University of Massachusetts
Medical School
U.S. Pharmacopeial Convention
US Ecology Inc.
USG Corp.
UW Health
Vector Security
Vectren
Verisign Inc.
Videotron
Virginia Mason Medical Center
Vital Decisions LLC
Volvo
VWGoA Chattanooga
Operations LLC
Washoe County
Waste Management
WECC
Wellesley College
Wellmark BlueCross BlueShield
WellSpan Health
Western National
Insurance Group
Westfield Group
Westinghouse Electric Co. LLC
Whataburger
Williams Scotsman Inc.
Wilson Group
Wilson Sporting Goods Co.
Wintrust Financial Corp.
Woodard & Curran
WR Grace
WVU Hospitals
Wycliffe Seed Co.
Xcel Energy
Xero Inc.
Youngevity
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L

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Nutritional counseling (on-site or covered by medical plan)11, 21, 32, 42, 52

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R

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S

Seasonal schedules (e.g., summer hours) 19, 30, 40, 50, 59

Self-development tools ...17, 27, 38, 47, 57

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Shared/donation of leave program 12, 23, 33, 43, 53

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T

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V

Vacation (separate from collapsed PTO bank) ... 12, 22, 33, 43, 53

Vision plan 10, 20, 31, 41, 51, 60

W

Weekend/holiday pay14, 24, 35, 45, 55

Weight-management programs 11, 21, 32, 42, 52, 60

Wellness gamification (e.g., contests, lotteries, points, quizzes, leaderboards, avatars) 12, 22, 32, 42, 52, 61, 62

Wellness incentives (e.g., cash and noncash prizes, acknowledgement, rewards) 11, 22, 32, 42, 52, 61

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