

FULL REPORT

2022 YEAR IN REVIEW:

INVENTORY OF TOTAL REWARDS PROGRAMS & PRACTICES

FEBRUARY 2023



IN PARTNERSHIP WITH:

uflexreward

THE DIGITAL TOTAL REWARD PLATFORM

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ABOUT WORLDATWORK

WorldatWork is the leading global nonprofit organization for professionals engaged in the critically important practice of Total Rewards. We serve those who are responsible for cultivating inspired, engaged, productive, and committed workers in effective and rewarding workplaces. We guide them in the design and delivery of Total Reward programs with our education and certification; idea exchange; thought leadership; knowledge creation; information sharing; research; advocacy; and networking.

CONNECT WITH US



ABOUT OUR PARTNER

uFlexReward is the world's first digital global total reward platform, combining multiple total reward data silos into one real-time 'always on' platform. The platform facilitates agile transformation in Reward and HR by quickly providing a continuous, drillable database into any organization's largest spend – people.



Our mission is to help you inspire your employees by giving them the flexibility to personalize their reward package, and to provide you with an integrated global reward system to digitize, consolidate, and review your entire reward ecosystem.

CONNECT WITH US



OUR METHODOLOGY

WorldatWork invited its broader membership and customer base to participate in an online survey on workplace total rewards programs and practices.

Pages throughout the report display respondents' answers to the question "Is the following program offered at your organization to some or all employees?"

A total of 990 responses were received, representing U.S. organizations of different sizes and across multiple industries. Email invitations were sent directly to participants on Sept. 12, 2022, and results were collected over a 14-day period. Sample sizes vary by question. Respondents who indicated they weren't sure if a program was offered were removed from individual question sample sizes.

Participants included:

- Total rewards practitioners
- Nonconsultant/nonacademic practitioners
- Consultants who are participating on behalf of a client

KEY FINDINGS

KEY FINDING

NO. 2

FLEXIBILITY REMAINS A KEY COMPONENT OF THE TOTAL REWARDS PICTURE

- Hybrid roles and fully-remote roles were found in the vast majority of responding organizations.
- Flextime has retained its popularity for years, offered by 72% of organizations surveyed in 2022. Shift flexibility, has dropped slightly from its 2020 peak but, at offered at 50% of participating organizations, reflects pre-pandemic averages.
- But part-time work schedules remain below the pre-pandemic average of 74%, at 70% in 2022, while compressed workweeks, offered by an average of 41% of organizations in pre-pandemic years were only offered by 32% of participating organizations in 2022.



WHAT'S NEW

NO. 1

STRATEGIC APPROACHES TO REWARDS

Although the largest disruptions brought on by the global pandemic have begun to recede, employer challenges remain. In many places unemployment remains low and competition for talent remains high but concerns about the economy are making employers cautious about the future. Employers are working to maximize return on rewards investment by regularly evaluating their rewards mix and looking for ways to build employee choice into rewards packages. In this year's study, we've included some benchmarks providing insight in strategies and flexible rewards approaches.



WHAT'S NEW

NO. 2

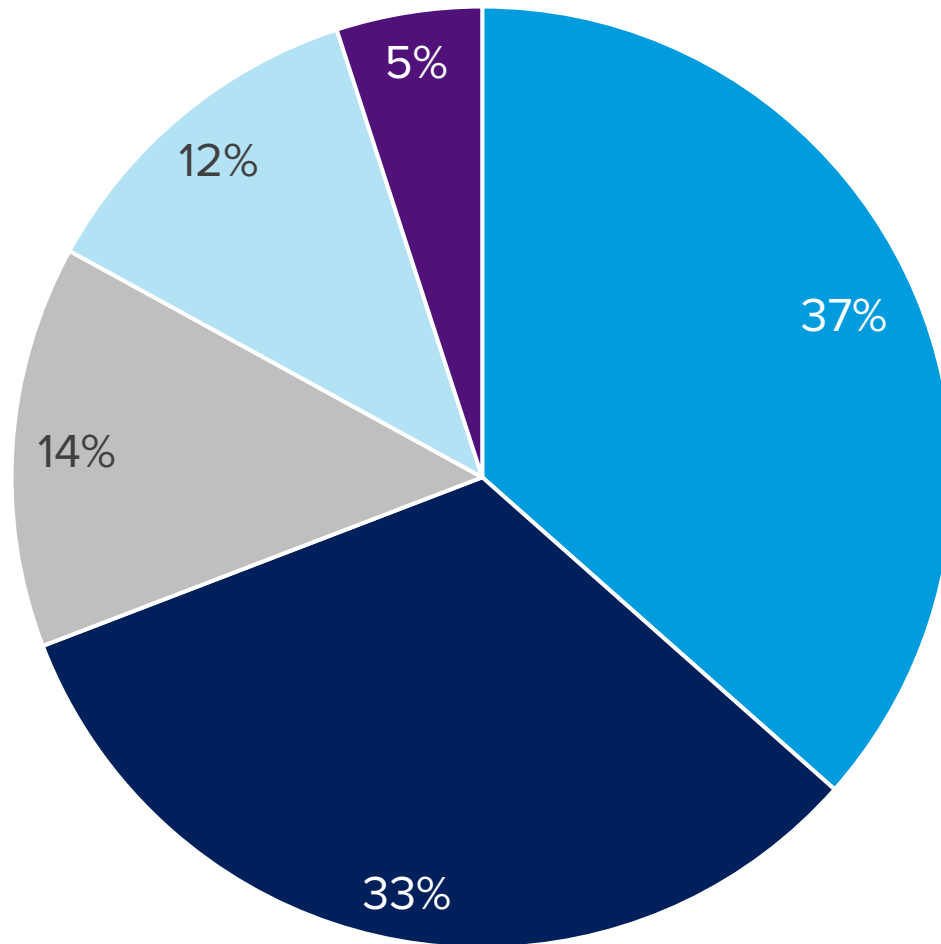
SURVEY ITEMS UPDATED FOR 2022

- For the first time we asked organizations about their hybrid work practices as well as fully-remote work.
- In several benefits areas (parking, automotive benefits, fitness offerings, computers) we combined some prior response options to better reflect current trends or to capture a clearer picture of the category as a whole. Prior items are shown in the trend tables.
- We added an item about traditional indemnity health plans without a network.



MARKET TRENDS ARE DRIVING STRATEGIC APPROACH TO REWARDS

When reviewing changes to your Total Reward Strategy, what phrase best describes your approach?

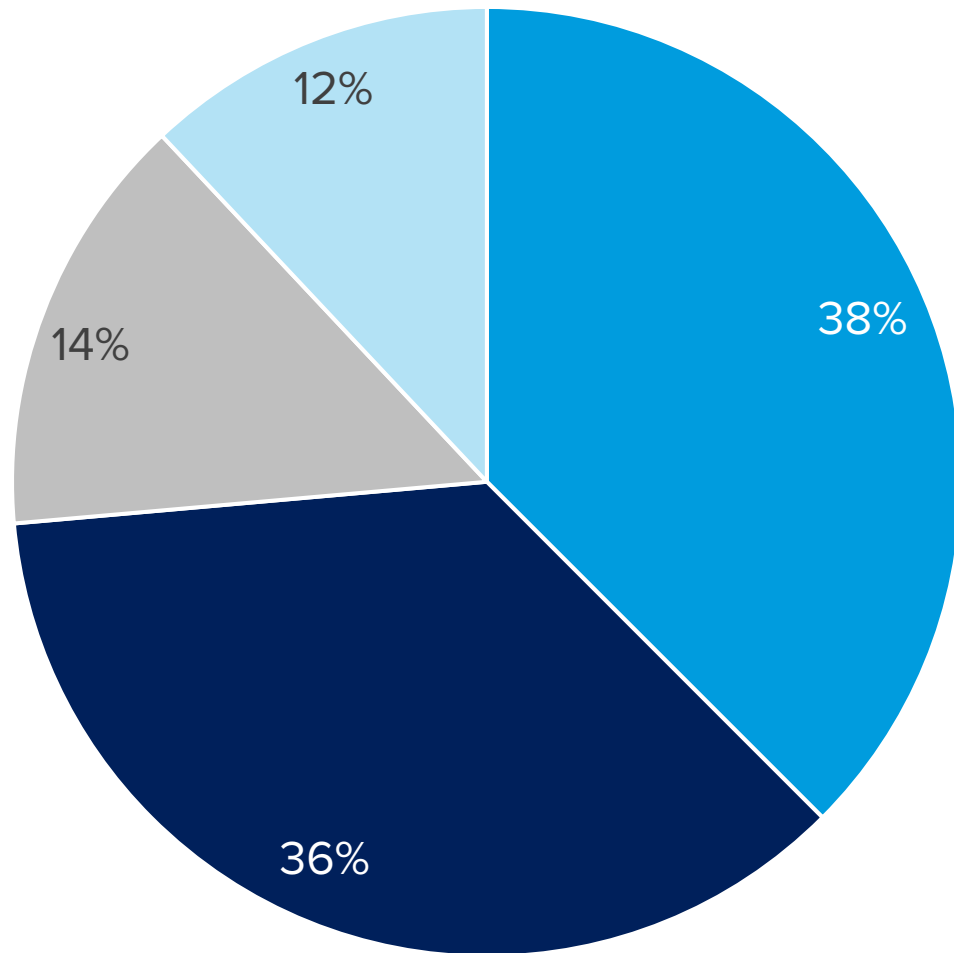


- We take a more wholistic strategic approach based upon market trends
- We take an incremental approach based upon market trends
- We take an incremental approach based upon employee feedback
- We take a wholistic approach based upon employee feedback
- We don't review our total reward strategy

n=840

FLEXIBILITY, WHEN OFFERED, IS OFTEN LIMITED

How would you describe your current approach to flexibility/choice/personalization in your Total Rewards strategy?

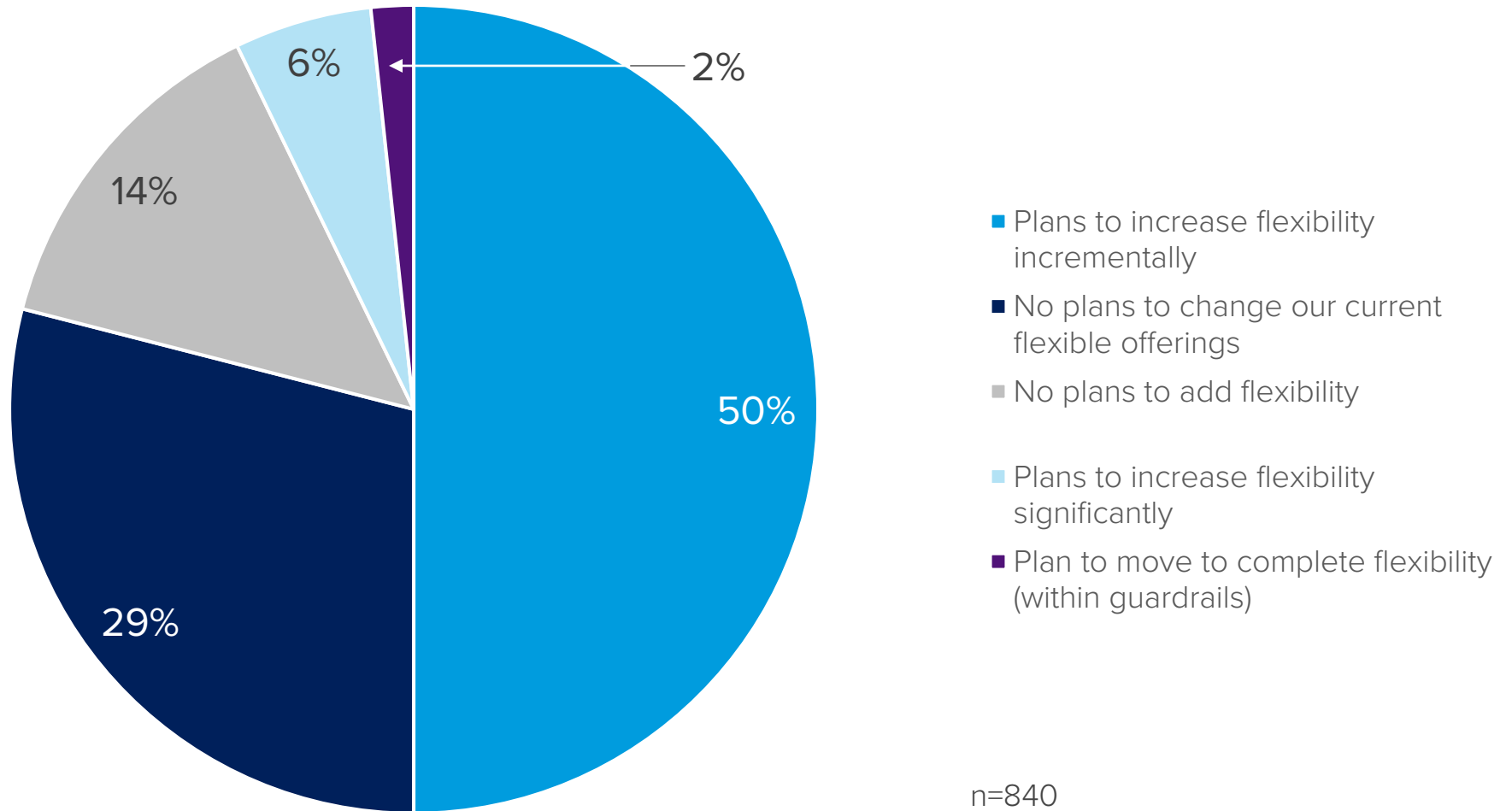


- We offer flexibility but within a category of total reward (health, wellness, retirement, etc.)
- We offer limited flexibility
- We don't offer flexibility
- We offer flexibility across categories of total rewards

n=840

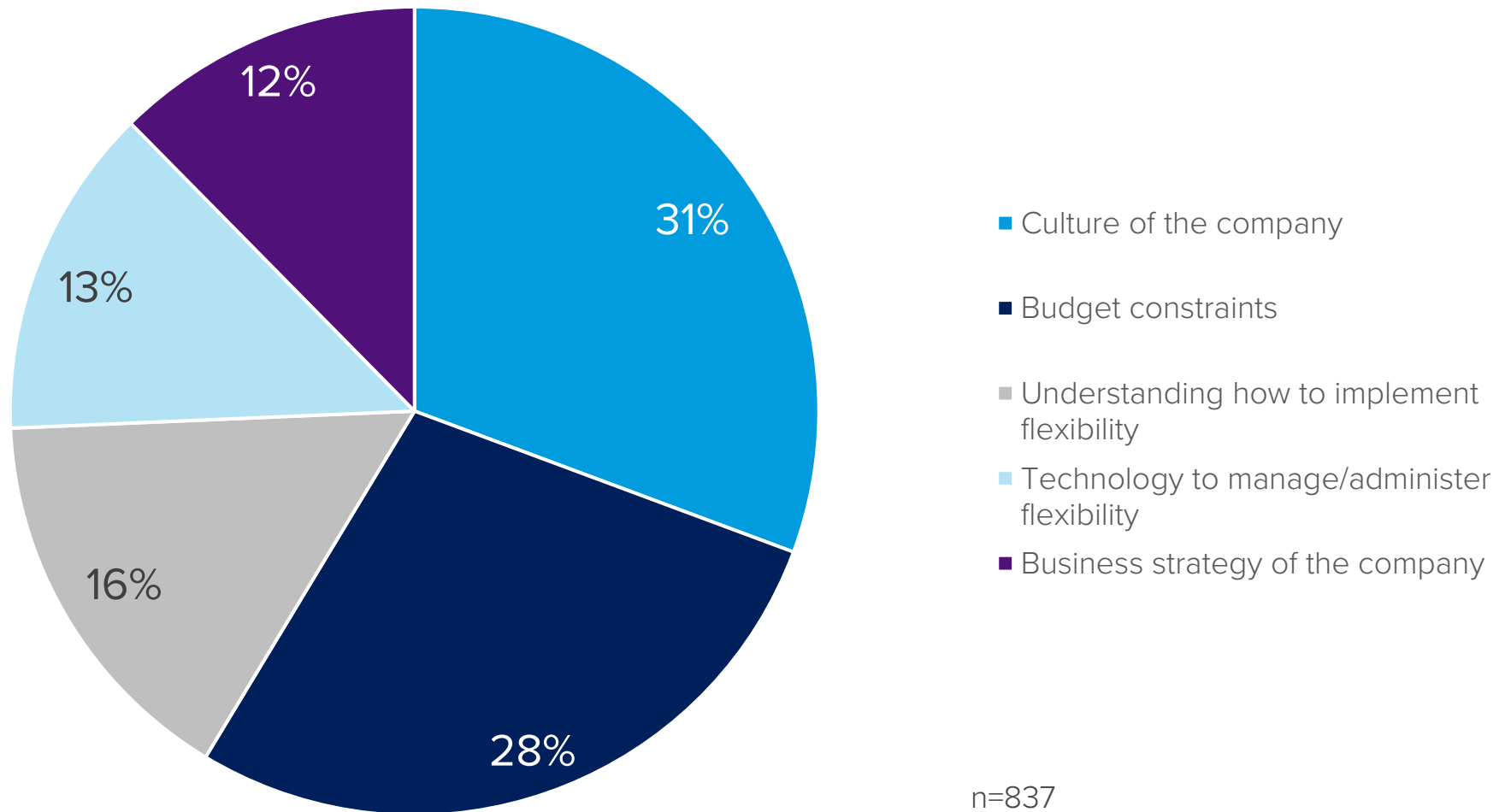
MOST ORGANIZATIONS PLAN TO INCREASE FLEXIBILITY

What are your future plans for flexibility of total rewards?



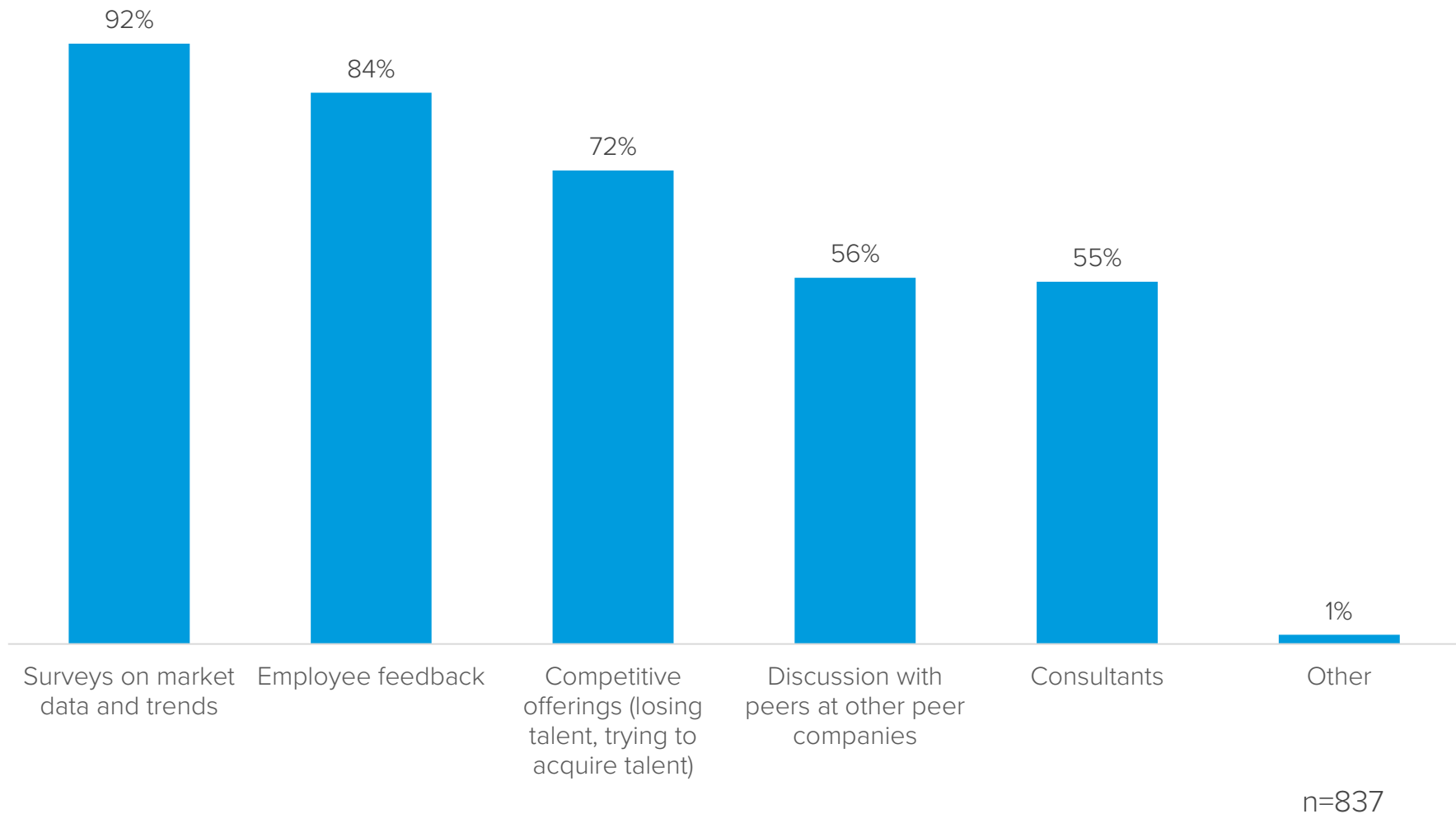
CULTURE AND BUDGETS LIMIT FLEXIBILITY

What are the biggest challenges to adding/increasing flexibility?



ORGANIZATIONS VALUE MARKET AND EMPLOYEE FEEDBACK

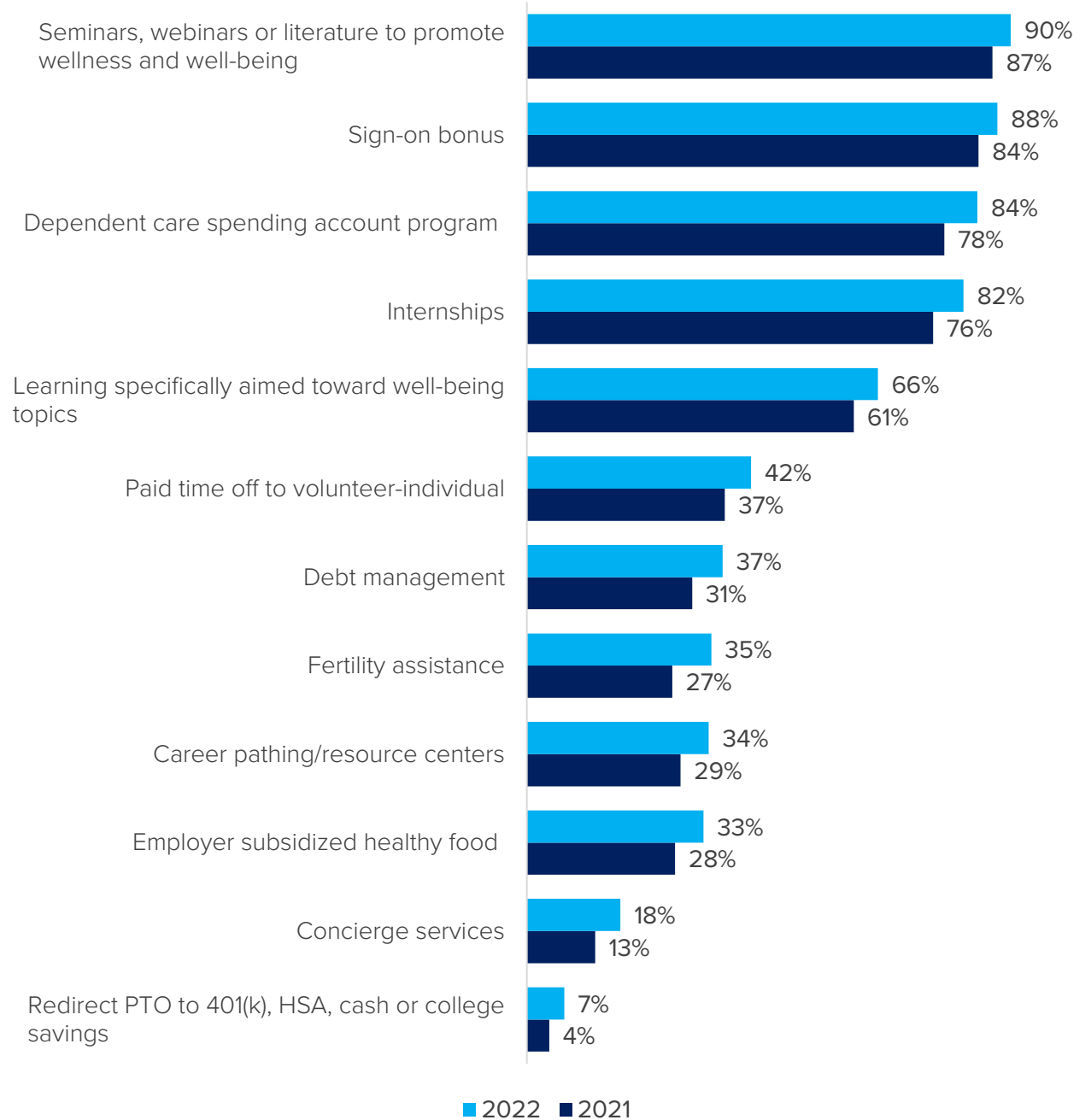
When thinking about making changes or additions to your total reward offerings, what source(s) does your organization use for new/different offerings? Please select all that apply.



CHANGED USE IN 2022

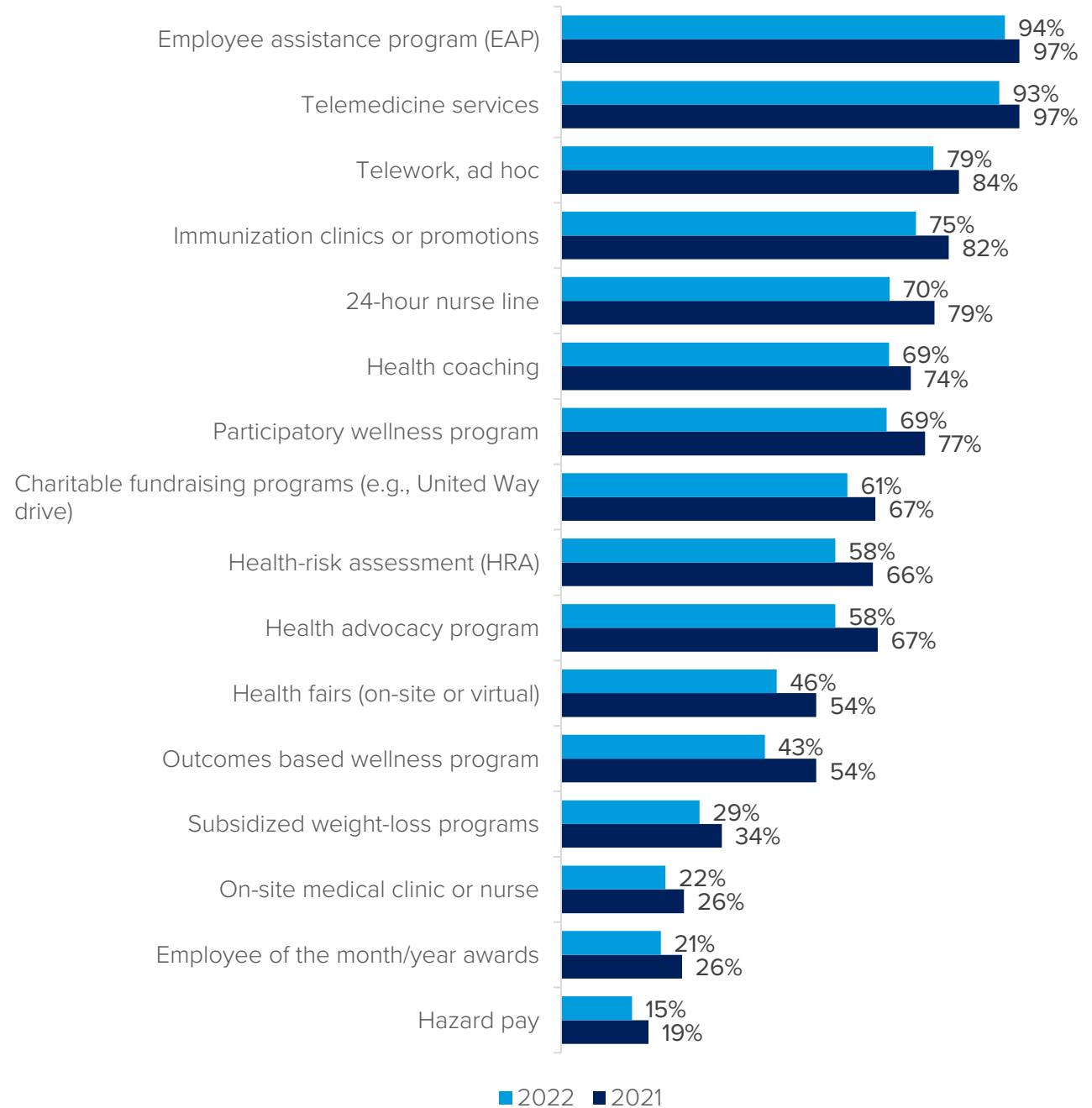
INCREASED USAGE IN 2022

Respondents reported offering the following programs at significantly higher rates in 2022 than in 2021.



DECREASED USAGE IN 2022

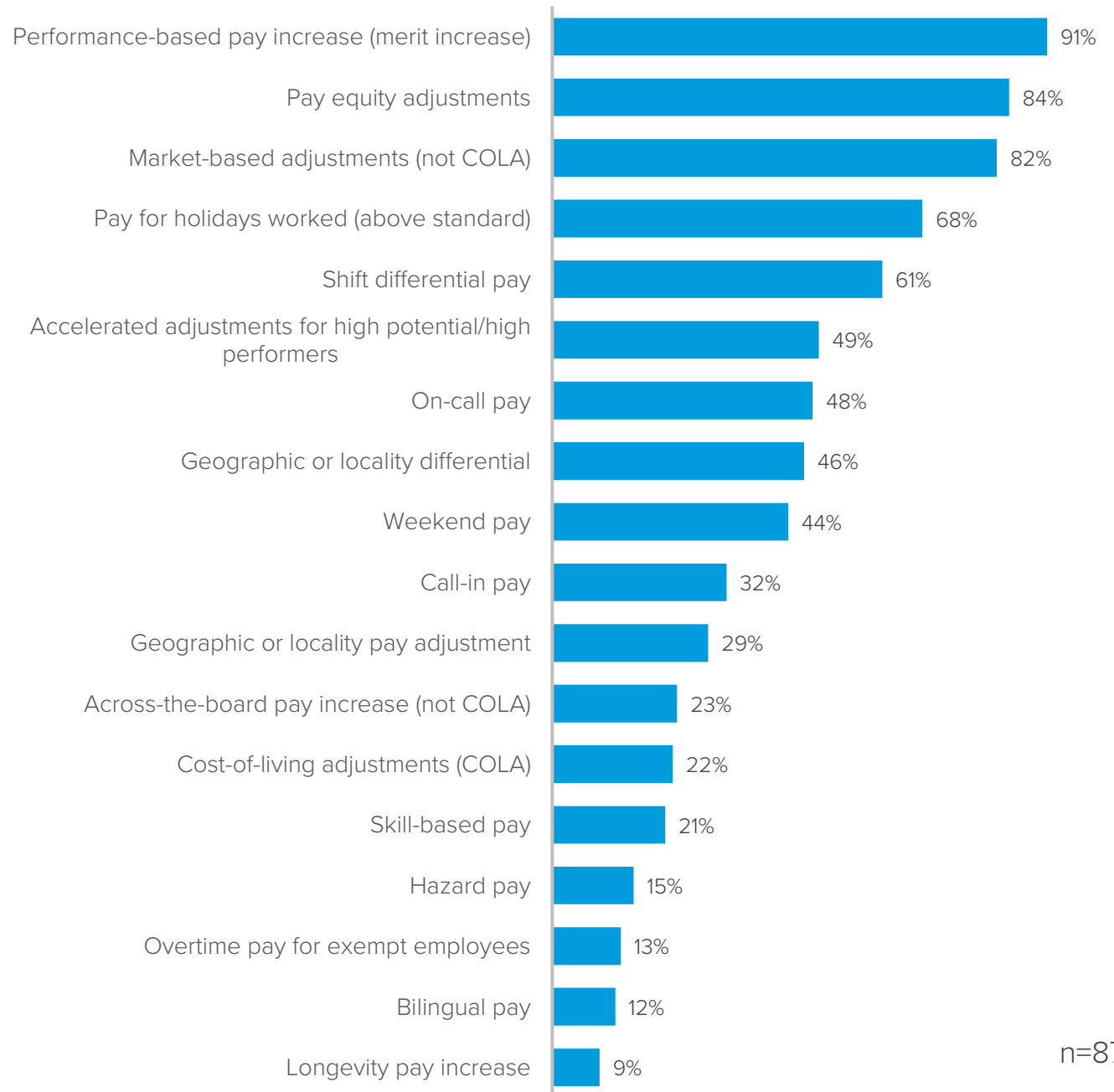
Respondents reported offering the following programs at significantly lower rates in 2022 than in 2021.



2022 FINDINGS

BASE PAY

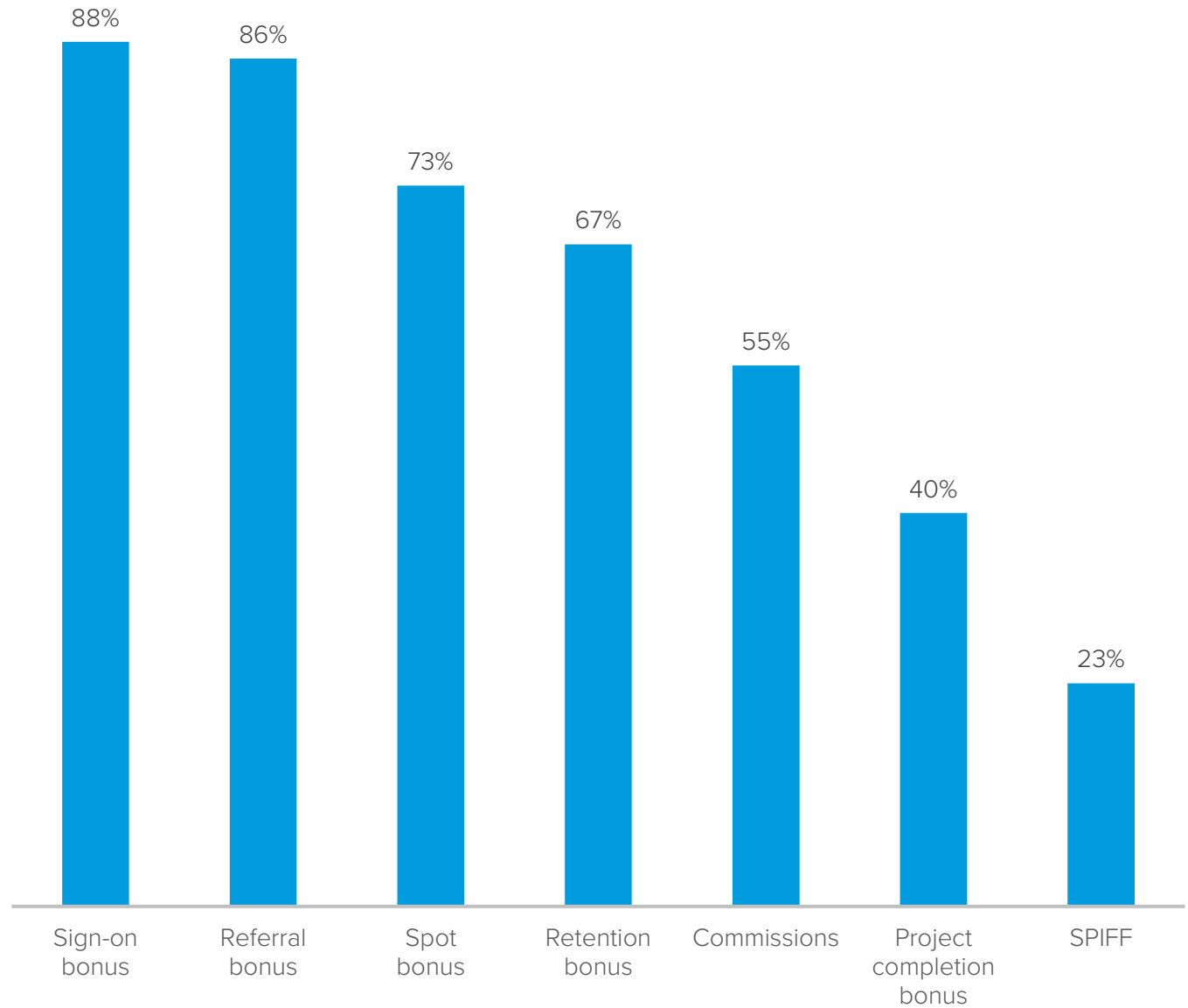
Is the following program offered at your organization to some or all employees?



n=871

BONUSES & COMMISSIONS

Is the following program offered at your organization to some or all employees?

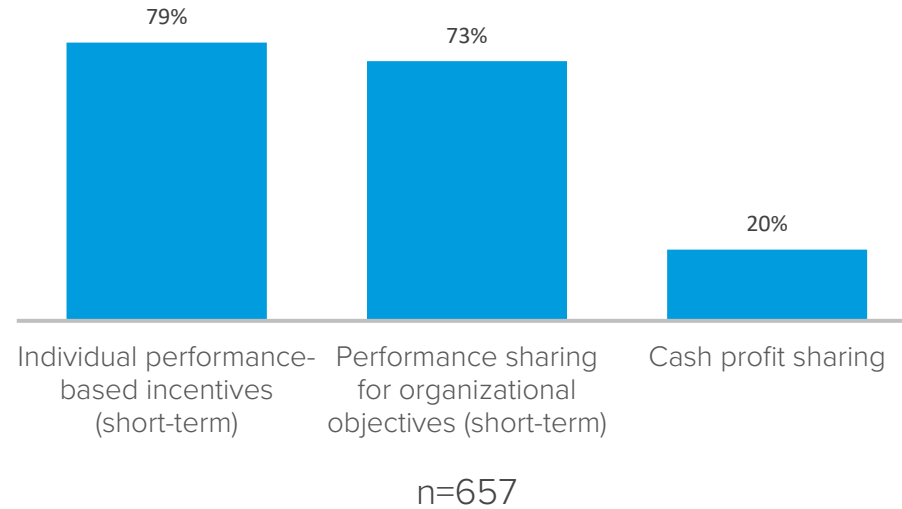


n=832

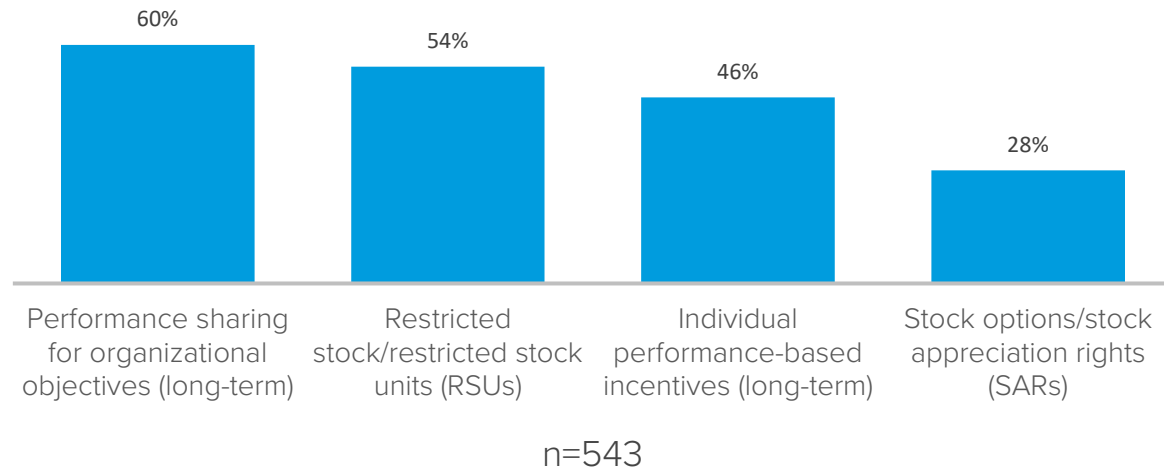
SHORT-TERM AND LONG-TERM INCENTIVES

Is the following program offered at your organization to some or all employees?

Short-term Incentives

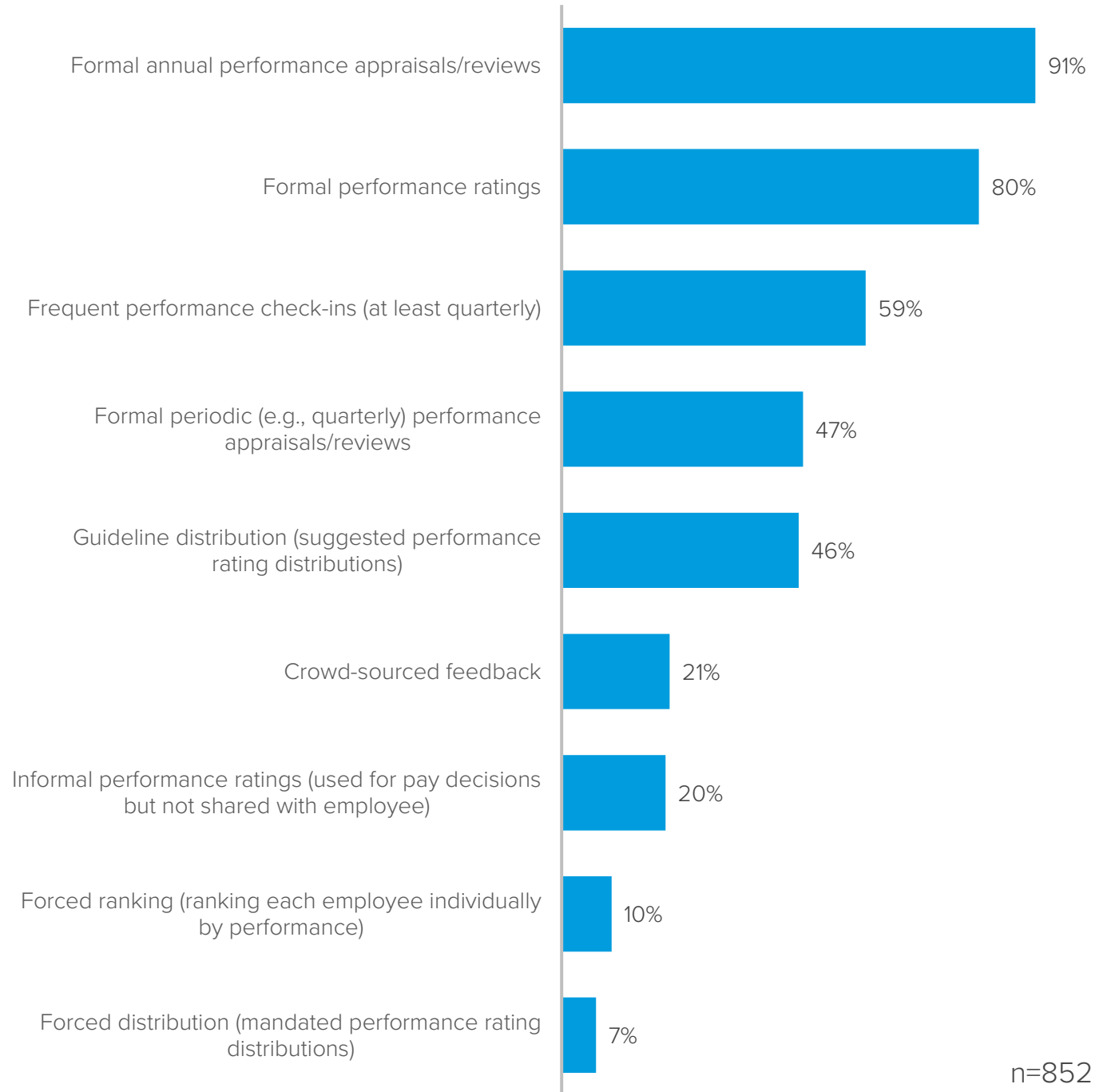


Long-term Incentives



PERFORMANCE MANAGEMENT

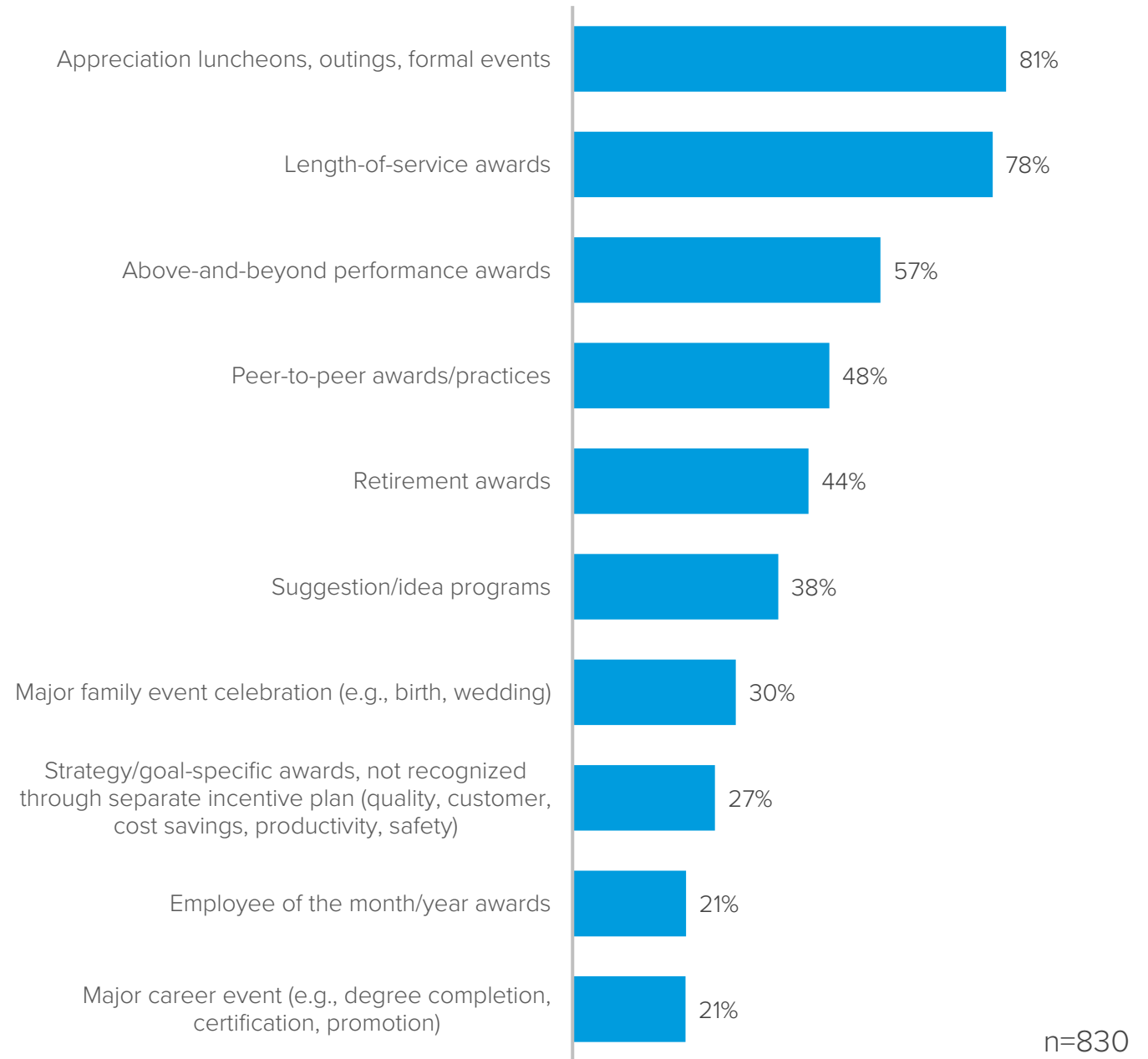
Is the following program offered at your organization to some or all employees?



n=852

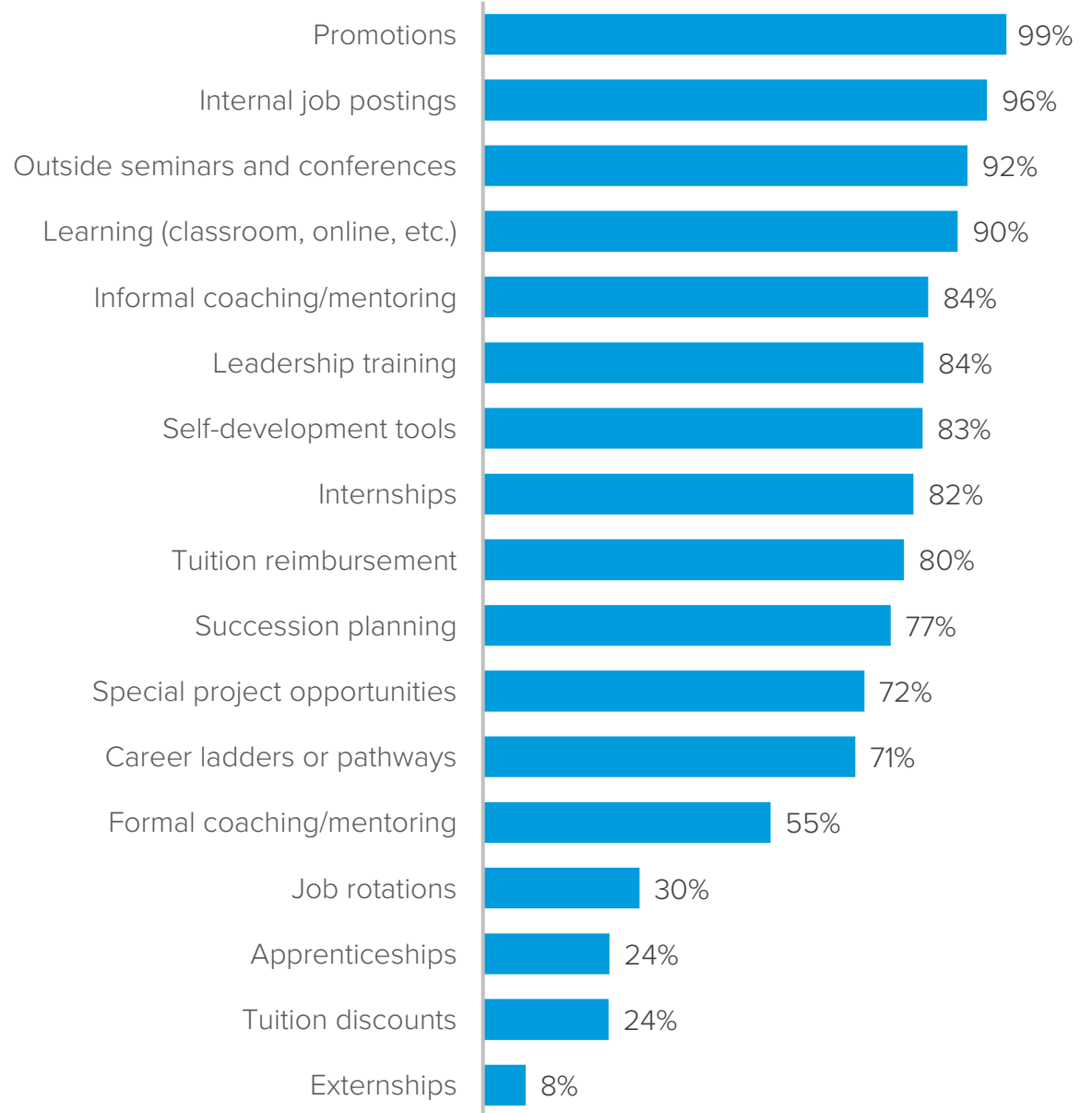
RECOGNITION

Is the following program offered at your organization to some or all employees?



DEVELOPMENT OPPORTUNITIES

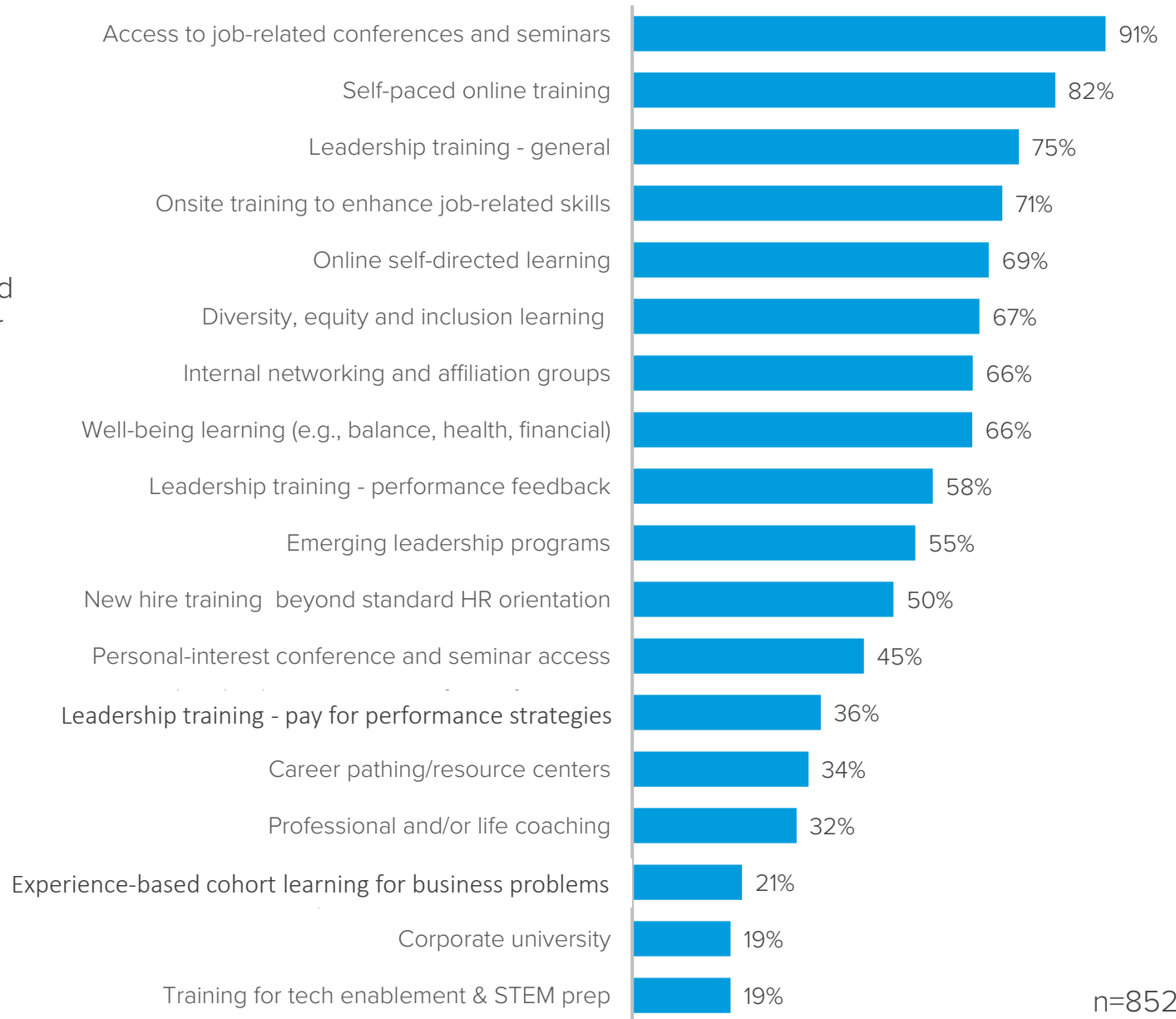
Is the following program offered at your organization to some or all employees?



n=866

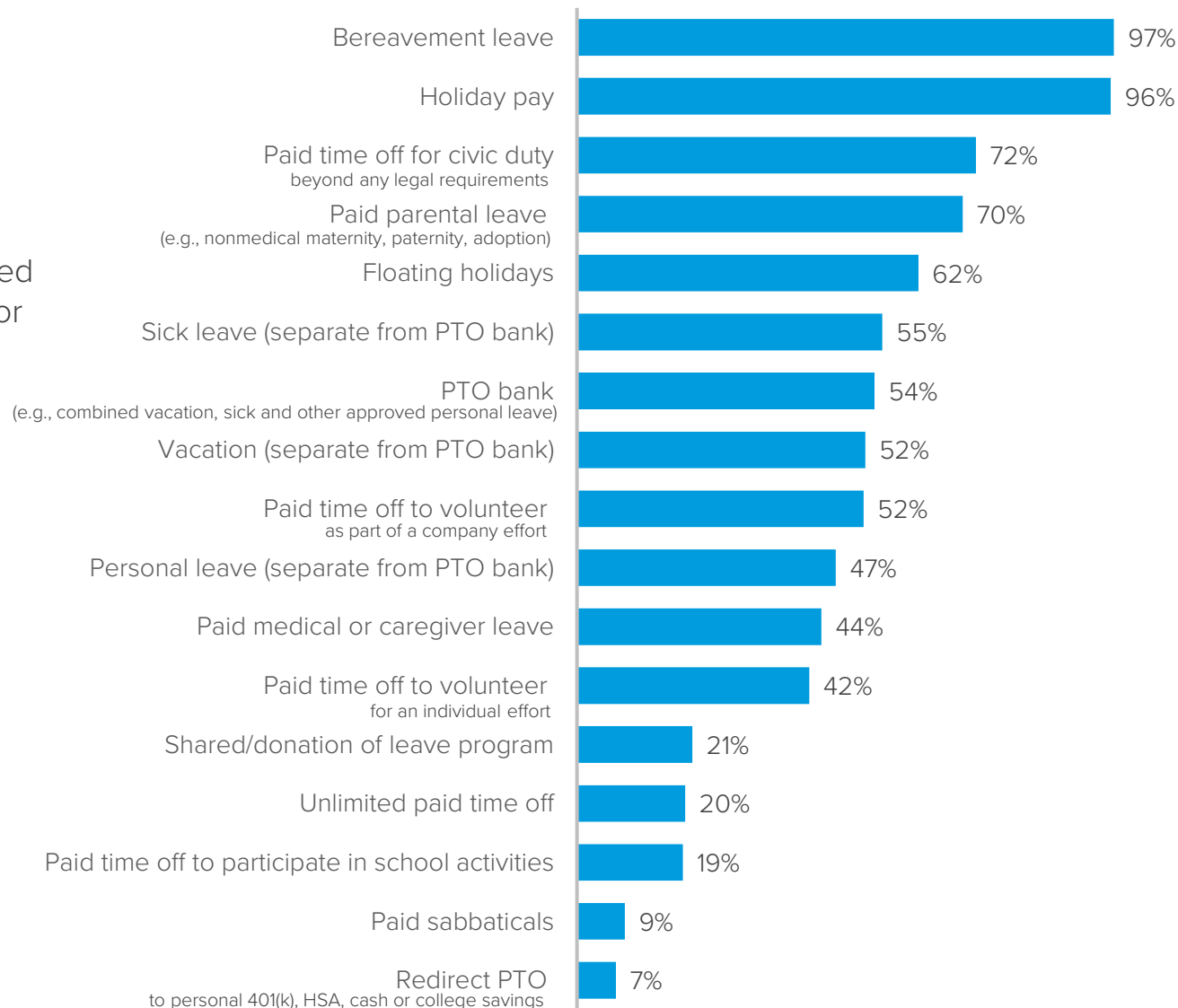
DEVELOPMENT OPPORTUNITIES (CONT.)

Is the following program offered at your organization to some or all employees?



PAID TIME OFF

Is the following program offered at your organization to some or all employees?



n=896

UNPAID TIME OFF

Is the following program offered at your organization to some or all employees?



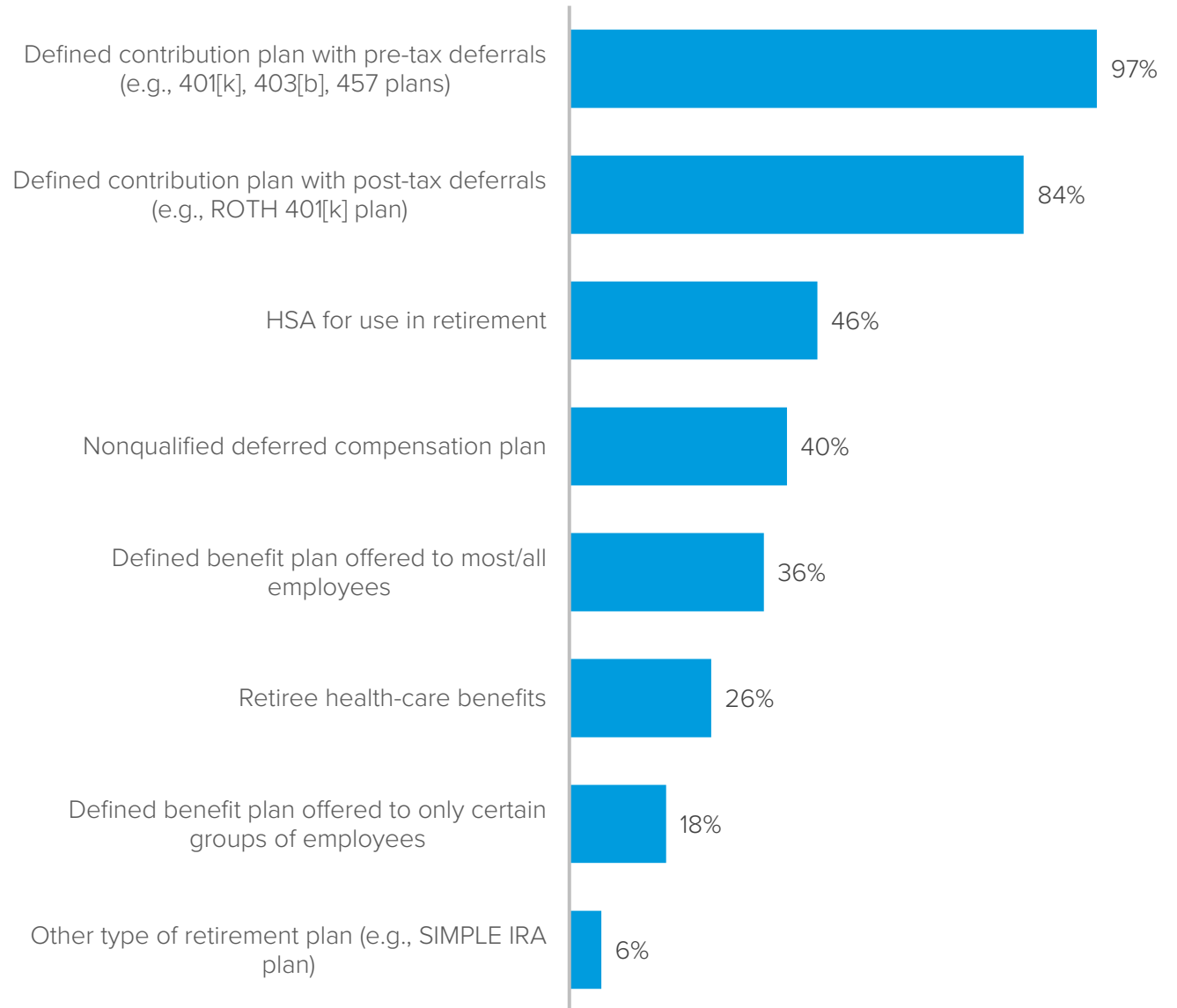
*unpaid, job protected time off to care for or bond with a new child (beyond legal requirements, if applicable, and beyond any paid parental leave your organization may offer).



n=585

RETIREMENT

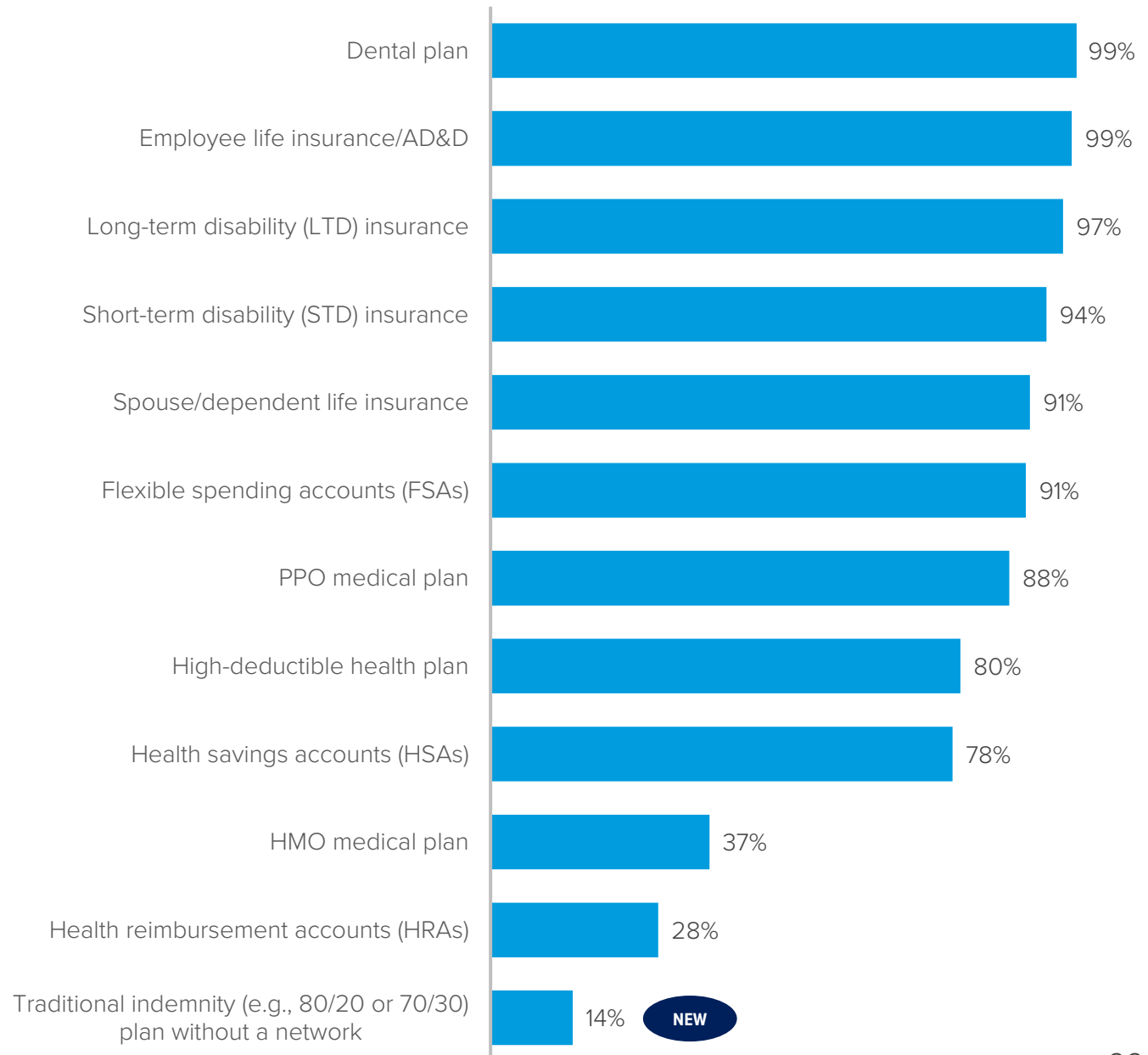
Is the following program offered at your organization to some or all employees?



n=877

HEALTH & WELFARE

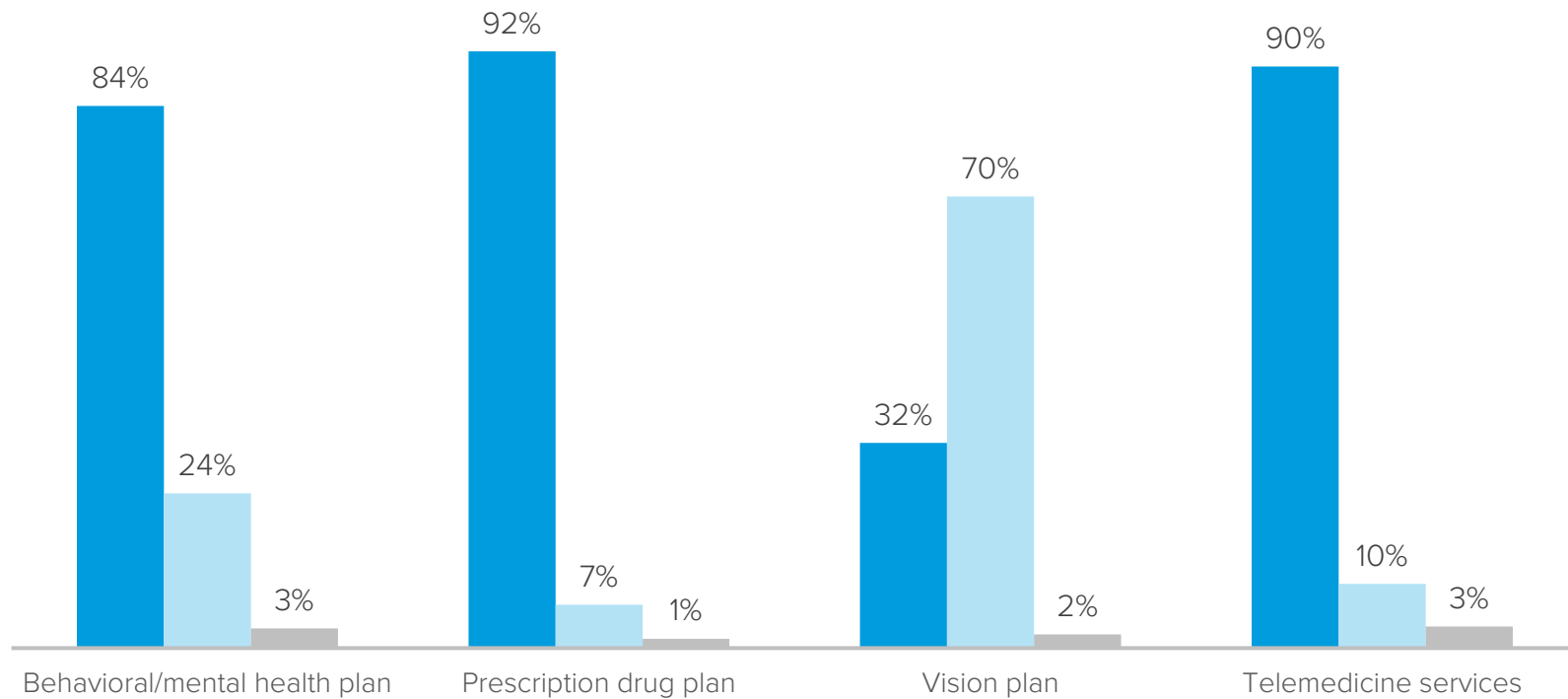
Is the following program offered at your organization to some or all employees?



n=990

HEALTH AND WELFARE (CONT.)

How is the following program offered at your organization? (Select all that apply)

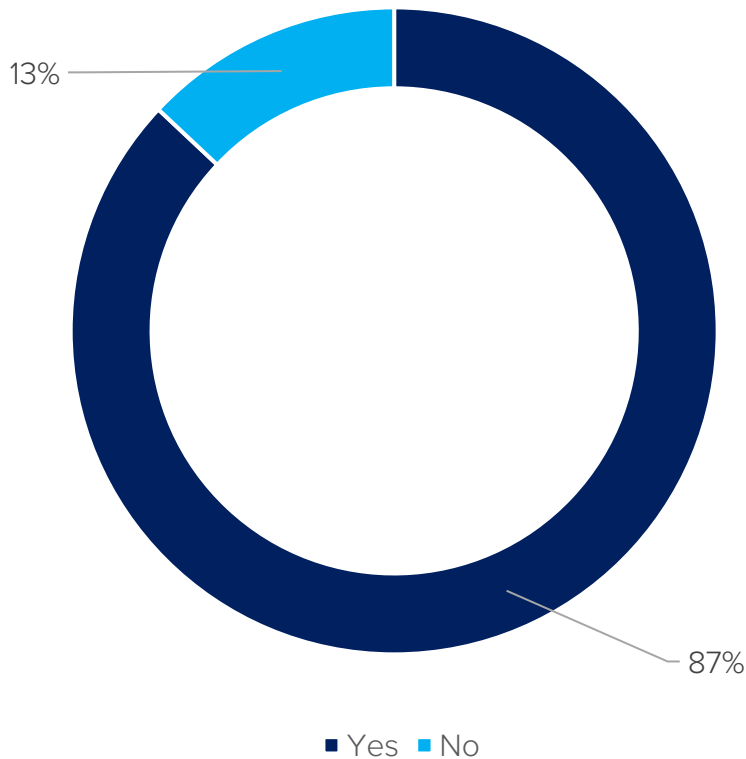


■ We offer this as part of our health-care plan ■ We offer this as a stand-alone program ■ We do not offer this program

n=988

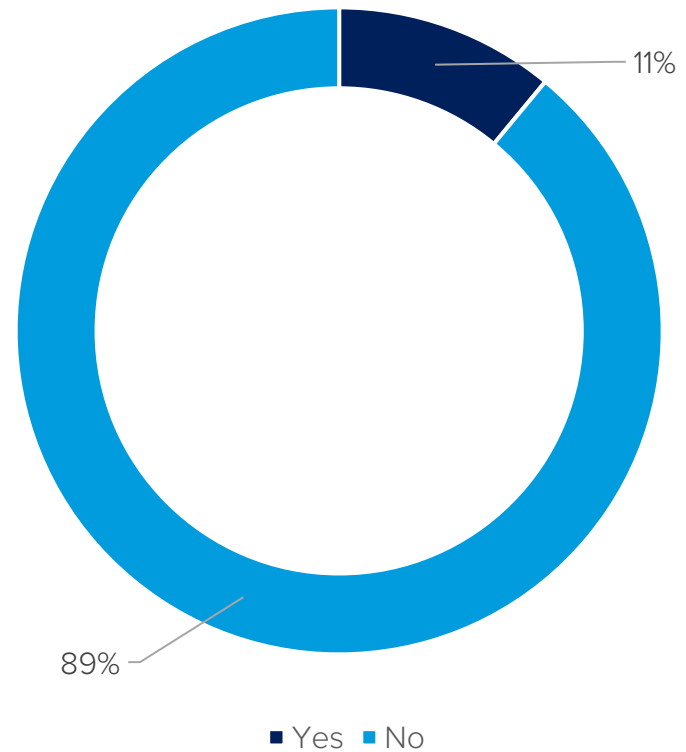
GROUP HEALTH PLAN RULES

Is your organization considered an “Applicable Large Employer” under Affordable Care Act rules? (n=915)



An applicable large employer (ALE) is an employer with an average of at least 50 full-time employees. An applicable large employer may be a single entity or may consist of a group of related entities.

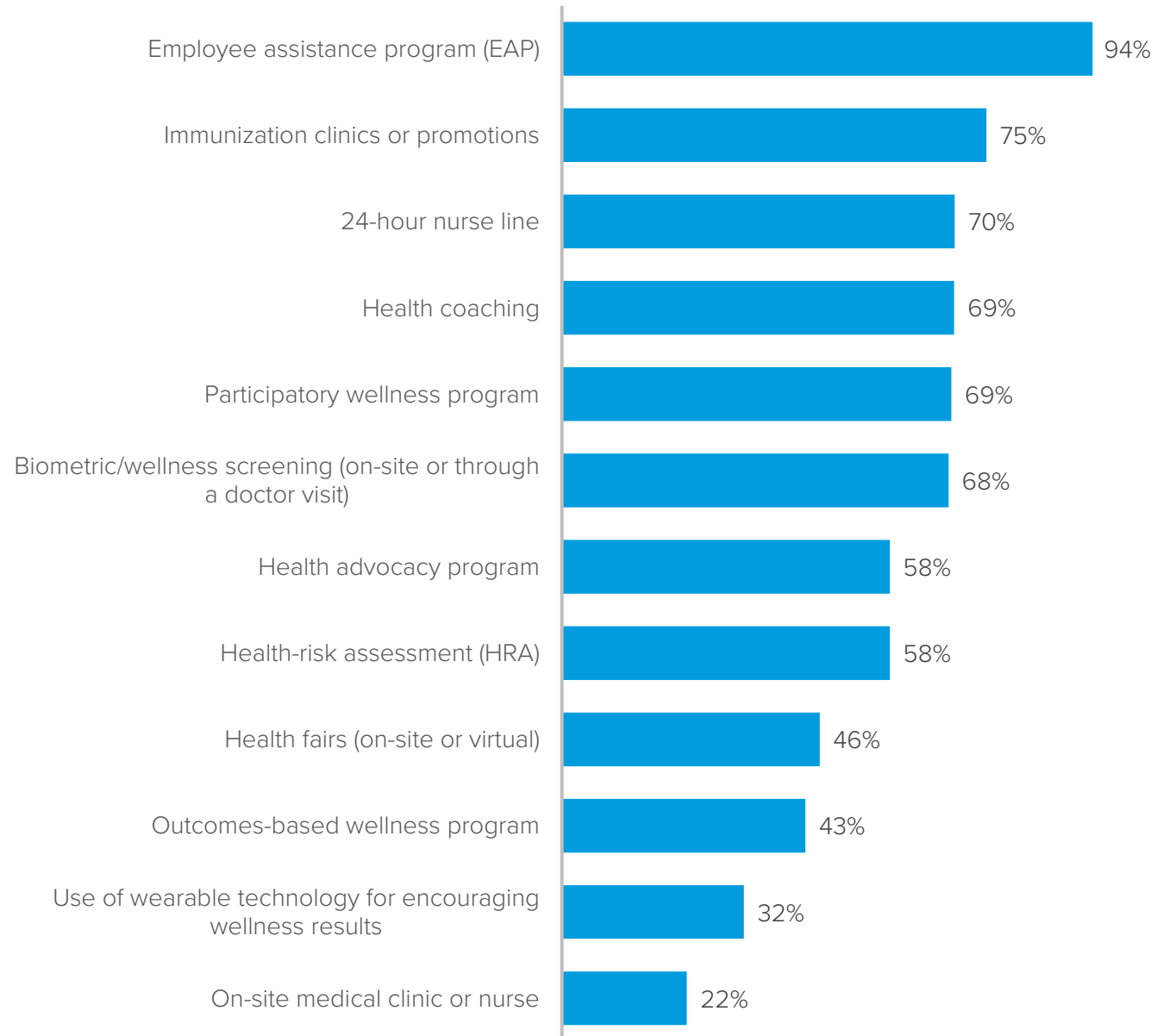
Does your organization offer a “Grandfathered Group Health Plan” or “Grandfathered Group Health Insurance Coverage” to some or all employees? (n=915)



Grandfathered group health plans must have been first established by the employer prior to March 23, 2010 and cannot be significantly changed since that time. They are not required to provide all of the benefits and consumer protections required by the Affordable Care Act.

HEALTH & WELFARE (CONT.)

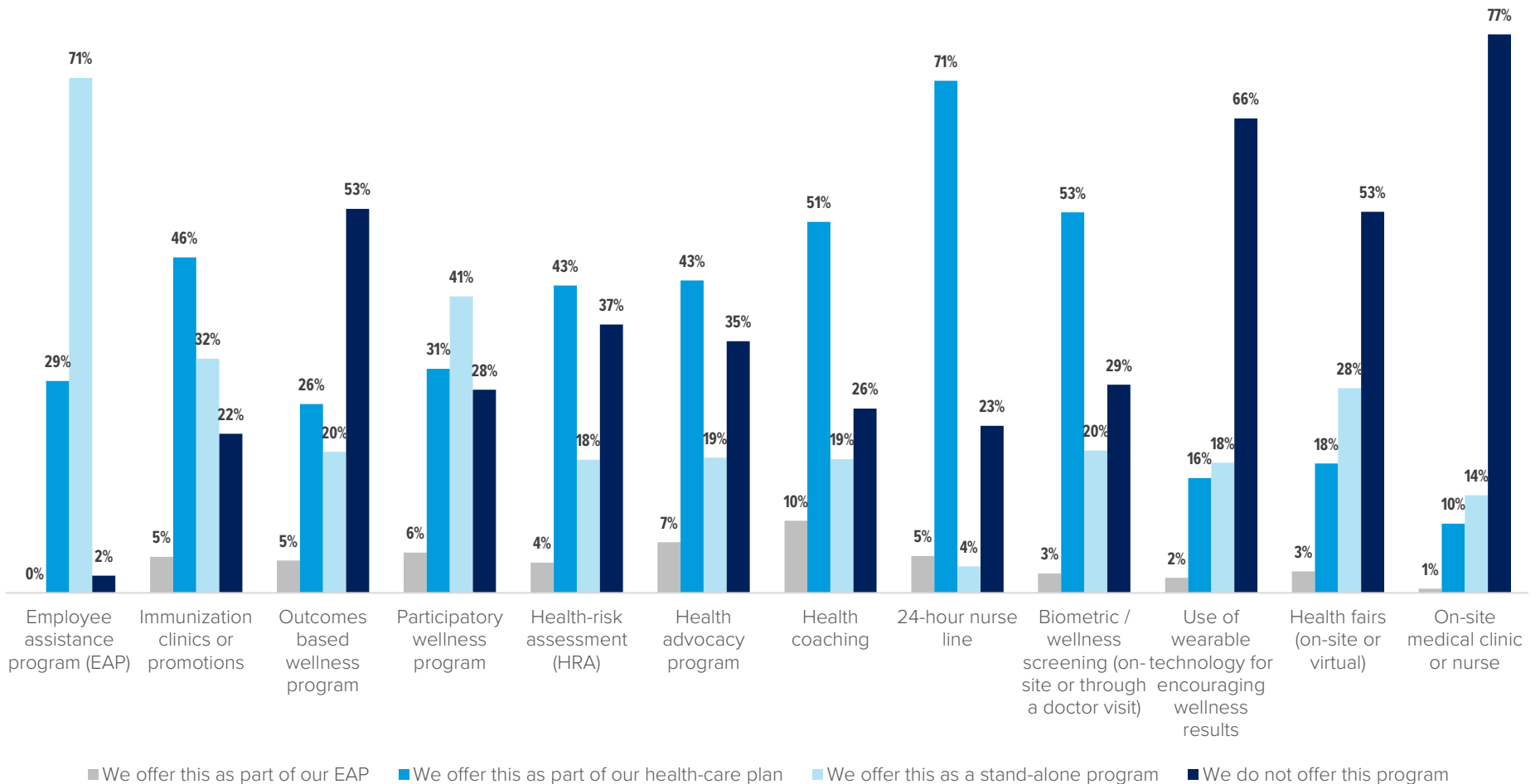
Is the following program offered at your organization to some or all employees?



n=919

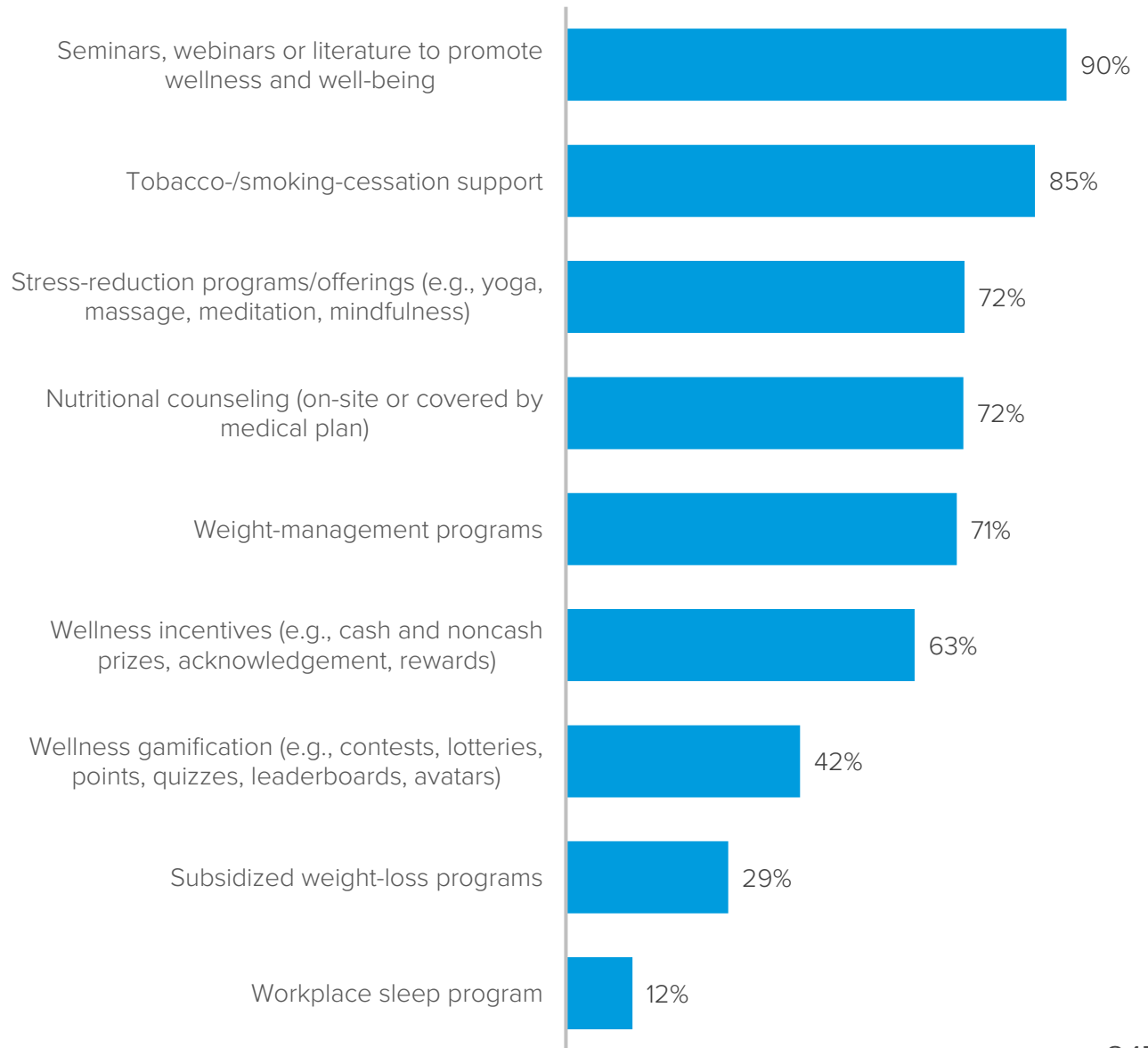
HEALTH AND WELFARE (CONT.)

How is the following offered at your organization? (Select all that apply)



HEALTH & WELFARE (CONT.)

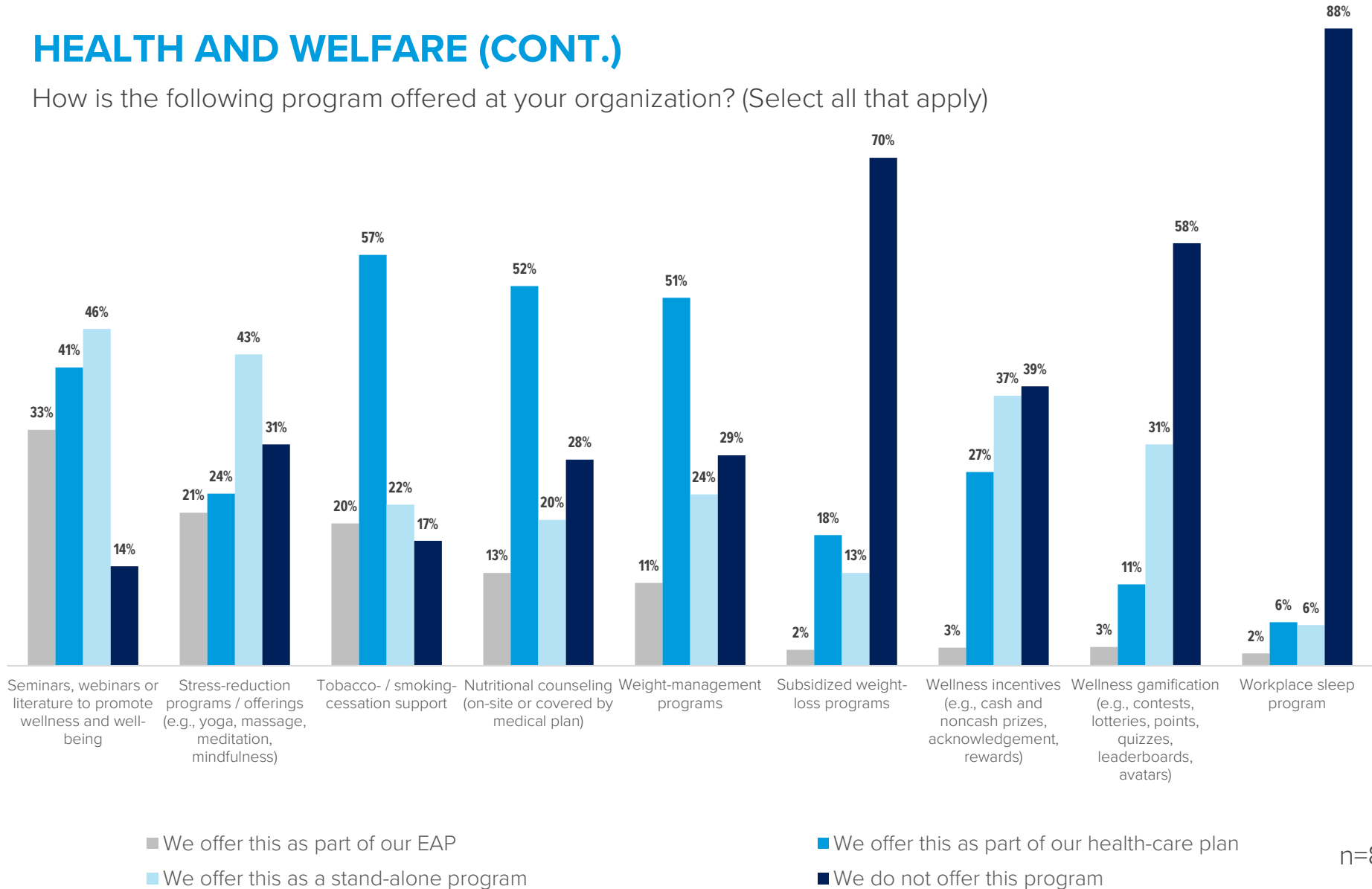
Is the following program offered at your organization to some or all employees?



n=847

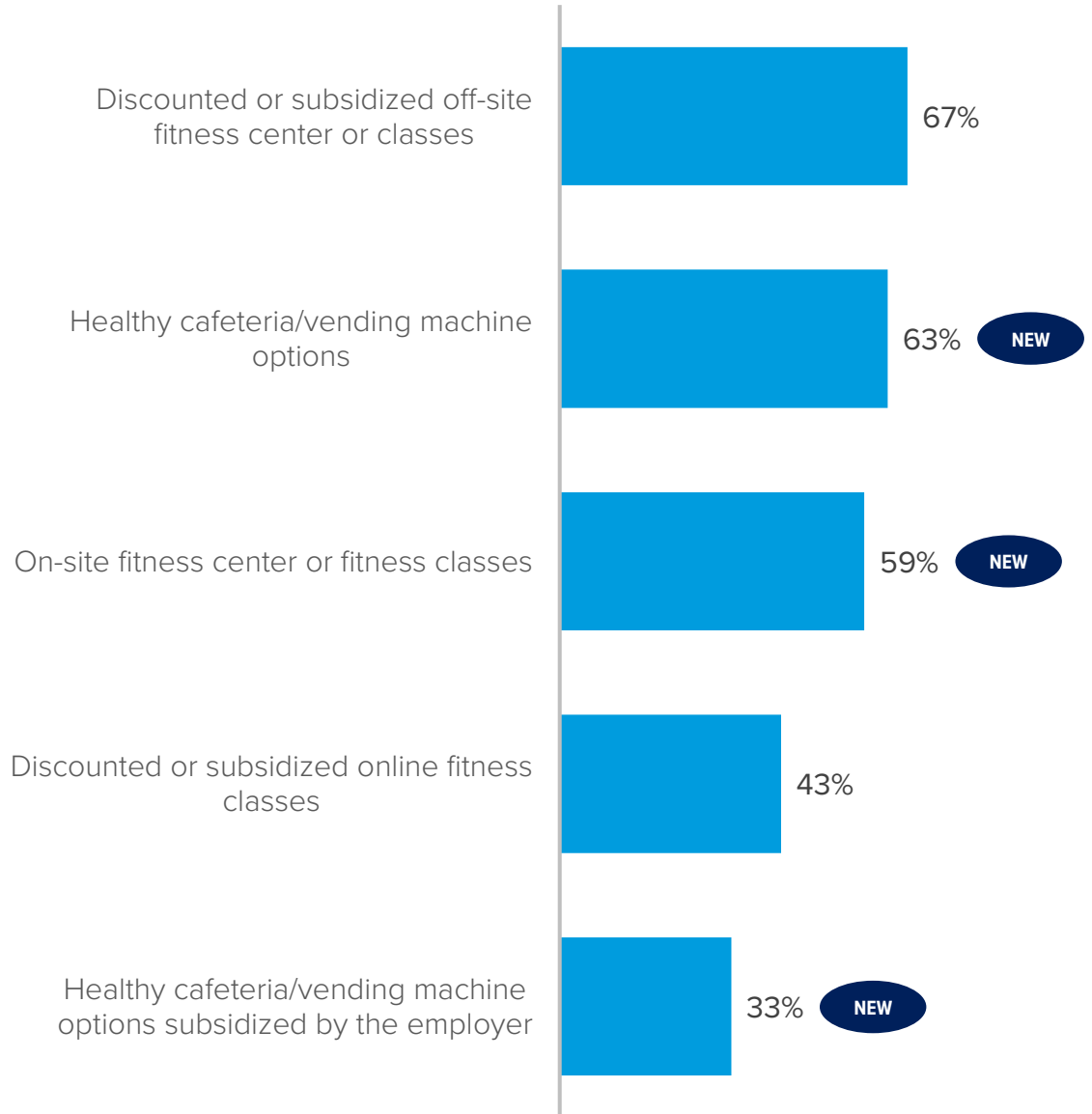
HEALTH AND WELFARE (CONT.)

How is the following program offered at your organization? (Select all that apply)



HEALTH & WELFARE (CONT.)

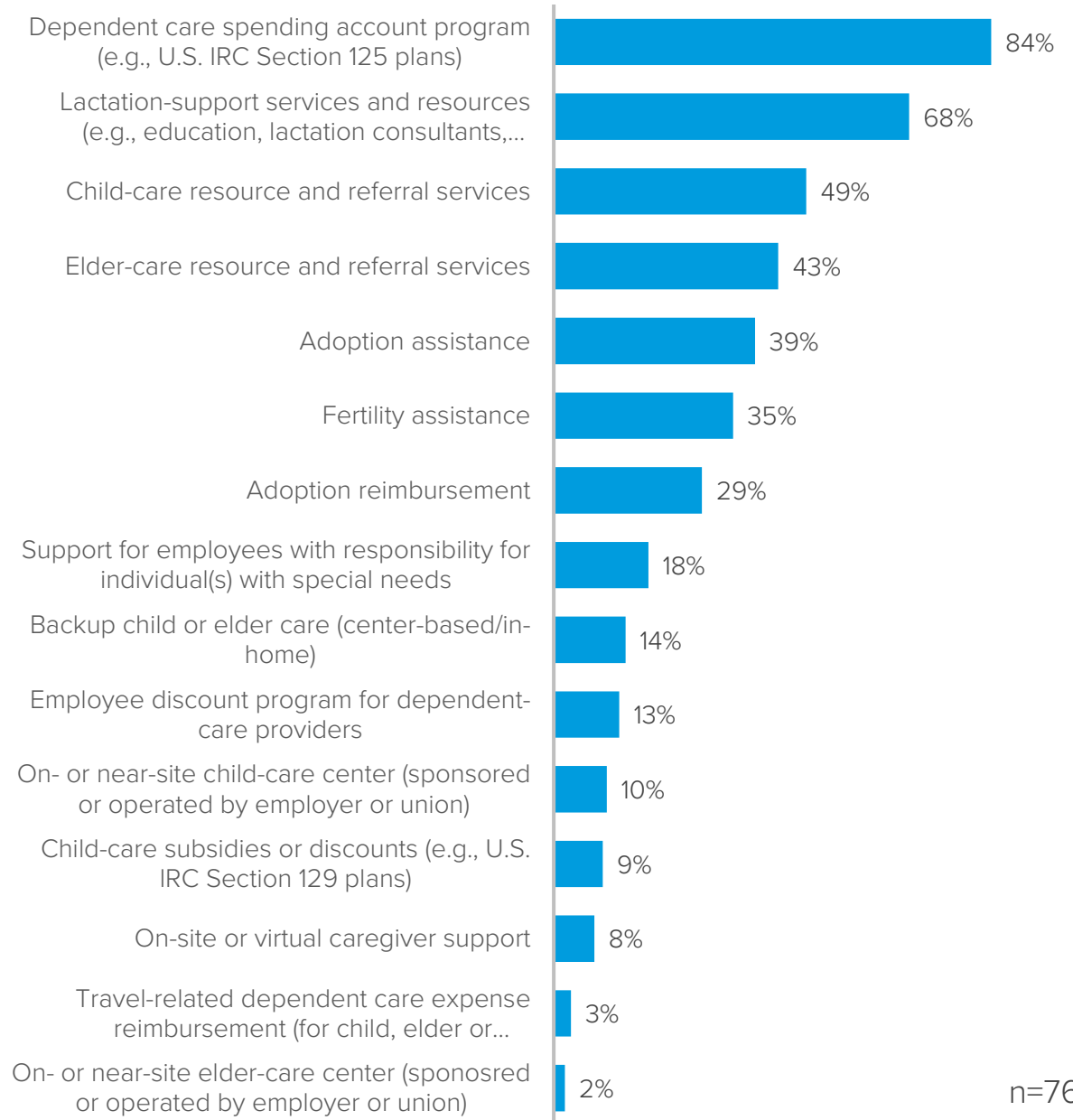
Is the following program offered at your organization to some or all employees?



n=734

CARING FOR DEPENDENTS

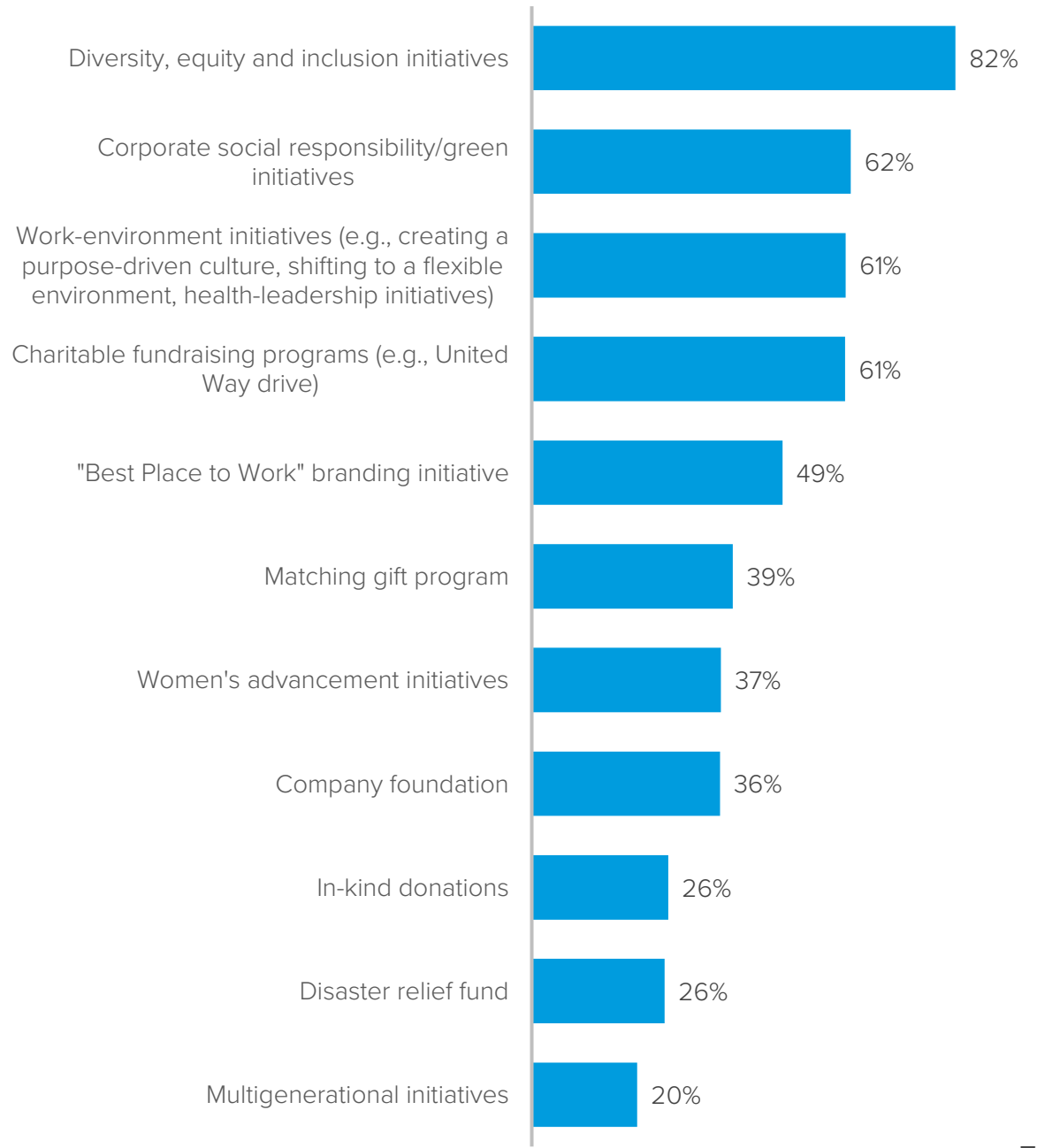
Is the following program offered at your organization to some or all employees?



n=768

CULTURE INITIATIVES & COMMUNITY INVOLVEMENT

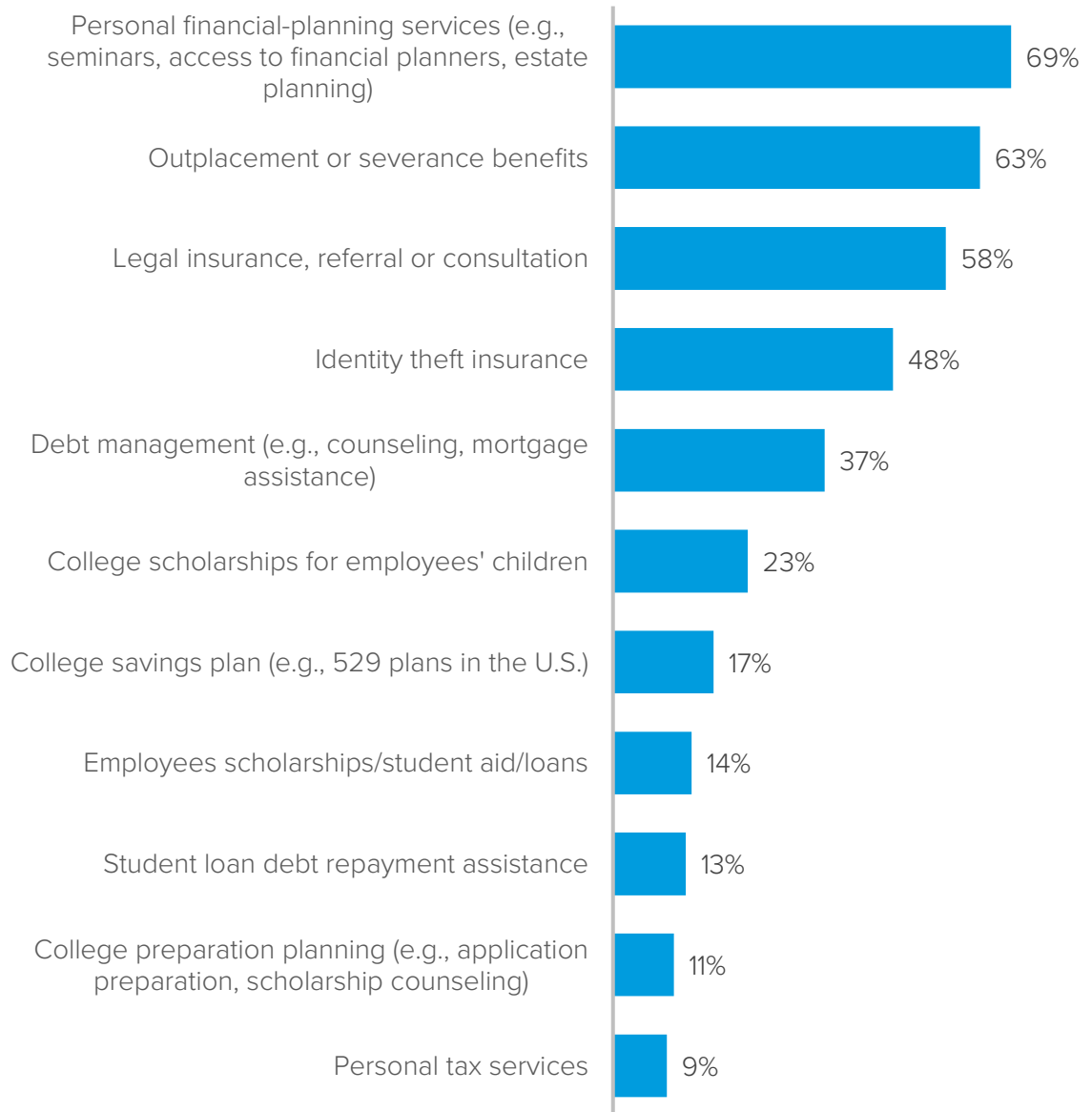
Is the following program offered at your organization to some or all employees?



n=781

FINANCIAL WELLNESS

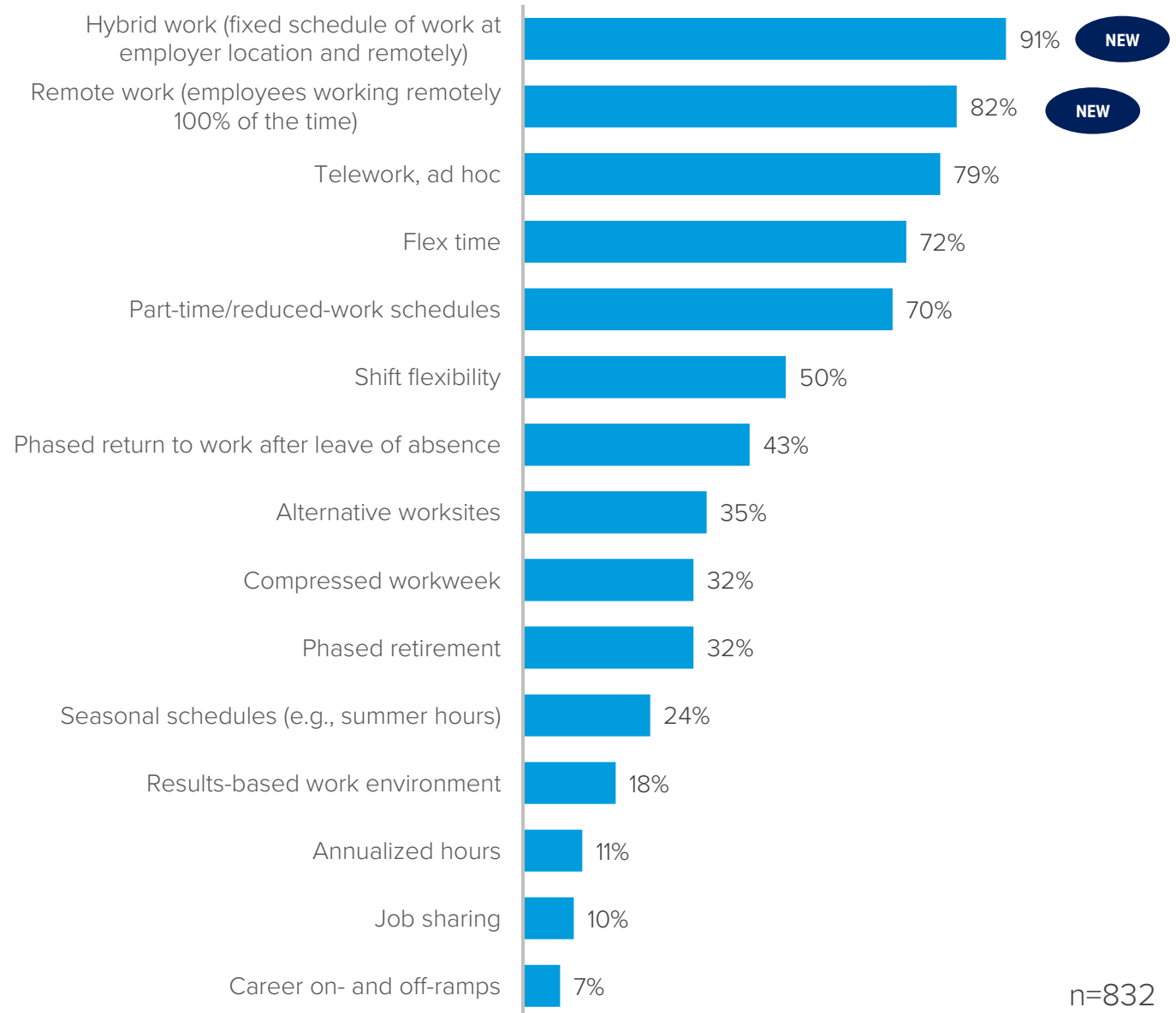
Is the following program offered at your organization to some or all employees?



n=708

WORKPLACE FLEXIBILITY

Is the following program offered at your organization to some or all employees?



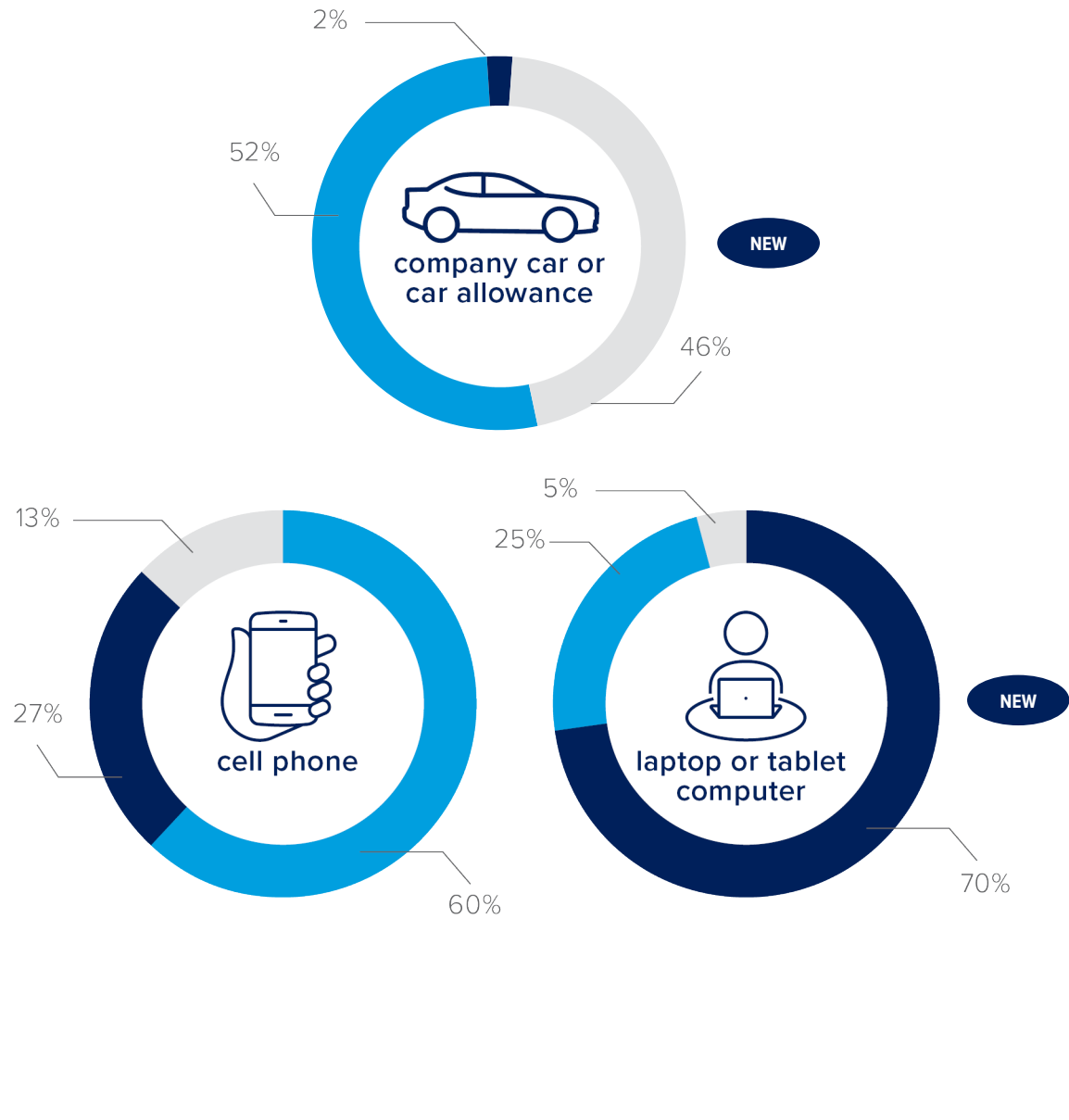
OTHER BENEFITS & PERQUISITES

Is the following program offered at your organization to some or all employees?



OTHER BENEFITS & PERQUISITES (CONT.)

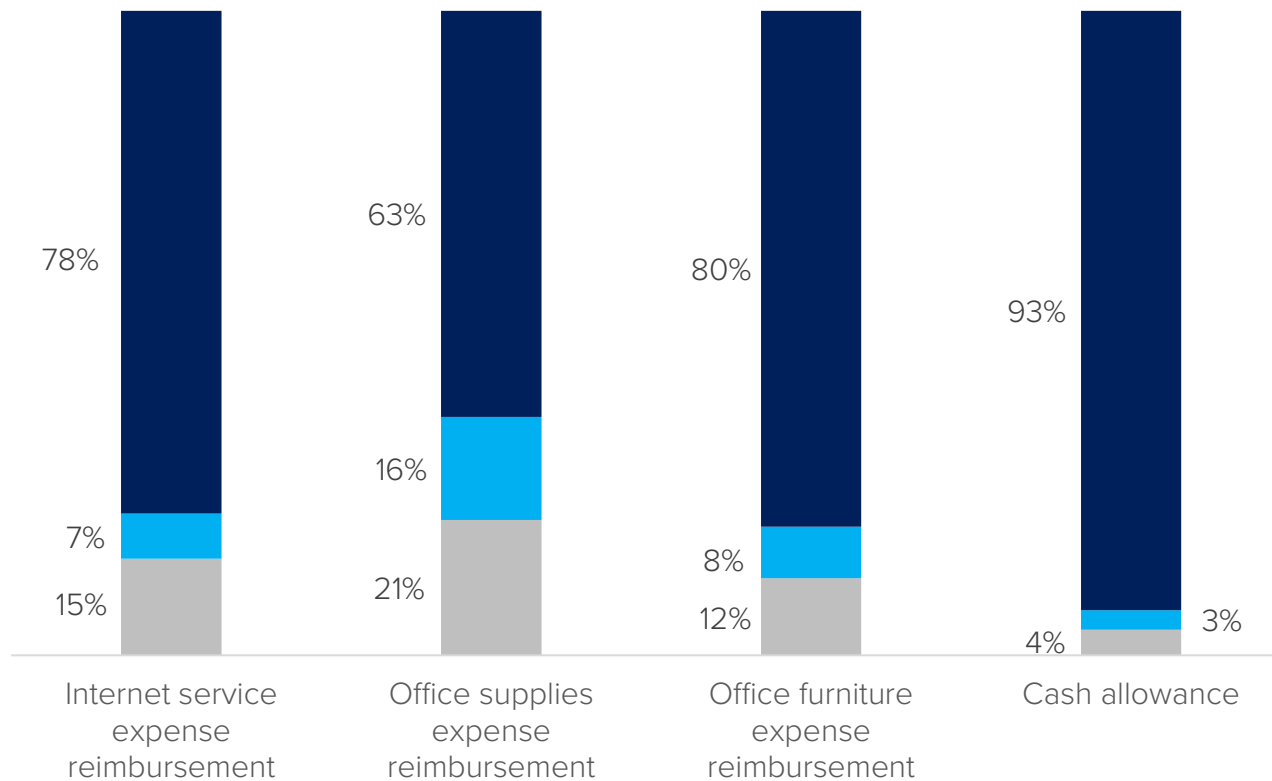
Is the following program offered at your organization to some or all employees?



n=857

OTHER BENEFITS & PERQUISITES (CONT.)

Which of the following benefits do you offer to your work-from-home employees?



- We do not offer this program
- We offer this program to hybrid employees
- We offer this program to employees who work remotely 100% of the time

n=860

TREND DATA

BASE PAY

BASE PAY

Is the following program offered at your organization to some or all employees?

	2015 (n=1,403)	2016 (n=689)	2017 (n=798)	2018 (n=1,011)	2019 (n=656)	2020 (n=470)	2021 (n=867)	2022 (n=871)
Performance-based pay increase (merit increase)	92%	95%	94%	92%	93%	88%	91%	91%
Pay equity adjustments						80%	86%	84%
Market-based adjustments (not COLA)					80%	69%	82%	82%
Pay for holidays worked (above standard)					70%	71%	65%	68%
Shift differential pay		65%	66%	68%	68%	63%	62%	61%
Accelerated adjustments for high potential/high performers					46%	46%	53%	49%
Geographic or locality differential				46%	49%	47%	50%	46%
On-call pay		57%	56%	56%	55%	52%	50%	48%
Weekend pay		71%	69%	73%	47%	46%	44%	44%
Call-in pay		39%	39%	43%	42%	41%	36%	32%
Geographic or locality pay adjustment	53%	45%	45%	30%	25%	31%	31%	29%
Across-the-board pay increase (not COLA)	29%	21%	22%	23%	17%	25%	25%	23%
Skill-based pay		20%	21%	22%	17%	22%	21%	21%
Cost-of-living adjustments (COLA)	15%	21%	16%	20%	16%	22%	20%	22%
Hazard pay		18%	16%	17%	15%	23%	19%	15%
Overtime pay for exempt employees	24%	17%	16%	16%	16%	18%	14%	13%
Bilingual pay		14%	15%	14%	16%	17%	14%	12%
Longevity pay increase	10%	8%	8%	9%	6%	9%	9%	9%

BONUSES & COMMISSIONS

BONUSES & COMMISSIONS

Is the following program offered at your organization to some or all employees?

	2015 (n=1,365)	2016 (n=682)	2017 (n=790)	2018 (n=1,000)	2019 (n=650)	2020 (n=476)	2021 (n=820)	2022 (n=832)
Sign-on bonus					80%	71%	84%	88%
Referral bonus		74%	76%	76%	78%	74%	85%	86%
Spot bonus		67%	67%	69%	71%	64%	73%	73%
Retention bonus	59%	59%	55%	59%	63%	55%	65%	67%
Commissions	52%	52%	56%	53%	52%	51%	55%	55%
Project completion bonus		40%	40%	43%	46%	35%	38%	40%
SPIFF					23%	22%	22%	23%

INCENTIVES

INCENTIVES

Is the following program offered at your organization to some or all employees?

Short-term

	2015 (n=1,342)	2016 (n=678)	2017 (n=791)	2018 (n=1,002)	2019 (n=649)	2020 (n=474)	2021 (n=665)	2022 (n=657)
Individual performance-based incentives (short-term)	65%	69%	67%	68%	63%	61%	76%*	79%
Performance sharing for organizational objectives (short-term)		32%	28%	31%	31%	30%	71%**	73%
Cash profit sharing	21%	22%	22%	20%	18%	16%	21%	20%

Long-term

	2015 (n=1,328)	2016 (n=670)	2017 (n=782)	2018 (n=981)	2019 (n=644)	2020 (n=472)	2021 (n=509)	2022 (n=543)
Performance sharing for organizational objectives (long-term)		46%	45%	45%	47%	44%	58%**	60%
Restricted stock/restricted stock units (RSUs)	41%	39%	36%	33%	36%	32%	56%	54%
Individual performance-based incentives (long-term)							42%	46%
Stock options/stock appreciation rights (SARs)		29%	23%	21%	20%	21%	31%	28%

* This item was edited to specify short-term starting in 2021.

** These items were edited to include organizational objectives starting in 2021.

PERFORMANCE MANAGEMENT

PERFORMANCE MANAGEMENT

Is the following program offered at your organization to some or all employees?

	2016 (n=694)	2017 (n=794)	2018 (n=1,006)	2019 (n=651)	2020 (n=478)	2021 (n=850)	2022 (n=852)
Formal annual performance appraisals/reviews	94%	91%	92%	89%	89%	90%	91%
Formal performance ratings	85%	80%	81%	77%	73%	77%	80%
Frequent performance check-ins (at least quarterly)	42%	50%	49%	53%	55%	59%	59%
Formal periodic (e.g., quarterly) performance appraisals/reviews				42%	48%	44%	47%
Guideline distribution (suggested performance rating distributions)				46%	47%	47%	46%
Crowd-sourced feedback	15%	16%	17%	18%	20%	18%	21%
Informal performance ratings (used for pay decisions but not shared with employee)	18%	16%	17%	17%	19%	19%	20%
Forced ranking (ranking each employee individually by performance)	11%	8%	9%	7%	13%	8%	10%
Forced distribution (mandated performance rating distributions)			6%	5%	8%	6%	7%

RECOGNITION

RECOGNITION

Is the following program offered at your organization to some or all employees?

	2016 (n=682)	2017 (n=789)	2018 (n=995)	2019 (n=644)	2020 (n=474)	2021 (n=821)	2022 (n=830)
Appreciation luncheons, outings, formal events	76%	77%	76%	81%	71%	79%	81%
Length-of-service awards	81%	80%	81%	83%	79%	81%	78%
Above-and-beyond performance awards	55%	58%	55%	55%	55%	59%	57%
Peer-to-peer awards/practices	40%	41%	38%	42%	45%	47%	48%
Retirement awards	44%	43%	44%	43%	45%	45%	44%
Suggestion/idea programs	39%	40%	38%	38%	36%	37%	38%
Major family event celebration (e.g., birth, wedding)	31%	30%	27%	38%	29%	27%	30%
Strategy/goal-specific awards, not recognized through separate incentive plan (quality, customer, cost savings, productivity, safety)	35%	35%	34%	27%	29%	31%	27%
Employee of the month/year awards	23%	24%	25%	23%	22%	26%	21%
Major career event (e.g., degree completion, certification, promotion)				19%	21%	20%	21%

DEVELOPMENT OPPORTUNITIES

DEVELOPMENT OPPORTUNITIES

Is the following program offered at your organization to some or all employees?

	2015 (n=1,403)	2016 (n=692)	2017 (n=793)	2018 (n=1,005)	2019 (n=649)	2020 (n=477)	2021 (n=863)	2022 (n=866)
Promotions	98%	98%	99%	99%	99%	98%	99%	99%
Internal job postings		96%	95%	96%	96%	95%	95%	96%
Outside seminars and conferences		96%	93%	93%	95%	94%	91%	92%
Classroom learning, virtual learning, podcasts, webinars		92%	92%	91%	93%	91%	90%	90%
Informal coaching/mentoring		84%	84%	85%	84%	88%	84%	84%
Leadership training	88%	84%	85%	84%	88%	84%	83%	84%
Self-development tools		81%	80%	80%	84%	84%	84%	83%
Internships		83%	85%	85%	84%	77%	76%	82%
Tuition reimbursement	89%	87%	85%	86%	86%	85%	81%	80%
Succession planning		74%	73%	75%	78%	74%	73%	77%
Special project opportunities				79%	79%	77%	73%	72%
Career ladders or pathways		69%	71%	70%	72%	66%	70%	71%
Formal coaching/mentoring		50%	52%	51%	49%	48%	53%	55%
Job rotations	33%	37%	30%	30%	32%	33%	30%	30%
Apprenticeships		24%	22%	25%	22%	24%	24%	24%
Tuition discounts		20%	19%	20%	20%	26%	23%	24%
Externships					7%	9%	7%	8%

DEVELOPMENT OPPORTUNITIES (CONT.)

Is the following program offered at your organization to some or all employees?

	2019 (n=637)	2020 (n=463)	2021 (n=843)	2022 (n=852)
Access to job-related conferences and seminars	93%	92%	90%	91%
Self-paced online training	81%	81%	83%	82%
Leadership training - general	79%	78%	73%	75%
Onsite training courses to enhance job-related skills	78%	76%	73%	71%
Online educational resources with self-directed learning	62%	63%	67%	69%
Learning specifically aimed toward diversity, equity and inclusion topics			63%	67%
Internal networking and affiliation groups	64%	65%	64%	66%
Learning specifically aimed toward well-being topics: work life balance, financial well-being, physical health and mental health	59%	60%	61%	66%
Leadership training - performance feedback	57%	61%	57%	58%
Emerging leadership programs	55%	59%	52%	55%
New hire training program beyond standard HR orientation	47%	50%	49%	50%
Access to personal-interest conferences and seminars	42%	49%	45%	45%
Leadership training - pay for performance strategies	33%	35%	33%	36%
Career pathing/resource centers	28%	32%	29%	34%
Professional and/or life coaching	30%	29%	28%	32%
Cohort experience-based learning designed to solve business problems	21%	20%	19%	21%
Corporate university	19%	18%	21%	19%
Training for technical enablement and STEM preparedness	14%	21%	17%	19%

PAID TIME OFF

PAID TIME OFF

Is the following program offered at your organization to some or all employees?

	2015 (n=1,377)	2016 (n=693)	2017 (n=801)	2018 (n=1,014)	2019 (n=664)	2020 (n=496)	2021 (n=886)	2022 (n=896)
Bereavement leave	96%	96%	97%	97%	97%	96%	97%	97%
Holiday pay	95%	97%	98%	98%	98%	94%	97%	96%
Paid time off for civic duty (e.g., voting, jury duty; beyond any legal requirements)							74%	72%
Paid parental leave (e.g., nonmedical maternity, paternity, adoption)		46%	47%	52%	57%	61%	66%	70%
Floating holidays		60%	60%	54%	58%	55%	60%	62%
Sick leave (separate from PTO bank)	62%	60%	58%	59%	56%	57%	56%	55%
PTO bank (e.g., combined vacation, sick and other approved personal leave)	47%	51%	50%	47%	50%	51%	51%	54%
Vacation (separate from PTO bank)	61%	59%	55%	59%	55%	54%	53%	52%
Paid time off to volunteer as part of a company effort					53%	50%	51%	52%
Personal leave (separate from PTO bank)		73%	66%	70%	43%	44%	47%	47%
Paid medical or caregiver leave		21%	20%	20%	20%	27%	42%	44%
Paid time off to volunteer for an individual effort					35%	35%	37%	42%
Shared/donation of leave program		24%	26%	24%	22%	26%	22%	21%
Unlimited paid time off		8%	8%	9%	11%	12%	17%	20%
Paid time off to participate in school activities					17%	21%	19%	19%
Paid sabbaticals		8%	8%	8%	7%	11%	10%	9%
Redirect PTO to personal 401(k), HSA, cash, or college savings					4%	5%	4%	7%

UNPAID TIME OFF

UNPAID TIME OFF

Is the following program offered at your organization to some or all employees?

	2016 (n=654)	2017 (n=796)	2018 (n=949)	2019 (n=623)	2020 (n=465)	2021 (n=580)	2022 (n=585)
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)	43%	45%	47%	47%	56%	75%	78%
Unpaid medical or caregiver leave (beyond any legal requirements)			44%	39%	53%	69%	67%
Unpaid civic duty leave (e.g., voting, jury duty)						47%	48%
Unpaid sabbaticals	18%	14%	18%	16%	26%	29%	28%

RETIREMENT

RETIREMENT

Is the following program offered at your organization to some or all employees?

	2015 (n=1,340)	2016 (n=688)	2017 (n=797)	2018 (n=1,012)	2019 (n=657)	2020 (n=490)	2021 (n=867)	2022 (n=877)
Defined contribution plan with pre-tax deferrals (e.g., 401[k], 403[b], 457 plans)	90%	98%	99%	99%	98%	95%	97%	97%
Defined contribution plan with post-tax deferrals (e.g., ROTH 401[k] plan)							81%	84%
HSA for use in retirement					45%	44%	45%	46%
Nonqualified deferred compensation plan		44%	47%	50%	46%	43%	36%	40%
Defined benefit plan offered to most/all employees					29%	36%	36%	36%
Retiree health-care benefits		33%	31%	32%	32%	30%	26%	26%
Defined benefit plan offered to only certain groups of employees							21%	18%
Other type of retirement plan (e.g., SIMPLE IRA plan)							4%	6%
Defined benefit plan that is grandfathered in for some long-tenured employees but is not offered to new hires					32%	28%		

HEALTH AND WELFARE

HEALTH AND WELFARE

Is the following program offered at your organization to some or all employees?

	2015 (n=1,401)	2016 (n=725)	2017 (n=862)	2018 (n=1,063)	2019 (n=700)	2020 (n=567)	2021 (n=1,003)	2022 (n=990)
Dental plan	98%	99%	99%	99%	99%	96%	99%	99%
Employee life insurance/AD&D	98%	99%	99%	99%	99%	98%	99%	99%
Long-term disability (LTD) insurance		98%	98%	98%	99%	95%	97%	97%
Short-term disability (STD) insurance		94%	95%	94%	95%	93%	94%	94%
Spouse/dependent life insurance		94%	94%	94%	94%	90%	91%	91%
Flexible spending accounts (FSAs)	93%	93%	94%	95%	95%	88%	91%	91%
PPO medical plan	81%	88%	89%	87%	88%	84%	87%	88%
High-deductible health plan	70%	75%	79%	80%	82%	77%	81%	80%
Health savings accounts (HSAs)	69%	71%	75%	77%	80%	76%	81%	78%
HMO medical plan	46%	38%	39%	38%	39%	41%	35%	37%
Health reimbursement accounts (HRAs)	42%	30%	32%	31%	27%	30%	26%	28%
Traditional indemnity (e.g., 80/20 or 70/30) plan without a network								14%*

* New item for 2022

HEALTH AND WELFARE (CONT.)

Is the following program offered at your organization to some or all employees?

	2016 (n=713)	2017 (n=860)	2018 (n=1,059)	2019 (n=688)	2020 (n=579)	2021 (n=1,007)	2022 (n=988)
Vision plan	98%	98%	98%	98%	95%	98%	98%
Prescription drug plan	99%	99%	99%	99%	96%	98%	98%
Behavioral/mental health plan	78%	91%	90%	91%	93%	95%	95%
Telemedicine services	49%	73%	81%	88%	94%	97%	93%

HEALTH AND WELFARE (CONT.)

Is the following program offered at your organization to some or all employees?

	2016 (n=582)	2017 (n=790)	2018 (n=981)	2019 (n=654)	2020 (n=501)	2021 (n=923)	2022 (n=919)
Employee assistance program (EAP)	80%	96%	97%	97%	97%	97%	94%
Immunization clinics or promotions	70%	77%	79%	84%	84%	82%	75%
24-hour nurse line	69%	79%	80%	82%	77%	79%	70%
Participatory wellness program	65%	75%	75%	76%	73%	77%	69%
Health coaching	63%	72%	73%	74%	72%	74%	69%
Biometric/wellness screening (on-site or through a doctor visit)	69%	77%	77%	76%	67%	69%	68%
Health advocacy program	48%	60%	61%	61%	59%	67%	58%
Health-risk assessment (HRA)	64%	71%	70%	71%	63%	66%	58%
Outcomes-based wellness program	32%	43%	44%	41%	51%	54%	43%
Health fairs (on-site or virtual)	55%	64%	61%	61%	58%	54%	46%
Use of wearable technology for encouraging wellness results	27%	28%	30%	29%	30%	34%	32%
On-site medical clinic or nurse	20%	22%	24%	23%	25%	26%	22%

HEALTH AND WELFARE (CONT.)

Is the following program offered at your organization to some or all employees?

	2016 (n=558)	2017 (n=790)	2018 (n=990)	2019 (n=650)	2020 (n=491)	2021 (n=896)	2022 (n=847)
Seminars, webinars or literature to promote wellness and well-being	76%	87%	86%	83%	85%	87%	90%
Tobacco-/smoking-cessation support	73%	84%	83%	79%	82%	82%	85%
Weight-management programs	58%	70%	70%	69%	70%	70%	71%
Stress-reduction programs/offerings (e.g., yoga, massage, meditation, mindfulness)	50%	65%	61%	61%	70%	69%	72%
Nutritional counseling (on-site or covered by medical plan)	57%	66%	68%	68%	67%	69%	72%
Wellness incentives (e.g., cash and noncash prizes, acknowledgement, rewards)	56%	66%	62%	63%	59%	62%	63%
Wellness gamification (e.g., contests, lotteries, points, quizzes, leaderboards, avatars)	37%	45%	42%	43%	40%	44%	42%
Subsidized weight-loss programs	26%	33%	31%	31%	28%	34%	29%
Workplace sleep program				8%	11%	11%	12%

HEALTH AND WELFARE (CONT.)

Is the following program offered at your organization to some or all employees?

	2016 (n=694)	2017 (n=803)	2018 (n=1,015)	2019 (n=665)	2020 (n=502)	2021 (n=793)	2022 (n=734)
Healthy cafeteria/vending machine options				69%	59%	61%	63%
Healthy cafeteria/vending machine options subsidized by the employer				33%	31%	28%	33%
On-site fitness center	53%	57%	52%	58%	51%	58%	
On-site fitness classes	45%	42%	42%	45%	39%	32%	
On-site fitness center or fitness classes							59%*
Discounted fitness-club membership				60%	54%	54%	
Fitness-related subsidies/reimbursement				31%	36%	39%	
Discounted or subsidized off-site fitness center or classes							67%*
Online fitness classes					32%	34%	
Discounted or subsidized online fitness classes							43%*

**Fitness items were redesigned for 2022 to reflect market trends*

CARING FOR DEPENDENTS

CARING FOR DEPENDENTS

Is the following program offered at your organization to some or all employees?

	2016 (n=675)	2017 (n=781)	2018 (n=978)	2019 (n=634)	2020 (n=451)	2021 (n=758)	2022 (n=768)
Dependent care spending account program (e.g., U.S. IRC Section 125 plans)	71%	74%	73%	75%	65%	78%	84%
Lactation-support services and resources (e.g., education, lactation consultants, mother's room)	65%	71%	71%	75%	64%	71%	68%
Child-care resource and referral services				41%	48%	48%	49%
Elder-care resource and referral services				38%	41%	44%	43%
Adoption assistance	28%	28%	30%	34%	32%	35%	39%
Fertility assistance			18%	22%	21%	27%	35%
Adoption reimbursement	18%	20%	20%	26%	23%	26%	29%
Support for employees with responsibility for individual(s) with special needs	9%	11%	10%	13%	17%	15%	18%
Backup child or elder care (center-based/in-home)	8%	9%	9%	9%	12%	12%	14%
Employee discount program for dependent-care providers	7%	7%		8%	9%	10%	13%
On- or near-site child-care center (sponsored or operated by employer or union)	7%	7%	8%	9%	12%	12%	10%
Child-care subsidies or discounts (e.g., U.S. IRC Section 129 plans)	9%	9%	10%	10%	10%	9%	9%
On-site or virtual caregiver support	2%	4%	3%	4%	6%	6%	8%
Travel-related dependent care expense reimbursement (for child, elder or specialneeds)	2%	1%	2%	2%	5%	2%	3%
On- or near-site elder-care center (sponsored or operated by employer or union)	1%	1%	1%	2%	2%	2%	2%

CULTURE INITIATIVES AND COMMUNITY

CULTURE INITIATIVES & COMMUNITY

Is the following program offered at your organization to some or all employees?

	2016 (n=663)	2017 (n=771)	2018 (n=973)	2019 (n=622)	2020 (n=457)	2021 (n=792)	2022 (n=781)
Diversity, equity and inclusion initiatives	53%	55%	58%	65%	76%	80%	82%
Corporate social responsibility/green initiatives	63%	64%	63%	61%	59%	62%	62%
Work-environment initiatives (e.g., creating a purpose-driven culture, shifting to a flexible environment, health-leadership initiatives)	59%	59%	61%	55%	58%	61%	61%
Charitable fundraising programs (e.g., United Way drive)	71%	74%	69%	68%	66%	67%	61%
"Best Place to Work" branding initiative				46%	43%	50%	49%
Matching gift program	38%	36%	34%	35%	36%	40%	39%
Women's advancement initiatives	34%	29%	36%	38%	40%	40%	37%
Company foundation				36%	39%	36%	36%
In-kind donations	29%	27%	25%	27%	27%	26%	26%
Disaster relief fund	24%	26%	31%	28%	30%	28%	26%
Multigenerational initiatives	22%	19%	19%	24%	20%	20%	20%

FINANCIAL WELLNESS

FINANCIAL WELLNESS

Is the following program offered at your organization to some or all employees?

	2016 (n=668)	2017 (n=765)	2018 (n=969)	2019 (n=623)	2020 (n=448)	2021 (n=703)	2022 (n=708)
Personal financial-planning services (e.g., seminars, access to financial planners, estate planning)	53%	55%	54%	56%	57%	67%	69%
Outplacement or severance benefits				64%	62%	64%	63%
Legal insurance, referral or consultation	45%	47%	48%	45%	45%	54%	58%
Identity theft insurance	24%	28%	34%	34%	34%	46%	48%
Debt management (e.g., counseling, mortgage assistance)	22%	25%	27%	26%	27%	31%	37%
College scholarships for employees' children	23%	24%	20%	26%	19%	23%	23%
College savings plan (e.g., 529 plans in the U.S.)	14%	17%	16%	18%	13%	16%	17%
Employees scholarships/student aid/loans	11%	11%	10%	26%	11%	11%	14%
Student loan debt repayment assistance	4%	4%	6%	9%	10%	11%	13%
College preparation planning (e.g., application preparation, scholarship counseling)	8%	8%	8%	8%	12%	12%	11%
Personal tax services	7%	6%	5%	7%	9%	8%	9%

WORKPLACE FLEXIBILITY

WORKPLACE FLEXIBILITY

Is the following program offered at your organization to some or all employees?

	2015 (n=1,331)	2016 (n=678)	2017 (n=779)	2018 (n=985)	2019 (n=634)	2020 (n=454)	2021 (n=831)	2022 (n=832)
Hybrid work (fixed schedule of work at employer location and remotely)								91%*
Remote work (employees working remotely 100% of the time)								82%*
Telework, ad hoc		78%	78%	78%	73%	80%	84%	79%
Flex time	69%	75%	73%	72%	73%	73%	74%	72%
Part-time/reduced-work schedules		74%	75%	72%	76%	73%	69%	70%
Shift flexibility		48%	50%	49%	52%	55%	48%	50%
Phased return to work after leave of absence		51%	48%	49%	47%	52%	41%	43%
Alternative worksites		33%	32%	36%	32%	34%	34%	35%
Compressed workweek	44%	41%	40%	40%	40%	41%	32%	32%
Phased retirement	17%	29%	28%	31%	31%	34%	31%	32%
Seasonal schedules (e.g., summer hours)		29%	28%	29%	31%	29%	25%	24%
Results-based work environment		17%	17%	17%	18%	17%	16%	18%
Annualized hours		7%	7%	8%	15%	13%	11%	11%
Job sharing		13%	11%	13%	10%	14%	9%	10%
Career on- and off-ramps		4%	7%	6%	6%	7%	6%	7%

* New items for 2022

OTHER BENEFITS & PERQUISITES

OTHER BENEFITS & PERQUISITES

Is the following program offered at your organization to some or all employees?

	2015 (n=1,336)	2016 (n=688)	2017 (n=792)	2018 (n=1,004)	2019 (n=658)	2020 (n=484)	2021 (n=861)	2022 (n=869)
Employee discount program		73%	69%	75%	73%	66%	70%	72%
Free parking		74%	72%	73%	77%	74%	73%	
Parking subsidy					16%	17%	14%	
Free parking or parking subsidy								63%*
Lump-sum payment for relocation expenses								61%*
Relocation package offering listed benefits (e.g., packing/moving belongings, temporary lodging)								51%*
Pet insurance		23%	26%	29%	33%	29%	39%	42%
Tax advantaged option for commuter benefits					40%	33%	36%	37%
Long-term care insurance		34%	30%	33%	32%	28%	30%	29%
Auto/home insurance		27%	27%	25%	27%	22%	24%	23%
Employee stock purchase plan (ESPP)		24%	18%	18%	20%	19%	17%	19%
Concierge services		15%	14%	13%	14%	14%	13%	18%
Company-funded commuter benefit program					17%	17%	15%	14%
Employee stock ownership plan (ESOP)	21%	16%	13%	13%	9%	10%	7%	8%

**new items for 2022*

OTHER BENEFITS & PERQUISITES (CONT.)

Is the following program offered at your organization to some or all employees?

	2015 (n=1,343)	2016 (n=687)	2017 (n=794)	2018 (n=1,006)	2019 (n=660)	2020 (n=487)	2021 (n=871)	2022 (n=857)
Company car	37%	42%	39%	42%	38%	39%	36%	
Car allowance	42%	51%	51%	52%	52%	51%	50%	
Company car or car allowance								55%*
Cell phone (employer-issued, monthly allowance or reimbursement)		94%	90%	91%	93%	90%	87%	88%
Laptop computer		97%	96%	96%	96%	97%	96%	
Tablet computer							59%	
Laptop or tablet computer								97%*

**new items for 2022*

OTHER BENEFITS & PERQUISITES (CONT.)

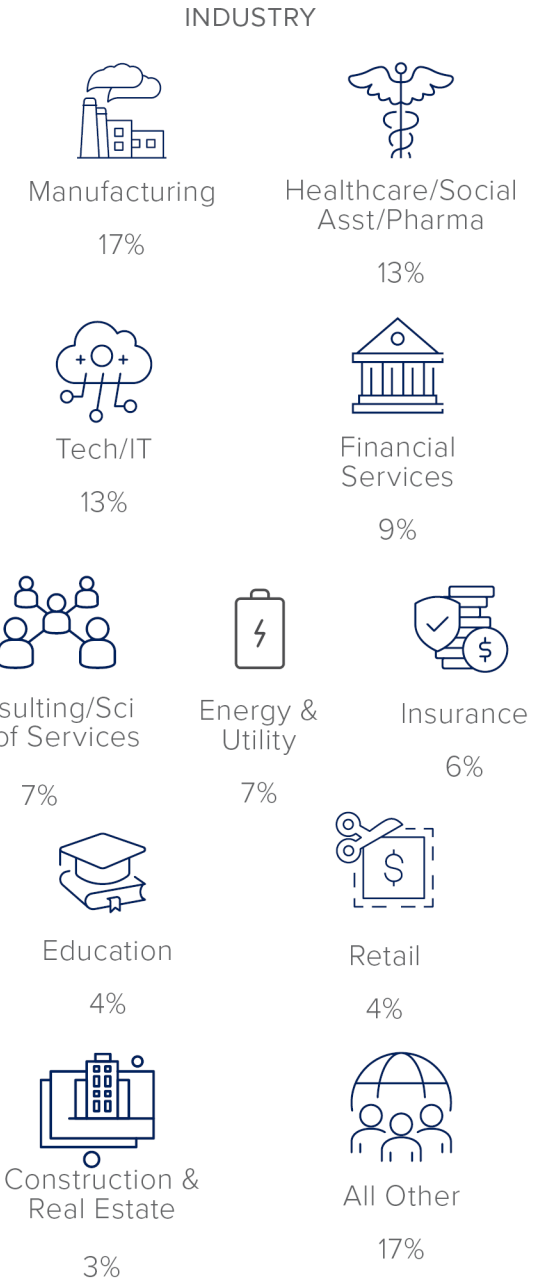
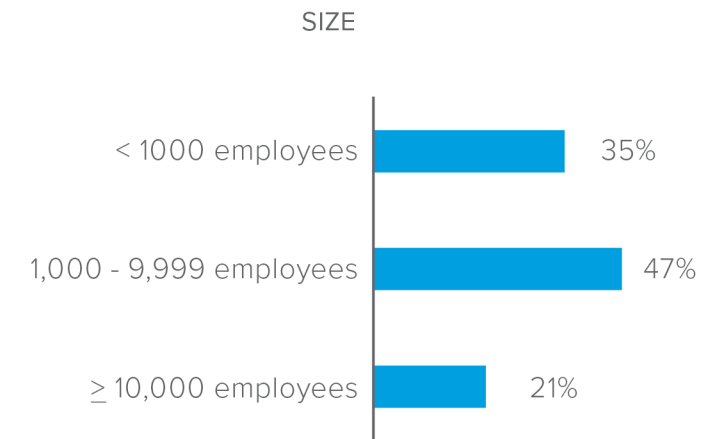
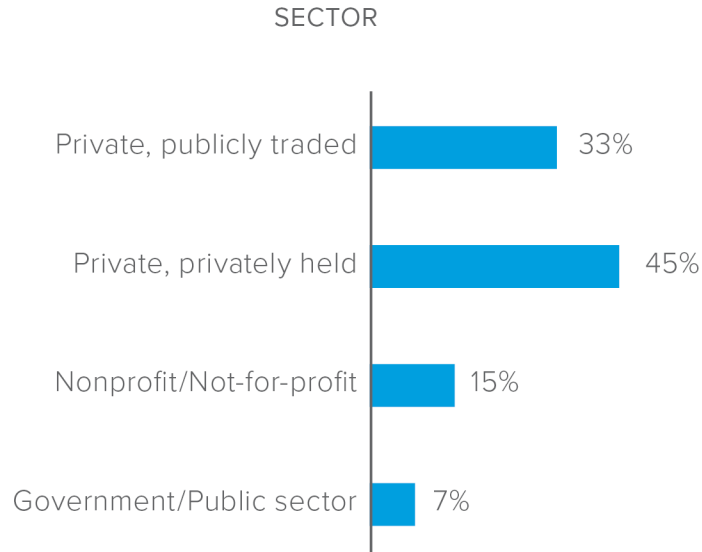
Which of the following benefits do you offer to your work-from-home employees?

	2020 (n=477)	2021 (n=860)	2022 (n=860)
Internet service expense reimbursement	26%	25%*	22%
Office supplies expense reimbursement	48%	42%*	37%
Office furniture expense reimbursement	23%	22%*	20%
Cash allowance		9%	7%

**These items were edited to include expense reimbursement starting in 2021.*

PARTICIPANT PROFILE

ORGANIZATION PROFILE



n=990

RESULTS BY GROUP

- ▶ INDUSTRY
- ▶ ORGANIZATION SIZE
- ▶ SECTOR

BASE PAY

Is the following program offered at your organization to some or all employees?

	ALL	INDUSTRY			ORGANIZATION SIZE			SECTOR			
		Health Care/ Social Asst. & Pharma	Technology (including IT)	Manufacturing	< 1,000 employees	1,000-9,999 employees	>10,000 employees	Private sector, publicly traded	Private sector, privately held	Nonprofit/Not- for-profit	Government/ public sector (local, state, federal government)
n=	871	112	108	145	294	368	170	277	377	123	55
Shift differential pay	61%	74%	38%	91%	36%	72%	81%	69%	52%	63%	75%
Weekend pay	44%	66%	27%	60%	24%	52%	61%	54%	34%	51%	51%
Pay for holidays worked (above standard)	68%	81%	50%	86%	55%	72%	82%	73%	62%	72%	76%
On-call pay	48%	70%	37%	57%	35%	55%	56%	50%	40%	61%	67%
Call-in pay	32%	50%	19%	47%	21%	36%	47%	35%	24%	47%	49%
Hazard pay	15%	16%	6%	23%	7%	15%	29%	20%	10%	15%	31%
Bilingual pay	12%	18%	10%	4%	5%	13%	19%	13%	8%	11%	24%
Skill-based pay	21%	16%	13%	36%	18%	22%	27%	21%	22%	17%	26%
Cost-of-living adjustments (COLA)	22%	15%	18%	21%	26%	17%	25%	20%	20%	25%	36%
Across-the-board pay increase (not COLA)	23%	21%	15%	32%	22%	23%	25%	21%	18%	35%	40%
Performance-based pay increase (merit increases)	91%	84%	94%	95%	89%	93%	92%	93%	94%	83%	82%
Market-based adjustments (not COLA)	82%	86%	76%	90%	81%	83%	85%	86%	80%	85%	76%
Pay equity adjustments	84%	87%	82%	87%	82%	83%	89%	89%	79%	89%	82%
Accelerated adjustments for high potential/high performers	49%	32%	56%	60%	46%	51%	51%	59%	51%	33%	22%
Longevity pay increase	9%	9%	5%	9%	6%	8%	13%	4%	7%	11%	27%
Geographic or locality differential	46%	35%	52%	50%	35%	49%	64%	61%	47%	27%	20%
Geographic or locality pay adjustment	29%	26%	24%	29%	20%	29%	42%	35%	29%	18%	16%
Overtime pay for exempt employees	13%	14%	5%	19%	9%	12%	22%	14%	9%	14%	33%

BONUSES & COMMISSIONS

Is the following program offered at your organization to some or all employees?

	ALL	INDUSTRY			ORGANIZATION SIZE			SECTOR			
		Health Care/ Social Asst. & Pharma	Technology (including IT)	Manufacturing	< 1,000 employees	1,000-9,999 employees	>10,000 employees	Private sector, publicly traded	Private sector, privately held	Nonprofit/Not- for-profit	Government/ public sector (local, state, federal government)
n=	832	109	108	145	267	359	168	278	364	114	38
Referral bonus	86%	92%	94%	90%	80%	91%	89%	91%	87%	86%	63%
Sign-on bonus	88%	87%	91%	88%	79%	93%	92%	93%	87%	80%	87%
Retention bonus	67%	73%	69%	69%	49%	75%	80%	76%	63%	59%	71%
Spot bonus	73%	66%	80%	75%	67%	78%	77%	79%	728%	67%	74%
Project completion bonus	40%	41%	33%	43%	27%	47%	49%	49%	37%	29%	47%
Commissions	55%	45%	79%	57%	49%	57%	58%	61%	65%	18%	16%
SPIFF	23%	20%	50%	22%	17%	25%	26%	28%	26%	4%	3%

INCENTIVES

Is the following program offered at your organization to some or all employees?

	ALL	INDUSTRY			ORGANIZATION SIZE			SECTOR			
		Health Care/ Social Asst. & Pharma	Technology (including IT)	Manufacturing	< 1,000 employees	1,000-9,999 employees	>10,000 employees	Private sector, publicly traded	Private sector, privately held	Nonprofit/Not- for-profit	Government/ public sector (local, state, federal government)
SHORT TERM											
	n= 657	82	90	124	195	294	142	246	303	64	18
Cash profit sharing	20%	12%	9%	29%	20%	18%	23%	17%	25%	8%	22%
Individual performance-based incentives (short-term)	79%	67%	88%	73%	79%	76%	82%	80%	79%	67%	89%
Performance sharing for organizational objectives (short-term)	73%	81%	74%	77%	68%	78%	70%	76%	72%	70%	50%
LONG TERM											
	n= 543	66	89	109	144	244	136	259	221	35	9
Stock options/stock appreciation rights (SARs)	28%	36%	34%	31%	29%	25%	33%	36%	23%	3%	33%
Restricted stock/restricted stock units (RSUs)	54%	50%	58%	59%	35%	56%	70%	87%	23%	0%	67%
Performance sharing for organizational objectives (long-term)	60%	61%	46%	62%	46%	60%	74%	60%	58%	71%	67%
Individual performance-based incentives (long-term)	46%	46%	36%	42%	49%	43%	47%	39%	49%	63%	78%

PERFORMANCE MANAGEMENT

Is the following program offered at your organization to some or all employees?

	ALL	INDUSTRY			ORGANIZATION SIZE			SECTOR			
		Health Care/ Social Asst. & Pharma	Technology (including IT)	Manufacturing	< 1,000 employees	1,000-9,999 employees	>10,000 employees	Private sector, publicly traded	Private sector, privately held	Nonprofit/Not- for-profit	Government/ public sector (local, state, federal government)
n=	852	109	108	143	283	367	167	274	368	122	53
Formal annual performance appraisals/reviews	91%	95%	86%	93%	90%	92%	93%	91%	91%	93%	94%
Formal periodic (e.g., quarterly) performance appraisals/reviews	47%	42%	54%	37%	47%	45%	51%	47%	49%	41%	43%
Formal performance ratings	80%	84%	78%	84%	77%	82%	85%	81%	80%	80%	83%
Informal performance ratings (used for pay decisions but not shared with employee)	20%	14%	22%	20%	22%	19%	20%	20%	24%	14%	13%
Forced ranking (ranking each employee individually by performance)	10%	8%	12%	7%	7%	11%	11%	16%	6%	7%	11%
Forced distribution (mandated performance rating distributions)	7%	6%	7%	8%	4%	7%	9%	10%	5%	6%	2%
Guideline distribution (suggested performance rating distributions)	46%	43%	59%	47%	34%	48%	58%	56%	45%	29%	34%
Frequent performance check-ins (at least quarterly)	59%	57%	74%	55%	63%	53%	66%	61%	61%	55%	43%
Crowd-sourced feedback	21%	30%	32%	18%	18%	19%	29%	27%	19%	18%	8%

RECOGNITION

Is the following program offered at your organization to some or all employees?

	ALL	INDUSTRY			ORGANIZATION SIZE			SECTOR			
		Health Care/ Social Asst. & Pharma	Technology (including IT)	Manufacturing	<1,000 employees	1,000-9,999 employees	>10,000 employees	Private sector, publicly traded	Private sector, privately held	Nonprofit/Not- for-profit	Government/ public sector (local, state, federal government)
n=	830	108	101	144	278	354	166	268	359	121	50
Length-of-service awards	78%	78%	65%	85%	73%	82%	81%	80%	74%	88%	78%
Retirement awards	44%	37%	18%	47%	44%	42%	48%	37%	41%	60%	58%
Peer-to-peer awards/practices	48%	58%	61%	44%	42%	49%	57%	53%	47%	48%	32%
Above-and-beyond performance awards	57%	62%	67%	60%	51%	60%	66%	61%	60%	57%	36%
Employee of the month/year awards	21%	30%	26%	21%	16%	23%	22%	18%	22%	21%	24%
Appreciation luncheons, outings, formal events	81%	77%	78%	81%	85%	80%	74%	77%	84%	79%	82%
Strategy/goal-specific awards, not recognized through separate incentive plan (quality, customer, cost savings, productivity, safety)	27%	17%	25%	37%	19%	30%	33%	29%	28%	19%	22%
Suggestion/idea programs	38%	41%	34%	49%	36%	37%	44%	40%	37%	41%	32%
Major family event celebration (e.g., birth, wedding)	30%	26%	40%	26%	41%	25%	23%	25%	37%	30%	12%
Major career event (e.g., degree completion, certification, promotion)	21%	21%	20%	13%	24%	19%	21%	19%	23%	23%	14%

Is the following program offered at your organization to some or all employees?

	ALL	INDUSTRY			ORGANIZATION SIZE			SECTOR			
		Health Care/ Social Asst. & Pharma	Technology (including IT)	Manufacturing	< 1,000 employees	1,000-9,999 employees	>10,000 employees	Private sector, publicly traded	Private sector, privately held	Nonprofit/Not- for-profit	Government/ public sector (local, state, federal government)
n=	863	112	108	145	293	369	170	279	375	123	55
Internal job postings	96%	96%	95%	97%	92%	98%	98%	96%	94%	98%	98%
Promotions	99%	100%	100%	99%	99%	99%	100%	100%	99%	99%	98%
Tuition reimbursement	80%	81%	65%	90%	71%	83%	88%	87%	72%	87%	80%
Tuition discounts	24%	38%	7%	18%	16%	24%	37%	21%	17%	44%	35%
Internships	82%	81%	83%	81%	73%	85%	92%	92%	77%	81%	75%
Externships	8%	24%	4%	9%	6%	8%	11%	8%	5%	19%	6%
Apprenticeships	24%	23%	15%	48%	16%	29%	29%	25%	22%	24%	42%
Career ladders or pathways	71%	76%	80%	74%	61%	72%	84%	75%	69%	68%	71%
Succession planning	77%	75%	70%	86%	67%	80%	91%	86%	75%	72%	66%
Job rotations	30%	25%	22%	39%	17%	29%	52%	38%	27%	19%	26%
Informal coaching/mentoring	84%	84%	88%	84%	80%	85%	91%	85%	84%	87%	78%
Formal coaching/mentoring	55%	61%	50%	59%	45%	56%	68%	60%	50%	59%	44%
Leadership training	84%	89%	82%	84%	75%	85%	96%	88%	77%	94%	82%
Outside seminars and conferences	92%	94%	90%	93%	92%	91%	95%	94%	89%	95%	91%
Classroom learning, virtual learning, podcasts, webinars	90%	90%	86%	96%	85%	91%	97%	91%	87%	94%	96%
Self-development tools	83%	82%	82%	87%	71%	87%	95%	87%	78%	87%	87%
Special project opportunities	72%	70%	73%	78%	63%	75%	83%	75%	73%	71%	60%

DEVELOPMENT (CONT.)

Is the following program offered at your organization to some or all employees?

	ALL	INDUSTRY			ORGANIZATION SIZE			SECTOR			
		Health Care/ Social Asst. & Pharma	Technology (including IT)	Manufacturing	< 1,000 employees	1,000-9,999 employees	>10,000 employees	Private sector, publicly traded	Private sector, privately held	Nonprofit/Not- for-profit	Government/ public sector (local, state, federal government)
n=	852	112	110	144	293	367	168	275	375	123	55
Self-paced online training	82%	75%	84%	85%	74%	83%	92%	85%	78%	86%	80%
Onsite training courses to enhance job-related skills	71%	65%	61%	78%	63%	74%	83%	75%	67%	75%	78%
Access to job-related conferences and seminars	91%	89%	89%	92%	93%	89%	94%	91%	90%	94%	95%
Access to personal-interest conferences and seminars	45%	45%	51%	39%	41%	46%	48%	46%	41%	49%	53%
Internal networking and affiliation groups	66%	60%	72%	63%	51%	70%	85%	76%	58%	70%	64%
Emerging leadership programs	55%	62%	49%	56%	37%	59%	77%	64%	44%	63%	58%
Career pathing/resource centers	34%	42%	38%	29%	24%	36%	50%	39%	32%	36%	27%
Training for technical enablement and STEM preparedness	19%	10%	24%	28%	10%	19%	33%	24%	18%	11%	15%
Leadership training - general	75%	77%	73%	79%	64%	77%	89%	79%	71%	80%	67%
Leadership training - performance feedback	58%	71%	59%	57%	47%	61%	71%	65%	54%	63%	40%
Leadership training - pay for performance strategies	36%	35%	43%	38%	26%	41%	46%	40%	35%	36%	33%
Corporate university	19%	22%	20%	17%	13%	20%	27%	23%	19%	14%	13%
Professional and/or life coaching	32%	30%	31%	33%	30%	28%	42%	33%	31%	37%	22%
New hire training program beyond standard HR orientation	50%	60%	51%	53%	50%	50%	52%	48%	52%	53%	44%
Cohort experience-based learning designed to solve business problems	21%	23%	19%	23%	16%	21%	30%	22%	20%	24%	24%
Online educational resources with self-directed learning	69%	66%	70%	69%	58%	72%	83%	78%	61%	77%	64%
Learning specifically aimed toward wellbeing topics: work life balance, financial wellbeing, physical health and mental health	66%	76%	66%	61%	53%	70%	79%	72%	60%	74%	62%
Learning specifically aimed toward diversity, equity and inclusion topics	67%	75%	64%	59%	52%	72%	86%	74%	59%	81%	64%

PAID TIME OFF

Is the following program offered at your organization to some or all employees?

	ALL	INDUSTRY			ORGANIZATION SIZE			SECTOR			
		Health Care/ Social Asst. & Pharma	Technology (including IT)	Manufacturing	< 1,000 employees	1,000-9,999 employees	>10,000 employees	Private sector, publicly traded	Private sector, privately held	Nonprofit/Not- for-profit	Government/ public sector (local, state, federal government)
n=	896	112	110	145	295	369	171	279	378	123	55
PTO bank (e.g., combined vacation, sick and other approved leave)	54%	71%	62%	49%	53%	54%	55%	51%	59%	58%	29%
Vacation (separate from PTO bank)	52%	34%	40%	68%	49%	55%	53%	55%	48%	46%	80%
Sick leave (separate from PTO bank)	55%	44%	48%	55%	51%	59%	53%	57%	49%	53%	87%
Personal leave (separate from PTO bank)	47%	39%	48%	50%	44%	48%	50%	50%	43%	47%	62%
Holiday pay	96%	91%	94%	97%	97%	97%	95%	98%	97%	92%	98%
Floating holidays	62%	53%	59%	68%	55%	65%	66%	70%	62%	47%	55%
Bereavement leave	97%	98%	97%	99%	96%	97%	99%	99%	96%	98%	93%
Paid sabbaticals	9%	6%	11%	4%	6%	9%	12%	9%	6%	10%	22%
Paid parental leave (e.g., non-medical maternity, paternity, adoption)	70%	63%	84%	68%	63%	73%	78%	77%	70%	65%	55%
Paid medical or caregiver leave	44%	46%	49%	30%	38%	44%	54%	50%	40%	45%	42%
Shared/donation of leave program	21%	36%	10%	13%	17%	20%	28%	14%	15%	36%	60%
Redirected PTO to 401(k), HSA, cash or college savings	7%	11%	4%	4%	6%	7%	10%	4%	5%	13%	22%
Unlimited PTO	20%	24%	46%	10%	18%	23%	19%	20%	26%	11%	2%
Paid time off to volunteer as part of a company effort	52%	40%	55%	50%	46%	53%	59%	62%	51%	44%	31%
Paid time off to volunteer for an individual effort	42%	37%	56%	33%	40%	44%	44%	50%	41%	38%	29%
Paid time off to participate in school activities	19%	13%	36%	12%	19%	21%	19%	19%	18%	21%	27%
Paid time off for civic duty (e.g., voting, jury duty beyond any legal requirements)	72%	75%	79%	69%	70%	73%	71%	75%	68%	73%	84%

UNPAID TIME OFF

Is the following program offered at your organization to some or all employees?

	n=	INDUSTRY			ORGANIZATION SIZE			SECTOR			
		Health Care/ Social Asst. & Pharma	Technology (including IT)	Manufacturing	< 1,000 employees	1,000-9,999 employees	>10,000 employees	Private sector, publicly traded	Private sector, privately held	Nonprofit/Not- for-profit	Government/ public sector (local, state, federal government)
	585	71	72	84	195	241	112	175	248	90	35
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)	78%	79%	93%	63%	75%	80%	82%	83%	76%	76%	83%
Unpaid medical or caregiver leave (beyond any legal requirements)	67%	76%	76%	52%	66%	66%	75%	71%	63%	72%	71%
Unpaid sabbaticals	28%	37%	25%	31%	24%	26%	40%	27%	26%	32%	37%
Unpaid civic duty leave (e.g., voting, jury duty)	48%	56%	42%	50%	49%	48%	43%	49%	50%	41%	34%

RETIREMENT

Is the following program offered at your organization to some or all employees?

	ALL	INDUSTRY			ORGANIZATION SIZE			SECTOR			
		Health Care/ Social Asst. & Pharma	Technology (including IT)	Manufacturing	< 1,000 employees	1,000-9,999 employees	>10,000 employees	Private sector, publicly traded	Private sector, privately held	Nonprofit/Not- for-profit	Government/ public sector (local, state, federal government)
n=	877	111	106	145	292	365	169	276	373	122	55
Defined benefit plan offered to most/all employees	36%	31%	32%	27%	35%	32%	45%	32%	32%	38%	75%
Defined benefit plan to only certain groups of employees	18%	17%	6%	23%	12%	18%	30%	24%	12%	20%	24%
Defined contribution plan with pre-tax deferrals (e.g., 401[k], 403[b], 457 plans)	97%	100%	95%	99%	97%	97%	98%	98%	97%	99%	93%
Defined contribution plan with post-tax deferrals (e.g., ROTH 401[k] plan)	84%	85%	88%	86%	84%	85%	82%	88%	84%	82%	67%
Nonqualified deferred compensation plan	40%	42%	25%	46%	27%	44%	56%	47%	35%	49%	26%
Retiree health-care benefits	26%	14%	8%	26%	20%	27%	36%	28%	17%	32%	64%
HSA for use in retirement	46%	39%	43%	52%	37%	49%	53%	52%	44%	42%	38%
Other type of retirement plan (e.g., SIMPLE IRA plan)	6%	6%	4%	4%	5%	4%	11%	6%	4%	10%	9%

HEALTH & WELFARE

Is the following program offered at your organization to some or all employees?

	ALL	INDUSTRY			ORGANIZATION SIZE			SECTOR			
		Health Care/ Social Asst. & Pharma	Technology (including IT)	Manufacturing	< 1,000 employees	1,000-9,999 employees	>10,000 employees	Private sector, publicly traded	Private sector, privately held	Nonprofit/Not- for-profit	Government/ public sector (local, state, federal government)
n=	990	112	109	145	294	369	171	279	377	123	55
PPO medical plan	88%	85%	94%	90%	84%	90%	85%	86%	88%	86%	87%
HMO medical plan	37%	31%	48%	28%	32%	36%	45%	40%	32%	32%	58%
High-deductible health plan	80%	77%	86%	83%	73%	82%	90%	89%	82%	68%	56%
Traditional indemnity plan without a network	14%	13%	8%	12%	11%	11%	18%	15%	10%	11%	20%
Dental plan	99%	100%	99%	100%	98%	100%	100%	100%	99%	99%	100%
Employee life insurance/AD&D	99%	100%	97%	100%	97%	100%	100%	100%	98%	98%	98%
Spouse/dependent life insurance	91%	95%	93%	99%	85%	97%	96%	96%	91%	89%	93%
Short-term disability (STD) insurance	94%	97%	95%	99%	89%	98%	97%	100%	95%	90%	76%
Long-term disability (LTD) insurance	97%	99%	98%	99%	95%	99%	99%	100%	96%	97%	98%
Health savings accounts (HSAs)	78%	80%	88%	80%	68%	82%	90%	87%	80%	67%	55%
Flexible spending accounts (FSAs)	91%	94%	90%	94%	84%	96%	94%	96%	86%	93%	95%
Health reimbursement accounts (HRAs)	28%	28%	21%	29%	21%	26%	38%	34%	20%	24%	38%

HEALTH & WELFARE (CONT.)

Is the following program offered at your organization to some or all employees?

	ALL	INDUSTRY			ORGANIZATION SIZE			SECTOR			
		Health Care/ Social Asst. & Pharma	Technology (including IT)	Manufacturing	< 1,000 employees	1,000-9,999 employees	>10,000 employees	Private sector, publicly traded	Private sector, privately held	Nonprofit/Not- for-profit	Government/ public sector (local, state, federal government)
n=	988	112	109	145	293	369	170	278	376	123	55
Behavioral/mental health plan	95%	94%	96%	98%	95%	96%	95%	98%	95%	93%	95%
Prescription drug plan	98%	99%	98%	100%	98%	100%	97%	99%	98%	99%	96%
Vision plan	98%	99%	99%	100%	97%	99%	99%	100%	97%	99%	93%
Telemedicine services	93%	94%	93%	97%	95%	94%	92%	95%	94%	96%	86%

HEALTH & WELFARE (CONT.)

Is the following program offered at your organization to some or all employees?

	ALL	INDUSTRY			ORGANIZATION SIZE			SECTOR			
		Health Care/ Social Asst. & Pharma	Technology (including IT)	Manufacturing	< 1,000 employees	1,000-9,999 employees	>10,000 employees	Private sector, publicly traded	Private sector, privately held	Nonprofit/Not- for-profit	Government/ public sector (local, state, federal government)
n=	919	112	106	145	287	366	171	278	368	123	55
Employee assistance program (EAP)	94%	94%	94%	98%	94%	97%	93%	93%	96%	95%	96%
Immunization clinics or promotions	75%	80%	67%	83%	66%	80%	83%	79%	71%	78%	84%
Outcomes-based wellness program	43%	49%	32%	46%	37%	40%	59%	46%	39%	44%	49%
Participatory wellness program	69%	76%	59%	75%	63%	69%	79%	76%	62%	73%	71%
Health-risk assessment (HRA)	58%	55%	45%	63%	50%	60%	67%	60%	53%	63%	66%
Health advocacy program	58%	64%	46%	57%	54%	60%	59%	64%	55%	52%	55%
Health coaching	69%	79%	58%	74%	64%	69%	83%	74%	65%	74%	75%
24-hour nurse line	70%	69%	61%	77%	69%	70%	74%	73%	70%	63%	75%
Biometric/wellness screening (on-site or through a doctor visit)	68%	71%	61%	78%	61%	70%	77%	75%	64%	63%	75%
Use of wearable technology for encouraging wellness results	32%	36%	33%	32%	28%	32%	39%	35%	28%	31%	46%
Health fairs (on-site or virtual)	46%	54%	41%	48%	33%	50%	54%	47%	40%	51%	56%
On-site medical clinic or nurse	22%	30%	11%	37%	10%	22%	40%	26%	15%	24%	35%

HEALTH & WELFARE (CONT.)

Is the following program offered at your organization to some or all employees?

	ALL	INDUSTRY			ORGANIZATION SIZE			SECTOR			
		Health Care/ Social Asst. & Pharma	Technology (including IT)	Manufacturing	< 1,000 employees	1,000-9,999 employees	>10,000 employees	Private sector, publicly traded	Private sector, privately held	Nonprofit/Not- for-profit	Government/ public sector (local, state, federal government)
n=	847	109	100	142	269	353	165	271	348	117	51
Seminars, webinars or literature to promote wellness and well-being	90%	94%	89%	86%	87%	92%	94%	89%	89%	94%	98%
Stress-reduction programs/offerings (e.g., yoga, massage, meditation, mindfulness)	72%	78%	82%	64%	68%	73%	79%	71%	71%	77%	82%
Tobacco-/smoking-cessation support	85%	88%	78%	92%	80%	85%	93%	85%	84%	87%	90%
Nutritional counseling (on-site or covered by medical plan)	72%	75%	70%	66%	70%	67%	82%	69%	70%	77%	80%
Weight-management programs	71%	75%	63%	69%	66%	68%	83%	69%	68%	77%	84%
Subsidized weight-loss programs	29%	40%	24%	25%	26%	29%	36%	31%	24%	33%	47%
Wellness incentives (e.g., cash and noncash prizes, acknowledgement, rewards)	63%	64%	50%	66%	60%	62%	72%	71%	56%	65%	61%
Wellness gamification (e.g., contests, lotteries, points, quizzes, leaderboards, avatars)	42%	47%	41%	41%	38%	40%	54%	47%	35%	48%	53%
Workplace sleep program	12%	20%	9%	9%	7%	12%	24%	13%	11%	13%	22%

HEALTH & WELFARE

Is the following program offered at your organization to some or all employees?

	ALL	INDUSTRY			ORGANIZATION SIZE			SECTOR			
		Health Care/ Social Asst. & Pharma	Technology (including IT)	Manufacturing	< 1,000 employees	1,000-9,999 employees	>10,000 employees	Private sector, publicly traded	Private sector, privately held	Nonprofit/Not- for-profit	Government/ public sector (local, state, federal government)
n=	734	101	80	129	222	309	154	245	283	110	47
On-site fitness center or fitness classes	59%	52%	50%	61%	48%	62%	70%	68%	48%	57%	81%
Discounted or subsidized off-site fitness center or classes	67%	70%	70%	65%	63%	69%	70%	71%	65%	71%	53%
Discounted or subsidized online fitness classes	43%	49%	50%	31%	41%	43%	46%	47%	40%	45%	40%
Healthy cafeteria/vending machine options	63%	67%	58%	73%	50%	62%	81%	69%	57%	65%	51%
Healthy cafeteria/vending machine options subsidized by the employer	33%	29%	48%	37%	28%	32%	40%	40%	31%	28%	17%

CARING FOR DEPENDENTS

Is the following program offered at your organization to some or all employees?

	ALL	INDUSTRY			ORGANIZATION SIZE			SECTOR			
		Health Care/ Social Asst. & Pharma	Technology (including IT)	Manufacturing	< 1,000 employees	1,000-9,999 employees	>10,000 employees	Private sector, publicly traded	Private sector, privately held	Nonprofit/Not- for-profit	Government/ public sector (local, state, federal government)
n=	768	107	91	136	254	342	159	256	330	120	49
Child-care resource and referral services	49%	58%	52%	43%	36%	49%	69%	56%	41%	52%	57%
Elder-care resource and referral services	43%	51%	44%	41%	34%	44%	59%	51%	37%	45%	43%
On- or near-site child-care center (sponsored or operated by employer or union)	10%	17%	10%	7%	4%	9%	23%	11%	4%	15%	31%
On- or near-site elder-care center (sponsored or operated by employer or union)	2%	1%	3%	2%	1%	2%	3%	3%	1%	2%	4%
Child-care subsidies or discounts (e.g., U.S. IRC Section 129 plans)	9%	13%	11%	8%	4%	11%	15%	9%	7%	16%	10%
Backup child or elder care (center-based/in-home)	14%	19%	18%	11%	3%	16%	28%	20%	9%	17%	2%
Dependent care flexible spending account program (e.g., U.S. IRC Section 125 plans)	84%	84%	88%	86%	86%	84%	82%	89%	81%	84%	82%
Employee discount program for dependent-care providers	13%	20%	14%	12%	7%	13%	21%	15%	10%	16%	10%
On-site or virtual caregiver support	8%	11%	7%	7%	4%	8%	15%	12%	3%	13%	8%
Travel-related dependent care expense reimbursement (for child, elder or special needs)	3%	3%	6%	3%	1%	4%	6%	3%	4%	3%	2%
Support for employees with responsibility for individual(s) with special needs	18%	17%	23%	15%	13%	19%	23%	24%	16%	15%	10%
Lactation-support services and resources (e.g., education, lactation, consultants, mother's room)	68%	78%	64%	60%	65%	69%	73%	70%	63%	78%	76%
Adoption assistance	39%	40%	48%	40%	22%	40%	62%	52%	32%	32%	29%
Adoption reimbursement	29%	29%	36%	29%	16%	30%	45%	41%	22%	23%	16%
Fertility assistance	35%	36%	45%	27%	23%	37%	49%	48%	29%	28%	25%

CULTURE & COMMUNITY INVOLVEMENT

Is the following program offered at your organization to some or all employees?

	ALL	INDUSTRY			ORGANIZATION SIZE			SECTOR			
		Health Care/ Social Asst. & Pharma	Technology (including IT)	Manufacturing	< 1,000 employees	1,000-9,999 employees	>10,000 employees	Private sector, publicly traded	Private sector, privately held	Nonprofit/Not- for-profit	Government/ public sector (local, state, federal government)
n=	781	107	97	134	255	347	167	265	339	119	46
Women's advancement initiatives	37%	35%	46%	41%	22%	35%	62%	50%	31%	27%	28%
Work-environment initiatives (e.g., creating a purpose-driven culture, shifting to a flexible environment, health-leadership initiatives)	61%	61%	69%	60%	55%	59%	72%	69%	57%	56%	52%
Multigenerational initiatives	20%	24%	21%	19%	13%	19%	34%	24%	17%	22%	22%
Diversity, equity and inclusion initiatives	82%	91%	86%	73%	71%	85%	93%	89%	74%	90%	89%
"Best Place to Work" branding initiative	49%	59%	50%	40%	40%	51%	57%	49%	48%	53%	39%
Disaster relief fund	26%	36%	23%	29%	11%	26%	47%	36%	20%	23%	20%
Matching gift program	39%	24%	47%	41%	27%	42%	54%	56%	38%	19%	11%
In-kind donations	26%	25%	32%	25%	20%	28%	32%	33%	25%	21%	11%
Charitable fundraising programs (e.g., United Way drive)	61%	58%	46%	71%	55%	60%	71%	65%	58%	58%	63%
Corporate social responsibility/green initiatives	62%	53%	63%	75%	48%	65%	75%	77%	60%	39%	50%
Company foundation	36%	49%	25%	31%	24%	38%	52%	40%	29%	53%	30%

FINANCIAL WELLNESS

Is the following program offered at your organization to some or all employees?

	ALL	INDUSTRY			ORGANIZATION SIZE			SECTOR			
		Health Care/ Social Asst. & Pharma	Technology (including IT)	Manufacturing	< 1,000 employees	1,000-9,999 employees	>10,000 employees	Private sector, publicly traded	Private sector, privately held	Nonprofit/Not- for-profit	Government/ public sector (local, state, federal government)
n=	708	106	88	123	228	315	156	244	299	111	45
College preparation planning (e.g., application preparation, scholarship counseling)	11%	12%	9%	7%	5%	11%	19%	12%	7%	14%	20%
College savings plan (e.g., 529 plans in the U.S.)	17%	22%	17%	15%	17%	18%	17%	13%	16%	23%	40%
College scholarships for employees' children	23%	21%	13%	37%	11%	30%	28%	30%	22%	16%	11%
Employee scholarships/student aid/loans	14%	28%	7%	11%	9%	12%	23%	12%	10%	27%	18%
Student loan debt repayment assistance	13%	30%	9%	9%	11%	10%	21%	11%	6%	32%	22%
Debt management (e.g., counseling, mortgage assistance)	37%	43%	40%	35%	29%	37%	47%	37%	34%	37%	47%
Personal financial-planning services (e.g., seminars, access to financial planners, estate planning)	69%	79%	74%	68%	65%	69%	74%	69%	68%	72%	62%
Personal tax services	9%	7%	7%	8%	6%	9%	17%	12%	8%	9%	7%
Legal insurance, referral or consultation	58%	66%	60%	56%	47%	62%	64%	64%	52%	58%	58%
Identity theft insurance	48%	60%	59%	51%	43%	51%	52%	54%	44%	51%	44%
Outplacement or severance benefits	63%	66%	77%	68%	58%	64%	71%	76%	59%	60%	38%

WORKPLACE FLEXIBILITY

Is the following program offered at your organization to some or all employees?

	ALL	INDUSTRY			ORGANIZATION SIZE			SECTOR			
		Health Care/ Social Asst. & Pharma	Technology (including IT)	Manufacturing	<1,000 employees	1,000-9,999 employees	>10,000 employees	Private sector, publicly traded	Private sector, privately held	Nonprofit/Not- for-profit	Government/ public sector (local, state, federal government)
n=	832	112	109	142	289	366	167	277	369	122	54
Flex time	72%	71%	69%	75%	71%	71%	78%	76%	69%	73%	78%
Telework, ad hoc	79%	84%	77%	76%	76%	80%	83%	80%	77%	84%	74%
Hybrid work (fixed schedule of work at employer location and remotely)	91%	96%	89%	89%	83%	96%	93%	95%	87%	95%	91%
Remote work (employees work remotely 100% of the time)	82%	88%	94%	70%	77%	84%	86%	81%	85%	82%	63%
Compressed workweek	32%	42%	18%	32%	26%	33%	40%	28%	29%	41%	56%
Part-time/reduced-work schedules	70%	81%	67%	68%	59%	74%	82%	75%	66%	76%	63%
Shift flexibility	50%	66%	51%	42%	42%	49%	64%	44%	46%	66%	63%
Alternative worksites	35%	45%	44%	24%	25%	36%	49%	40%	27%	41%	44%
Annualized hours	11%	14%	16%	6%	7%	12%	19%	12%	8%	16%	19%
Job sharing	10%	16%	9%	12%	7%	10%	14%	9%	8%	12%	15%
Phased return to work after leave of absence	43%	54%	42%	42%	39%	43%	48%	43%	41%	51%	37%
Phased retirement	32%	36%	18%	39%	28%	34%	35%	31%	31%	42%	26%
Career on- and off-ramps	7%	5%	6%	5%	7%	6%	9%	8%	6%	7%	7%
Seasonal schedules (e.g., summer hours)	24%	30%	14%	27%	20%	23%	34%	23%	23%	26%	30%
Results-based work environment	18%	22%	27%	11%	16%	14%	27%	18%	17%	21%	13%

OTHER BENEFITS & PERQUISITES

Is the following program offered at your organization to some or all employees?

	ALL	INDUSTRY			ORGANIZATION SIZE			SECTOR			
		Health Care/ Social Asst. & Pharma	Technology (including IT)	Manufacturing	< 1,000 employees	1,000-9,999 employees	>10,000 employees	Private sector, publicly traded	Private sector, privately held	Nonprofit/Not- for-profit	Government/ public sector (local, state, federal government)
n=	869	111	110	143	287	365	171	277	370	121	55
Employee stock purchase plan (ESPP)	19%	17%	32%	15%	9%	20%	31%	48%	5%	0%	7%
Employee stock ownership plans (ESOP)	8%	3%	17%	8%	8%	8%	12%	13%	9%	0%	0%
Long-term care insurance	29%	34%	32%	21%	23%	32%	37%	32%	27%	33%	35%
Auto/home insurance	23%	30%	23%	27%	13%	25%	37%	27%	22%	22%	18%
Pet insurance	42%	49%	54%	37%	31%	47%	53%	47%	42%	34%	36%
Employee discount program	72%	83%	67%	73%	58%	77%	87%	78%	68%	75%	62%
Concierge services	18%	17%	16%	17%	11%	20%	25%	21%	19%	13%	9%
Free parking or parking subsidy	63%	70%	55%	62%	67%	63%	59%	65%	59%	72%	66%
Tax advantaged option for commuter benefits	37%	33%	59%	18%	32%	40%	40%	43%	37%	27%	33%
Company-funded commuter benefit program	14%	11%	23%	8%	12%	14%	18%	17%	12%	10%	18%
Lump-sum payment for relocation expenses	61%	61%	53%	71%	48%	66%	75%	71%	58%	59%	49%
Relocation package offering listed benefits (e.g., packing/moving belongings, temporary lodging)	51%	49%	38%	70%	32%	55%	78%	67%	45%	41%	42%

DEFINITIONS

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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): Employee-driven giving programs that may be administered within or by an organization and may include matching in-kind gifts.

Company car: Employees can use a fleet or individually assigned vehicle.

Company foundations: A separate legal entity, affiliated with the company and established to manage and grow charitable giving on behalf of the company, in a way that is consistent with business interests.

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.

Digital nomad arrangements: Digital nomads are people who are location-independent and use technology to perform their jobs. They typically spend several months abroad each year, are constantly on the move, and earn income while working online.

Externships: Experiential learning opportunities or job shadowing experiences, similar to internships but typically shorter and often in partnership with academic/educational institutions.

Flex time: Employees can adjust workday start and end times.

Flexible spending accounts (FSAs): 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-care plans paid for by an employer to reimburse the medical expenses of its employees, their spouses and their dependents.

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.

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 and so on 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: When offered under a traditional leave system, personal days usually are made available for employees to take care of personal business, family matters, and so on.

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.

SPIFF: The practice of paying a small, immediate bonus for a sale to a salesperson as a way to encourage them to push one product more often than a non-SPIFF paid product. It's usually paid to the salesperson by the manufacturer whose products are recommended or by their employer.

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.

Workplace sleep program: An emerging trend that employers are initiating to encourage employees to prioritize rest and sleep as part of personal wellbeing. These programs aim to address the issues that stem from lack of rest including missed days of work, workplace accidents, commuting traffic accidents and increased health-care spending to treat the disorders or related symptoms. As the demands on the global workforce increasingly stretch the boundaries of employee work hours, there is value in providing sleep education and incentives.

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