

2019 Inventory of Total Rewards Programs & Practices

WorldatWork gathered data about the use of total rewards programs in U.S. companies. This survey focused on the prevalence of a variety of total rewards programs and practices in today's workplace.

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Increased Use in 2019

The following programs were reportedly offered at statistically significantly higher rates in 2019 over 2018.

	2018	2019
Employee scholarships/student aid/loans	10%	26%
Major family event celebration	27%	38%
Annualized hours	8%	15%
Diversity/inclusion initiatives	58%	65%
Adoption reimbursement	20%	26%
College scholarships for employees' children	20%	26%
On-site fitness center	52%	58%
Appreciation luncheons, outings, formal events	76%	81%
Immunization clinics or promotions	79%	84%
Multigenerational initiatives	19%	24%
Paid parental leave	52%	57%
Leadership training	84%	88%
Self-development tools	80%	84%

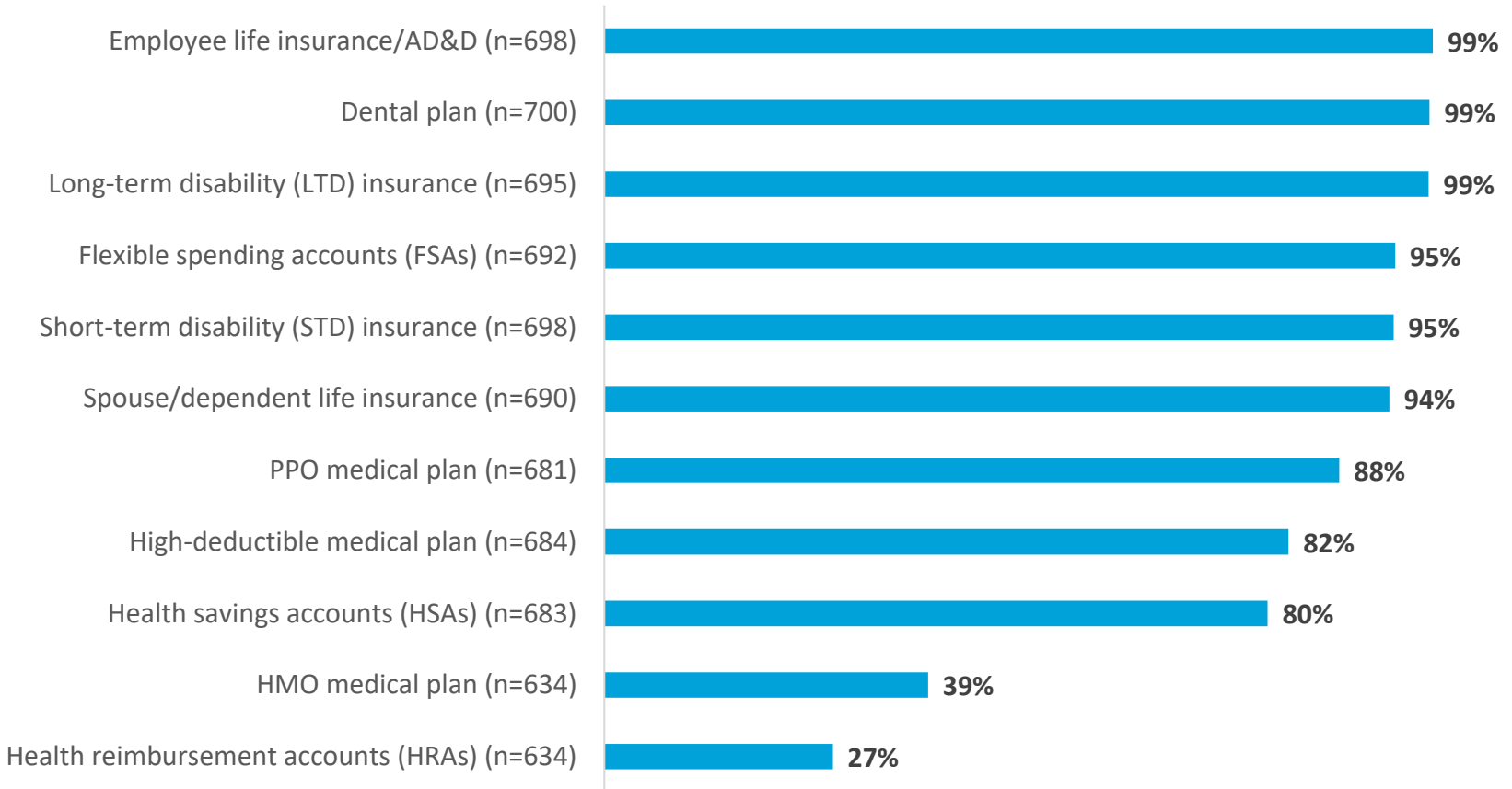
Decreased Use in 2019

The following programs were reportedly offered at statistically significantly lower rates in 2019 from 2018.

	2018	2019
Strategy/goal-specific awards	34%	27%
Across-the-board pay increase (not COLA)	23%	17%
Geographic or locality pay adjustment	30%	25%
Individual performance-based incentives	68%	63%
Skill-based pay	22%	17%
Telework, ad hoc	78%	73%
Cost-of-living adjustments (COLA)	20%	16%
Employee stock ownership plans (ESOP)	13%	9%
Tobacco- or smoking-cessation support	83%	79%
Longevity pay increase	9%	6%

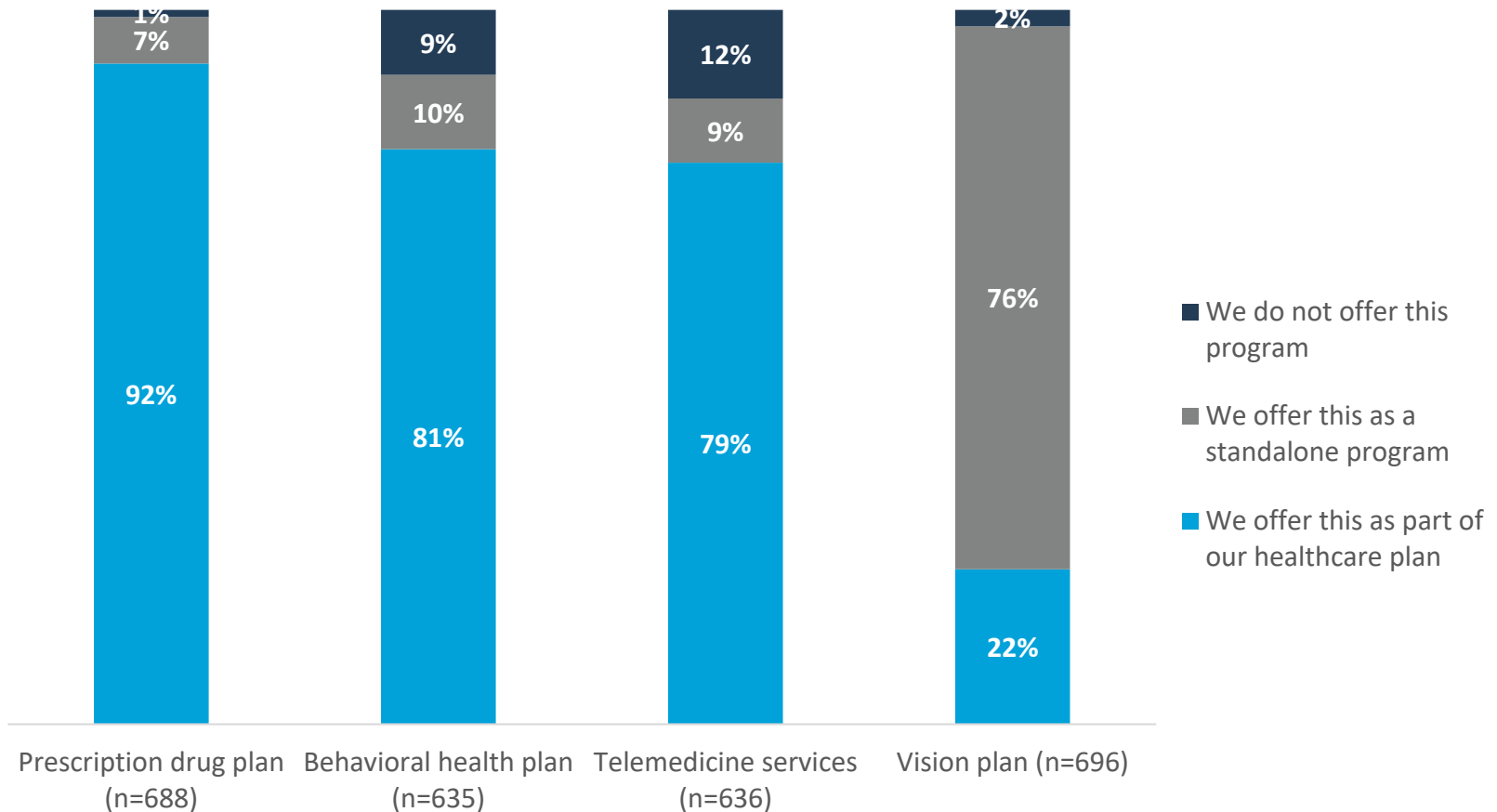
Health & Welfare

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



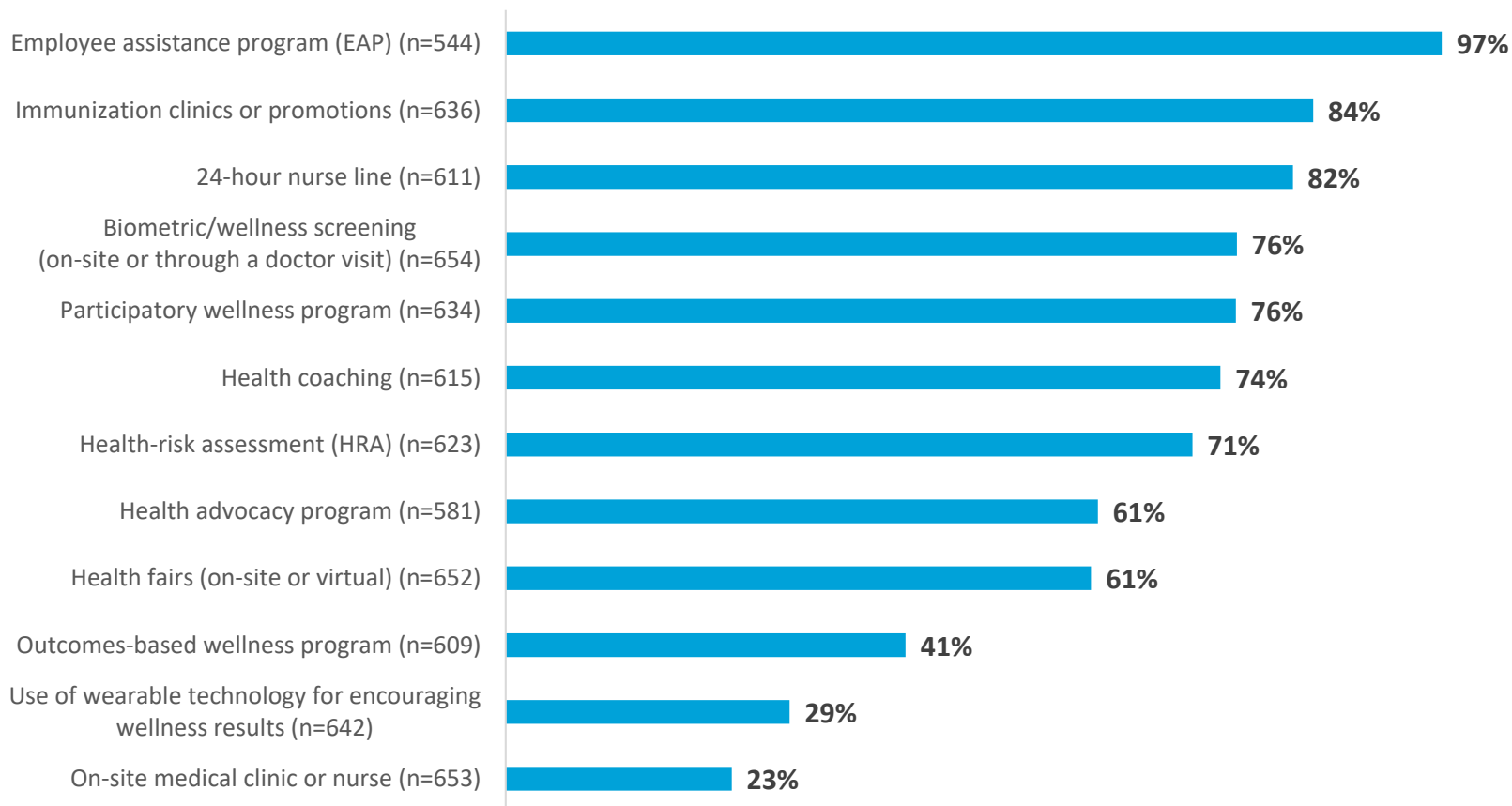
Health & Welfare

How is the following program offered in your organization?



Health & Welfare

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

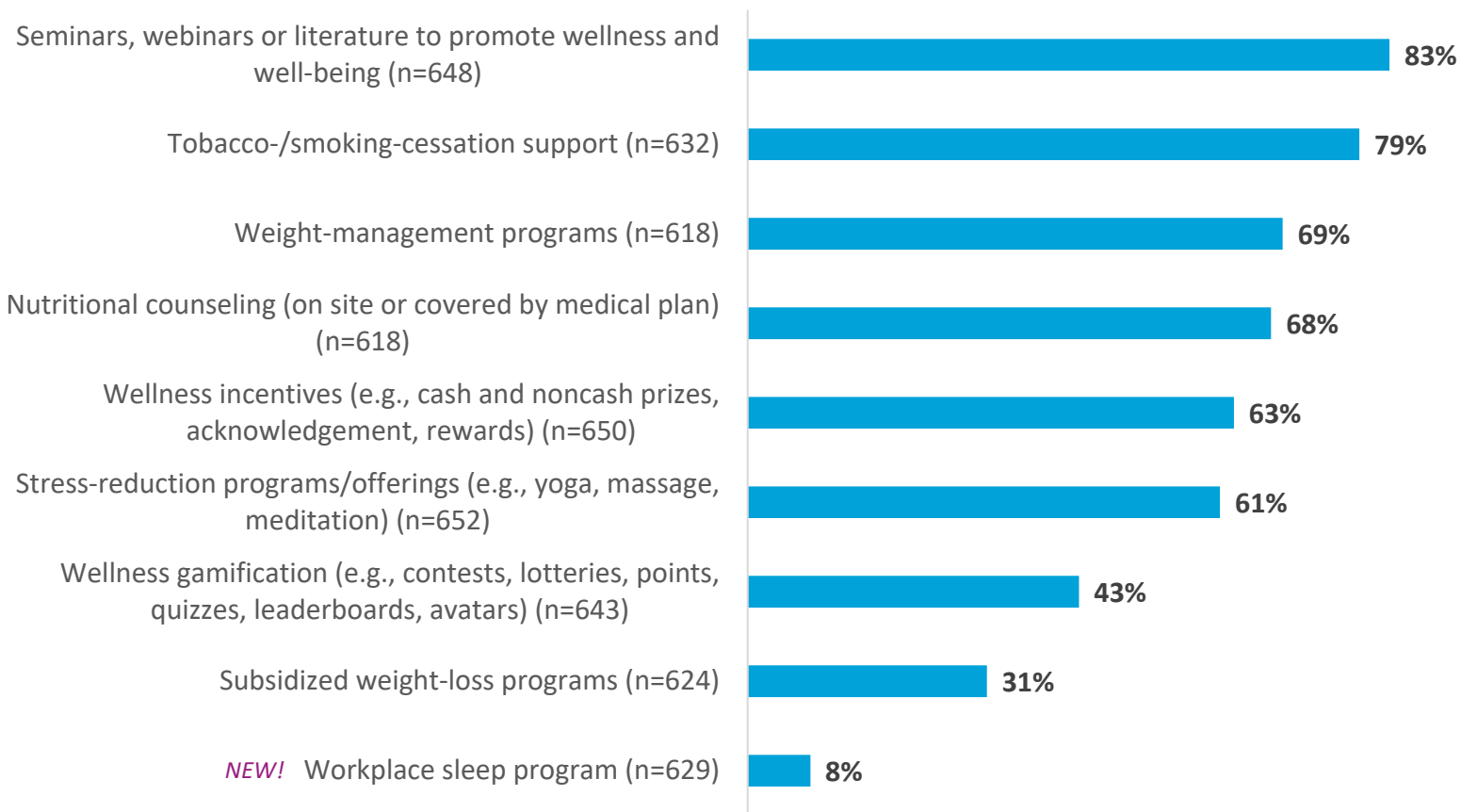


Health & Welfare

	We offer 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
Employee assistance program (EAP) (n=544)	n/a	24%	73%	3%
24-hour nurse line (n=611)	4%	74%	4%	19%
Immunization clinics or promotions (n=636)	5%	45%	33%	16%
Biometric/wellness screening (on-site or through a doctor visit) (n=654)	2%	42%	32%	24%
Participatory wellness program (n=634)	3%	26%	47%	24%
Health coaching (n=615)	6%	46%	21%	26%
Health-risk assessment (HRA) (n=623)	2%	43%	26%	29%
Health fairs (on-site or virtual) (n=652)	1%	18%	41%	39%
Health advocacy program (n=581)	5%	39%	18%	39%
Outcomes-based wellness program (n=609)	2%	19%	20%	59%
Use of wearable technology for encouraging wellness results (n=642)	1%	9%	19%	71%
On-site medical clinic or nurse (n=653)	1%	8%	15%	77%

Health & Welfare

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

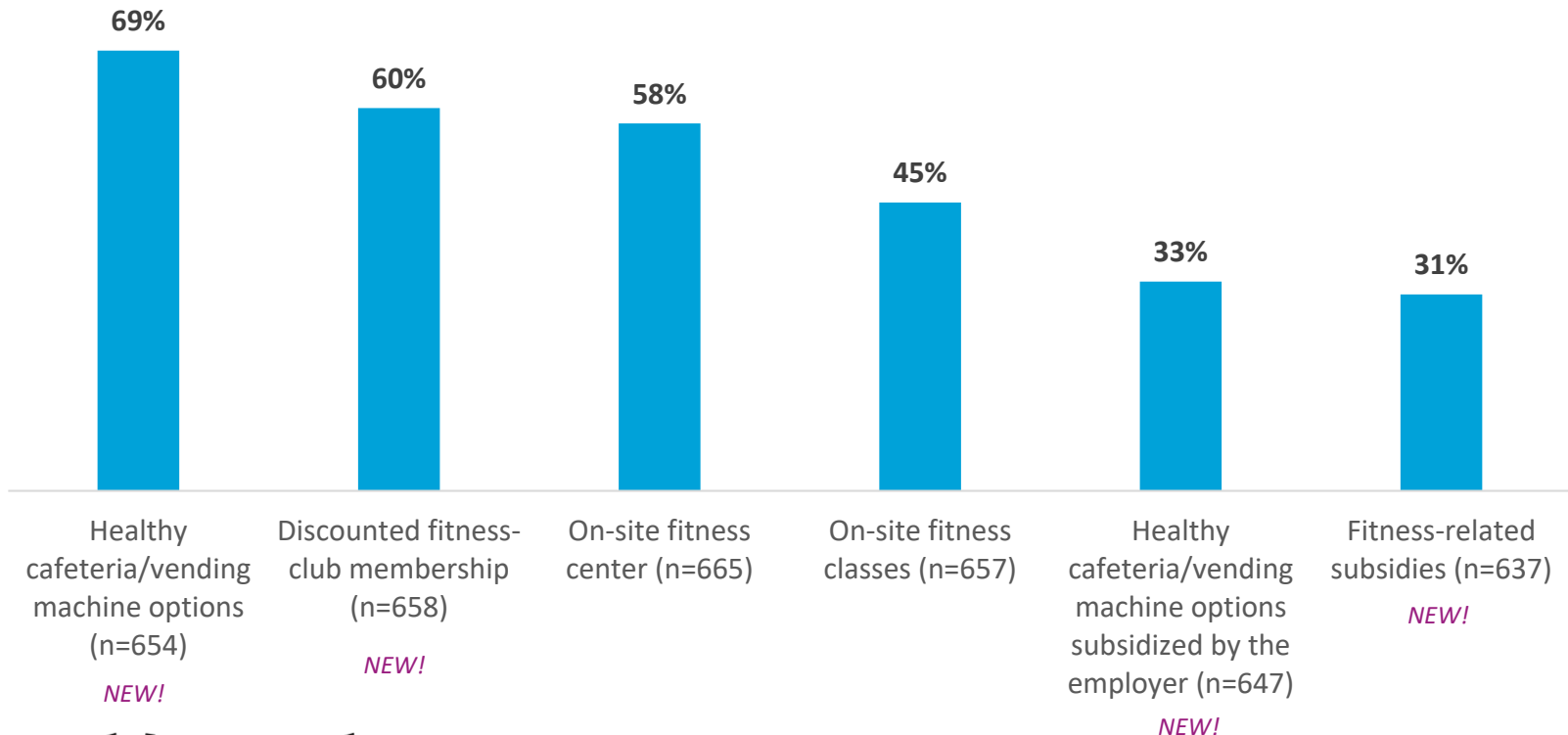


Health & Welfare

	We offer 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
Seminars, webinars or literature to promote wellness and well-being (n=648)	8%	25%	50%	17%
Tobacco-/smoking-cessation support (n=632)	7%	45%	27%	21%
Weight-management programs (n=618)	4%	32%	33%	31%
Nutritional counseling (on-site or covered by medical plan) (n=618)	5%	38%	25%	32%
Wellness incentives (e.g., cash and noncash prizes, acknowledgement, rewards) (n=650)	1%	21%	41%	37%
Stress-reduction programs/offerings (e.g., yoga, massage, mediation) (n=652)	5%	12%	45%	39%
Wellness gamification (e.g., contests, lotteries, points, quizzes, leaderboards, avatars) (n=643)	1%	11%	31%	57%
Subsidized weight-loss programs (n=624)	1%	12%	18%	69%
Workplace sleep program (n=629) <i>NEW!</i>	1%	2%	5%	92%

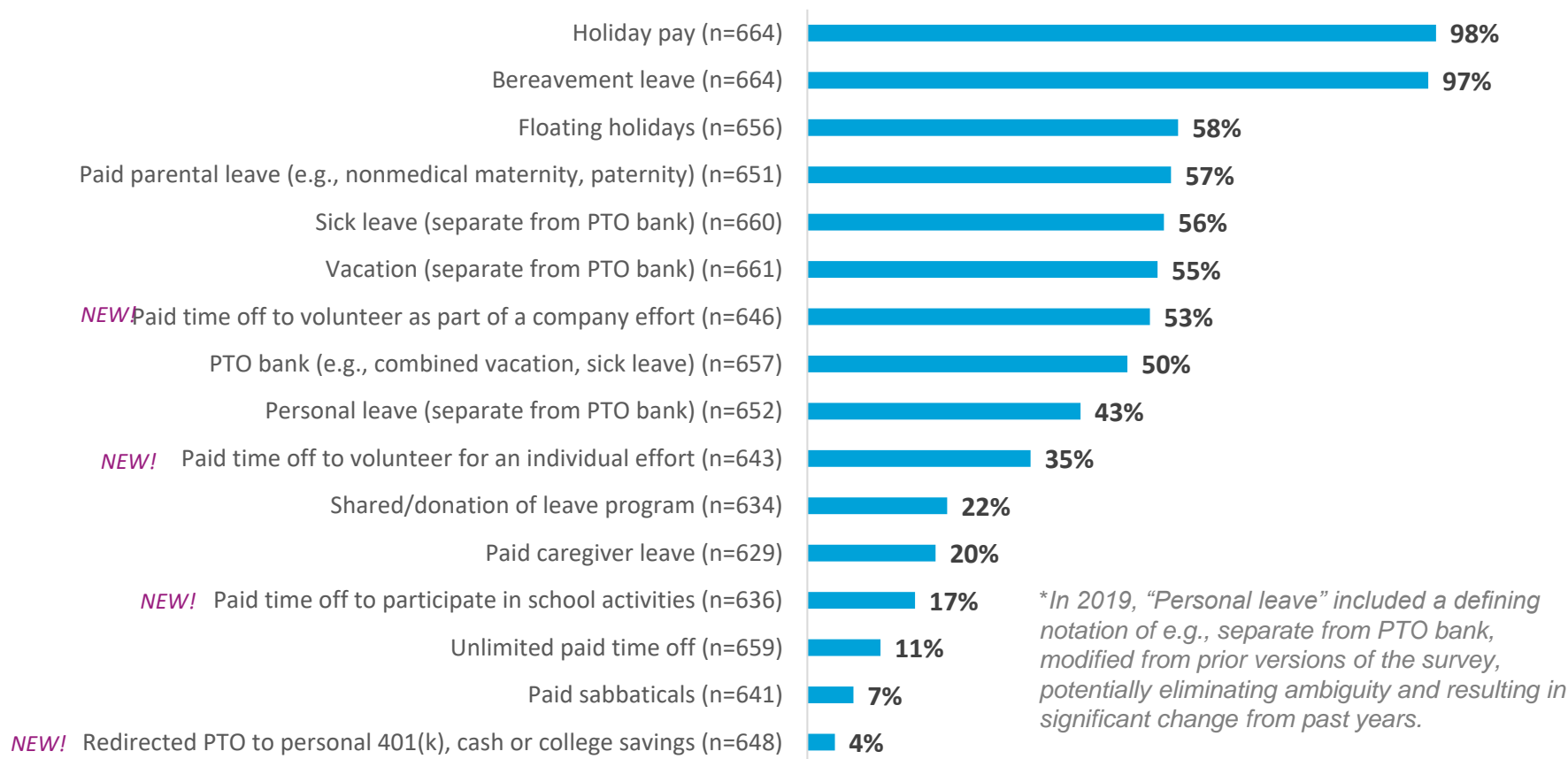
Health & Welfare

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

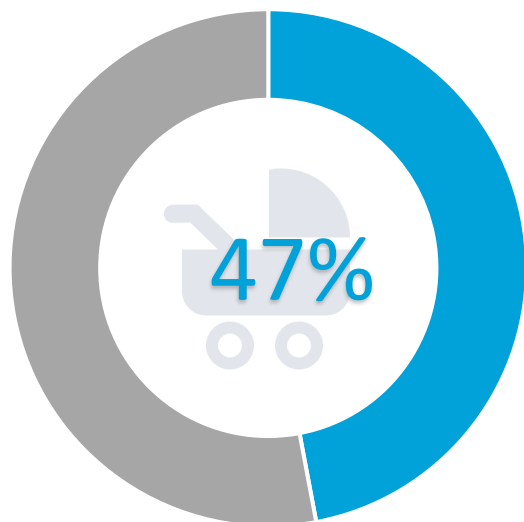


Pay for Time Not Worked

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

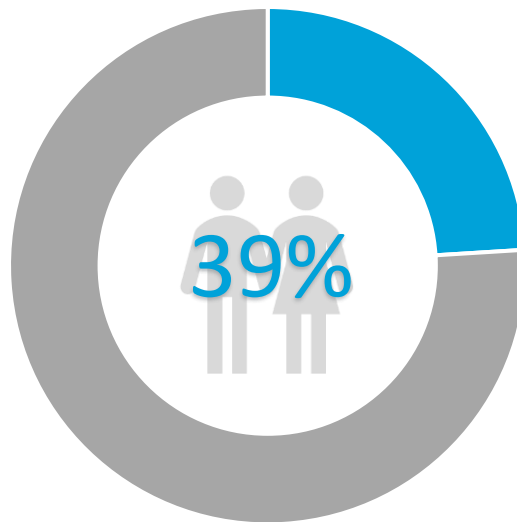


Unpaid Time Off



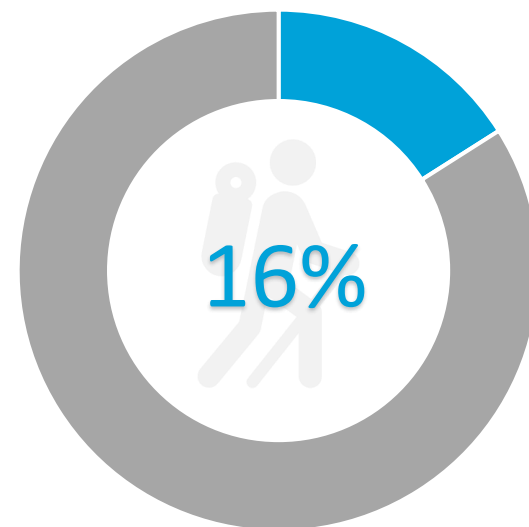
Offer unpaid
parental leave*

(n=623)



Offer unpaid
caregiver leave

(n=606)



Offer
unpaid
sabbaticals

(n=605)

*Unpaid, job-protected time off to care for or bond with new child (beyond legal requirements, where applicable, and beyond any paid parental leave the organization may offer)

Retirement

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

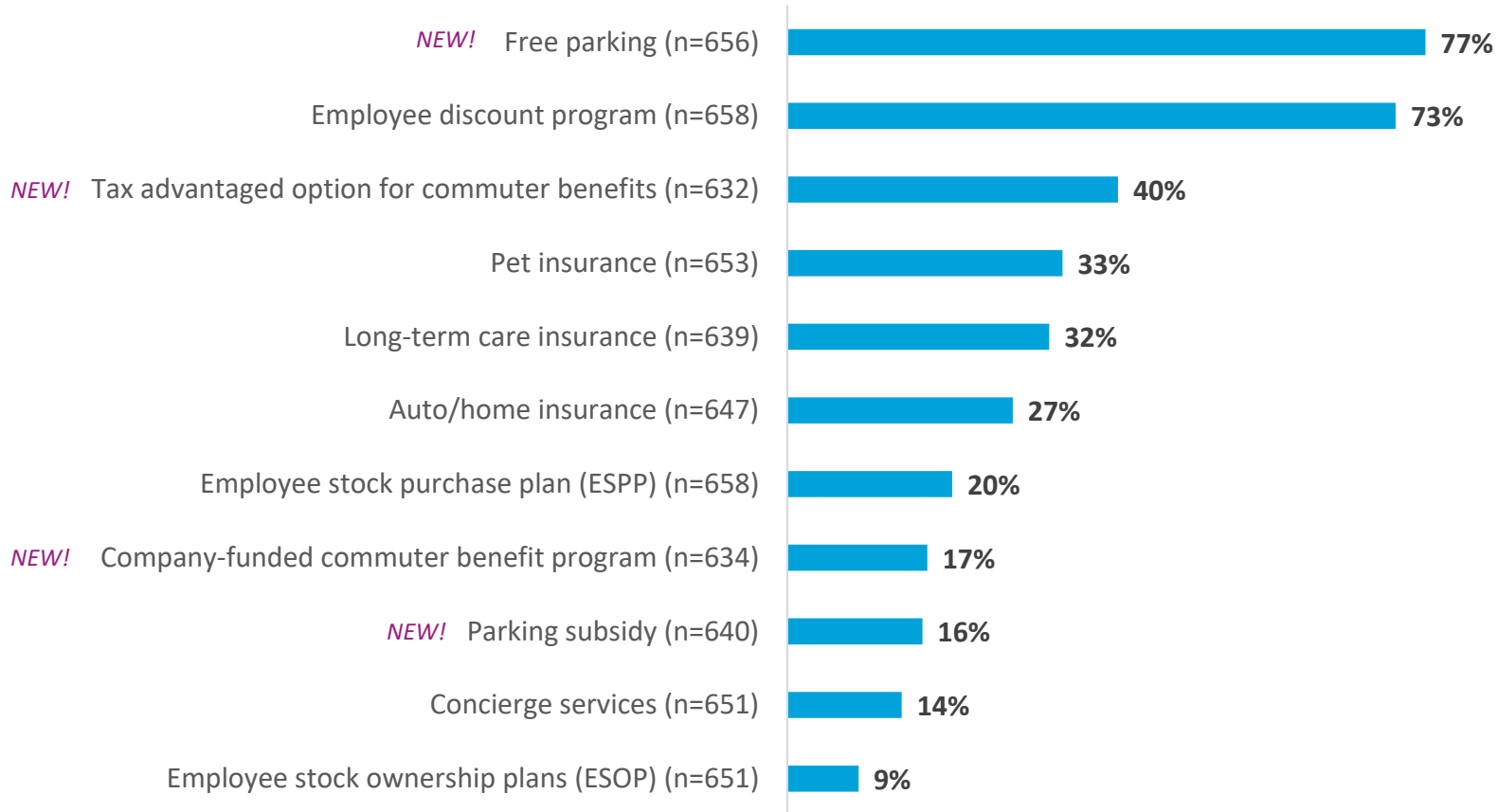
Defined contribution plan (e.g., 401[k], 403[b], 457 plans) (n=657)	98%
Nonqualified deferred compensation plan (n=617)	46%
HSA for use in retirement (n=597) <i>NEW!</i>	45%
Defined benefit plan that is grandfathered in for some long-tenured employees but is not offered to new hires (n=631) <i>NEW!</i>	32%
Retiree health-care benefits (n=624)	32%
Defined benefit plan offered to most/all employees (n=647) <i>NEW!</i>	29%



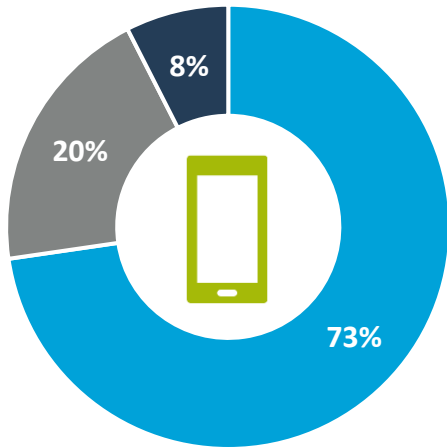
of organizations offer phased retirement

Other Benefits and Perquisites

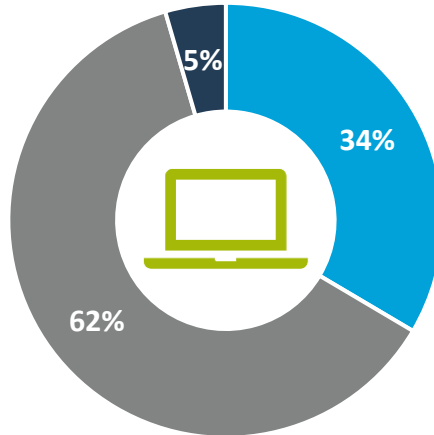
Is the following program offered at your organization to some or all employees?



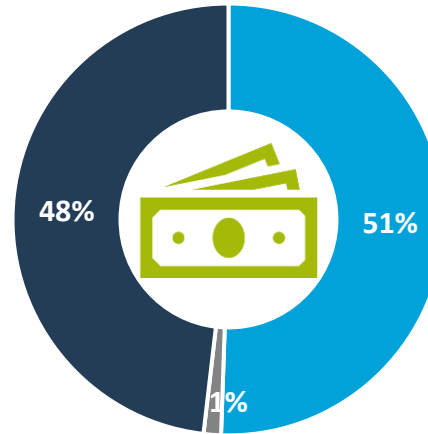
Other Benefits and Perquisites



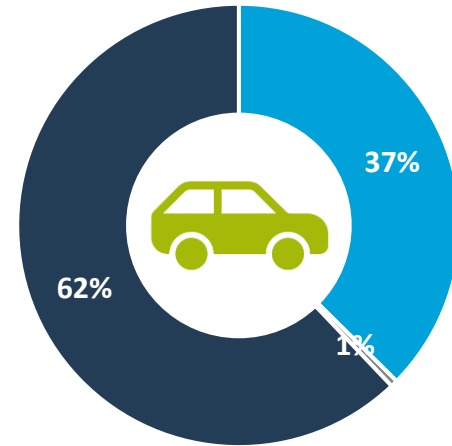
Cell phone
(n=655)



Laptop computer
(n=660)



Car allowance
(n=635)



Company car
(n=618)



We offer this program to a small group of employees.



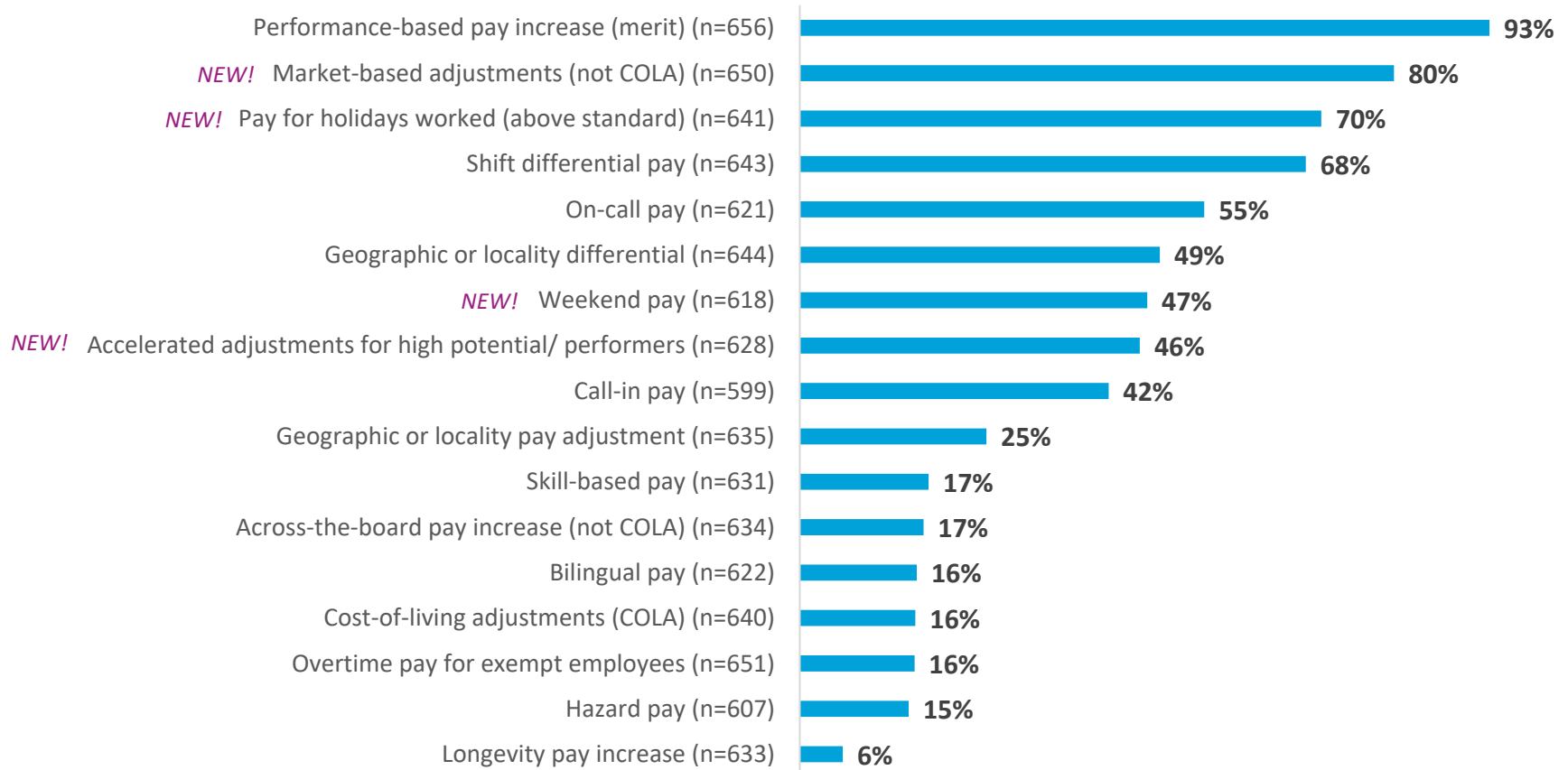
We offer this program to all or most employees.



We do not offer this program.

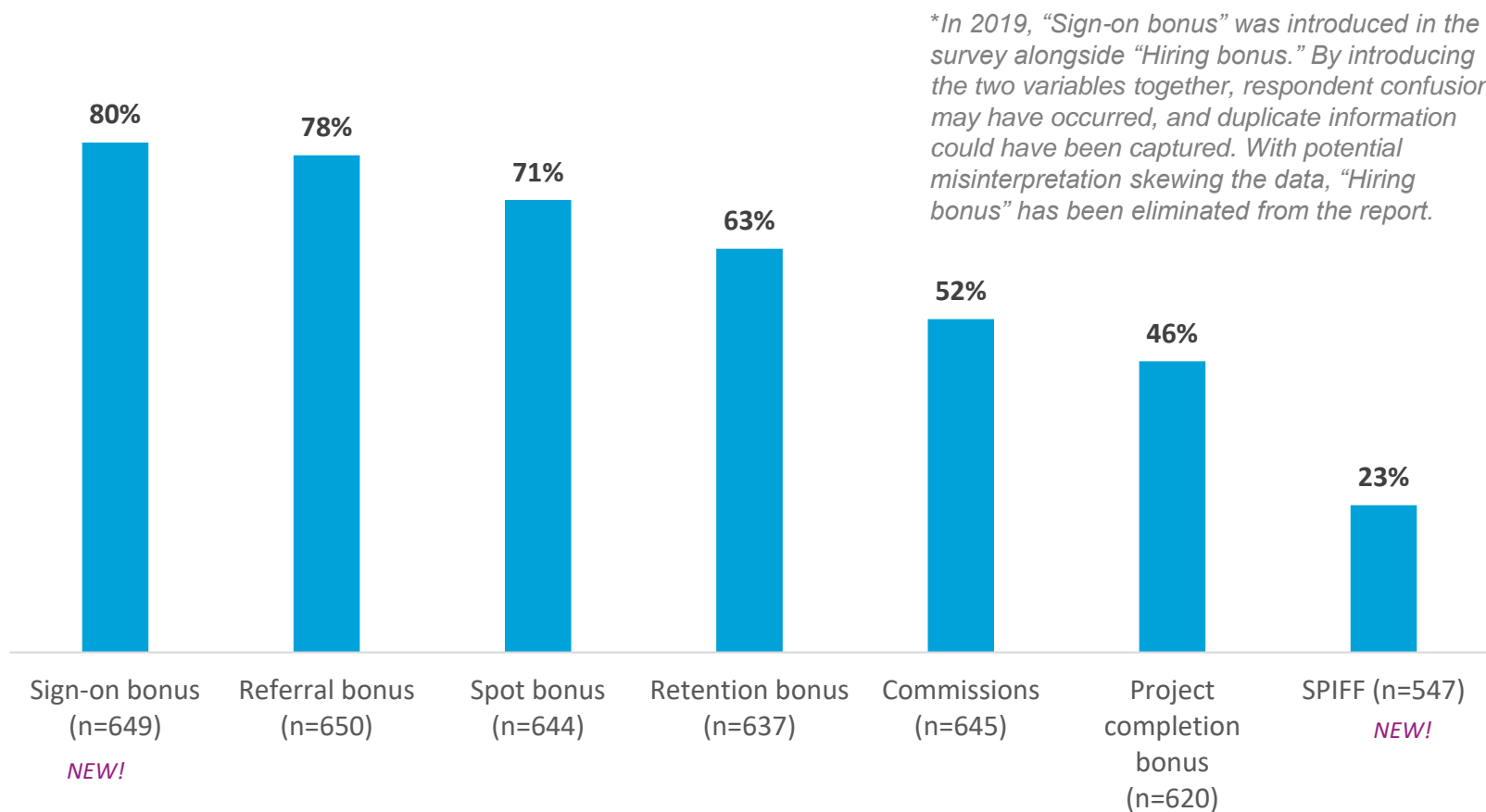
Base Pay

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



Bonuses and Commissions

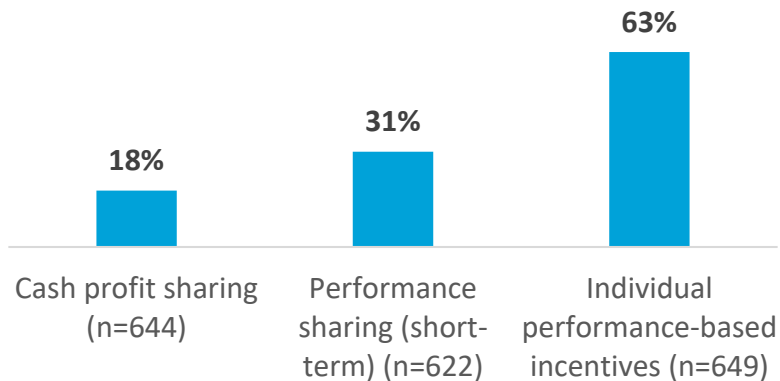
Is the following program offered at your organization to some or all employees?



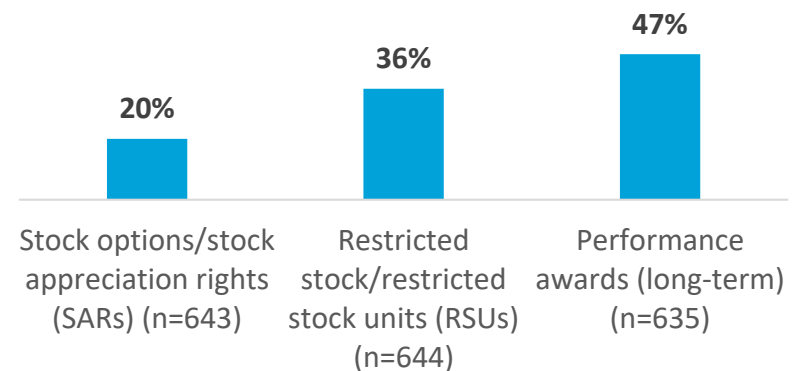
Short- and Long-Term Incentives

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

Short-Term Incentives



Long-Term Incentives



4% Offer all three short-term incentive programs (n=701)

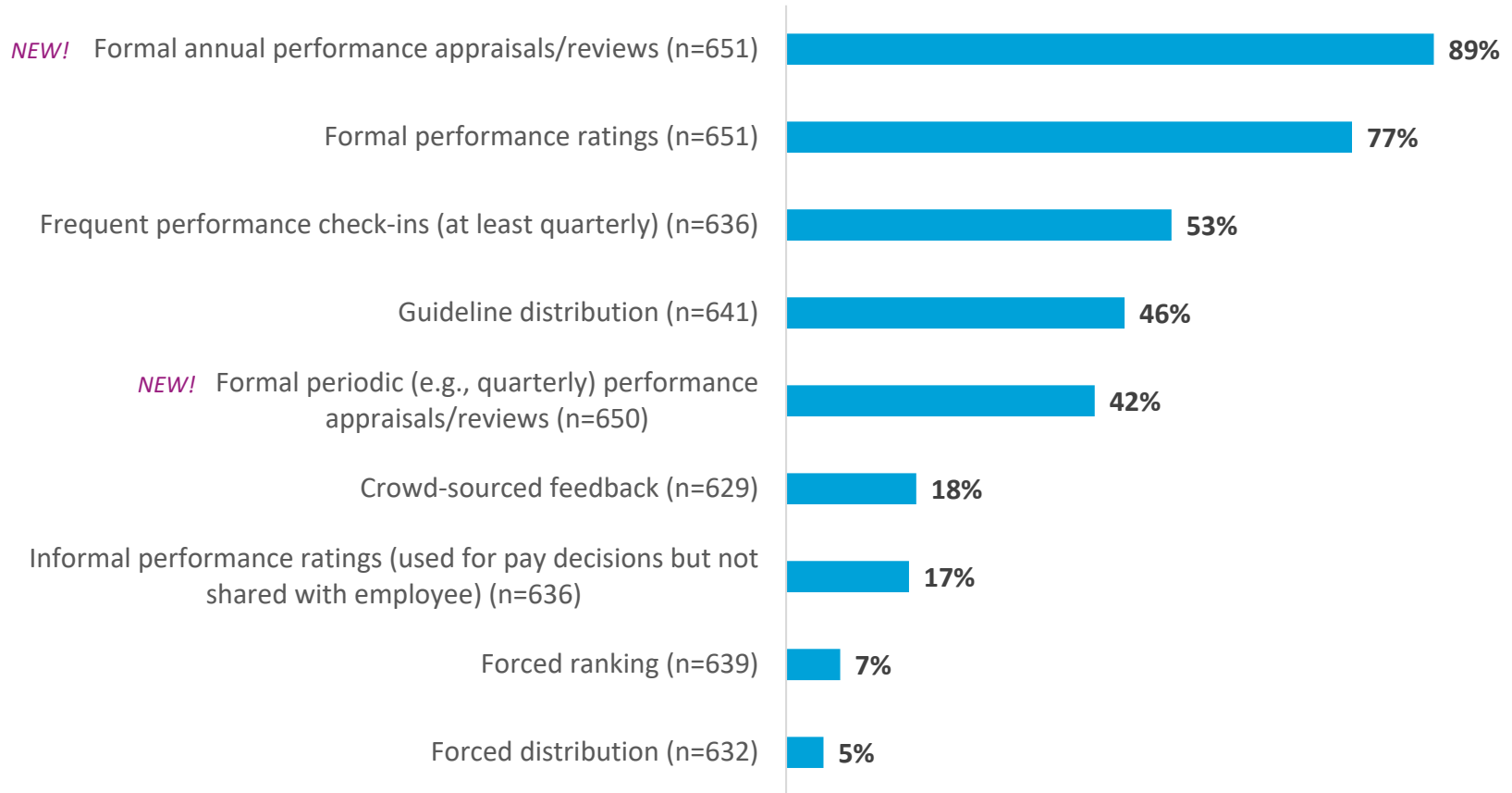
21% Offer no short-term incentive programs (n=701)

9% Offer all three long-term incentive programs (n=701)

37% Offer no long-term incentive programs (n=701)

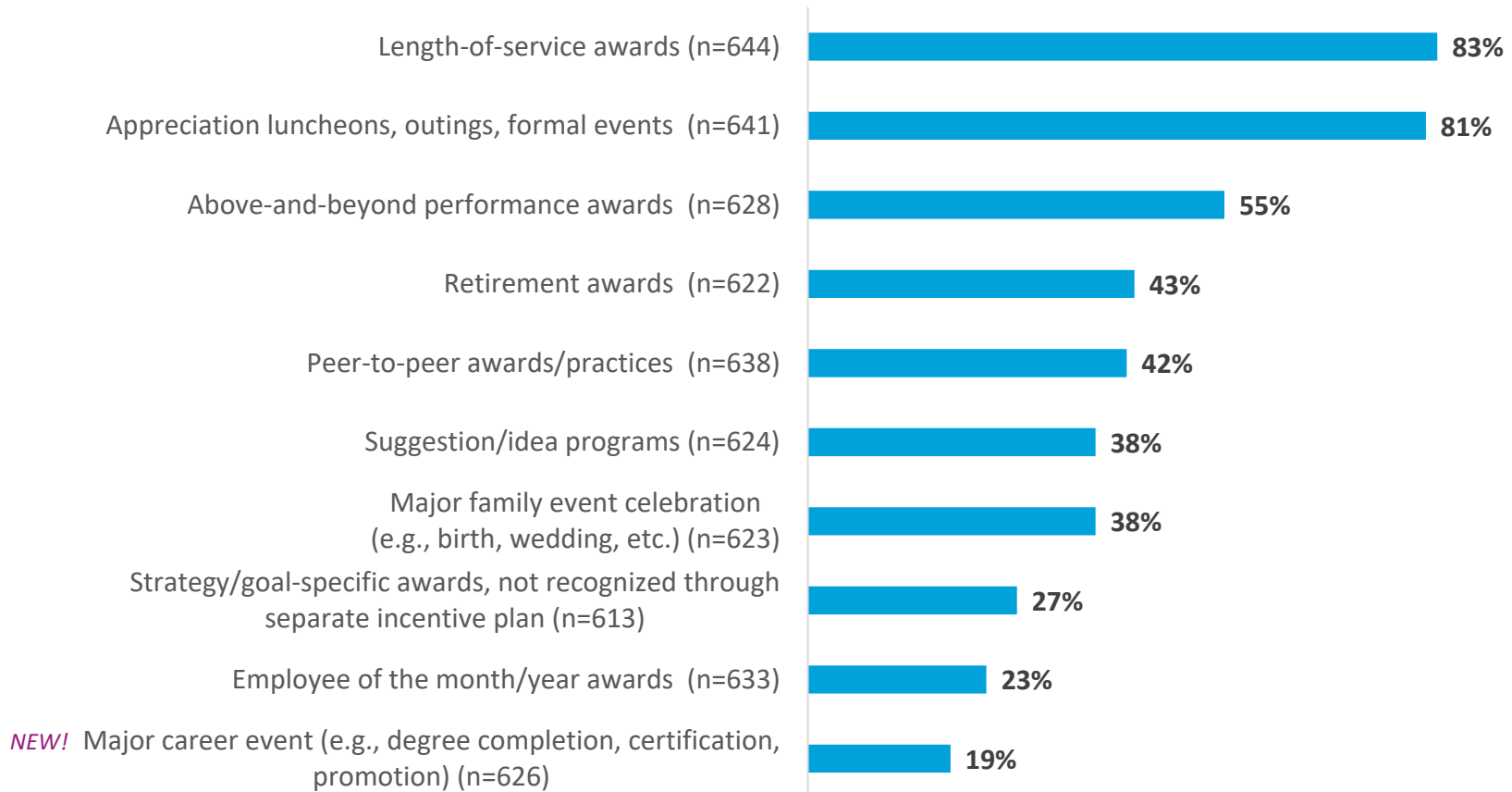
Performance Management

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



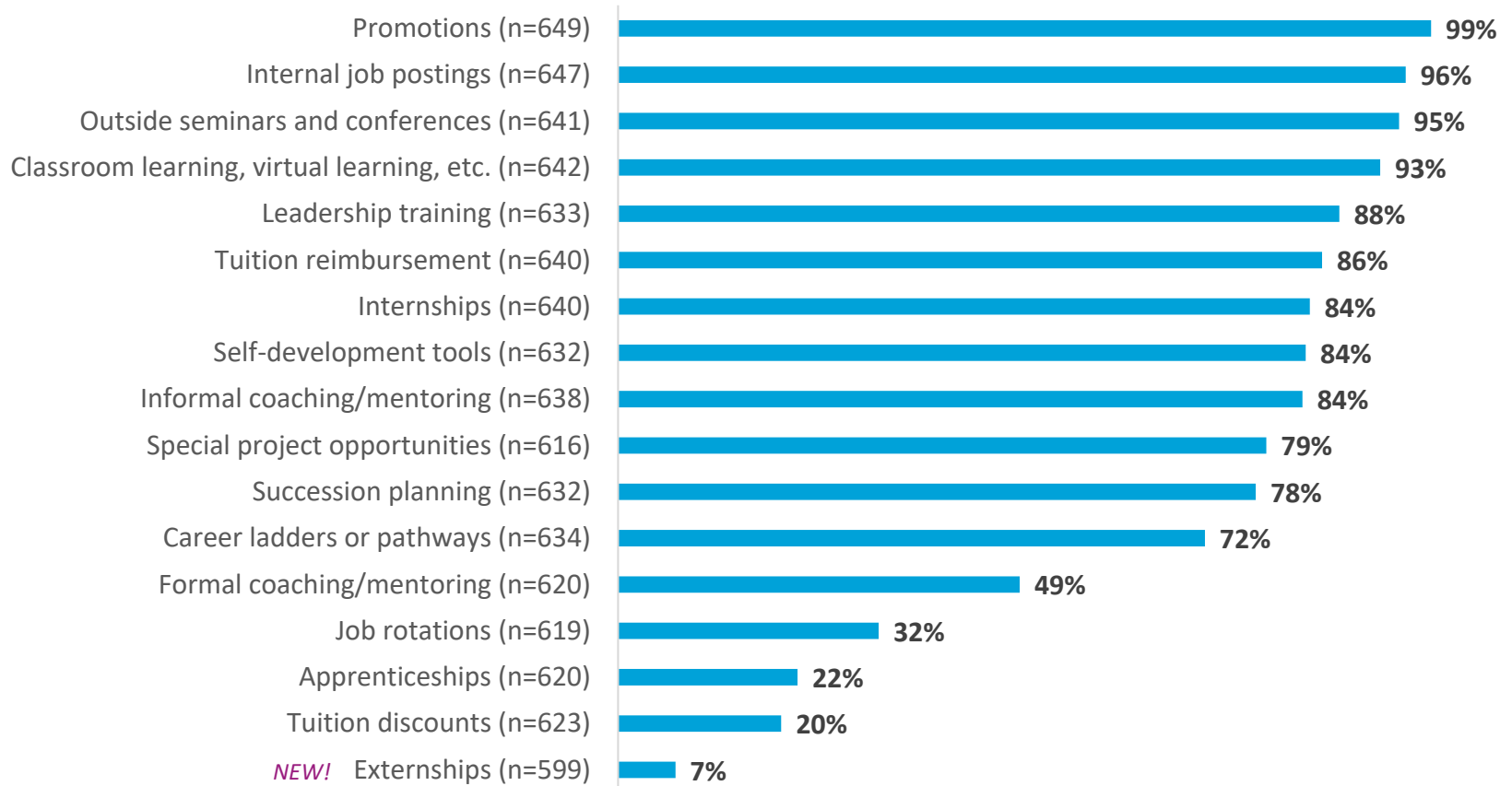
Recognition

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



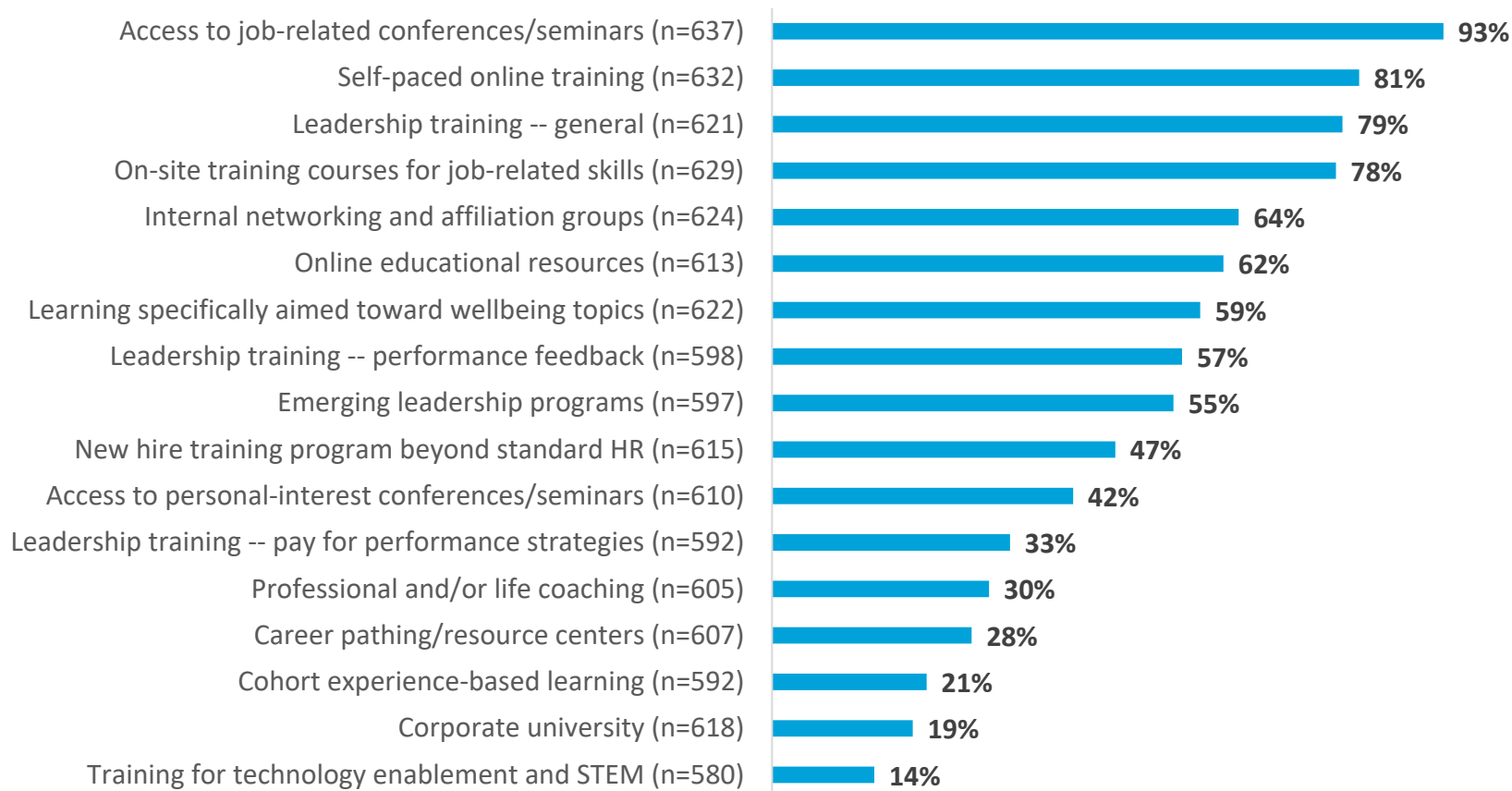
Development Opportunities

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



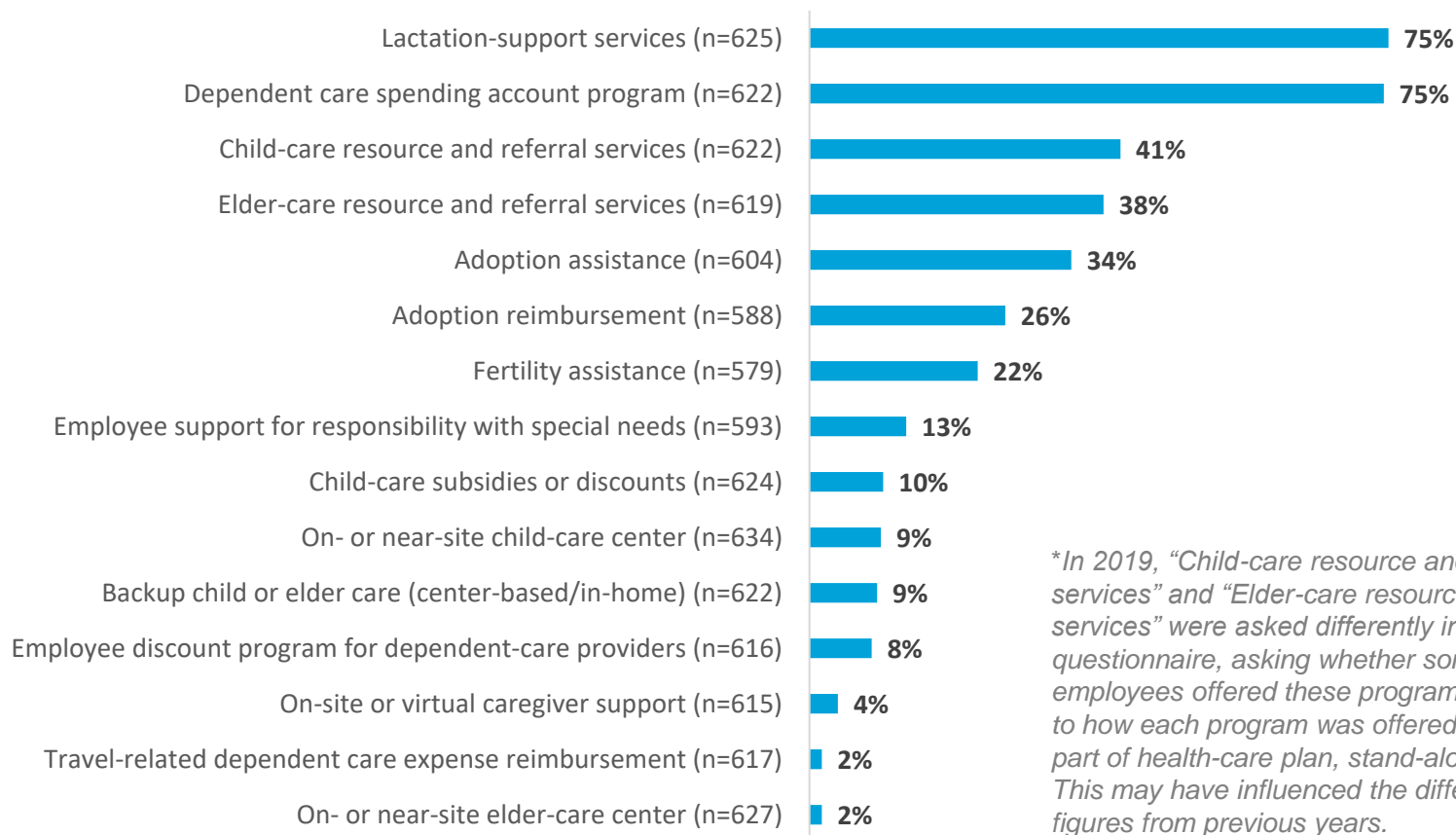
Development Opportunities *NEW!*

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



Caring for Dependents

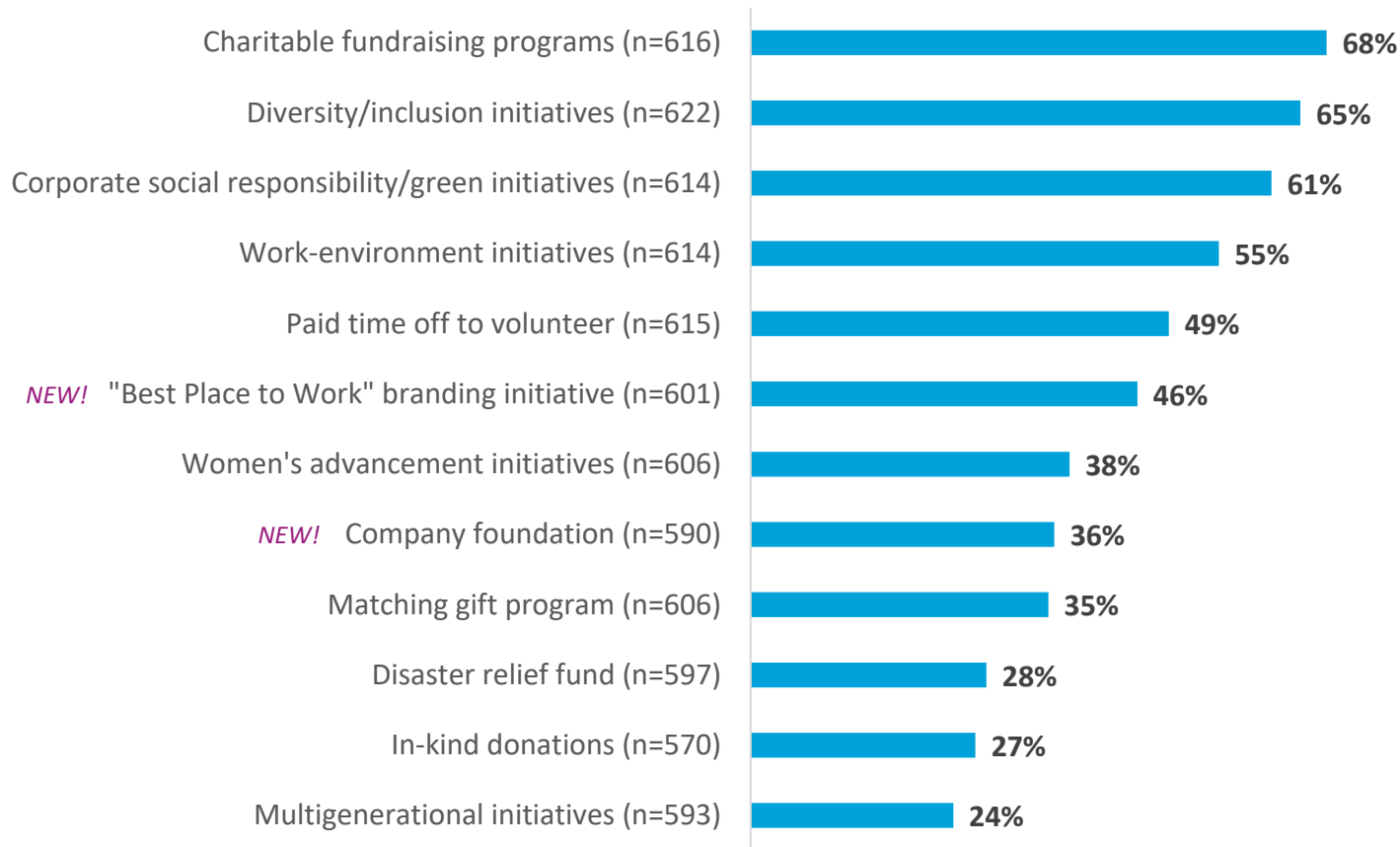
Is the following program offered at your organization to some or all employees?



**In 2019, “Child-care resource and referral services” and “Elder-care resource and referral services” were asked differently in the questionnaire, asking whether some or all employees offered these programs, as opposed to how each program was offered (part of EAP, part of health-care plan, stand-alone program). This may have influenced the difference in figures from previous years.*

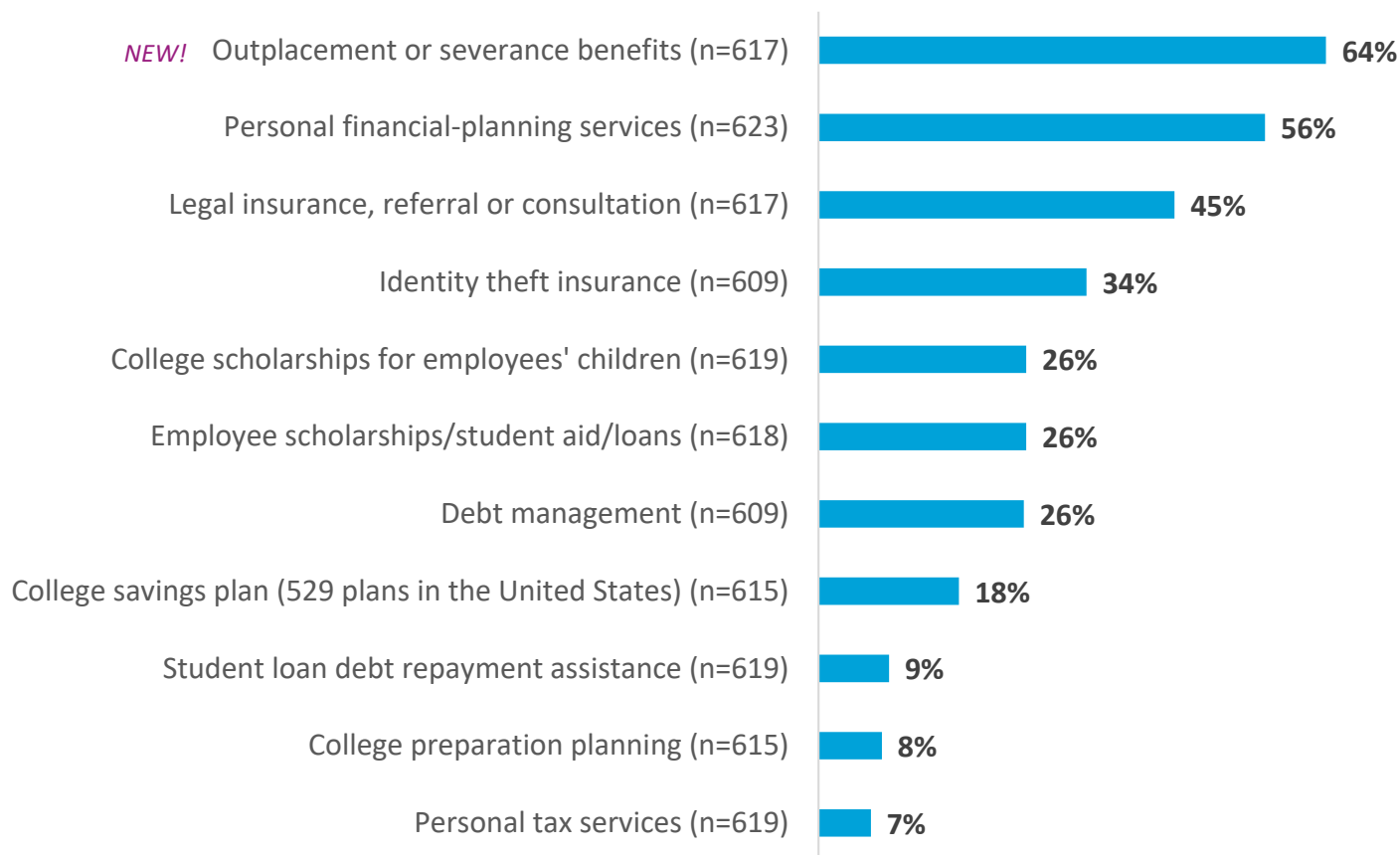
Culture Initiatives and Community Involvement

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



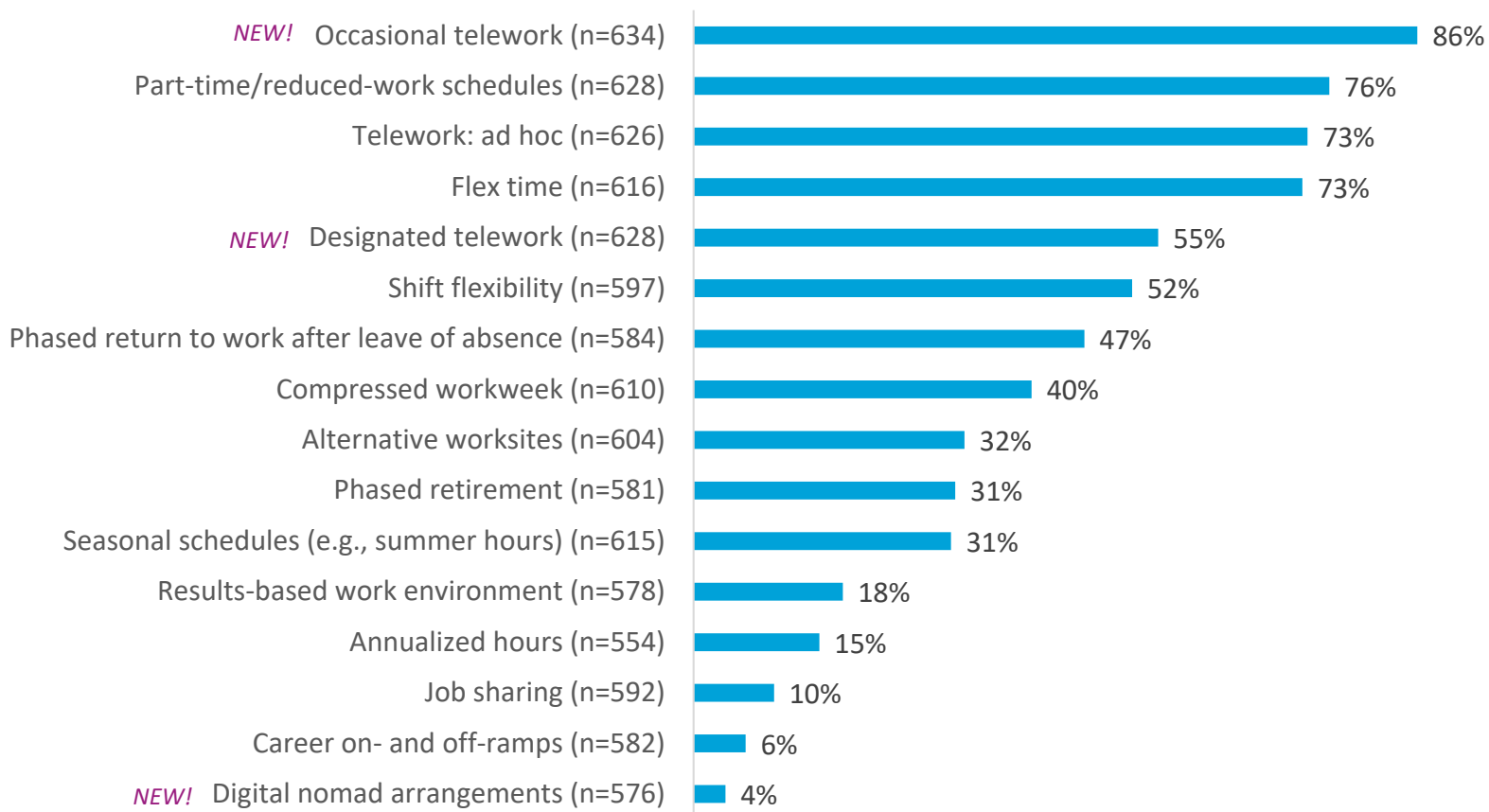
Financial Wellness

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



Workplace Flexibility

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



Demographics

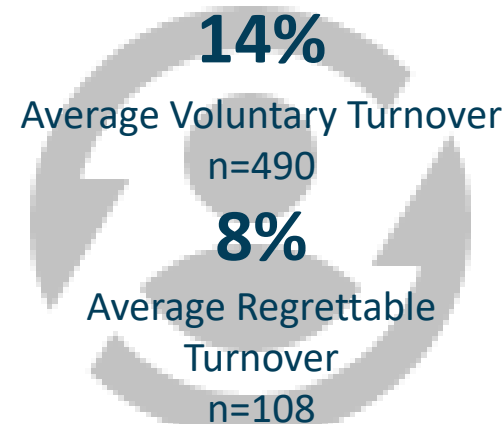
Organizational Demographics and Metrics

Sector (n=599)

	Average
Private sector, publicly traded (stock ticker)	36%
Private sector, privately held	40%
Nonprofit/Not-for-profit	16%
Public sector (local, state, federal government)	8%

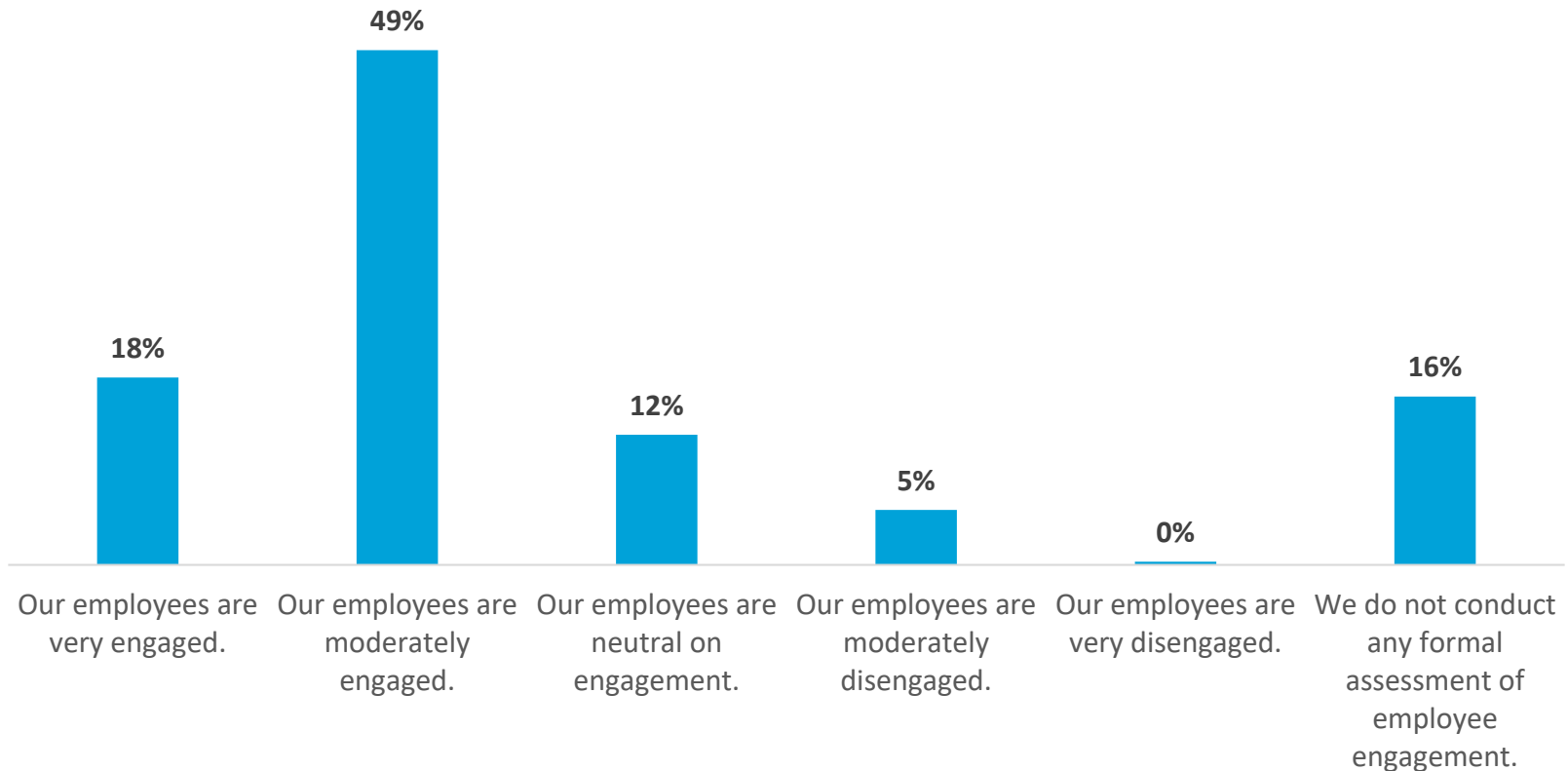


Average annual labor cost as a percentage of total revenue
n=165



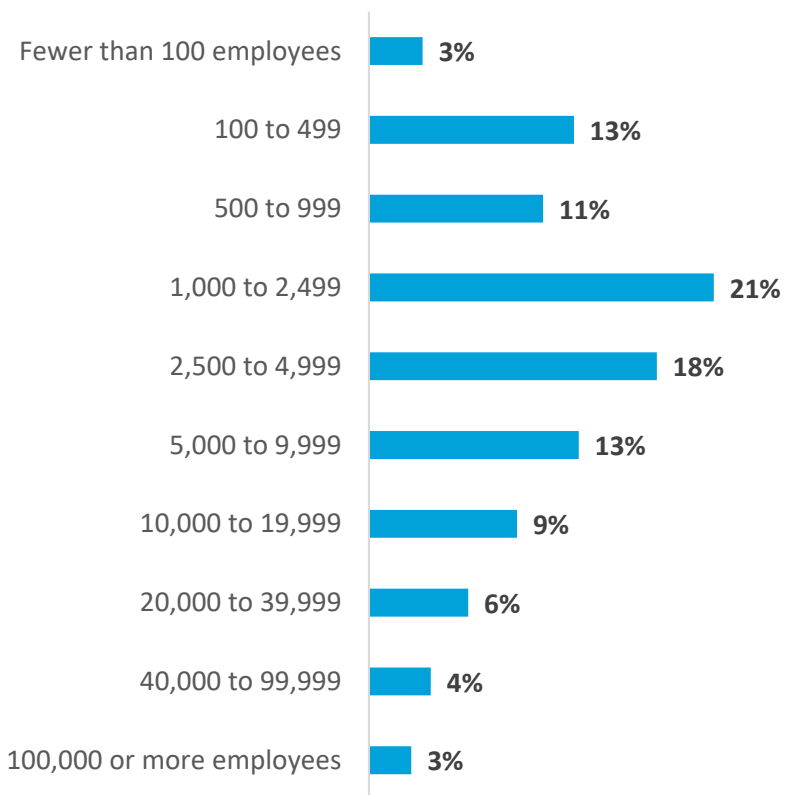
29% of organizations track regrettable turnover. (n=577)

Employee Engagement Based on Internal Surveys

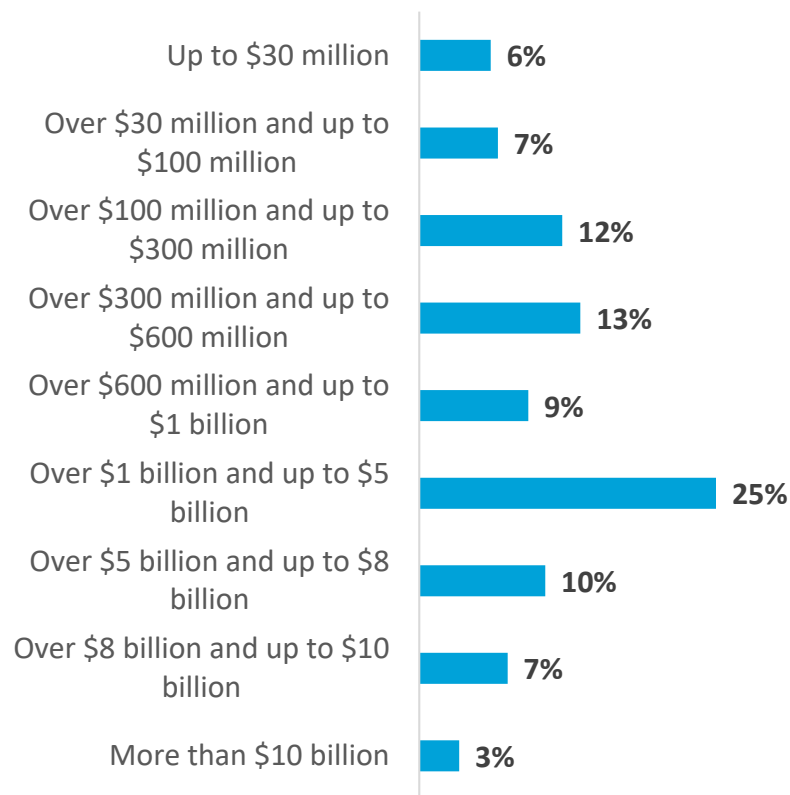


Organization Size and Revenue

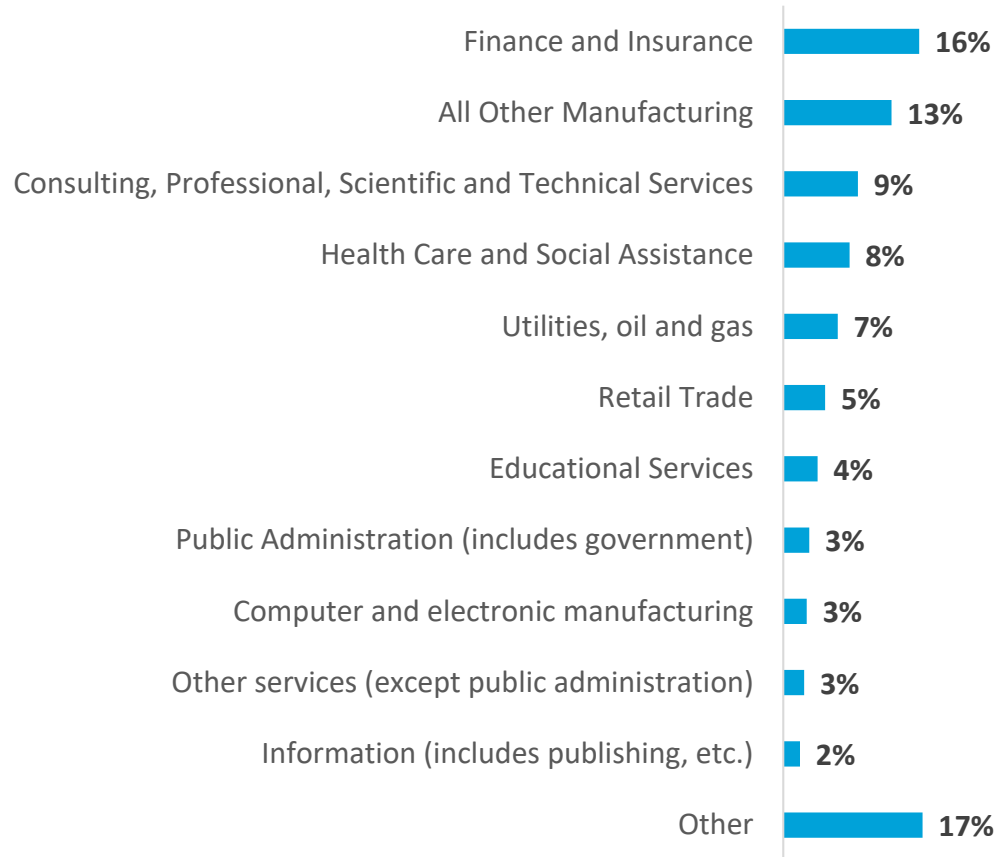
Organization Size (n=627)



Revenue (n=490)



Industries (n=604)

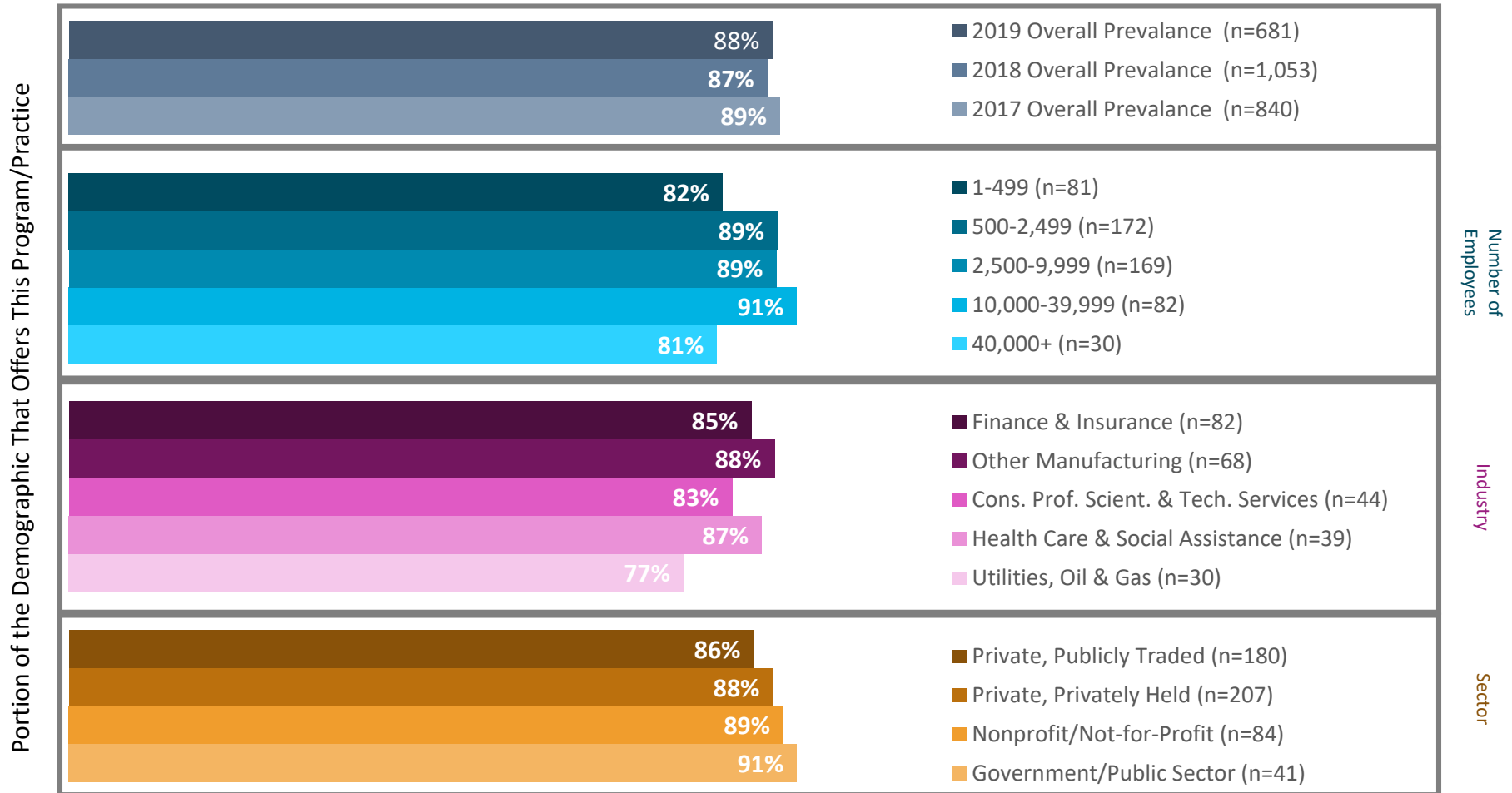


Responding industries with fewer than 4% of the overall response are not included in this chart.

Historical Trend and Advanced Analyses

PPO Medical Plan

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

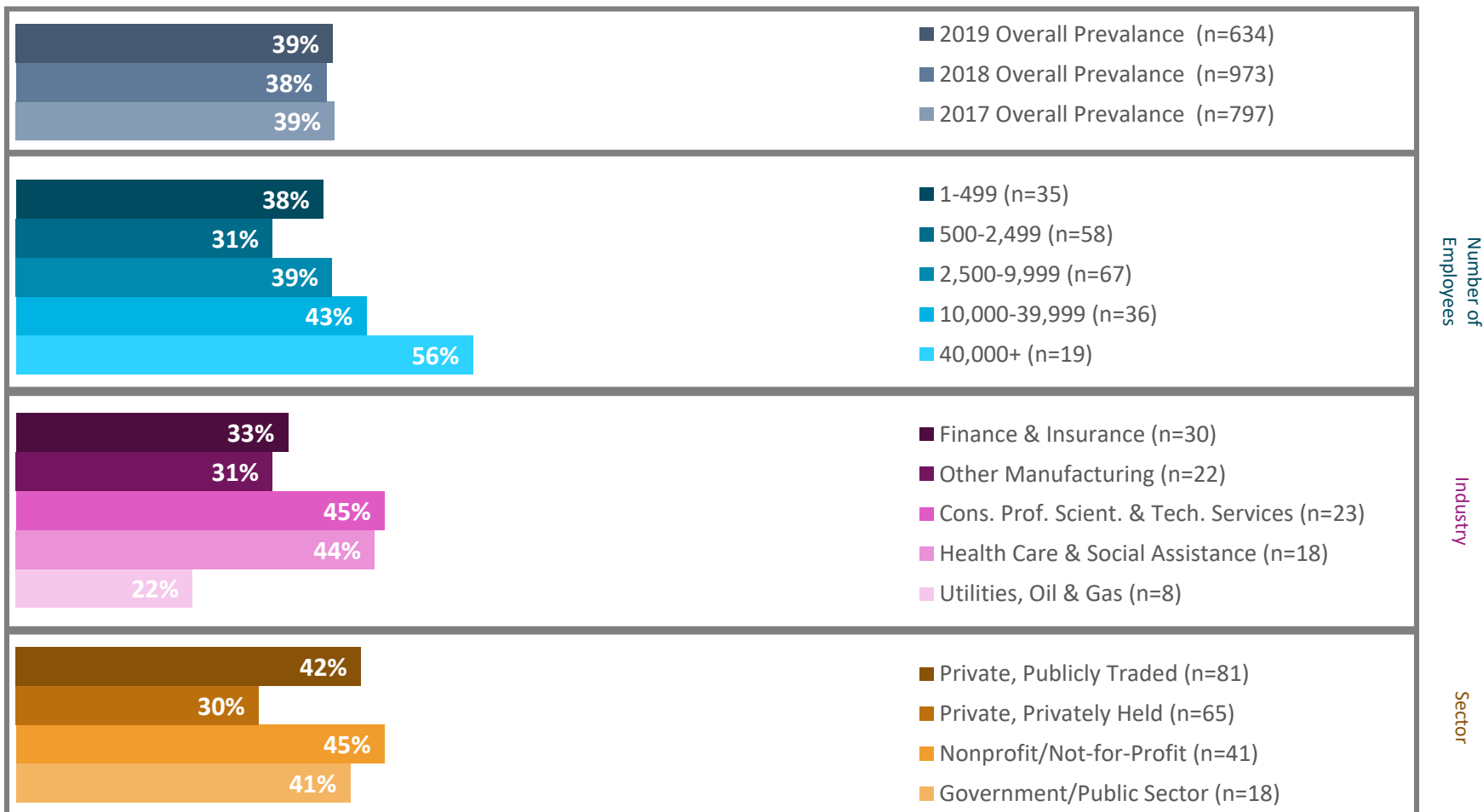


*Results with a sample size less than 50 should be used directionally.

HMO Medical Plan

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

Portion of the Demographic That Offers This Program/Practice

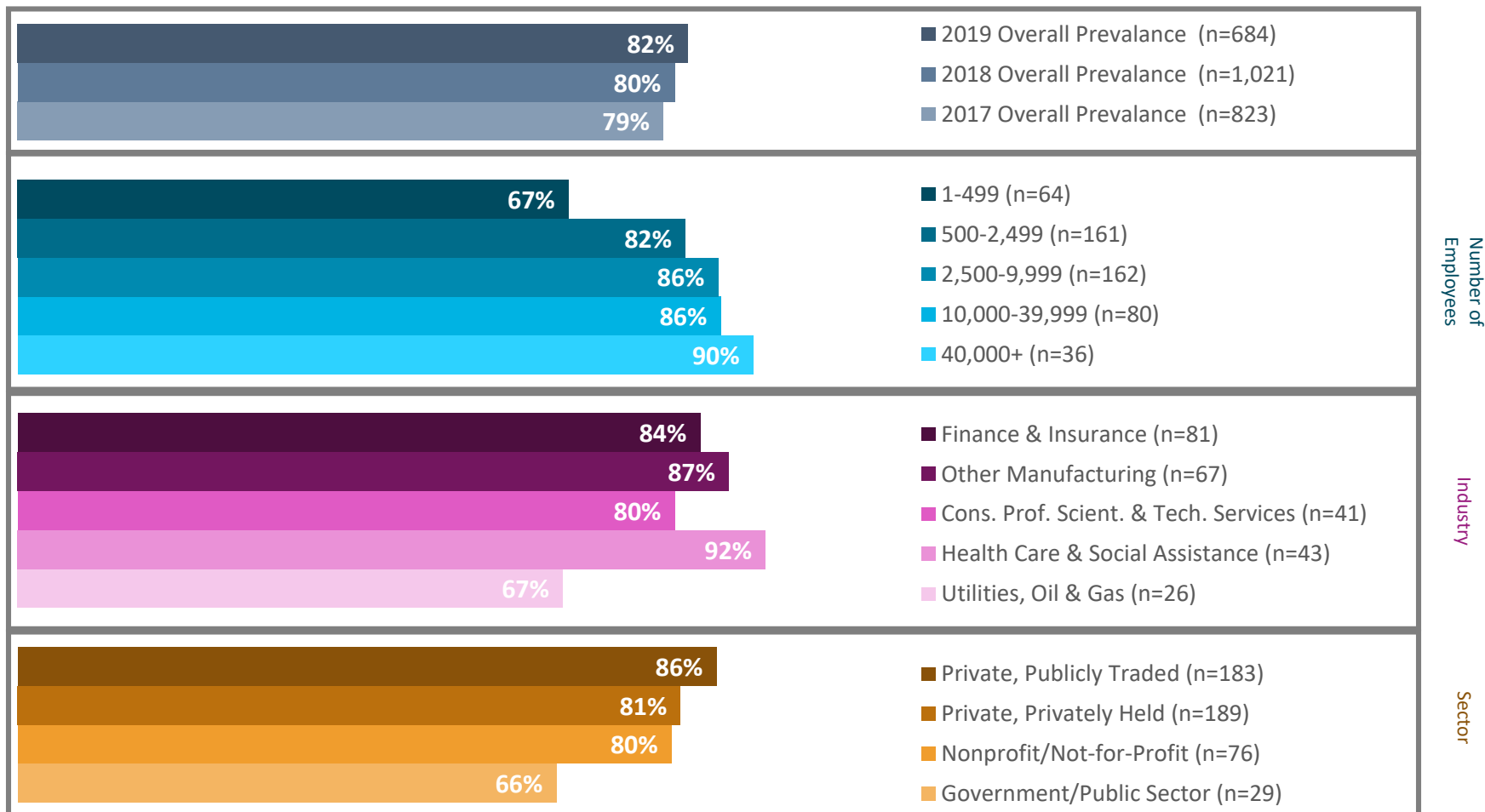


*Results with a sample size less than 50 should be used directionally.

High-Deductible Health Plan

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

Portion of the Demographic That Offers This Program/Practice

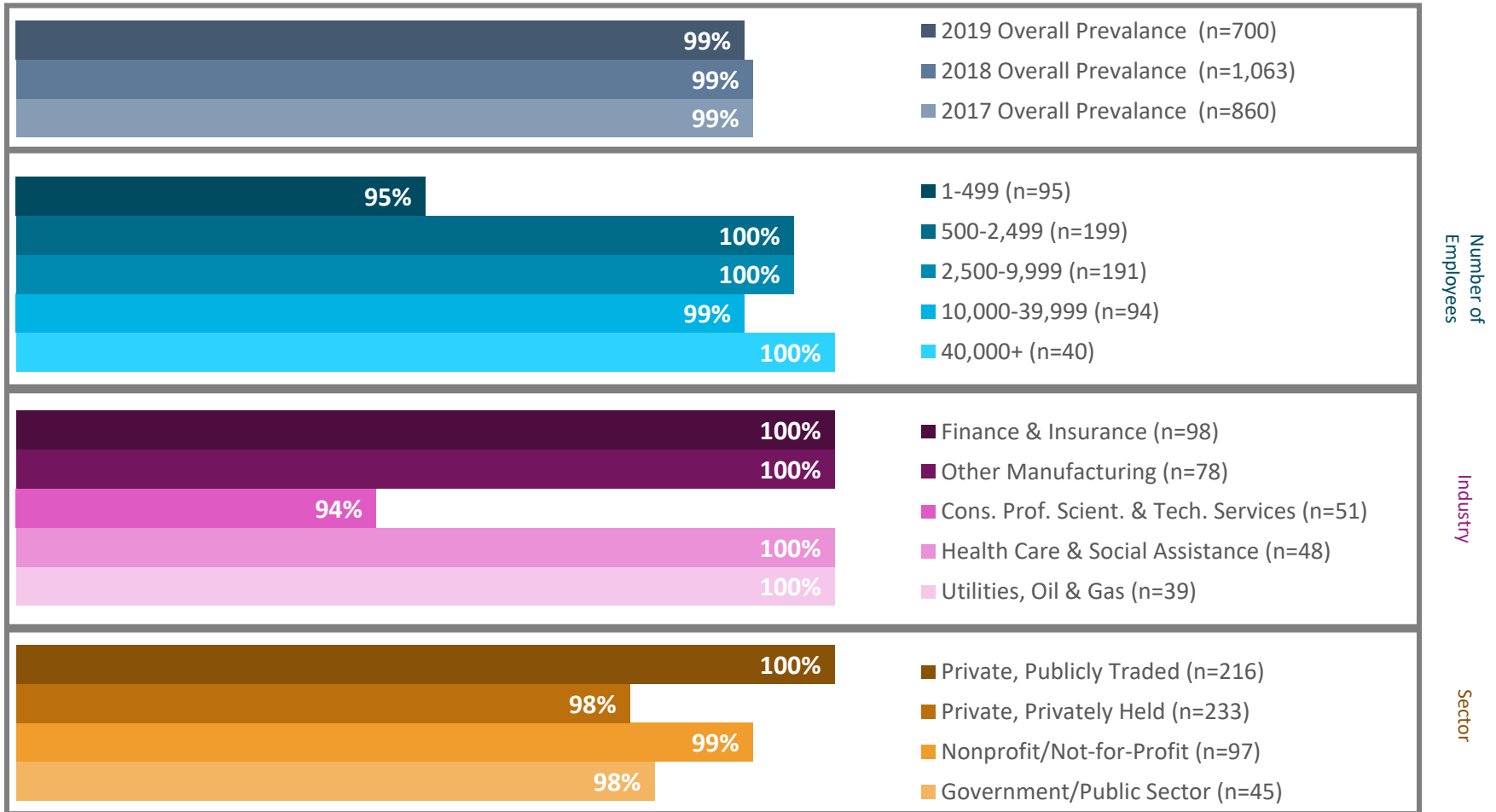


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Dental Plan

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

Portion of the Demographic That Offers This Program/Practice

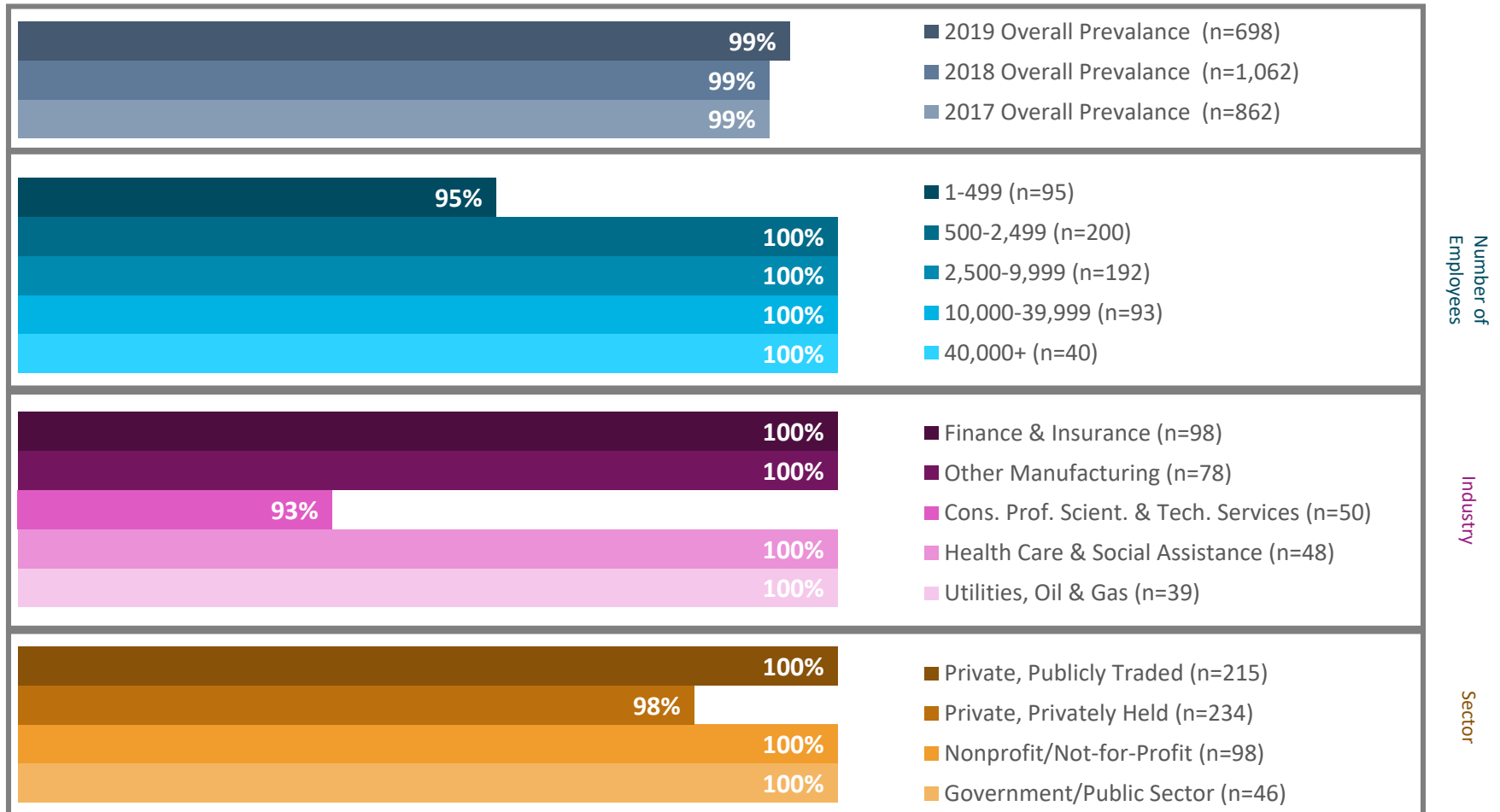


*Results with a sample size less than 50 should be used directionally.

Employee Life Insurance/AD&D

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

Portion of the Demographic That Offers This Program/Practice

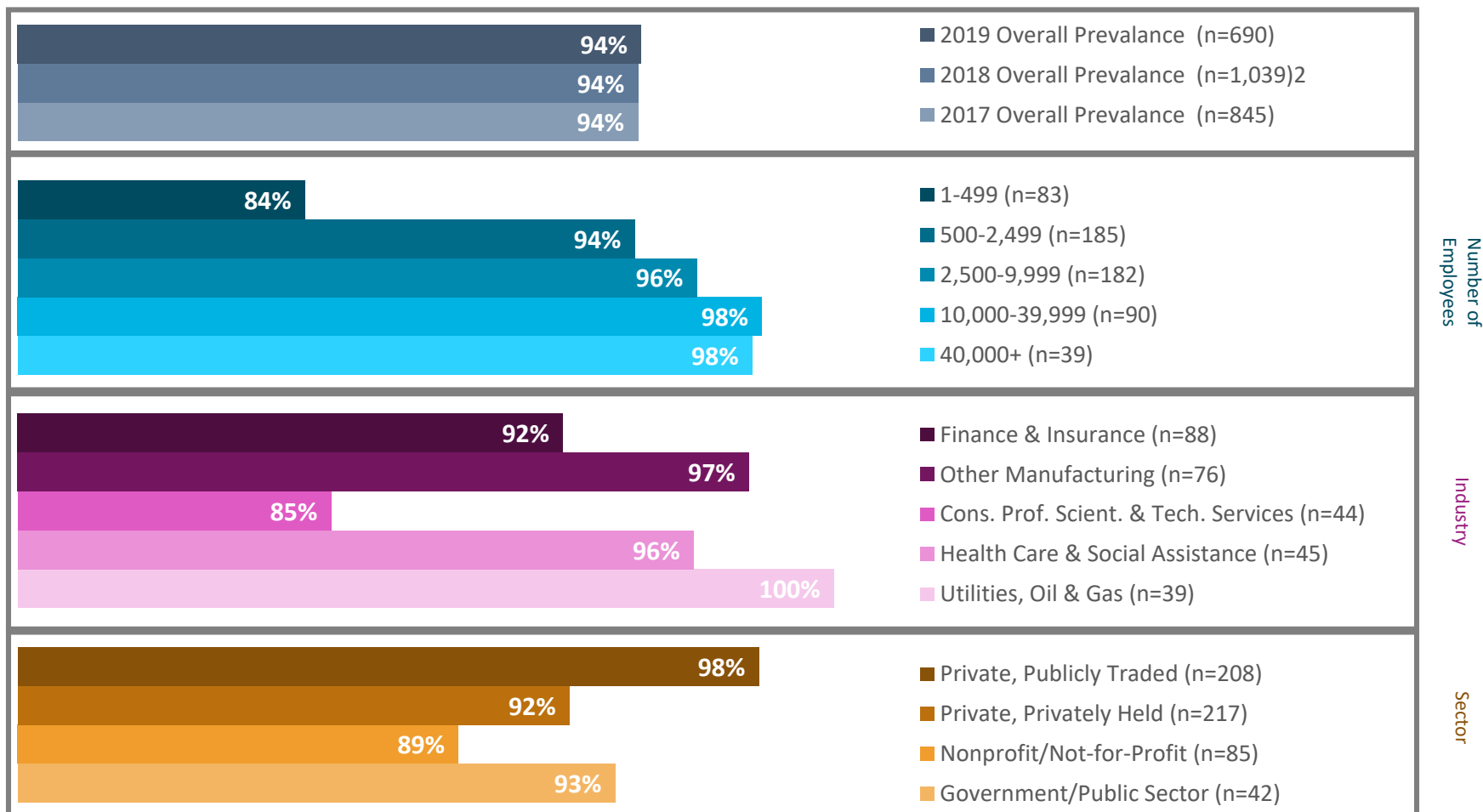


*Results with a sample size less than 50 should be used directionally.

Spouse/Dependent Life Insurance

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

Portion of the Demographic That Offers This Program/Practice

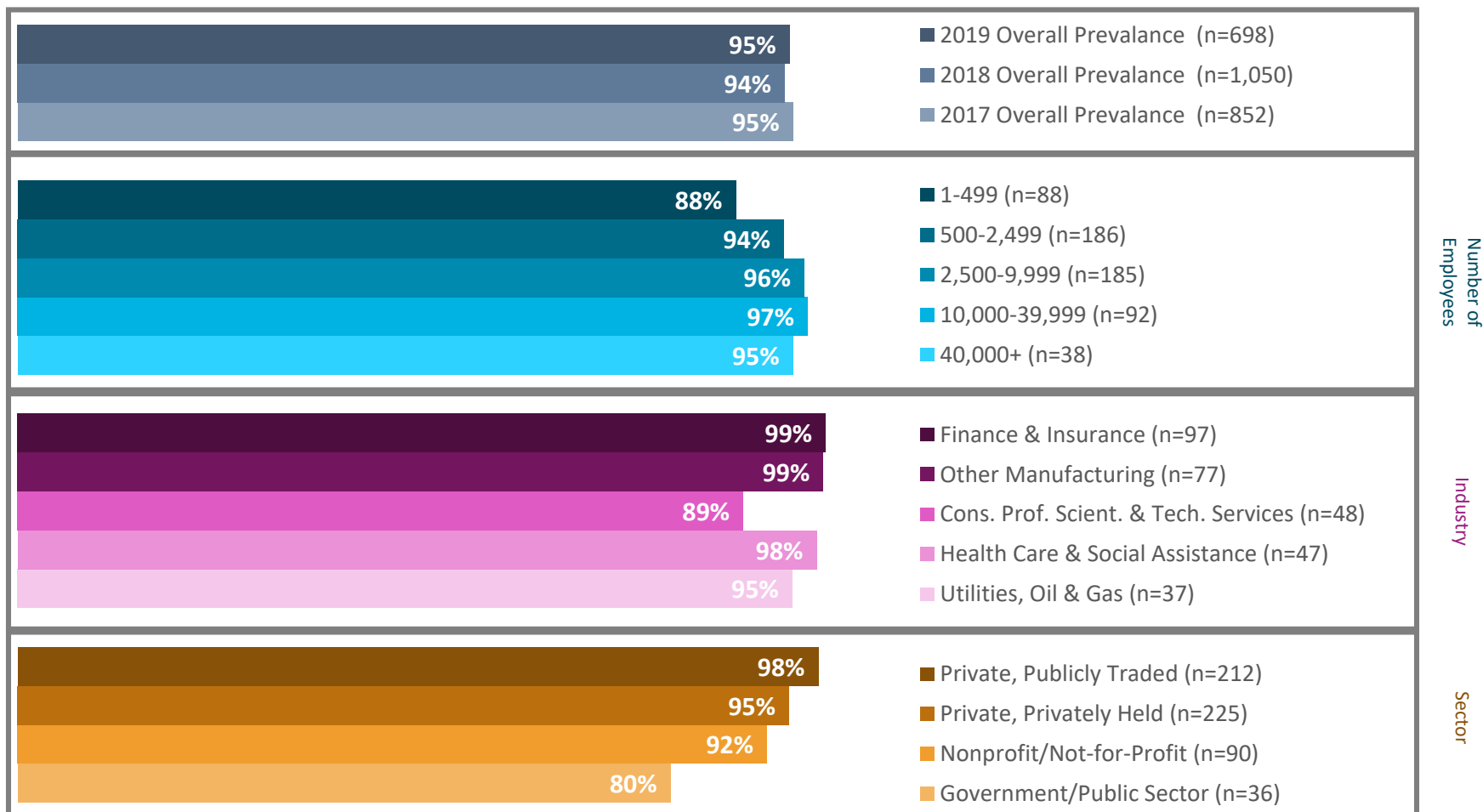


*Results with a sample size less than 50 should be used directionally.

Short-Term Disability (STD) Insurance

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

Portion of the Demographic That Offers This Program/Practice

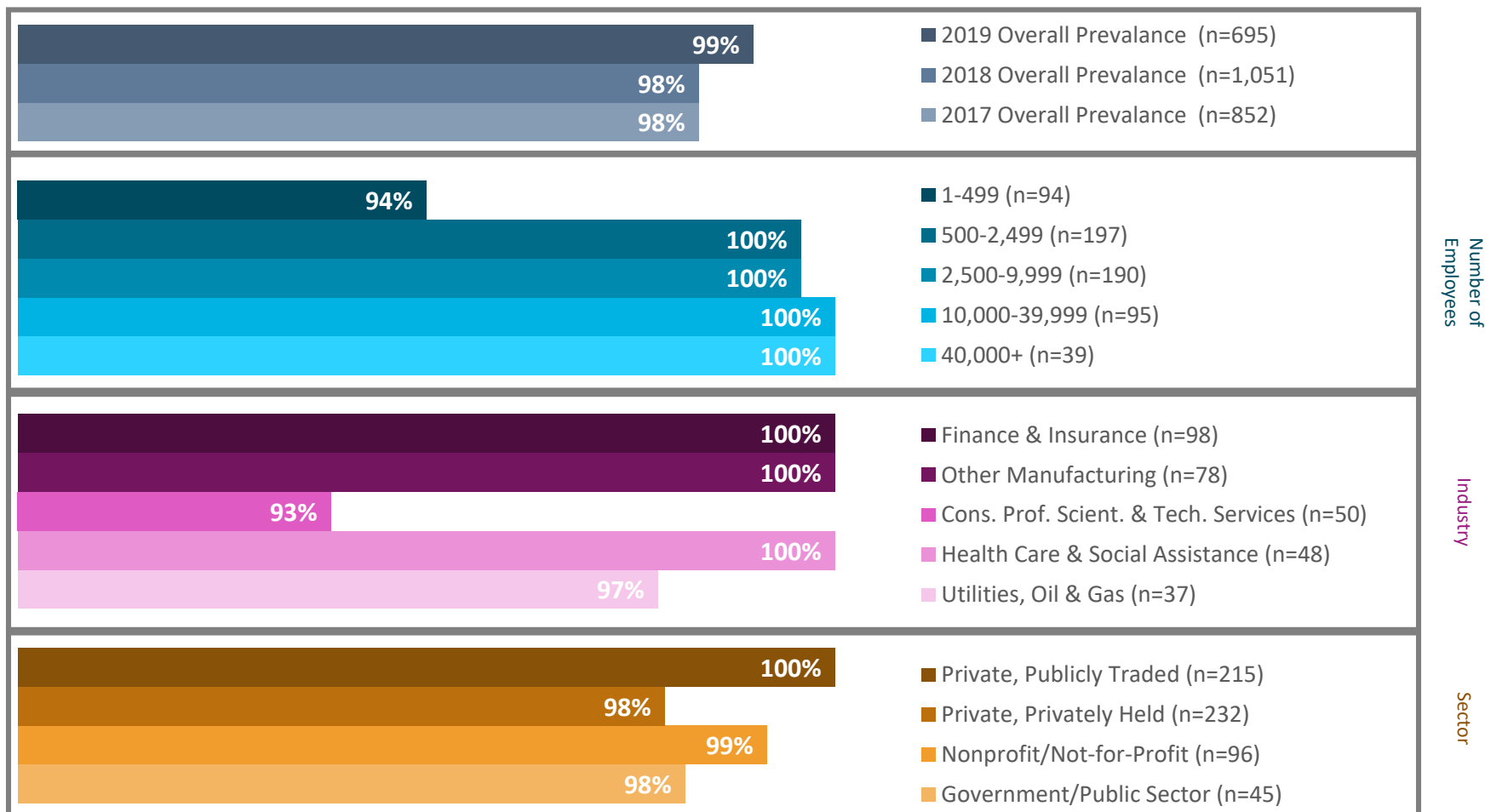


*Results with a sample size less than 50 should be used directionally.

Long-Term Disability (LTD) Insurance

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

Portion of the Demographic That Offers This Program/Practice

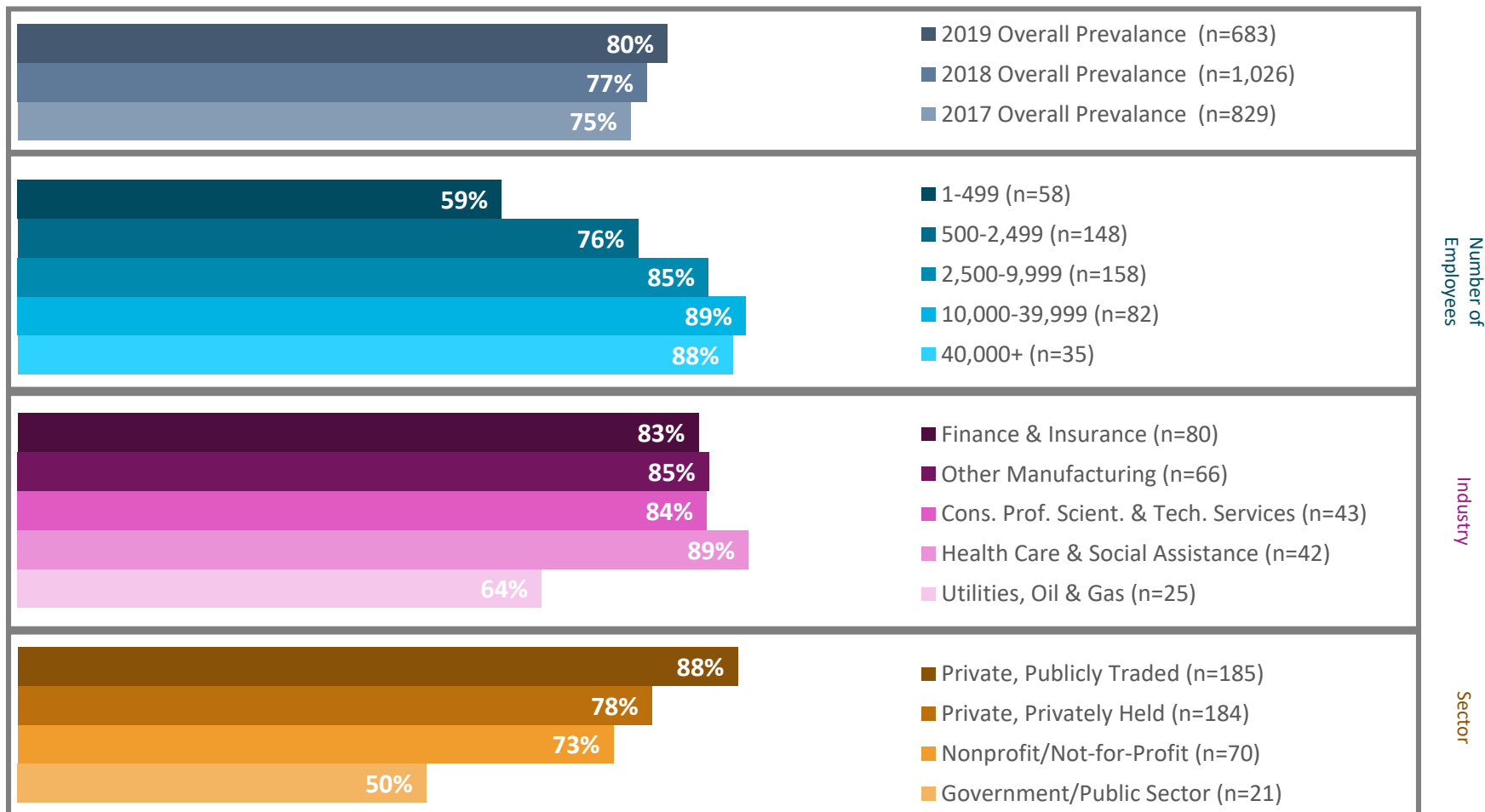


*Results with a sample size less than 50 should be used directionally.

Health Savings Accounts (HSAs)

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

Portion of the Demographic That Offers This Program/Practice

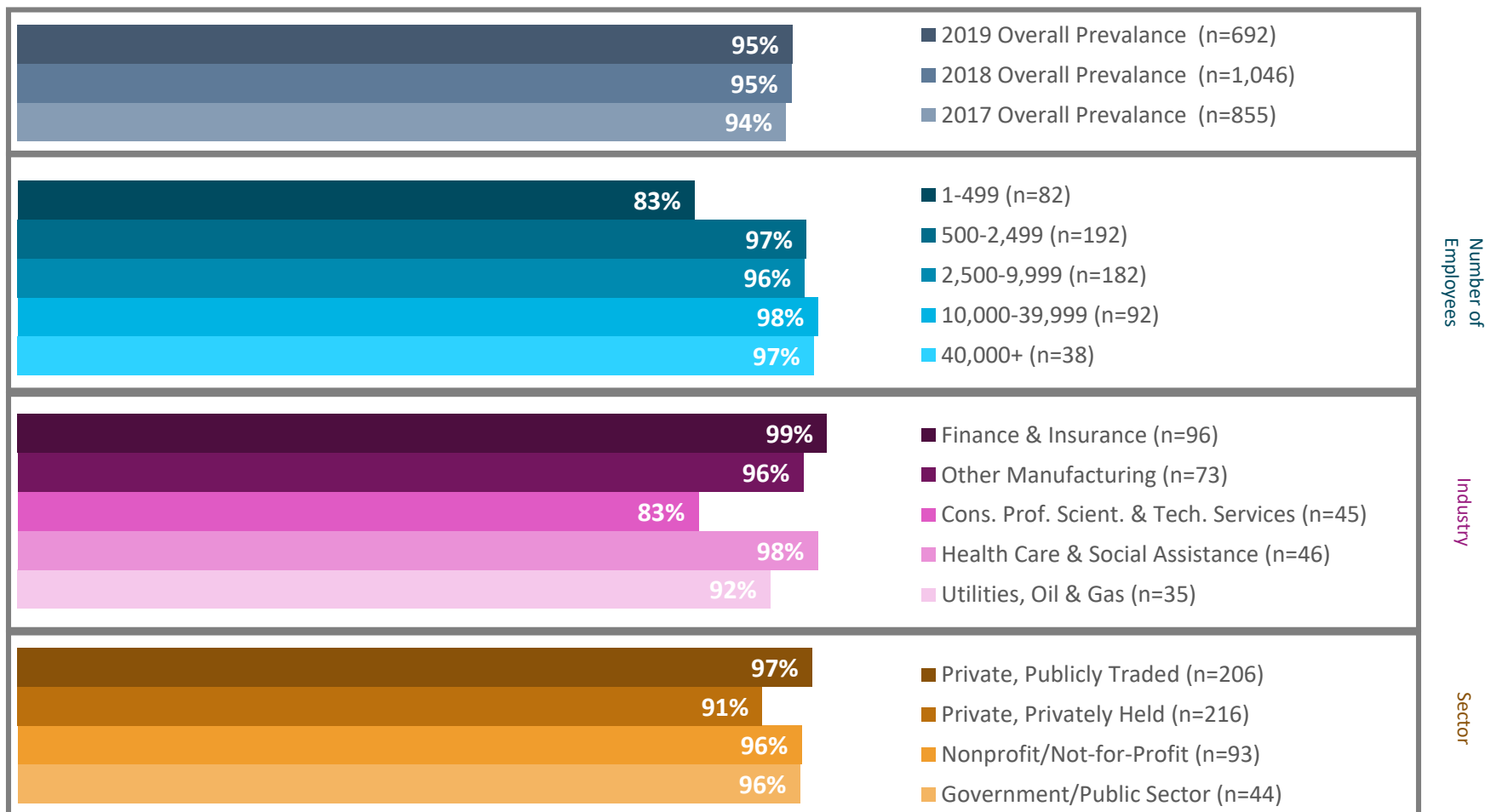


*Results with a sample size less than 50 should be used directionally.

Flexible Spending Accounts (FSAs)

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

Portion of the Demographic That Offers This Program/Practice

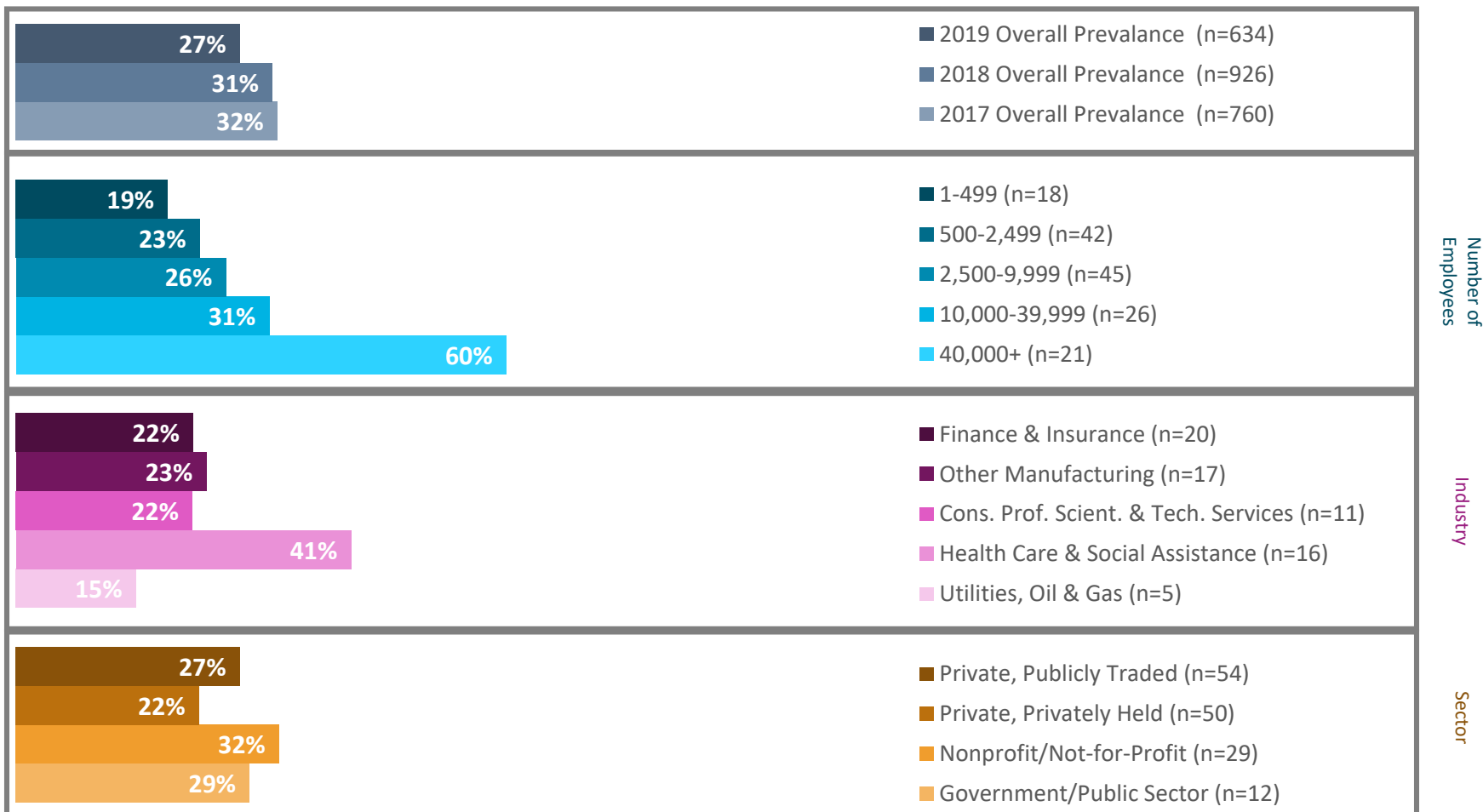


*Results with a sample size less than 50 should be used directionally.

Health Reimbursement Accounts (HRAs)

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

Portion of the Demographic That Offers This Program/Practice

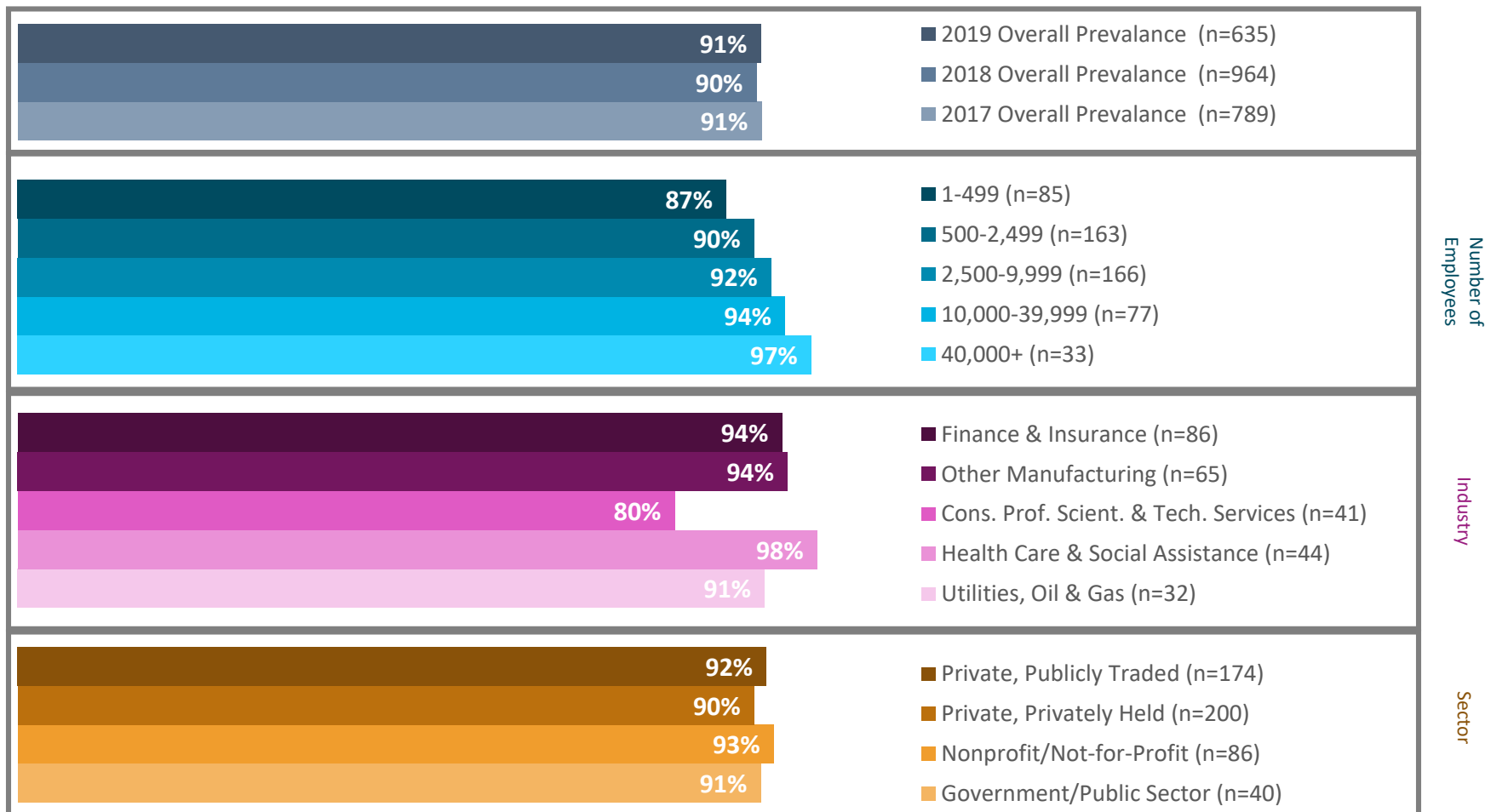


*Results with a sample size less than 50 should be used directionally.

Behavioral Health Plan

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

Portion of the Demographic That Offers This Program/Practice

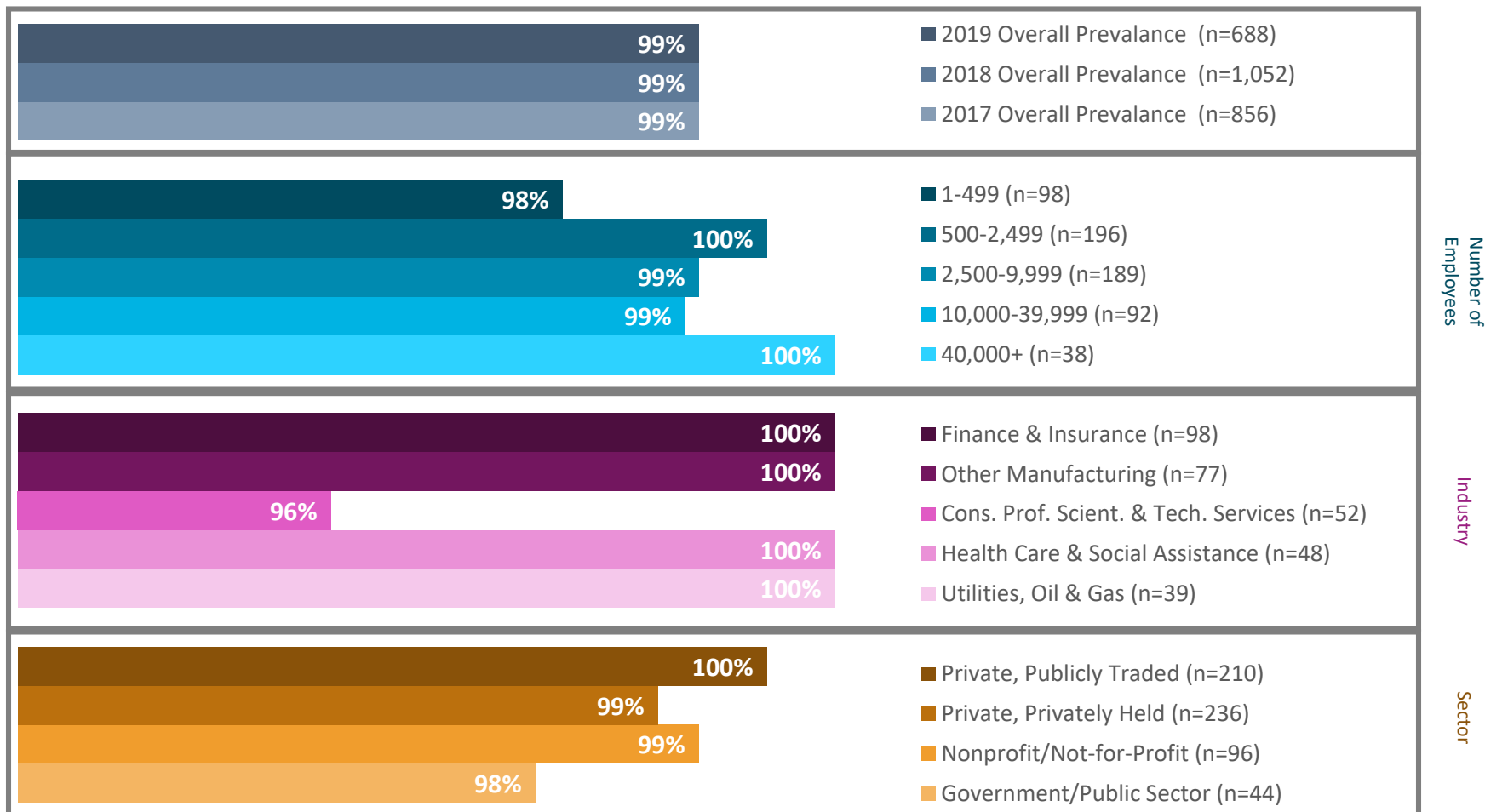


*Results with a sample size less than 50 should be used directionally.

Prescription Drug Plan

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

Portion of the Demographic That Offers This Program/Practice

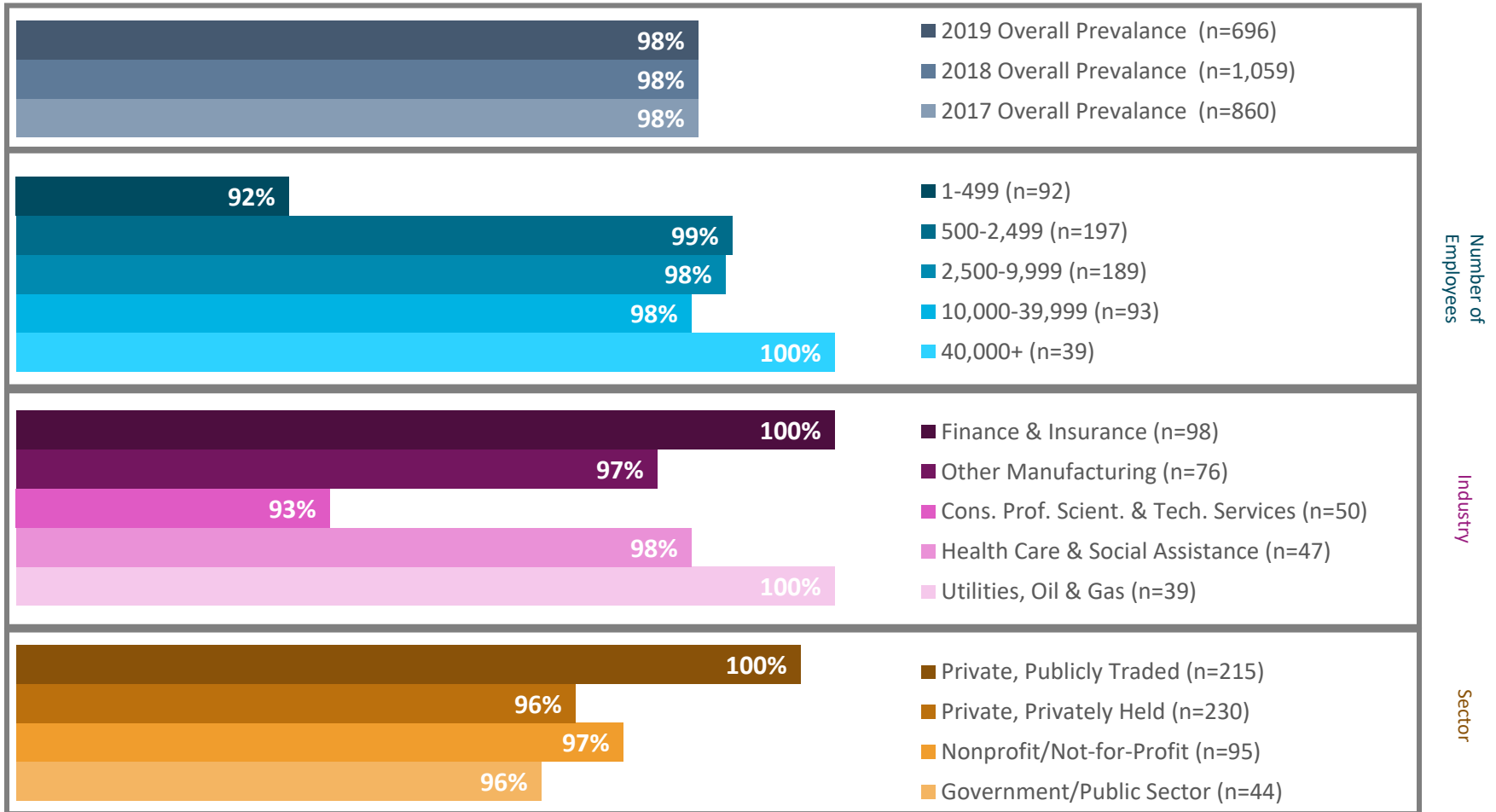


*Results with a sample size less than 50 should be used directionally.

Vision Plan

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

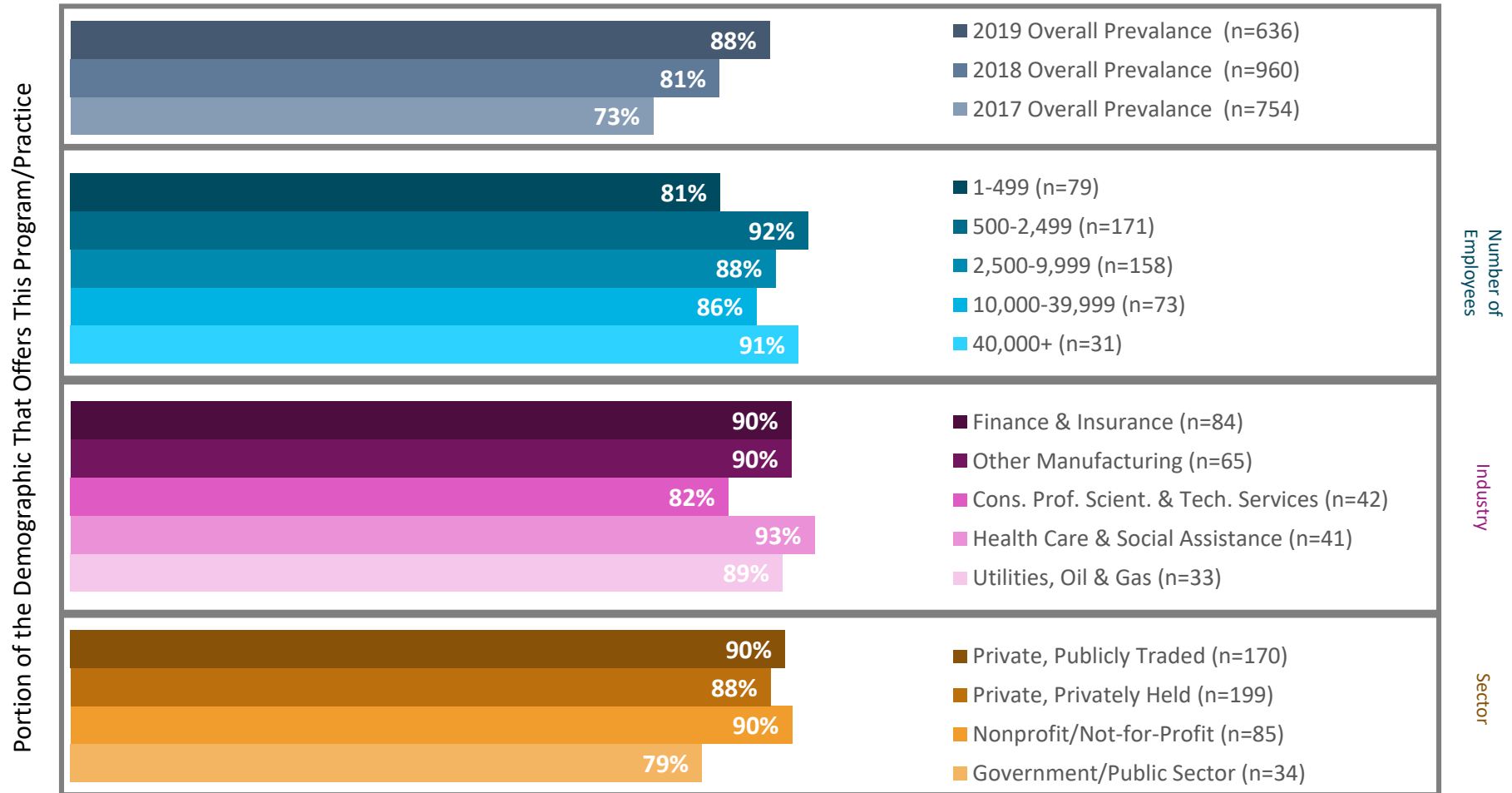
Portion of the Demographic That Offers This Program/Practice



*Results with a sample size less than 50 should be used directionally.

Telemedicine Services

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

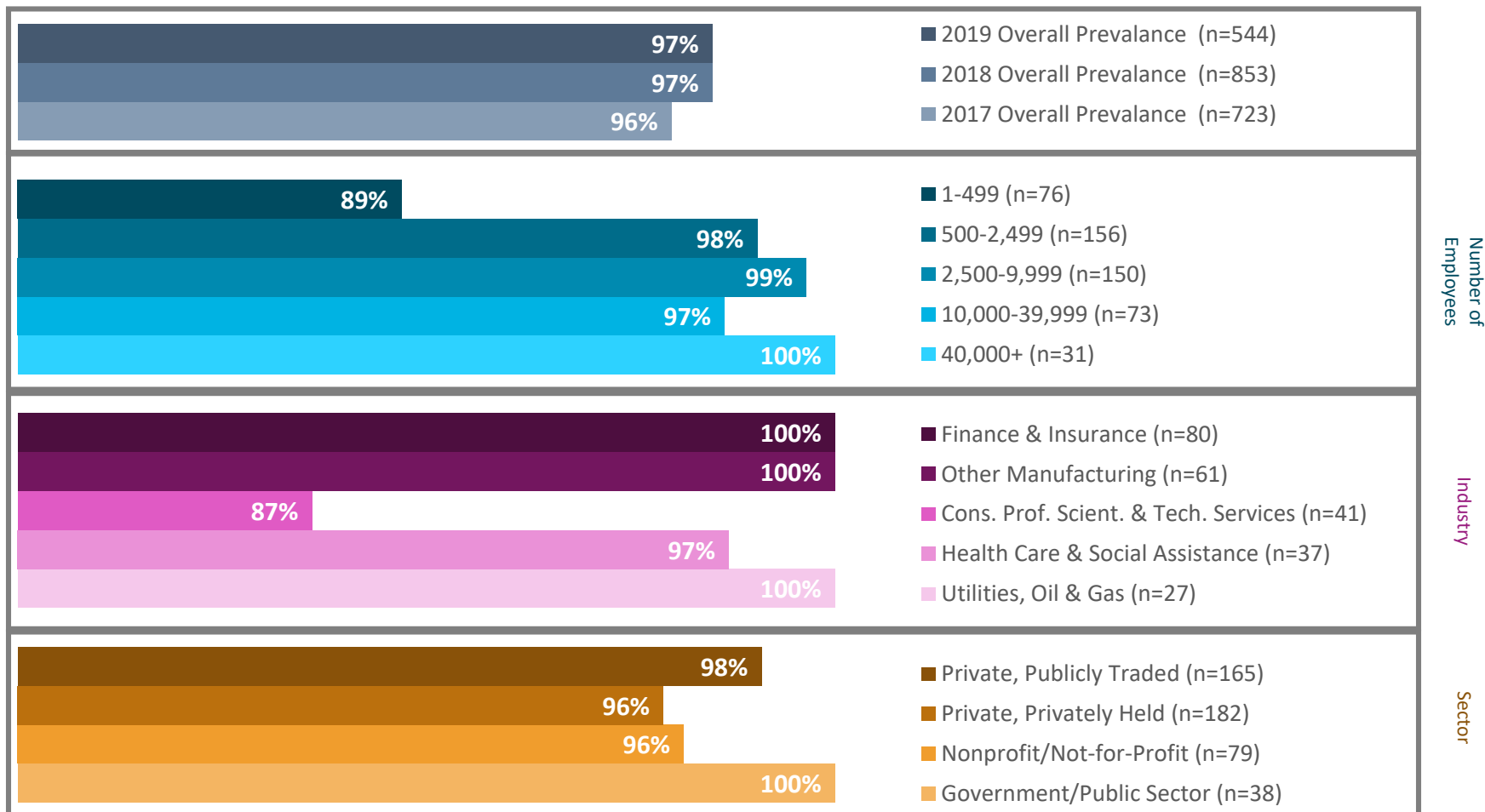


*Results with a sample size less than 50 should be used directionally.

Employee Assistance Program (EAP)

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

Portion of the Demographic That Offers This Program/Practice

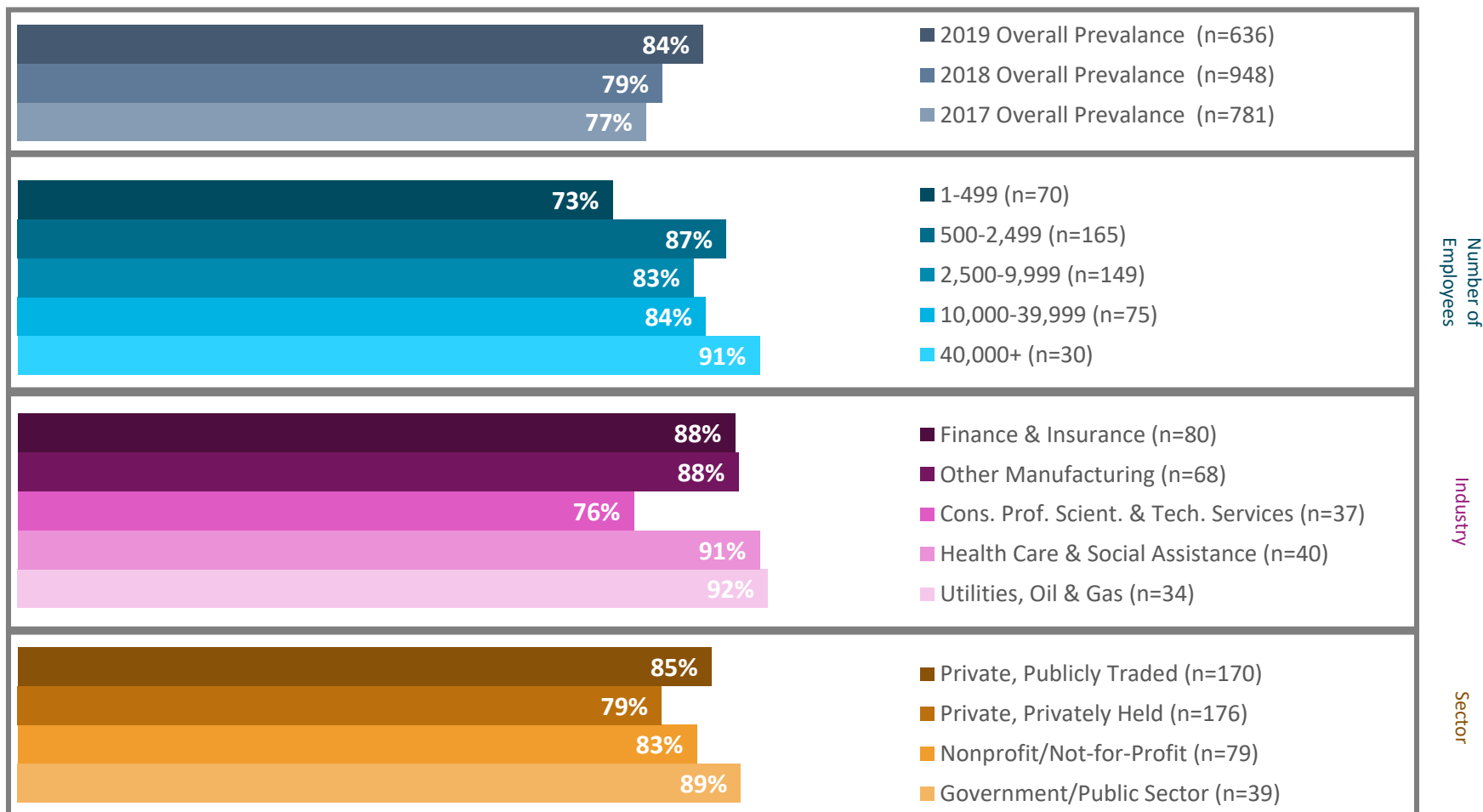


*Results with a sample size less than 50 should be used directionally.

Immunization Clinics or Promotions

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

Portion of the Demographic That Offers This Program/Practice

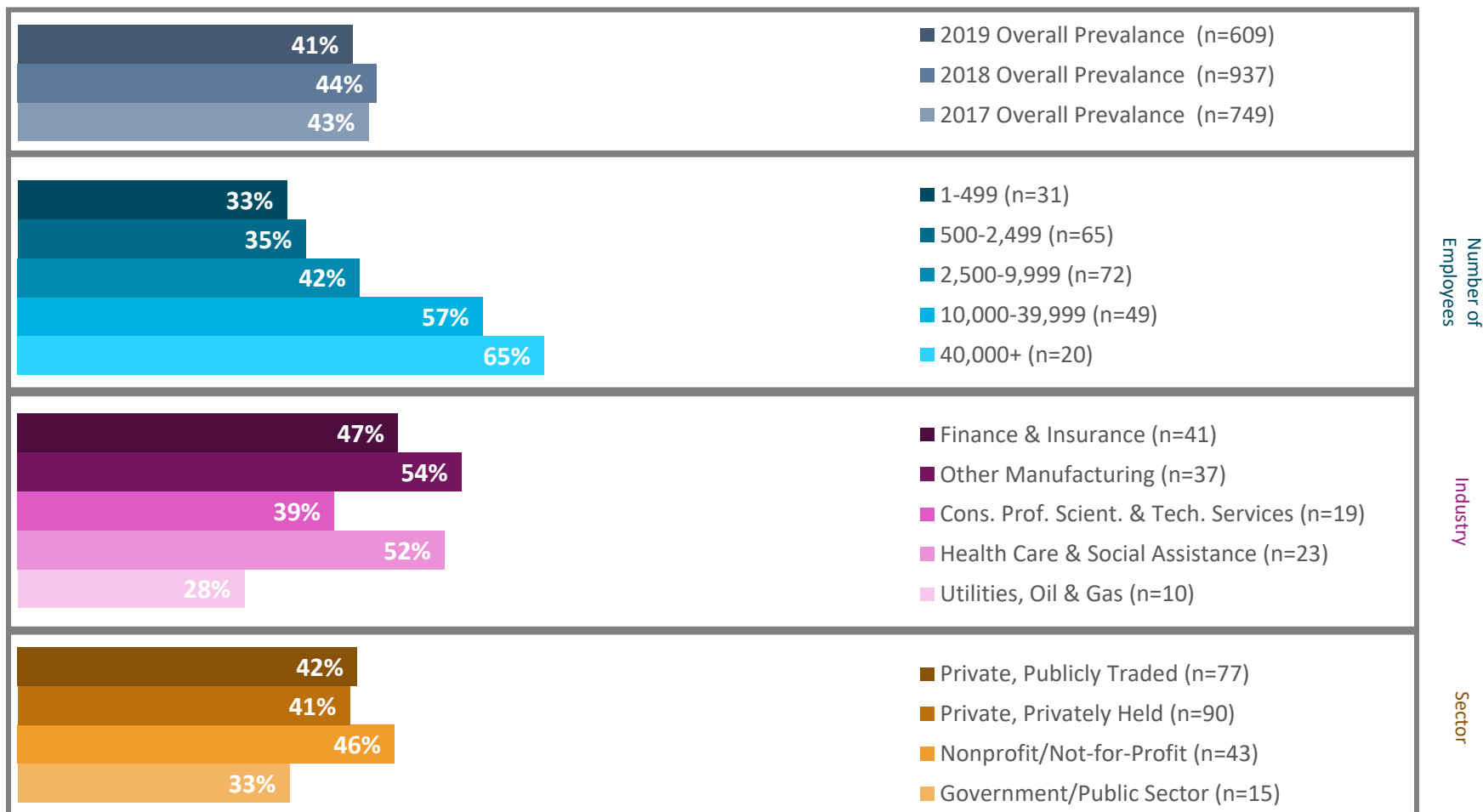


*Results with a sample size less than 50 should be used directionally.

Outcomes-Based Wellness Program

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

Portion of the Demographic That Offers This Program/Practice

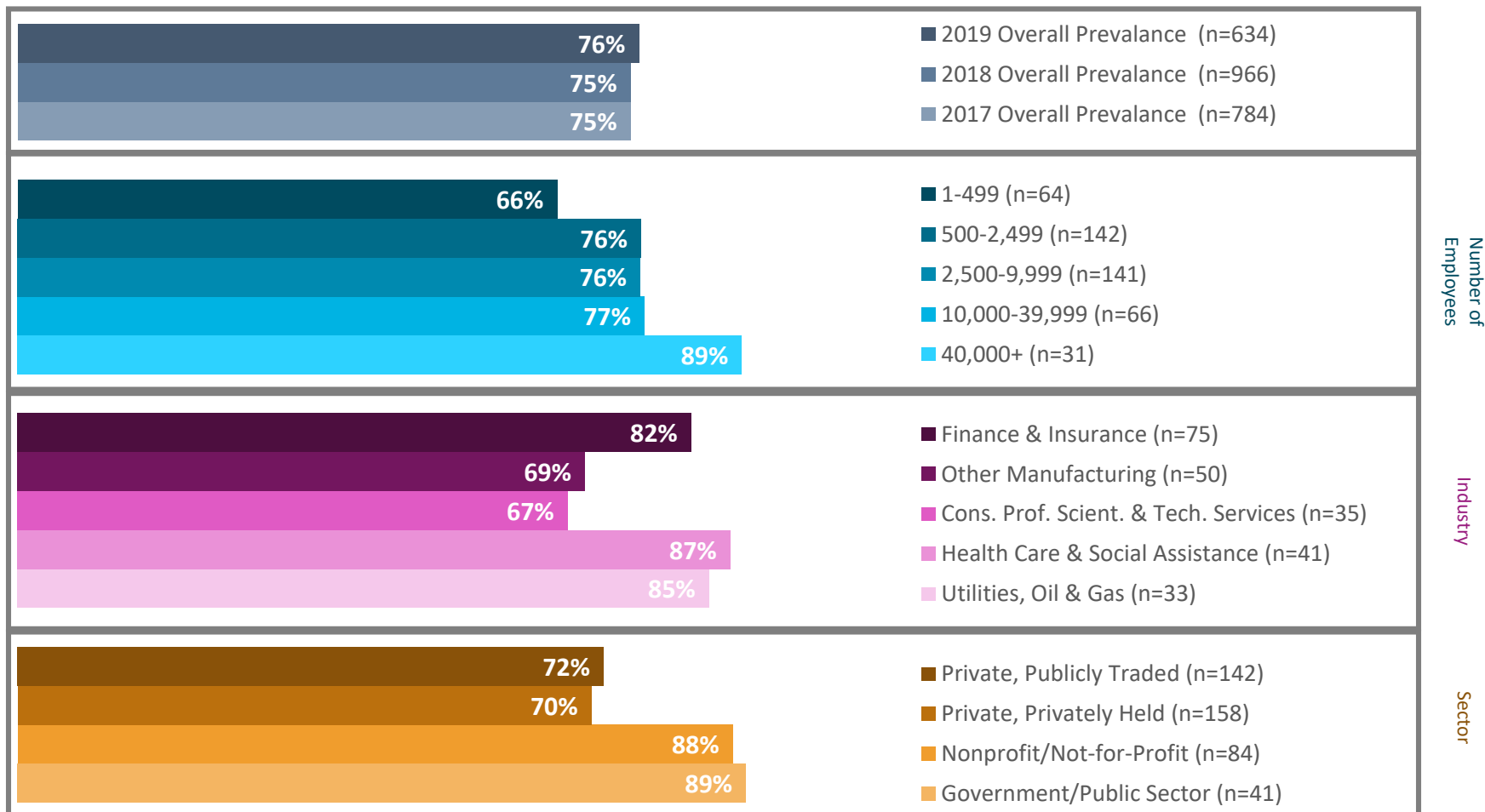


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Participatory Wellness Program

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

Portion of the Demographic That Offers This Program/Practice

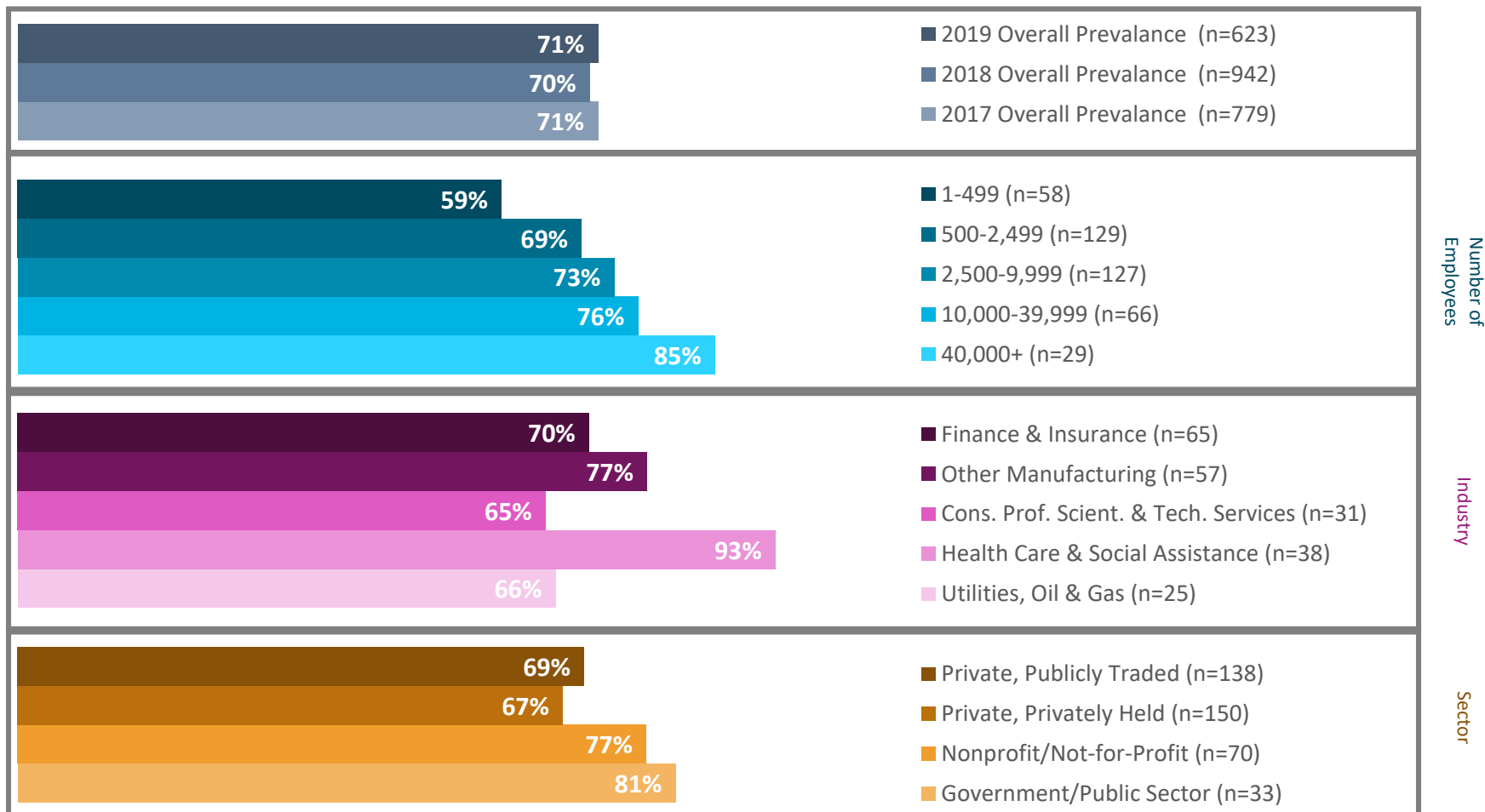


*Results with a sample size less than 50 should be used directionally.

Health-Risk Assessment (HRA)

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

Portion of the Demographic That Offers This Program/Practice

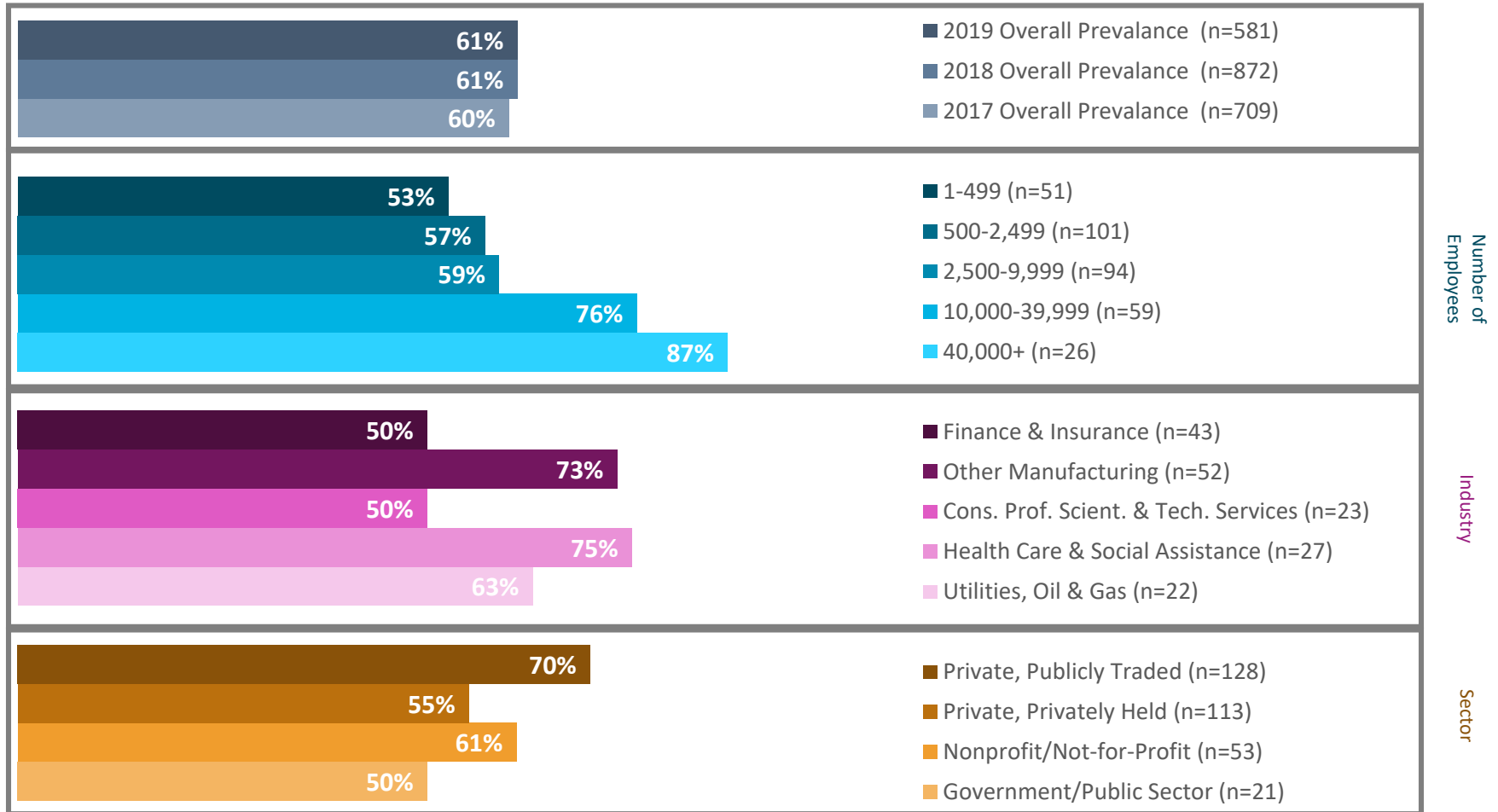


*Results with a sample size less than 50 should be used directionally.

Health Advocacy Program

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

Portion of the Demographic That Offers This Program/Practice

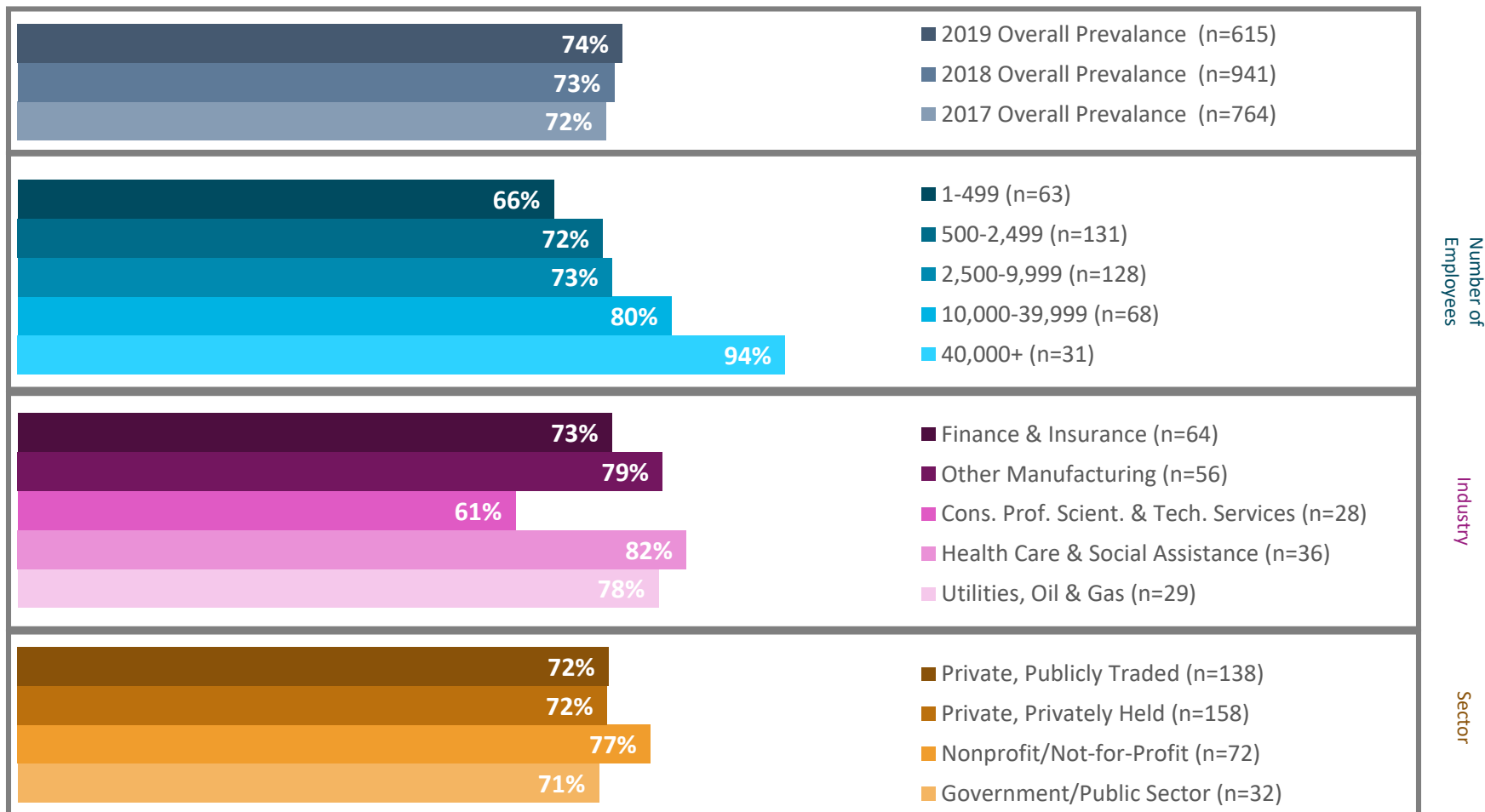


*Results with a sample size less than 50 should be used directionally.

Health Coaching

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

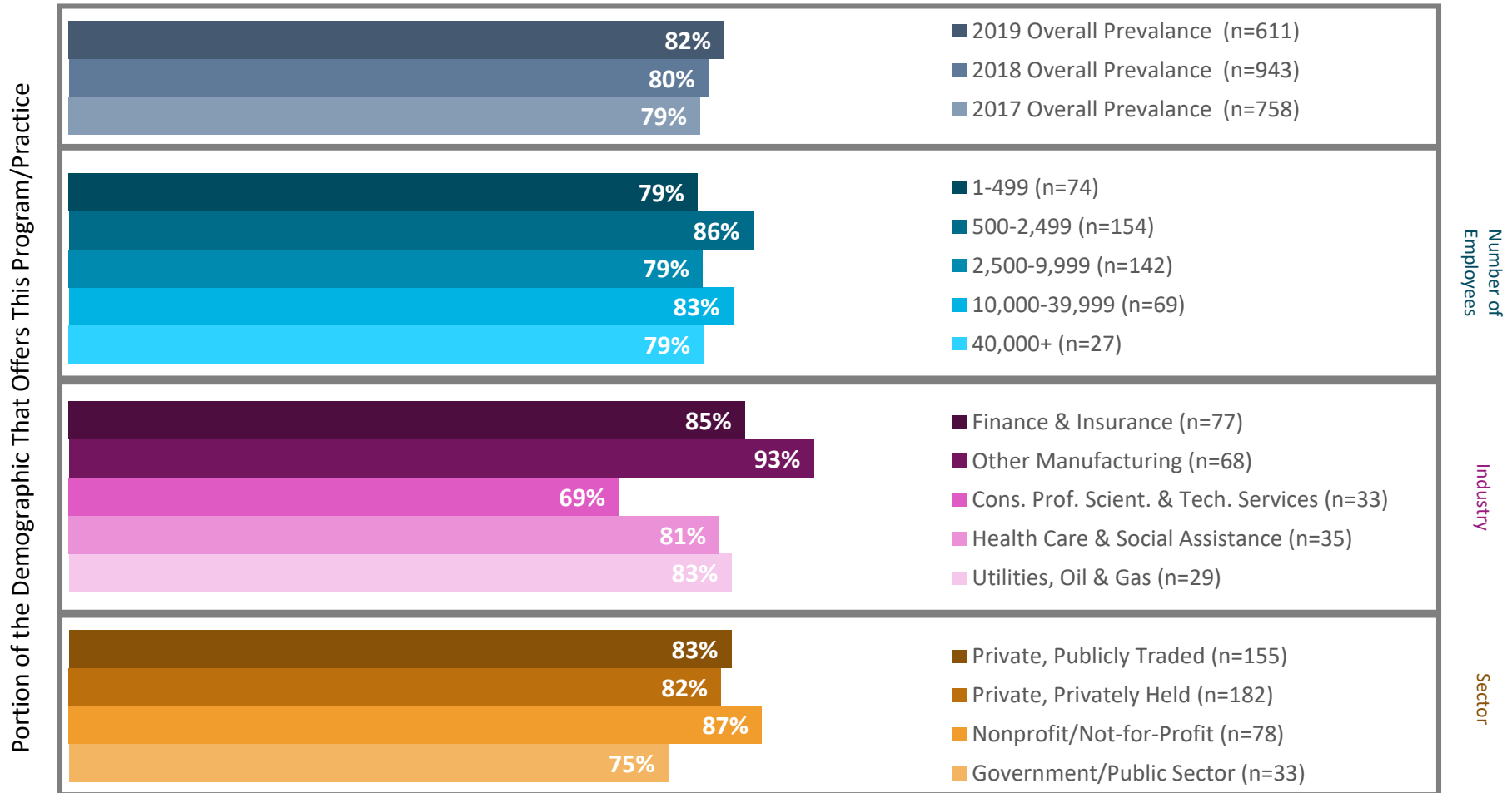
Portion of the Demographic That Offers This Program/Practice



*Results with a sample size less than 50 should be used directionally.

24-Hour Nurse Line

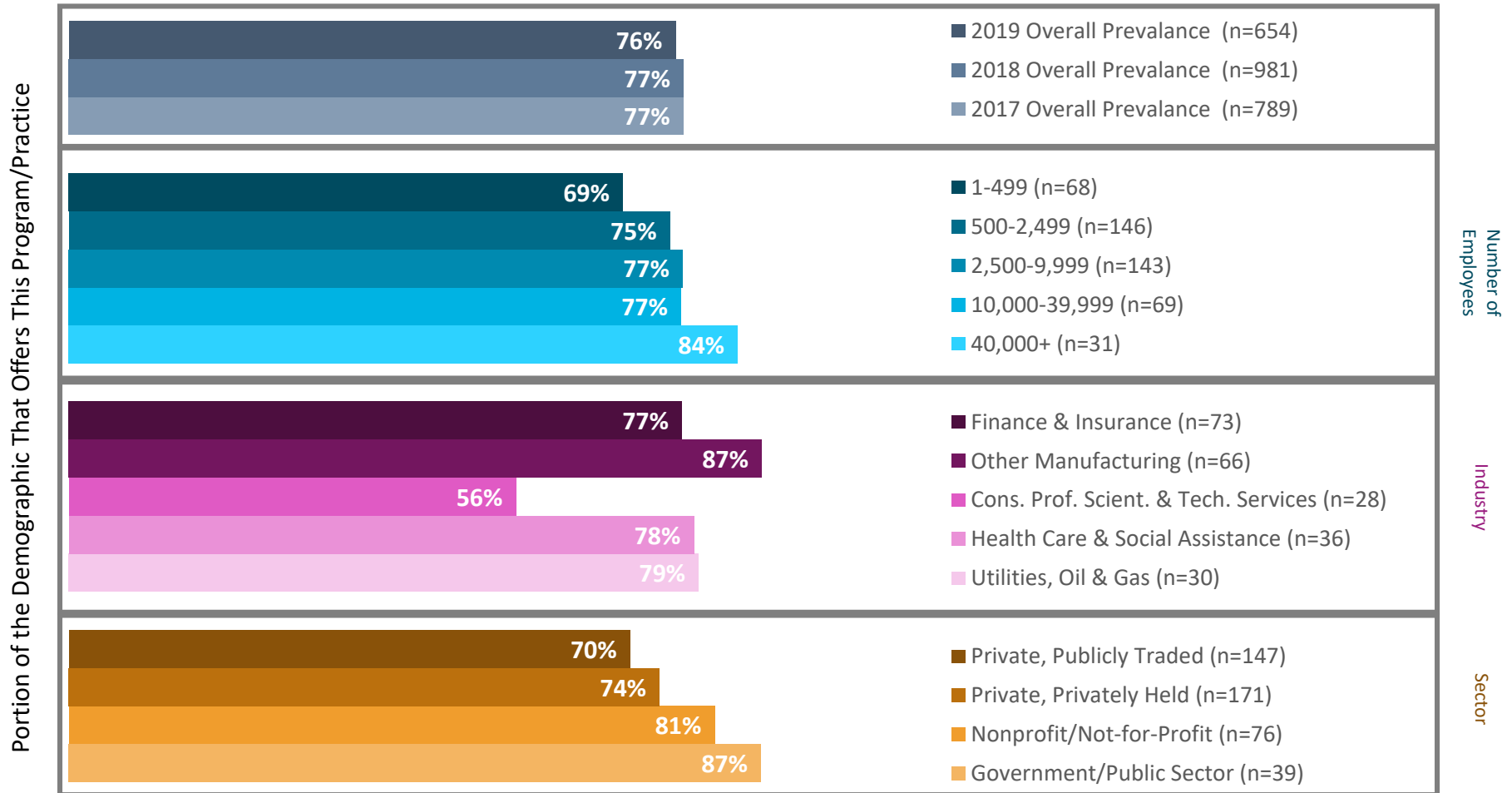
Is the following program offered at your organization to some or all employees?



*Results with a sample size less than 50 should be used directionally.

Biometric/Wellness Screening

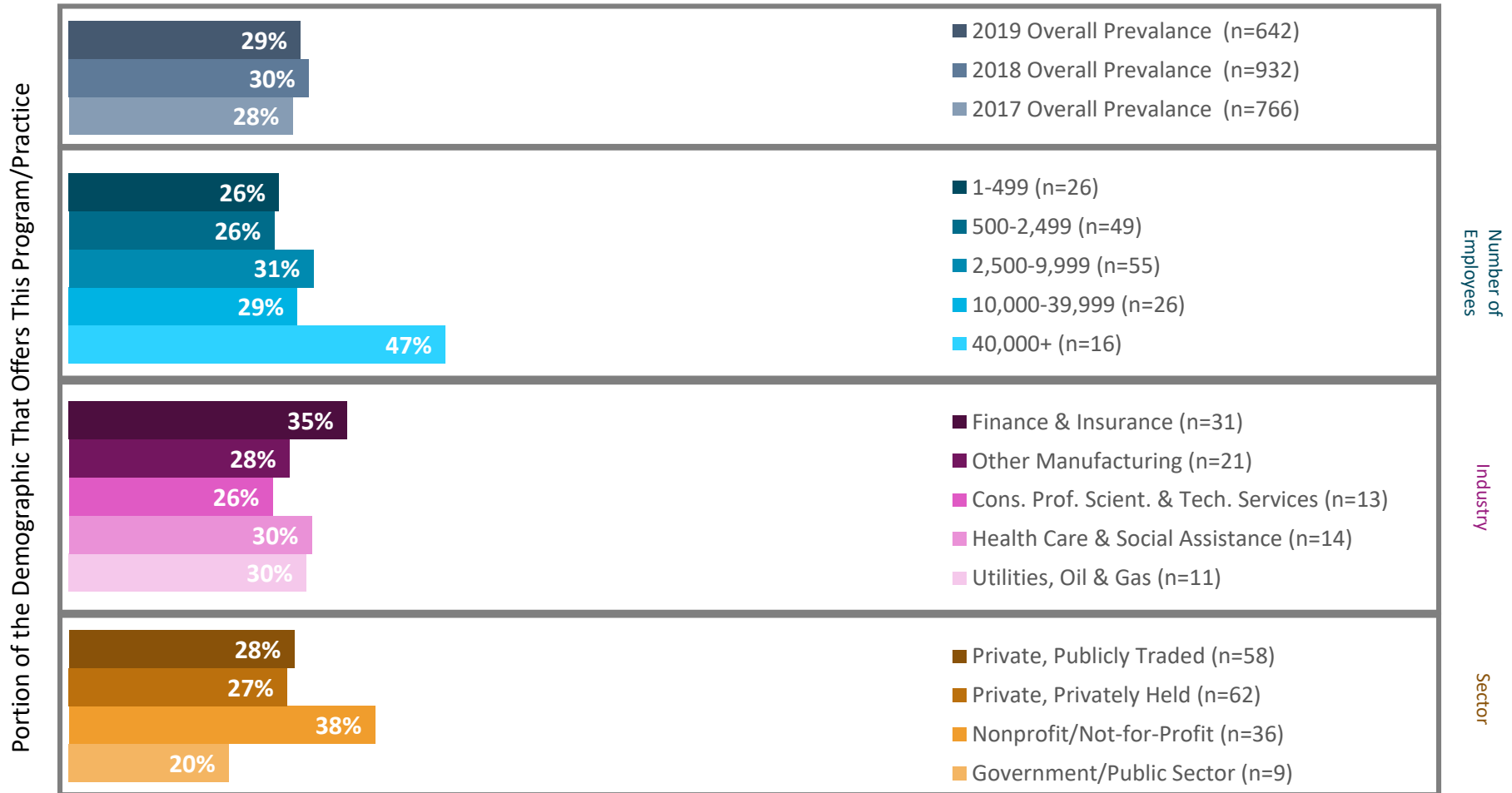
Is the following program offered at your organization to some or all employees?



*Results with a sample size less than 50 should be used directionally.

Use of Wearable Technology

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

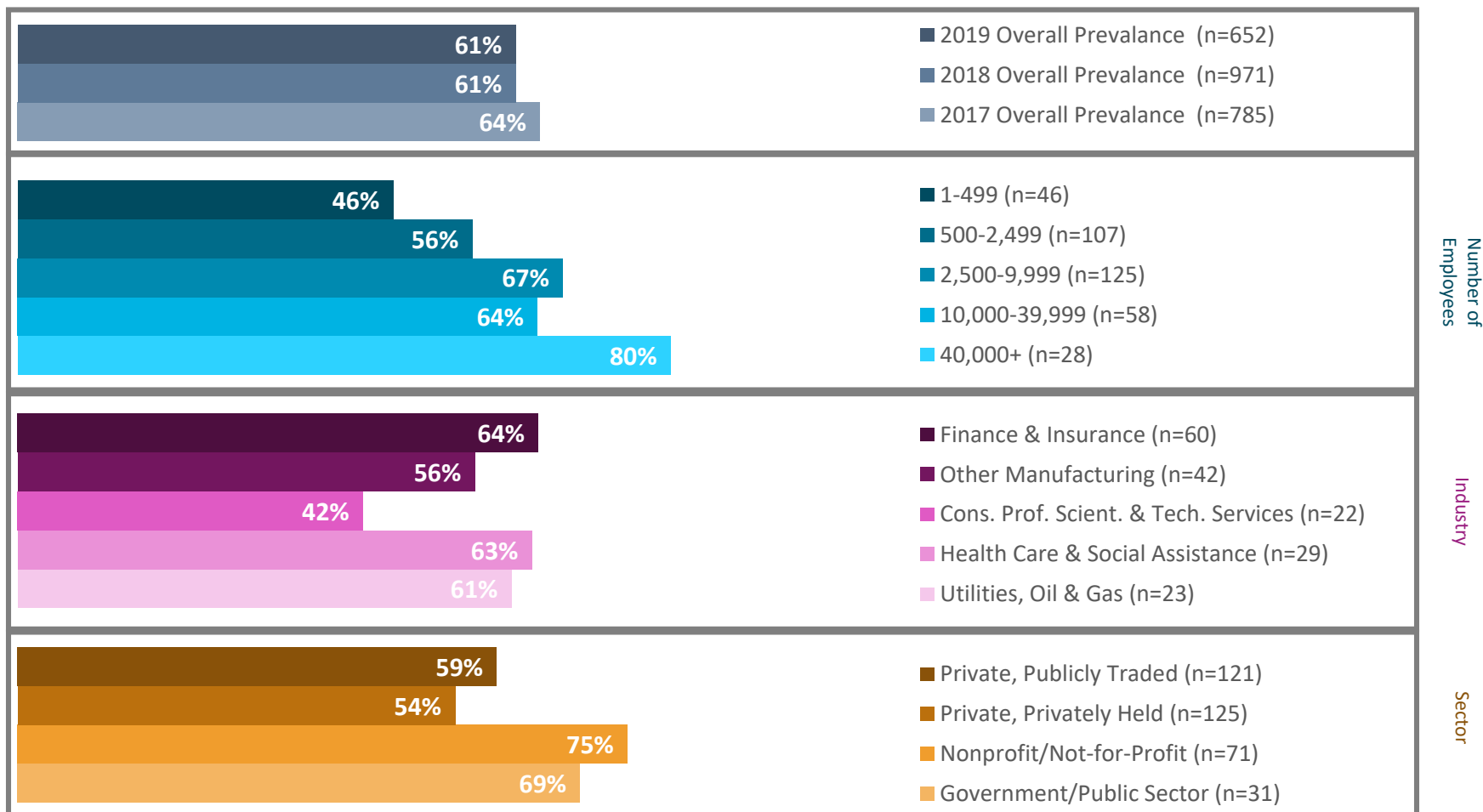


*Results with a sample size less than 50 should be used directionally.

Health Fairs (On-Site or Virtual)

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

Portion of the Demographic That Offers This Program/Practice

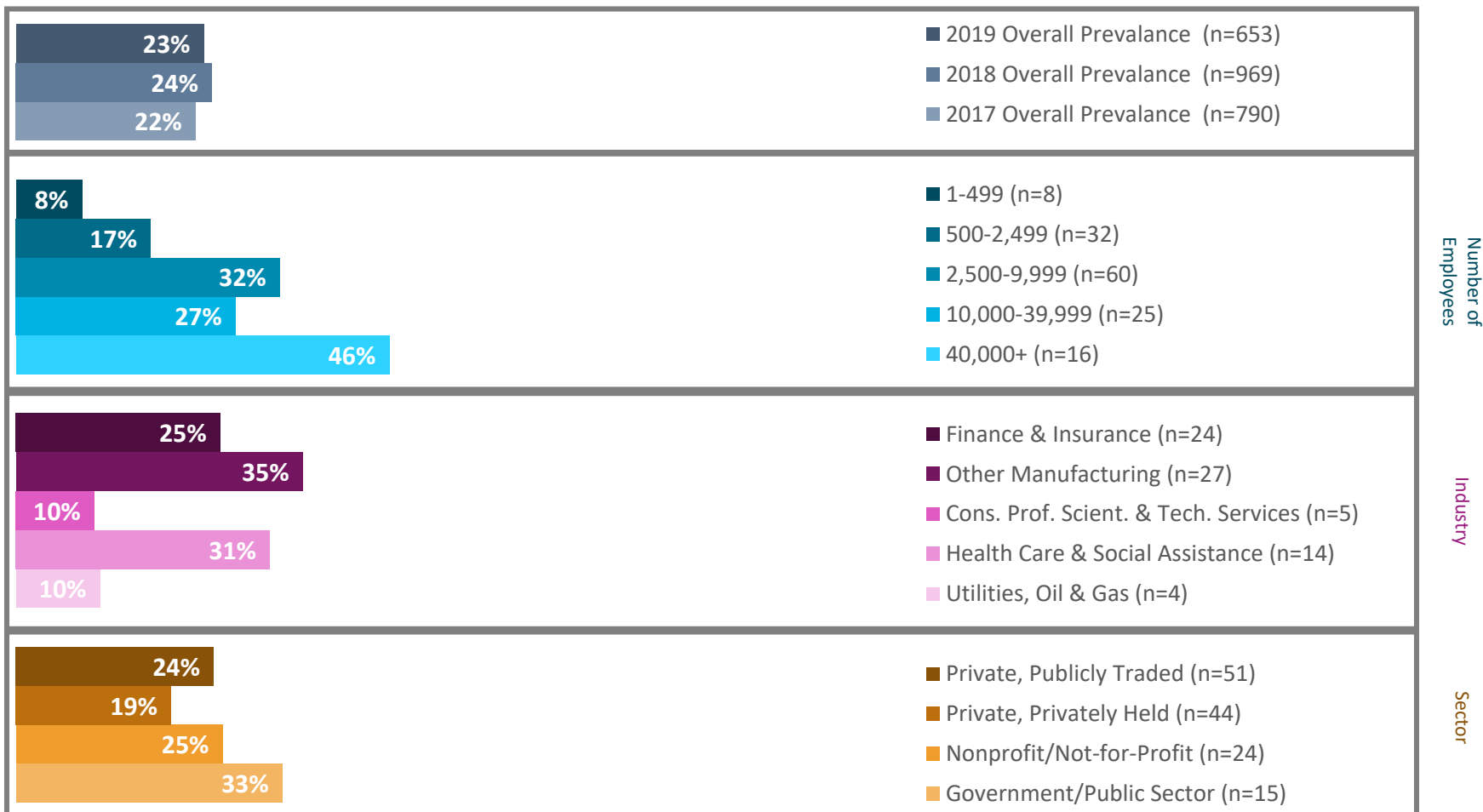


*Results with a sample size less than 50 should be used directionally.

On-Site Medical Clinic or Nurse

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

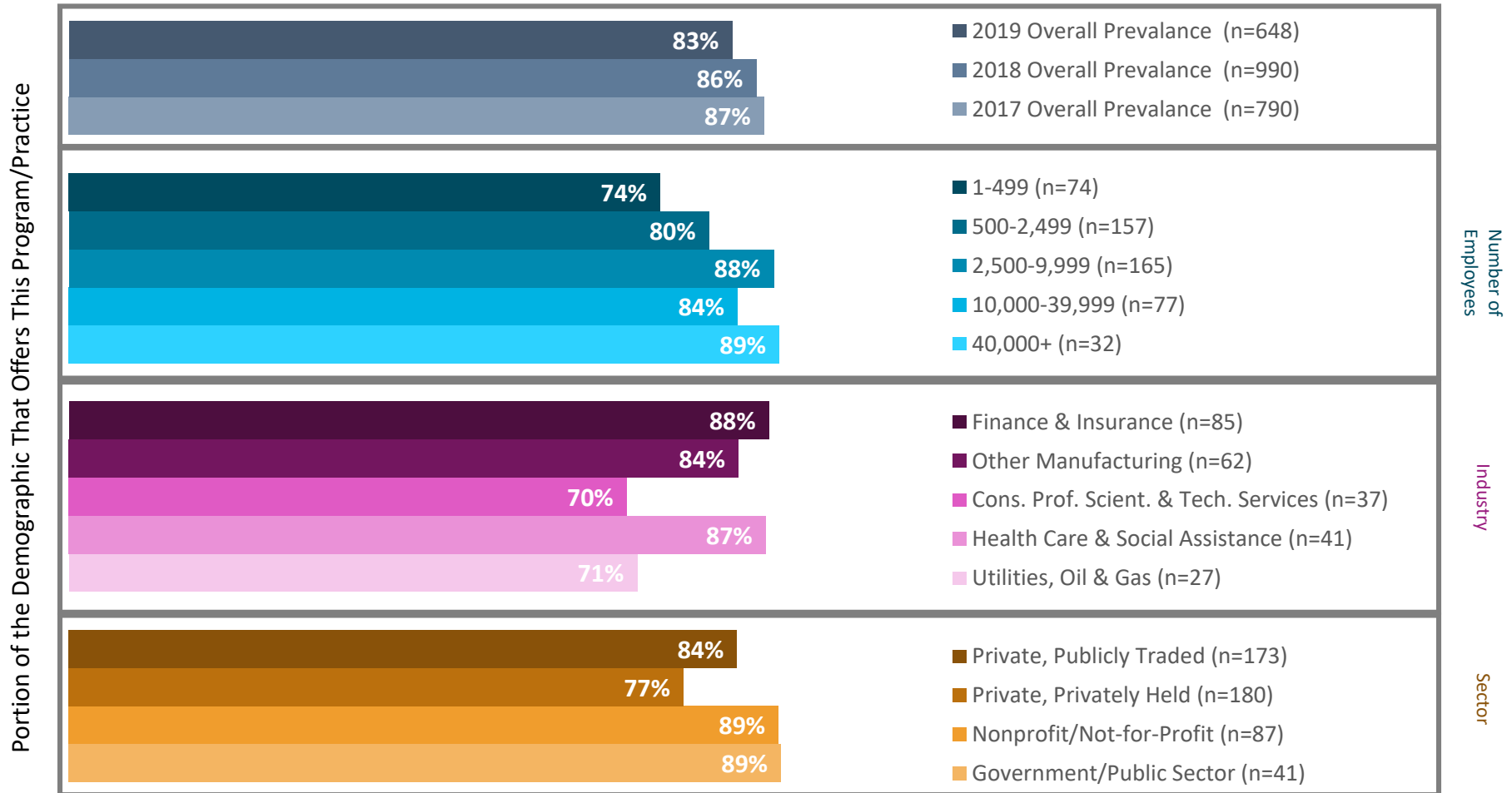
Portion of the Demographic That Offers This Program/Practice



*Results with a sample size less than 50 should be used directionally.

Seminars, Webinars or Literature to Promote Wellness and Well-Being

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

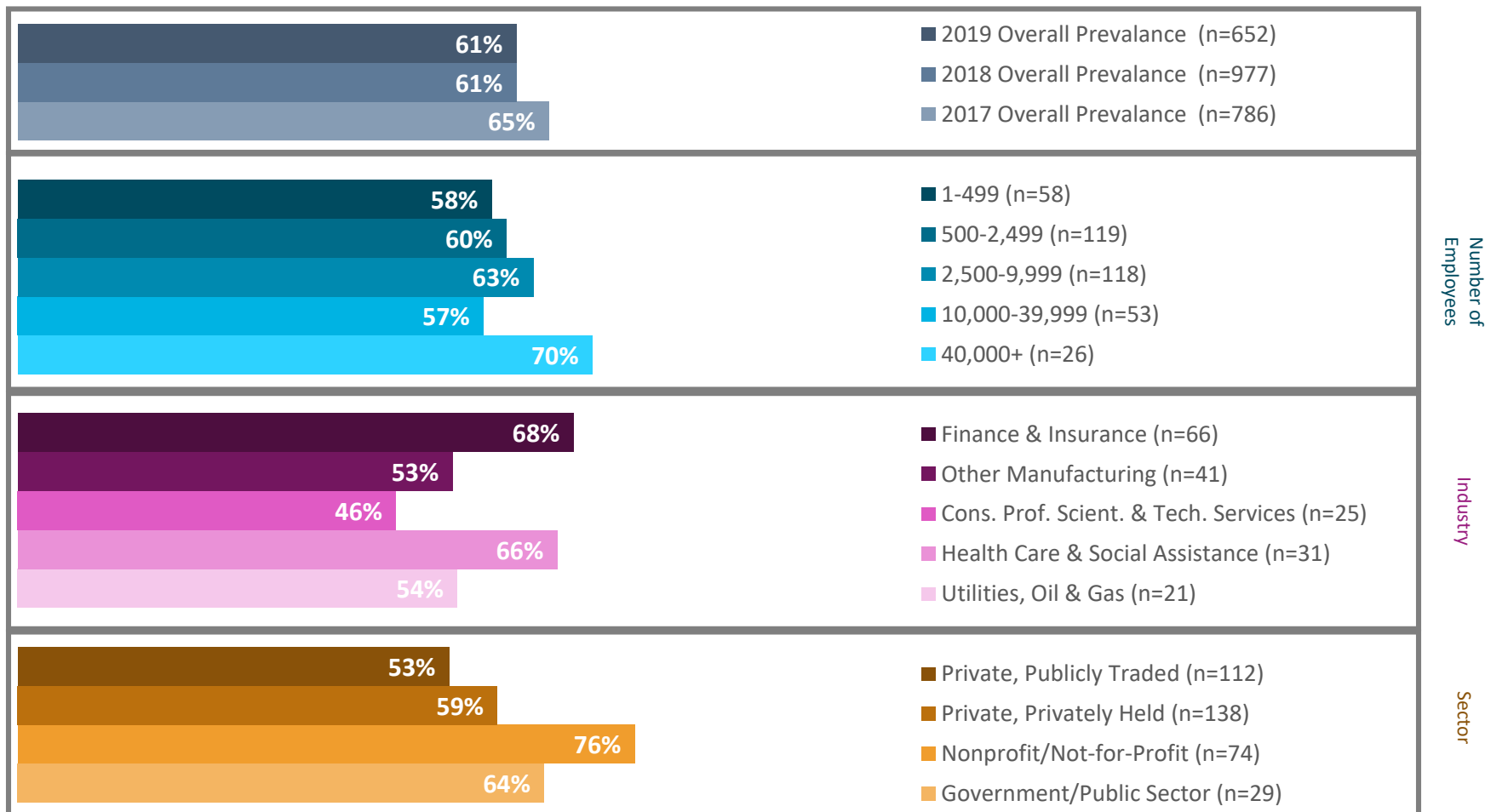


*Results with a sample size less than 50 should be used directionally.

Stress-Reduction Programs/Offerings

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

Portion of the Demographic That Offers This Program/Practice

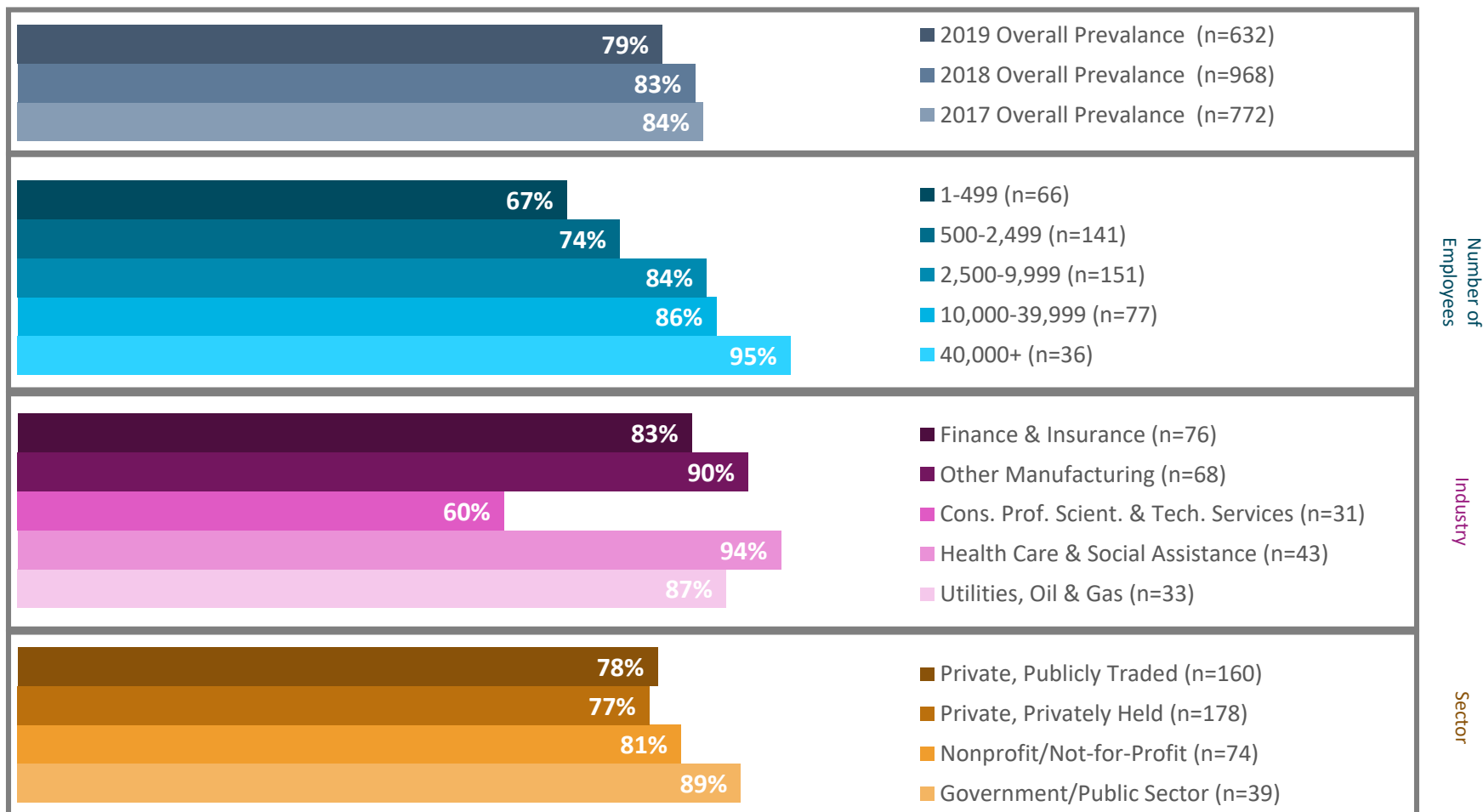


*Results with a sample size less than 50 should be used directionally.

Tobacco-/Smoking-Cessation Support

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

Portion of the Demographic That Offers This Program/Practice

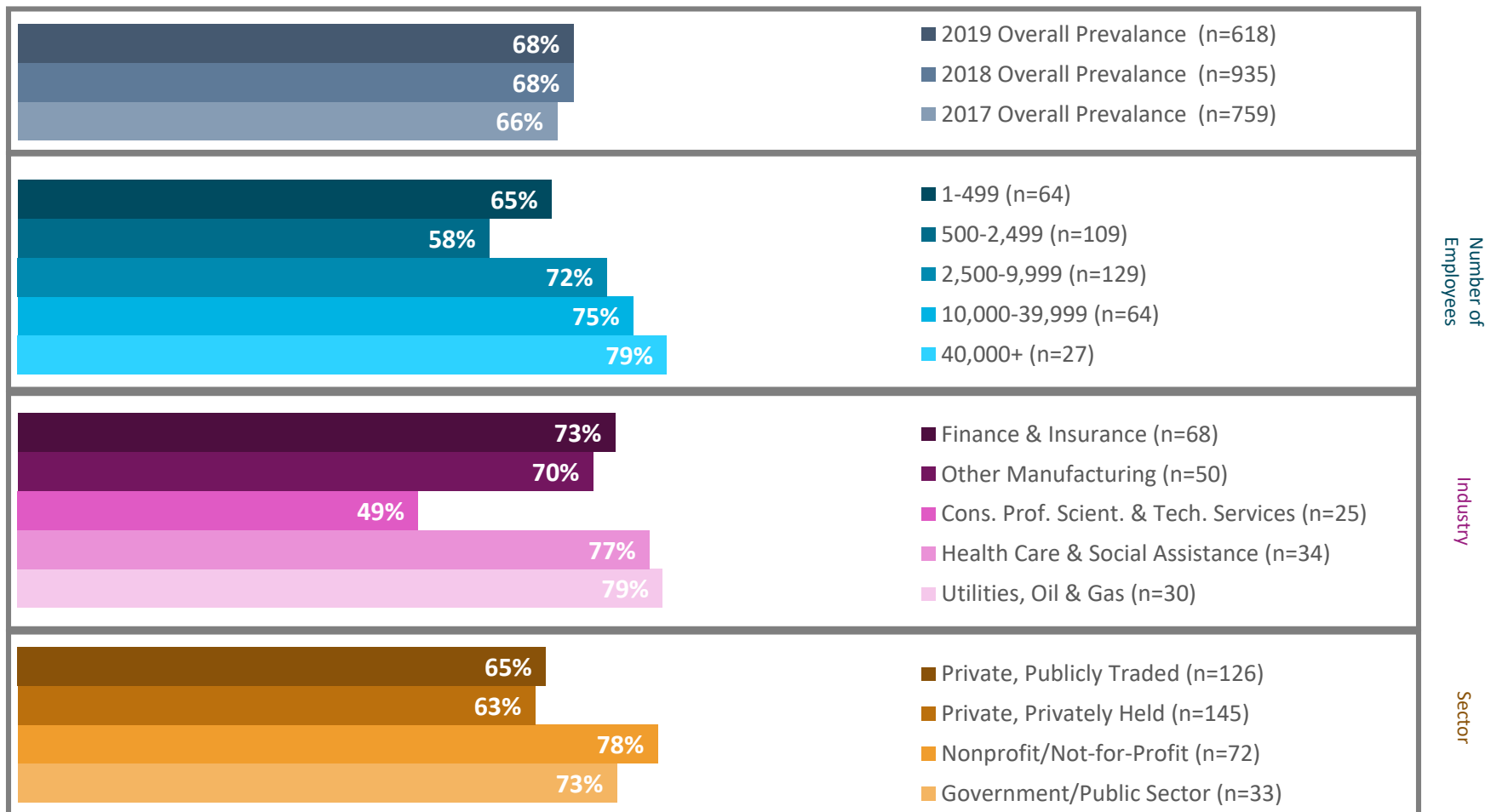


*Results with a sample size less than 50 should be used directionally.

Nutritional Counseling

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

Portion of the Demographic That Offers This Program/Practice

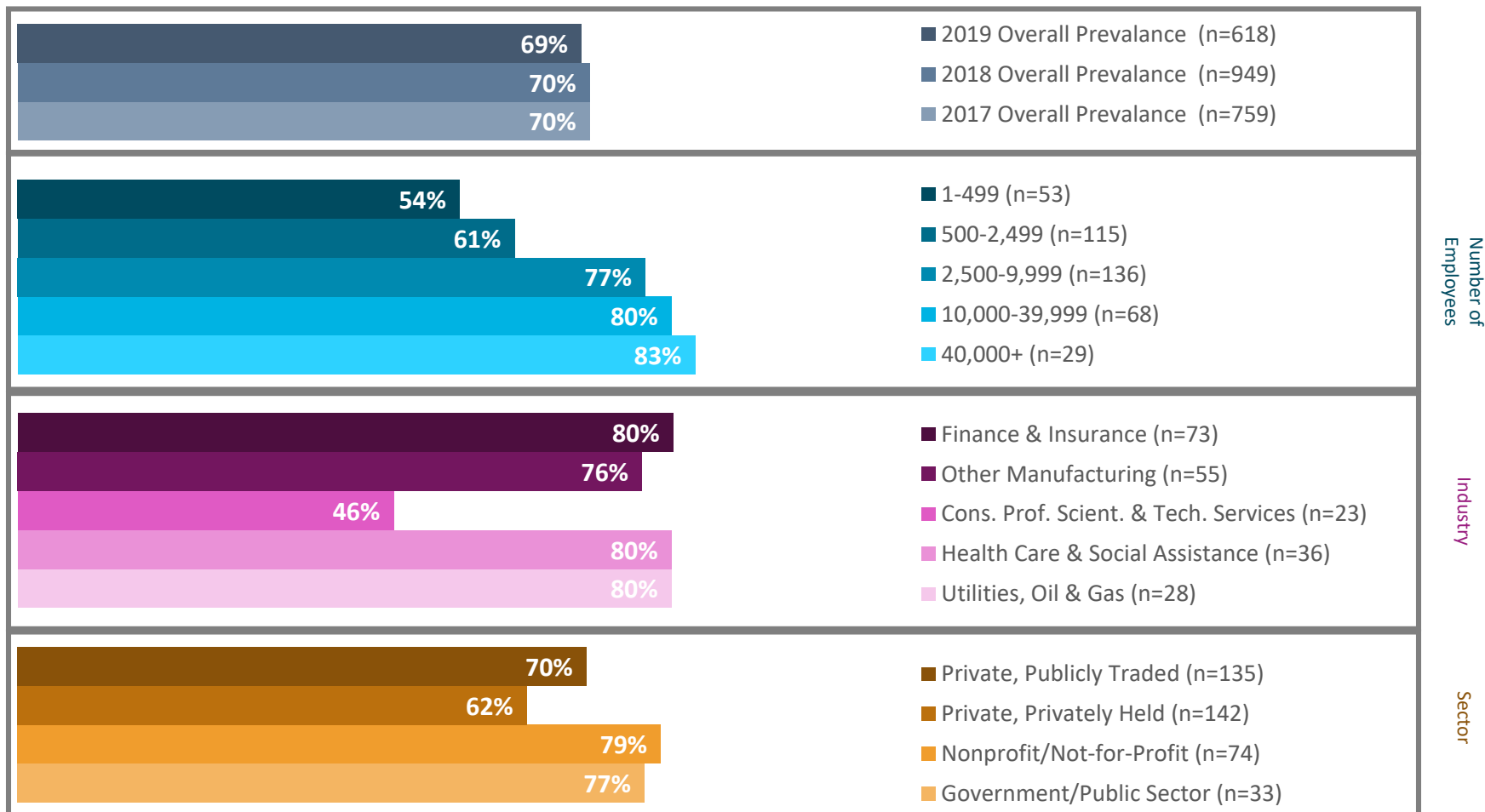


*Results with a sample size less than 50 should be used directionally.

Weight-Management Programs

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

Portion of the Demographic That Offers This Program/Practice

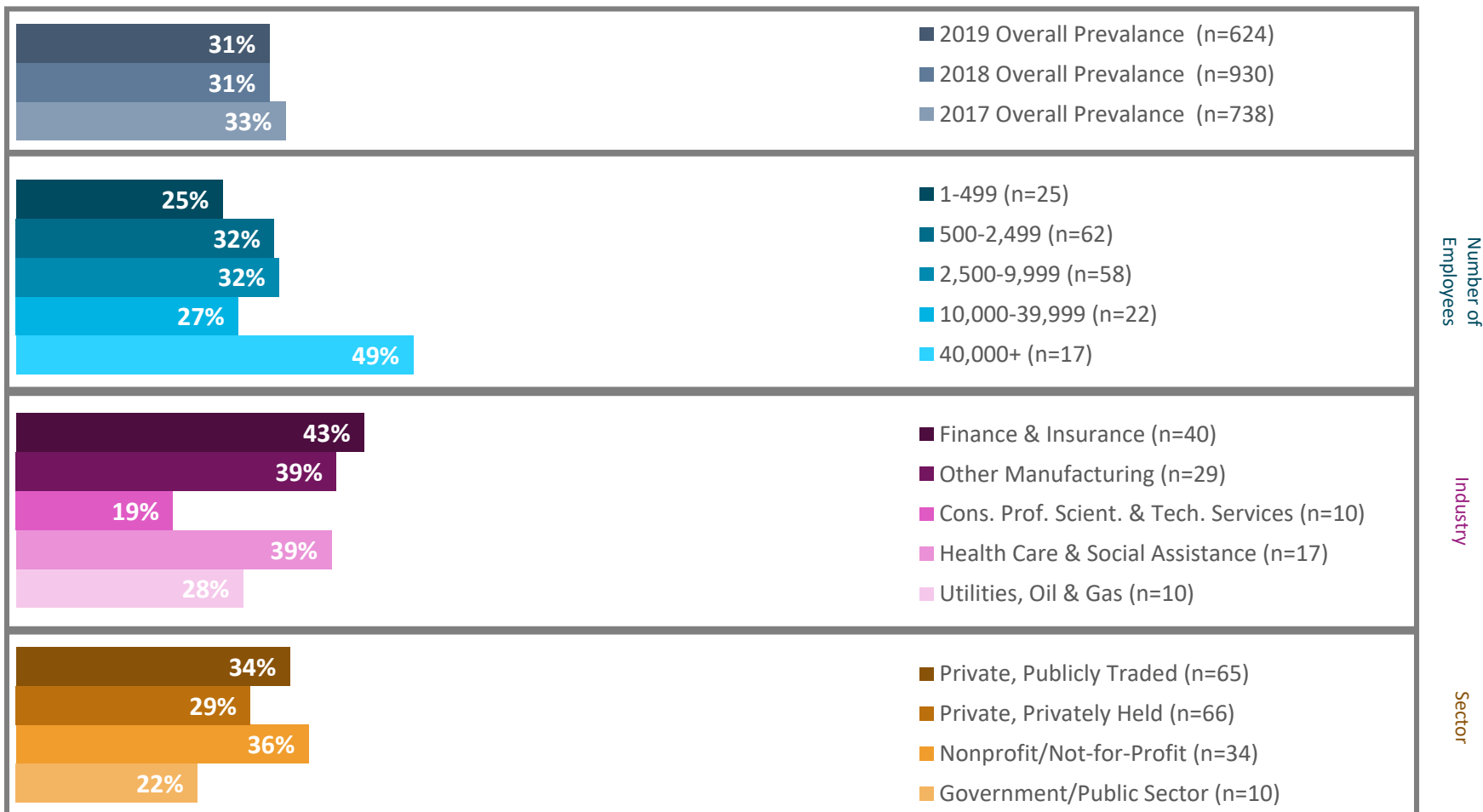


*Results with a sample size less than 50 should be used directionally.

Subsidized Weight-Loss Programs

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

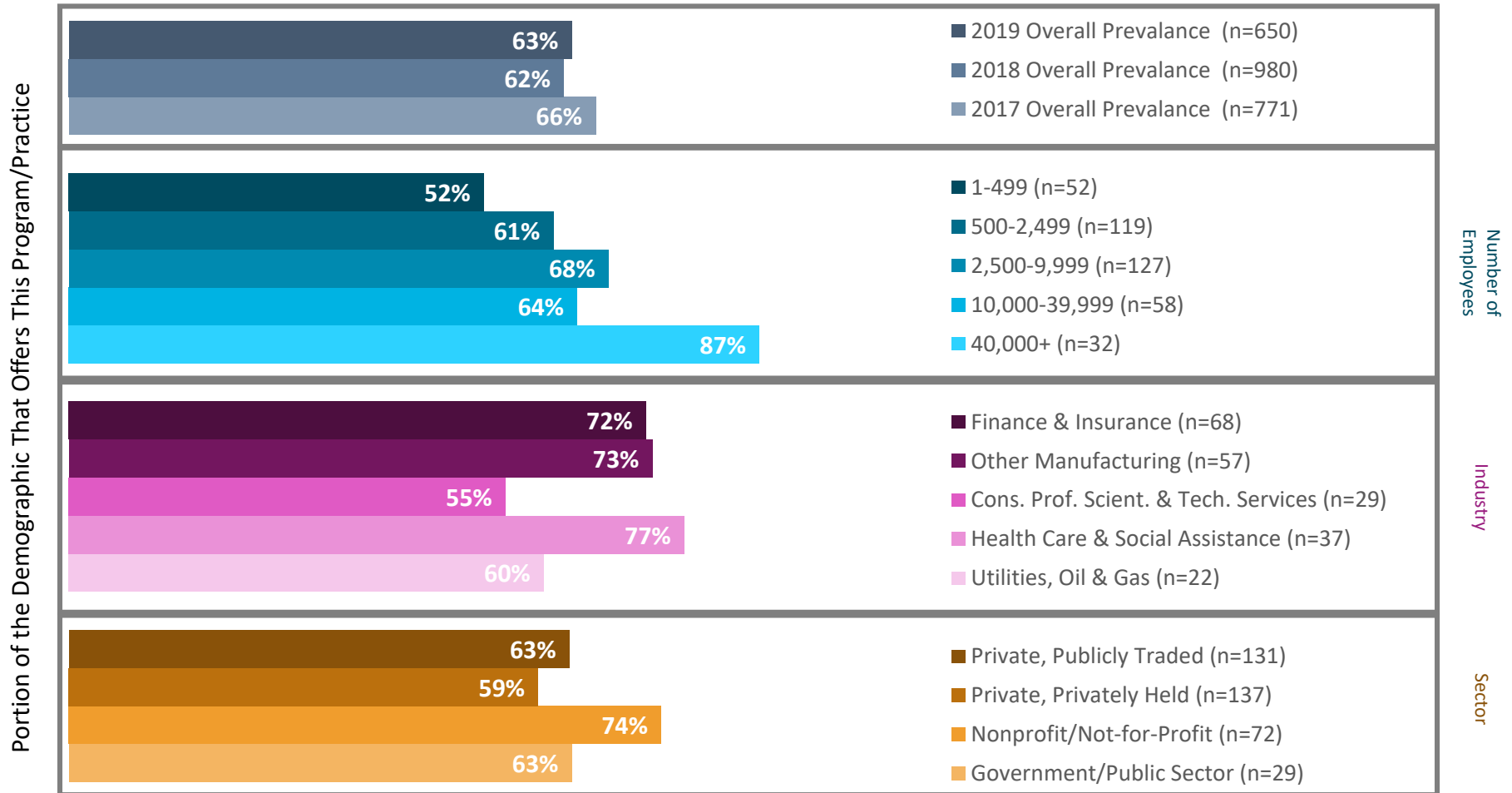
Portion of the Demographic That Offers This Program/Practice



*Results with a sample size less than 50 should be used directionally.

Wellness Incentives

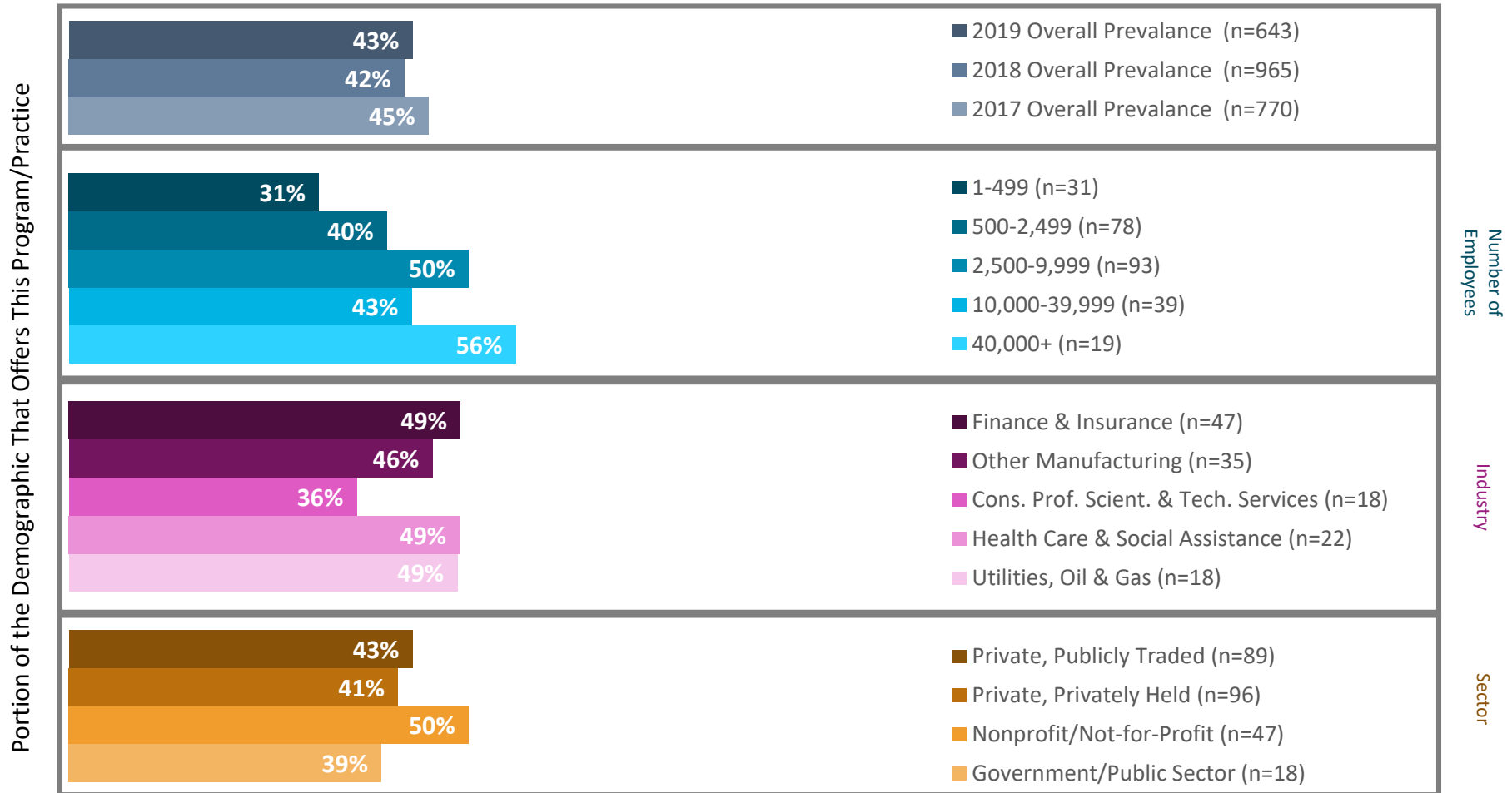
Is the following program offered at your organization to some or all employees?



*Results with a sample size less than 50 should be used directionally.

Wellness Gamification

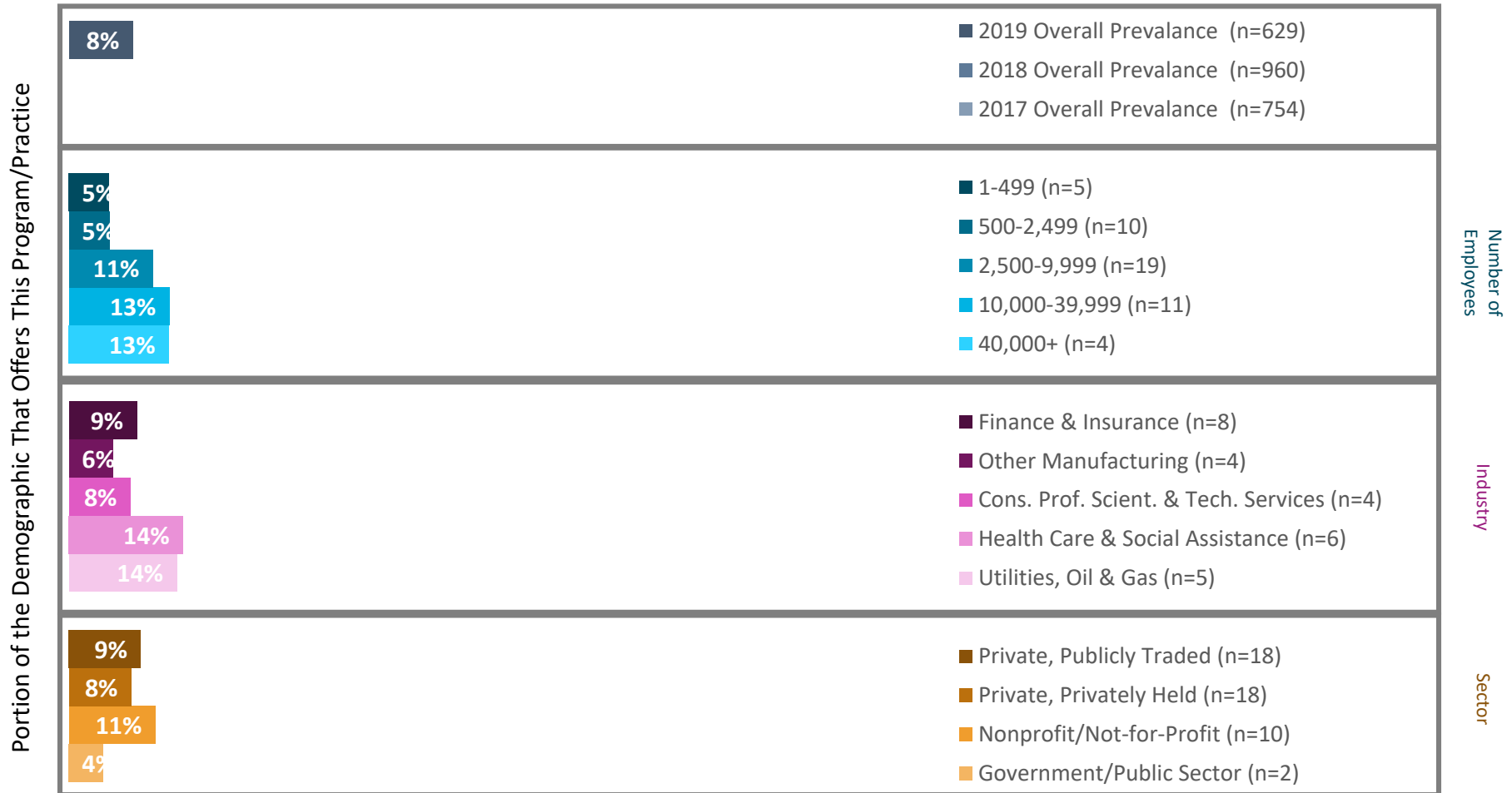
Is the following program offered at your organization to some or all employees?



*Results with a sample size less than 50 should be used directionally.

Workplace Sleep Program *NEW!*

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

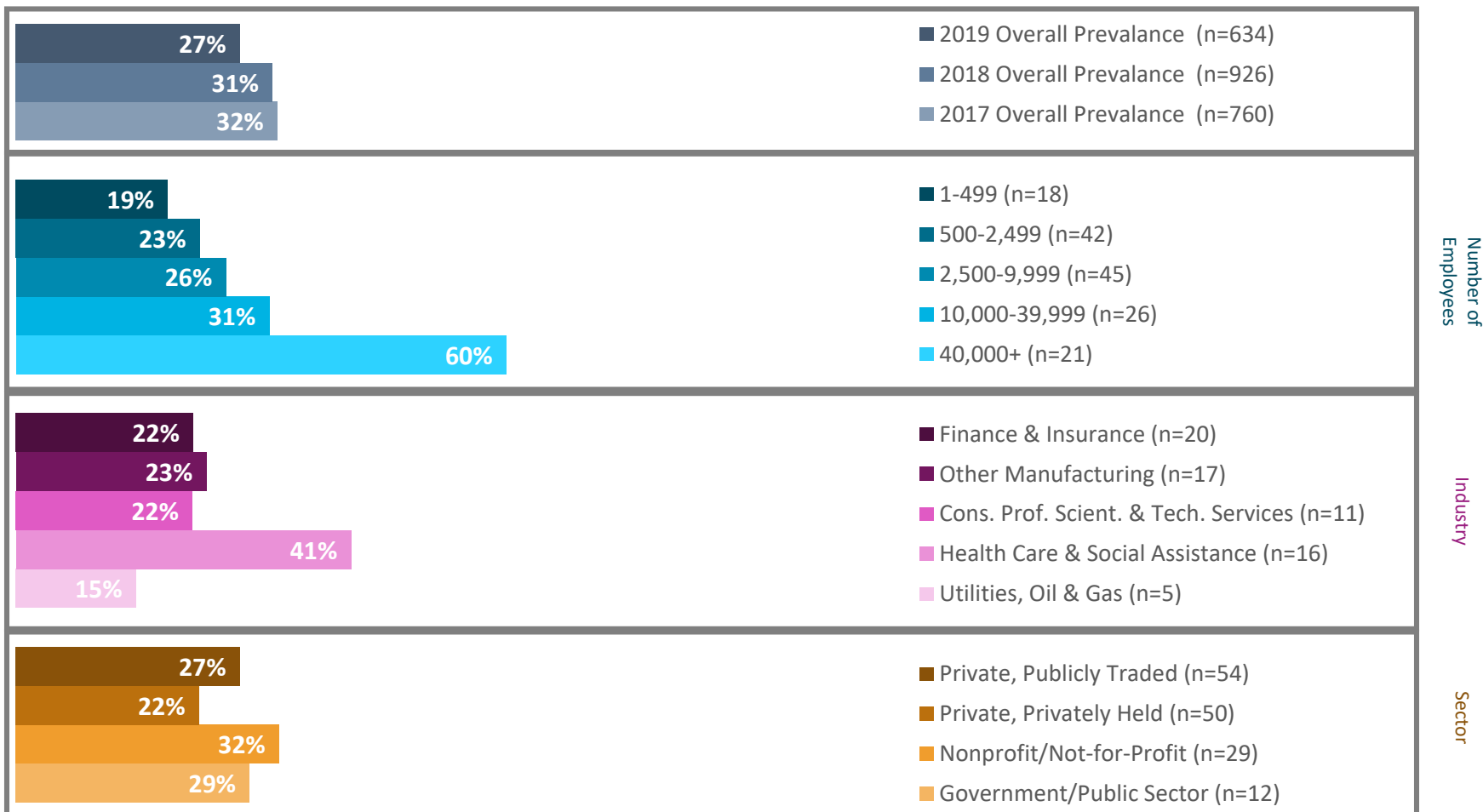


*Results with a sample size less than 50 should be used directionally.

On-Site Fitness Center

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

Portion of the Demographic That Offers This Program/Practice

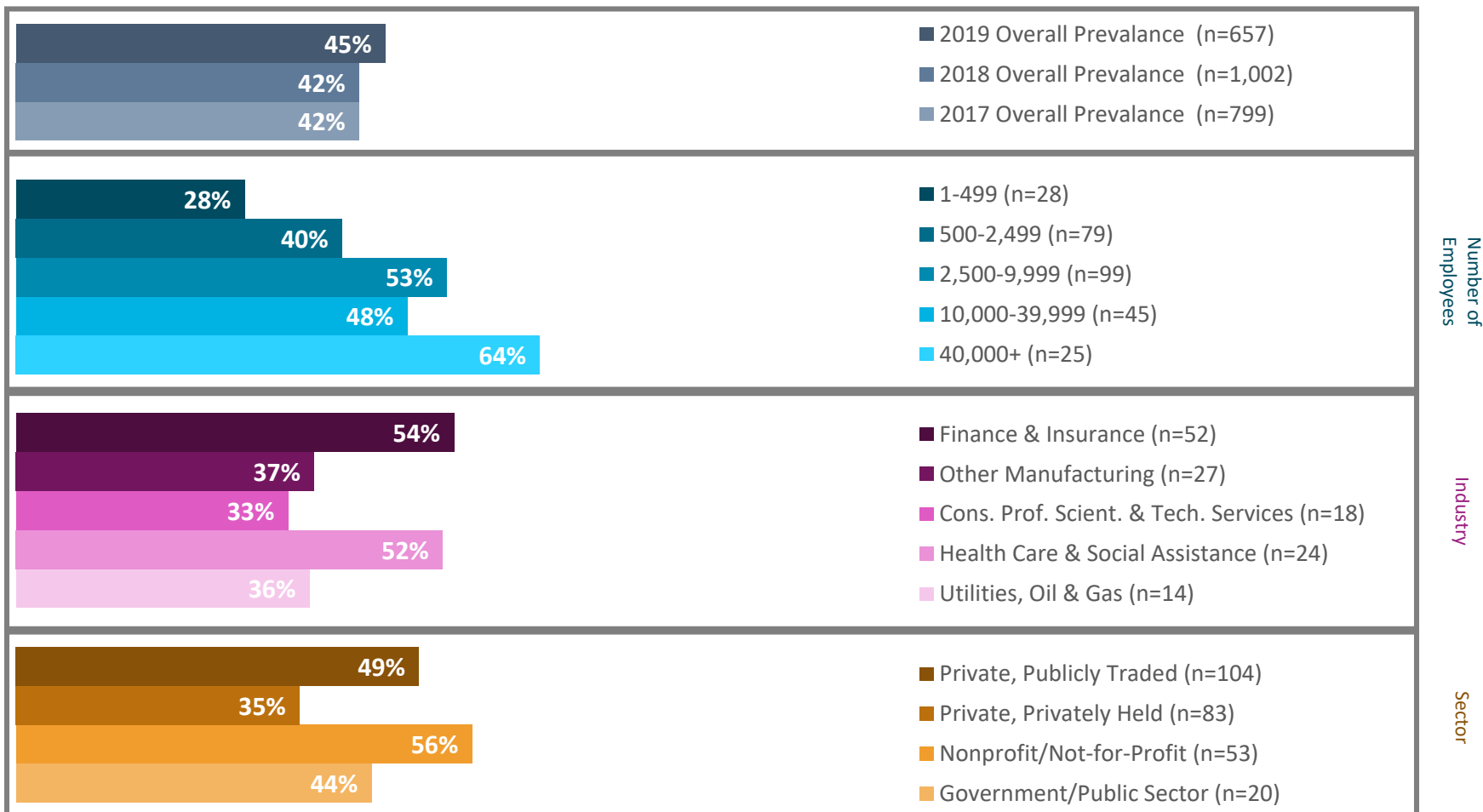


*Results with a sample size less than 50 should be used directionally.

On-Site Fitness Classes

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

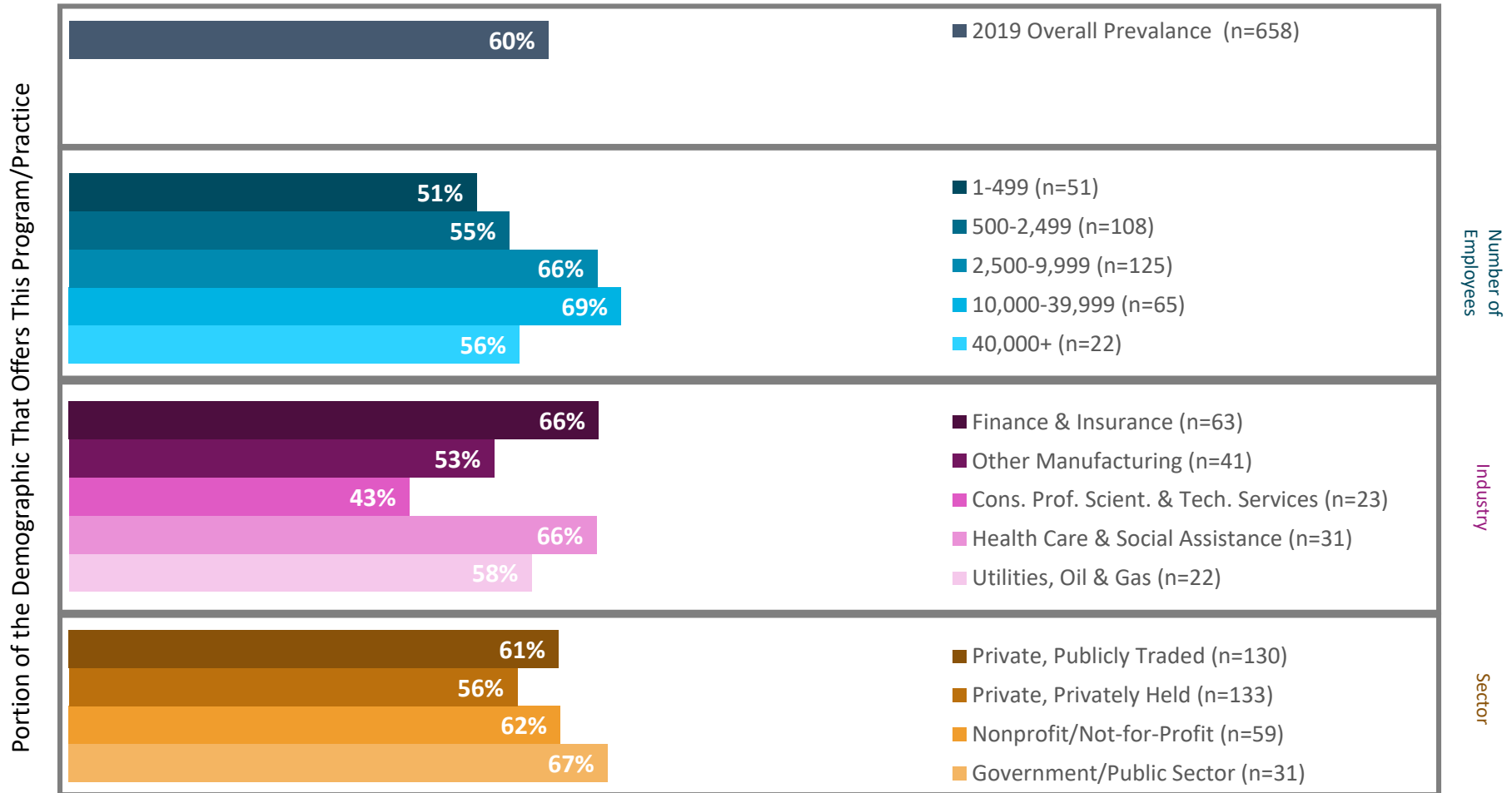
Portion of the Demographic That Offers This Program/Practice



*Results with a sample size less than 50 should be used directionally.

Discounted Fitness-Club Membership *NEW!*

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

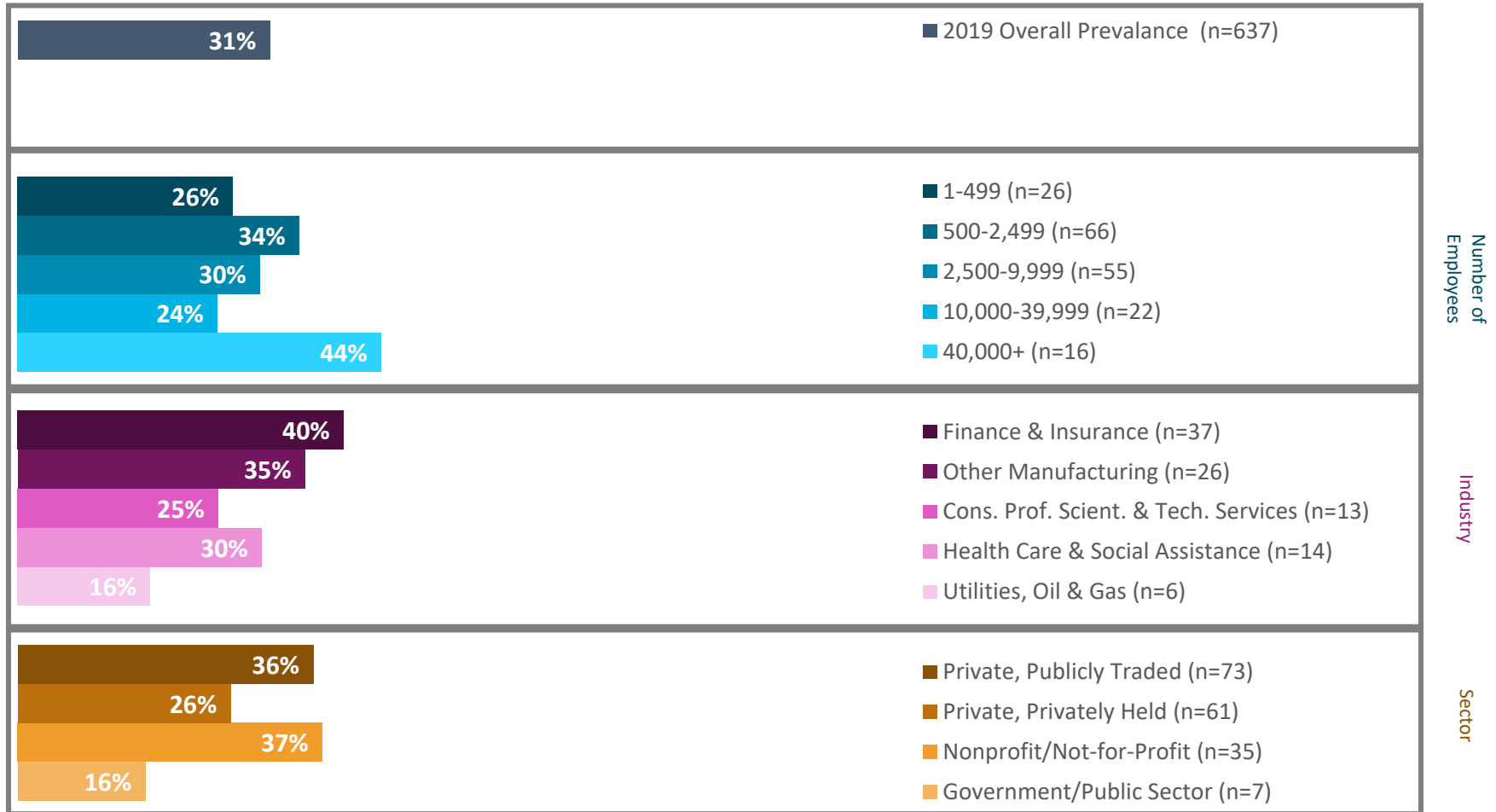


*Results with a sample size less than 50 should be used directionally.

Fitness-Related Subsidies NEW!

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

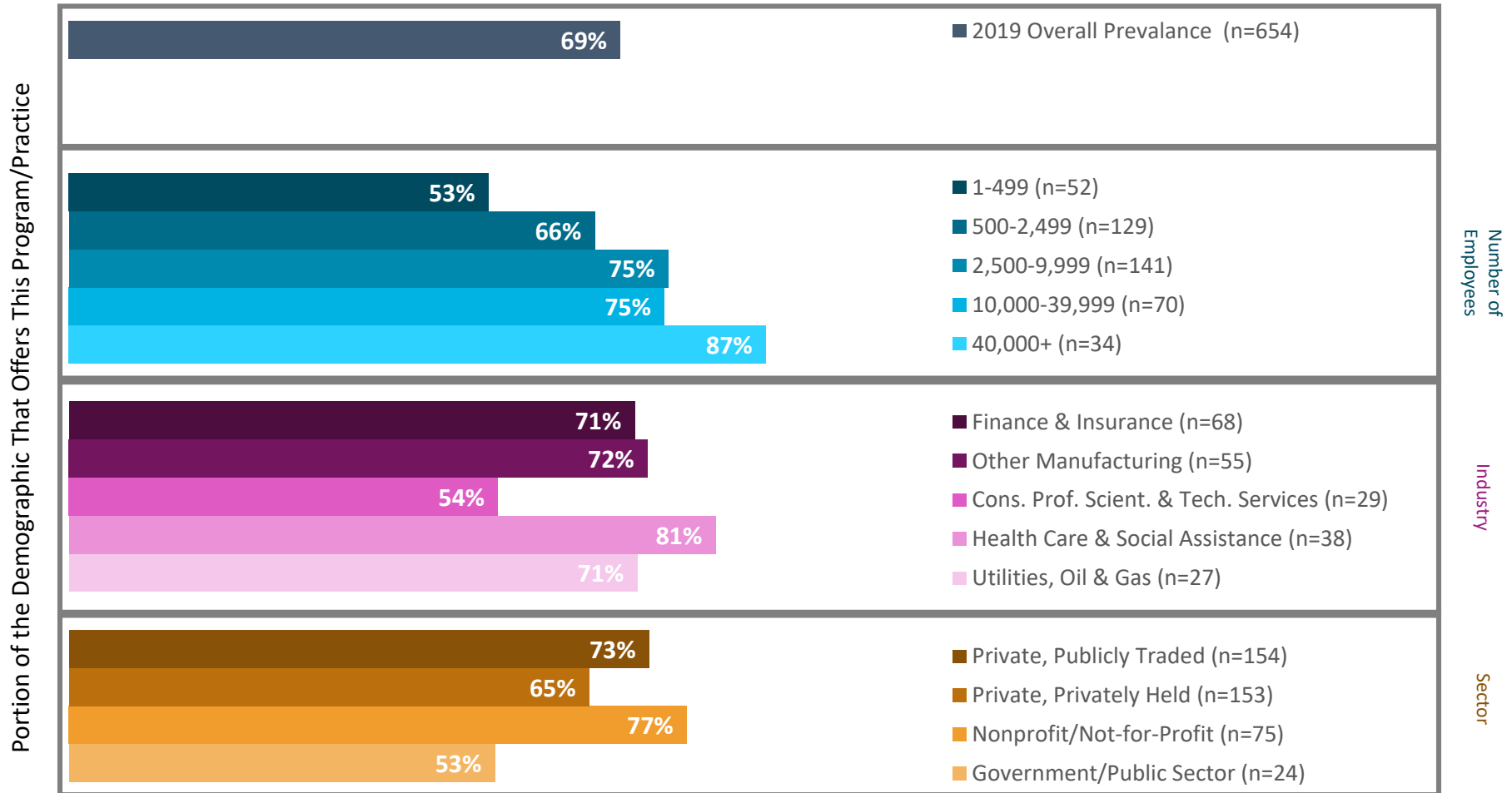
Portion of the Demographic That Offers This Program/Practice



*Results with a sample size less than 50 should be used directionally.

Healthy Cafeteria/Vending Machine Options

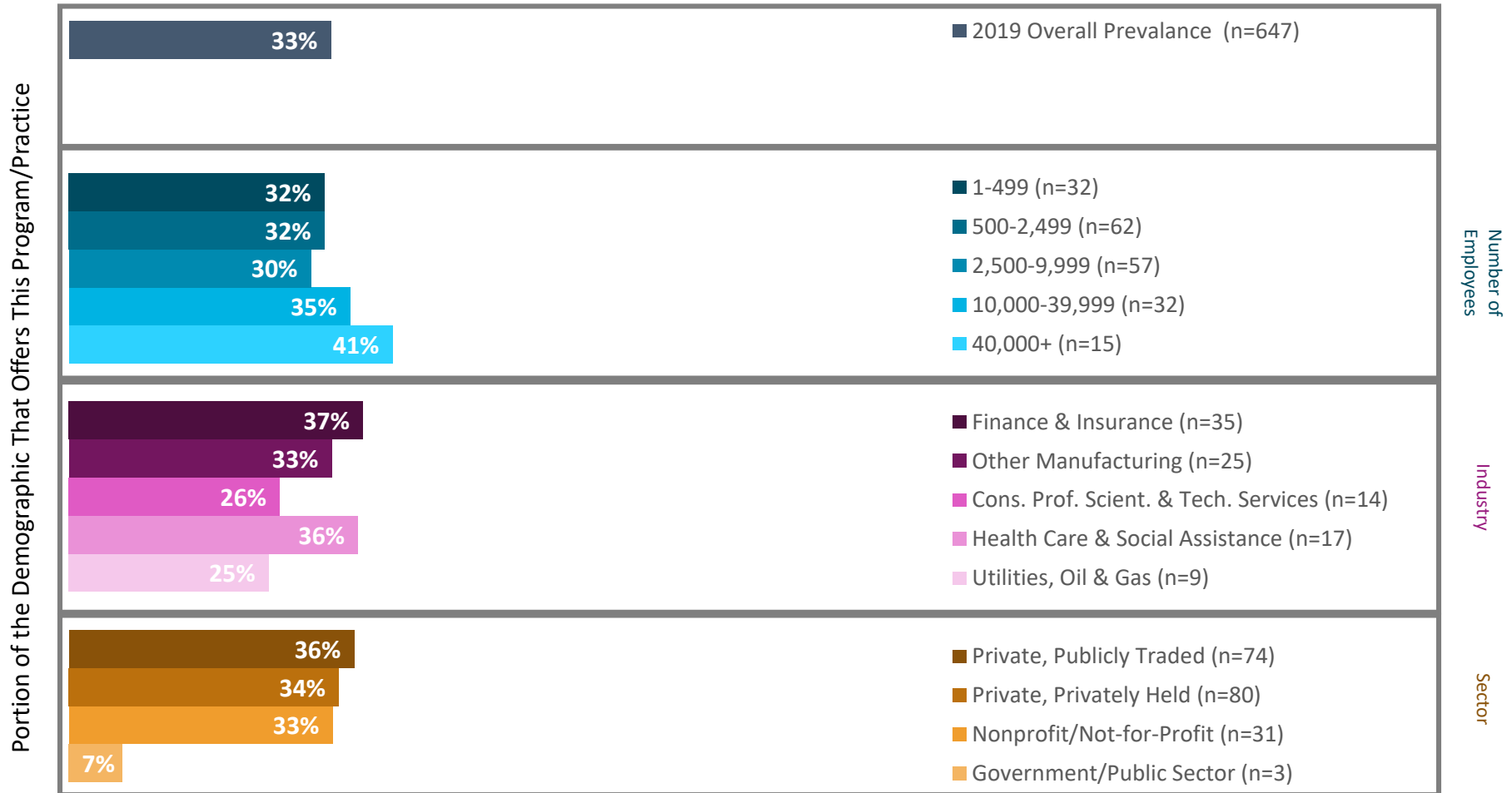
Is the following program offered at your organization to some or all employees?



*Results with a sample size less than 50 should be used directionally.

Healthy Cafeteria/Vending Machine Options Subsidized by Employer

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

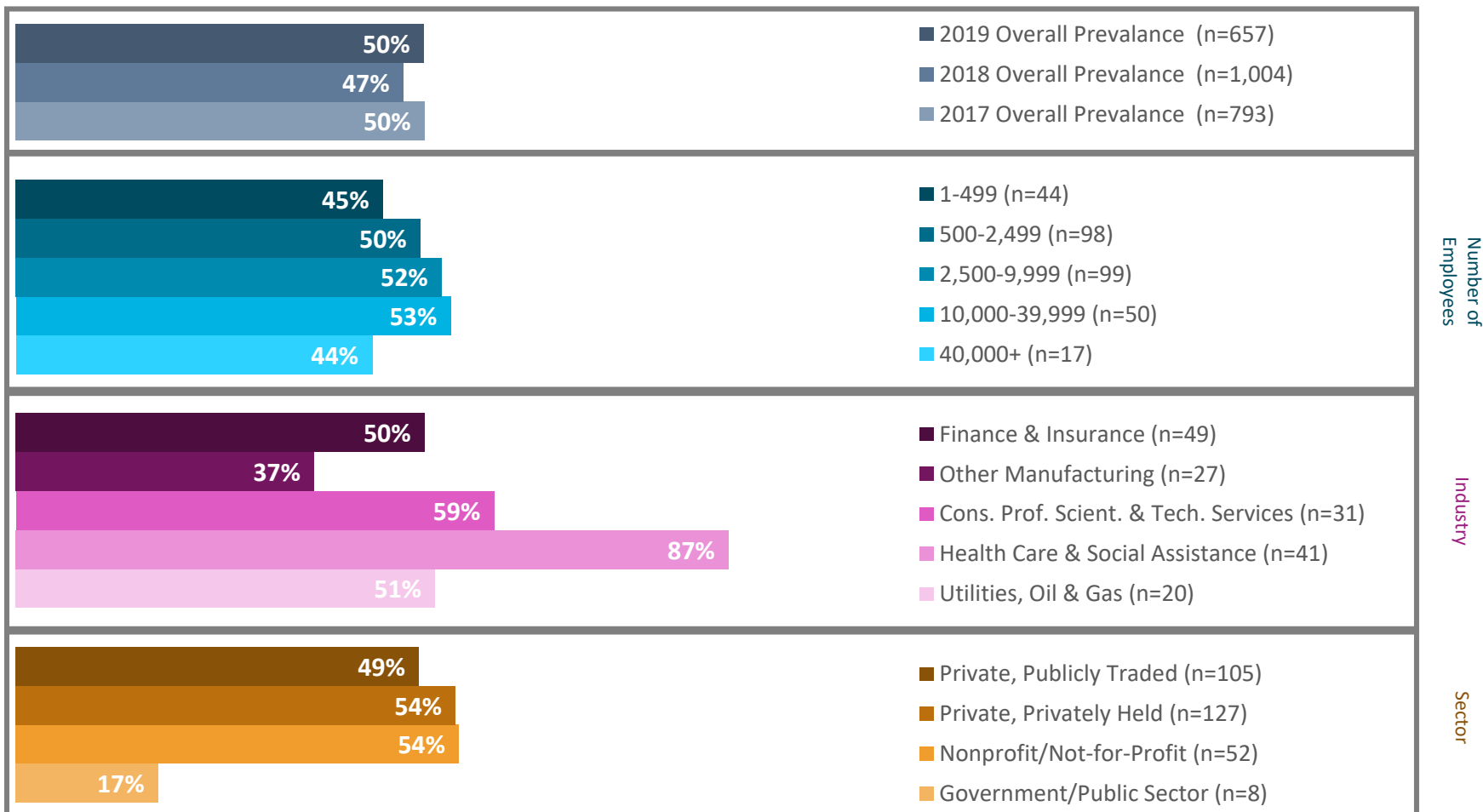


*Results with a sample size less than 50 should be used directionally.

PTO Bank (e.g., combined vacation, sick leave)

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

Portion of the Demographic That Offers This Program/Practice

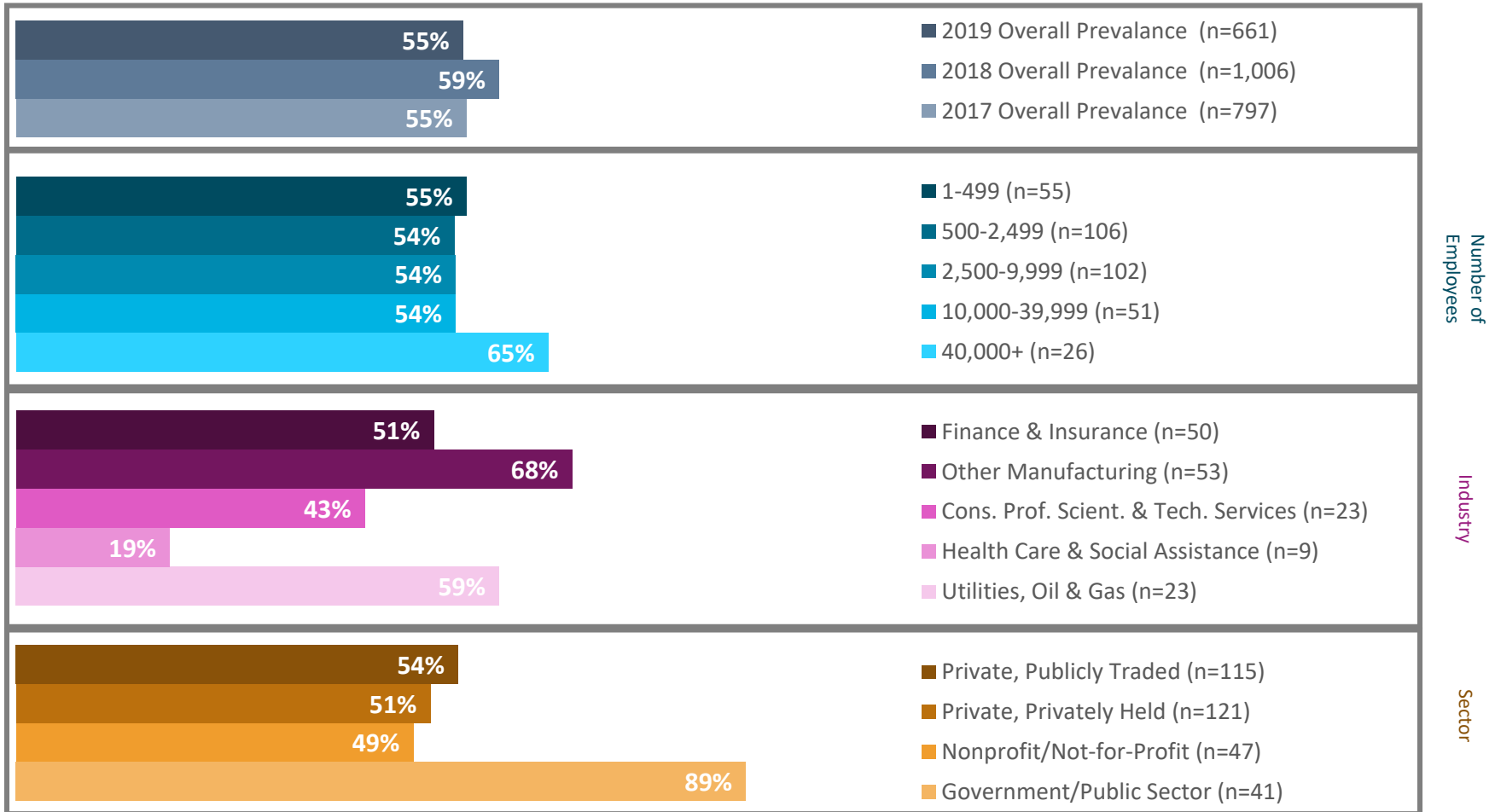


*Results with a sample size less than 50 should be used directionally.

Vacation (separate from PTO bank)

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

Portion of the Demographic That Offers This Program/Practice

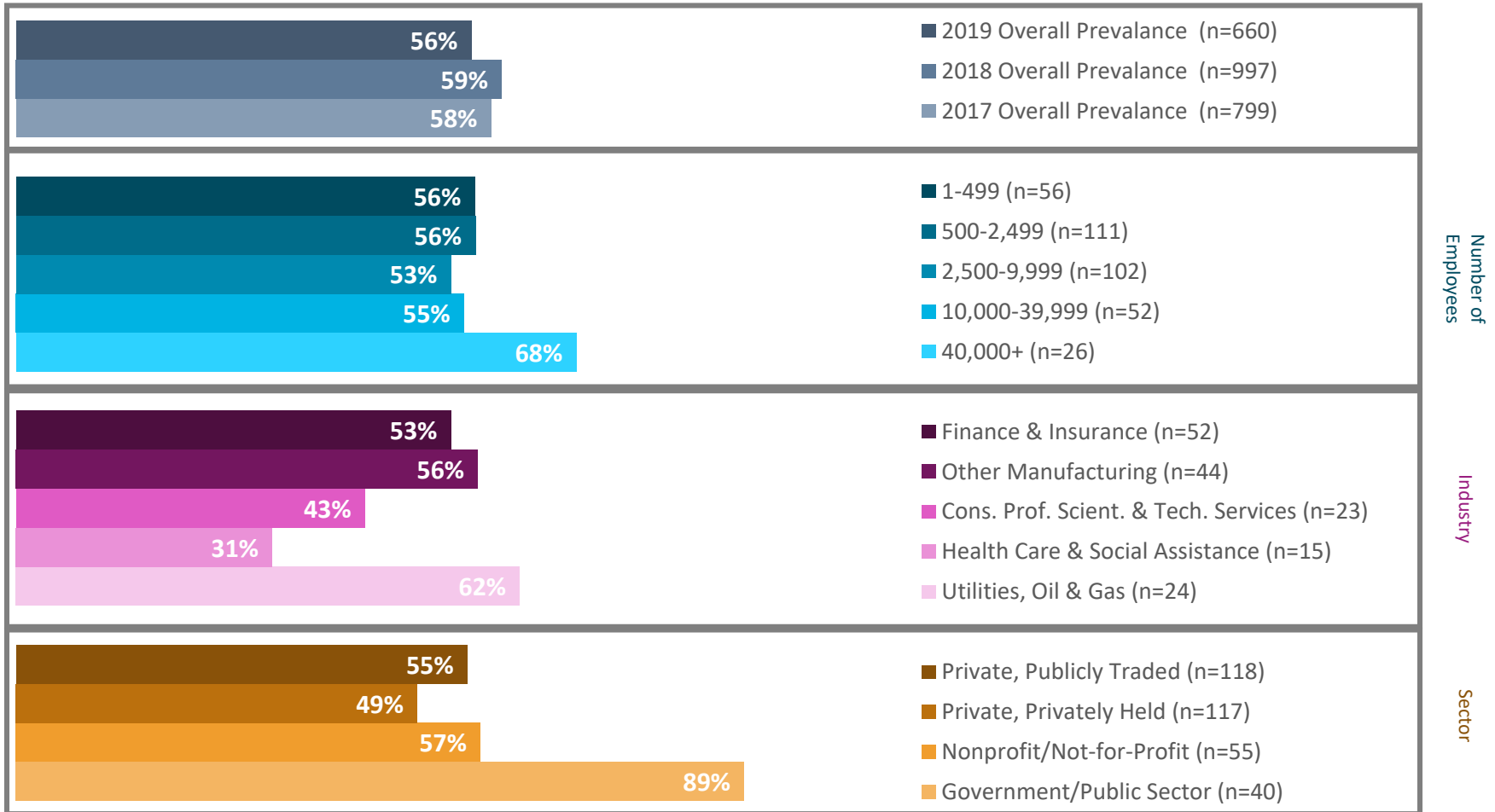


*Results with a sample size less than 50 should be used directionally.

Sick Leave (separate from PTO bank)

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

Portion of the Demographic That Offers This Program/Practice

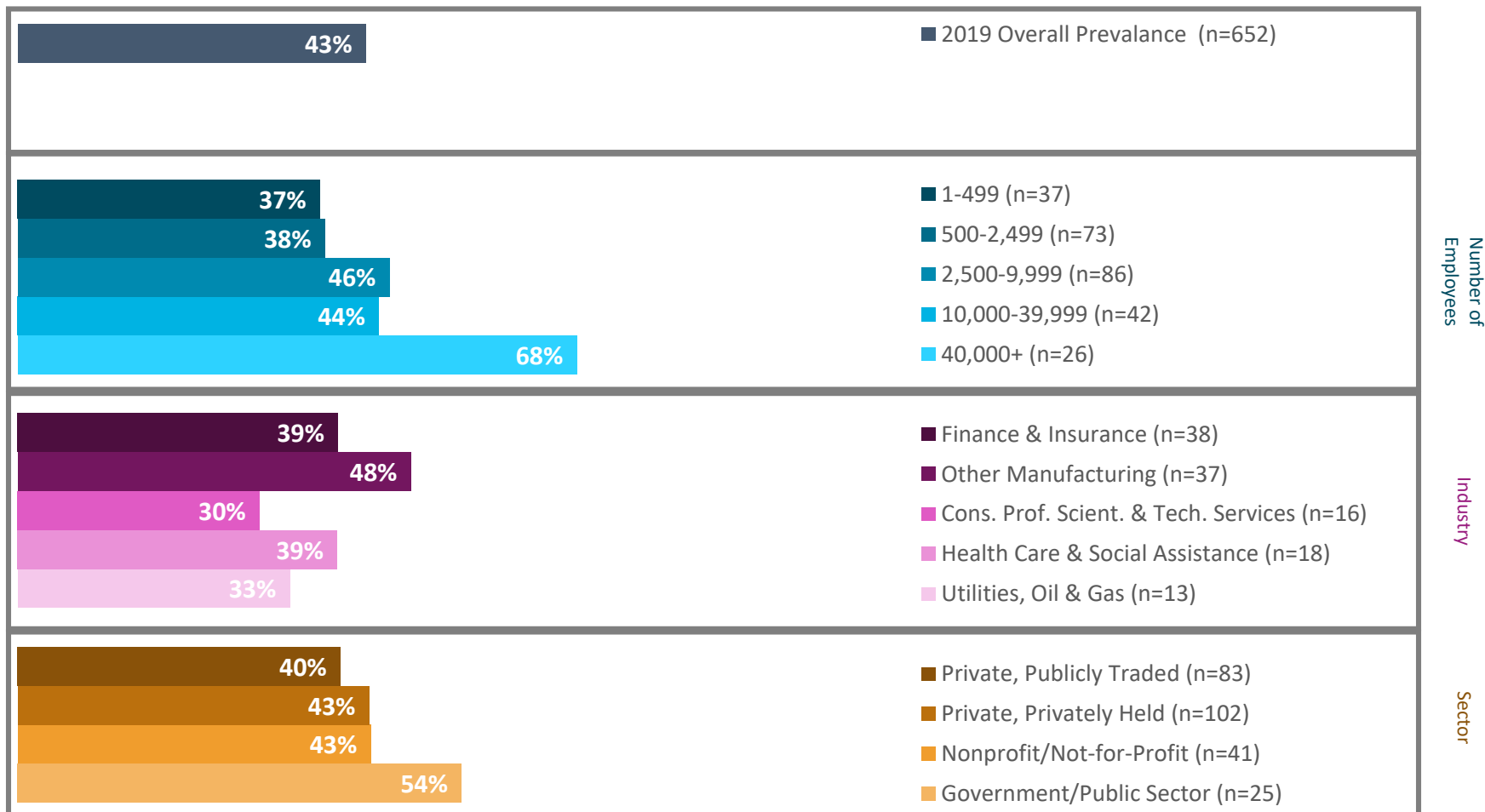


*Results with a sample size less than 50 should be used directionally.

Personal Leave (separate from PTO bank)

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

Portion of the Demographic That Offers This Program/Practice

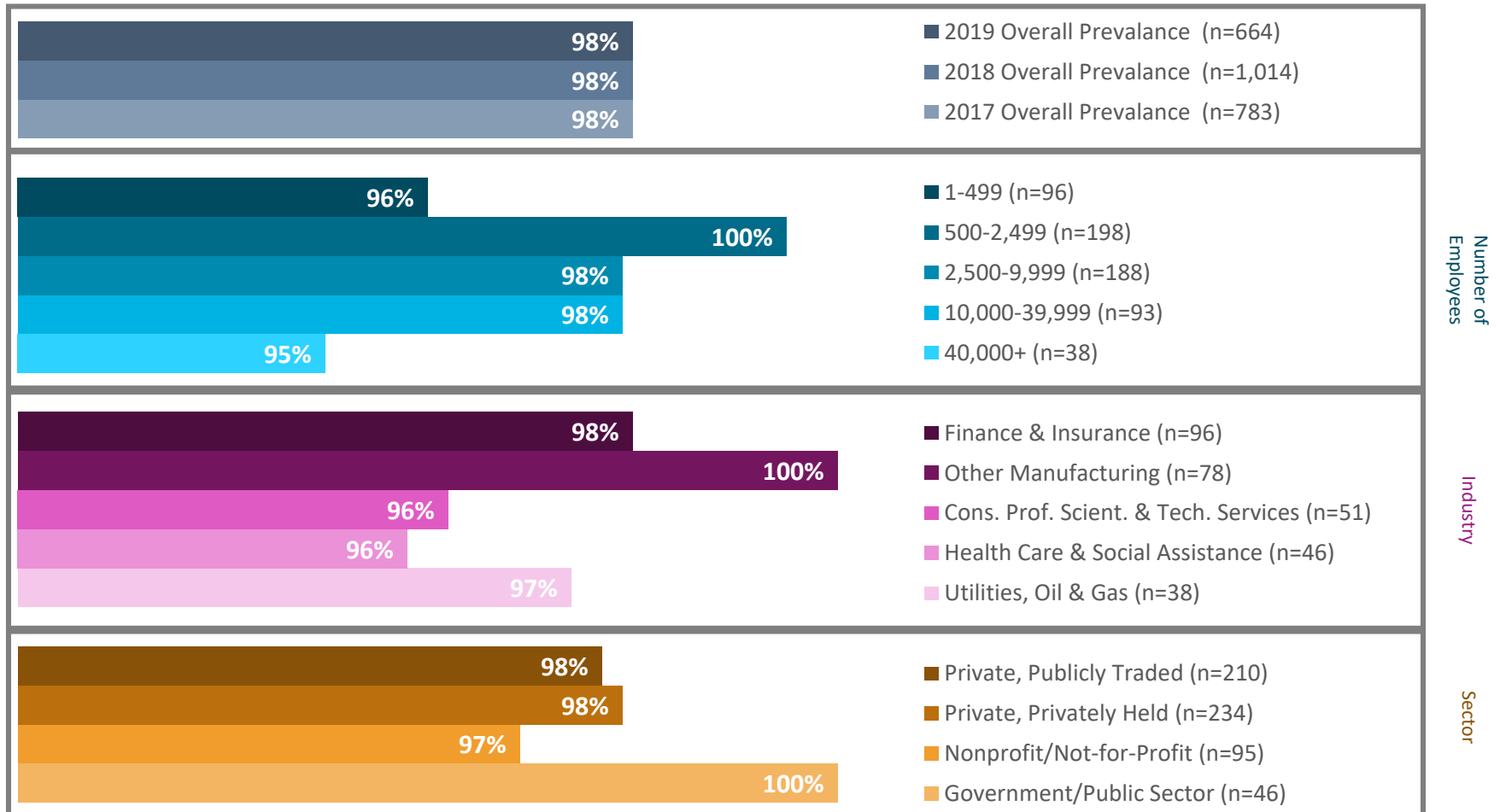


*Results with a sample size less than 50 should be used directionally.

Holiday Pay

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

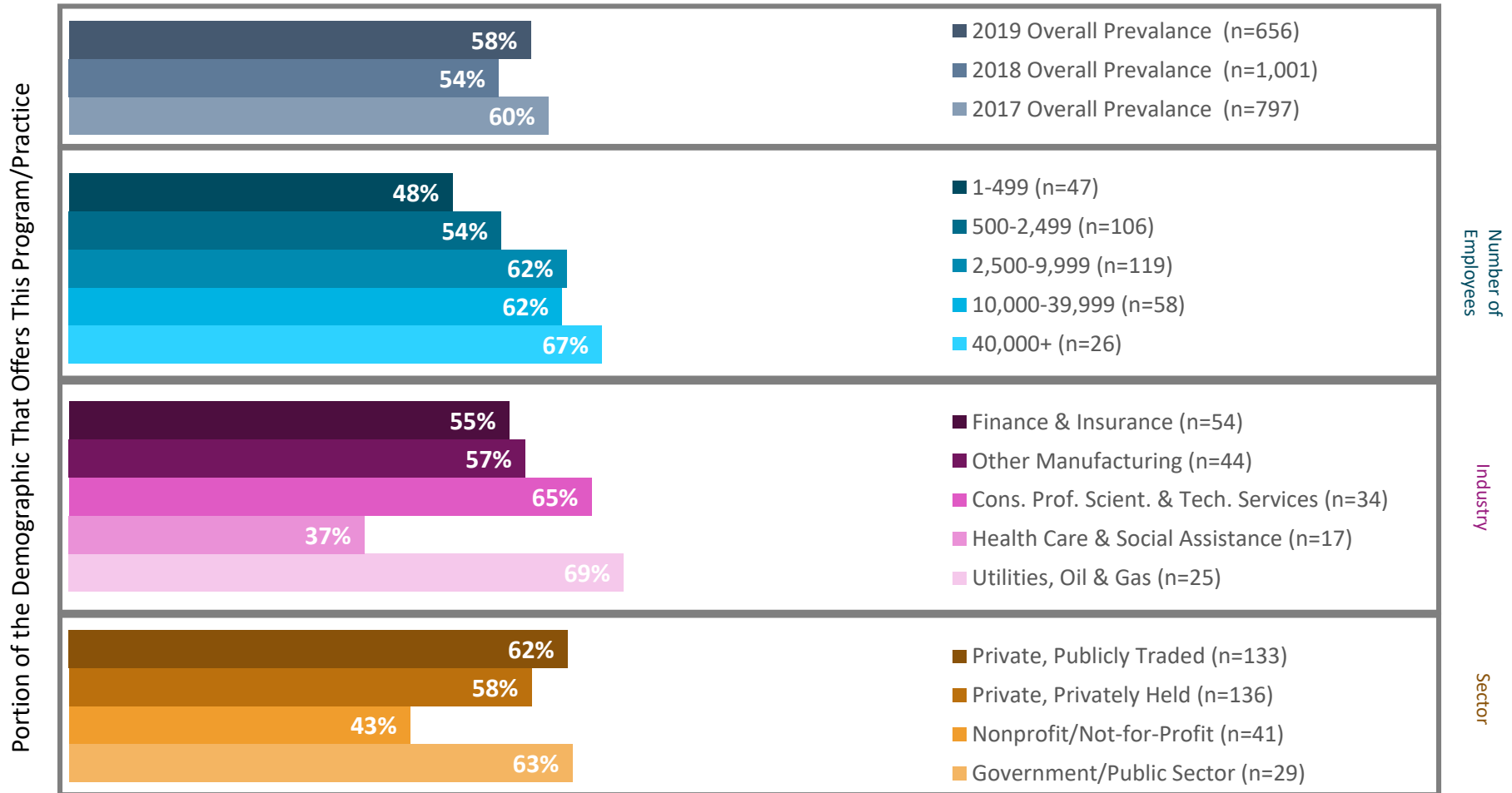
Portion of the Demographic That Offers This Program/Practice



*Results with a sample size less than 50 should be used directionally.

Floating Holidays

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

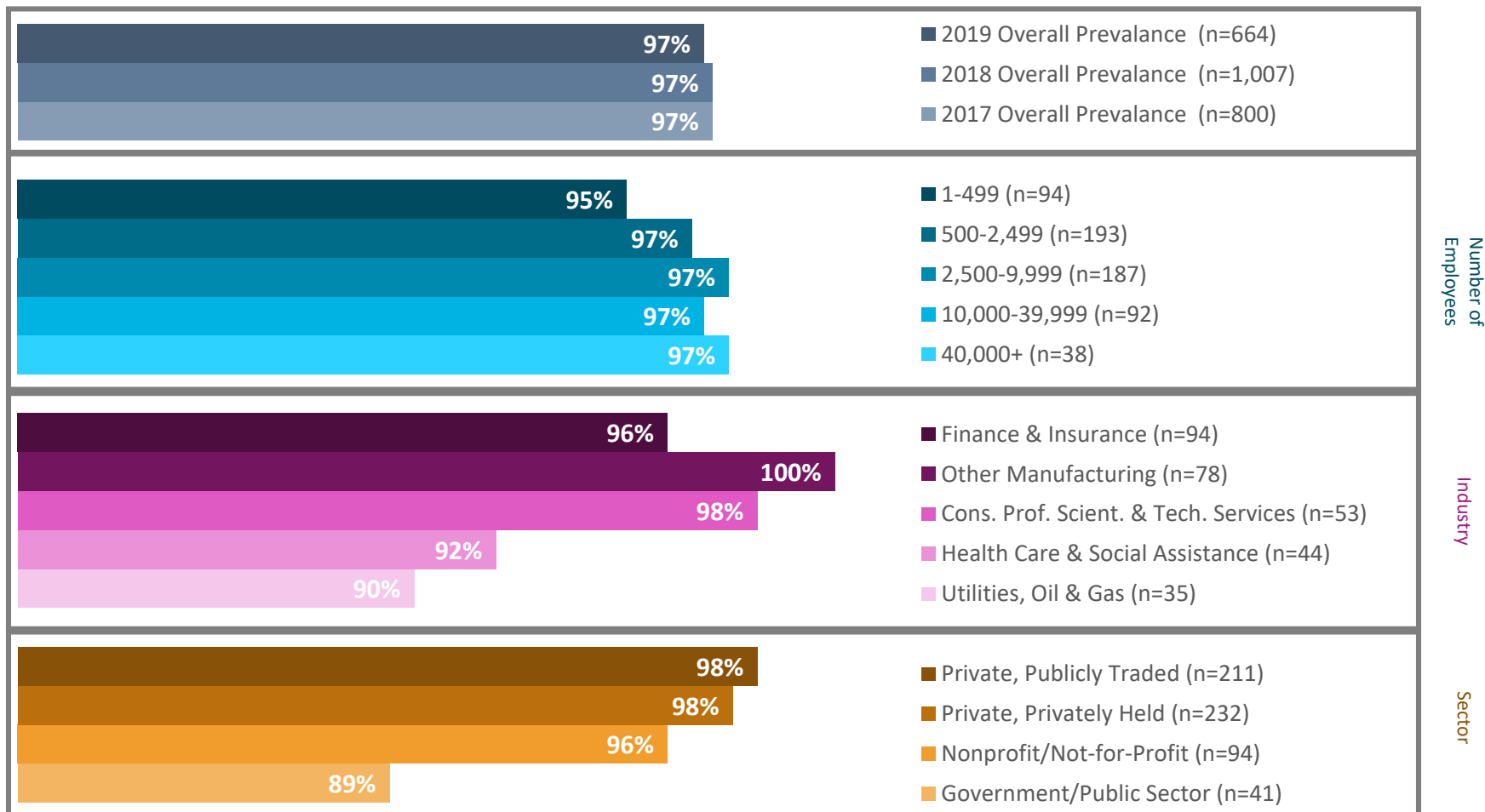


*Results with a sample size less than 50 should be used directionally.

Bereavement Leave

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

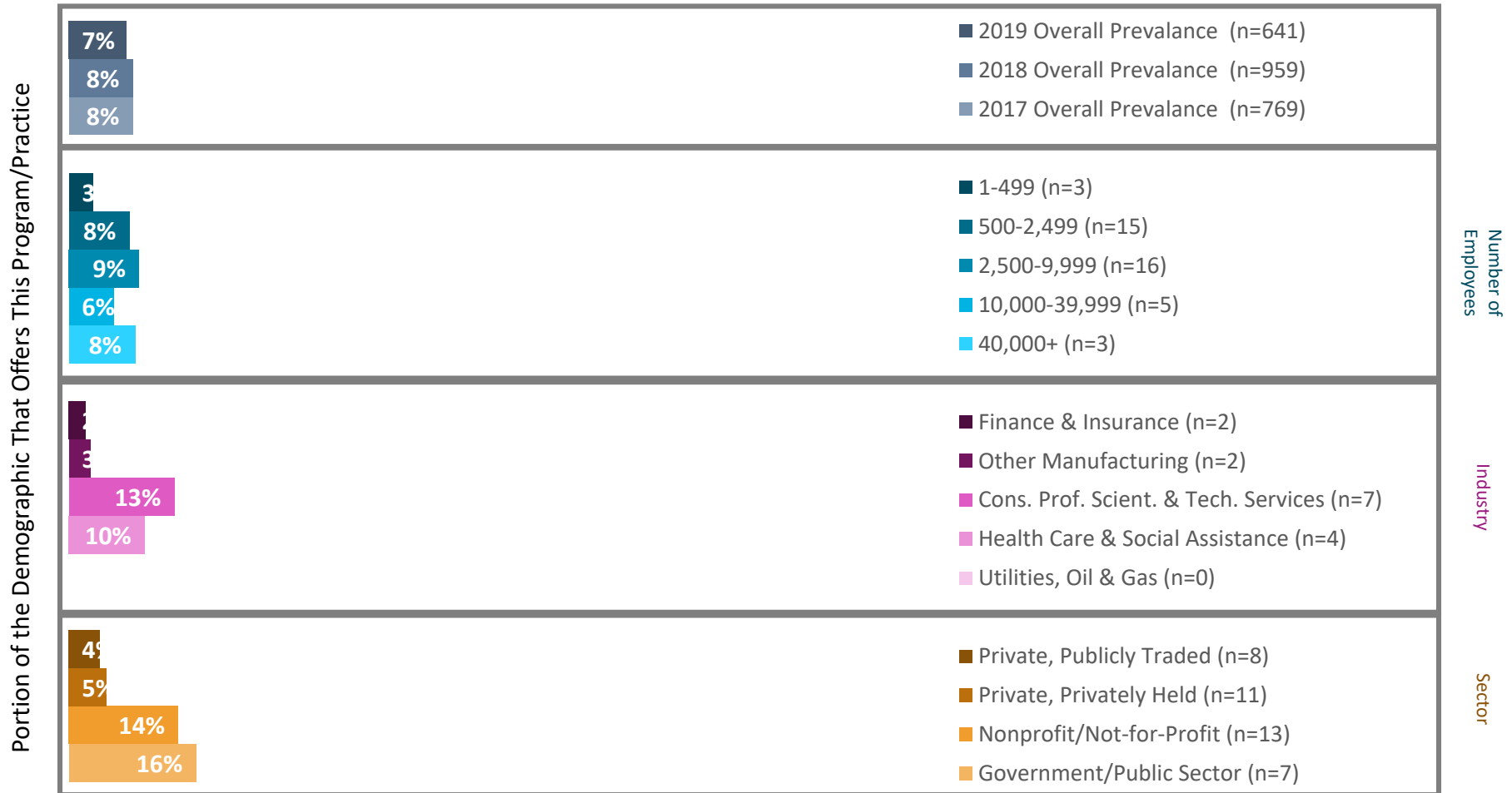
Portion of the Demographic That Offers This Program/Practice



*Results with a sample size less than 50 should be used directionally.

Paid Sabbaticals

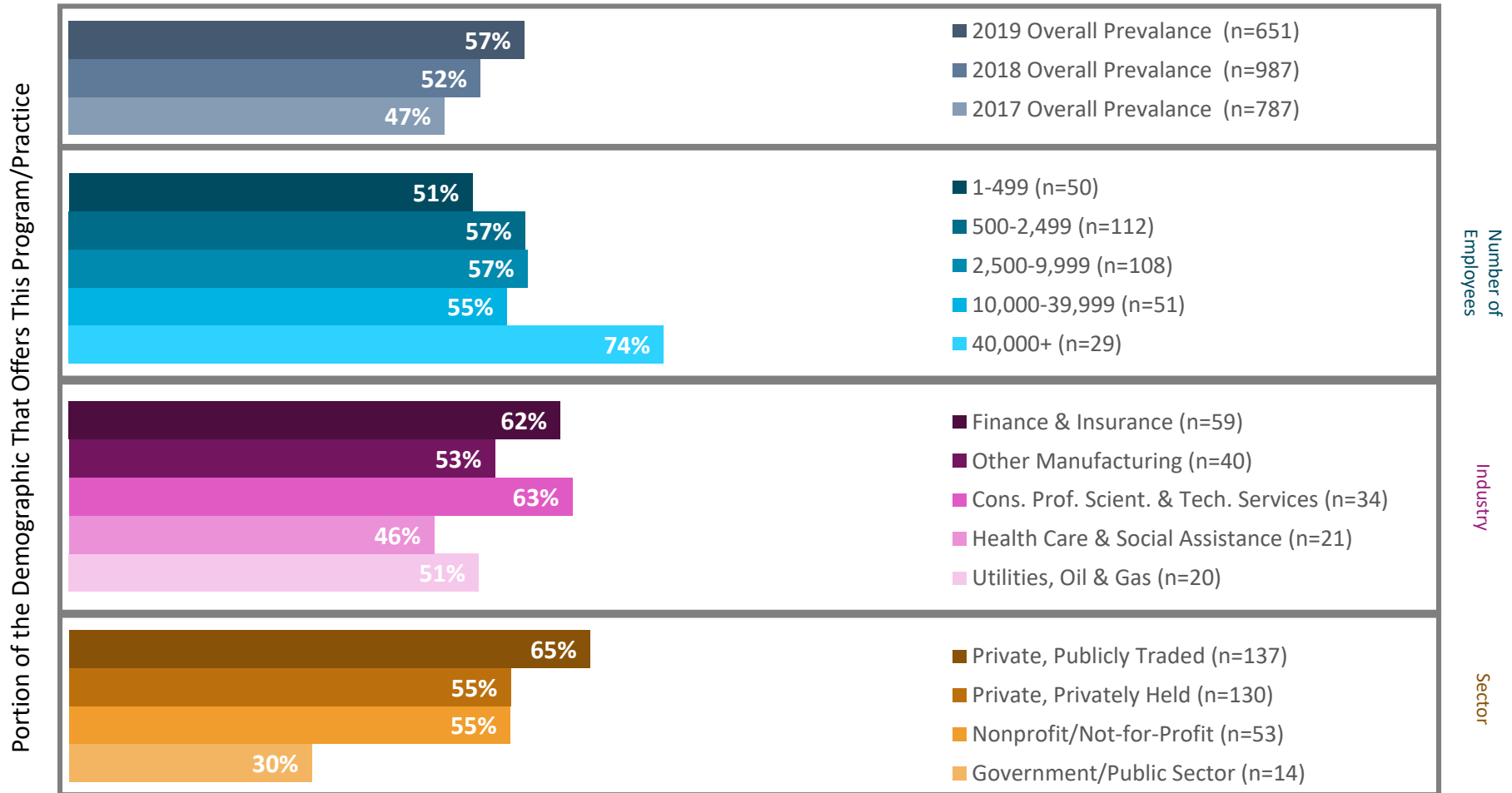
Is the following program offered at your organization to some or all employees?



*Results with a sample size less than 50 should be used directionally.

Paid Parental Leave

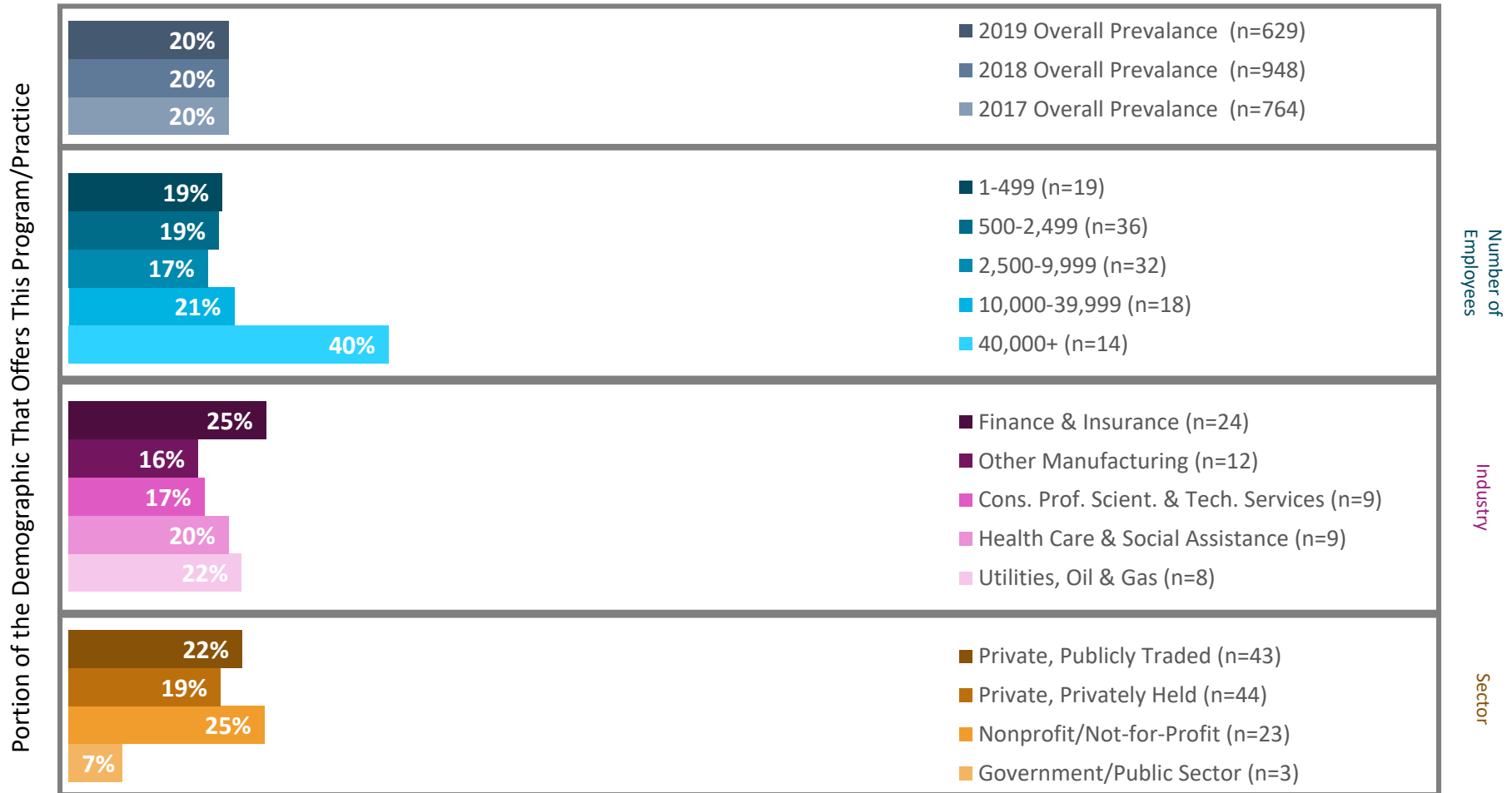
Is the following program offered at your organization to some or all employees?



*Results with a sample size less than 50 should be used directionally.

Paid Caregiver Leave

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

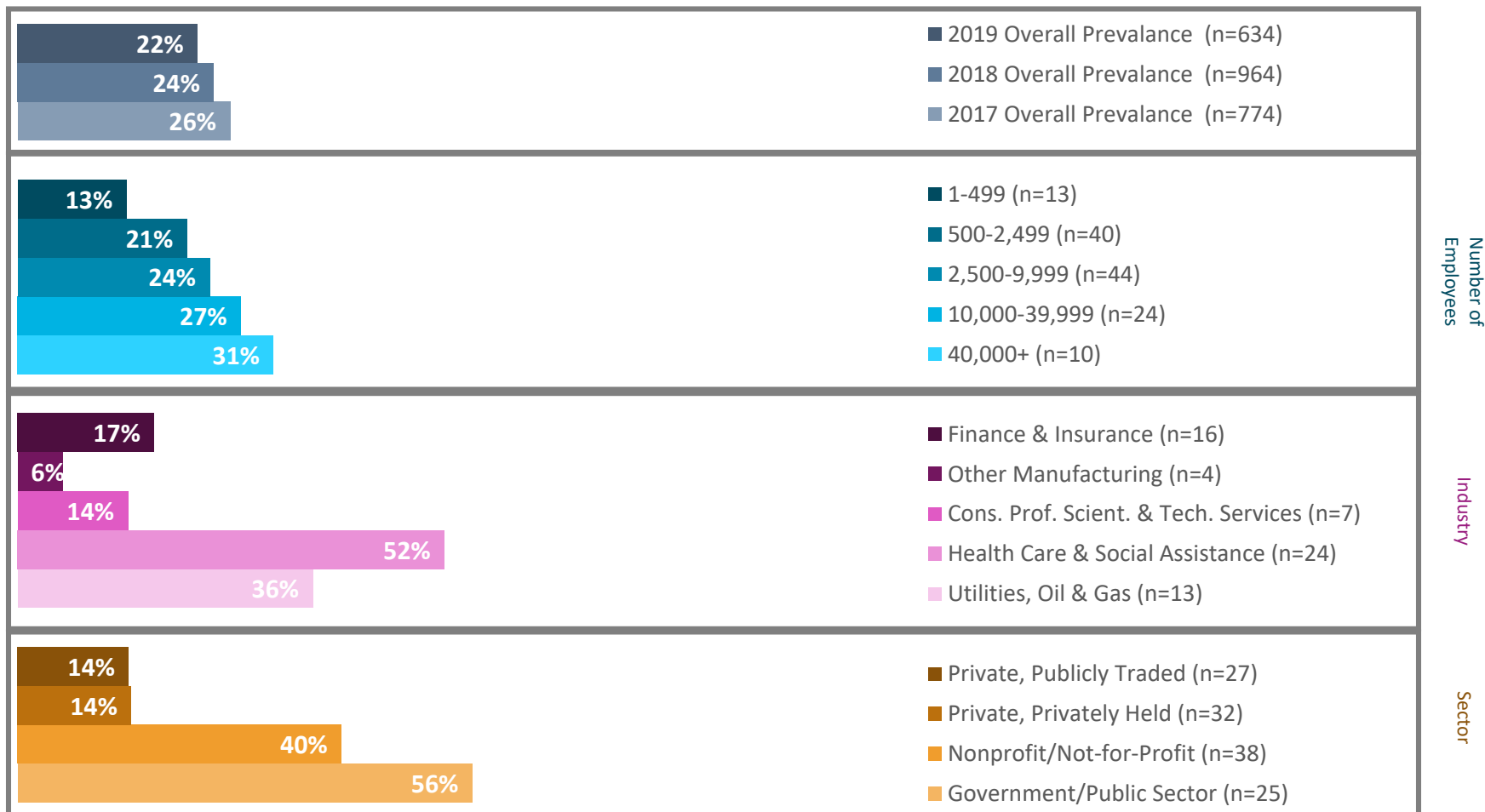


*Results with a sample size less than 50 should be used directionally.

Shared/Donation of Leave Program

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

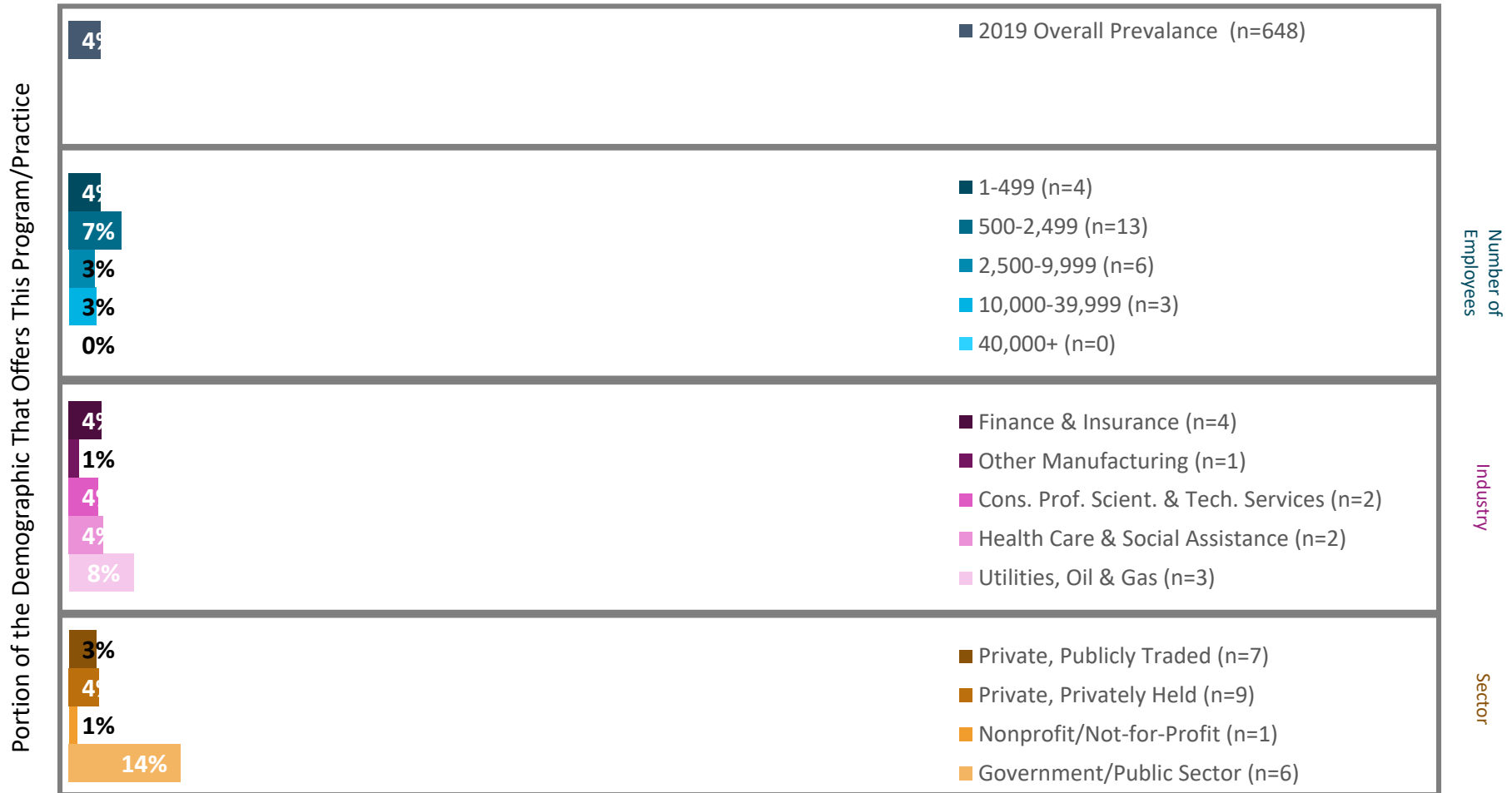
Portion of the Demographic That Offers This Program/Practice



*Results with a sample size less than 50 should be used directionally.

Redirected PTO to Personal 401(k), HSA, Cash or College Savings *NEW!*

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

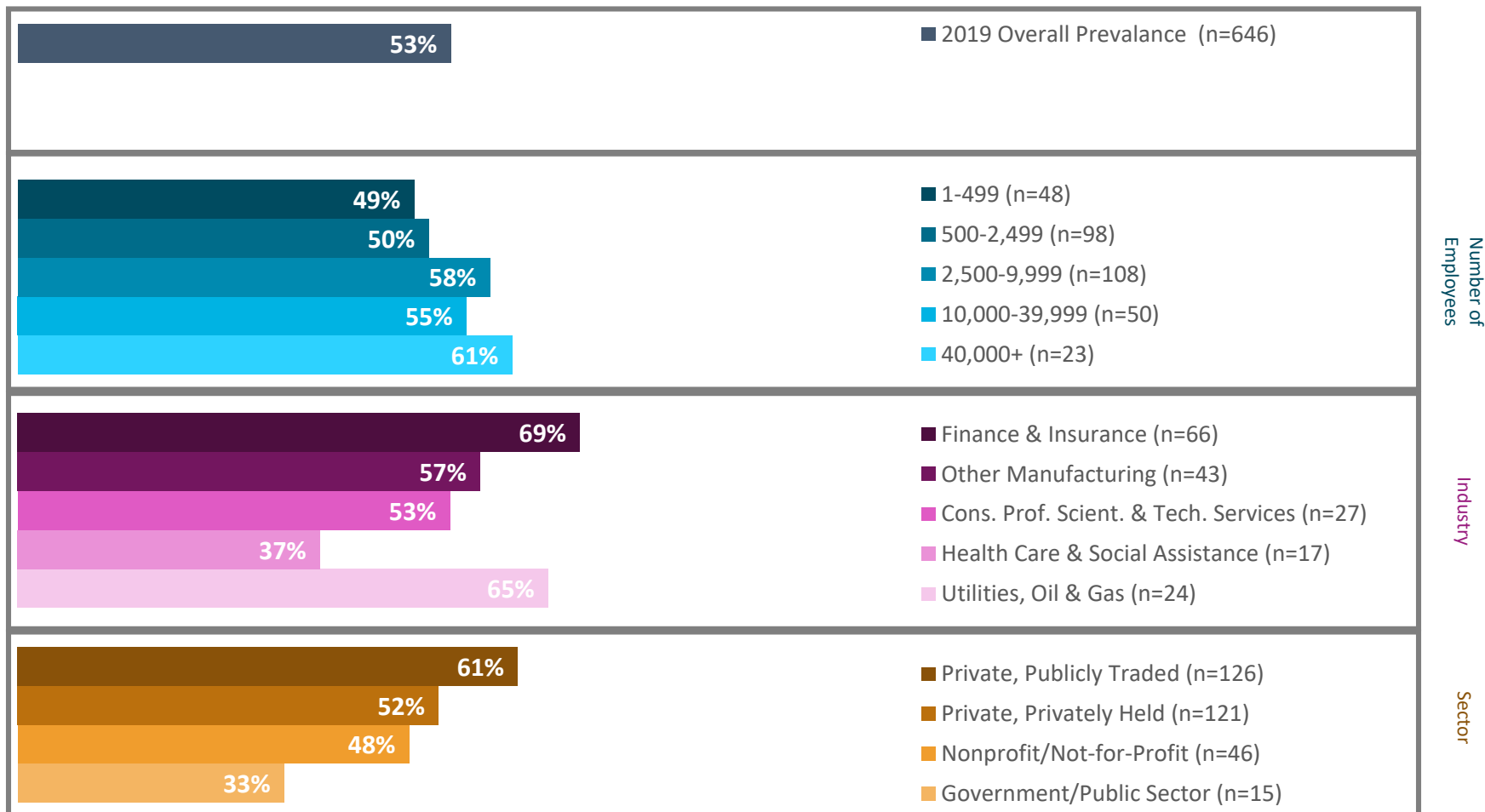


*Results with a sample size less than 50 should be used directionally.

Paid Time Off to Volunteer as Part of a Company Effort *NEW!*

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

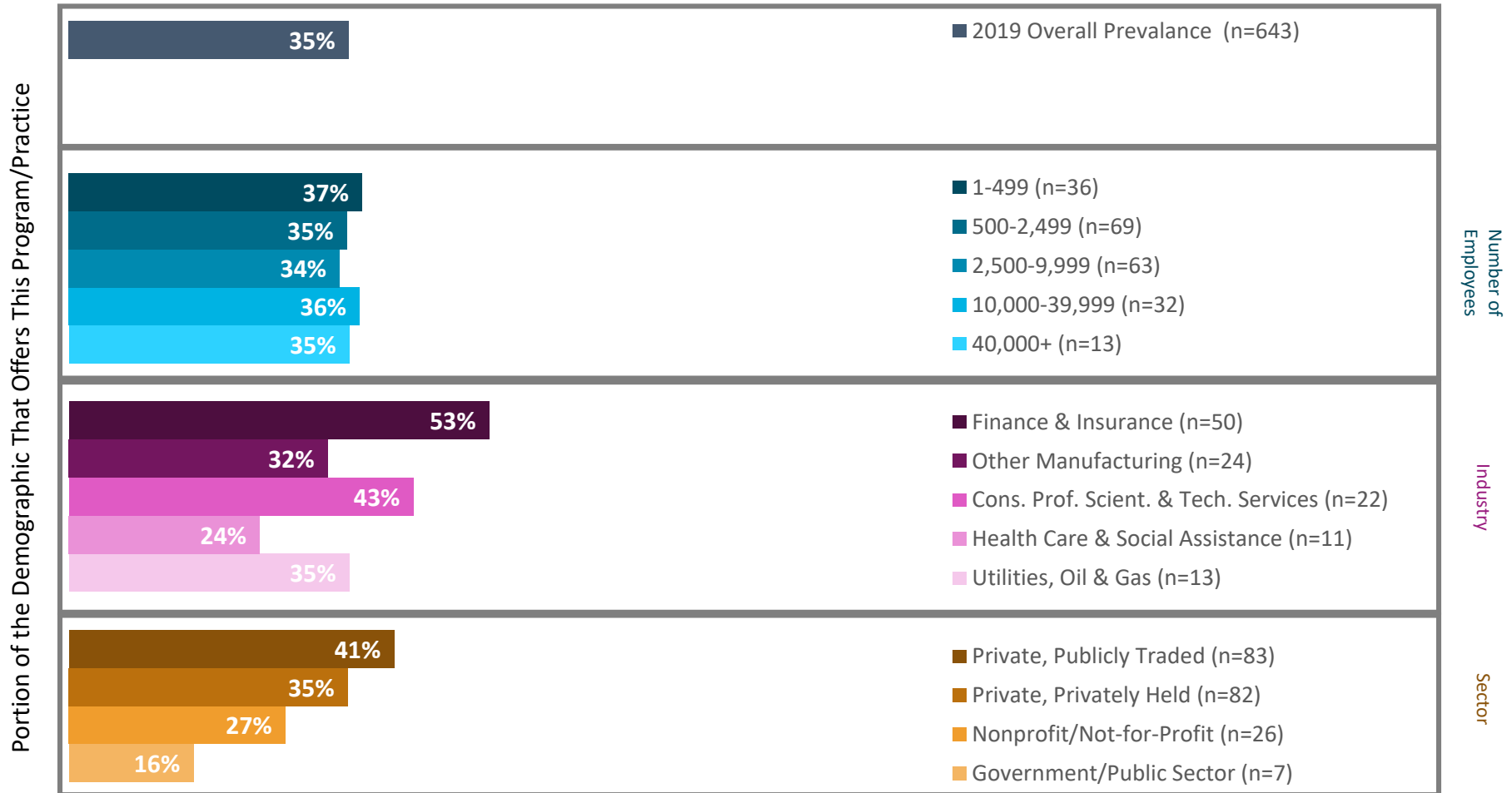
Portion of the Demographic That Offers This Program/Practice



*Results with a sample size less than 50 should be used directionally.

Paid Time Off to Volunteer for an Individual Effort NEW!

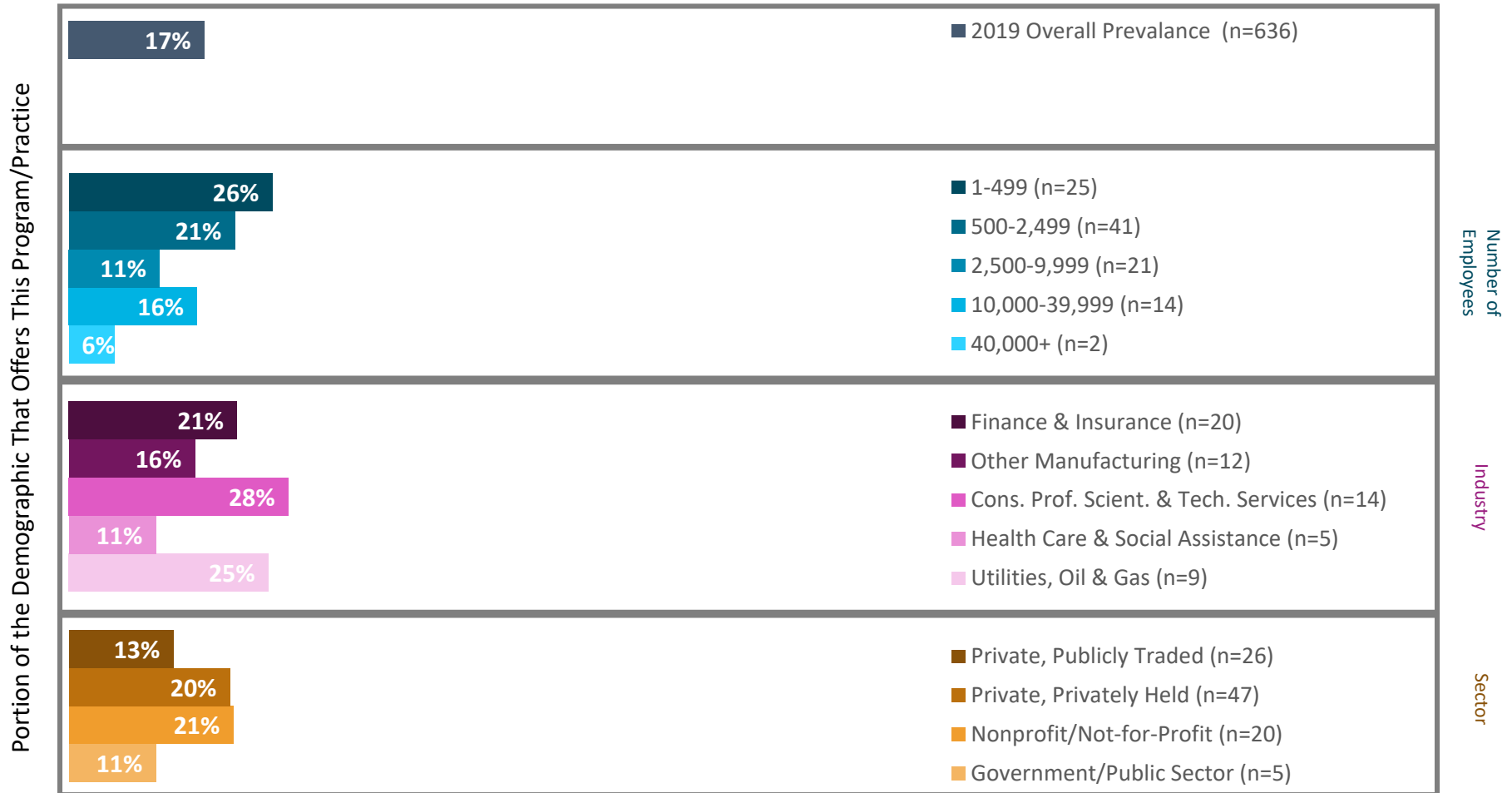
Is the following program offered at your organization to some or all employees?



*Results with a sample size less than 50 should be used directionally.

Paid Time Off to Participate in School Activities NEW!

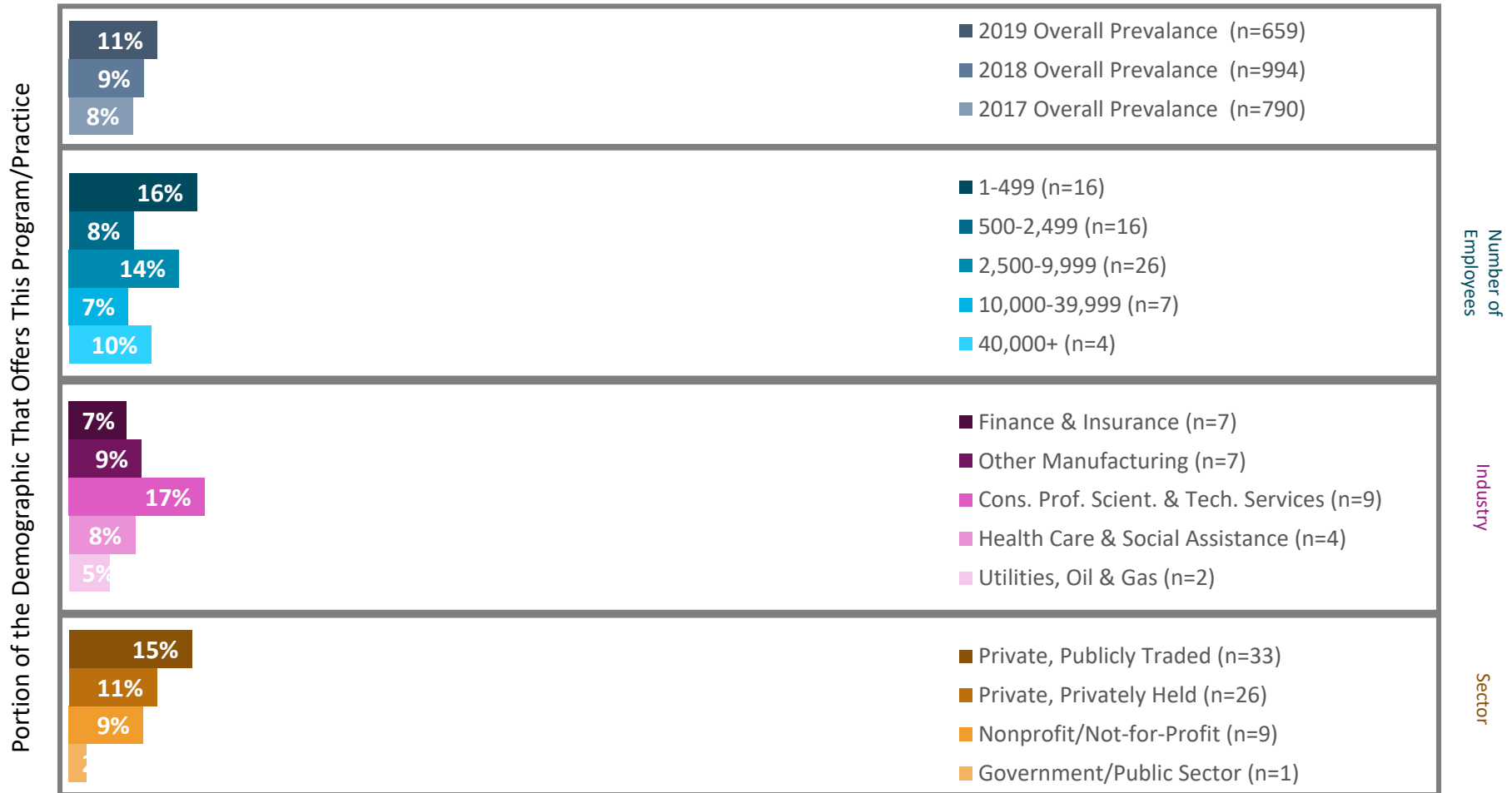
Is the following program offered at your organization to some or all employees?



*Results with a sample size less than 50 should be used directionally.

Unlimited Paid Time Off

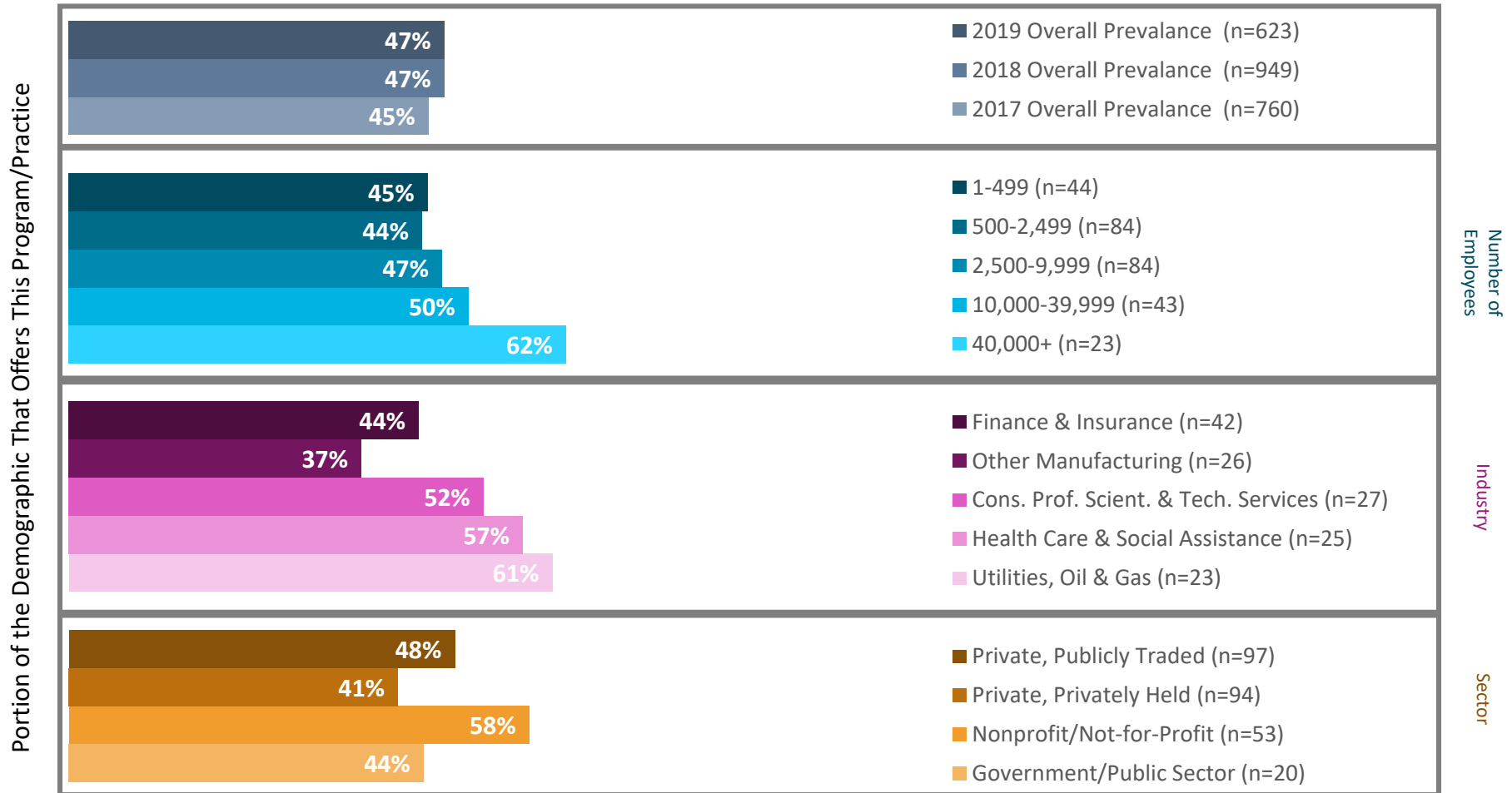
Is the following program offered at your organization to some or all employees?



*Results with a sample size less than 50 should be used directionally.

Unpaid, Job-Protected Time Off

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

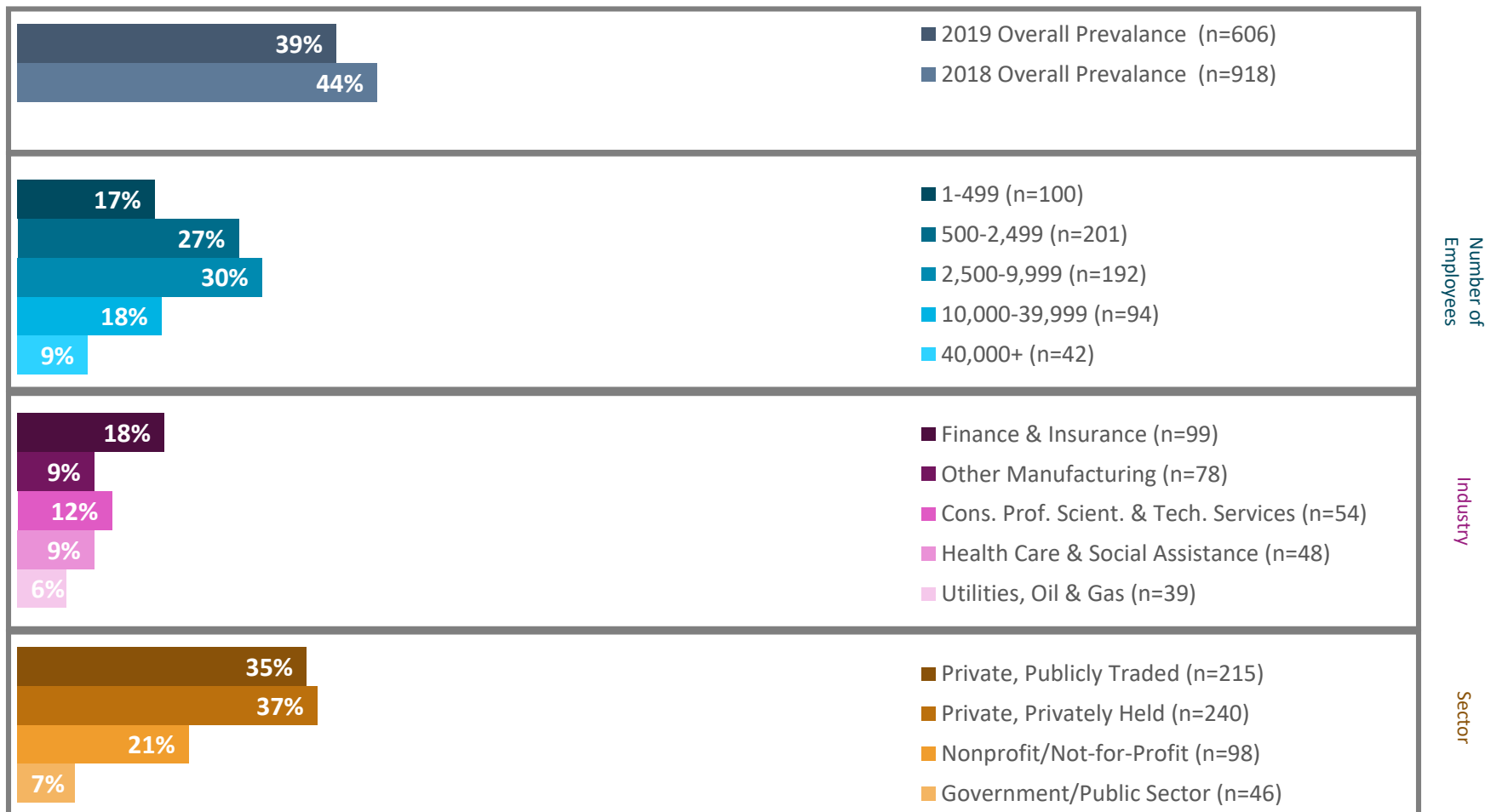


*Results with a sample size less than 50 should be used directionally.

Unpaid Caregiver Leave

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

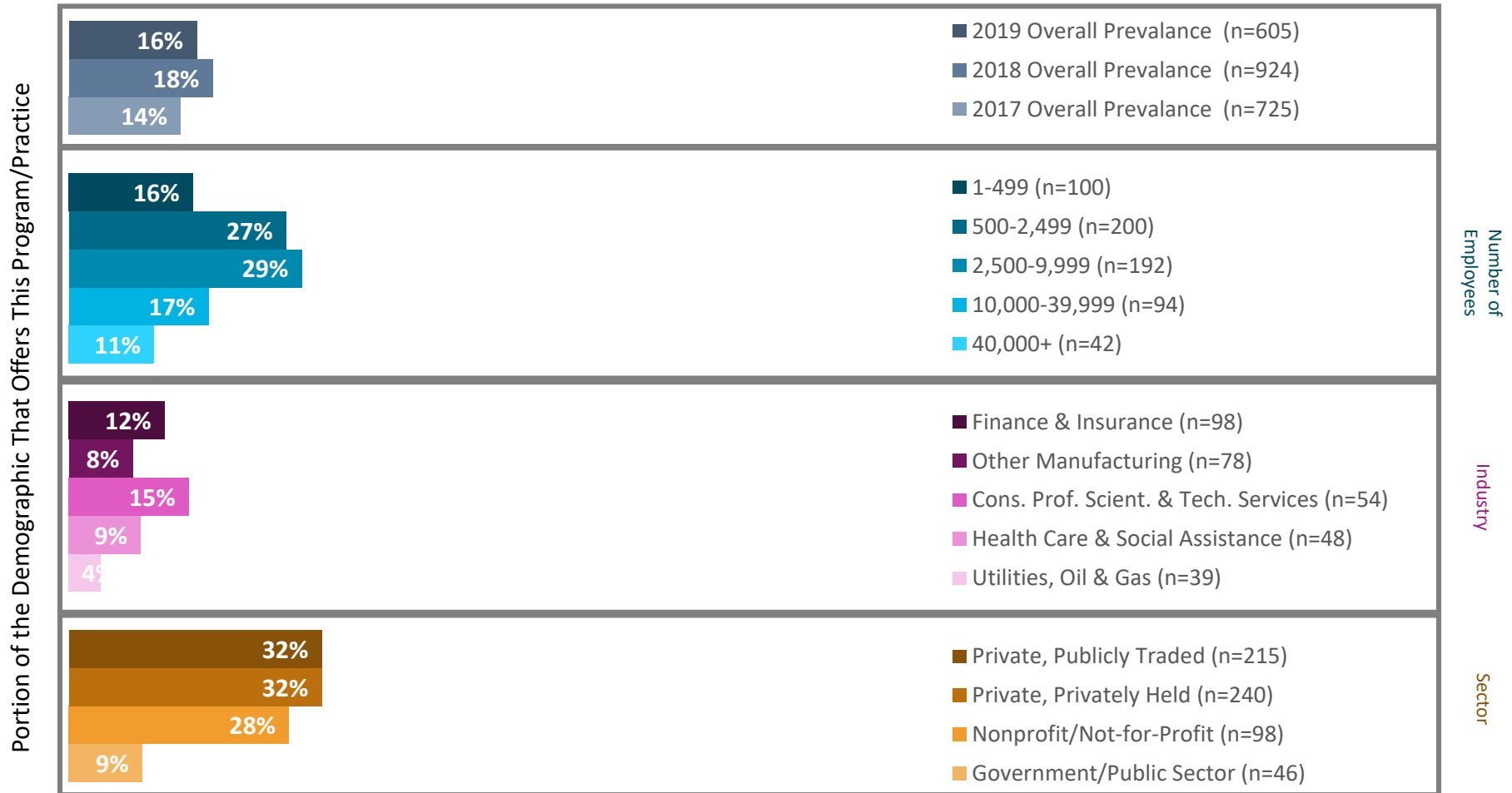
Portion of the Demographic That Offers This Program/Practice



*Results with a sample size less than 50 should be used directionally.

Unpaid Sabbaticals

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

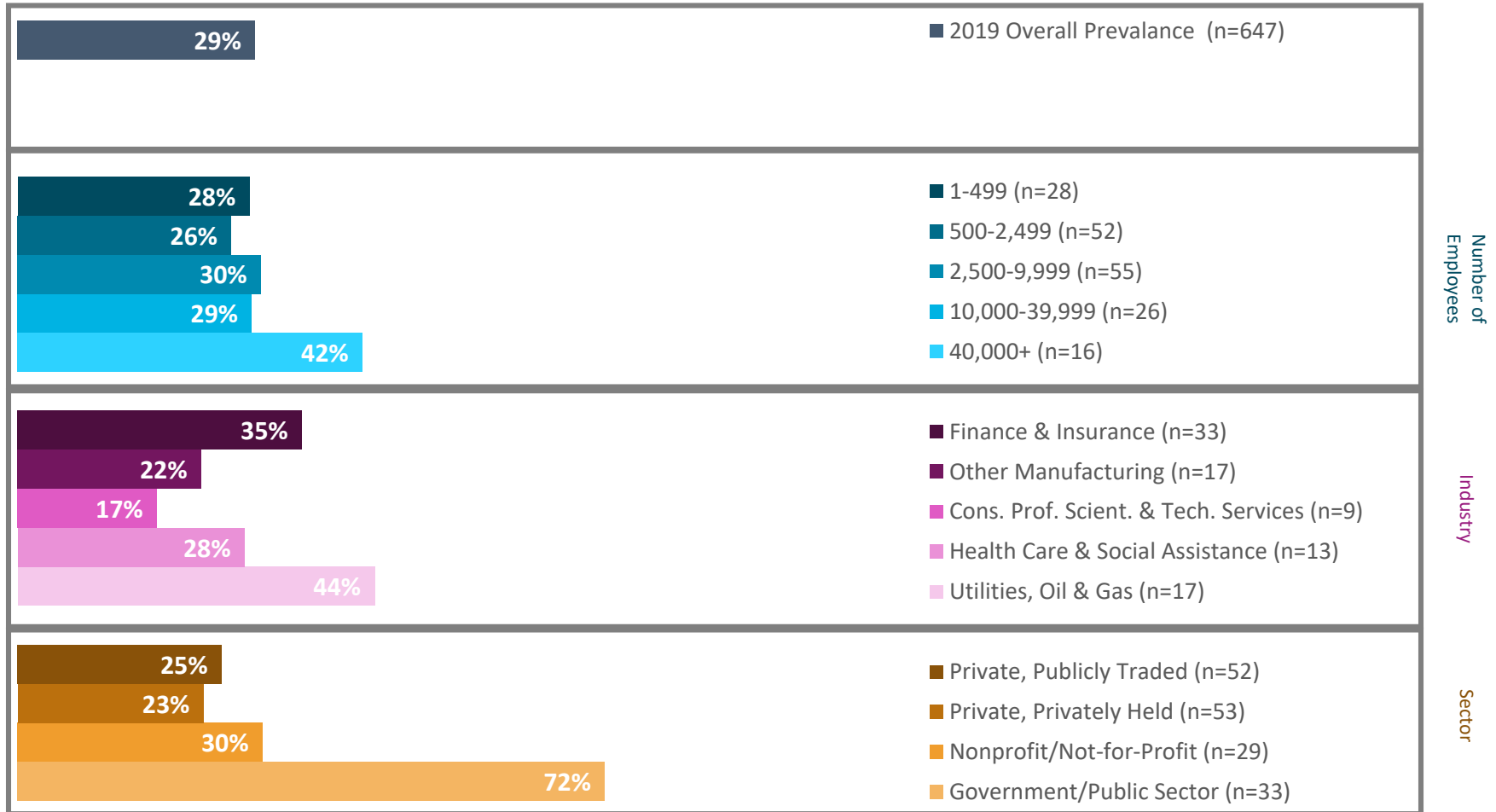


*Results with a sample size less than 50 should be used directionally.

Defined Benefit Plan (Most/All Employees) NEW!

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

Portion of the Demographic That Offers This Program/Practice

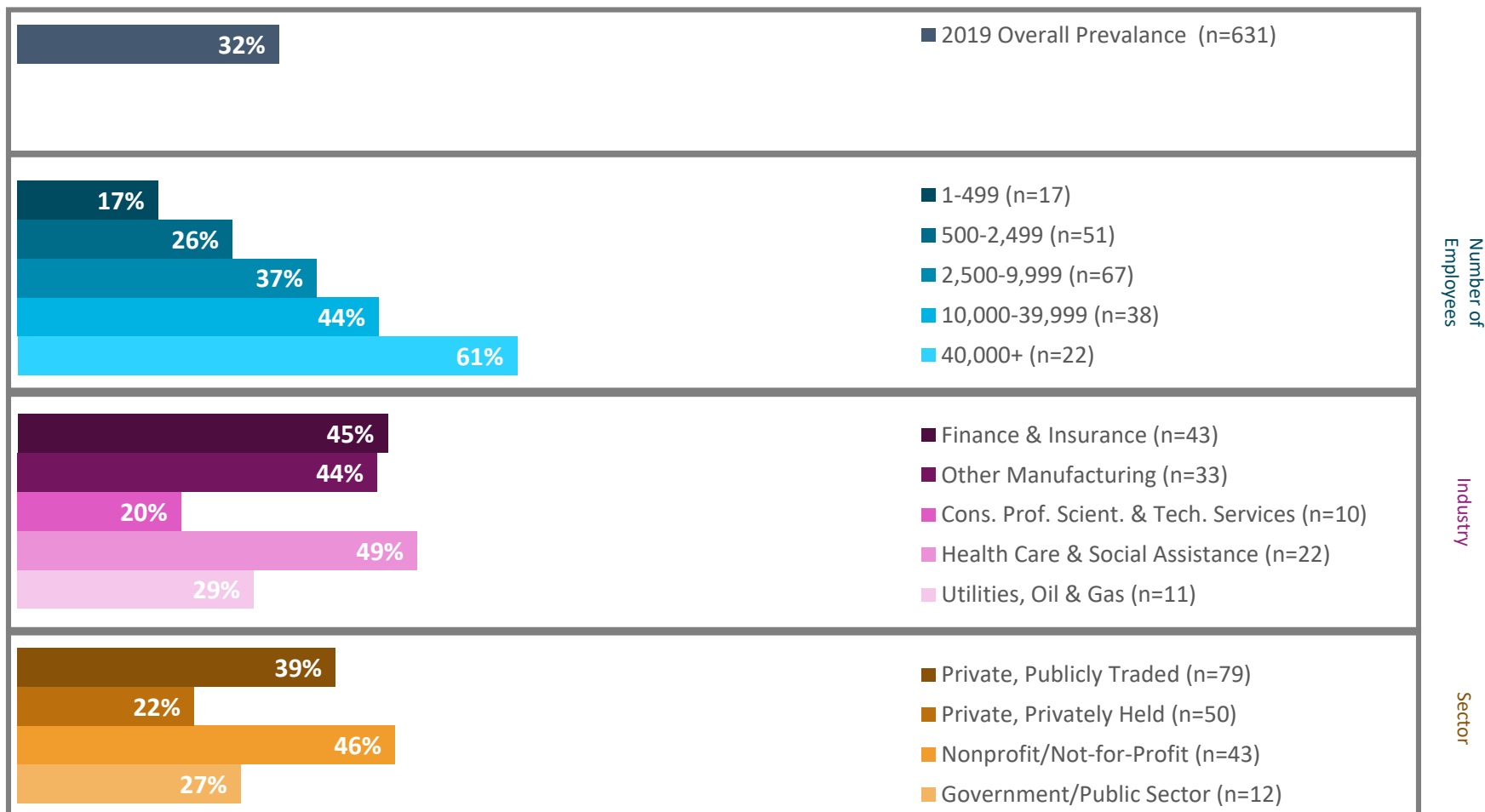


*Results with a sample size less than 50 should be used directionally.

Defined Benefit Plan (Grandfathered) NEW!

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

Portion of the Demographic That Offers This Program/Practice

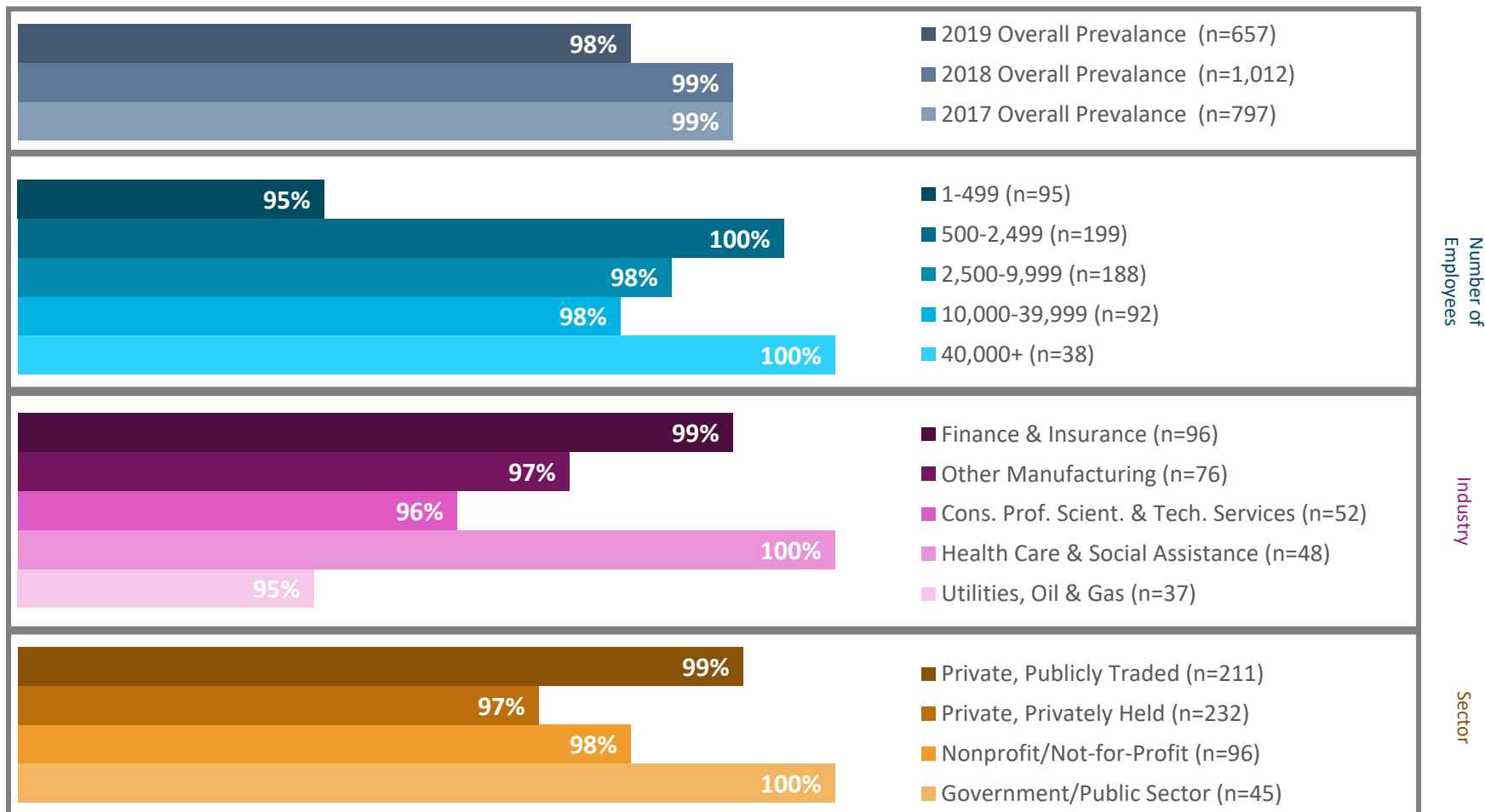


*Results with a sample size less than 50 should be used directionally.

Defined Contribution Plan

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

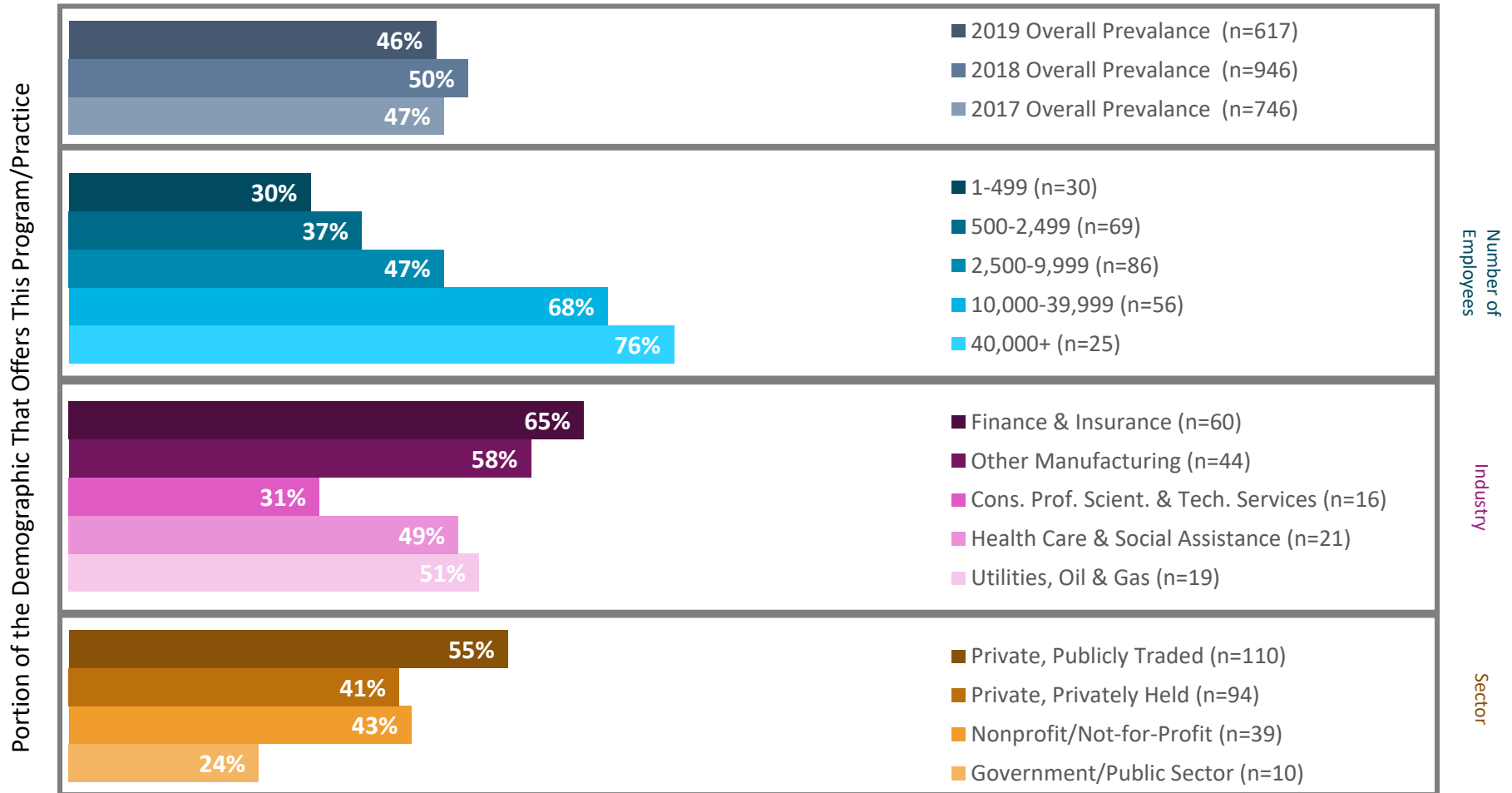
Portion of the Demographic That Offers This Program/Practice



*Results with a sample size less than 50 should be used directionally.

Nonqualified Deferred Compensation Plan

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

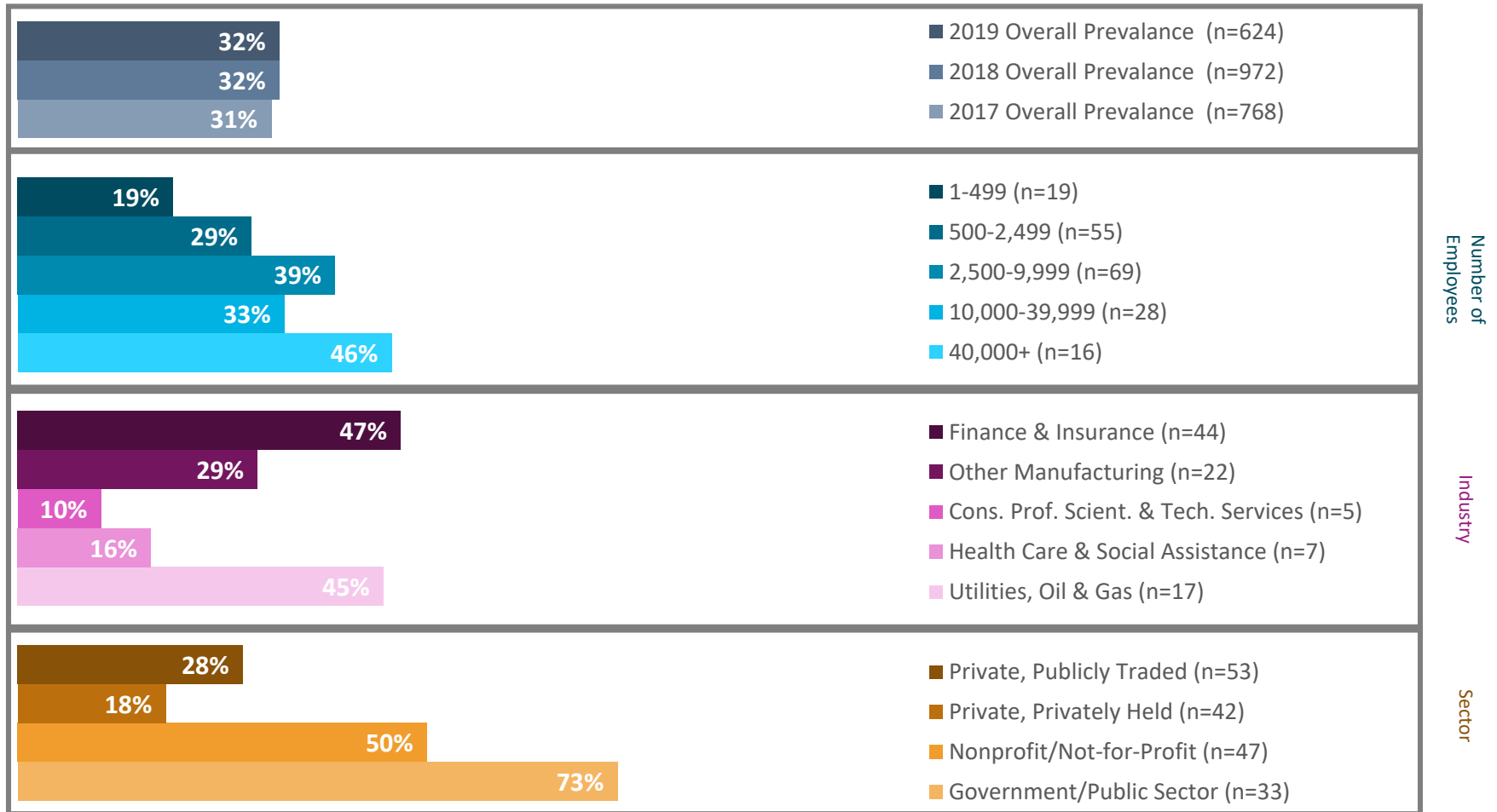


*Results with a sample size less than 50 should be used directionally.

Retiree Health-Care Benefits

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

Portion of the Demographic That Offers This Program/Practice

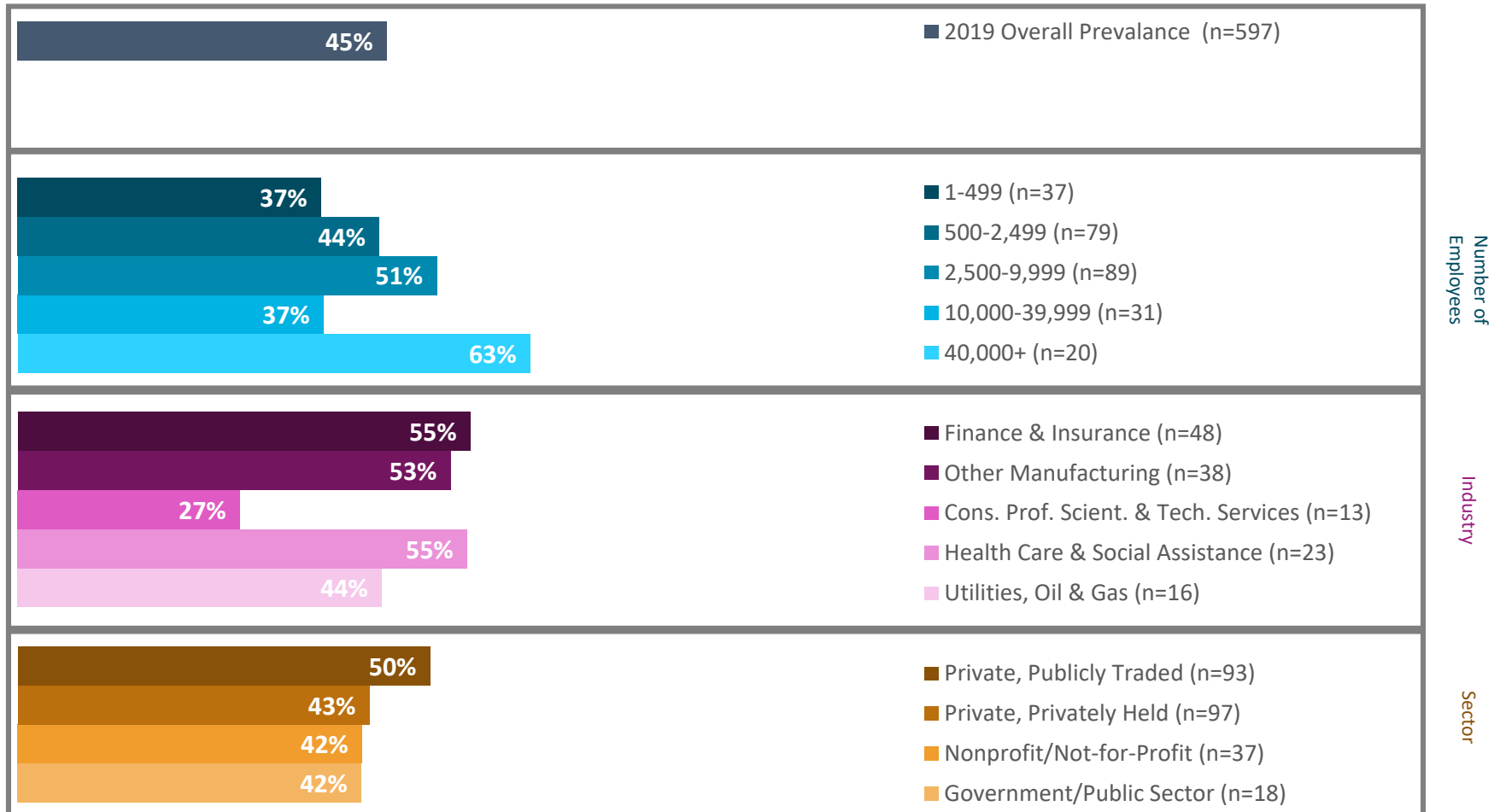


*Results with a sample size less than 50 should be used directionally.

HSA for Use in Retirement *NEW!*

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

Portion of the Demographic That Offers This Program/Practice

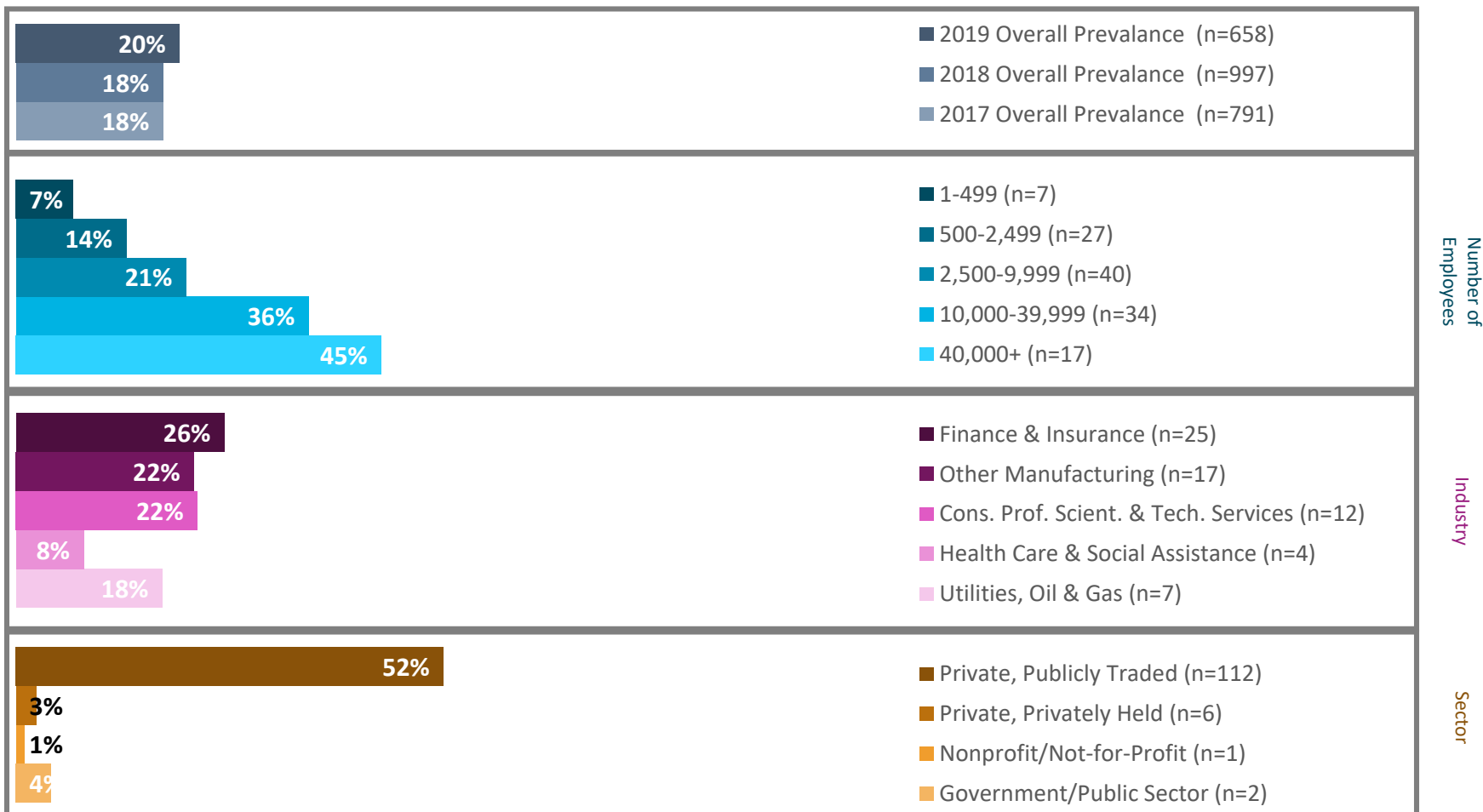


*Results with a sample size less than 50 should be used directionally.

Employee Stock Purchase Plan (ESPP)

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

Portion of the Demographic That Offers This Program/Practice

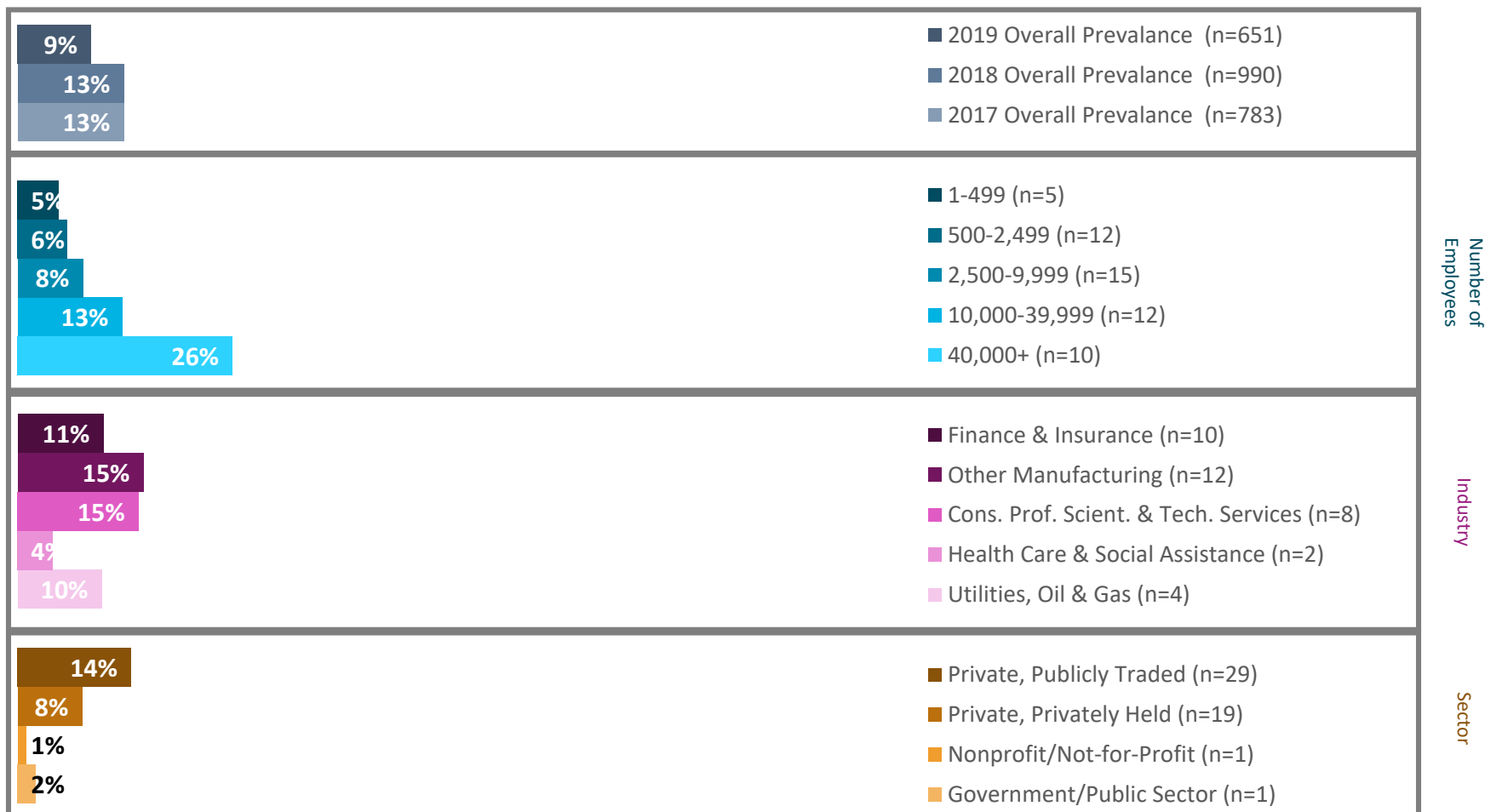


*Results with a sample size less than 50 should be used directionally.

Employee Stock Ownership Plan (ESOP)

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

Portion of the Demographic That Offers This Program/Practice

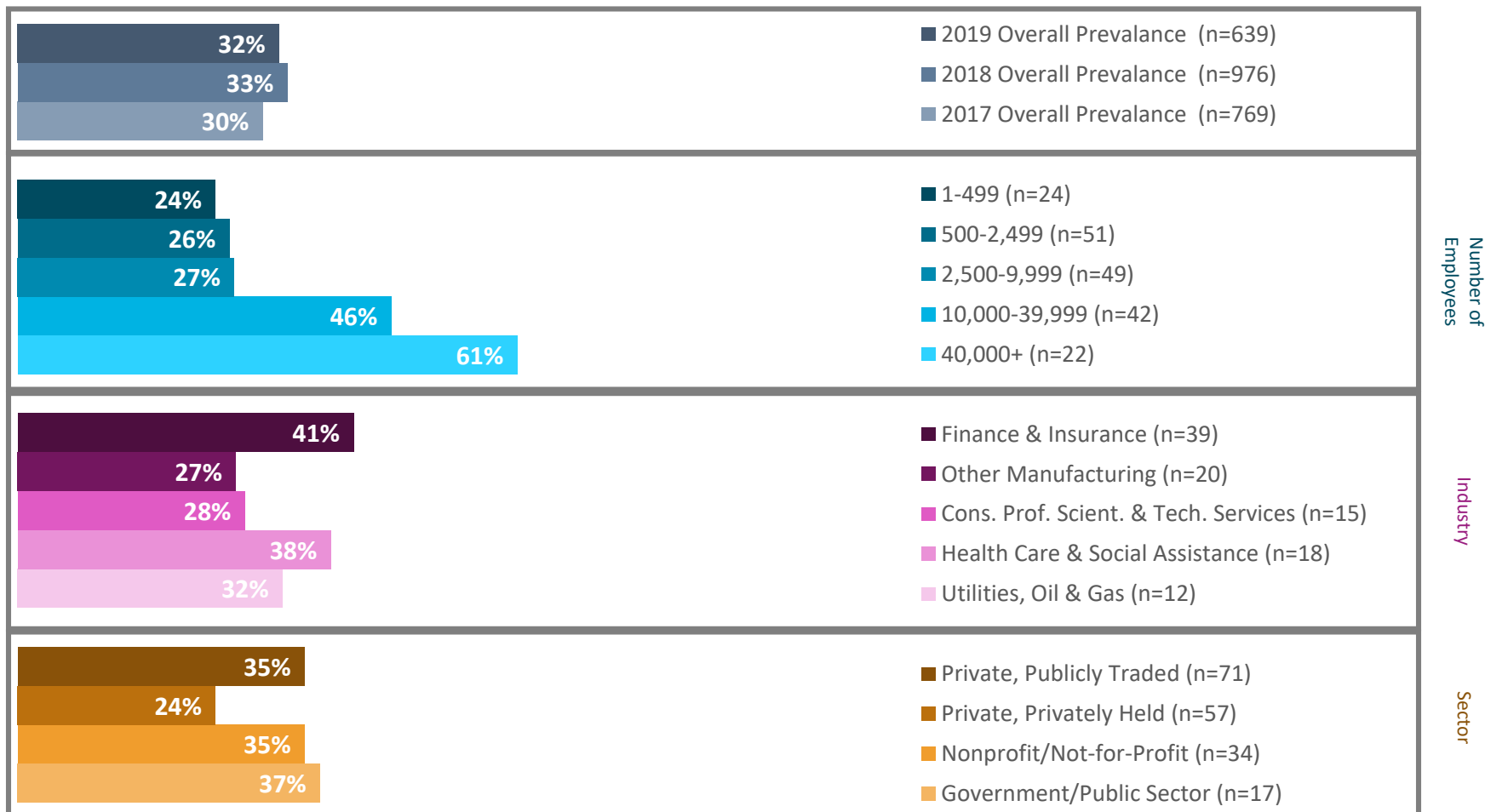


*Results with a sample size less than 50 should be used directionally.

Long-Term Care Insurance

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

Portion of the Demographic That Offers This Program/Practice

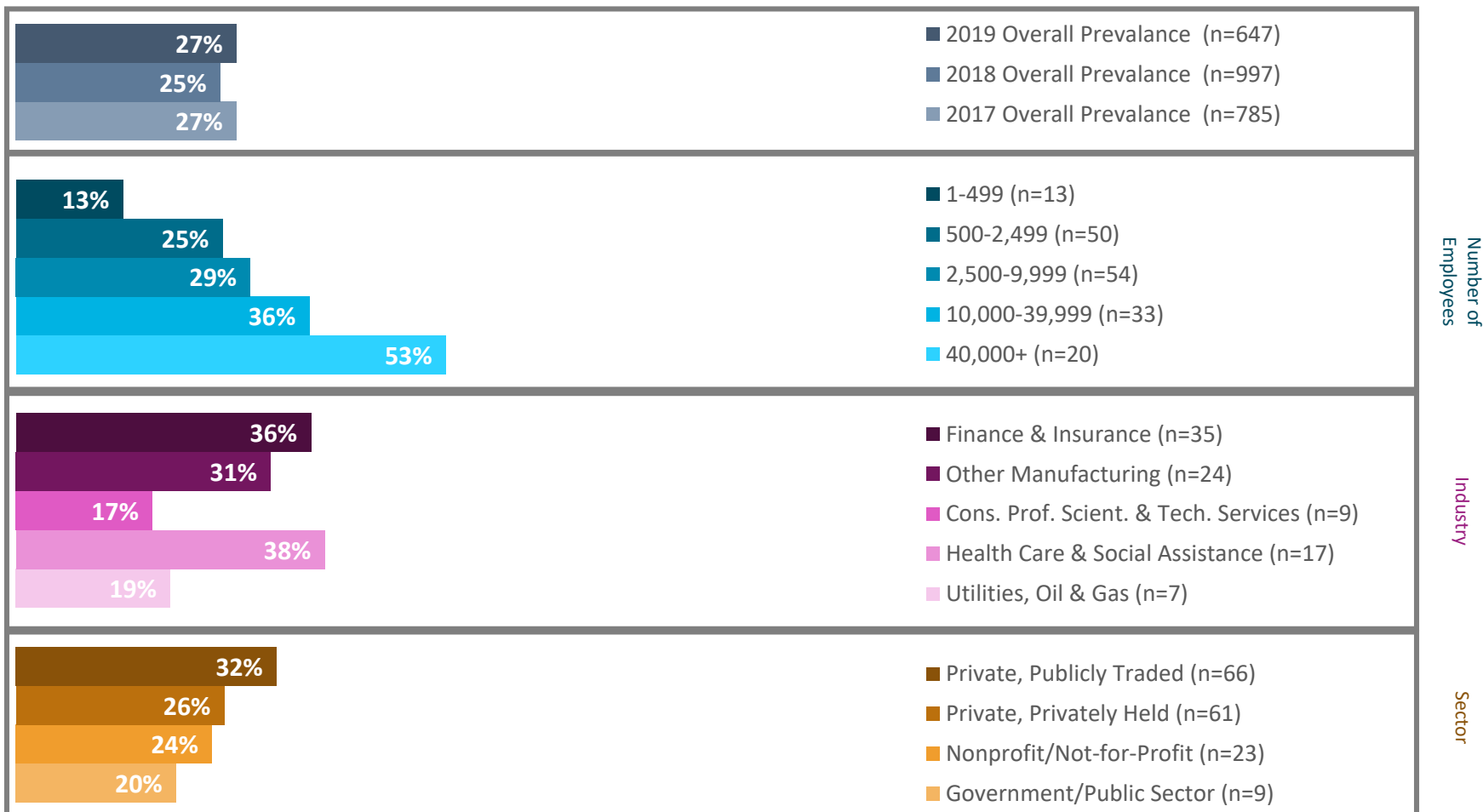


*Results with a sample size less than 50 should be used directionally.

Auto/Home Insurance

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

Portion of the Demographic That Offers This Program/Practice

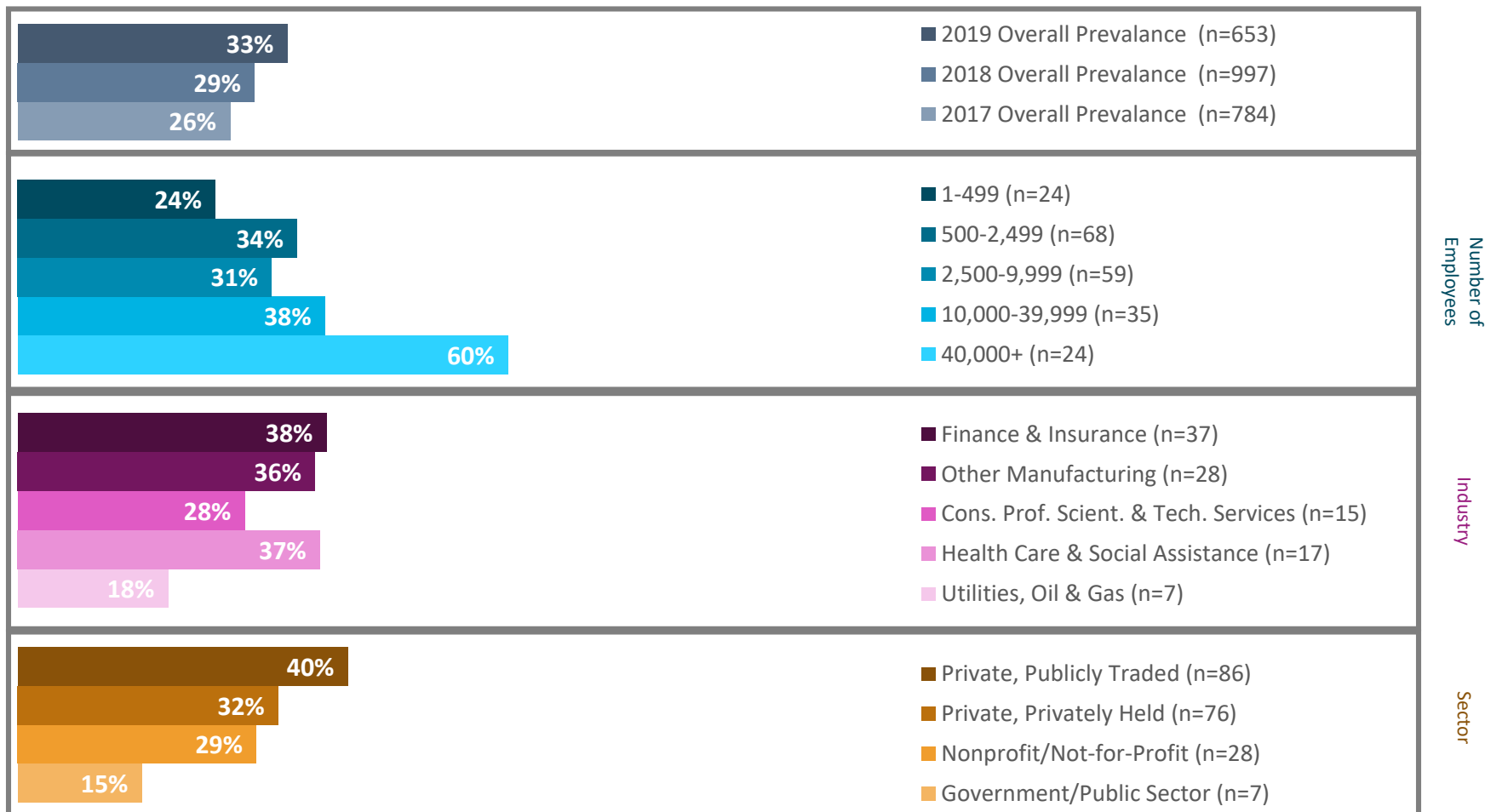


*Results with a sample size less than 50 should be used directionally.

Pet Insurance

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

Portion of the Demographic That Offers This Program/Practice

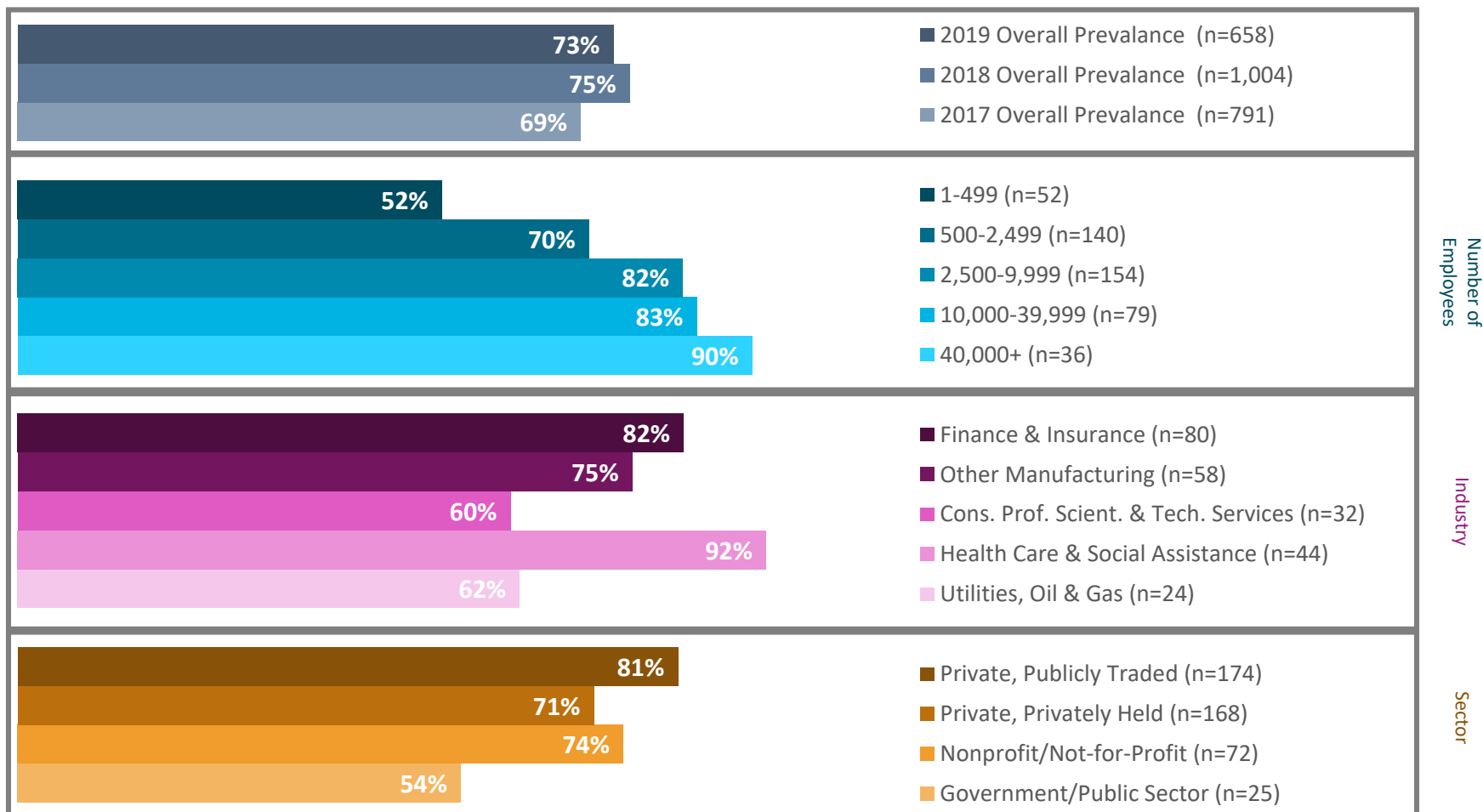


*Results with a sample size less than 50 should be used directionally.

Employee Discount Program

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

Portion of the Demographic That Offers This Program/Practice

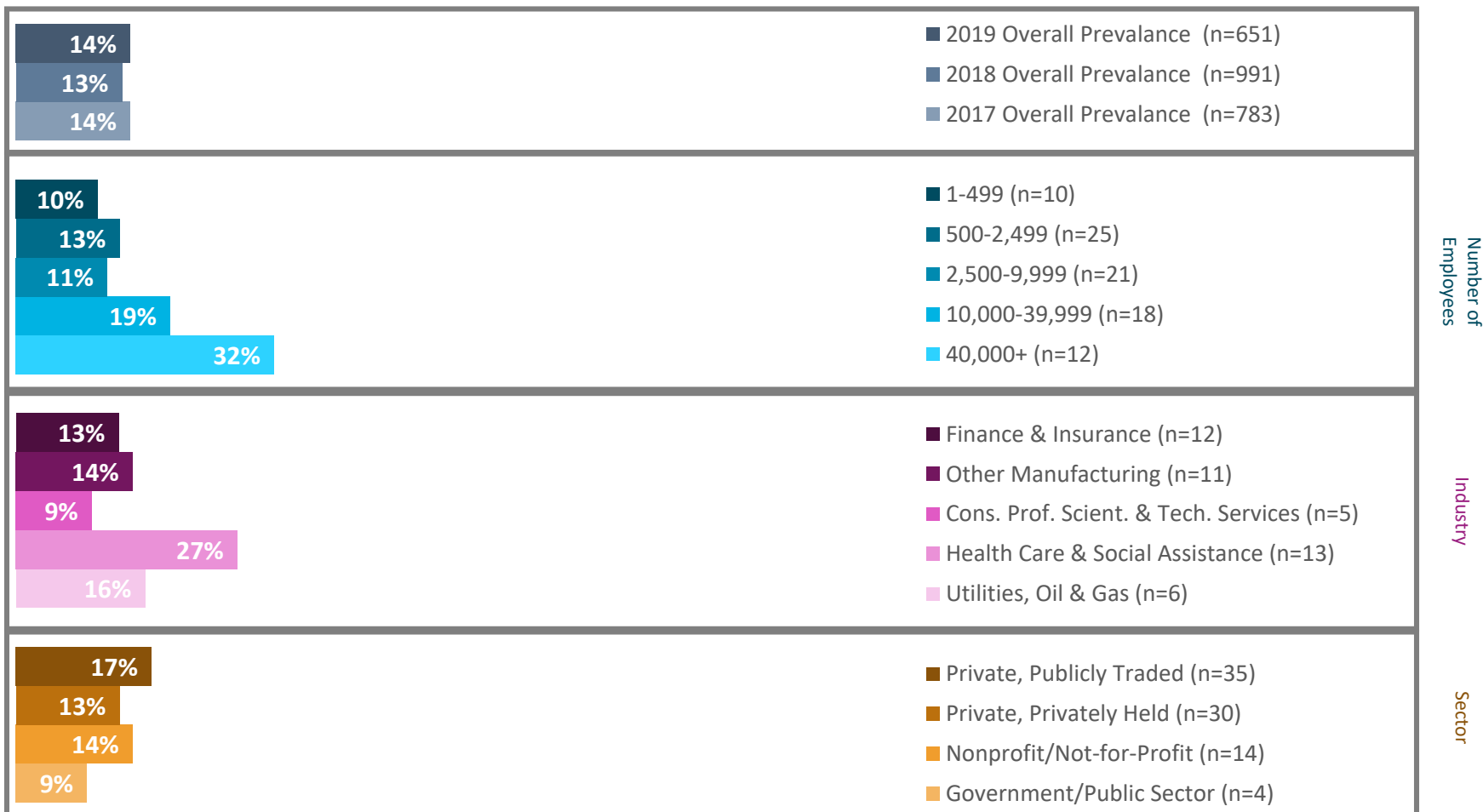


*Results with a sample size less than 50 should be used directionally.

Concierge Services

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

Portion of the Demographic That Offers This Program/Practice

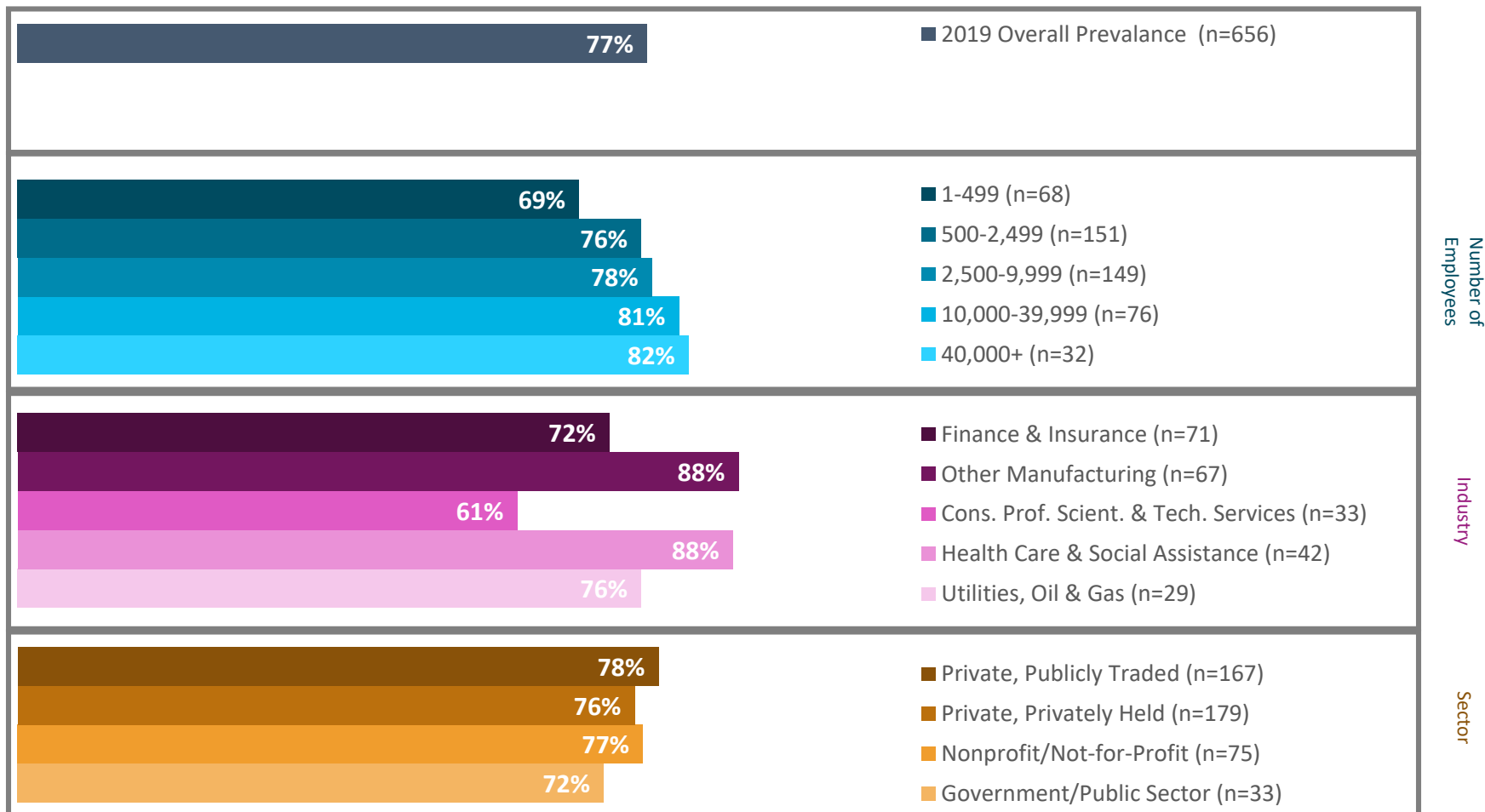


*Results with a sample size less than 50 should be used directionally.

Free Parking *NEW!*

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

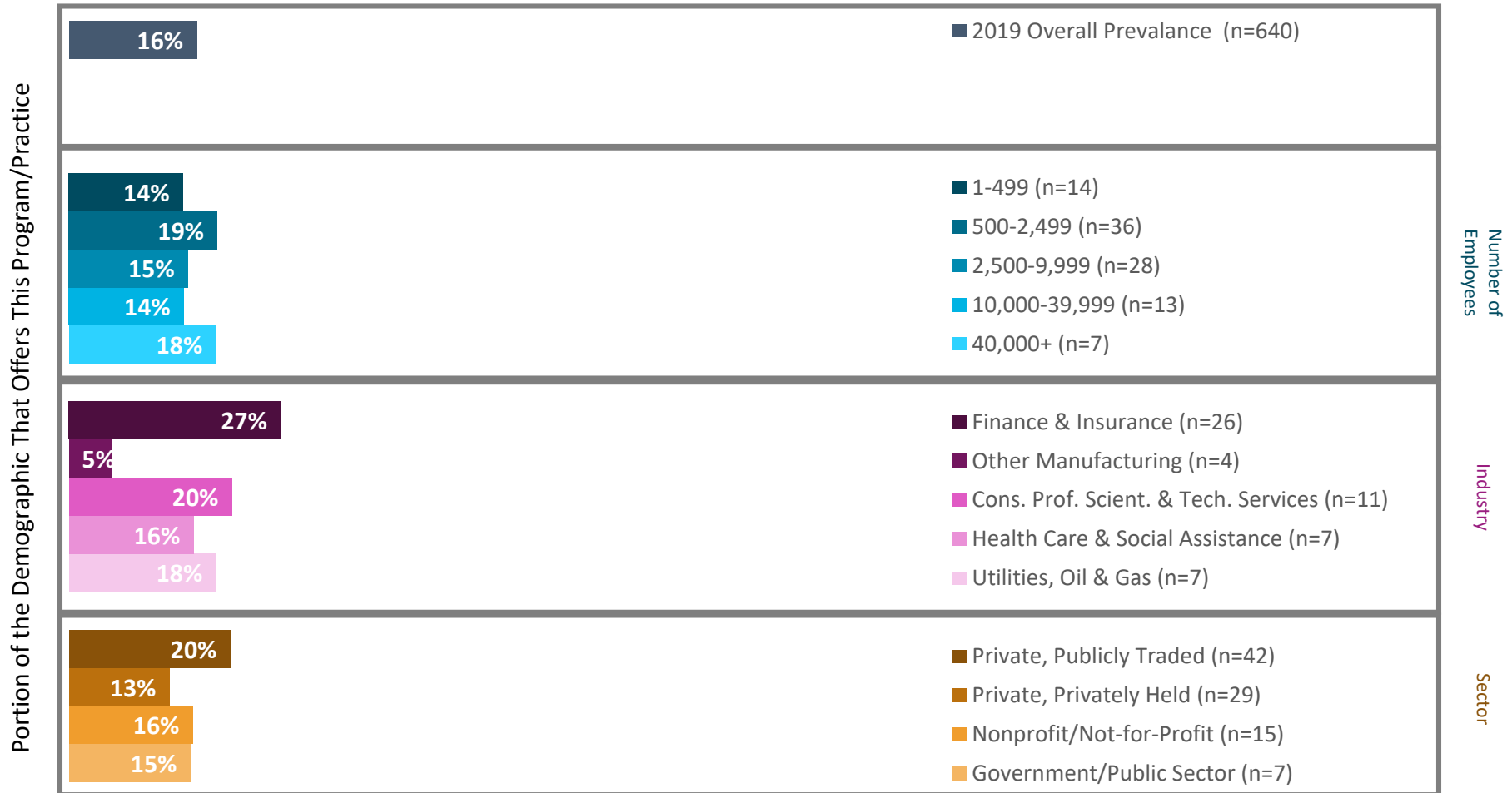
Portion of the Demographic That Offers This Program/Practice



*Results with a sample size less than 50 should be used directionally.

Parking Subsidy *NEW!*

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

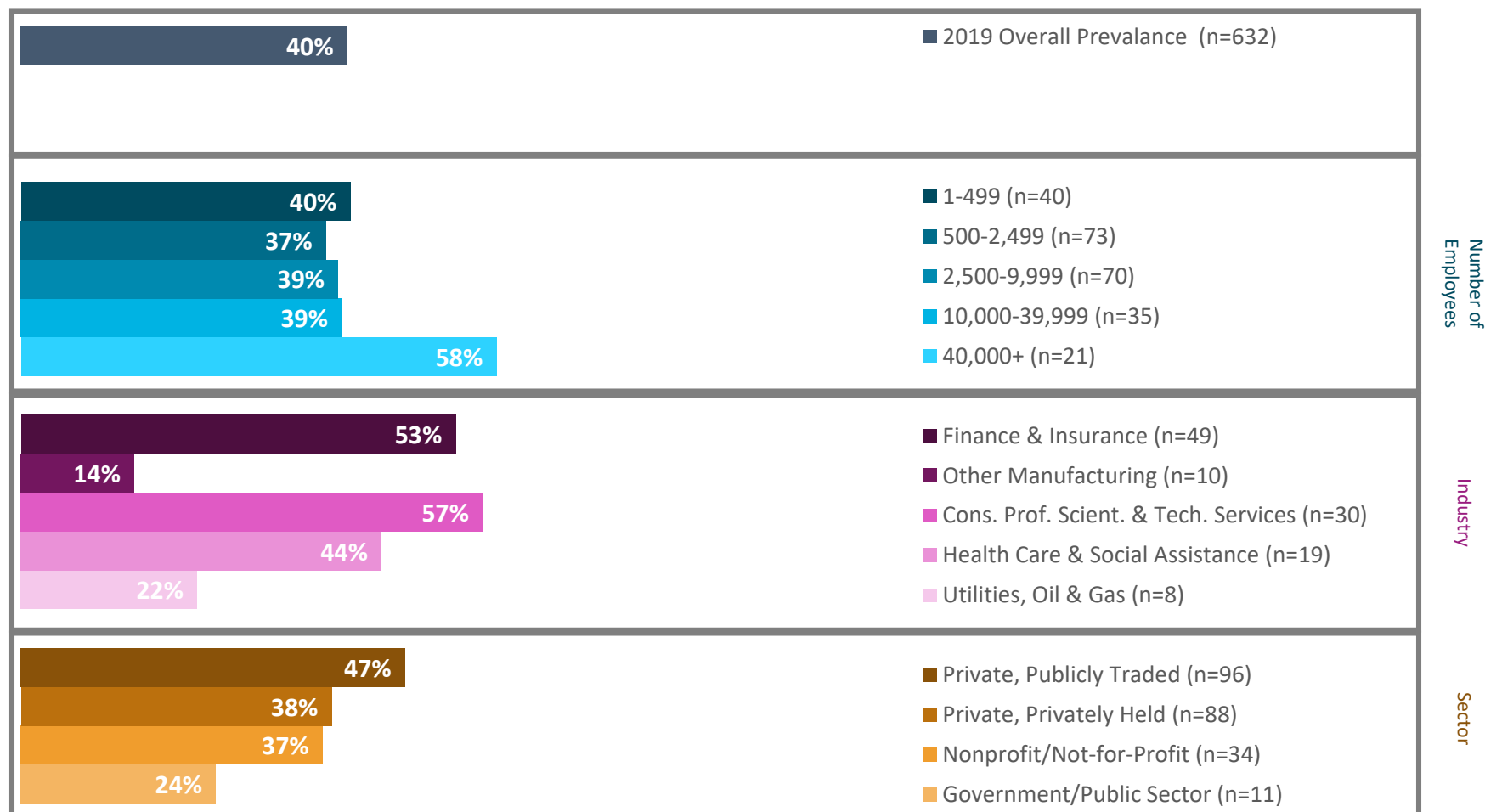


*Results with a sample size less than 50 should be used directionally.

Tax Advantaged Option for Commuter Benefits *NEW!*

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

Portion of the Demographic That Offers This Program/Practice

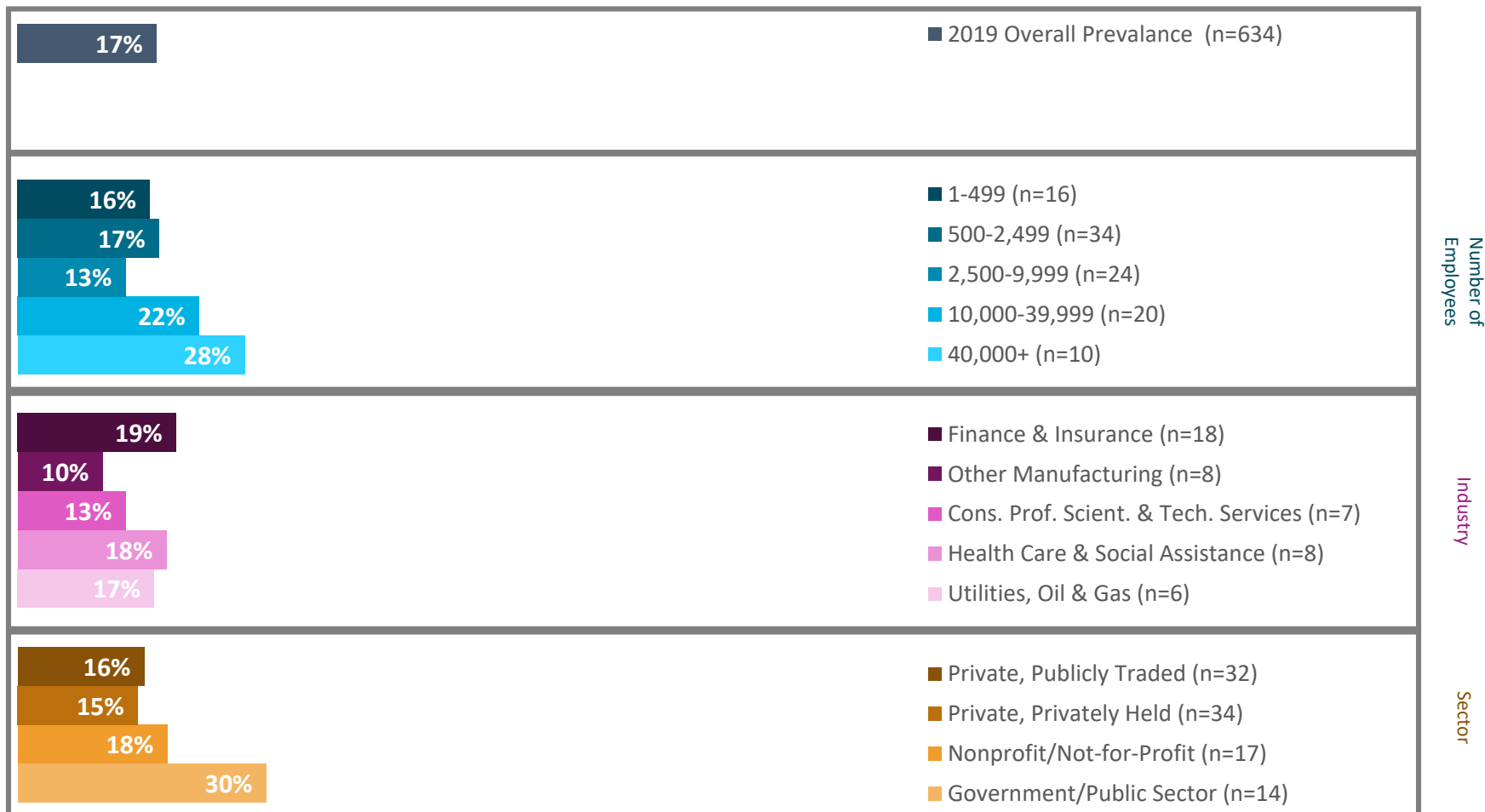


*Results with a sample size less than 50 should be used directionally.

Company-Funded Commuter Benefit Program NEW!

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

Portion of the Demographic That Offers This Program/Practice

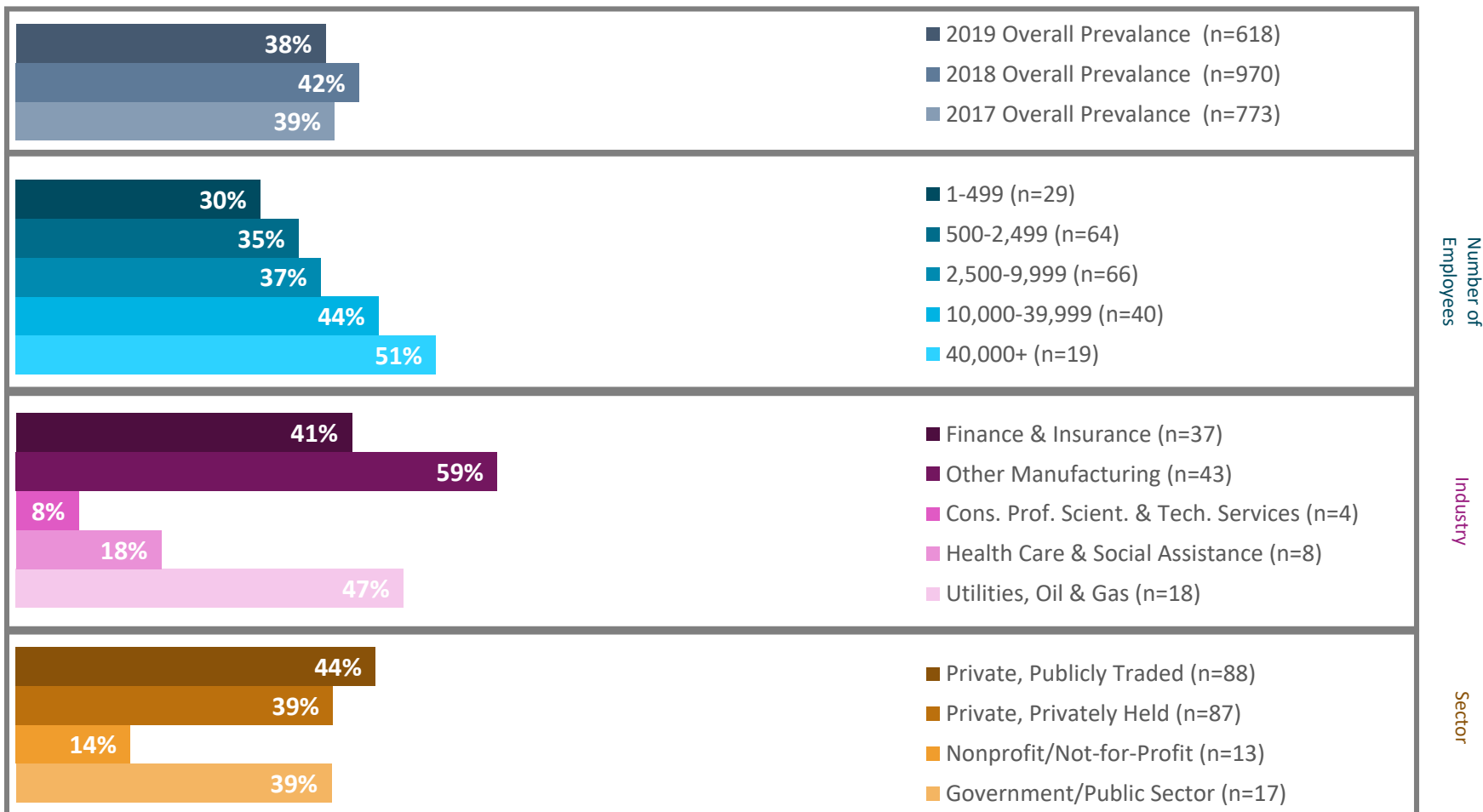


*Results with a sample size less than 50 should be used directionally.

Company Car

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

Portion of the Demographic That Offers This Program/Practice

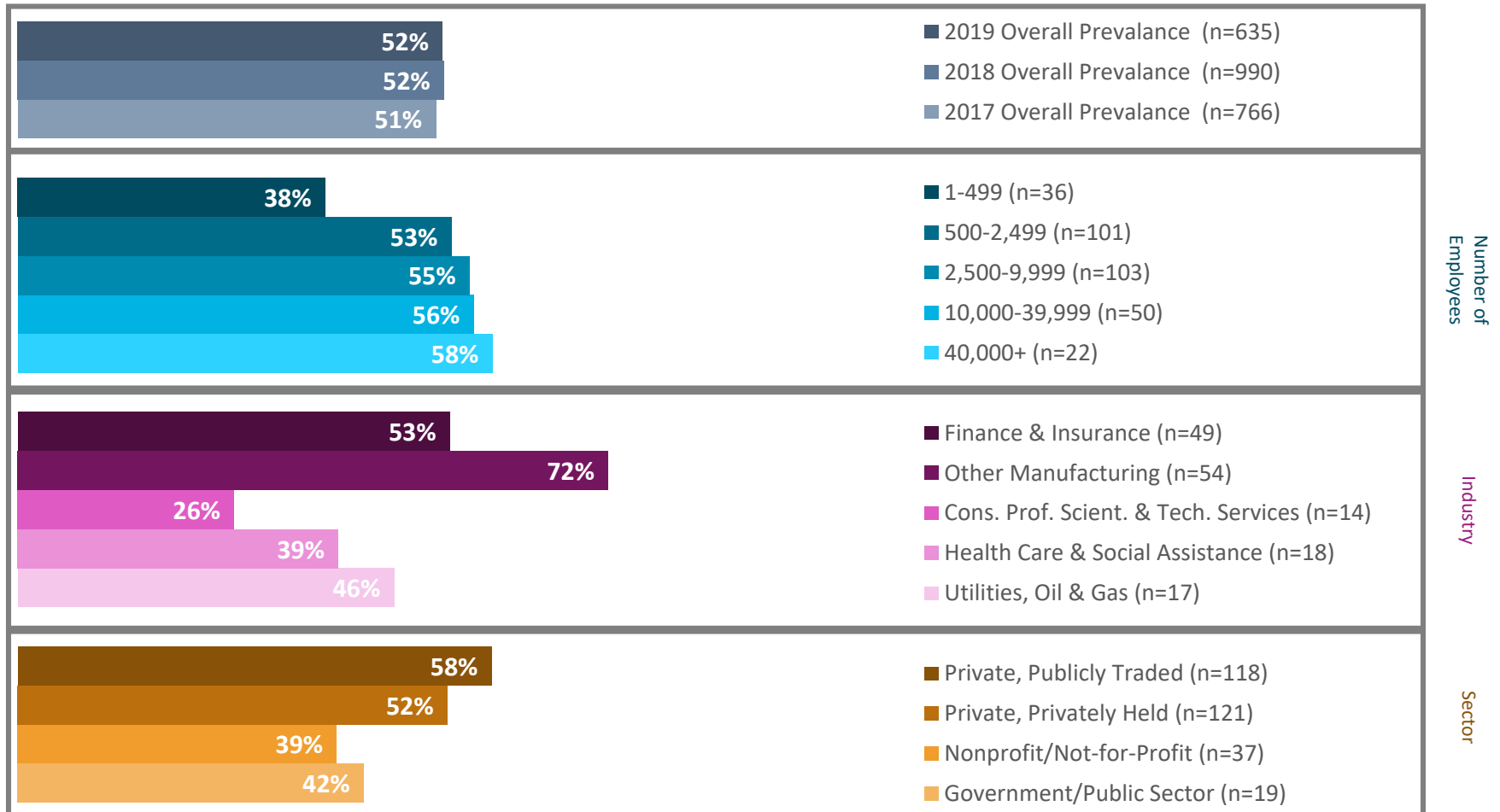


*Results with a sample size less than 50 should be used directionally.

Car Allowance

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

Portion of the Demographic That Offers This Program/Practice

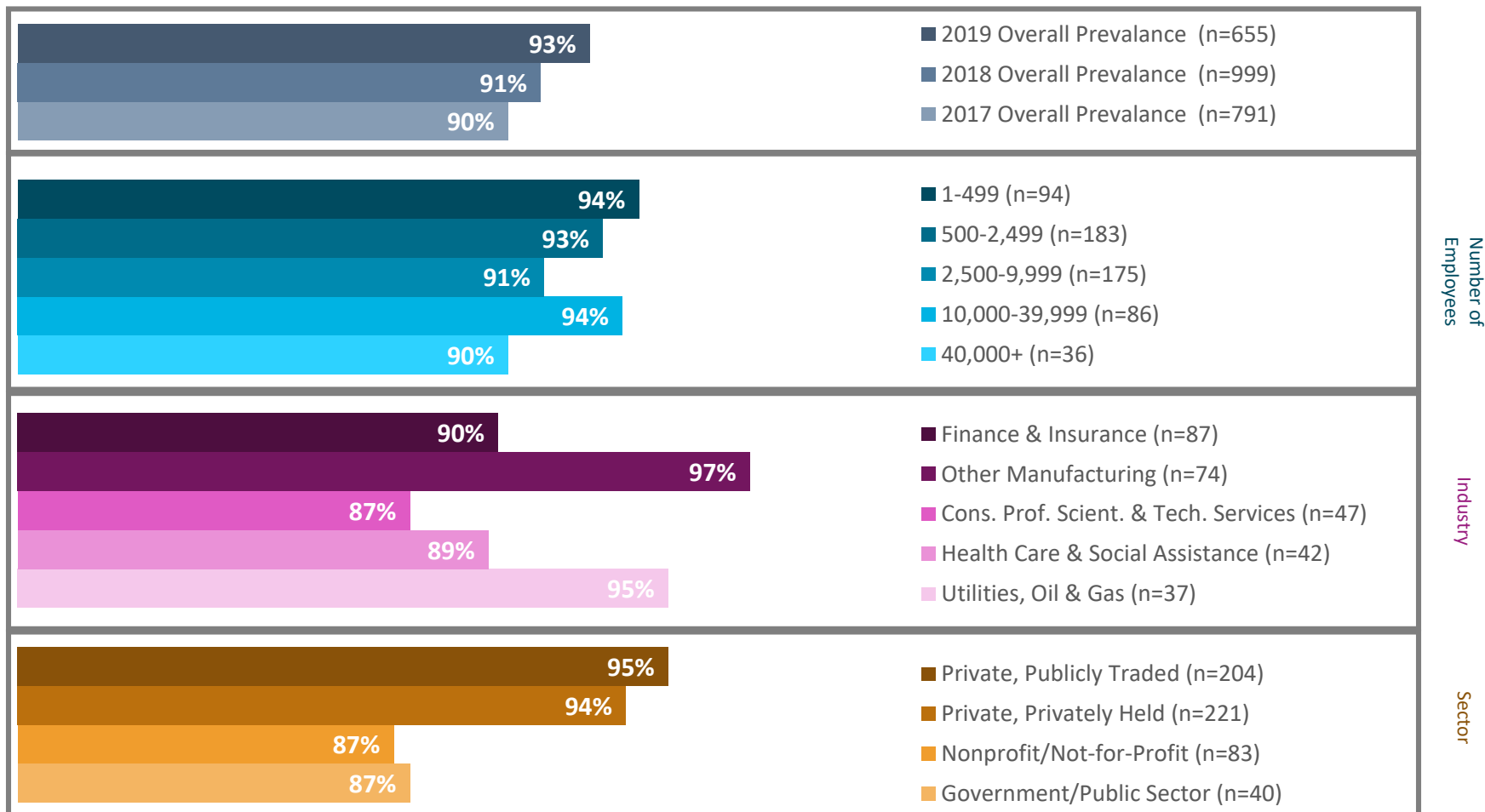


*Results with a sample size less than 50 should be used directionally.

Cell Phone

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

Portion of the Demographic That Offers This Program/Practice

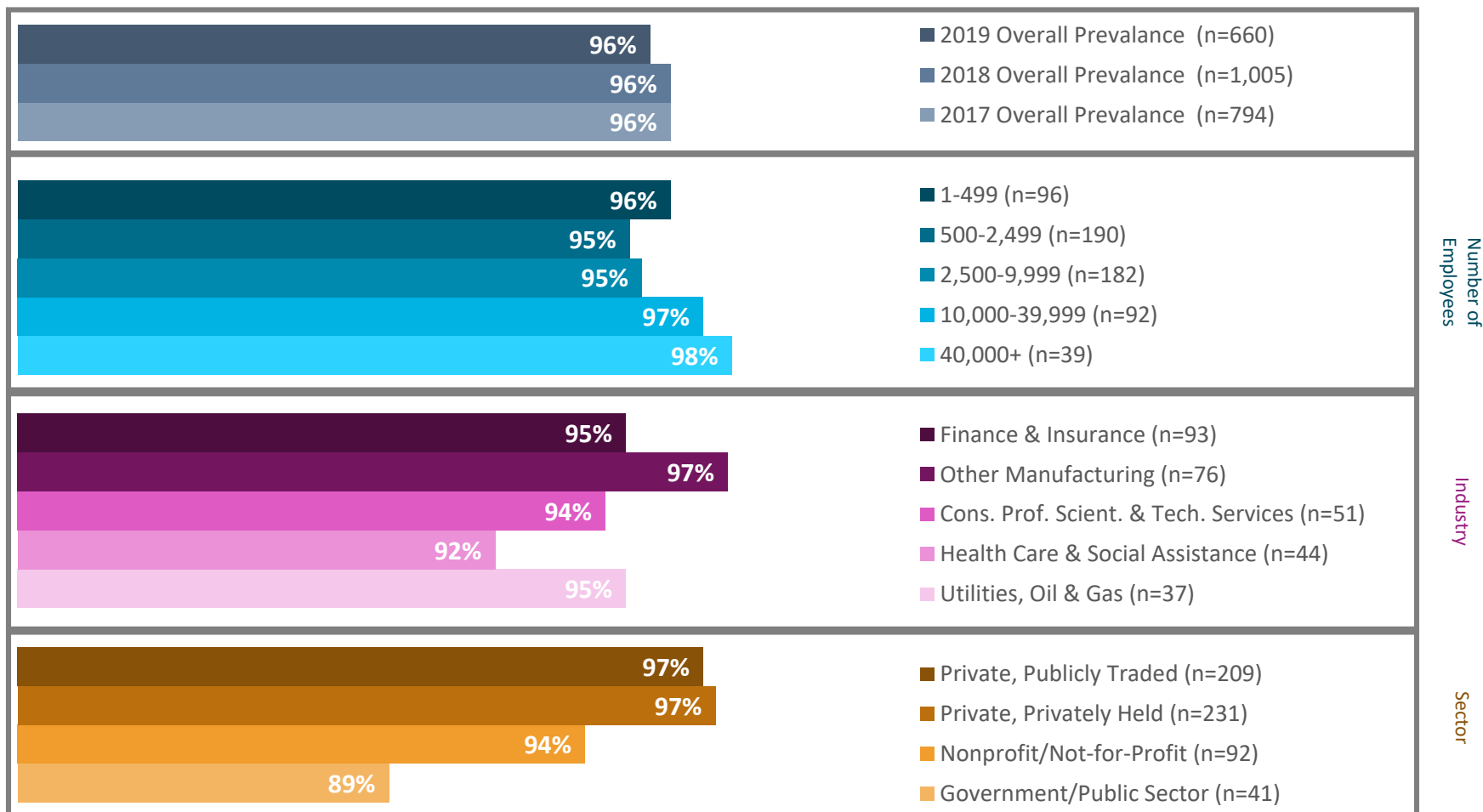


*Results with a sample size less than 50 should be used directionally.

Laptop Computer

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

Portion of the Demographic That Offers This Program/Practice

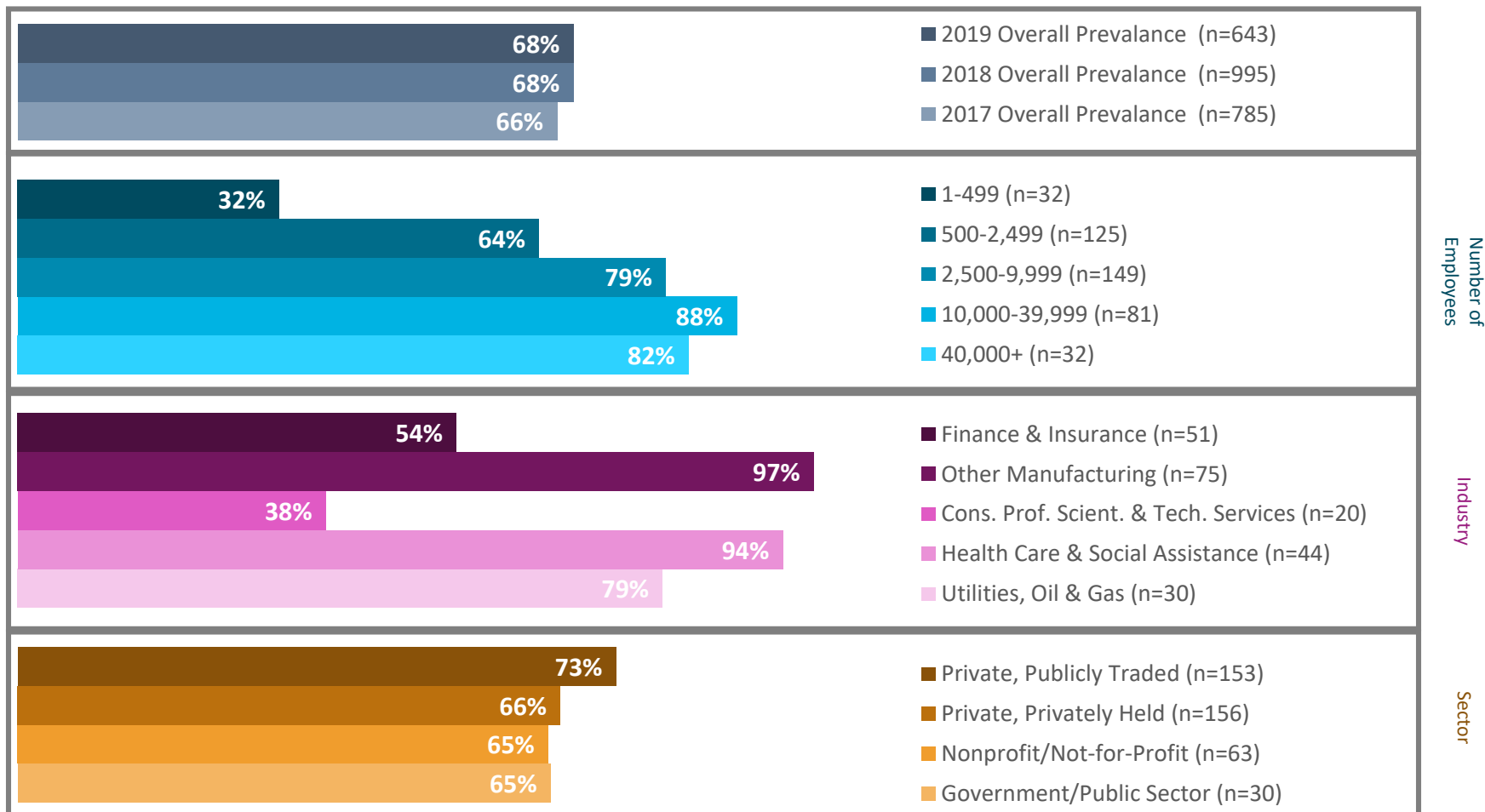


*Results with a sample size less than 50 should be used directionally.

Shift Differential Pay

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

Portion of the Demographic That Offers This Program/Practice

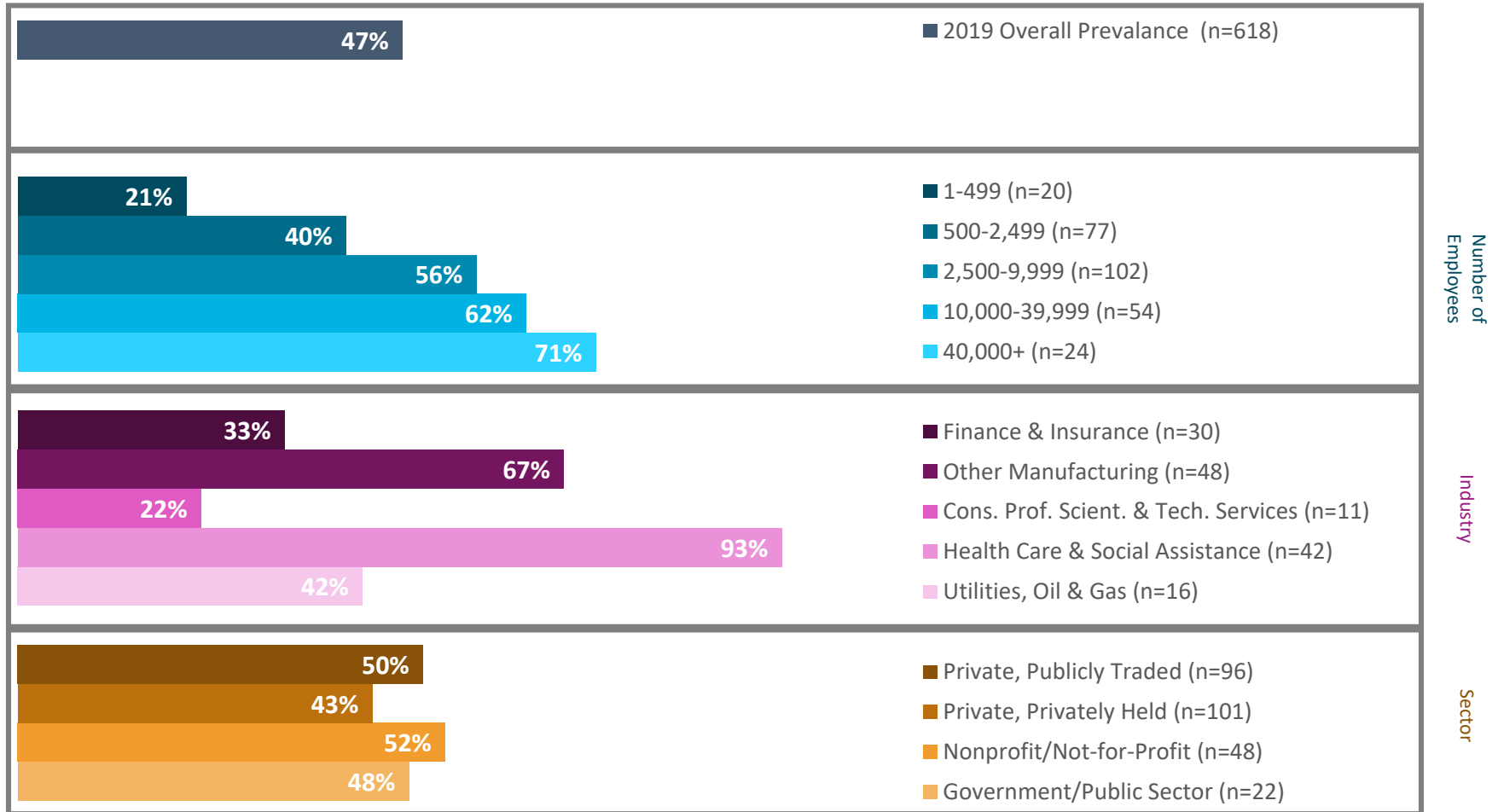


*Results with a sample size less than 50 should be used directionally.

Weekend Pay *NEW!*

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

Portion of the Demographic That Offers This Program/Practice

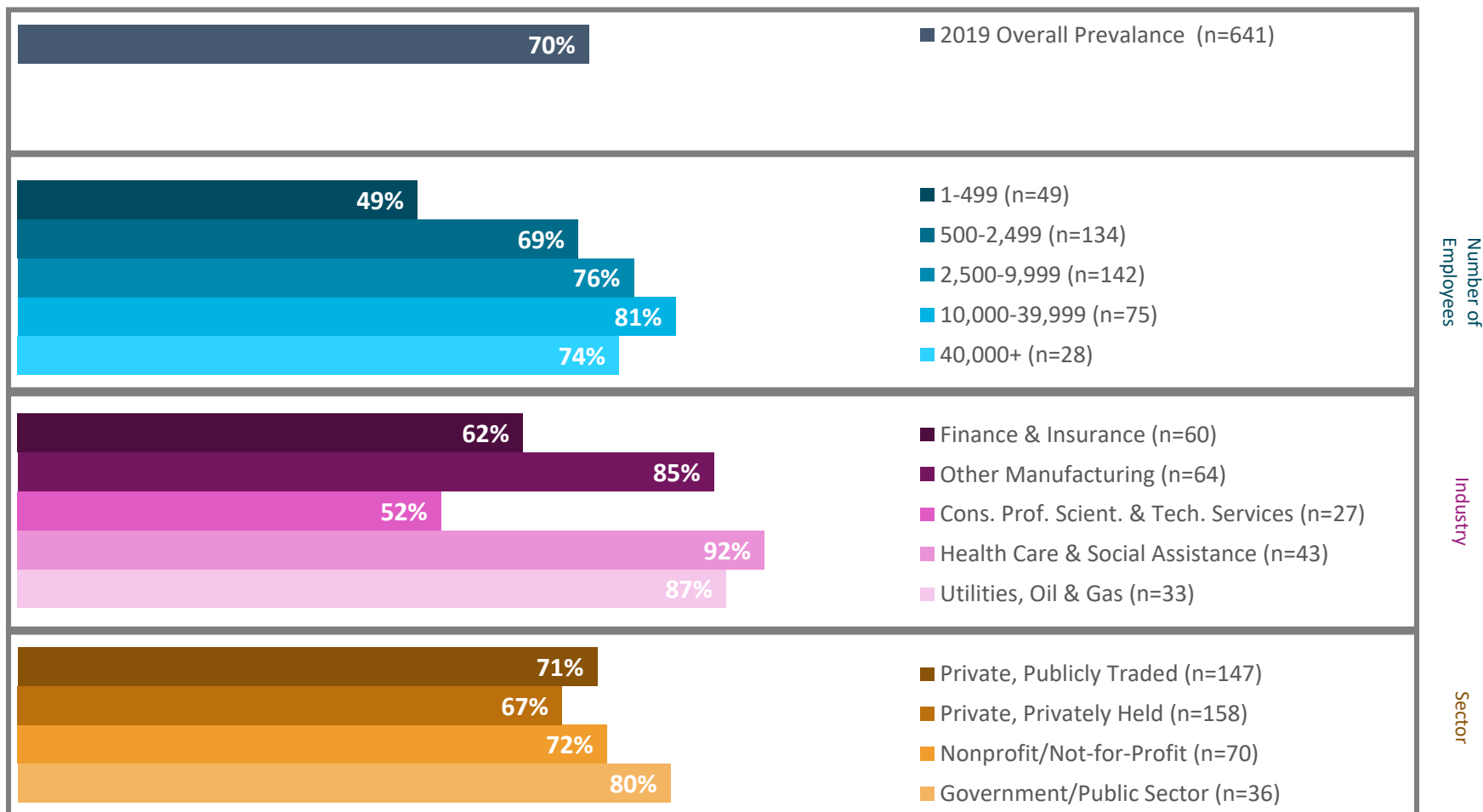


*Results with a sample size less than 50 should be used directionally.

Pay for Holidays Worked NEW!

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

Portion of the Demographic That Offers This Program/Practice

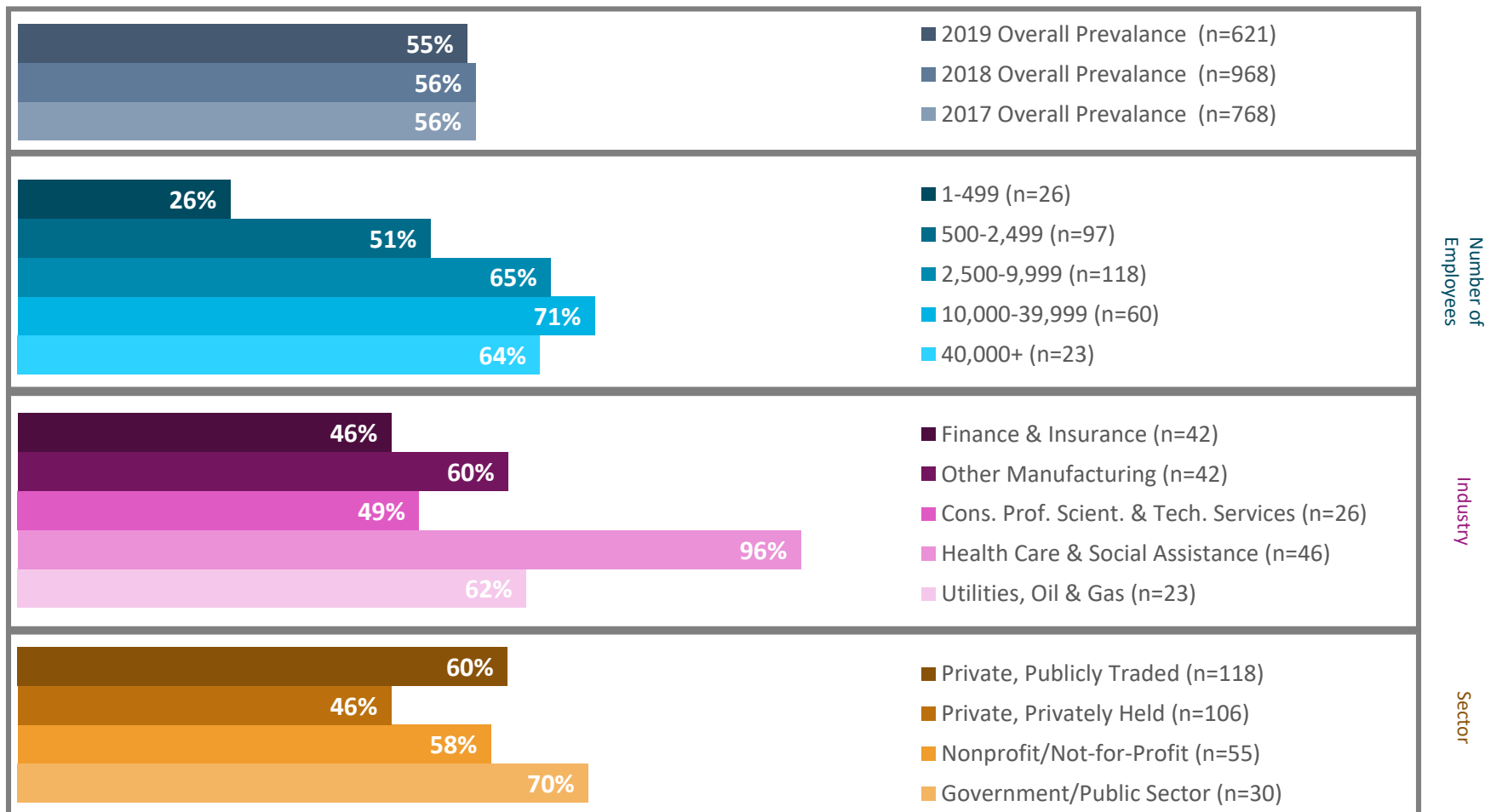


*Results with a sample size less than 50 should be used directionally.

On-Call Pay

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

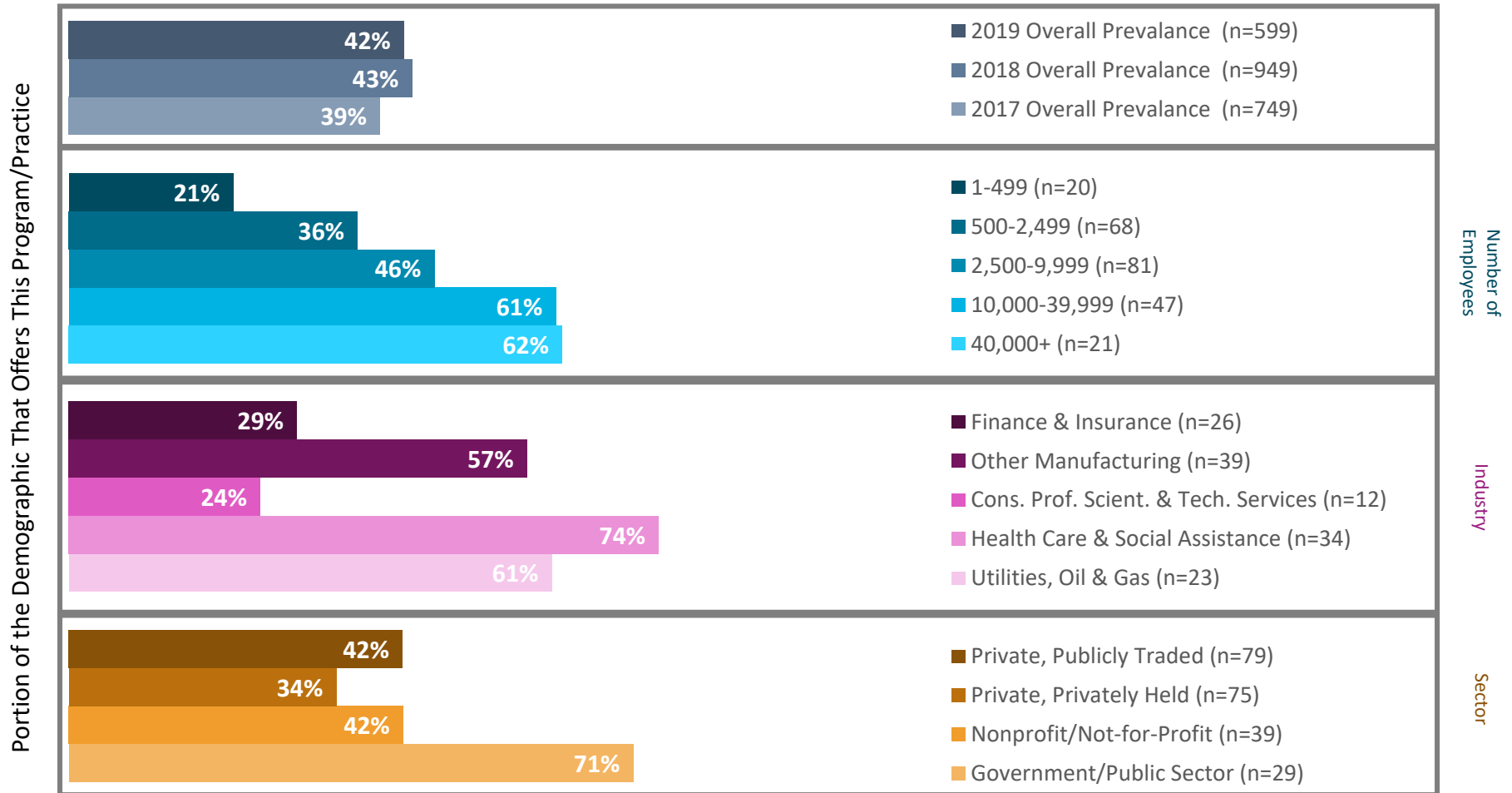
Portion of the Demographic That Offers This Program/Practice



*Results with a sample size less than 50 should be used directionally.

Call-In Pay

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

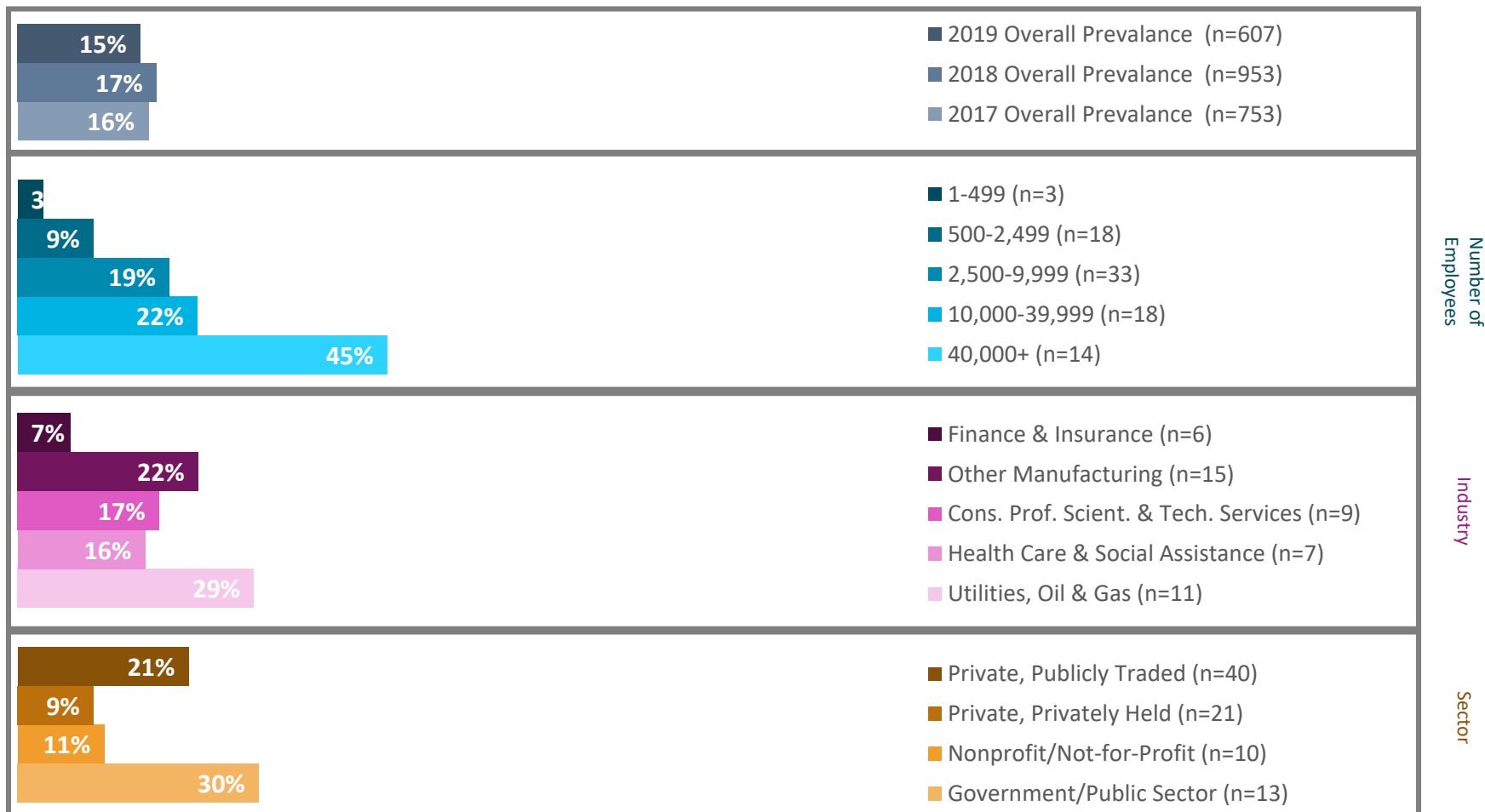


*Results with a sample size less than 50 should be used directionally.

Hazard Pay

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

Portion of the Demographic That Offers This Program/Practice

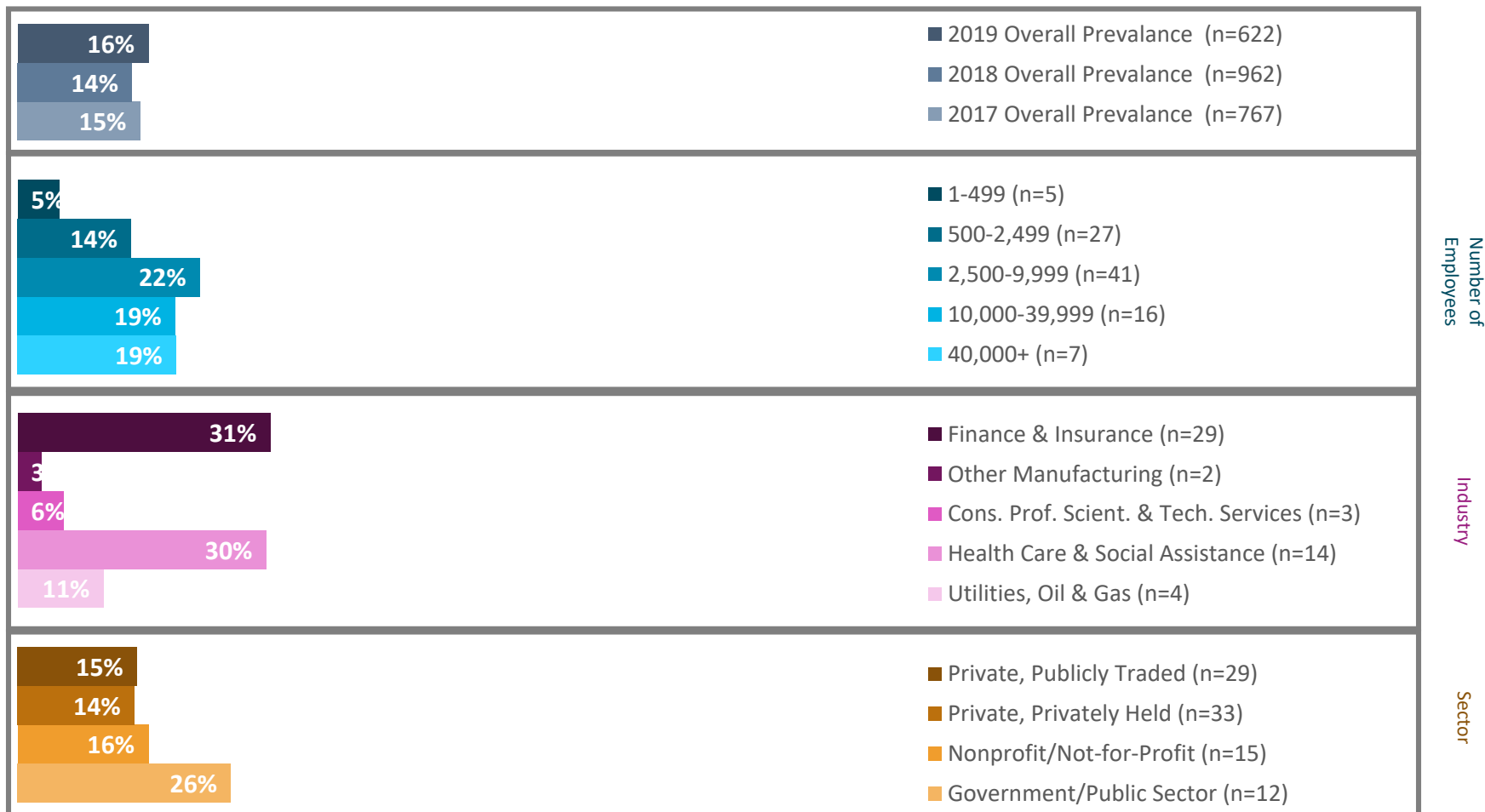


*Results with a sample size less than 50 should be used directionally.

Bilingual Pay

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

Portion of the Demographic That Offers This Program/Practice

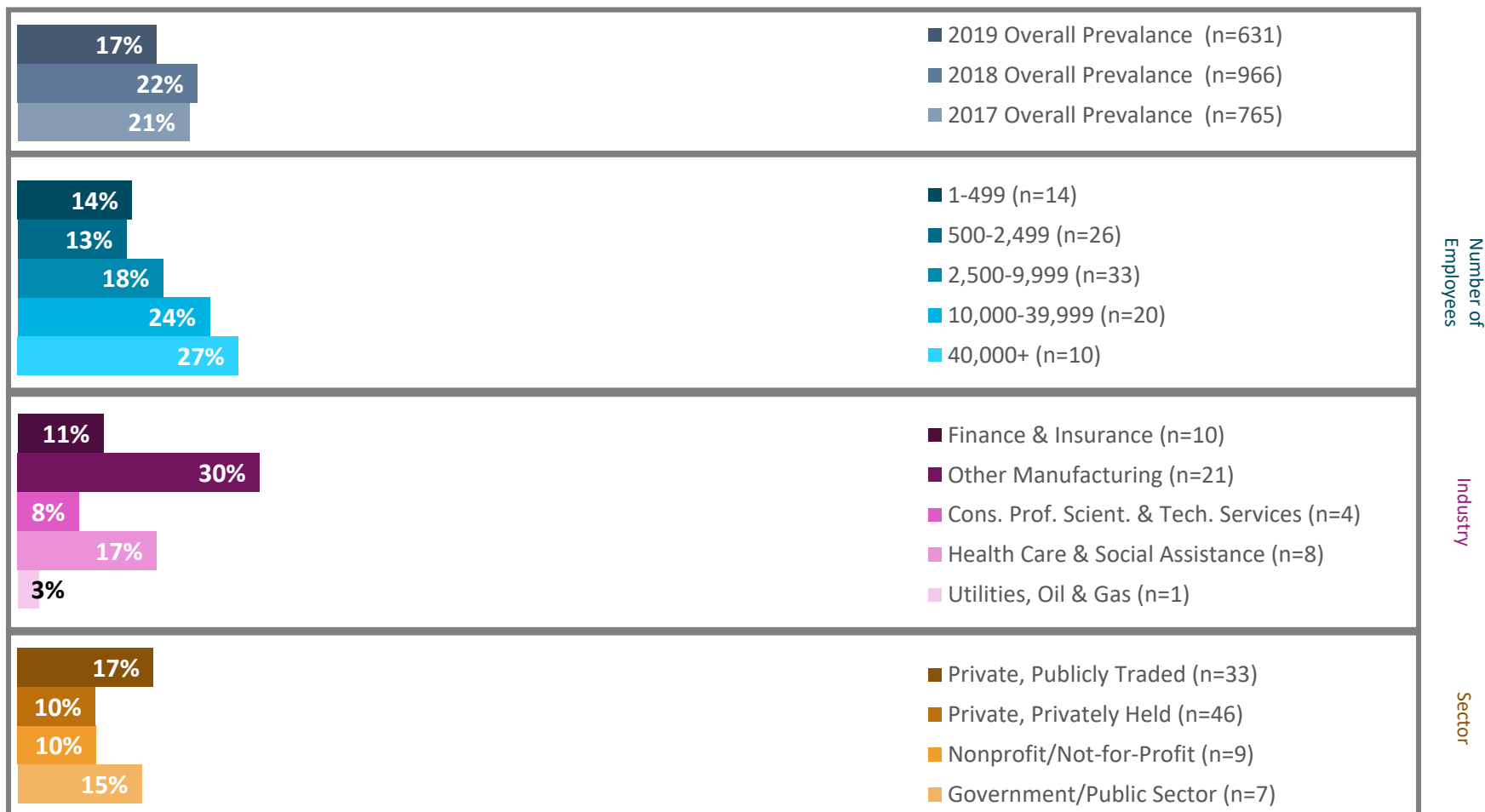


*Results with a sample size less than 50 should be used directionally.

Skill-Based Pay

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

Portion of the Demographic That Offers This Program/Practice

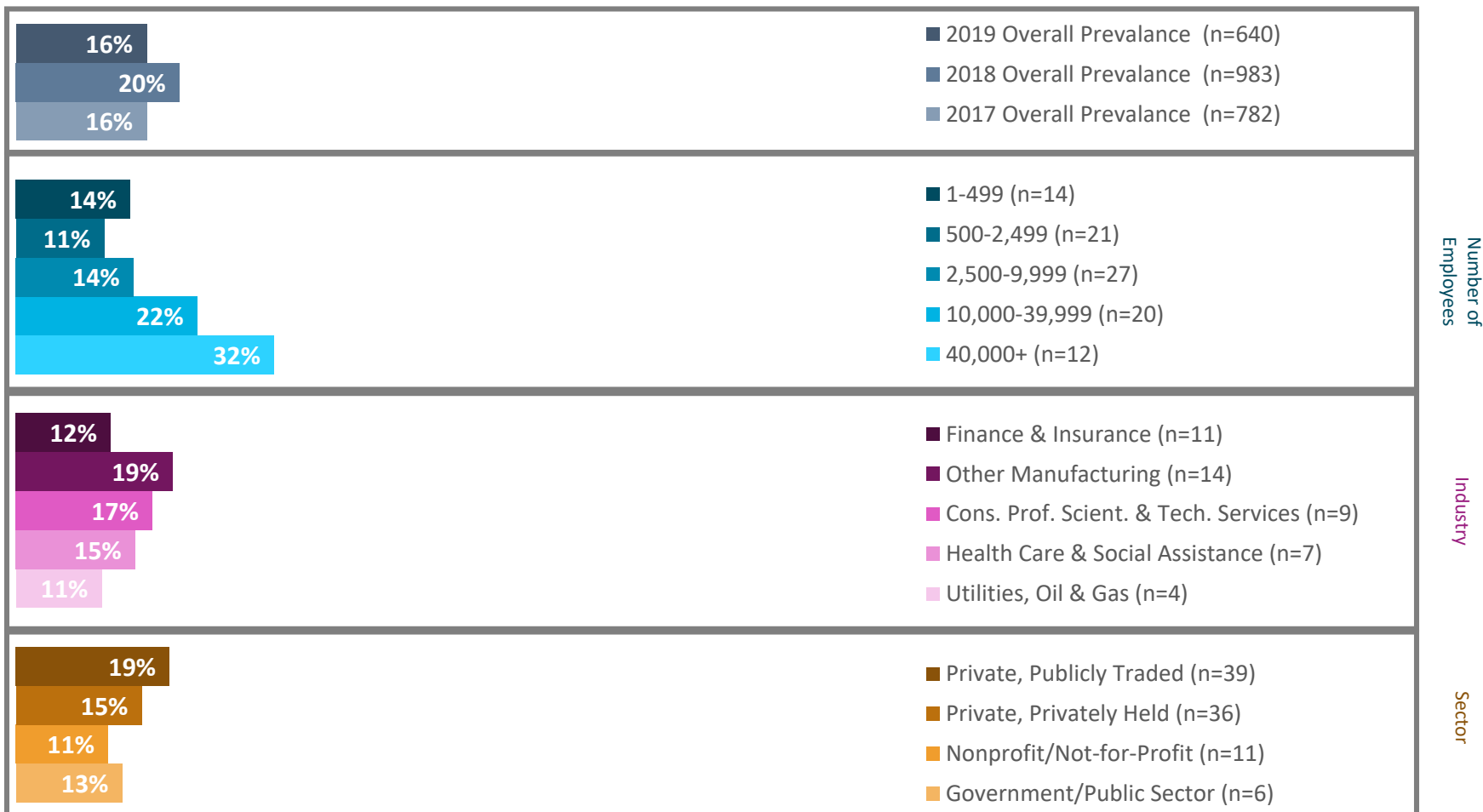


*Results with a sample size less than 50 should be used directionally.

Cost-of-Living Adjustment (COLA)

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

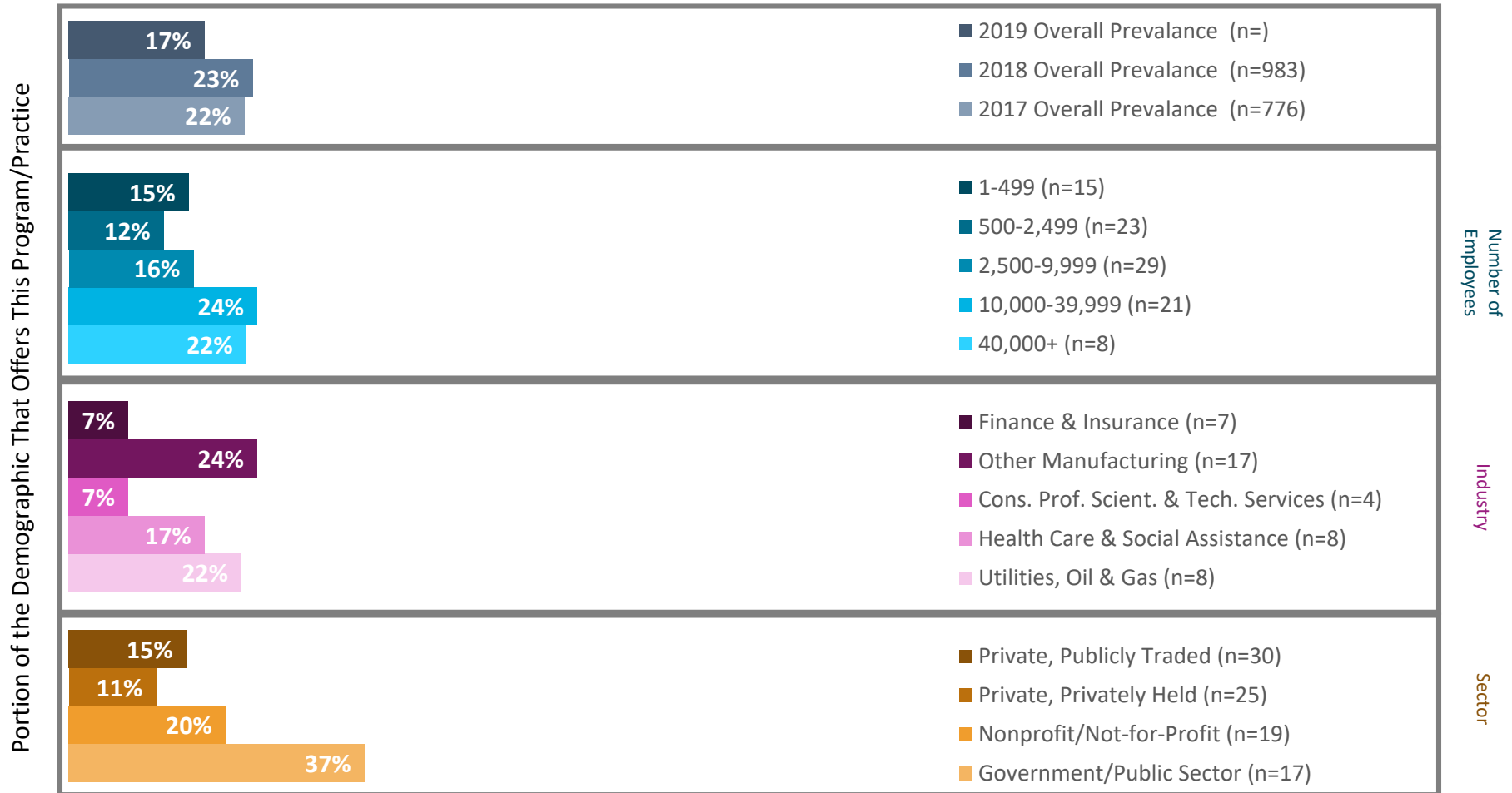
Portion of the Demographic That Offers This Program/Practice



*Results with a sample size less than 50 should be used directionally.

Across-the-Board Pay Increase (not COLA)

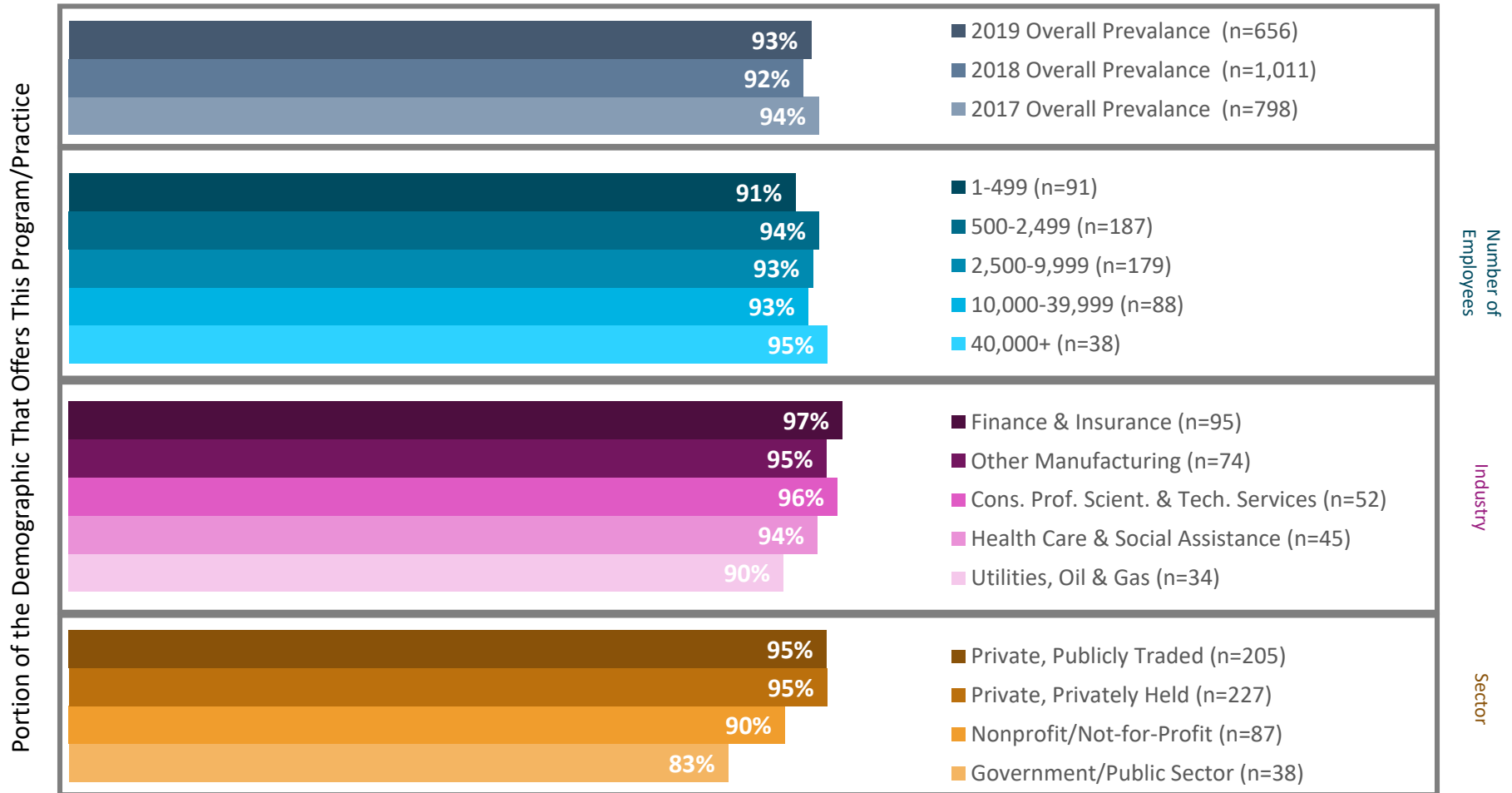
Is the following program offered at your organization to some or all employees?



*Results with a sample size less than 50 should be used directionally.

Performance-Based Pay Increase (merit increase)

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

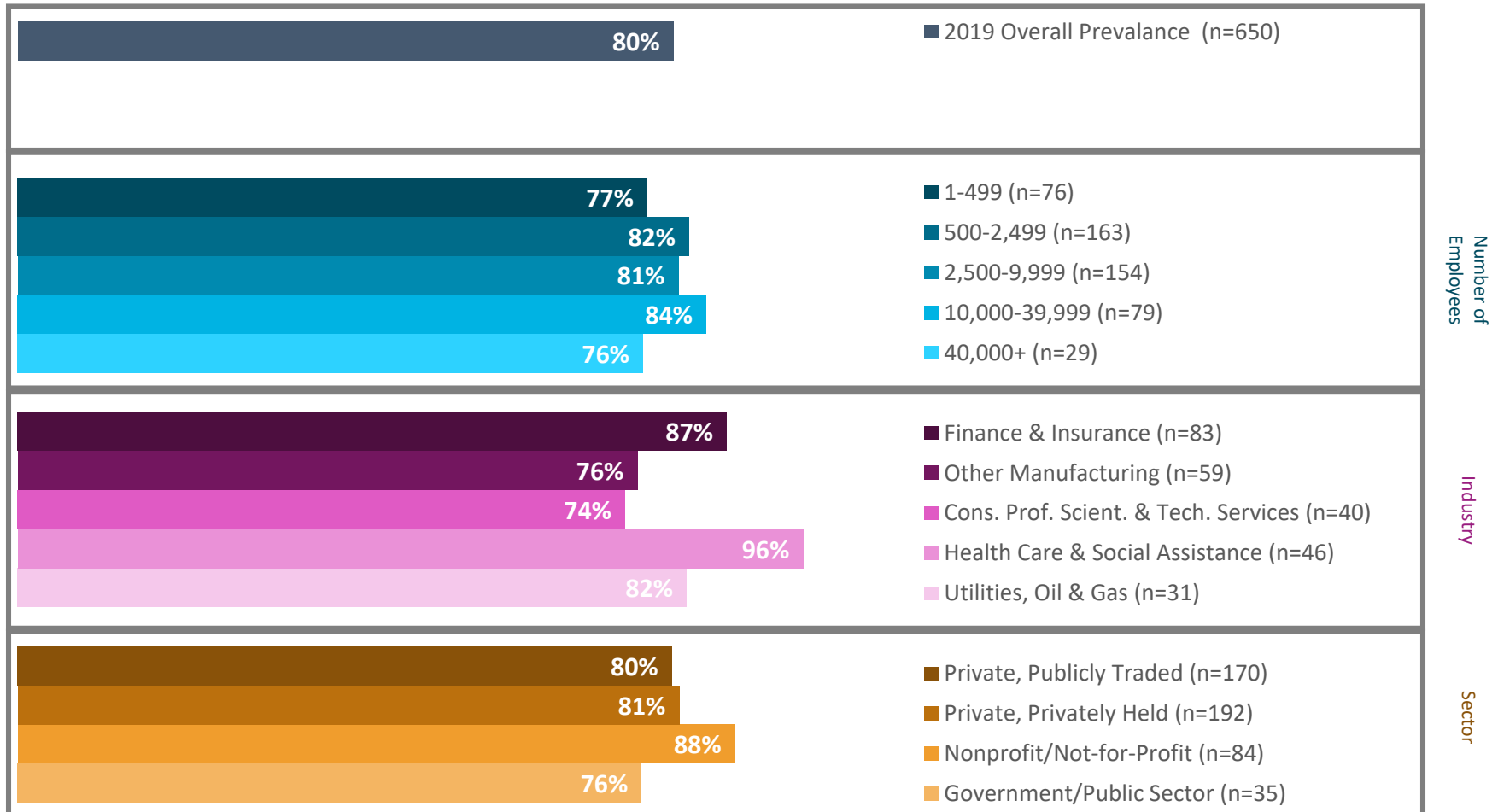


*Results with a sample size less than 50 should be used directionally.

Market-Based Adjustments (not COLA) *NEW!*

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

Portion of the Demographic That Offers This Program/Practice

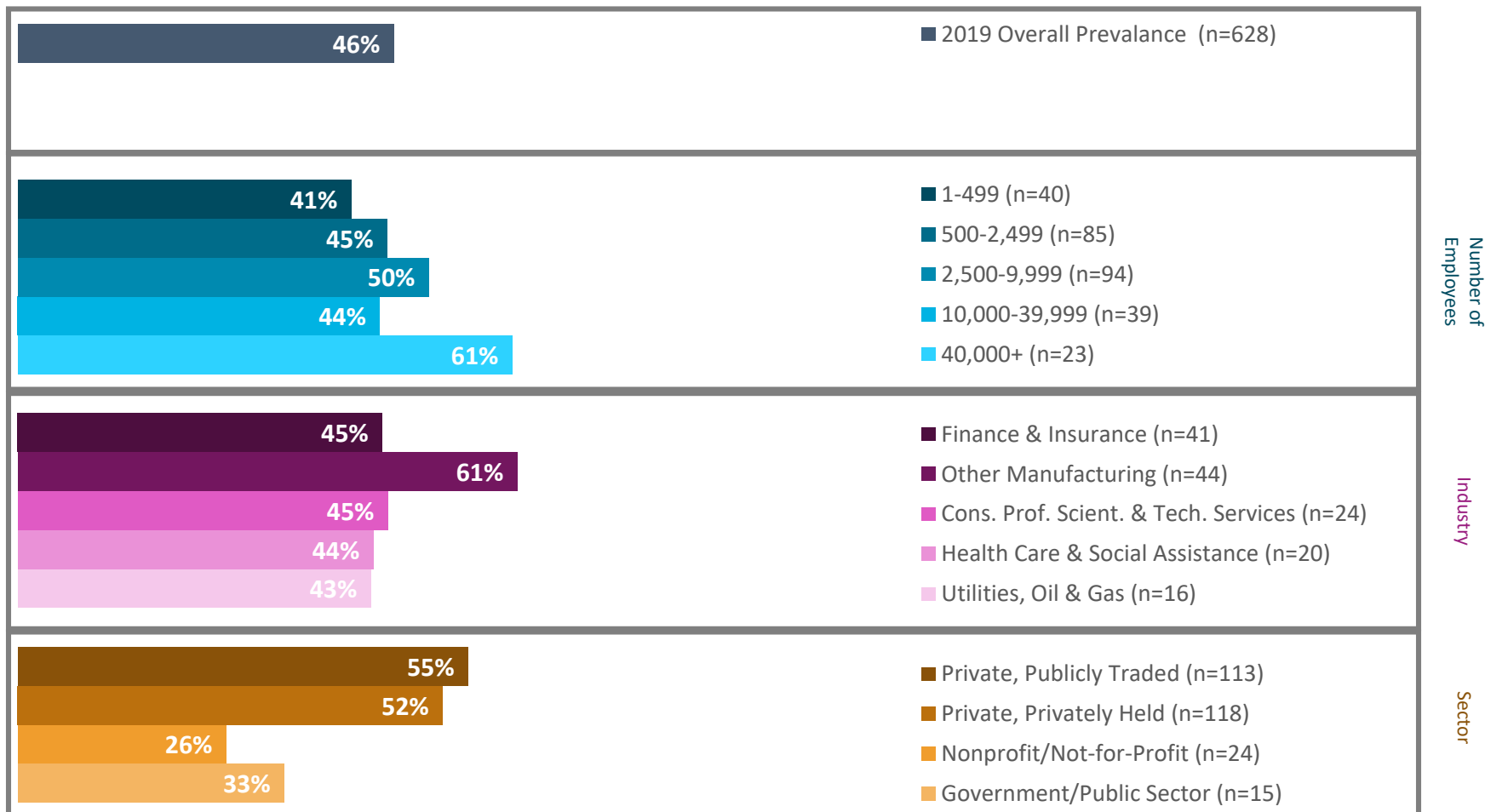


*Results with a sample size less than 50 should be used directionally.

Accelerated Adjustments for High Potential/Performers *NEW!*

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

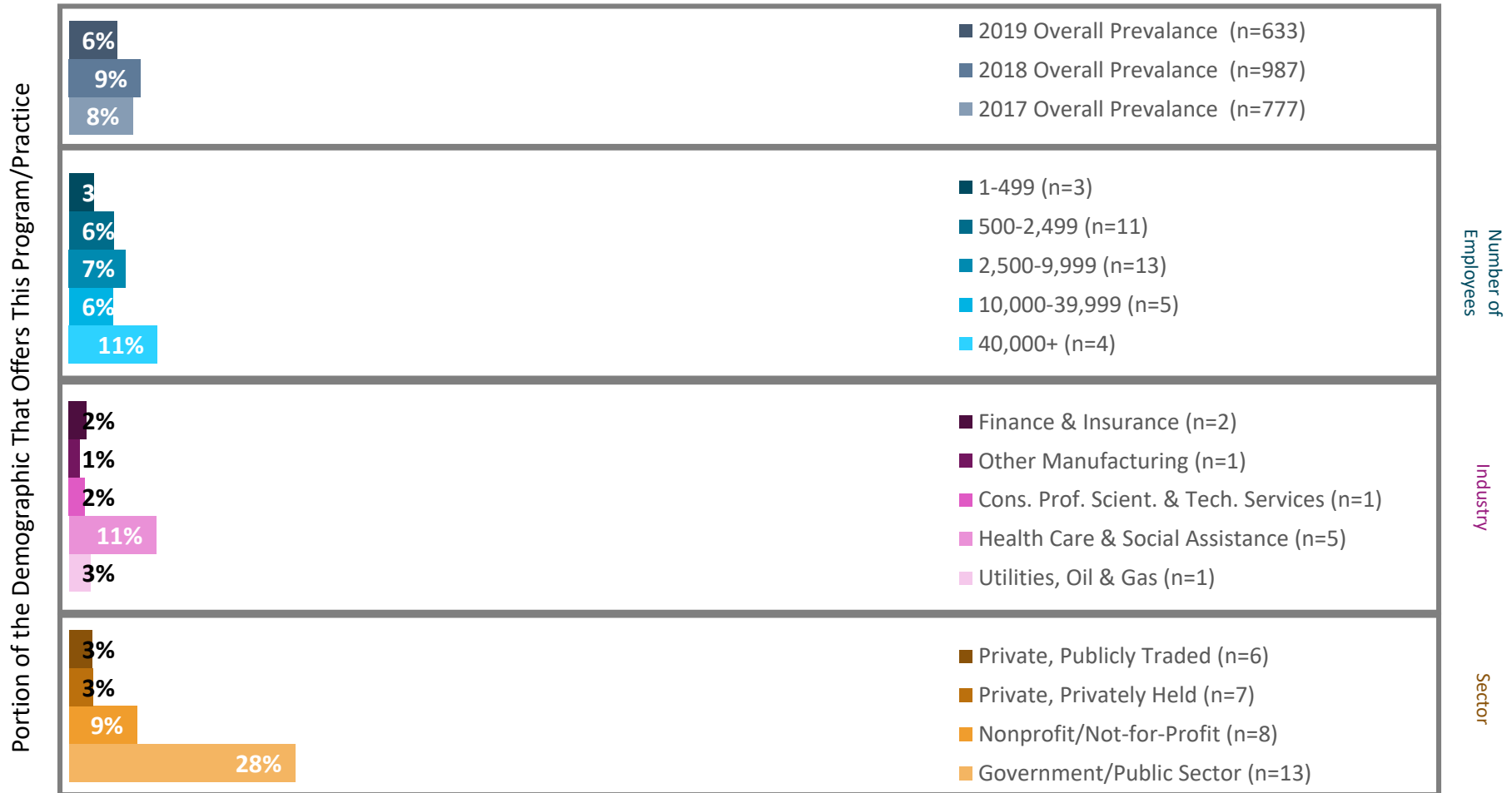
Portion of the Demographic That Offers This Program/Practice



*Results with a sample size less than 50 should be used directionally.

Longevity Pay Increase

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

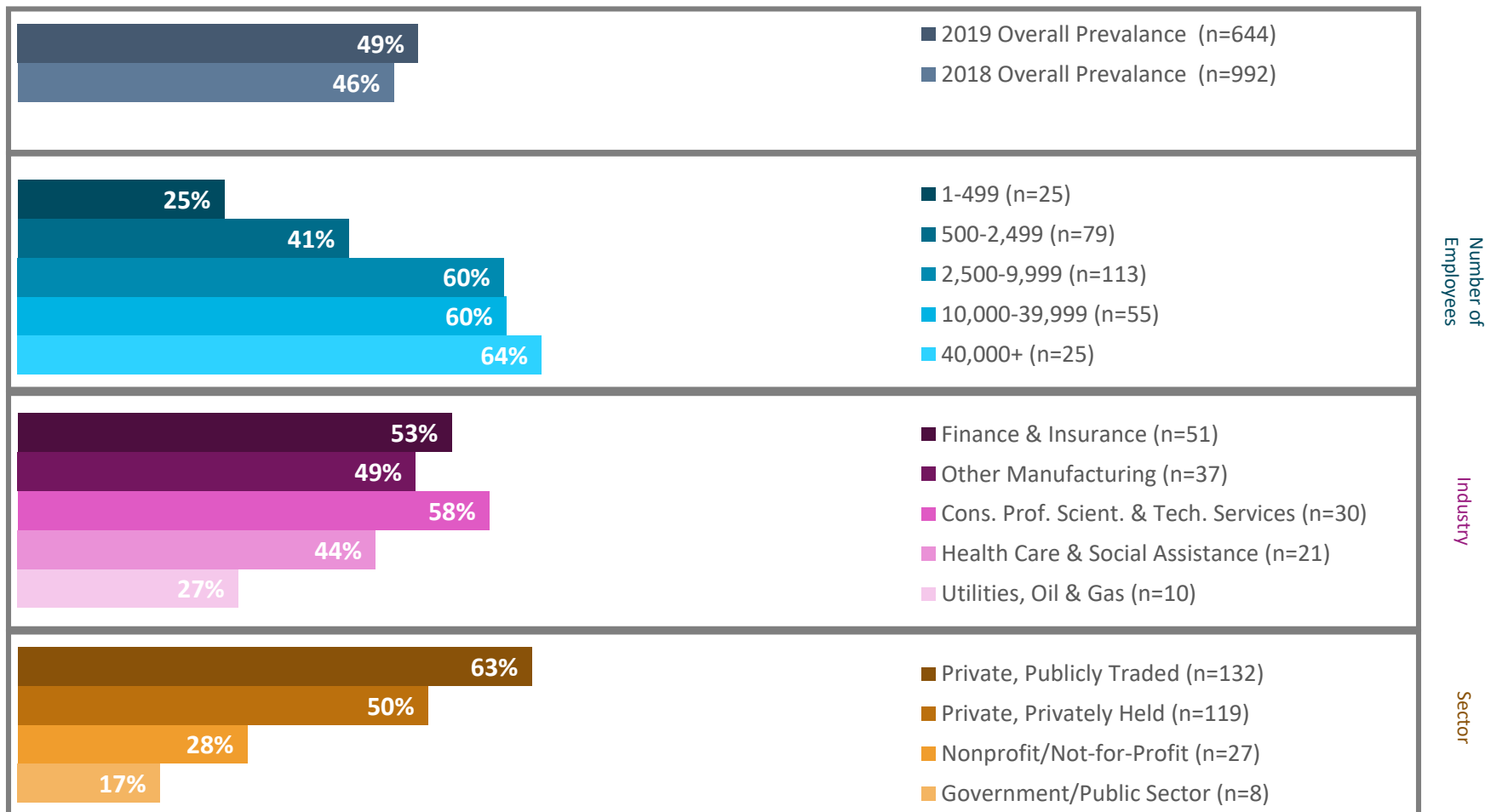


*Results with a sample size less than 50 should be used directionally.

Geographic or Locality Differential

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

Portion of the Demographic That Offers This Program/Practice

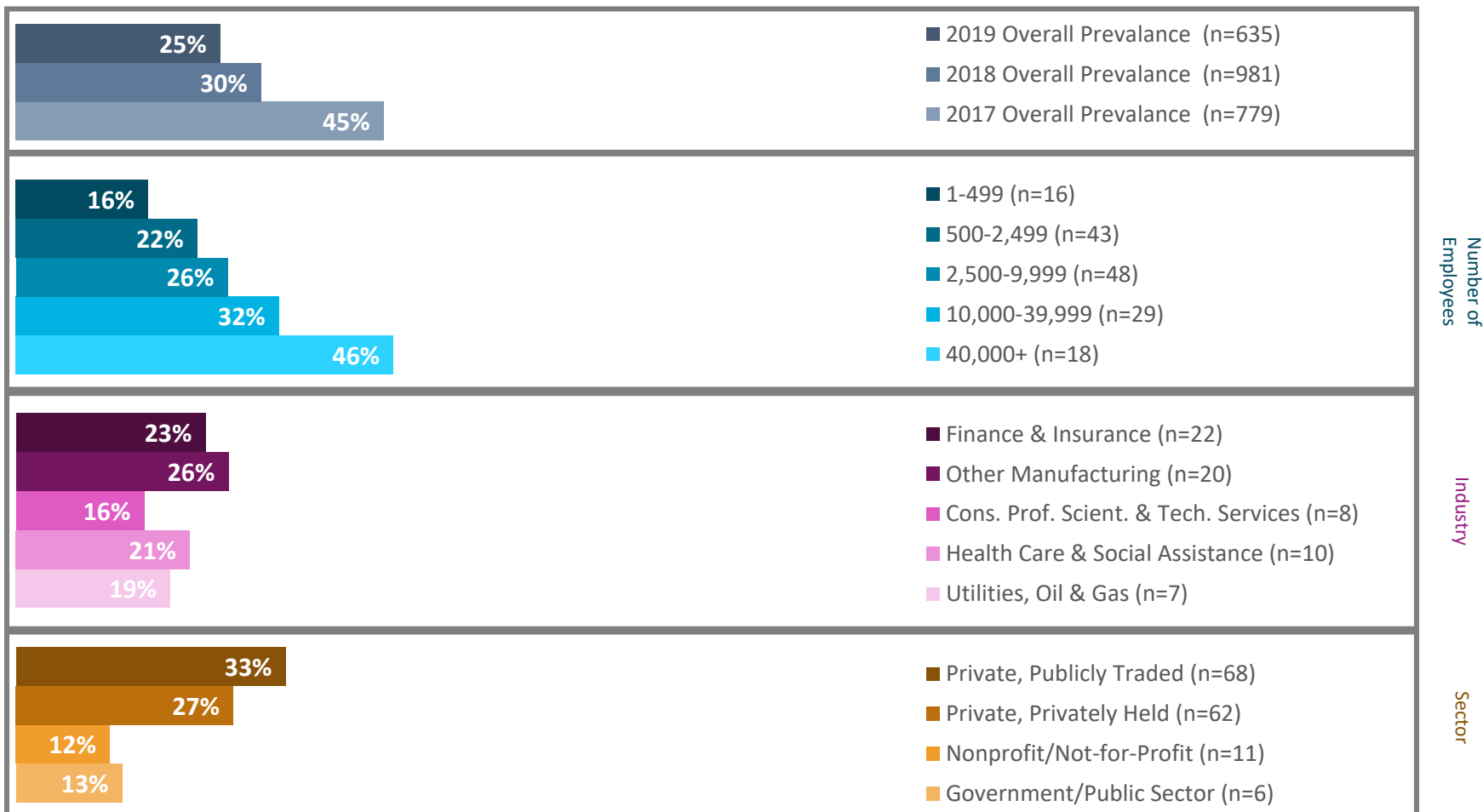


*Results with a sample size less than 50 should be used directionally.

Geographic or Locality Pay Adjustment

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

Portion of the Demographic That Offers This Program/Practice

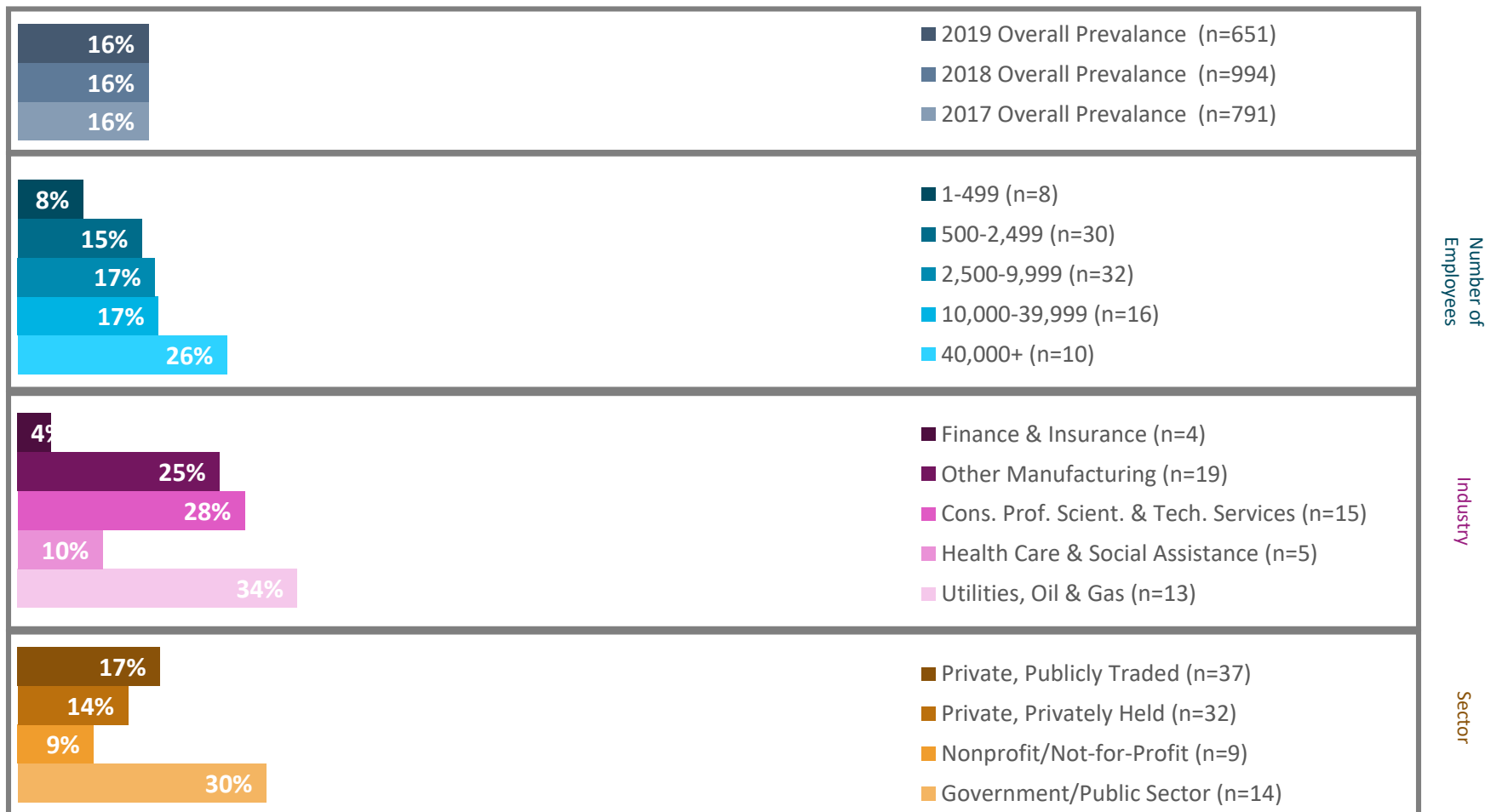


*Results with a sample size less than 50 should be used directionally.

Overtime Pay for Exempt Employees

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

Portion of the Demographic That Offers This Program/Practice

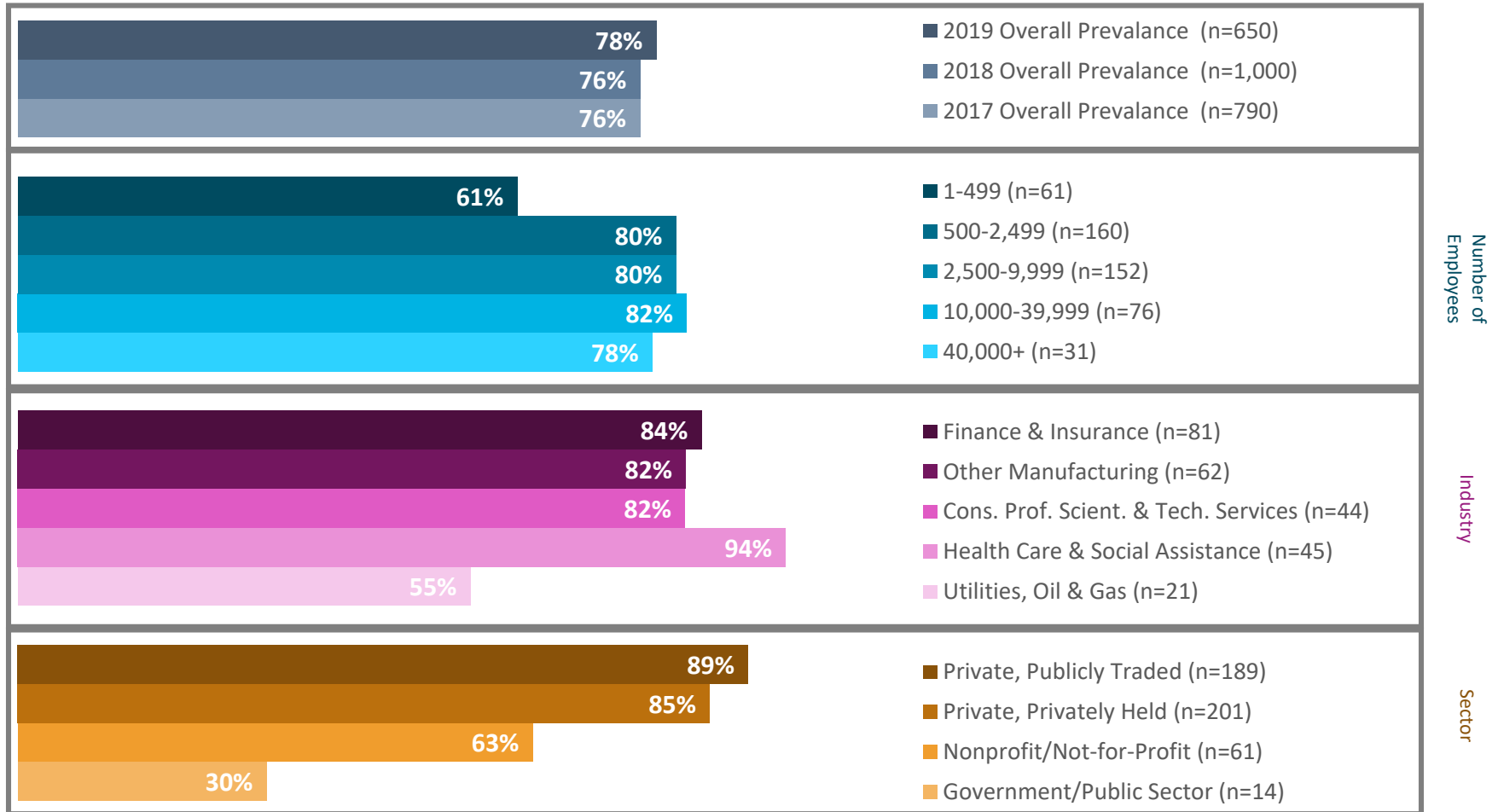


*Results with a sample size less than 50 should be used directionally.

Referral Bonus

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

Portion of the Demographic That Offers This Program/Practice

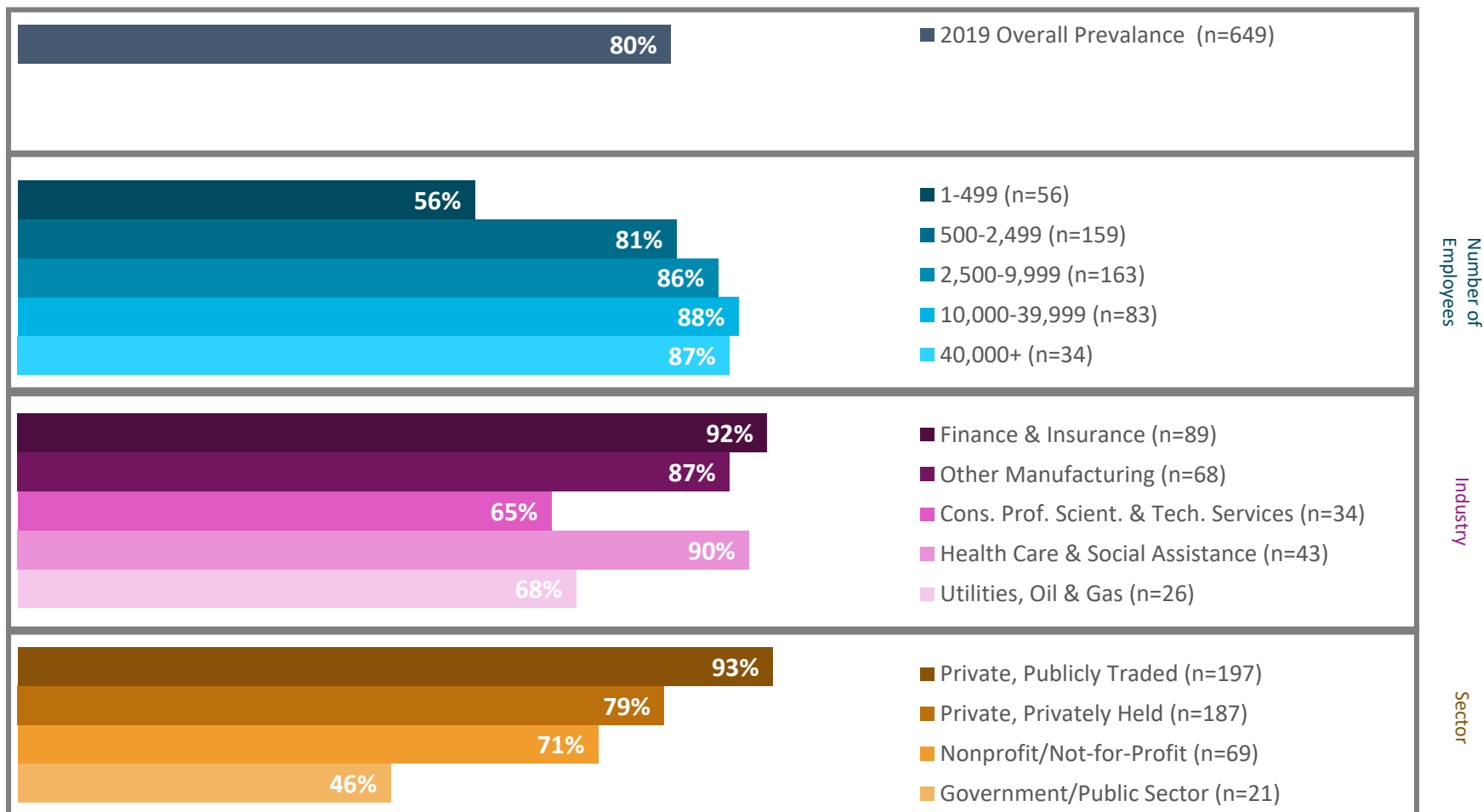


*Results with a sample size less than 50 should be used directionally.

Sign-On Bonus *NEW!*

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

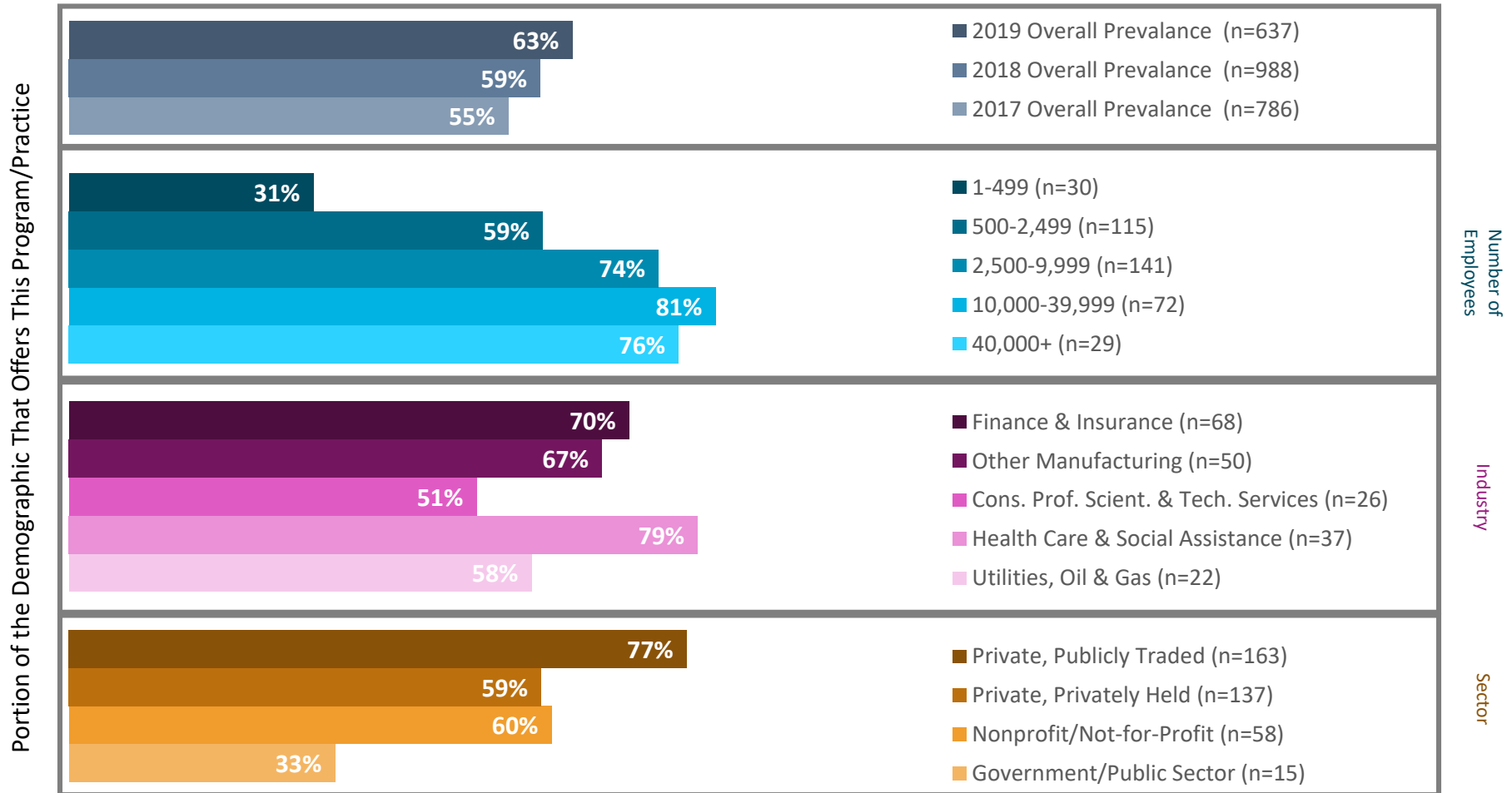
Portion of the Demographic That Offers This Program/Practice



*Results with a sample size less than 50 should be used directionally.

Retention Bonus

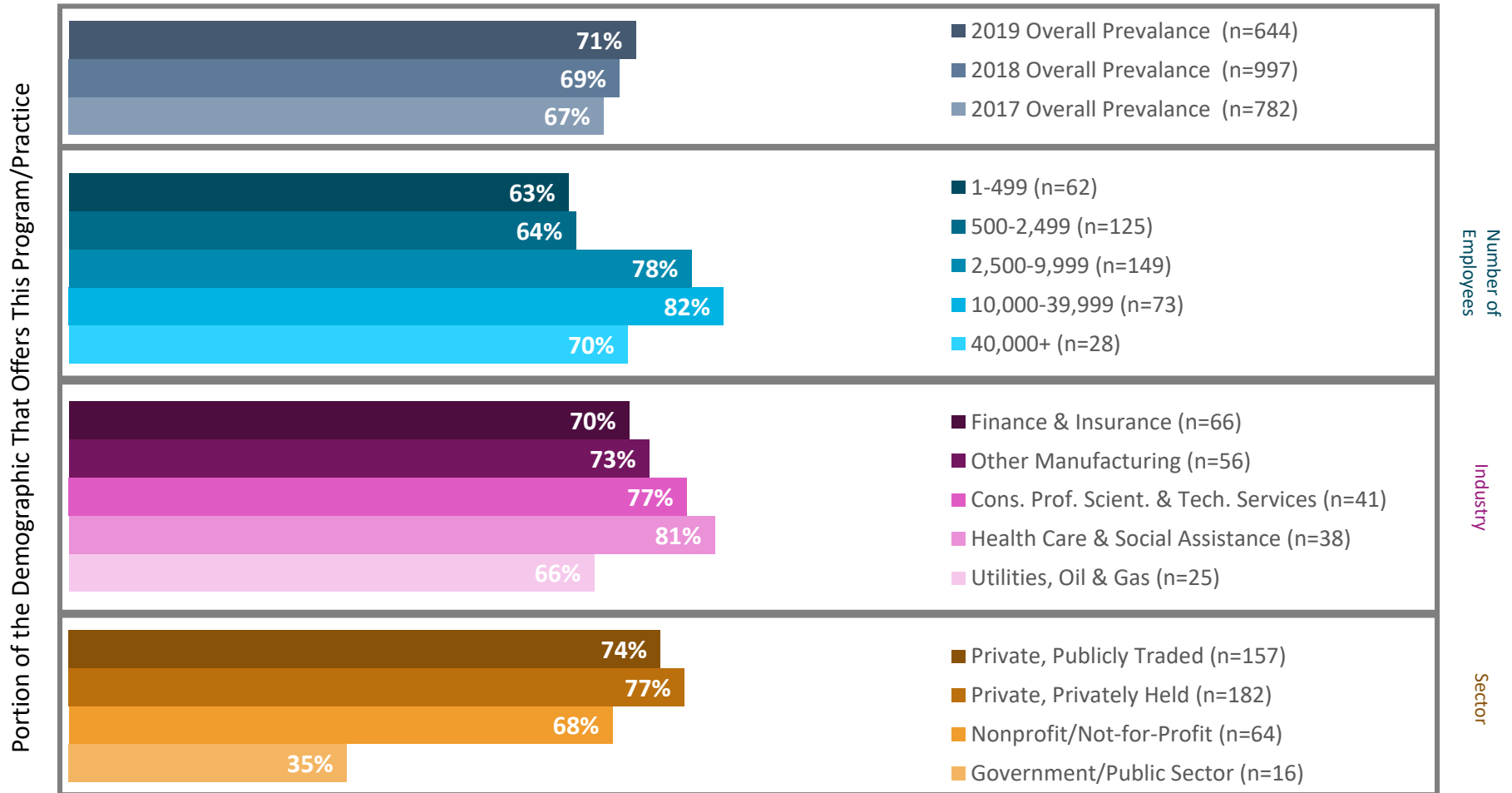
Is the following program offered at your organization to some or all employees?



*Results with a sample size less than 50 should be used directionally.

Spot Bonus

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

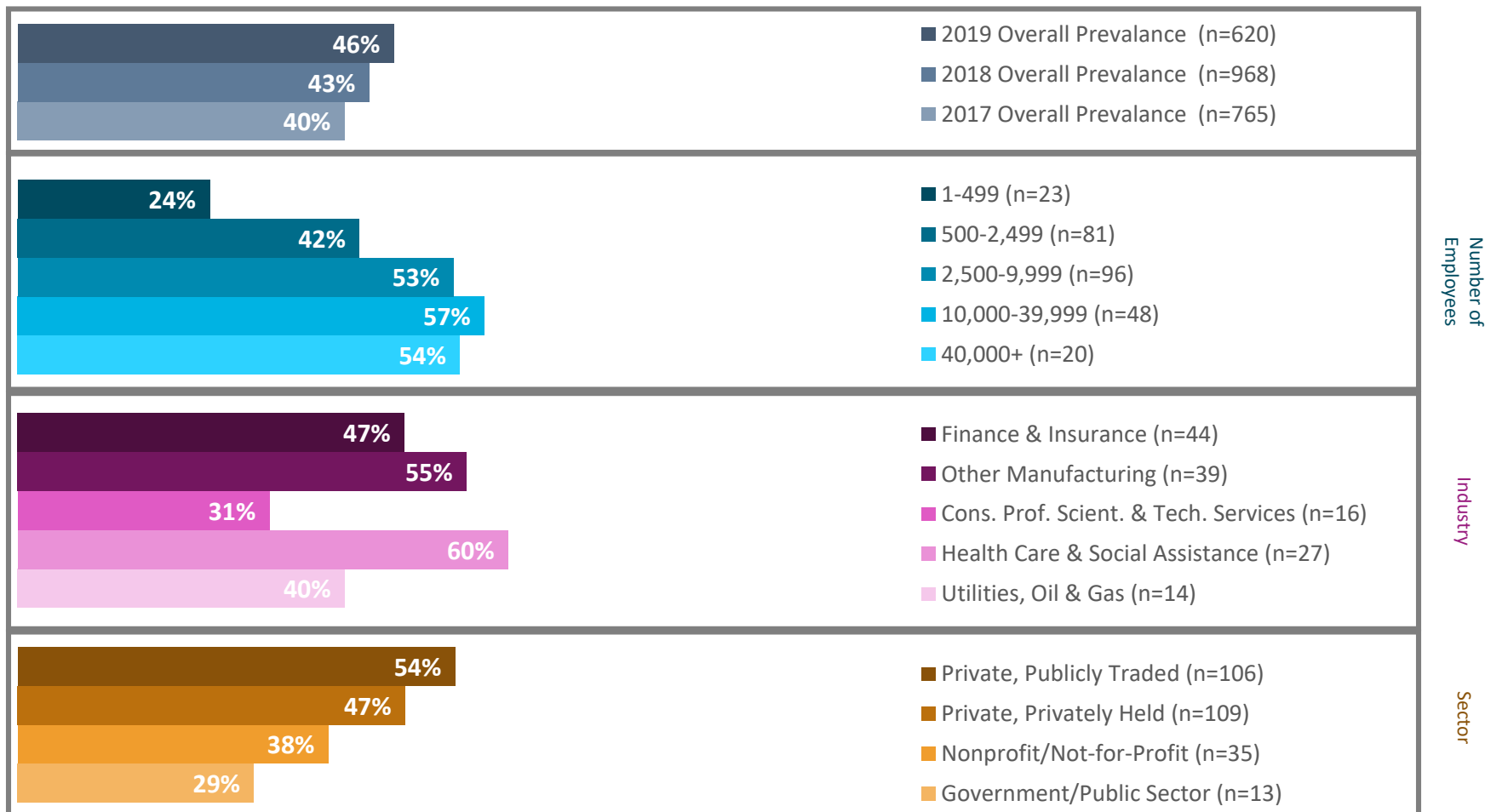


*Results with a sample size less than 50 should be used directionally.

Project Completion Bonus

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

Portion of the Demographic That Offers This Program/Practice

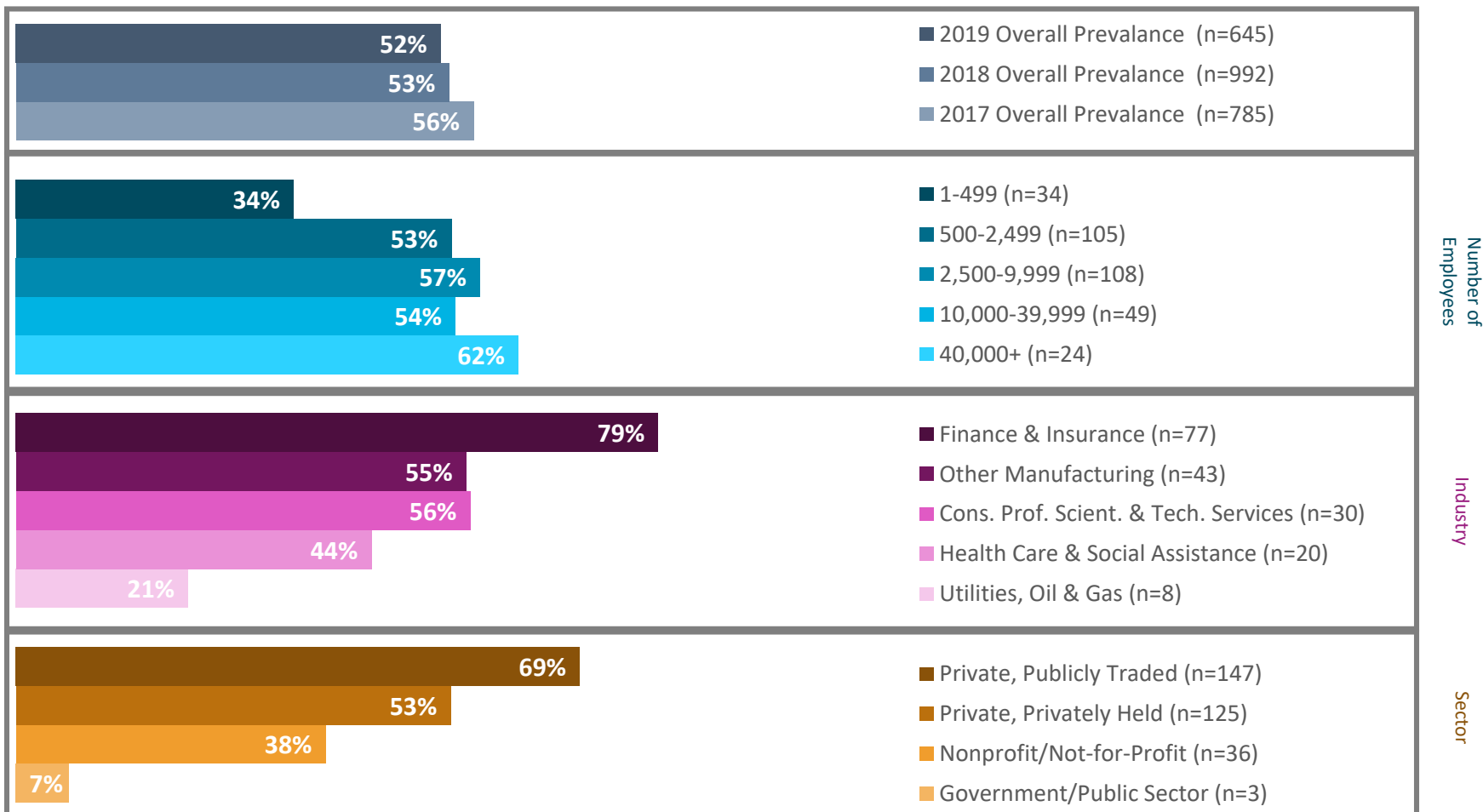


*Results with a sample size less than 50 should be used directionally.

Commissions

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

Portion of the Demographic That Offers This Program/Practice

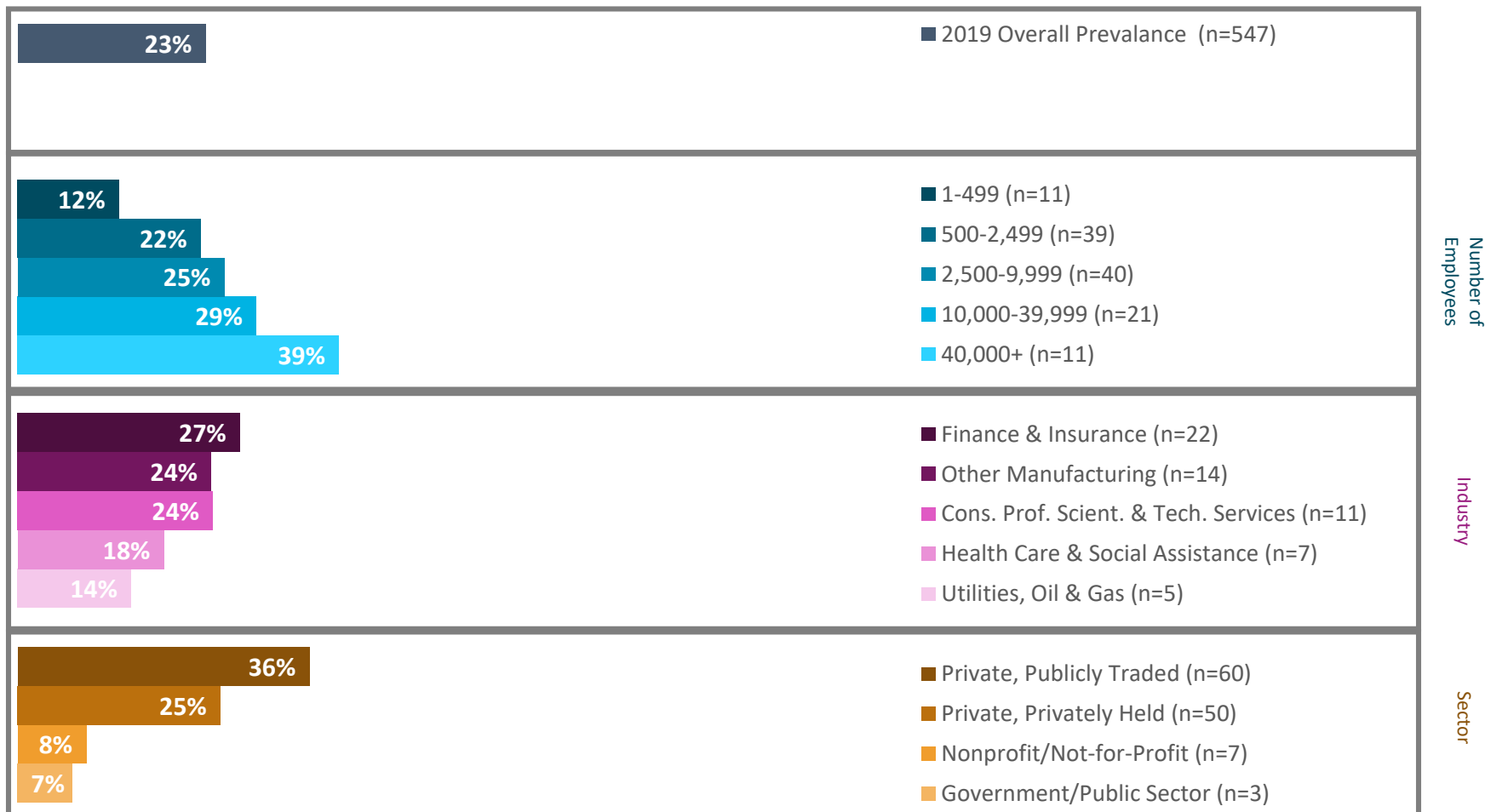


*Results with a sample size less than 50 should be used directionally.

SPIFF *NEW!*

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

Portion of the Demographic That Offers This Program/Practice

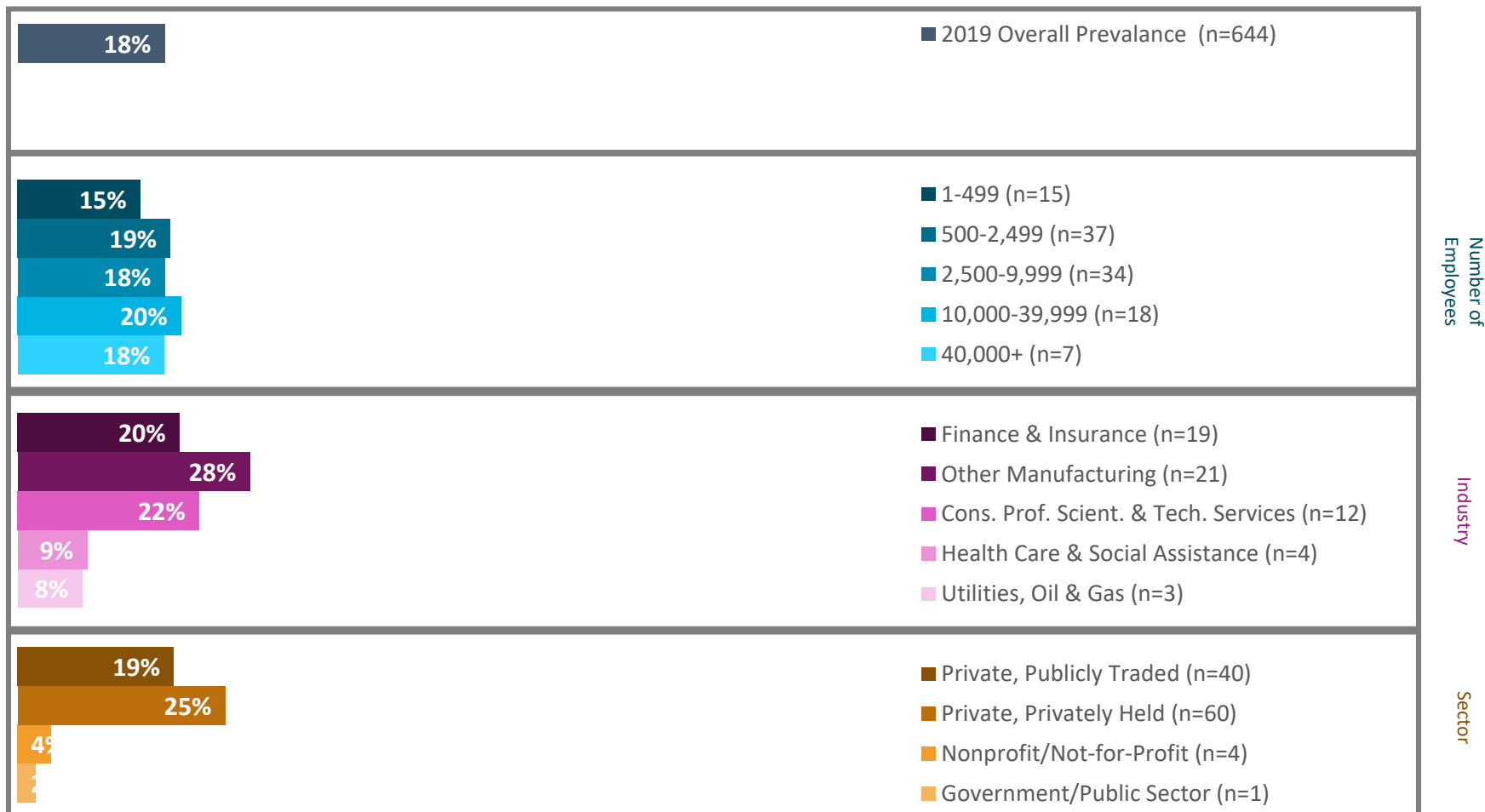


*Results with a sample size less than 50 should be used directionally.

Cash Profit Sharing *NEW!*

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

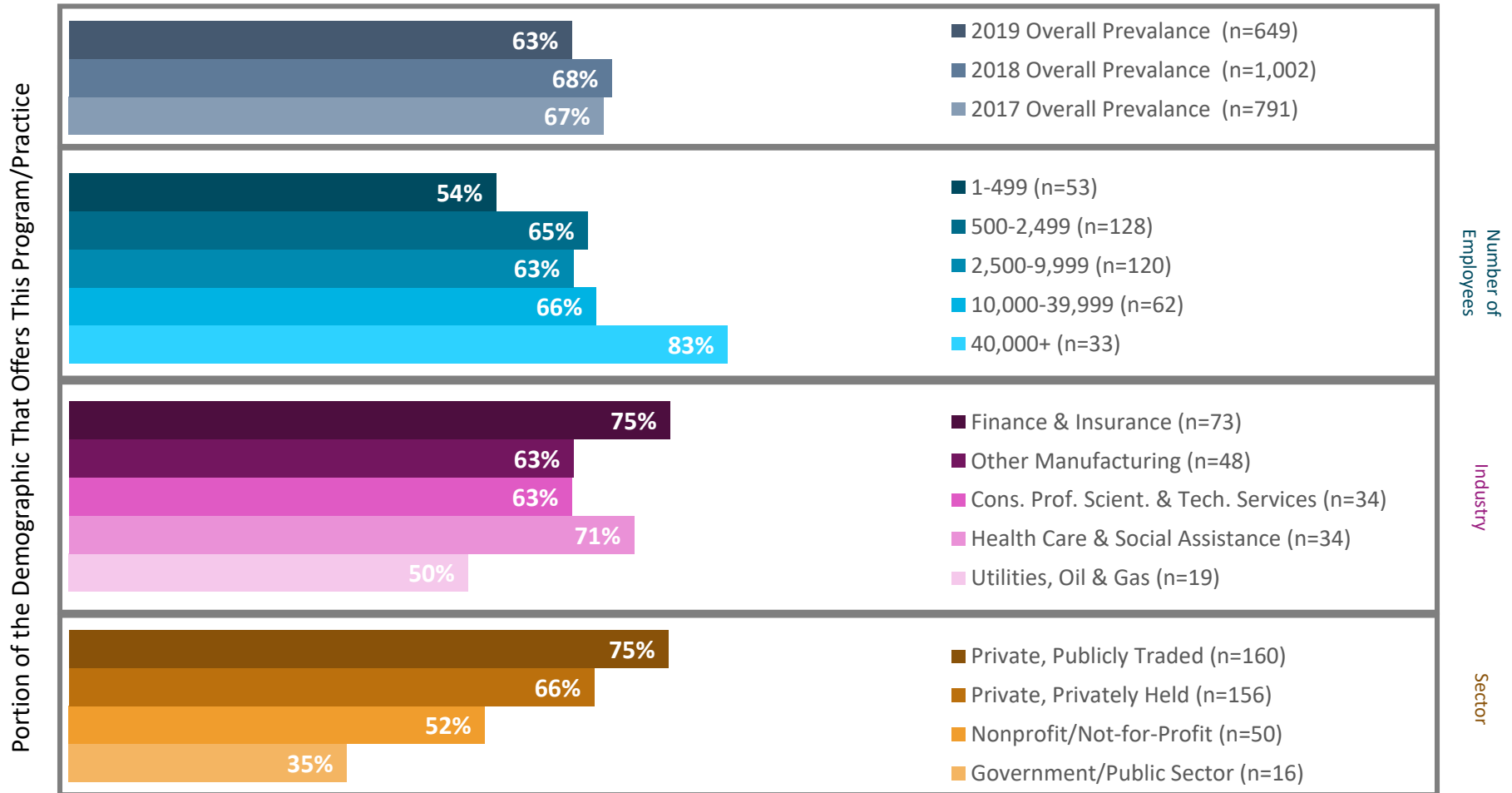
Portion of the Demographic That Offers This Program/Practice



*Results with a sample size less than 50 should be used directionally.

Individual Performance-Based Incentives

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

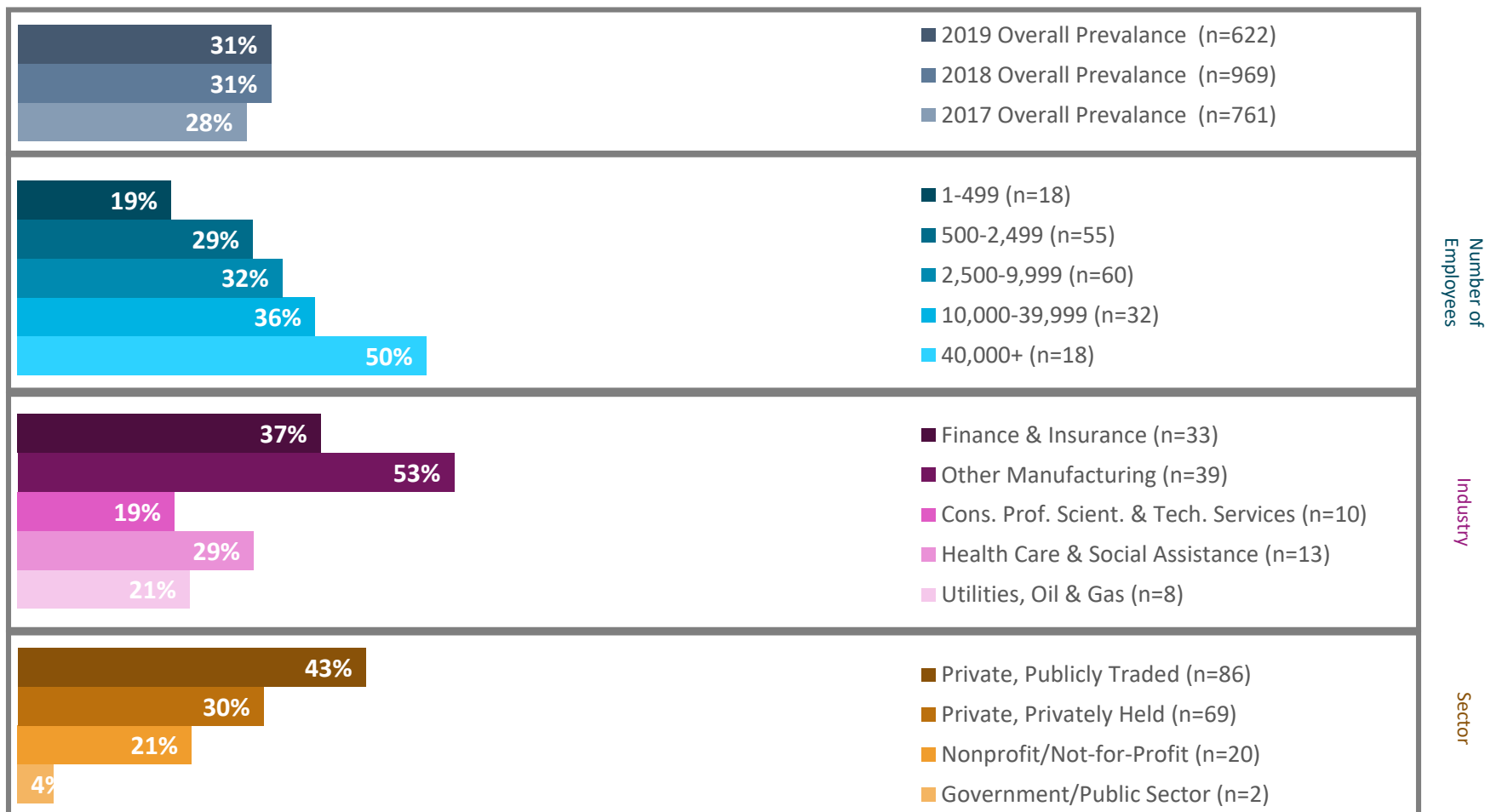


*Results with a sample size less than 50 should be used directionally.

Performance Sharing (Short-Term)

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

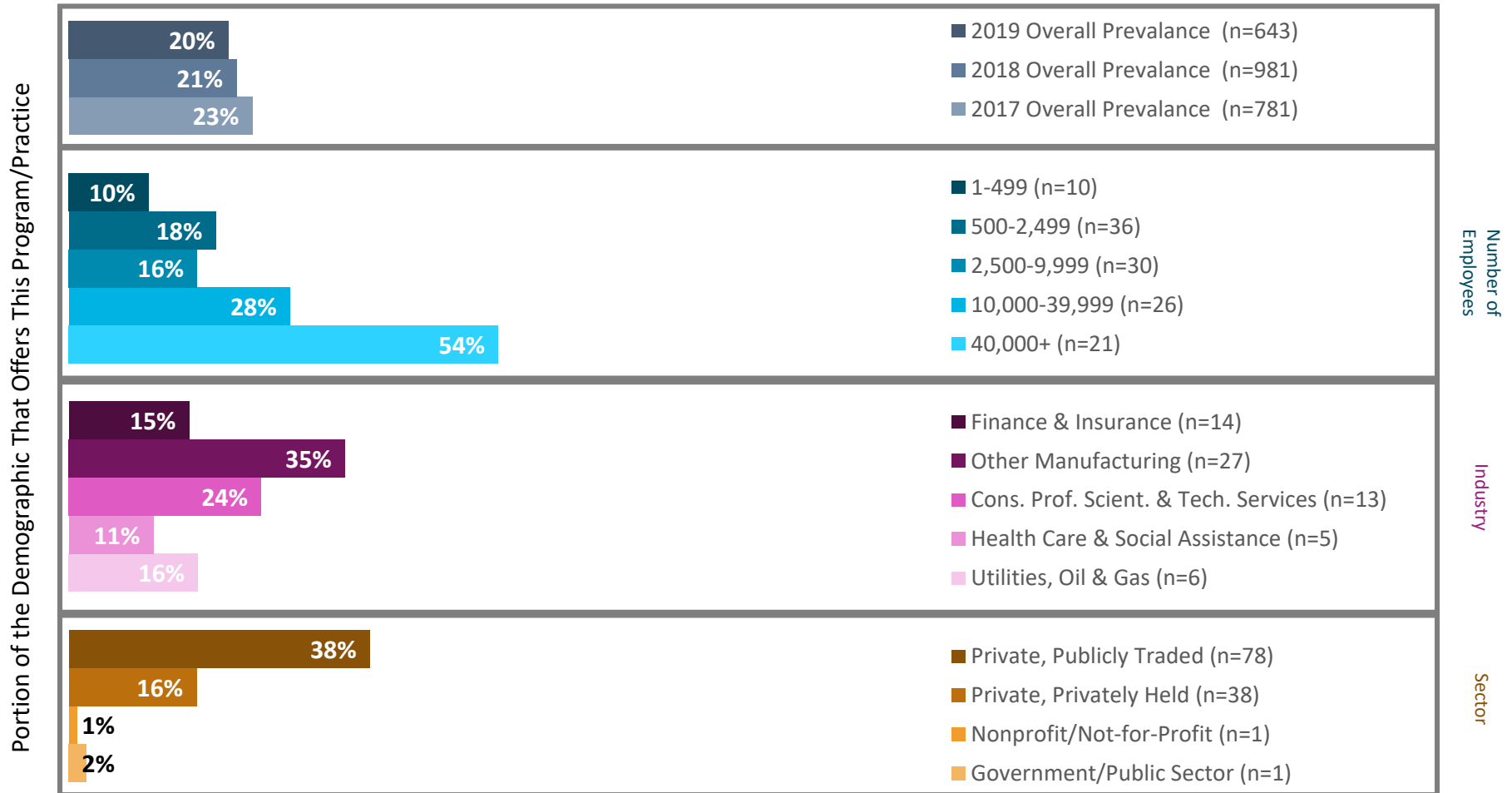
Portion of the Demographic That Offers This Program/Practice



*Results with a sample size less than 50 should be used directionally.

Stock Options/Stock Appreciation Rights (SARs)

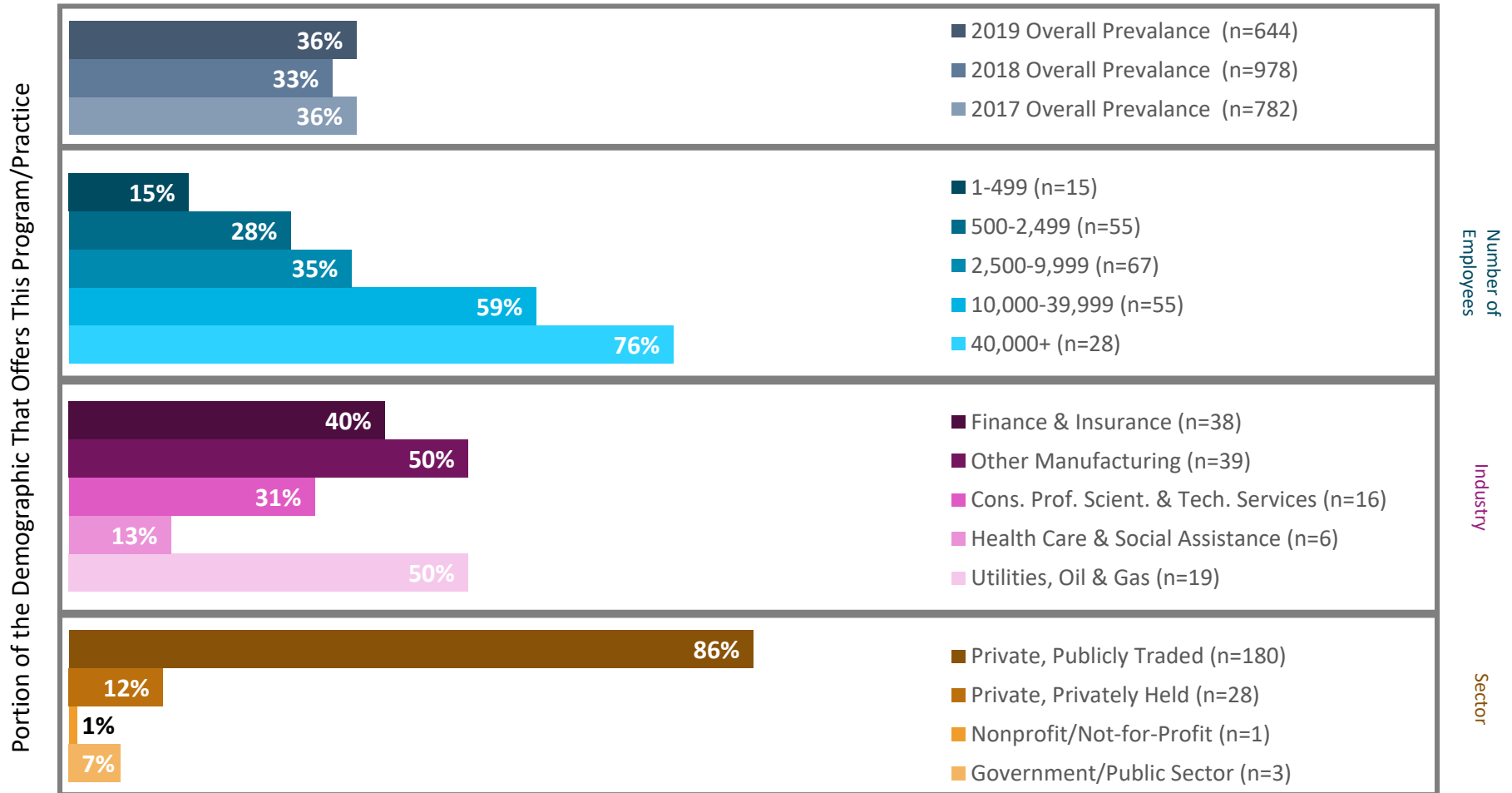
Is the following program offered at your organization to some or all employees?



*Results with a sample size less than 50 should be used directionally.

Restricted Stock/Restricted Stock Units (RSUs)

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

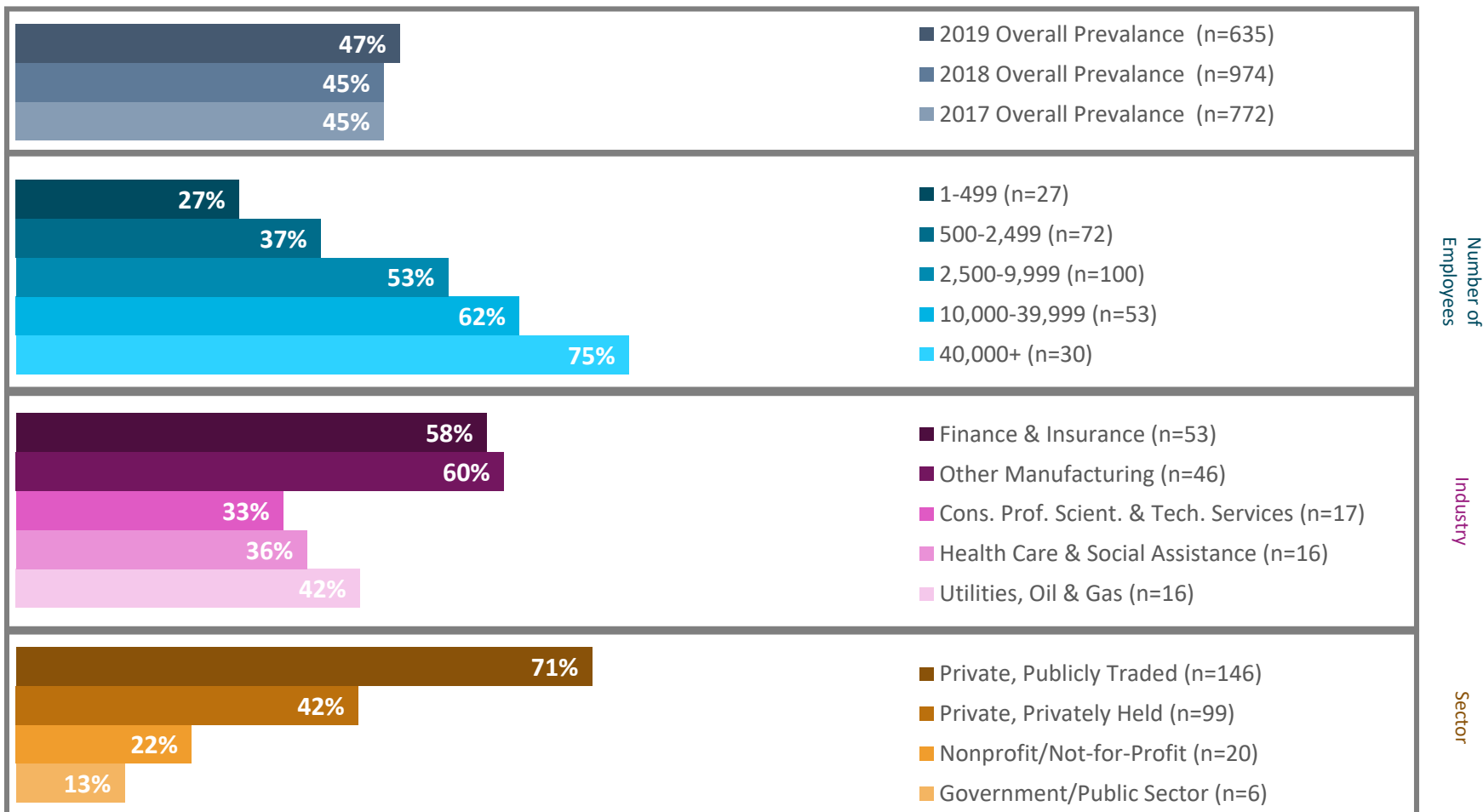


*Results with a sample size less than 50 should be used directionally.

Performance Awards (Long-Term)

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

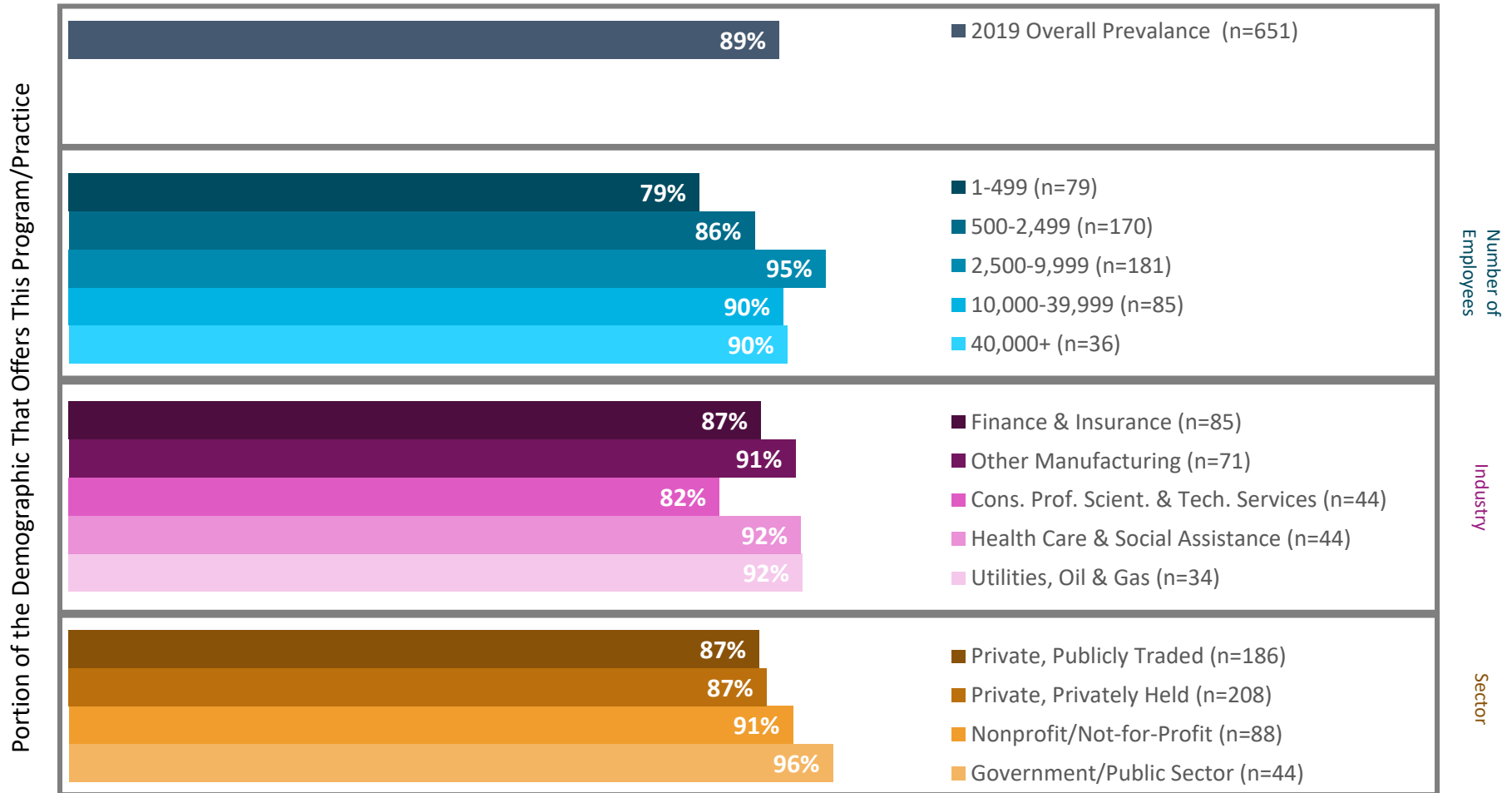
Portion of the Demographic That Offers This Program/Practice



*Results with a sample size less than 50 should be used directionally.

Formal Annual Performance Appraisals/Reviews *NEW!*

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

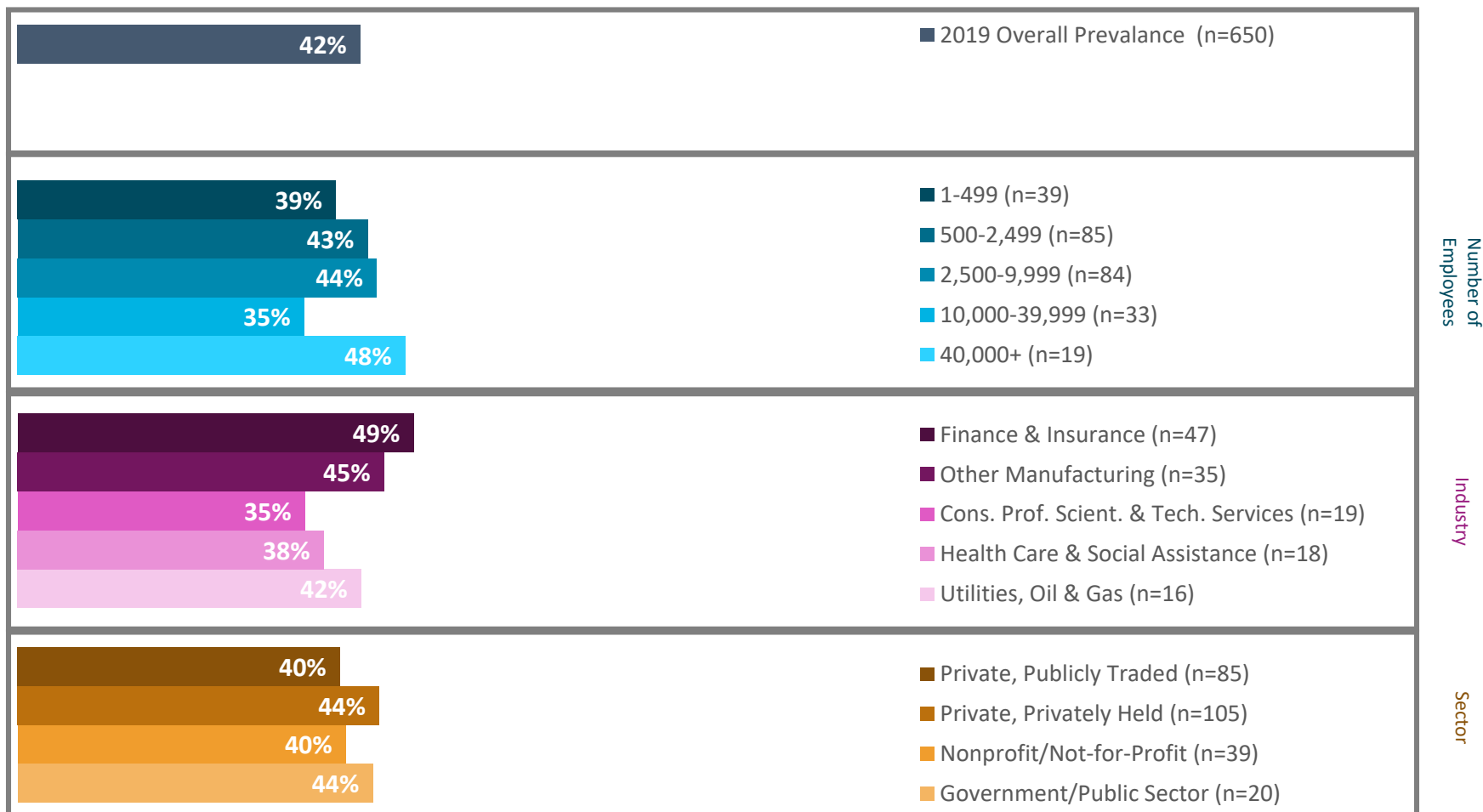


*Results with a sample size less than 50 should be used directionally.

Formal Periodic Performance Appraisals/Reviews *NEW!*

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

Portion of the Demographic That Offers This Program/Practice

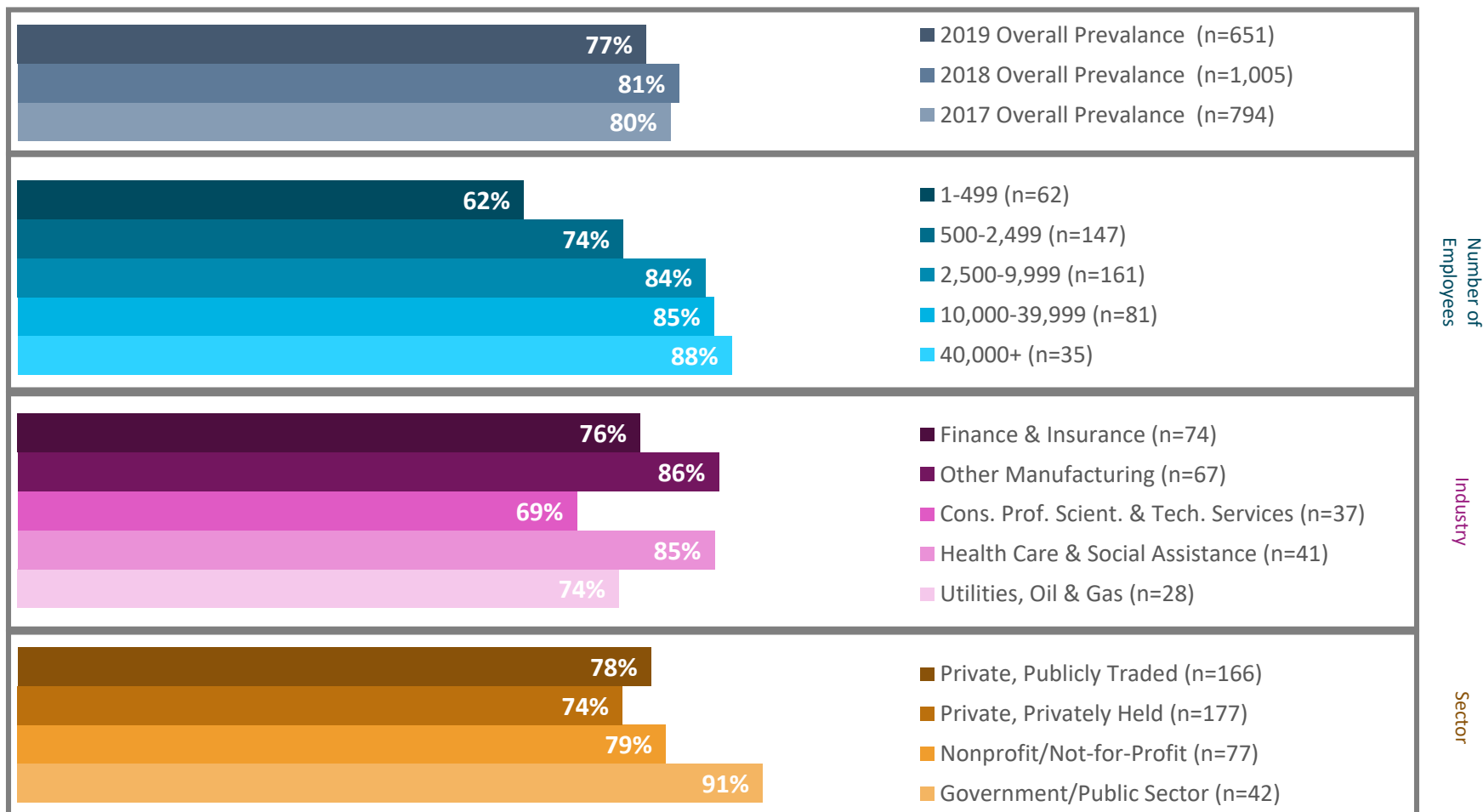


*Results with a sample size less than 50 should be used directionally.

Formal Performance Ratings

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

Portion of the Demographic That Offers This Program/Practice

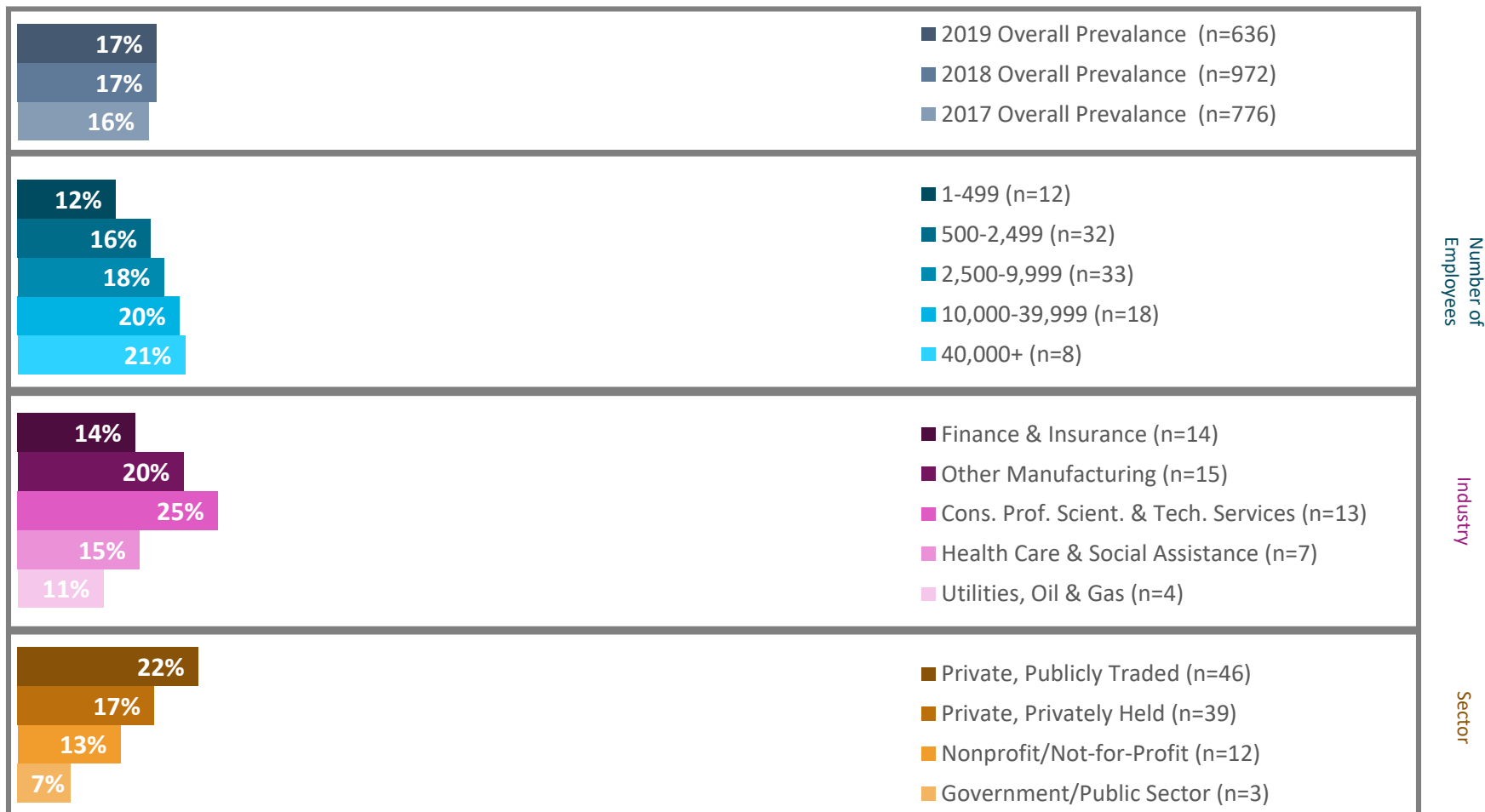


*Results with a sample size less than 50 should be used directionally.

Informal Performance Ratings

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

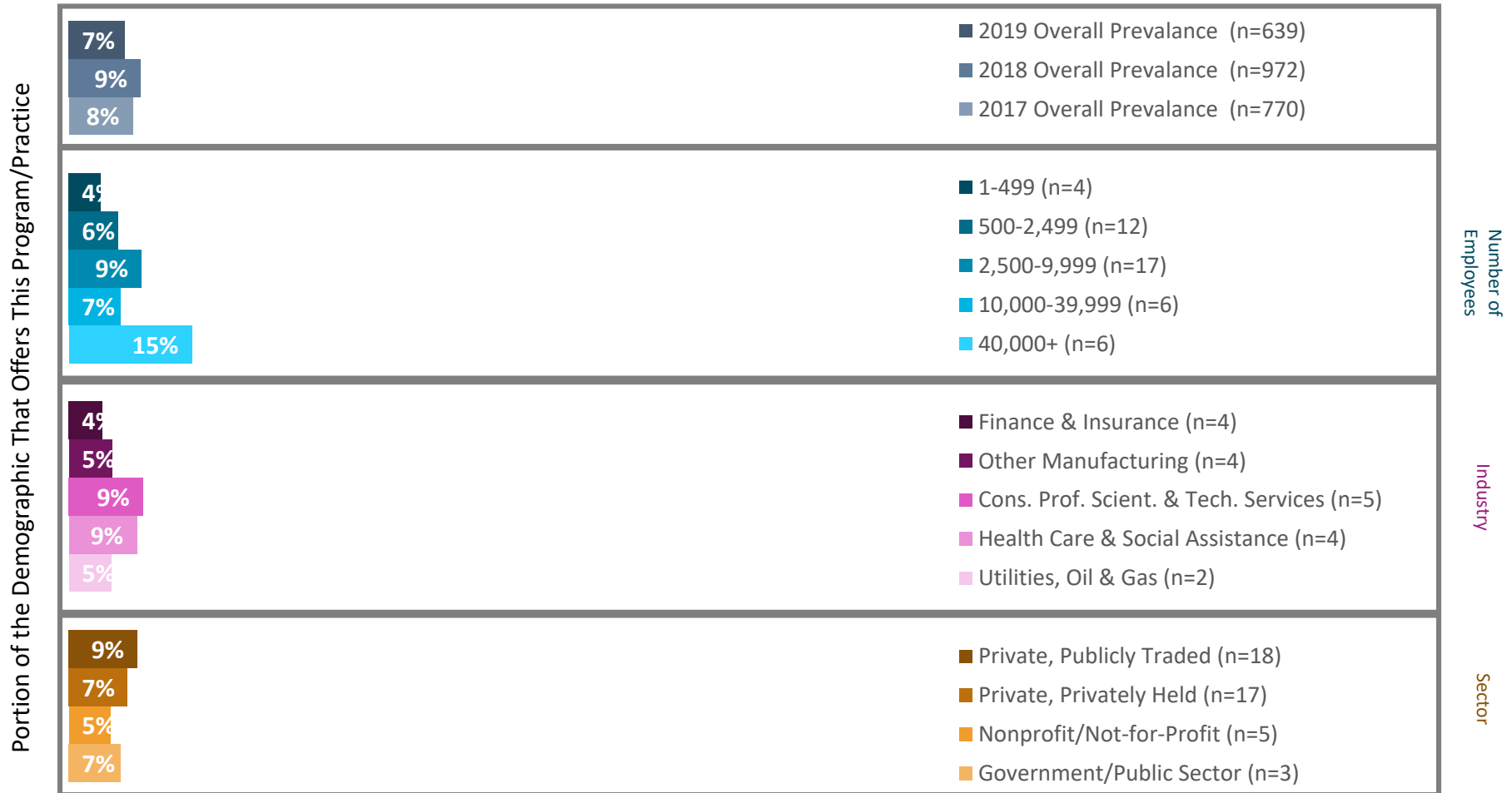
Portion of the Demographic That Offers This Program/Practice



*Results with a sample size less than 50 should be used directionally.

Forced Ranking

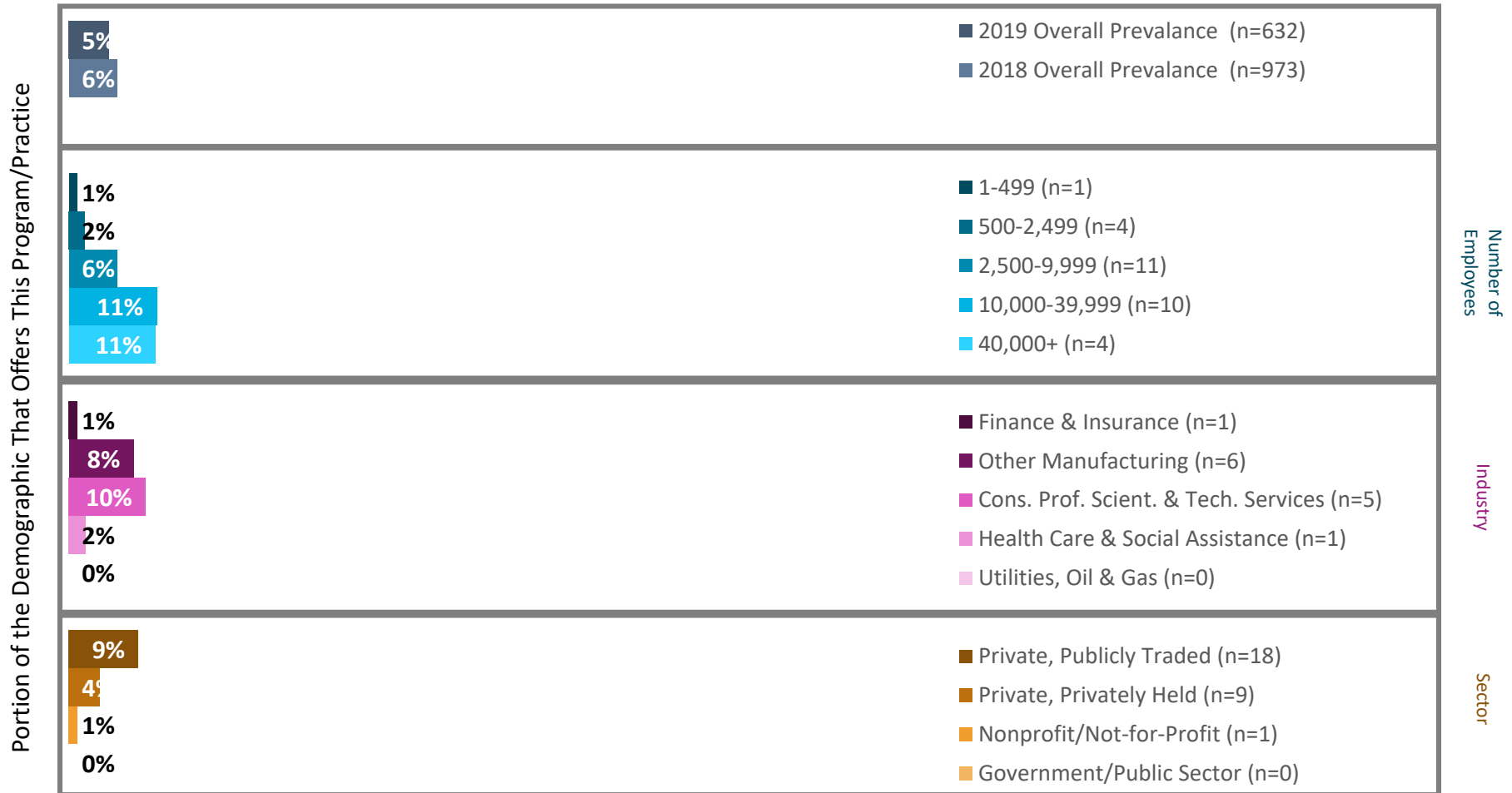
Is the following program offered at your organization to some or all employees?



*Results with a sample size less than 50 should be used directionally.

Forced Distribution

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

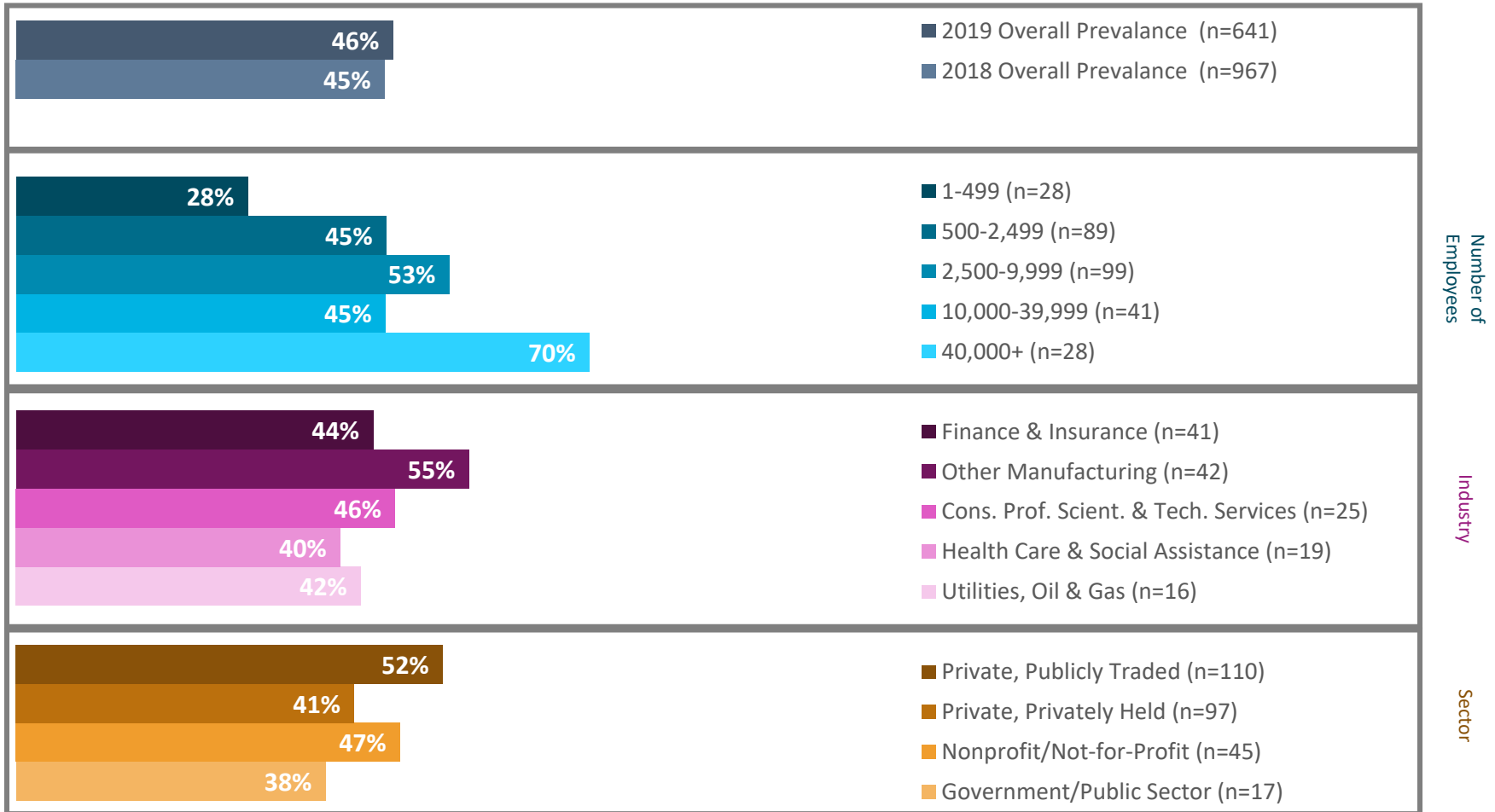


*Results with a sample size less than 50 should be used directionally.

Guideline Distribution

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

Portion of the Demographic That Offers This Program/Practice

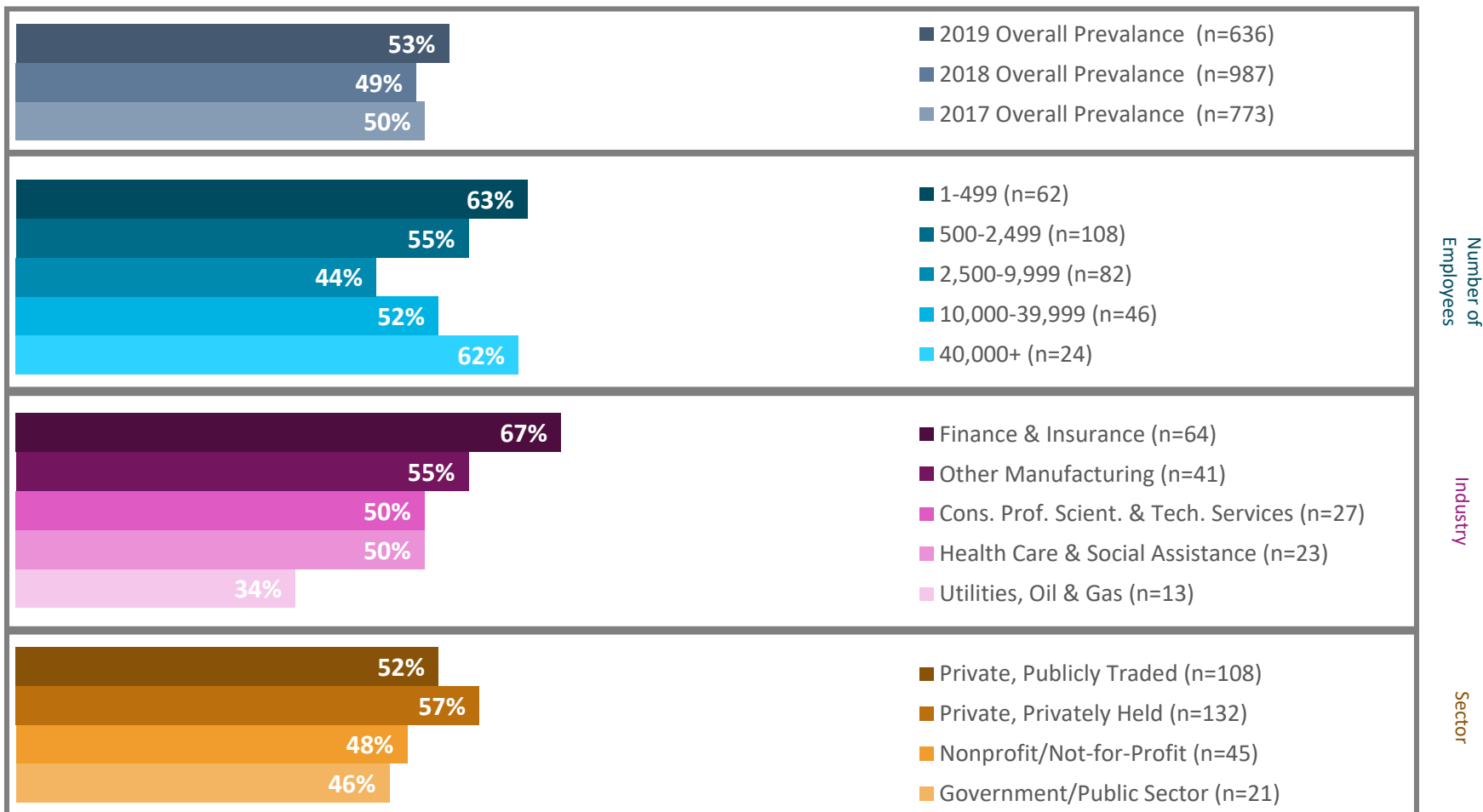


*Results with a sample size less than 50 should be used directionally.

Frequent Performance Check-Ins

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

Portion of the Demographic That Offers This Program/Practice

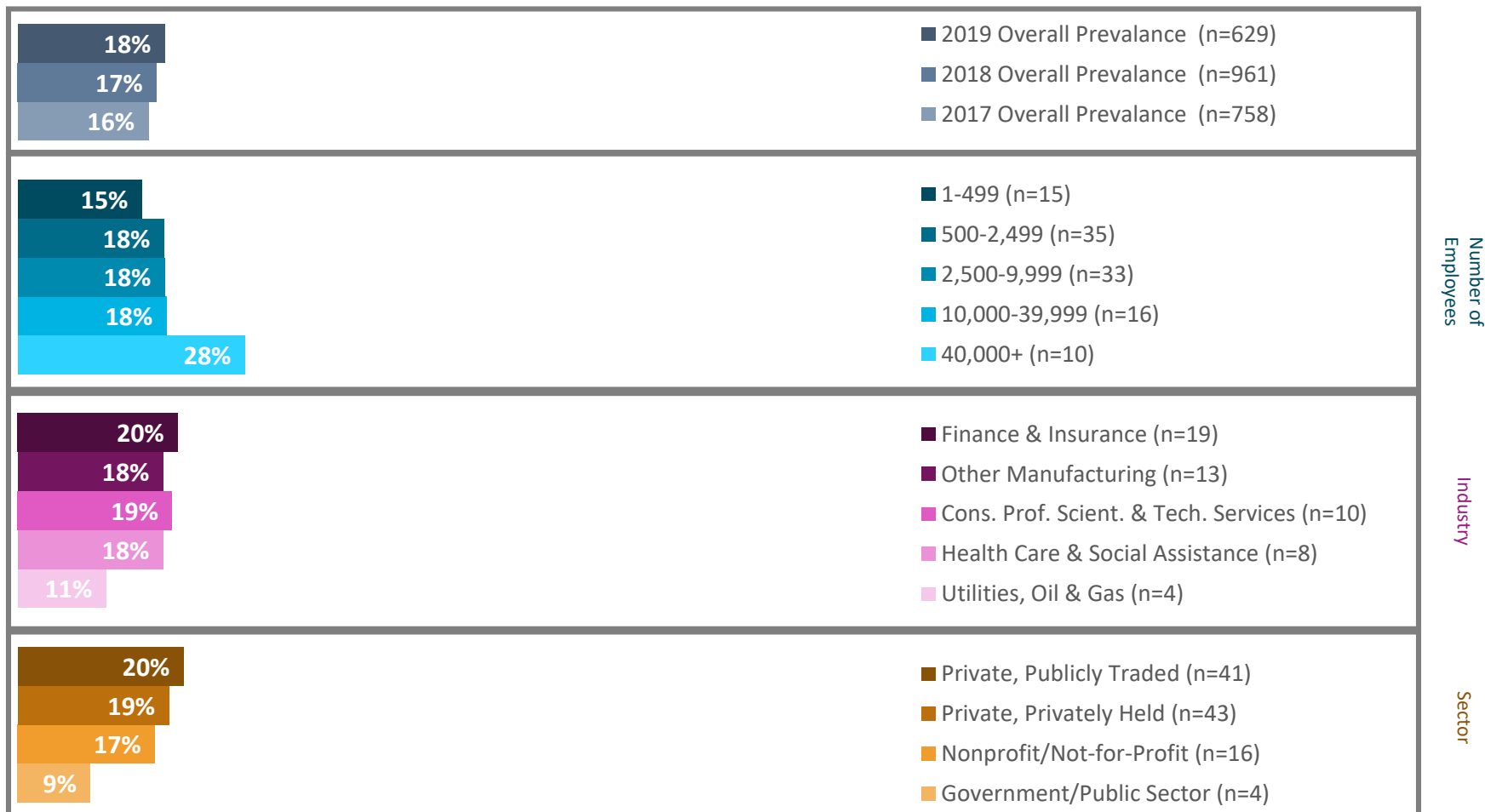


*Results with a sample size less than 50 should be used directionally.

Crowd-Sourced Feedback

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

Portion of the Demographic That Offers This Program/Practice

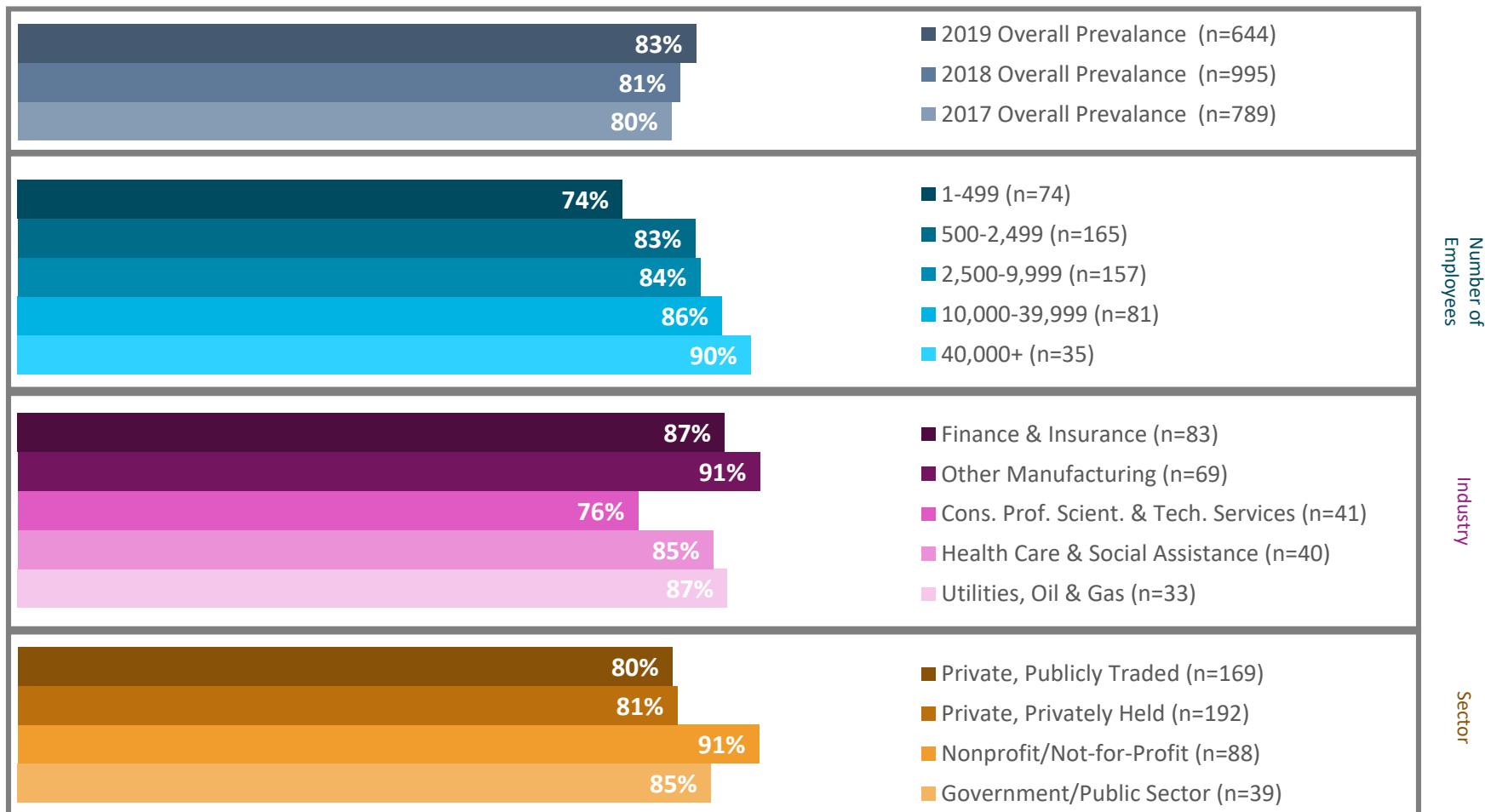


*Results with a sample size less than 50 should be used directionally.

Length-of-Service Awards

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

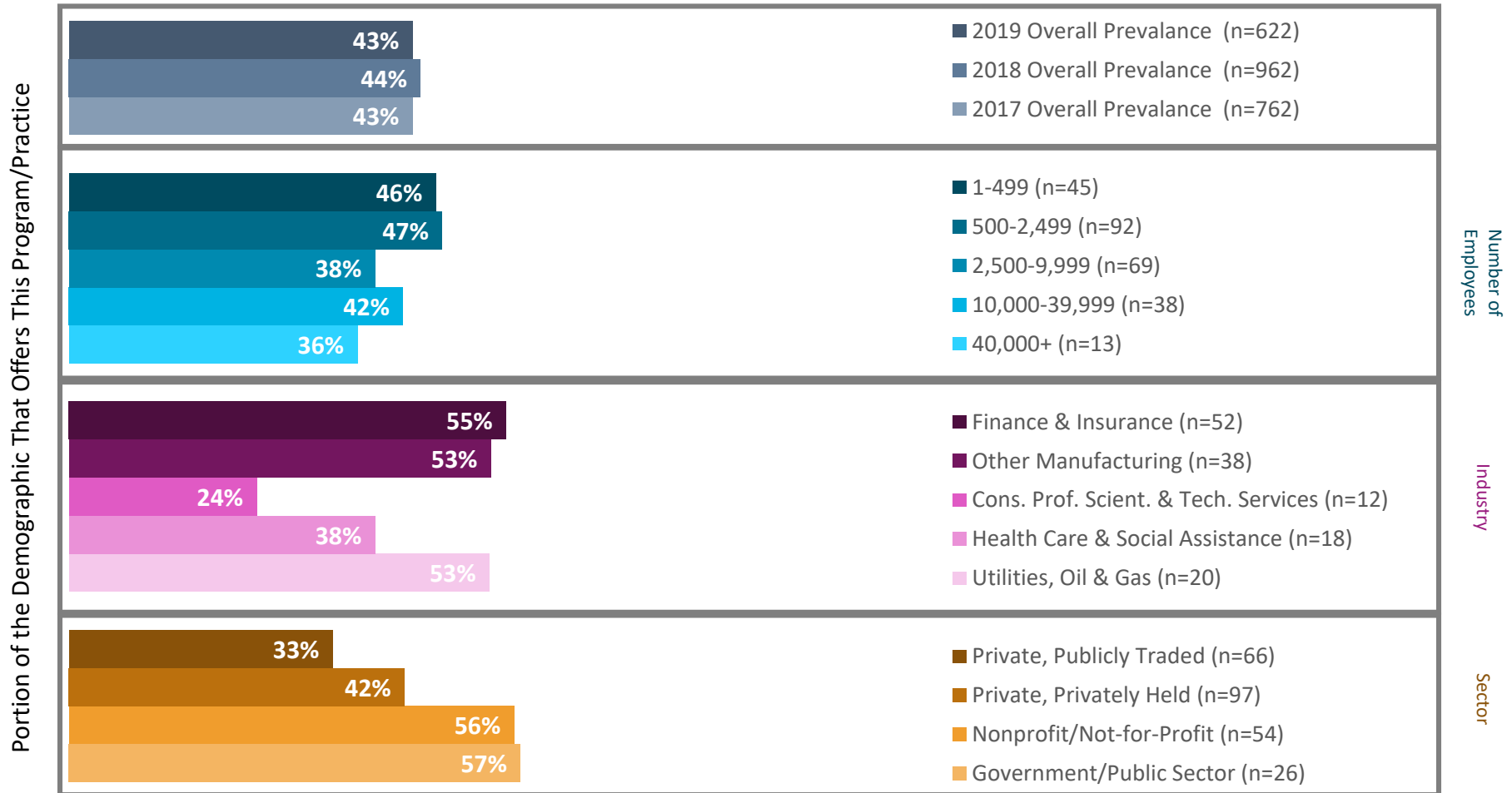
Portion of the Demographic That Offers This Program/Practice



*Results with a sample size less than 50 should be used directionally.

Retirement Awards

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

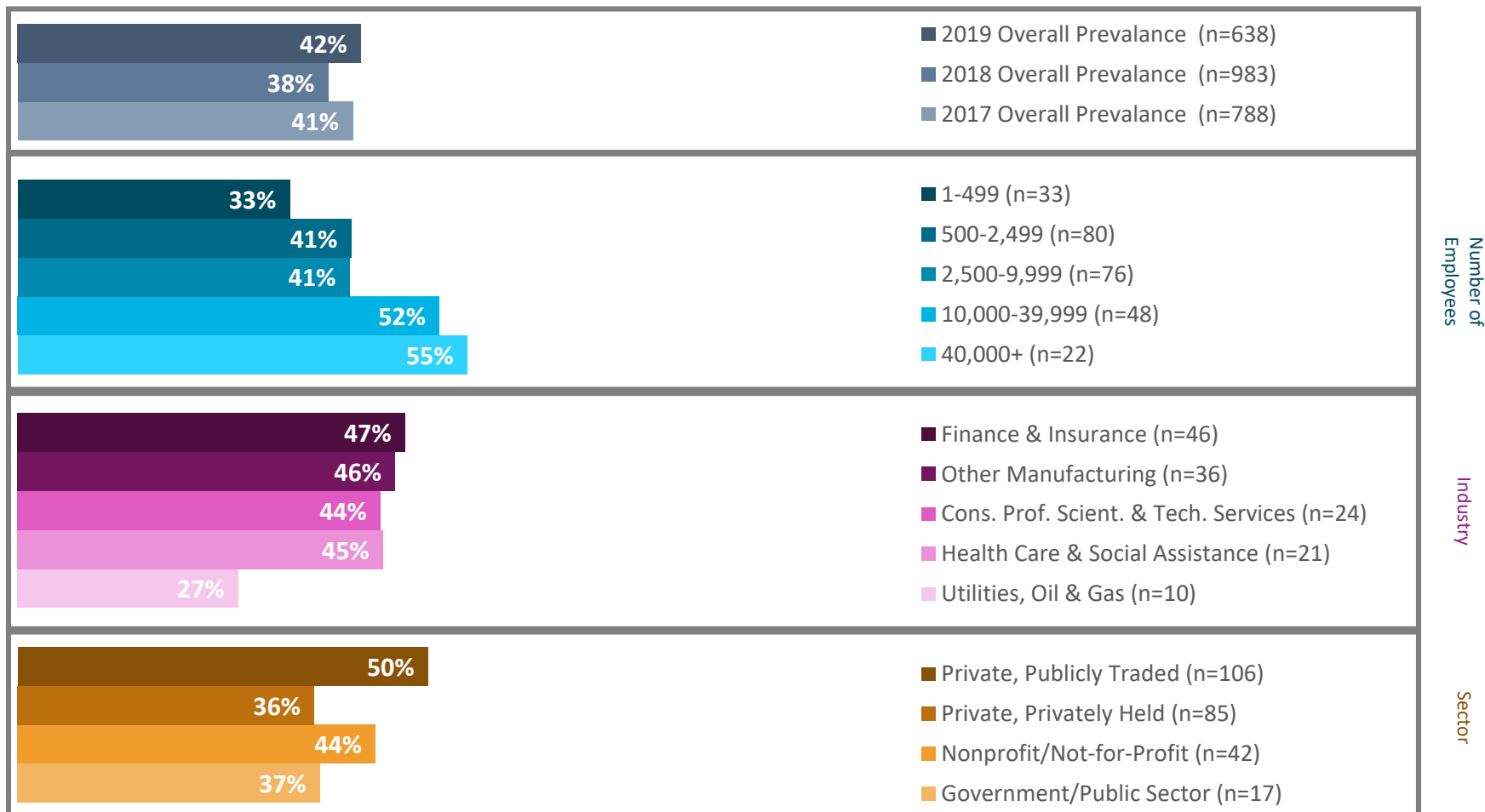


*Results with a sample size less than 50 should be used directionally.

Peer-to-Peer Awards/Practices

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

Portion of the Demographic That Offers This Program/Practice

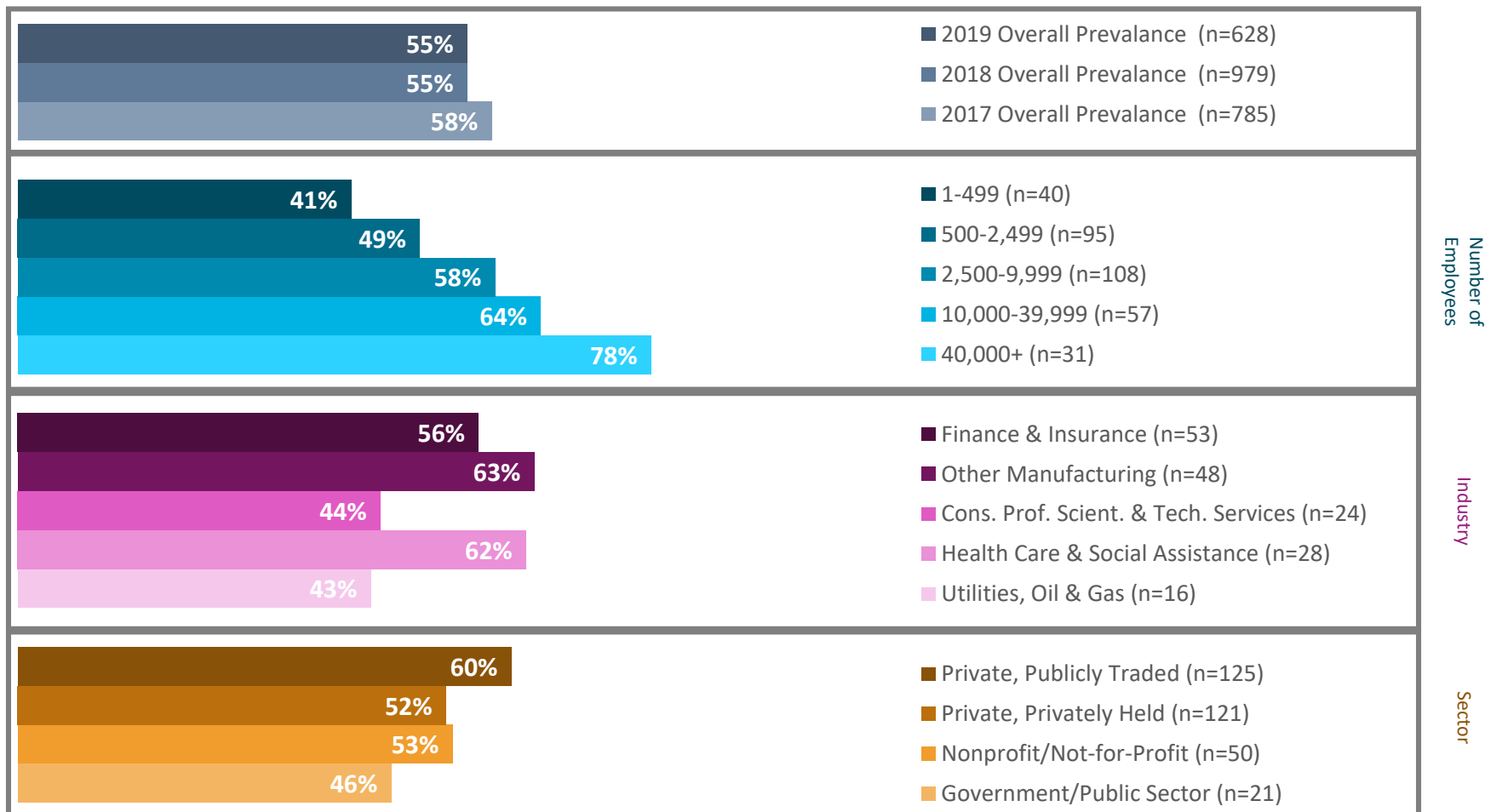


*Results with a sample size less than 50 should be used directionally.

Above-and-Beyond Performance Awards

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

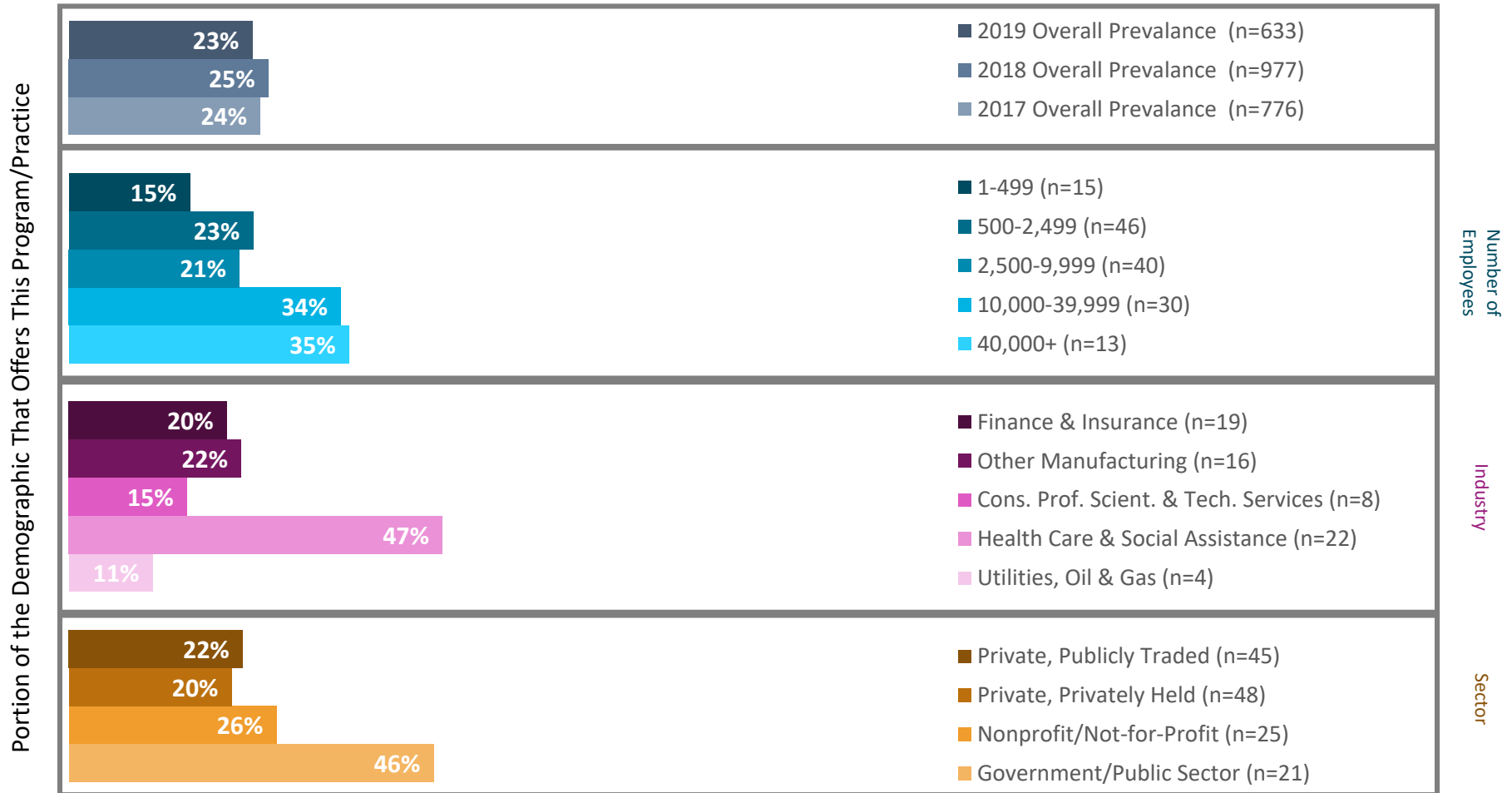
Portion of the Demographic That Offers This Program/Practice



*Results with a sample size less than 50 should be used directionally.

Employee of the Month/Year Awards

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

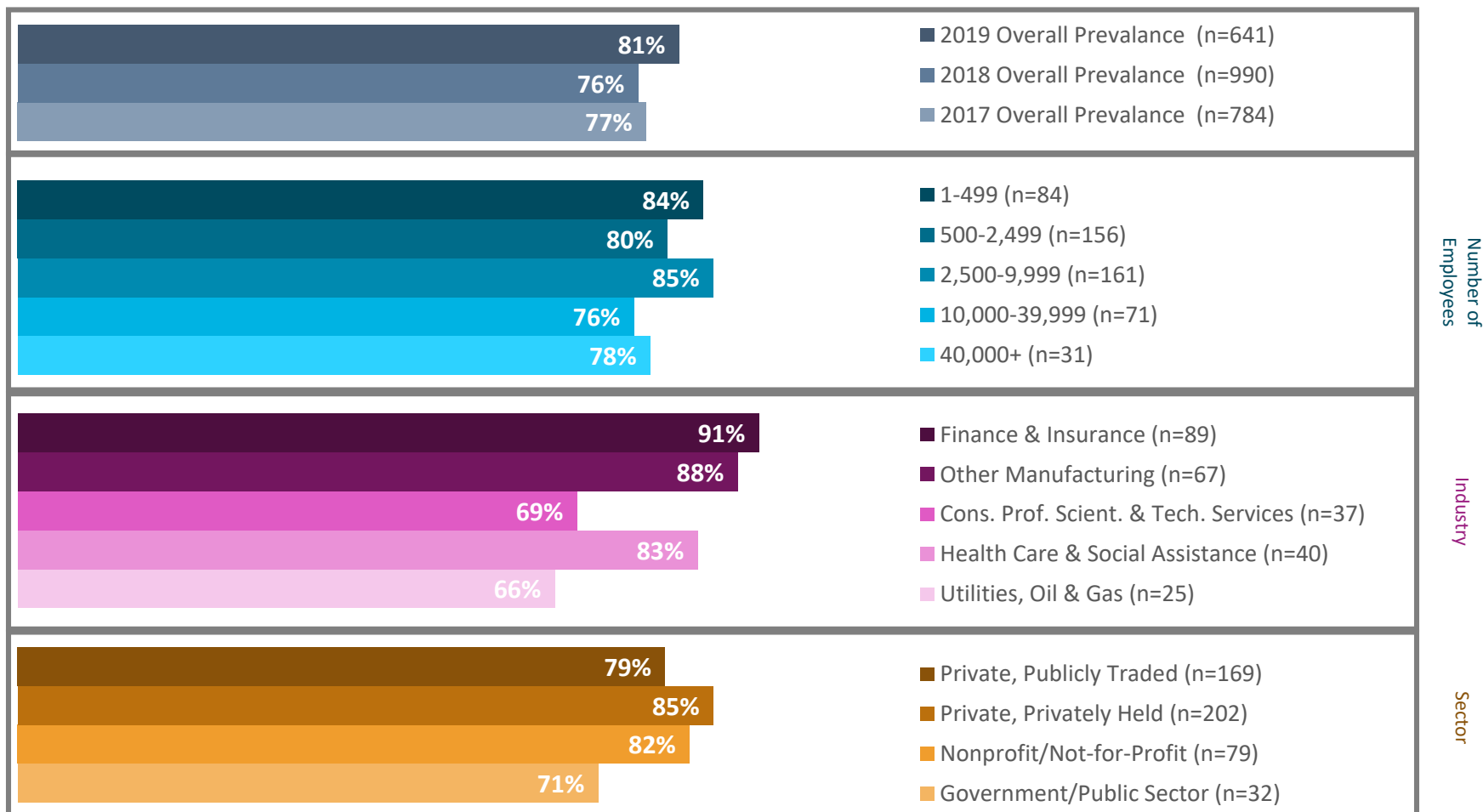


*Results with a sample size less than 50 should be used directionally.

Appreciation Luncheons, Outings, Formal Events

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

Portion of the Demographic That Offers This Program/Practice

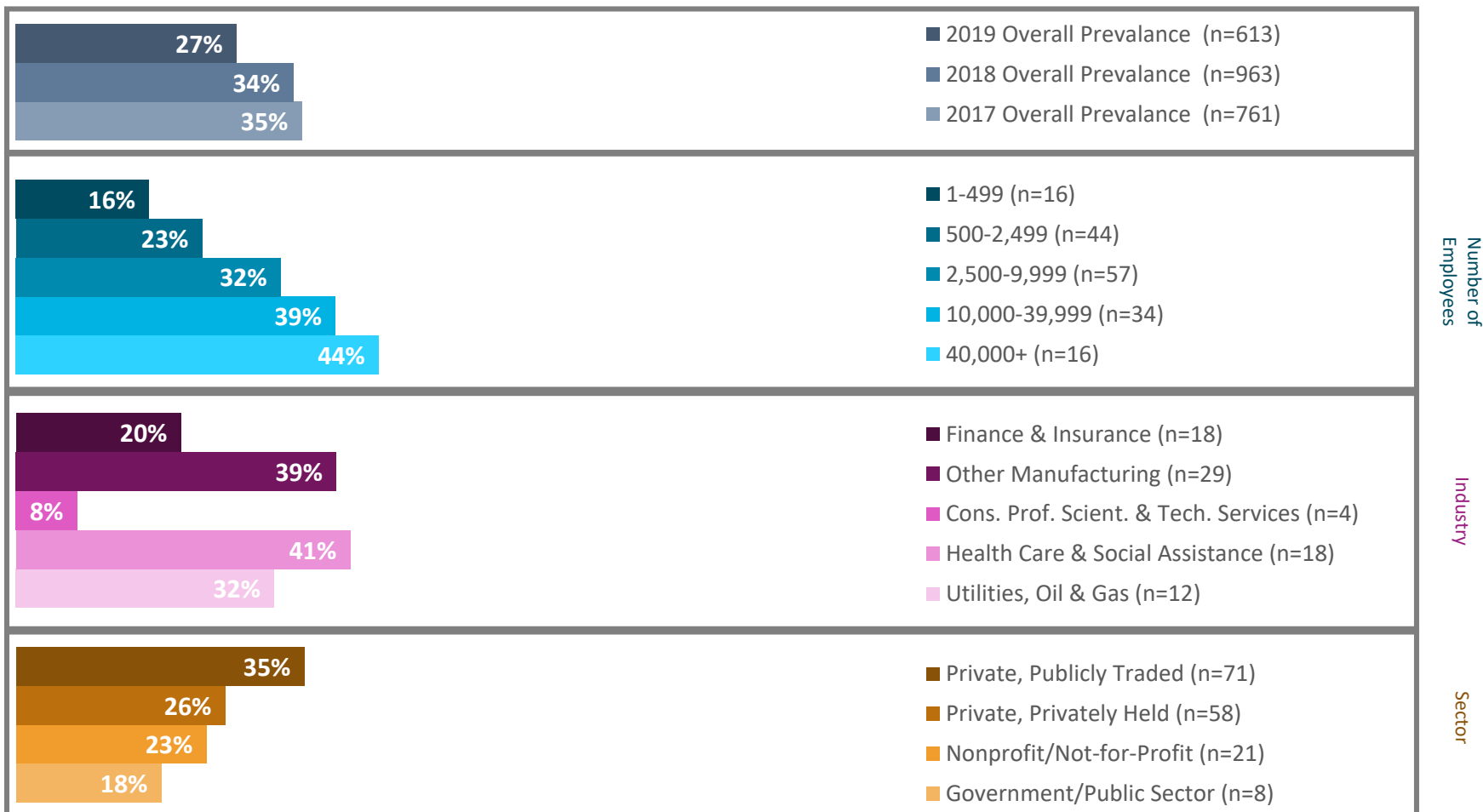


*Results with a sample size less than 50 should be used directionally.

Strategy/Goal-Specific Awards

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

Portion of the Demographic That Offers This Program/Practice

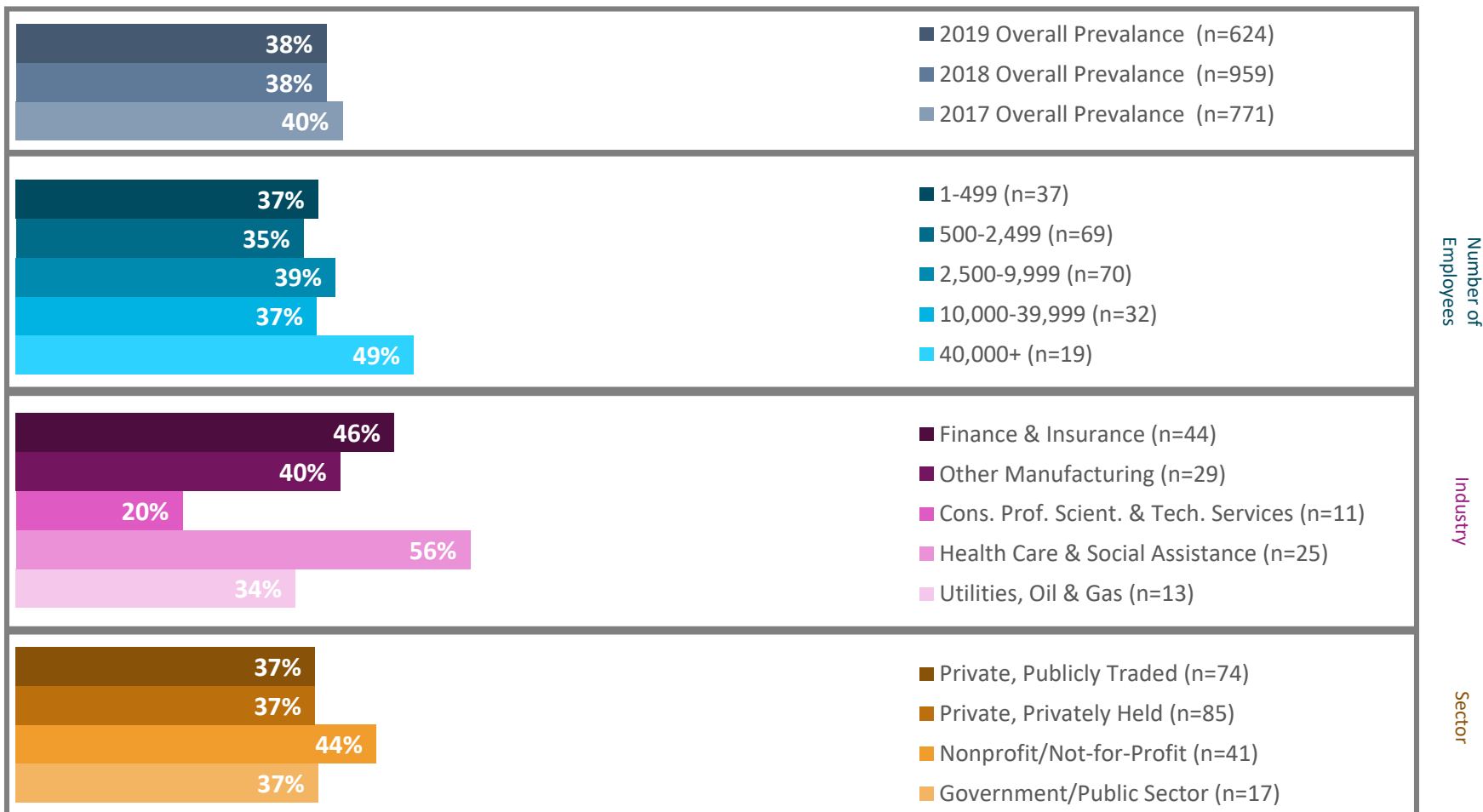


*Results with a sample size less than 50 should be used directionally.

Suggestion/Idea Programs

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

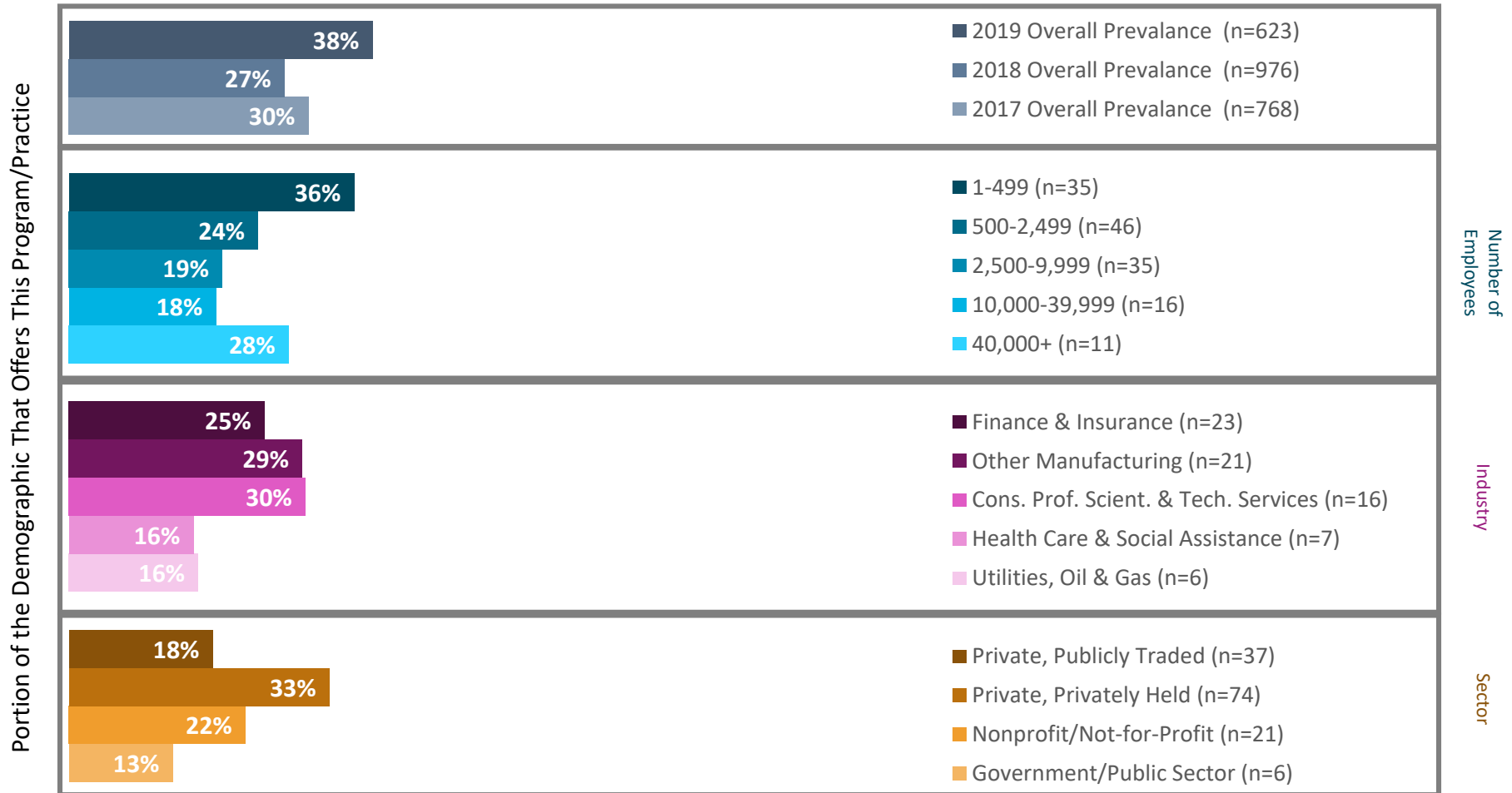
Portion of the Demographic That Offers This Program/Practice



*Results with a sample size less than 50 should be used directionally.

Major Family Event Celebration

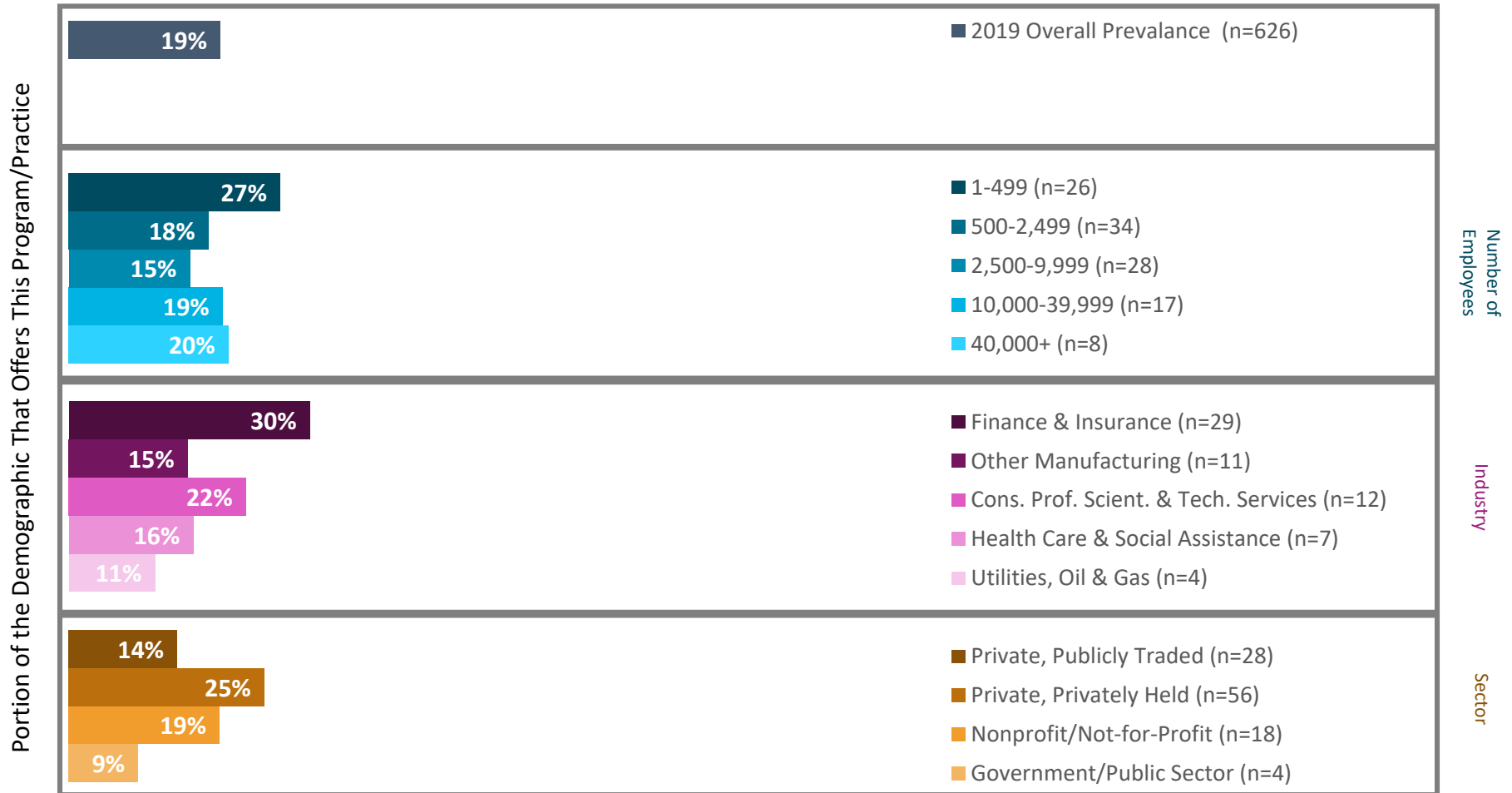
Is the following program offered at your organization to some or all employees?



*Results with a sample size less than 50 should be used directionally.

Major Career Event Celebration *NEW!*

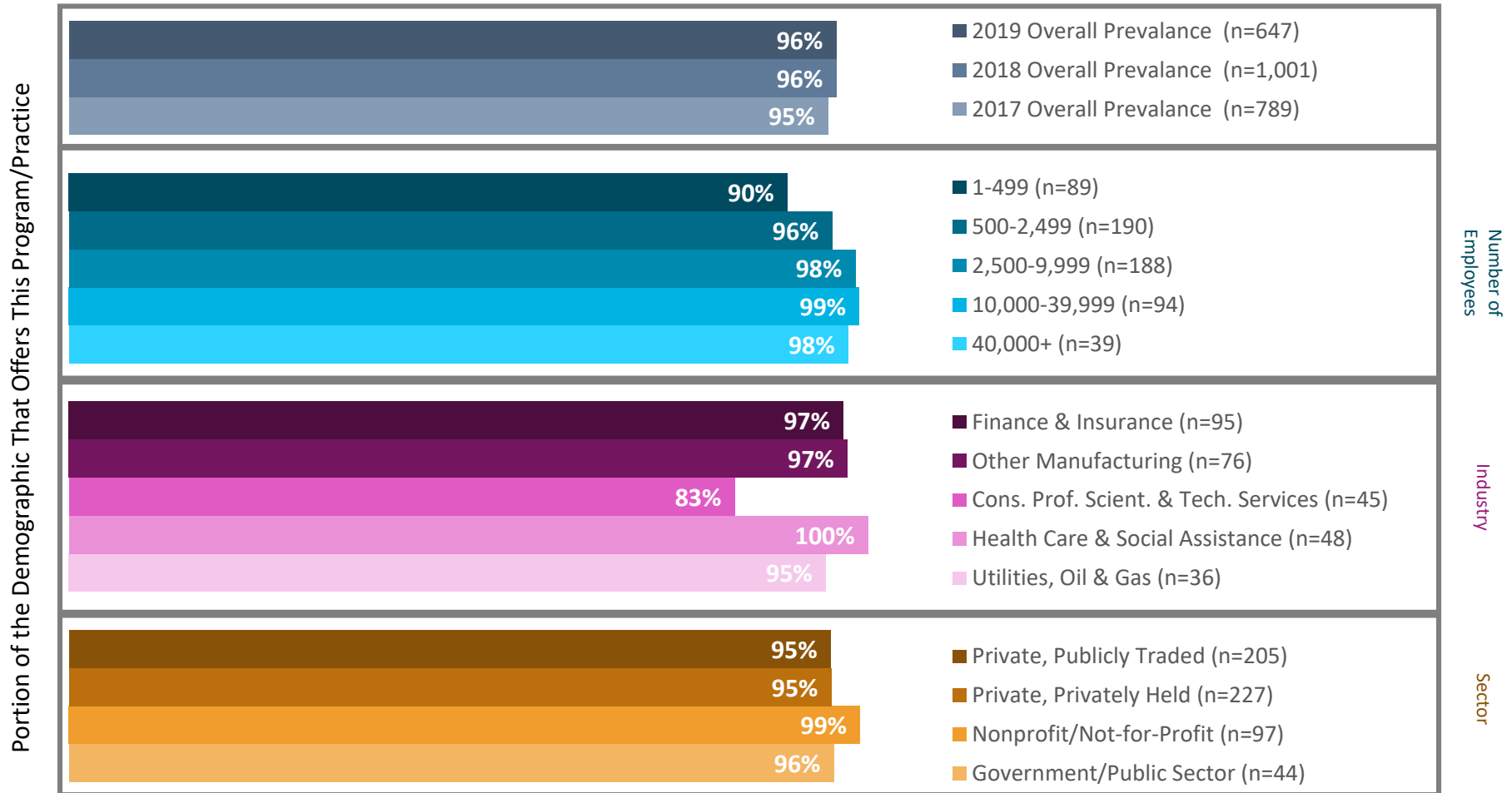
Is the following program offered at your organization to some or all employees?



*Results with a sample size less than 50 should be used directionally.

Internal Job Postings

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

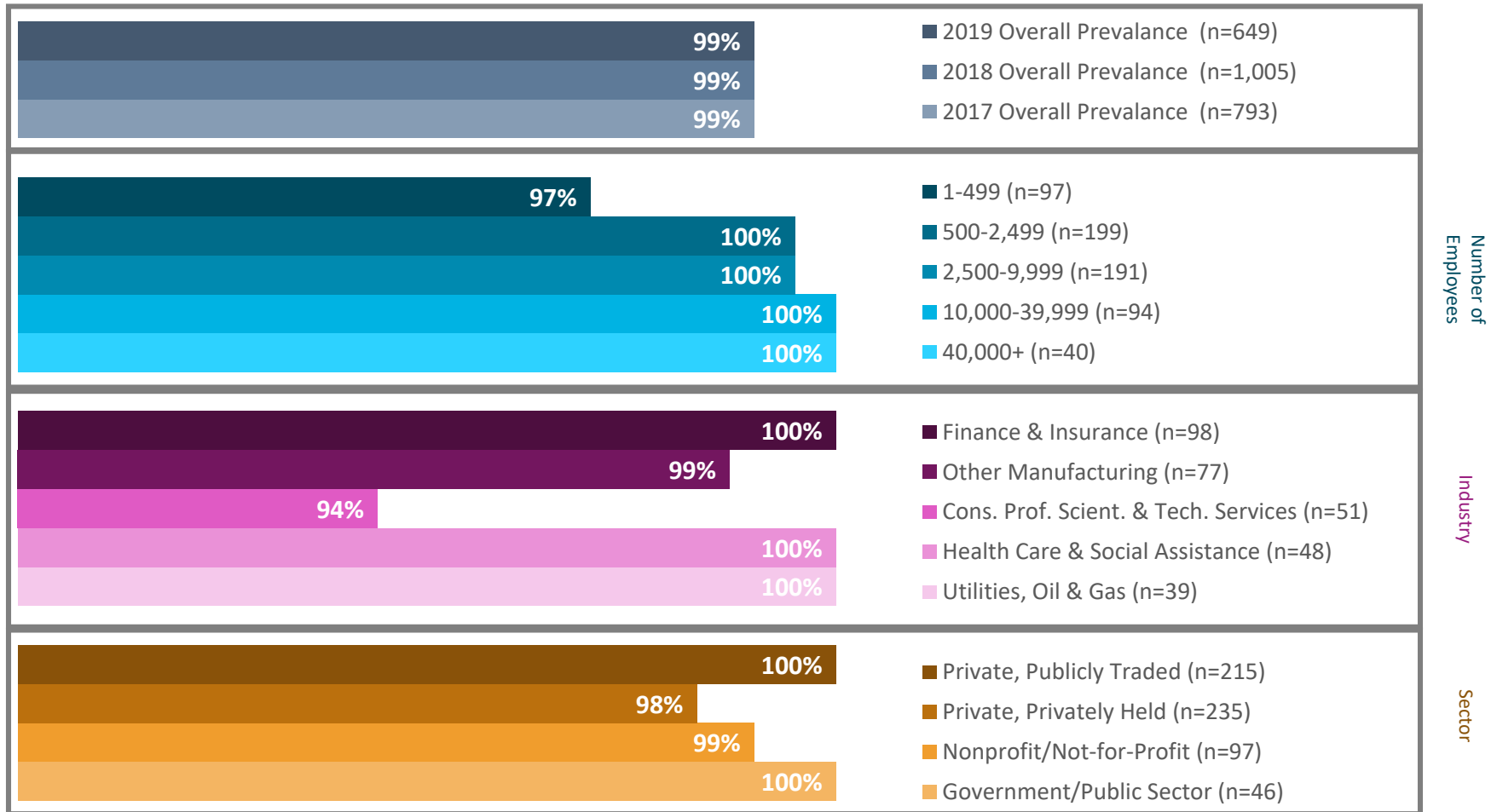


*Results with a sample size less than 50 should be used directionally.

Promotions

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

Portion of the Demographic That Offers This Program/Practice

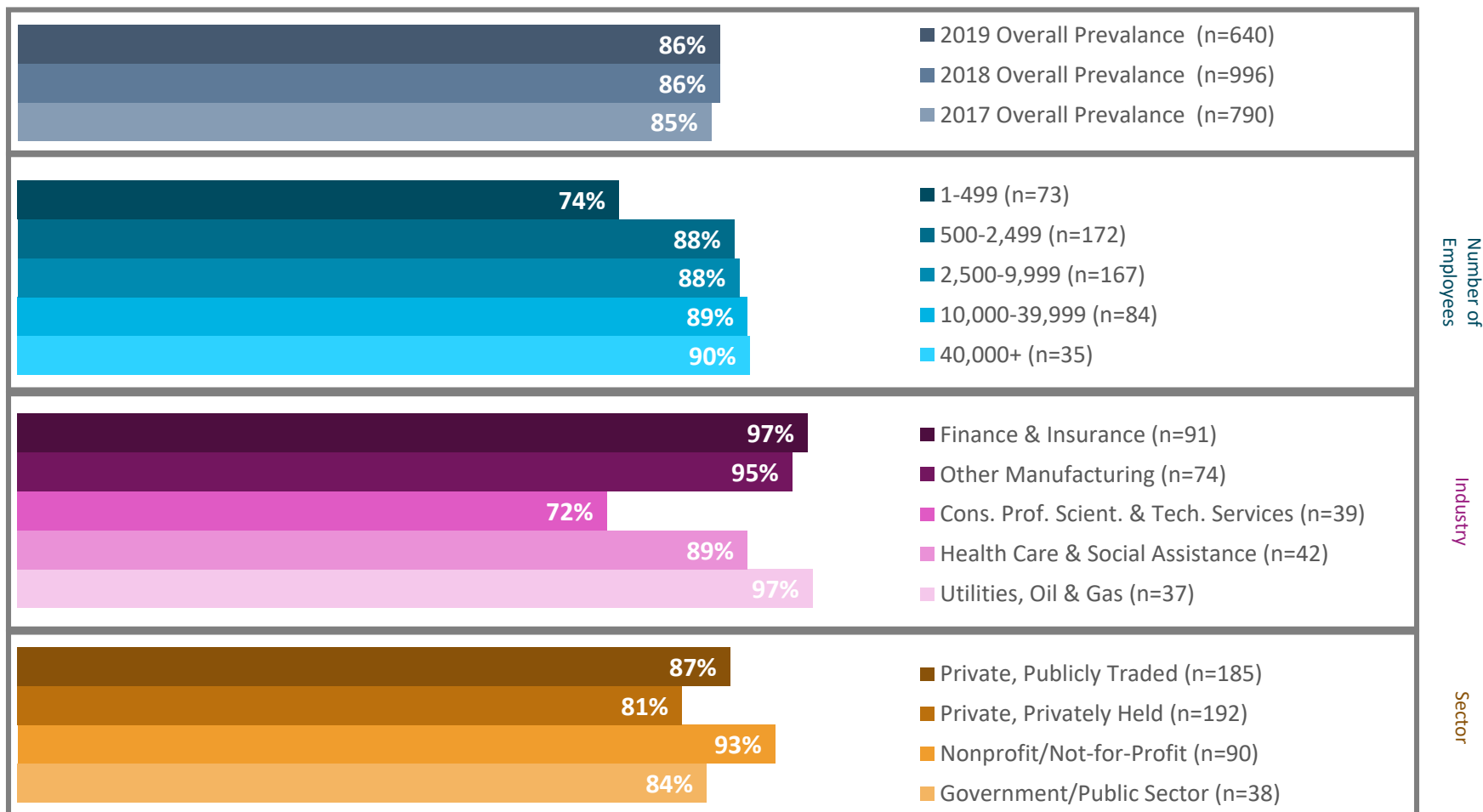


*Results with a sample size less than 50 should be used directionally.

Tuition Reimbursement

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

Portion of the Demographic That Offers This Program/Practice

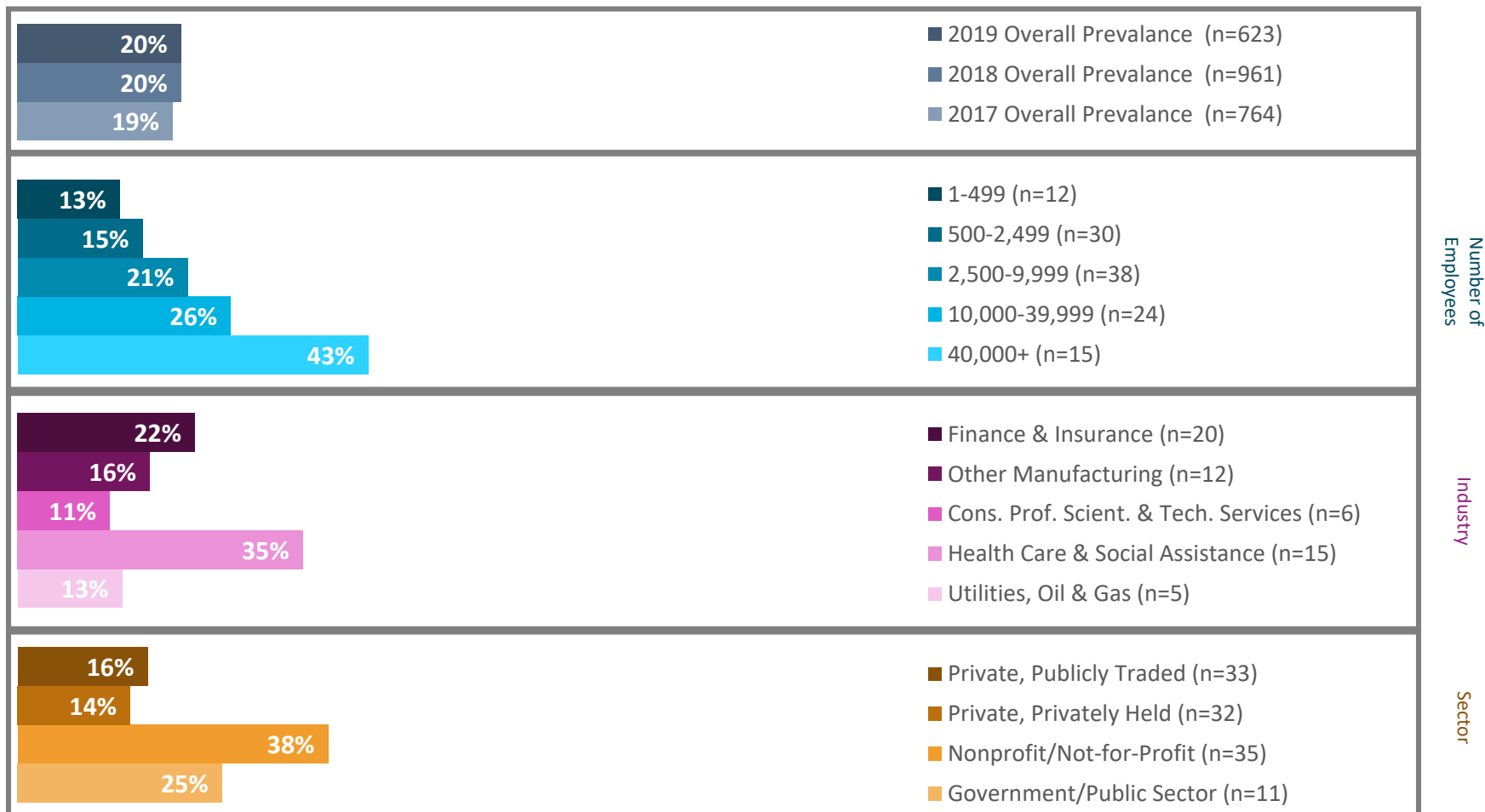


*Results with a sample size less than 50 should be used directionally.

Tuition Discounts

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

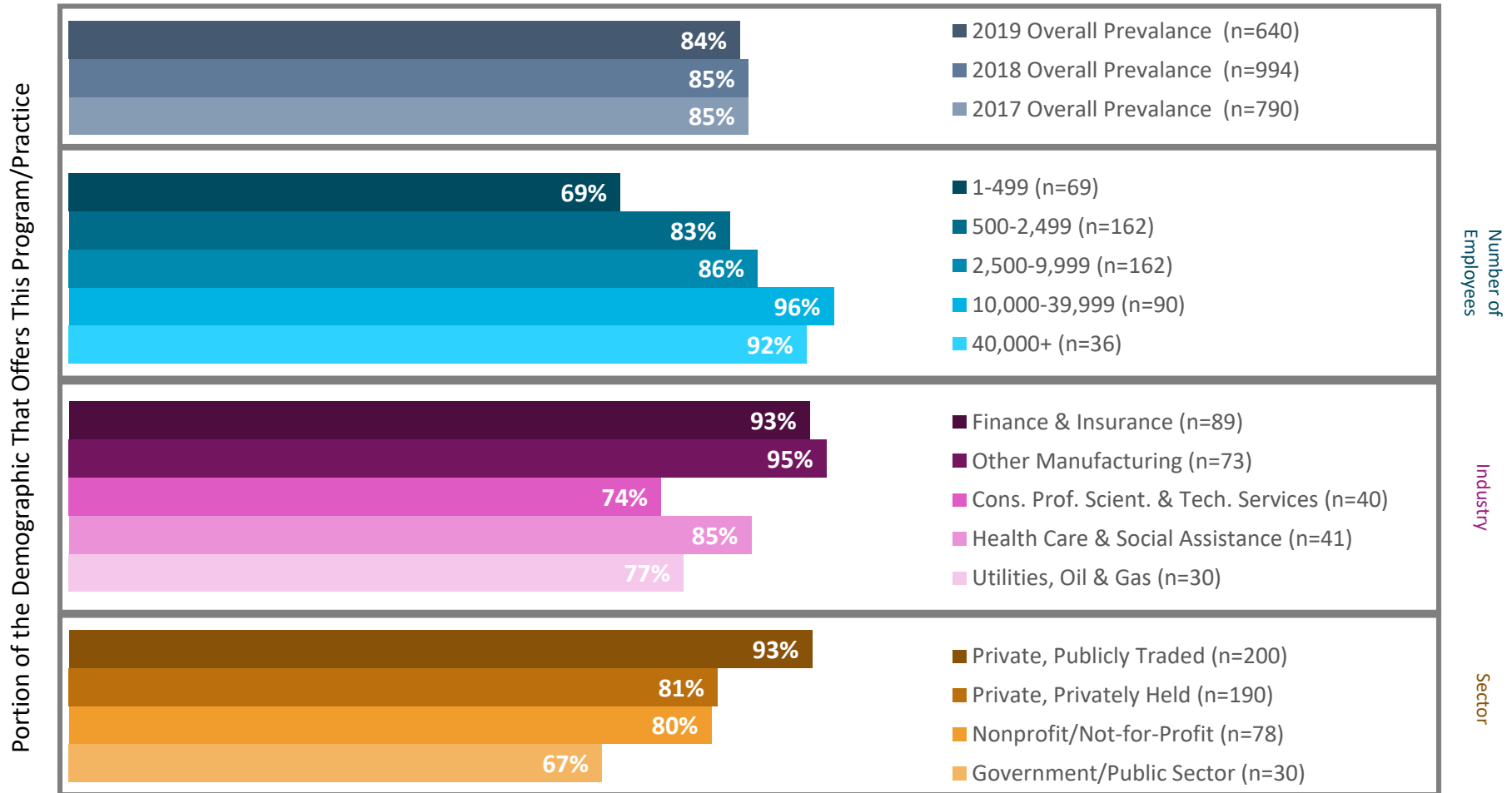
Portion of the Demographic That Offers This Program/Practice



*Results with a sample size less than 50 should be used directionally.

Internships

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

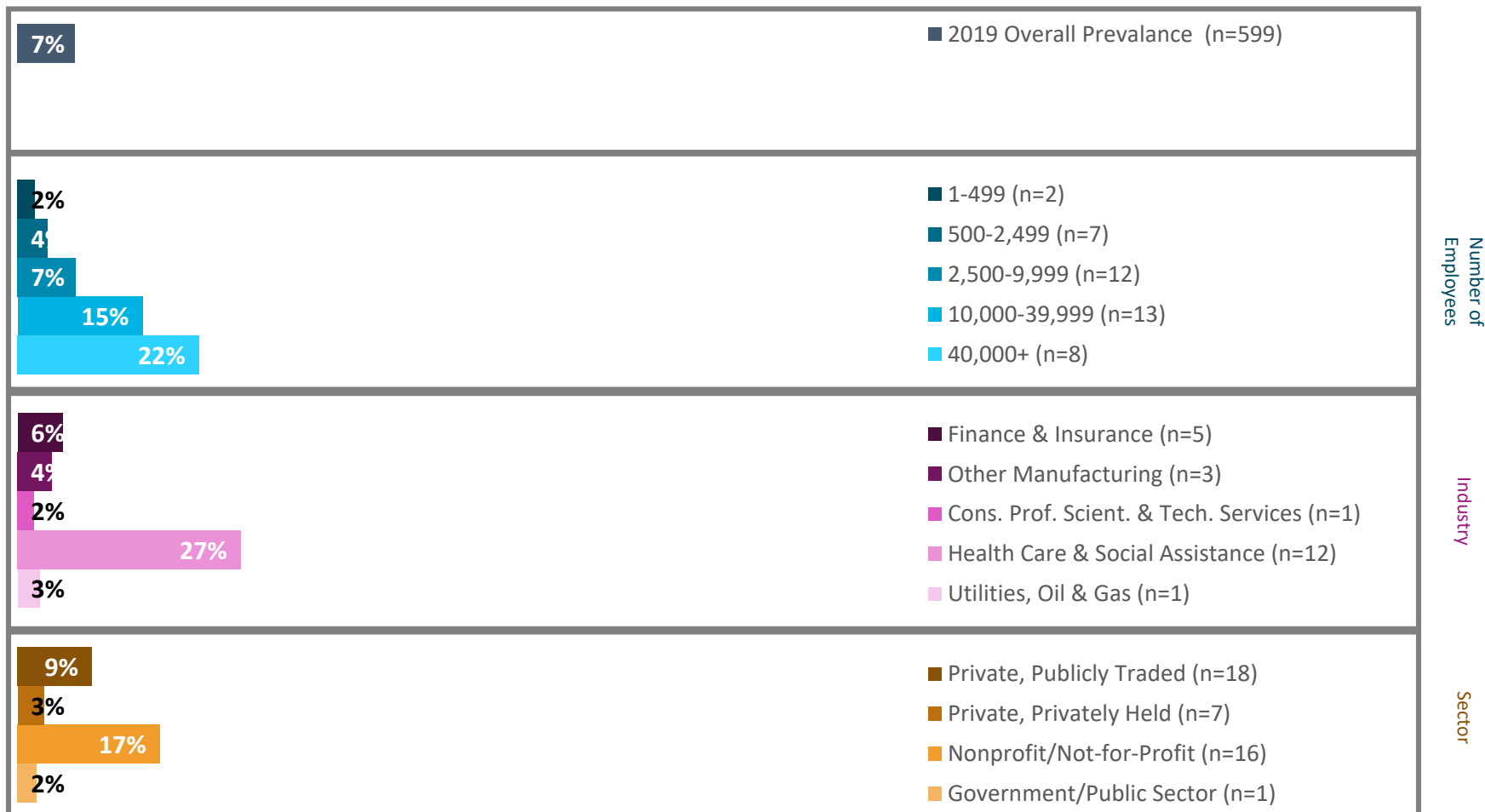


*Results with a sample size less than 50 should be used directionally.

Externships *NEW!*

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

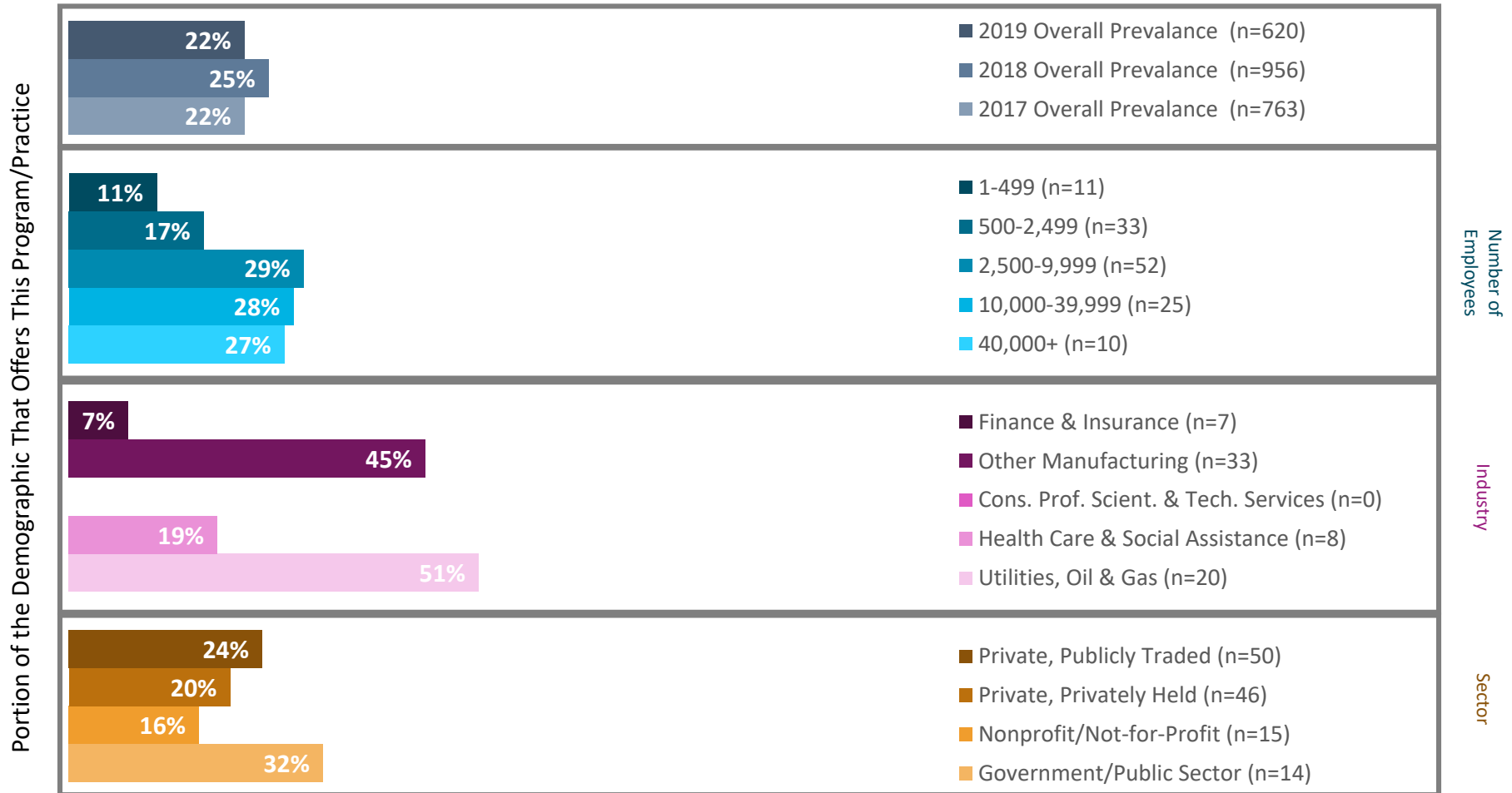
Portion of the Demographic That Offers This Program/Practice



*Results with a sample size less than 50 should be used directionally.

Apprenticeships

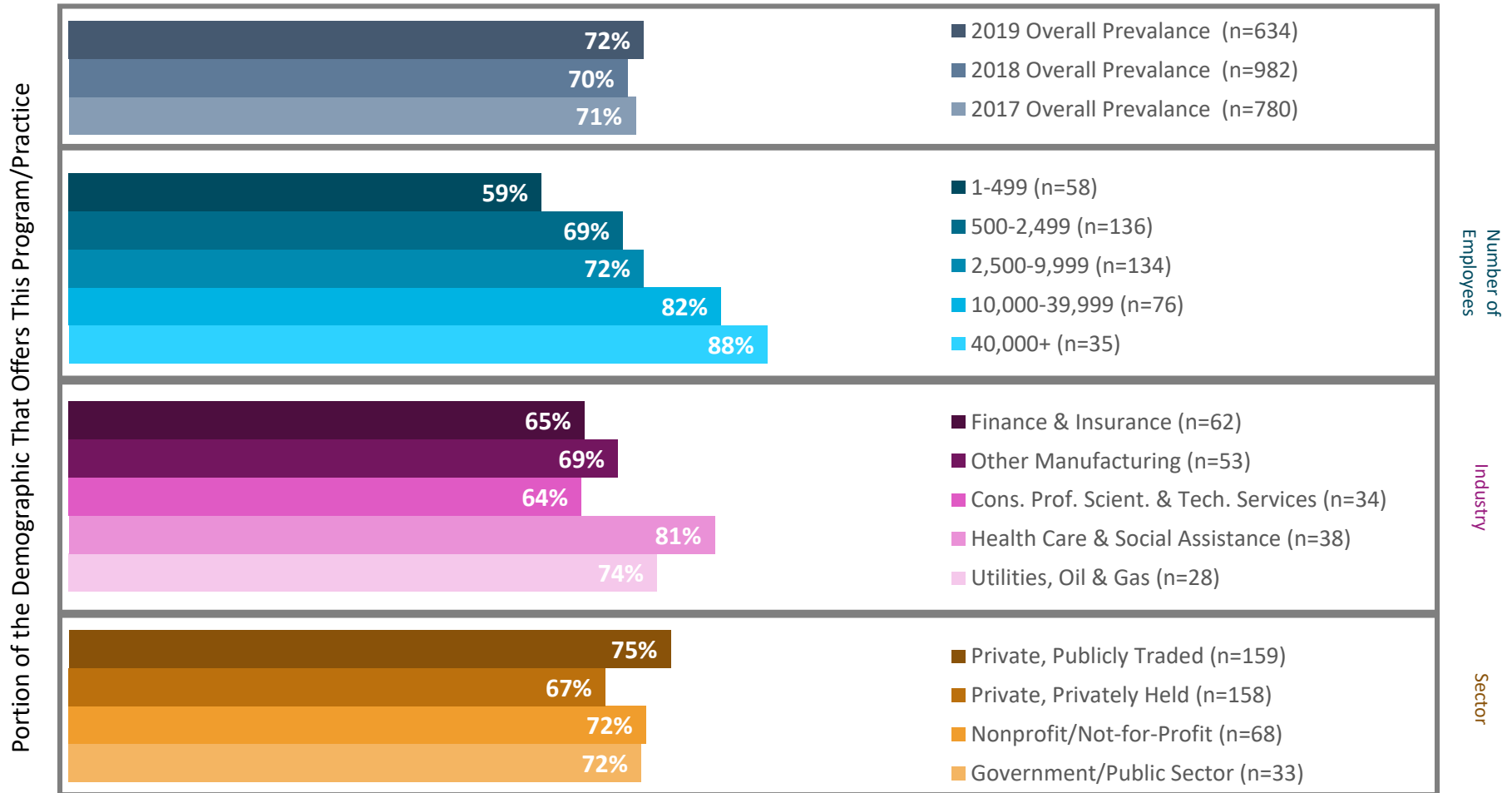
Is the following program offered at your organization to some or all employees?



*Results with a sample size less than 50 should be used directionally.

Career Ladders or Pathways

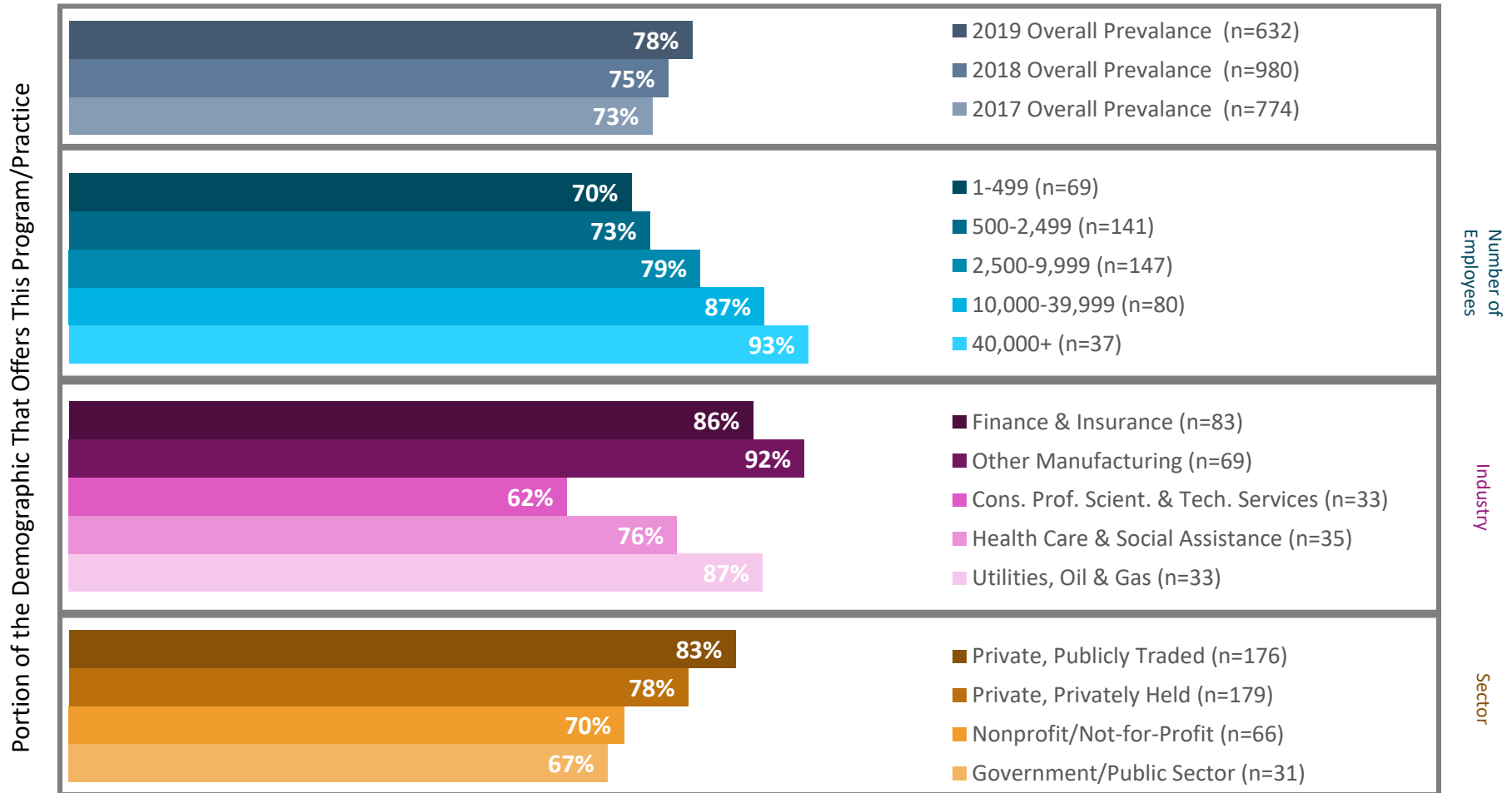
Is the following program offered at your organization to some or all employees?



*Results with a sample size less than 50 should be used directionally.

Succession Planning

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

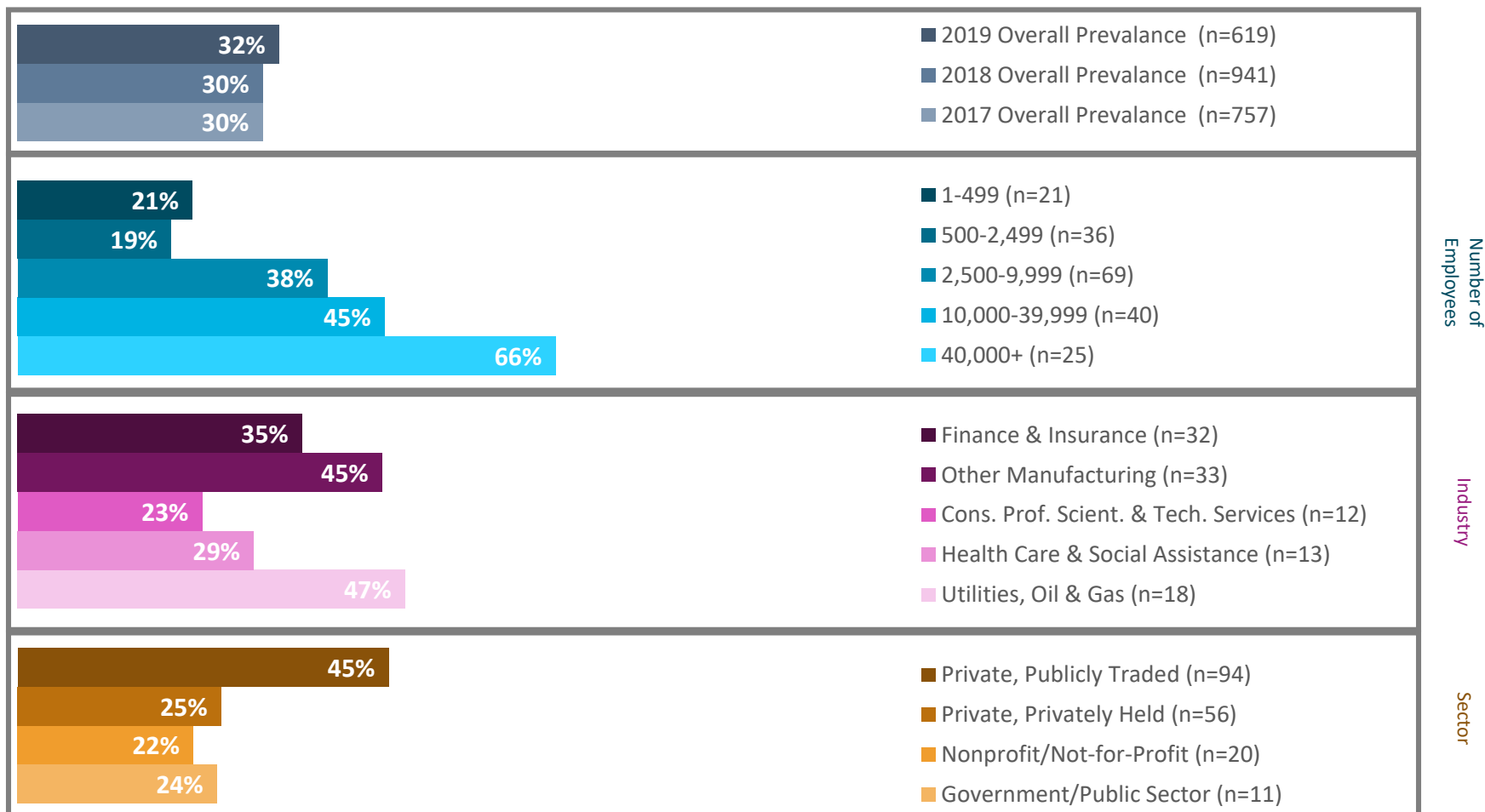


*Results with a sample size less than 50 should be used directionally.

Job Rotations

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

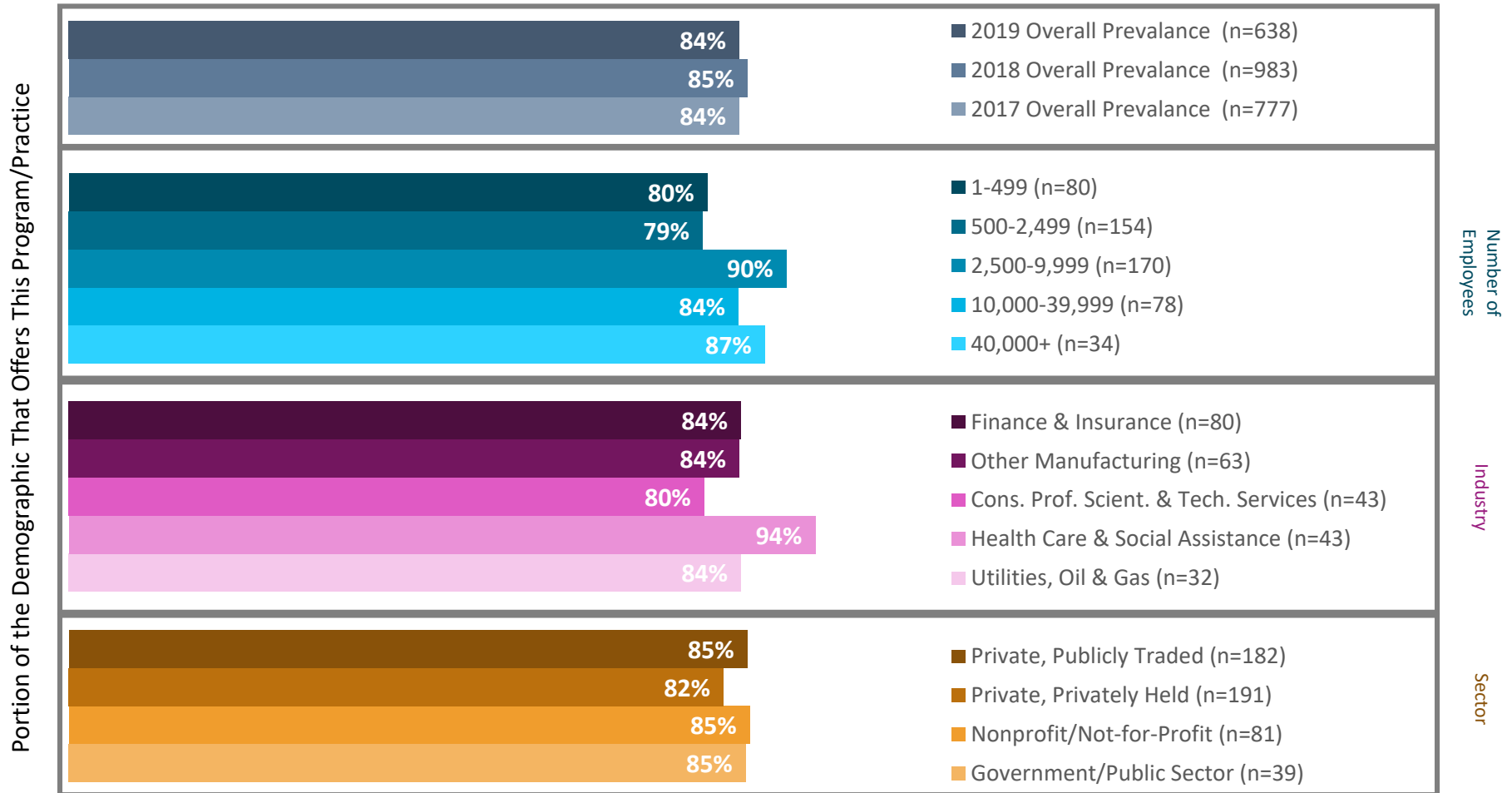
Portion of the Demographic That Offers This Program/Practice



*Results with a sample size less than 50 should be used directionally.

Informal Coaching/Mentoring

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

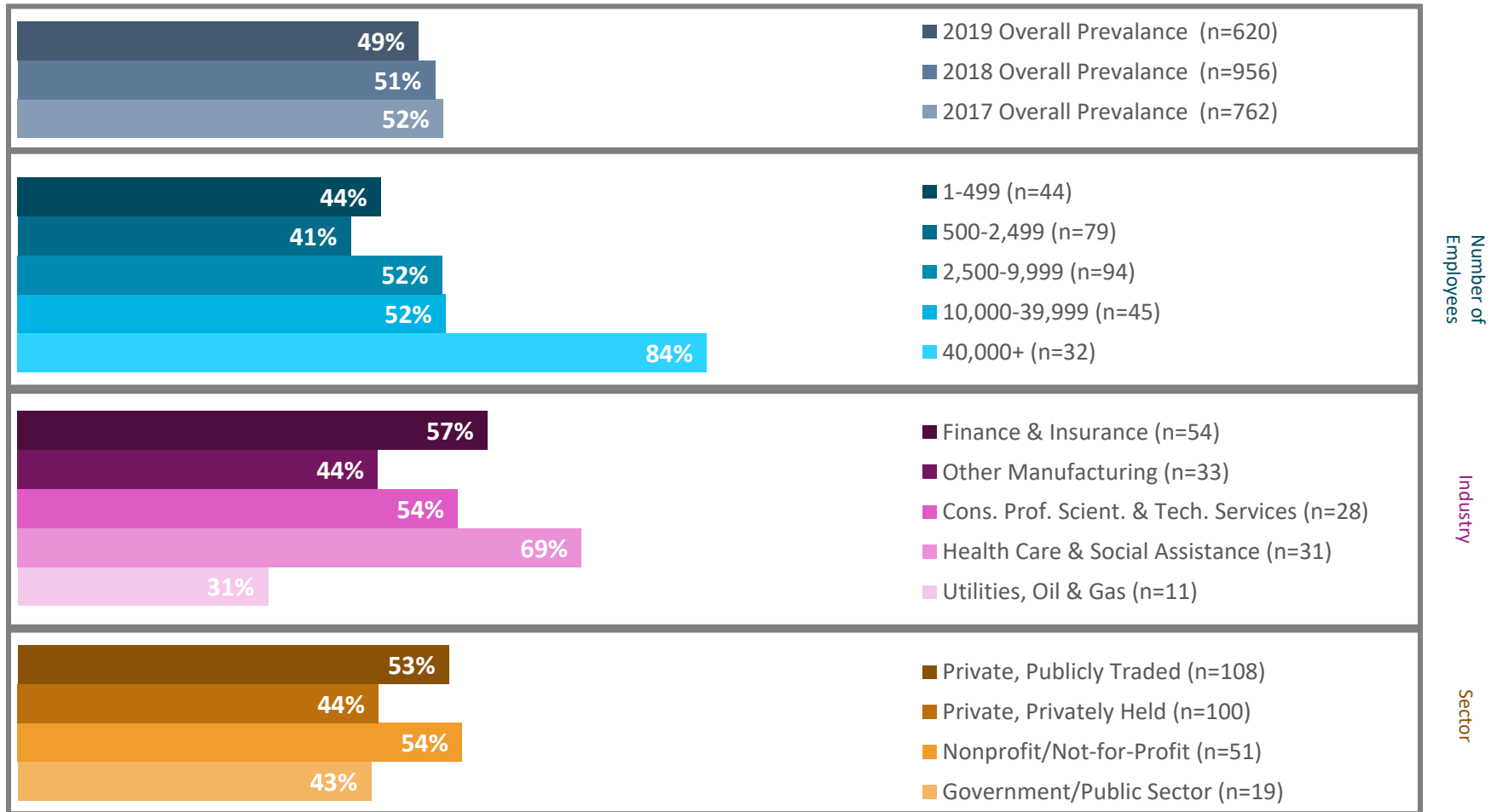


*Results with a sample size less than 50 should be used directionally.

Formal Coaching/Mentoring

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

Portion of the Demographic That Offers This Program/Practice

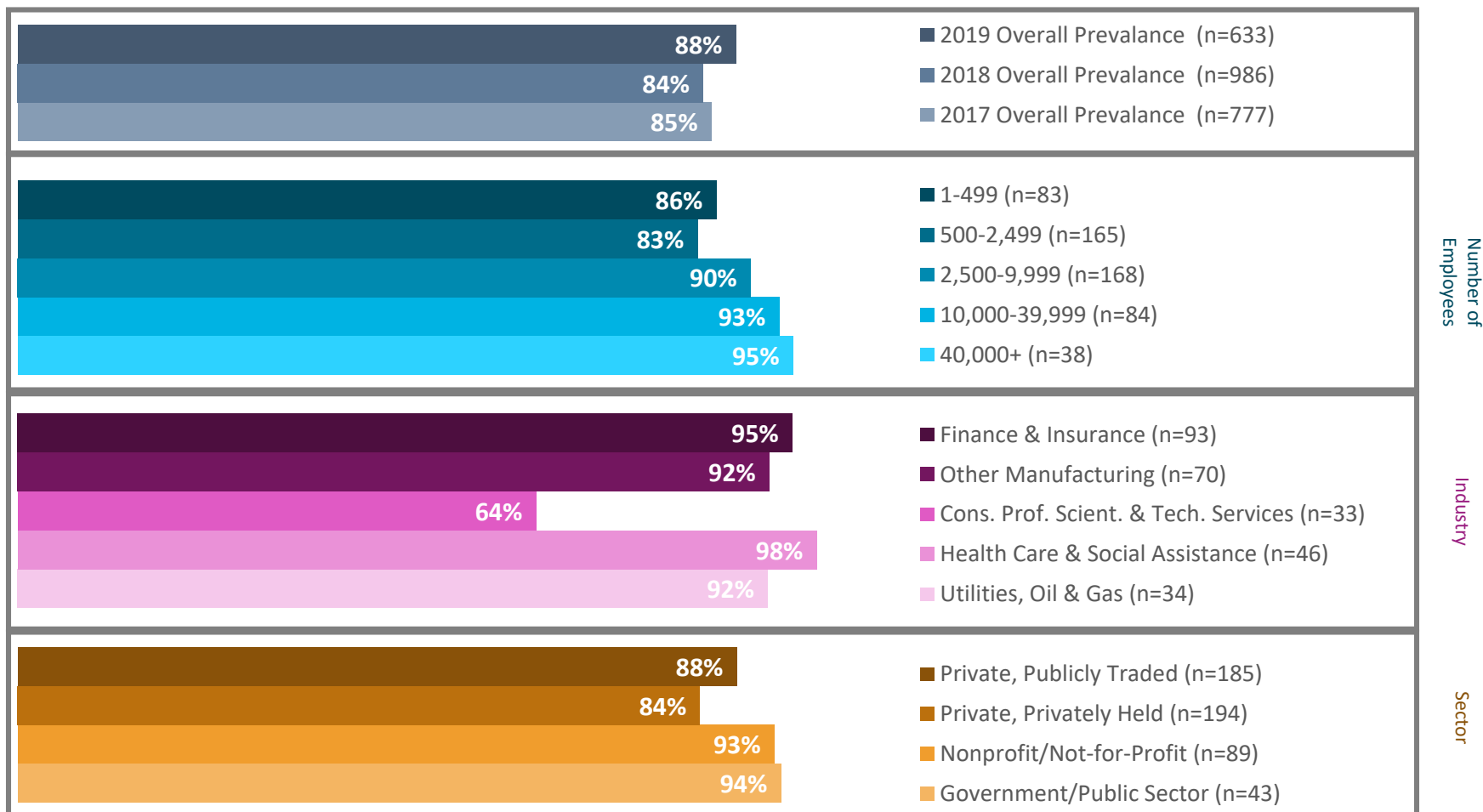


*Results with a sample size less than 50 should be used directionally.

Leadership Training

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

Portion of the Demographic That Offers This Program/Practice

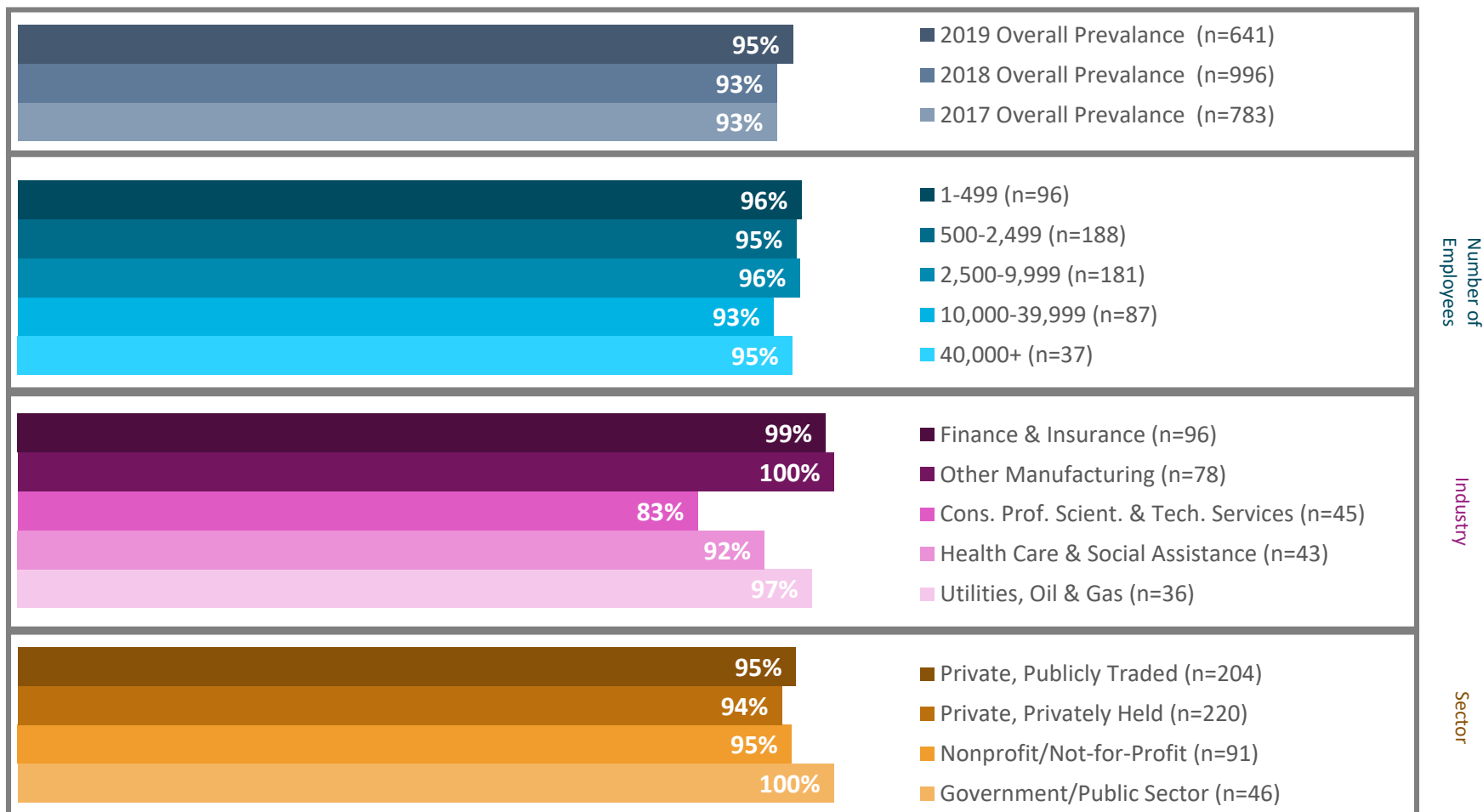


*Results with a sample size less than 50 should be used directionally.

Outside Seminars and Conferences

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

Portion of the Demographic That Offers This Program/Practice

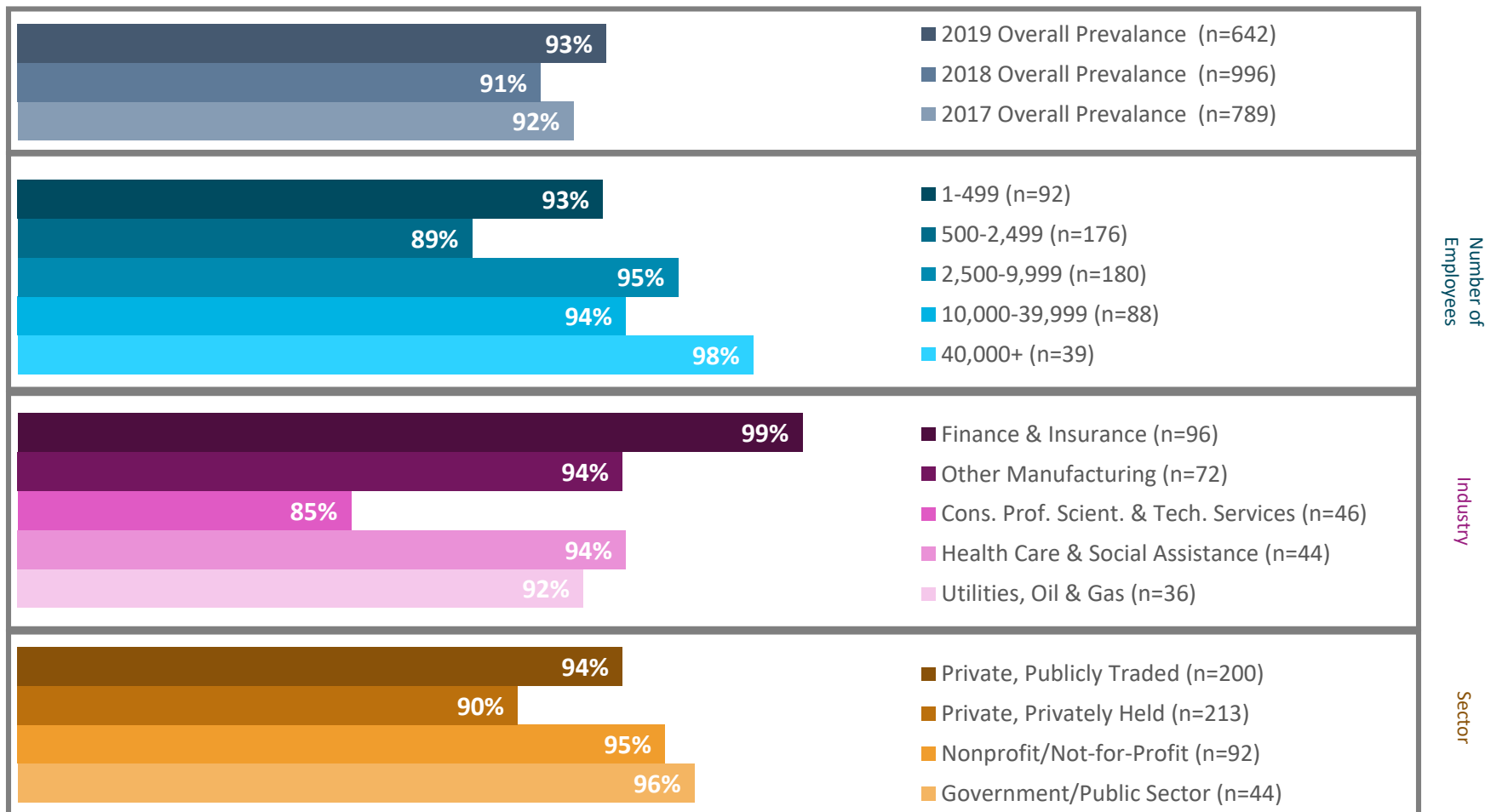


*Results with a sample size less than 50 should be used directionally.

Classroom Learning, Virtual Learning, etc.

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

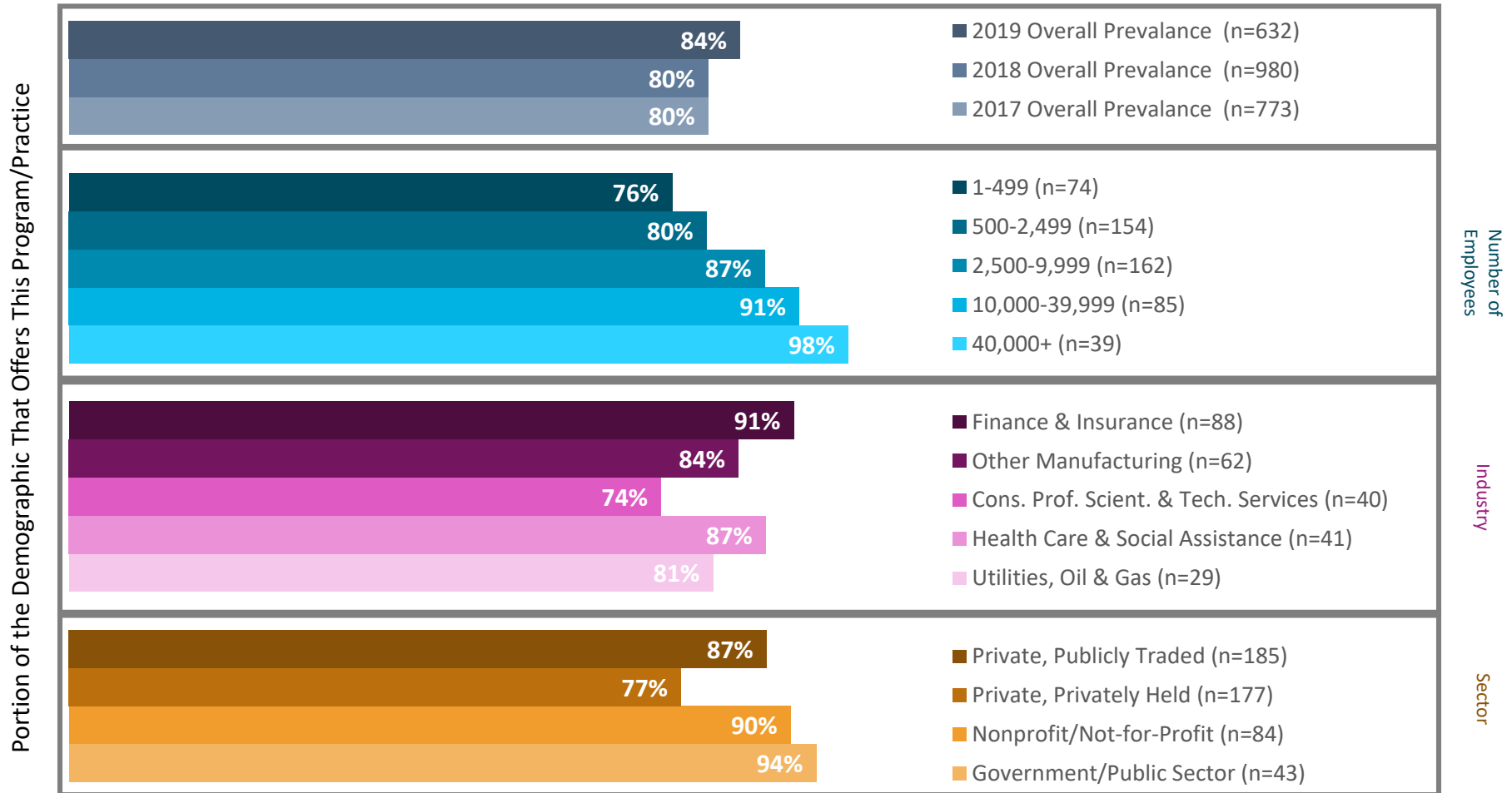
Portion of the Demographic That Offers This Program/Practice



*Results with a sample size less than 50 should be used directionally.

Self-Development Tools

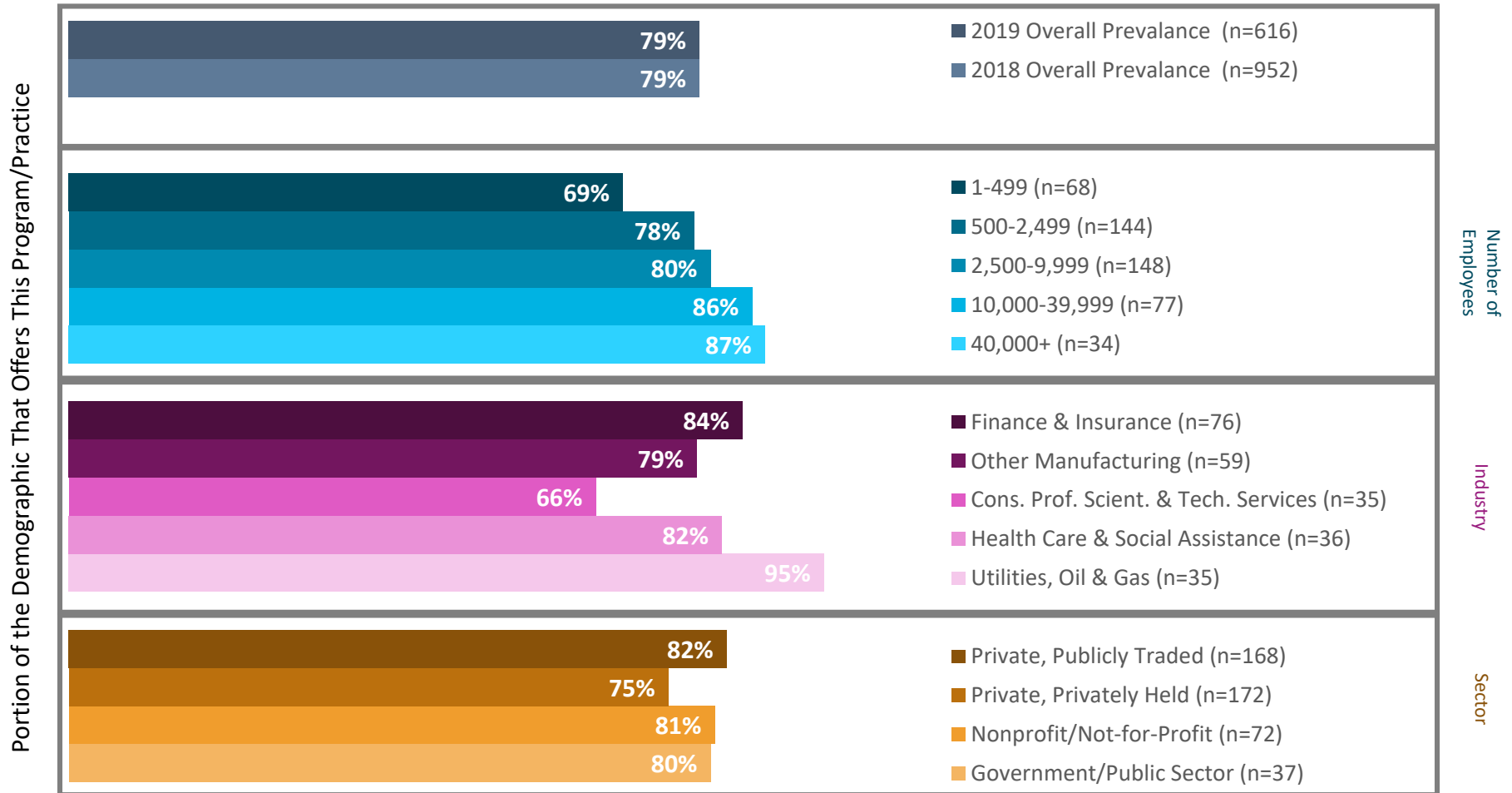
Is the following program offered at your organization to some or all employees?



*Results with a sample size less than 50 should be used directionally.

Special-Project Opportunities

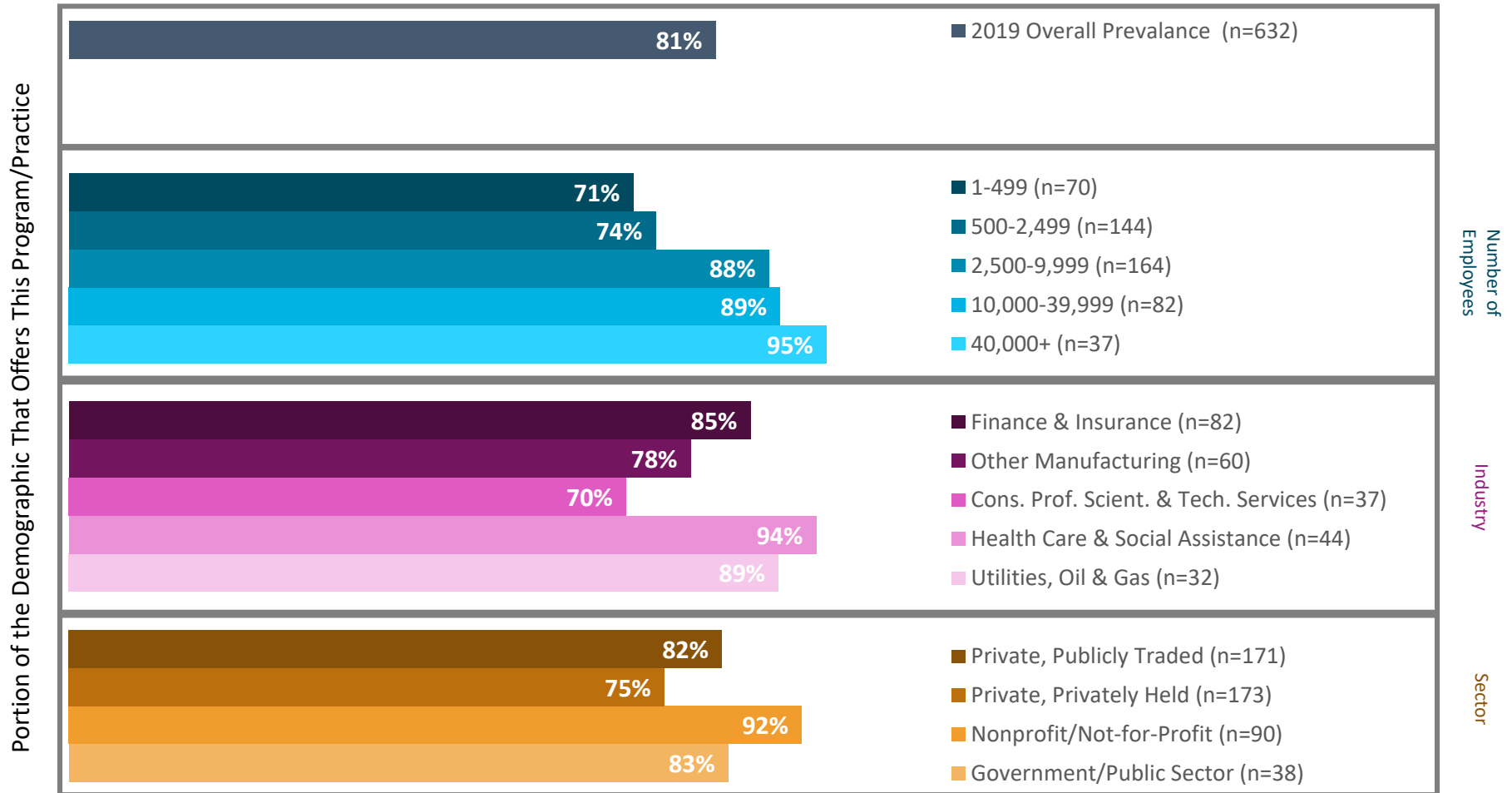
Is the following program offered at your organization to some or all employees?



*Results with a sample size less than 50 should be used directionally.

Self-Paced Online Training *NEW!*

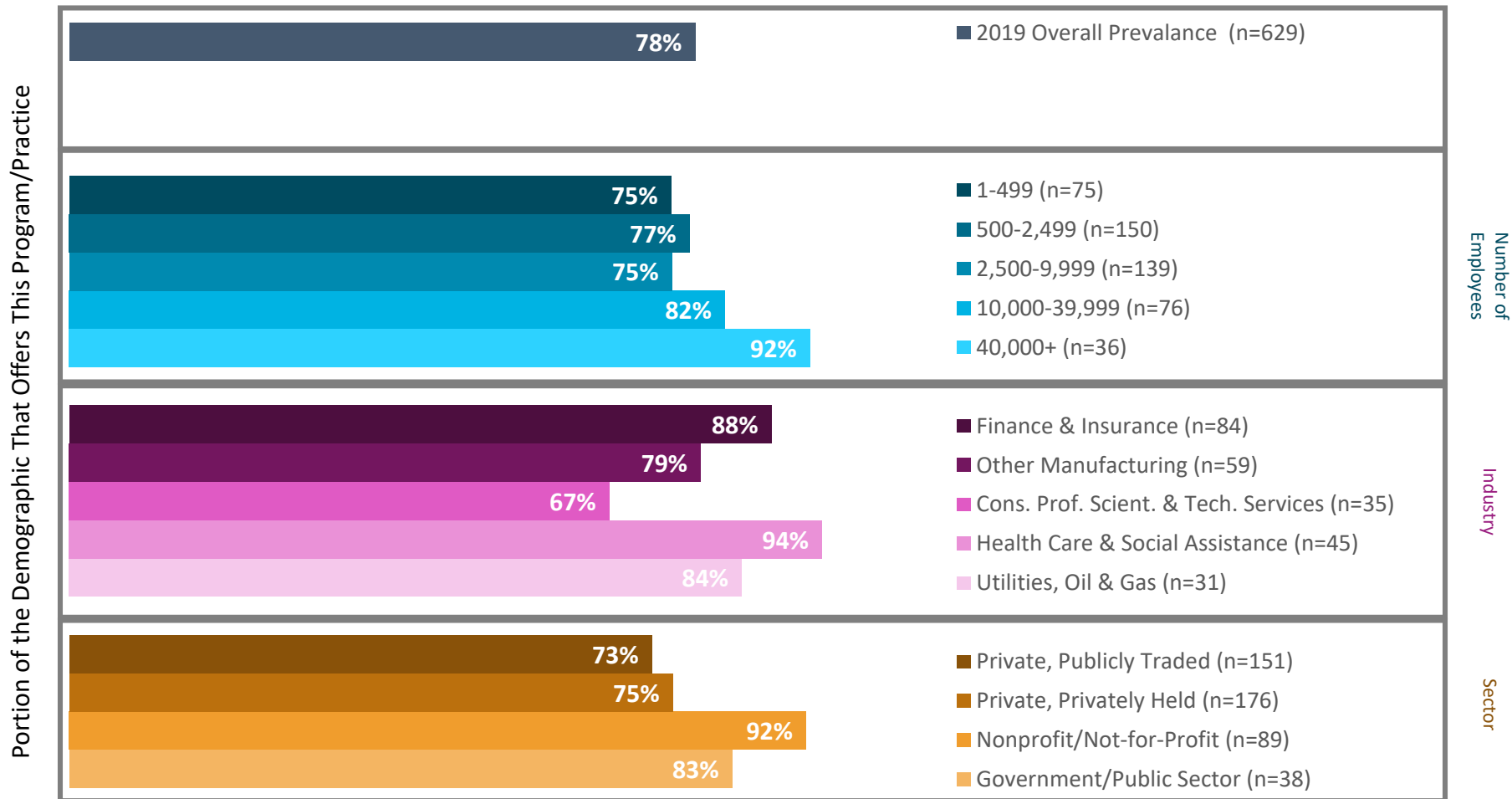
Is the following program offered at your organization to some or all employees?



*Results with a sample size less than 50 should be used directionally.

On-Site Training Courses *NEW!*

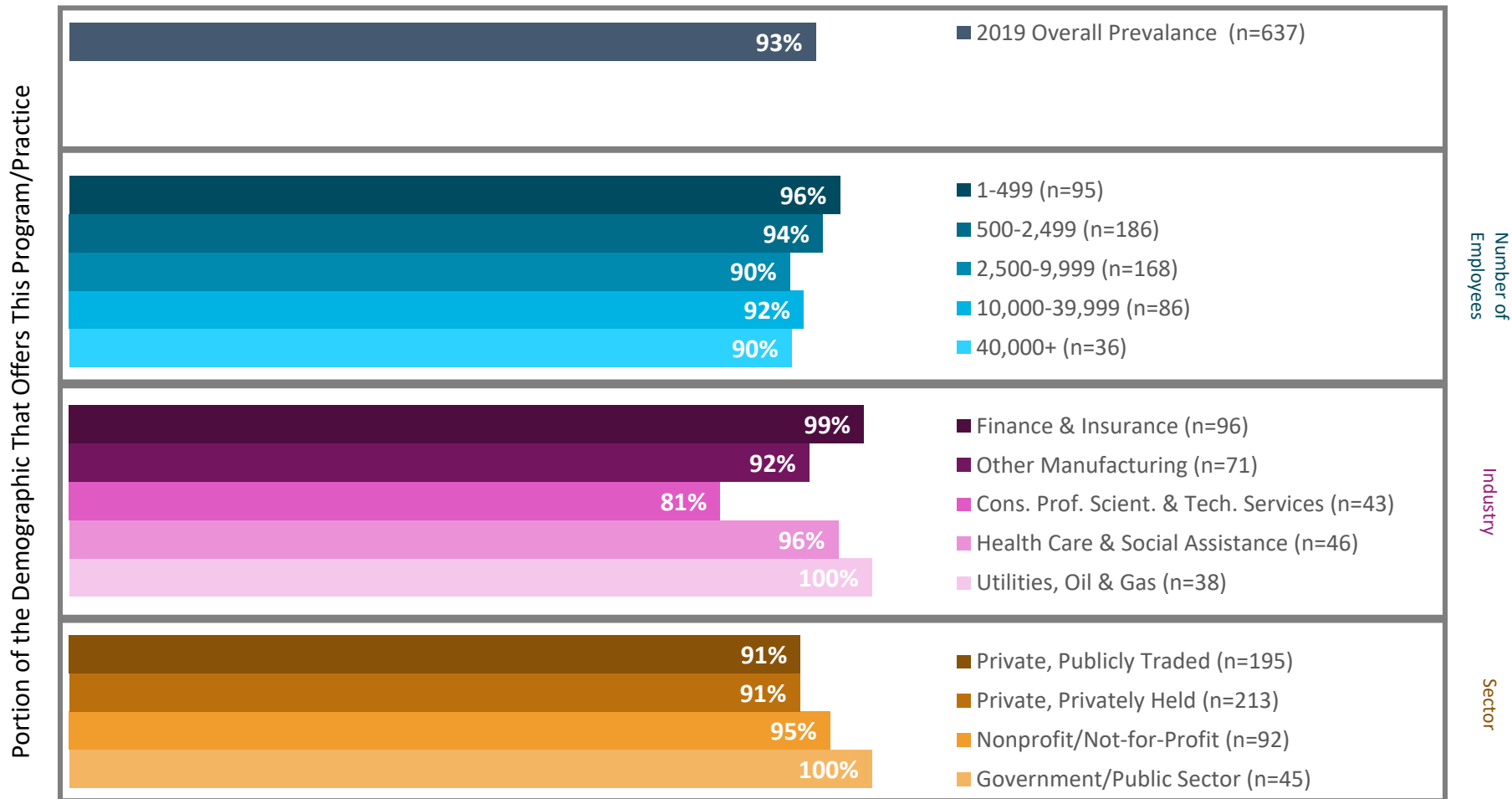
Is the following program offered at your organization to some or all employees?



*Results with a sample size less than 50 should be used directionally.

Access to Job-Related Conferences and Seminars *NEW!*

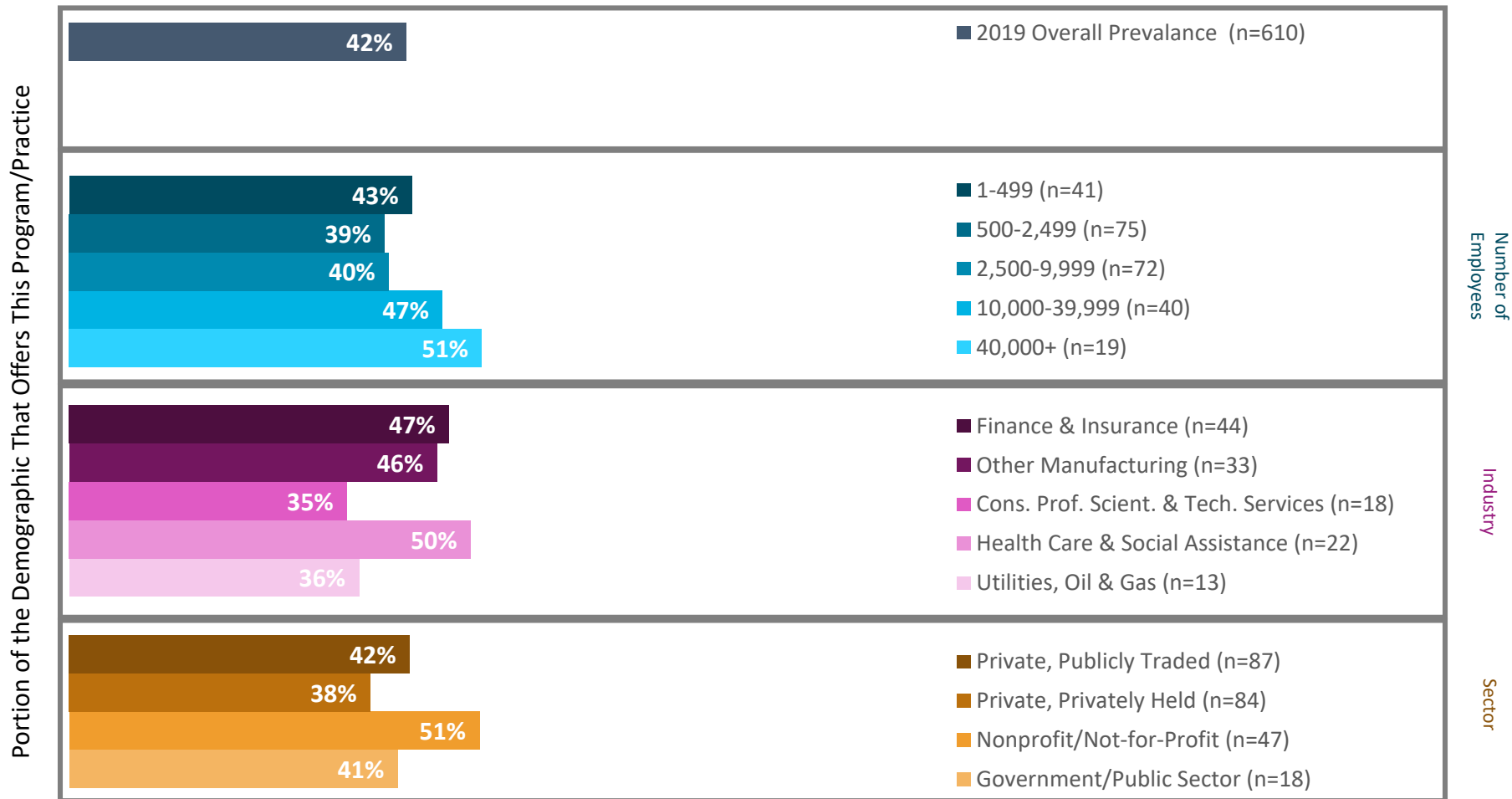
Is the following program offered at your organization to some or all employees?



*Results with a sample size less than 50 should be used directionally.

Access to Personal-Interest Conferences and Seminars *NEW!*

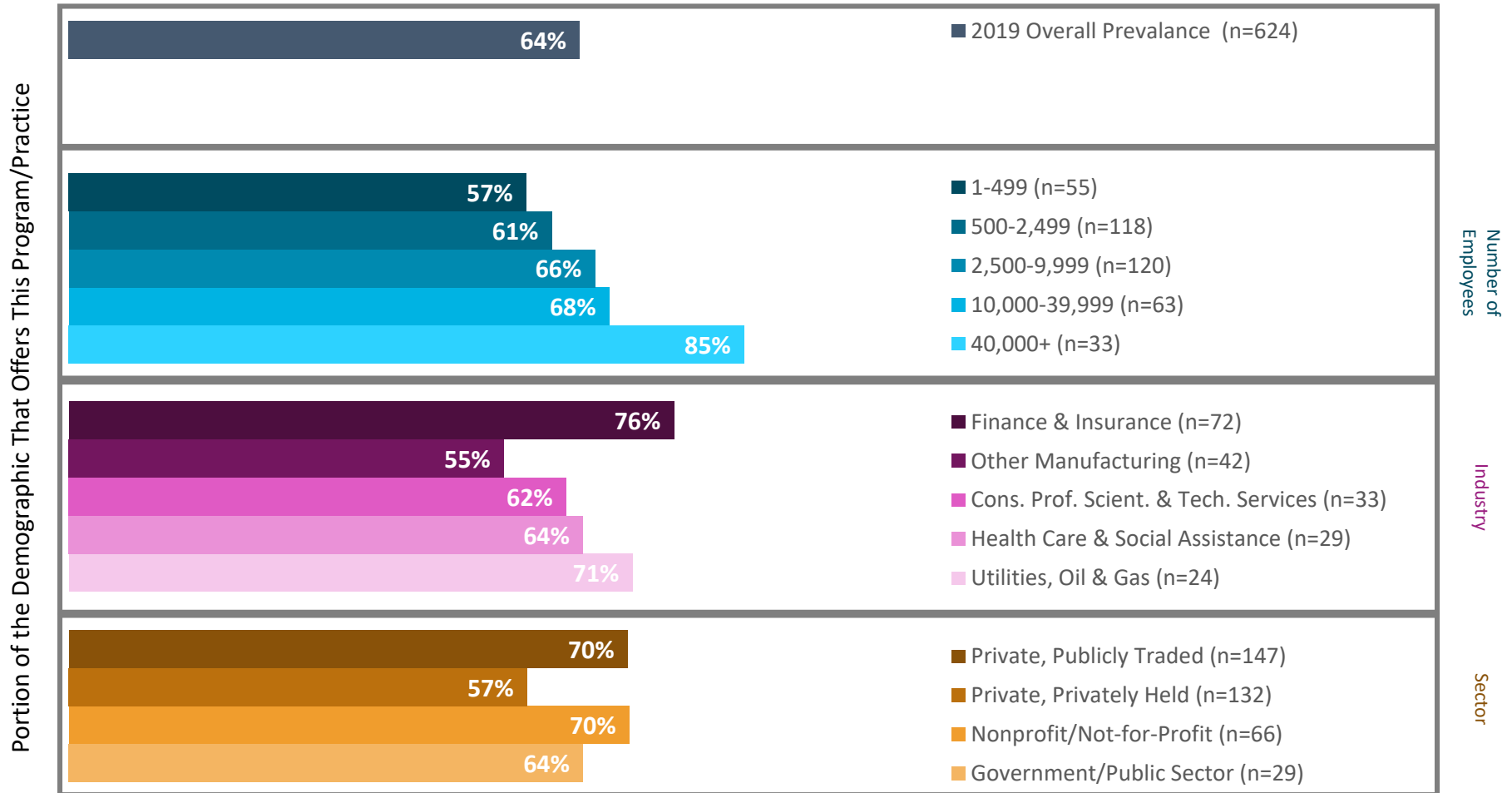
Is the following program offered at your organization to some or all employees?



*Results with a sample size less than 50 should be used directionally.

Internal Networking and Affiliation Groups NEW!

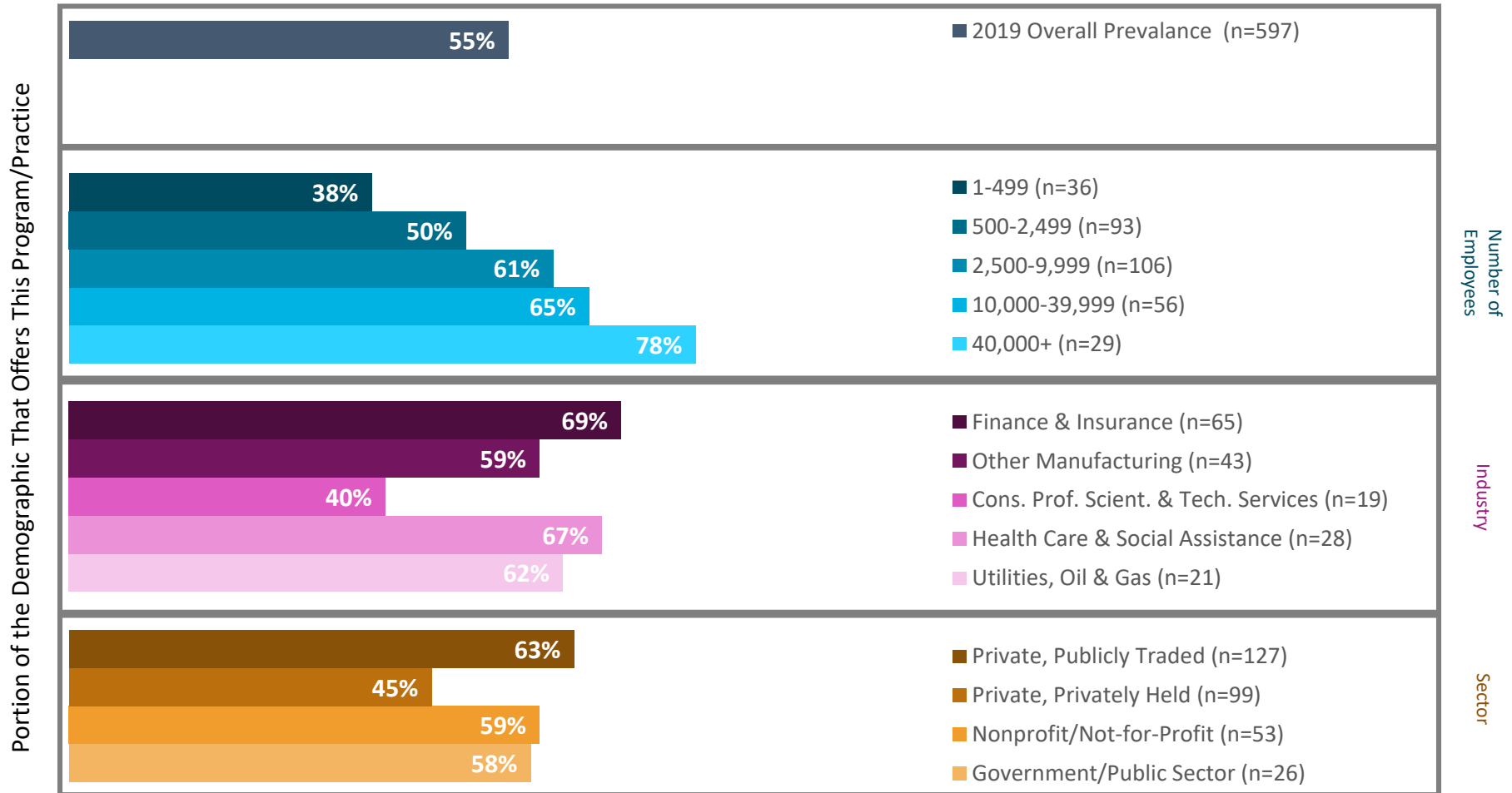
Is the following program offered at your organization to some or all employees?



*Results with a sample size less than 50 should be used directionally.

Emerging Leadership Programs *NEW!*

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

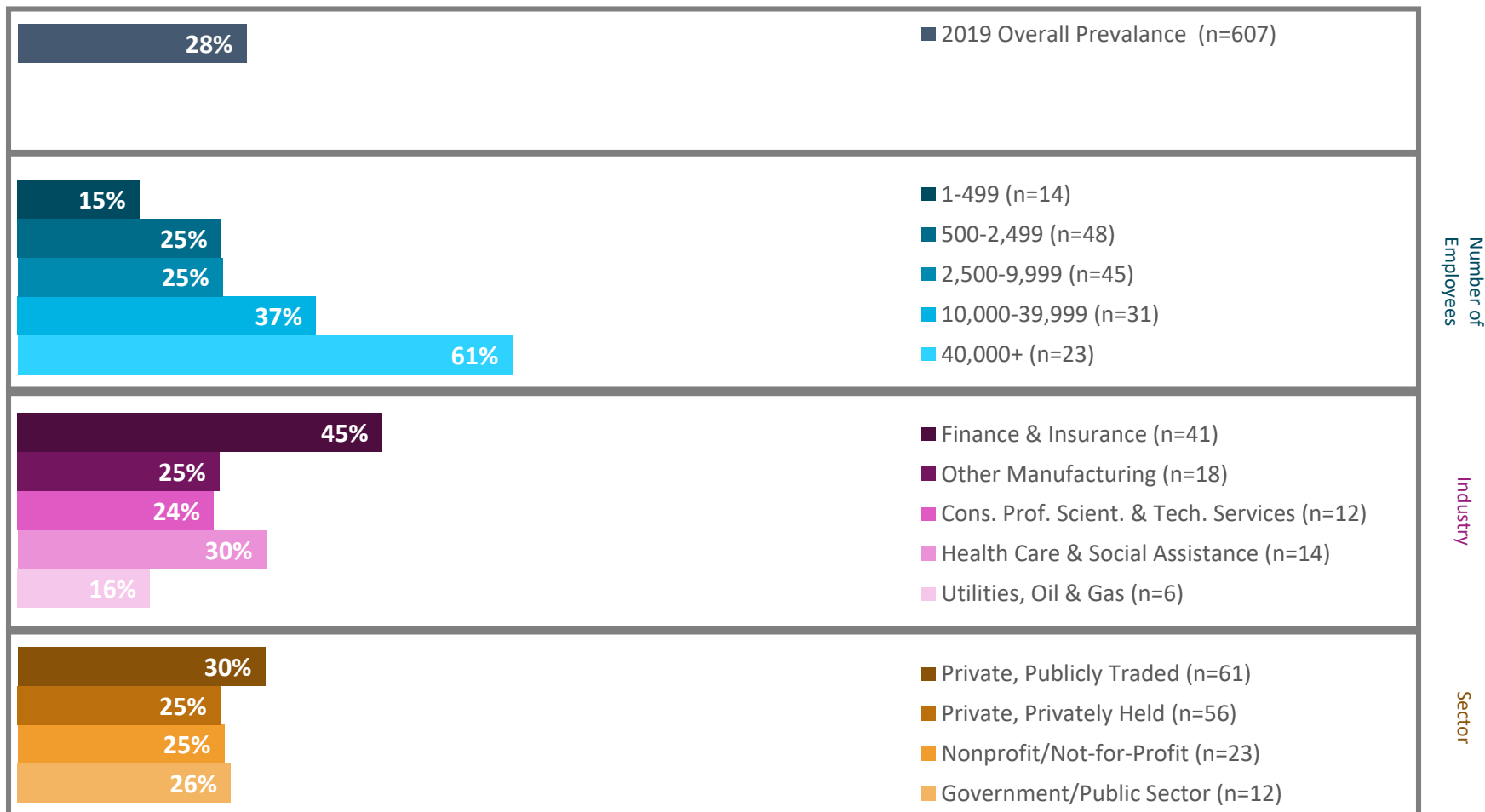


*Results with a sample size less than 50 should be used directionally.

Career Pathing/Resource Centers *NEW!*

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

Portion of the Demographic That Offers This Program/Practice

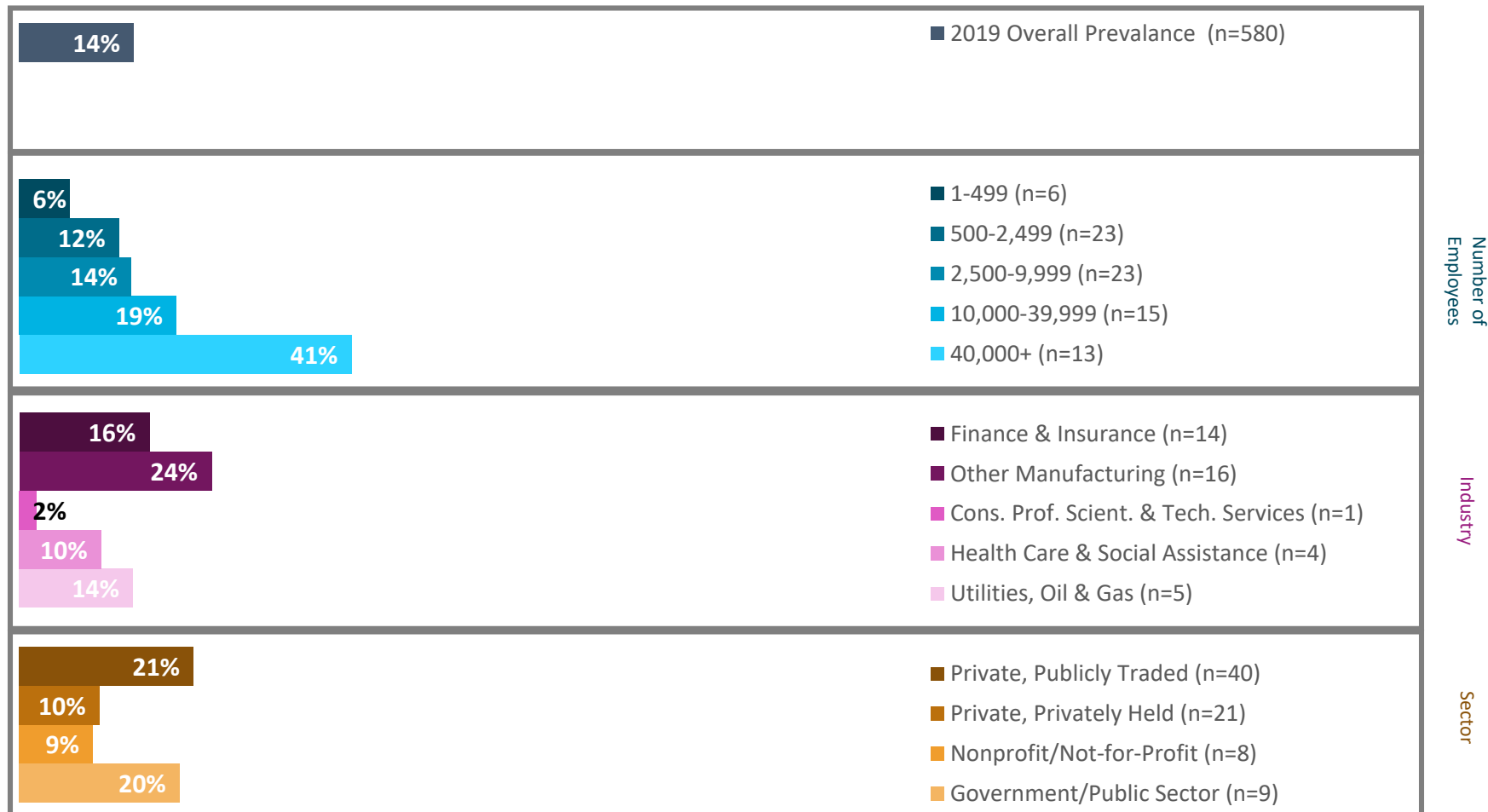


*Results with a sample size less than 50 should be used directionally.

Training for Technical Enablement and STEM Preparedness *NEW!*

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

Portion of the Demographic That Offers This Program/Practice

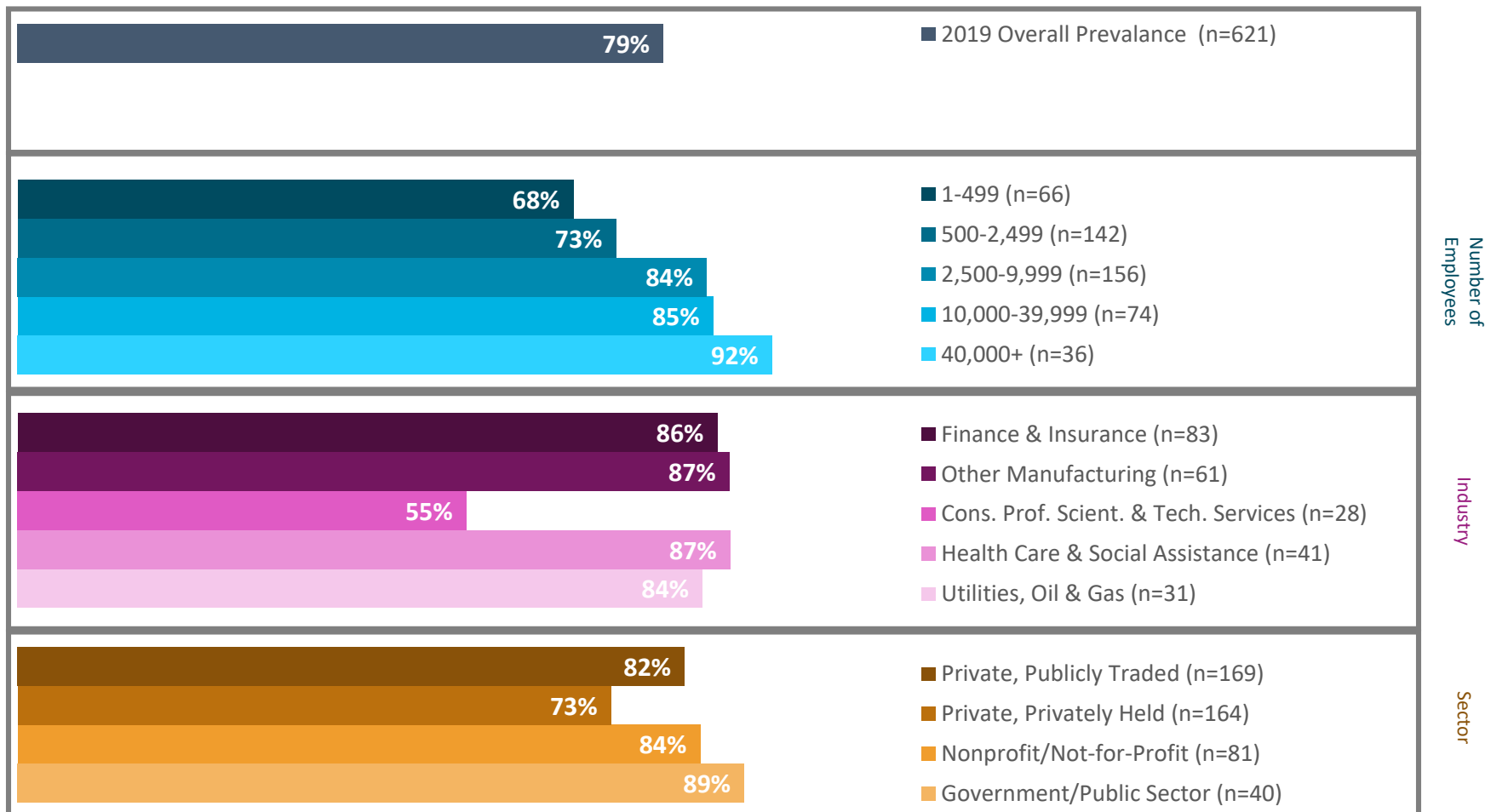


*Results with a sample size less than 50 should be used directionally.

Leadership Training – General NEW!

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

Portion of the Demographic That Offers This Program/Practice

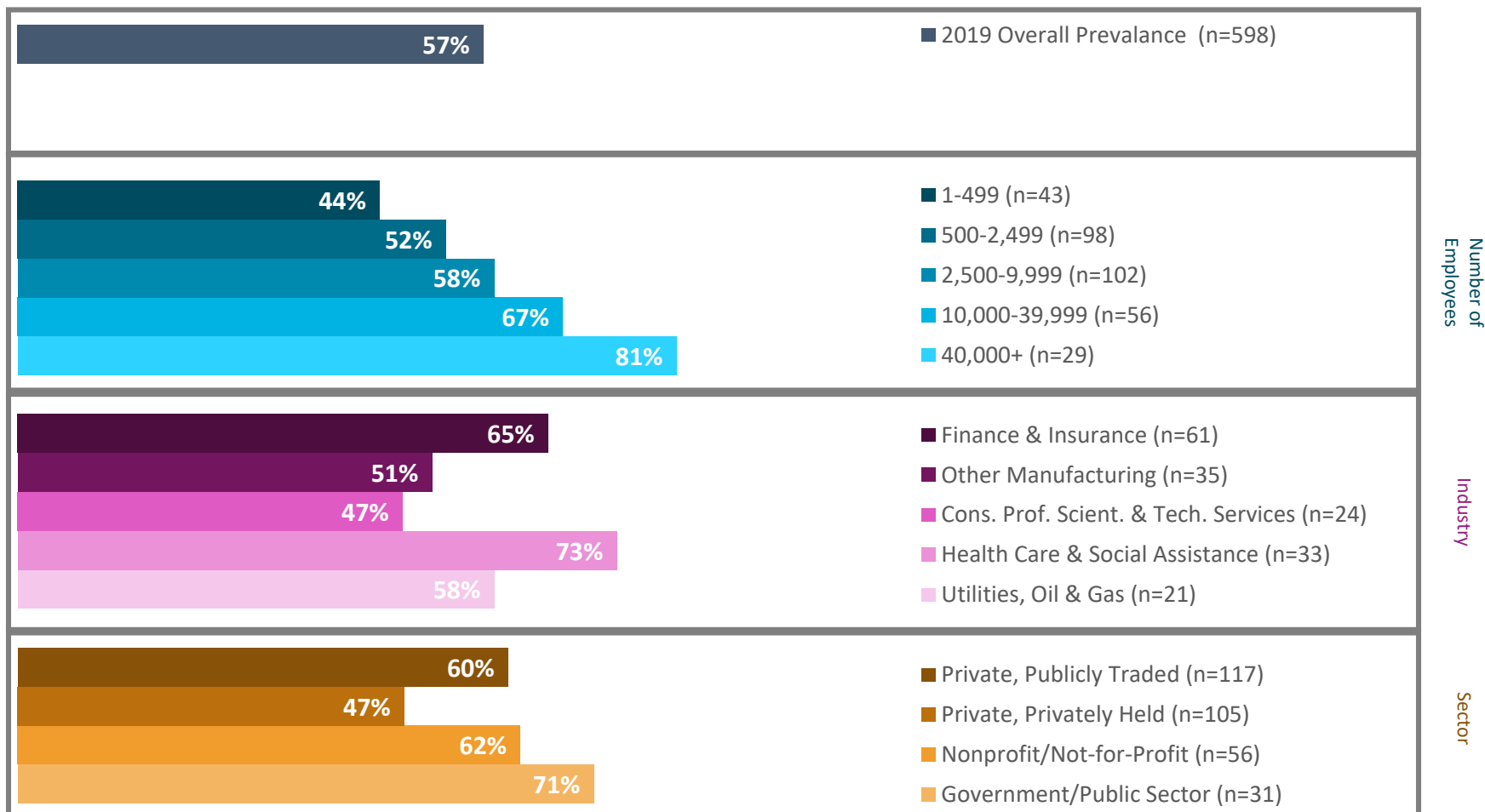


*Results with a sample size less than 50 should be used directionally.

Leadership Training – Performance Feedback *NEW!*

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

Portion of the Demographic That Offers This Program/Practice

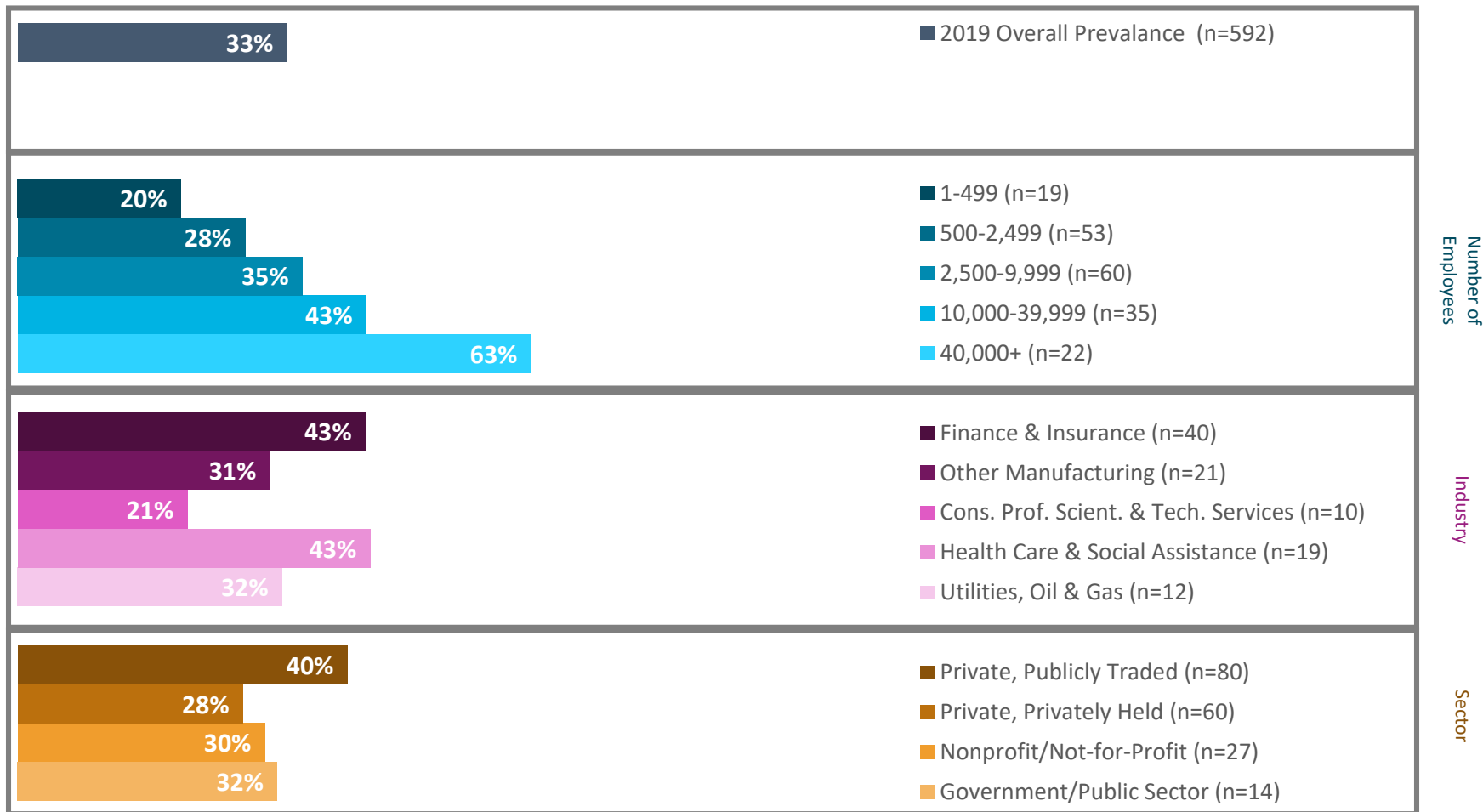


*Results with a sample size less than 50 should be used directionally.

Leadership Training – Pay for Performance Strategies *NEW!*

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

Portion of the Demographic That Offers This Program/Practice

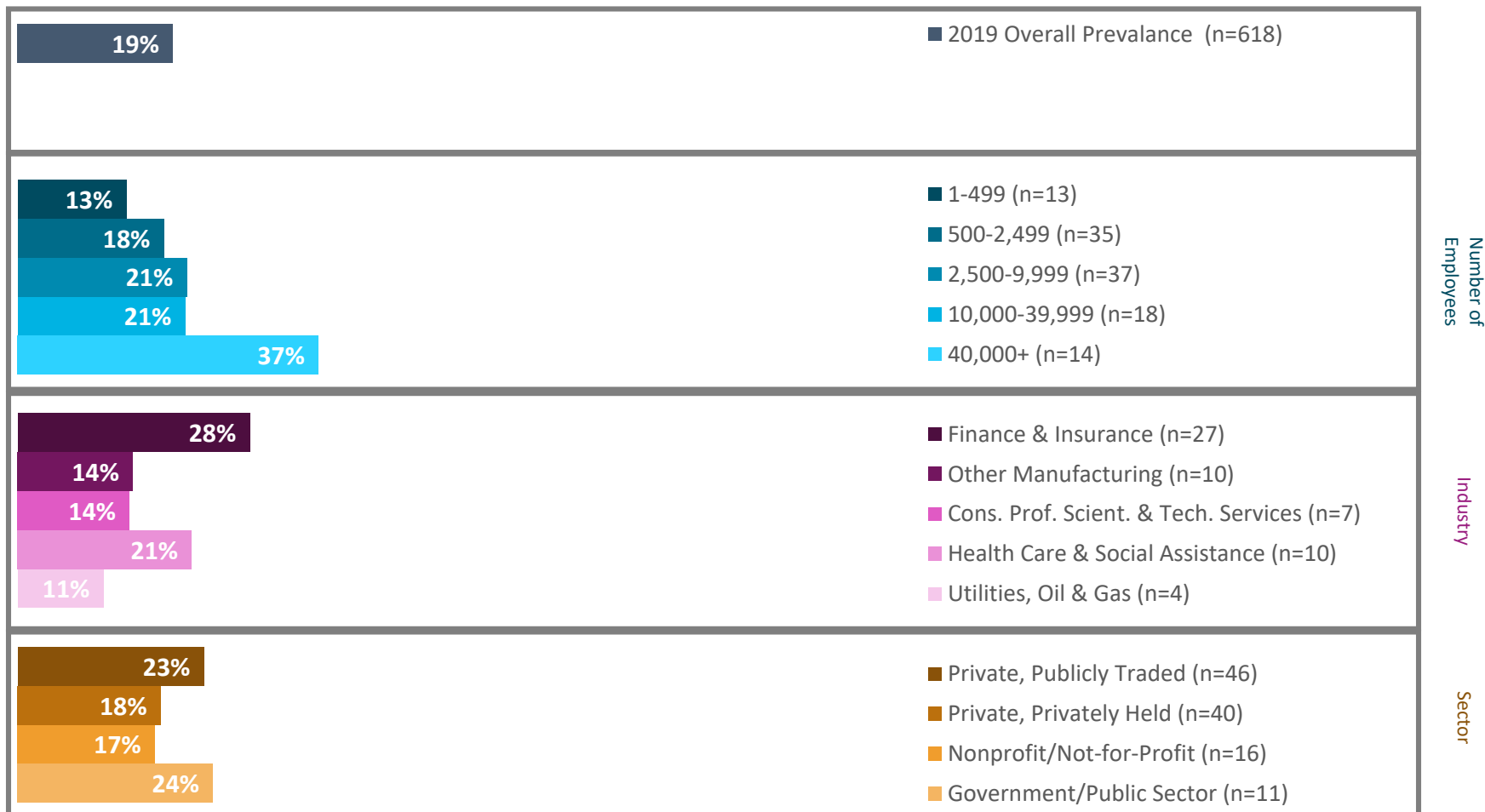


*Results with a sample size less than 50 should be used directionally.

Corporate University *NEW!*

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

Portion of the Demographic That Offers This Program/Practice

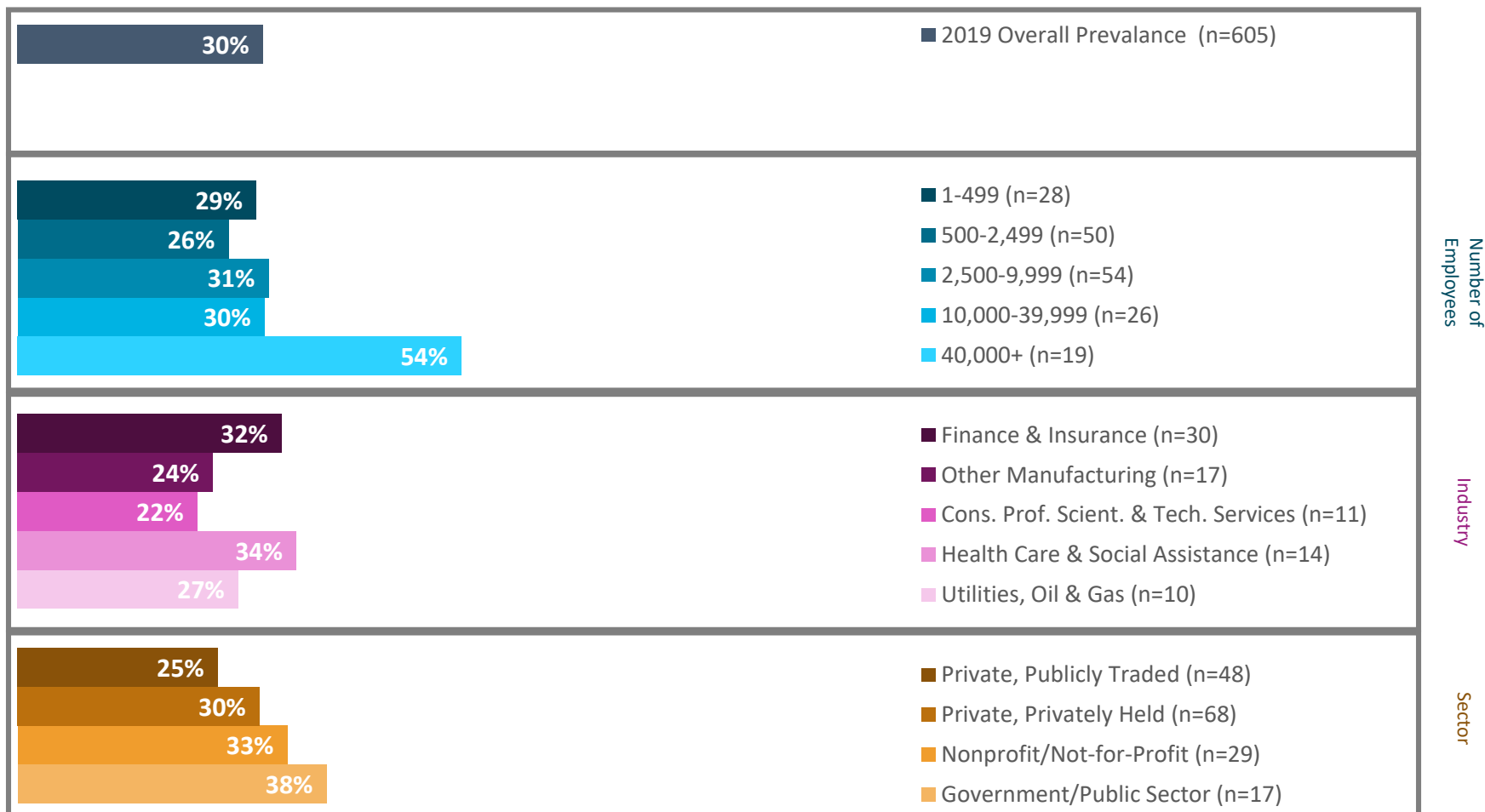


*Results with a sample size less than 50 should be used directionally.

Professional and/or Life Coaching NEW!

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

Portion of the Demographic That Offers This Program/Practice

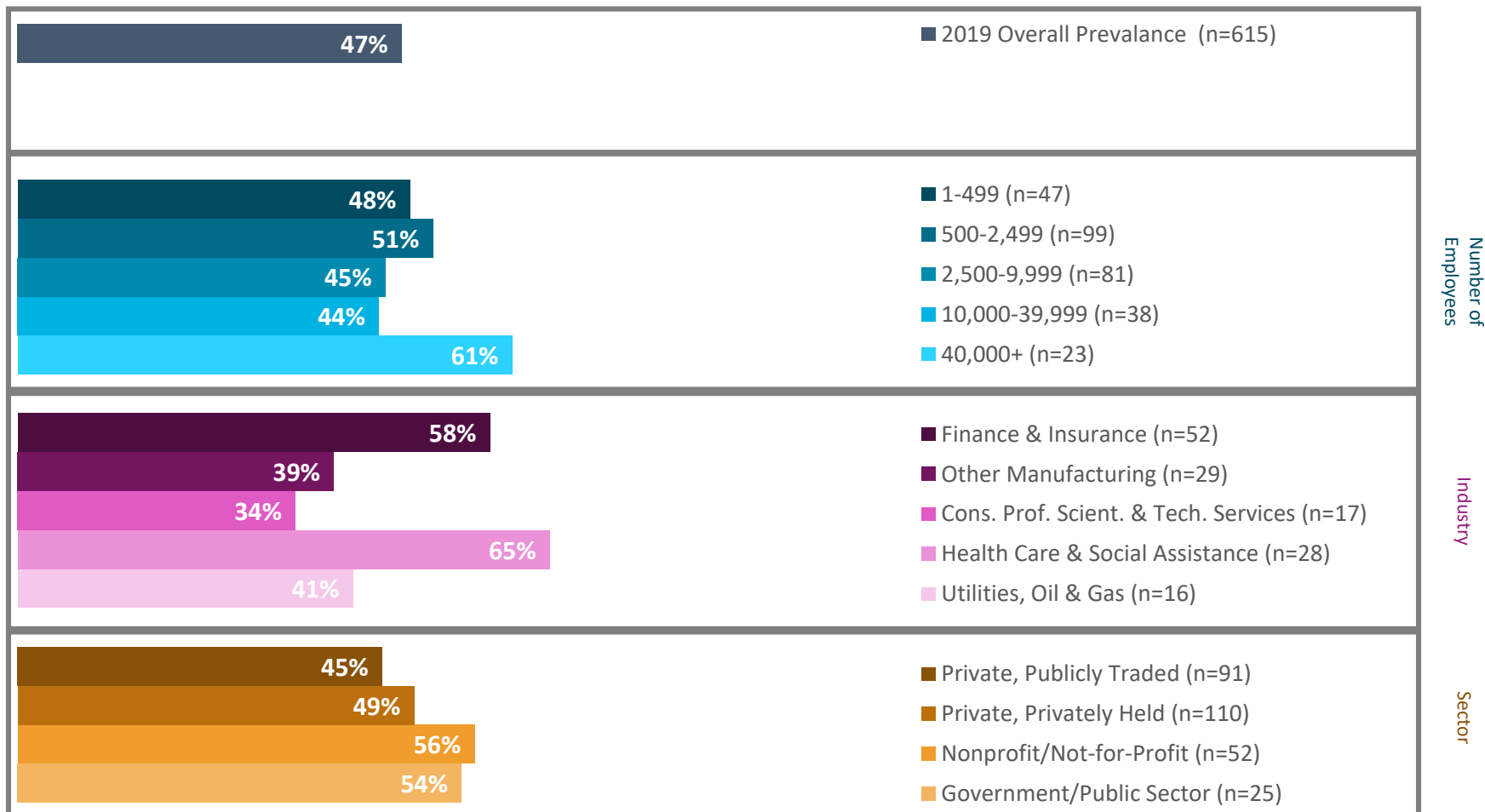


*Results with a sample size less than 50 should be used directionally.

New Hire Training Program Beyond Standard HR Orientation *NEW!*

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

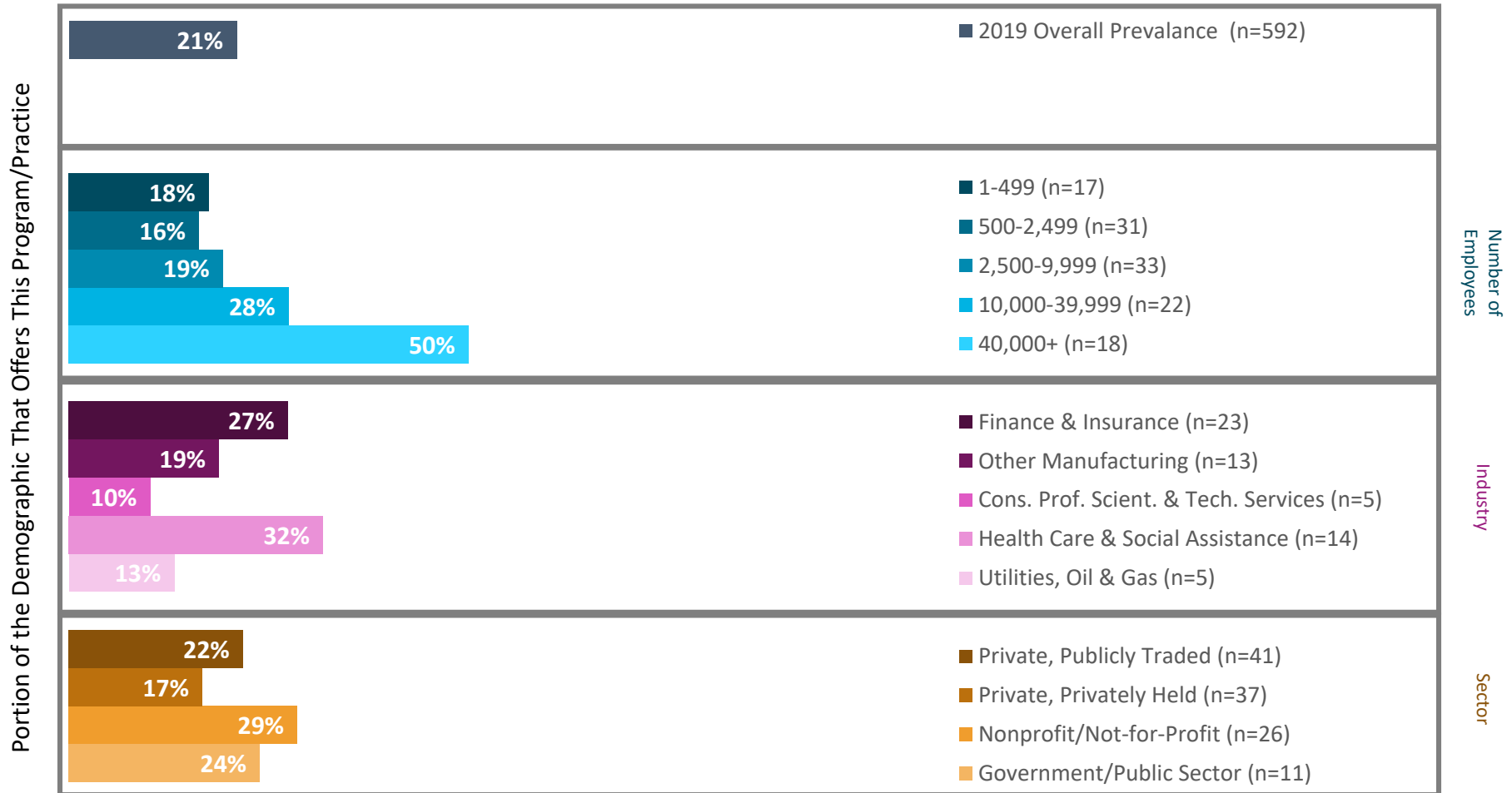
Portion of the Demographic That Offers This Program/Practice



*Results with a sample size less than 50 should be used directionally.

Cohort Experience-Based Learning NEW!

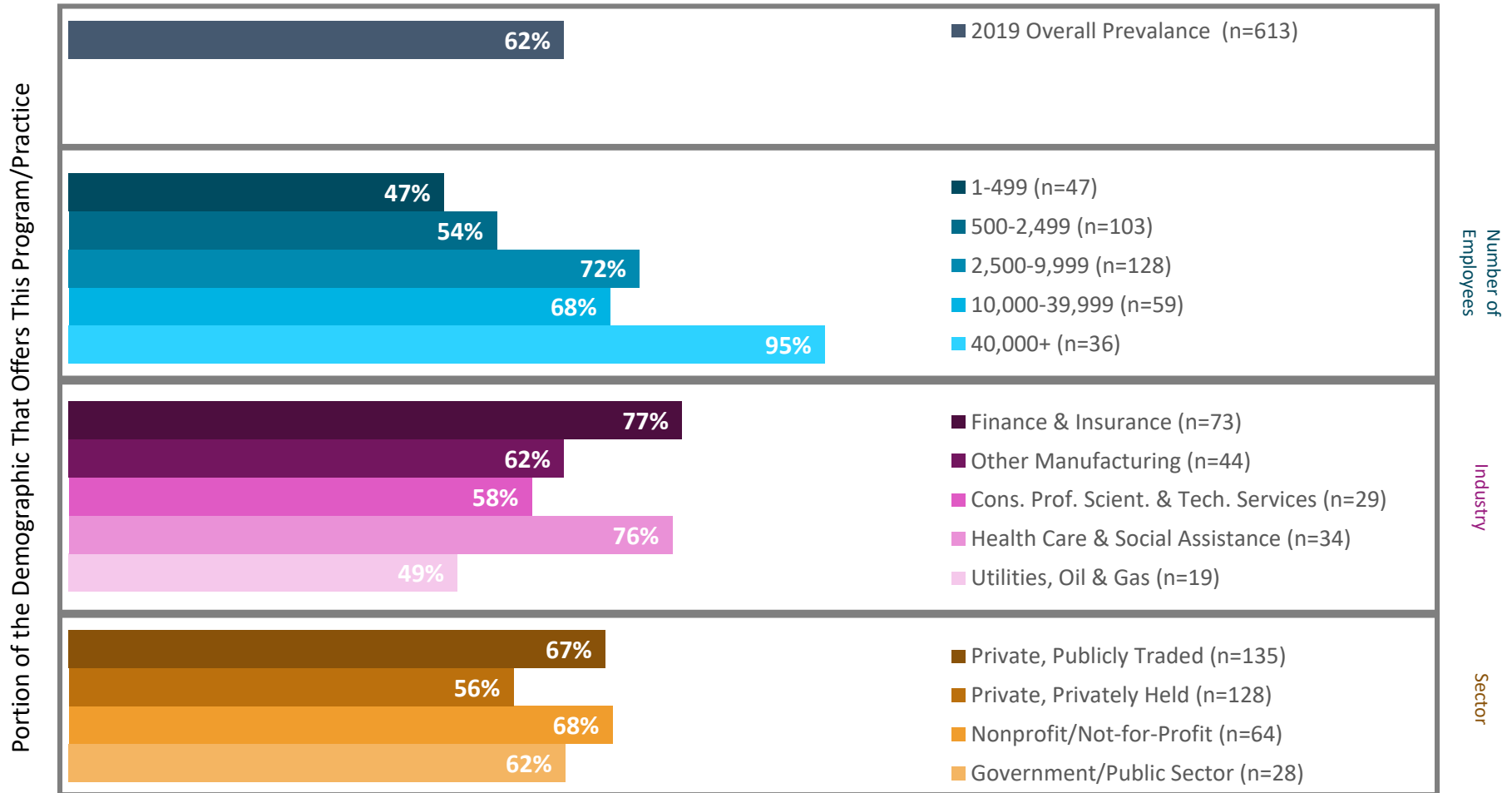
Is the following program offered at your organization to some or all employees?



*Results with a sample size less than 50 should be used directionally.

Online Educational Resources with Self-Directed Learning *NEW!*

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

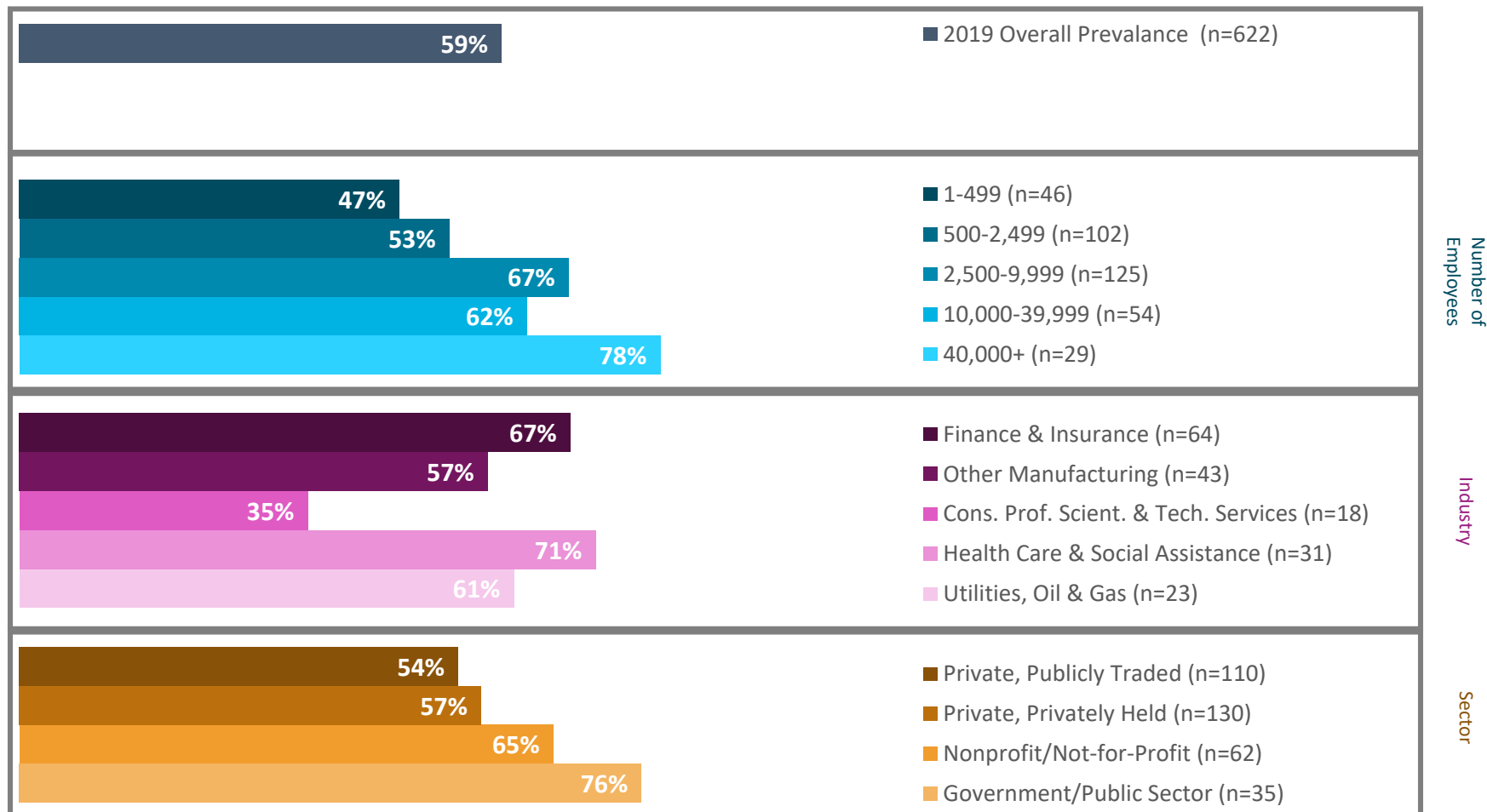


*Results with a sample size less than 50 should be used directionally.

Learning Specifically Aimed Toward Well-Being Topics (e.g., work-life balance, financial) *NEW!*

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

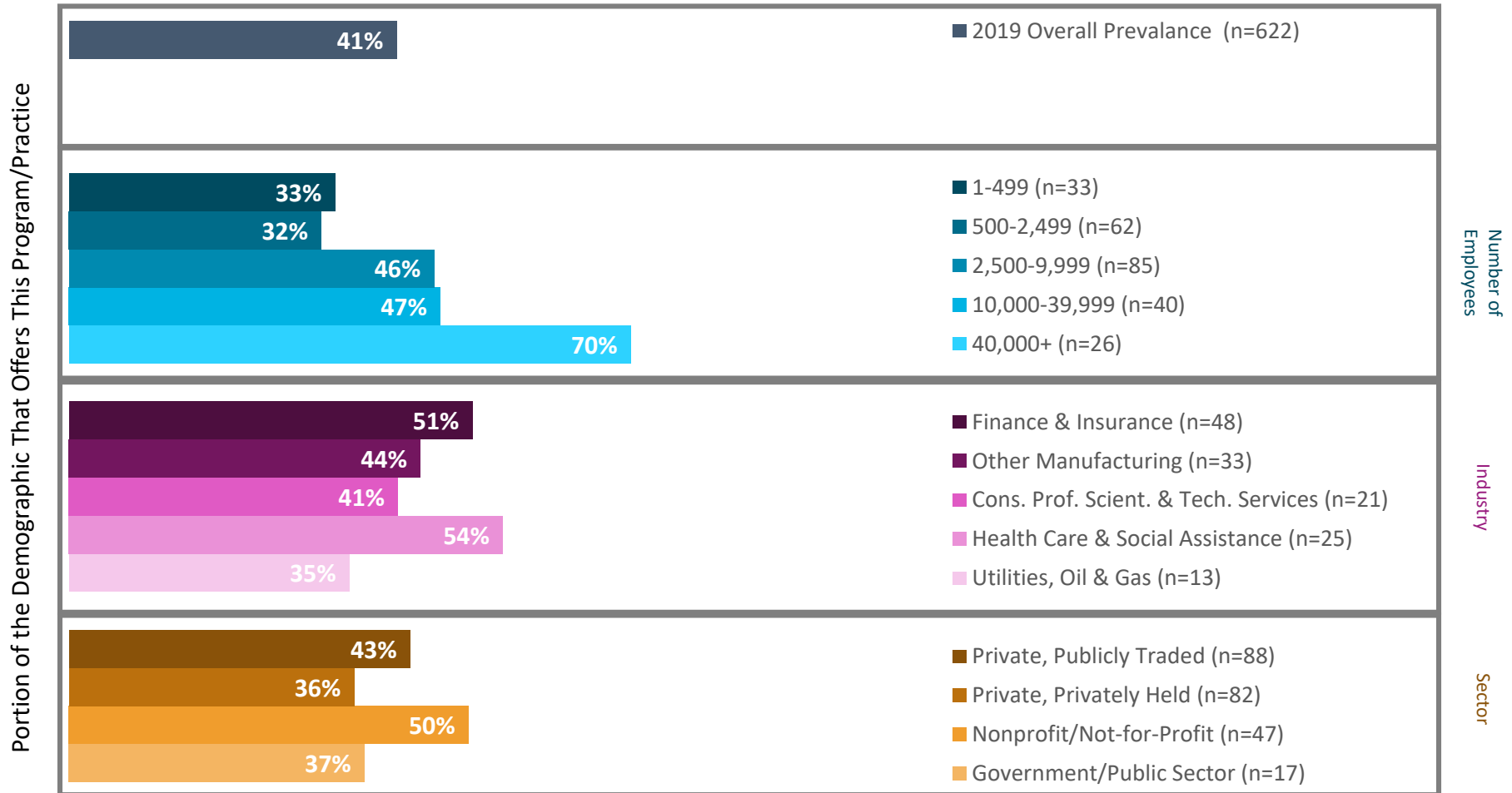
Portion of the Demographic That Offers This Program/Practice



*Results with a sample size less than 50 should be used directionally.

Child-Care Resource and Referral Services

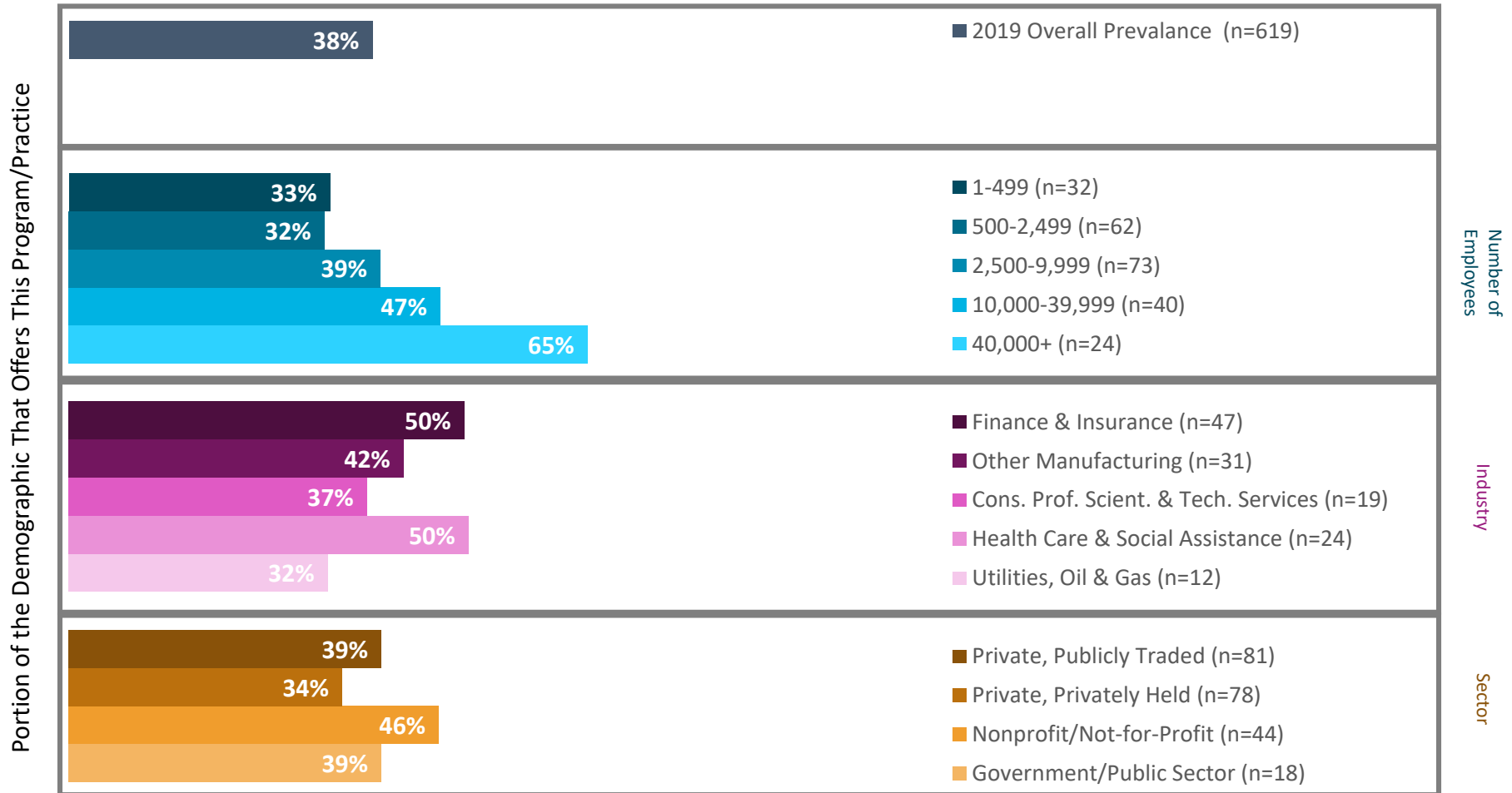
Is the following program offered at your organization to some or all employees?



*Results with a sample size less than 50 should be used directionally.

Elder-Care Resource and Referral Services

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

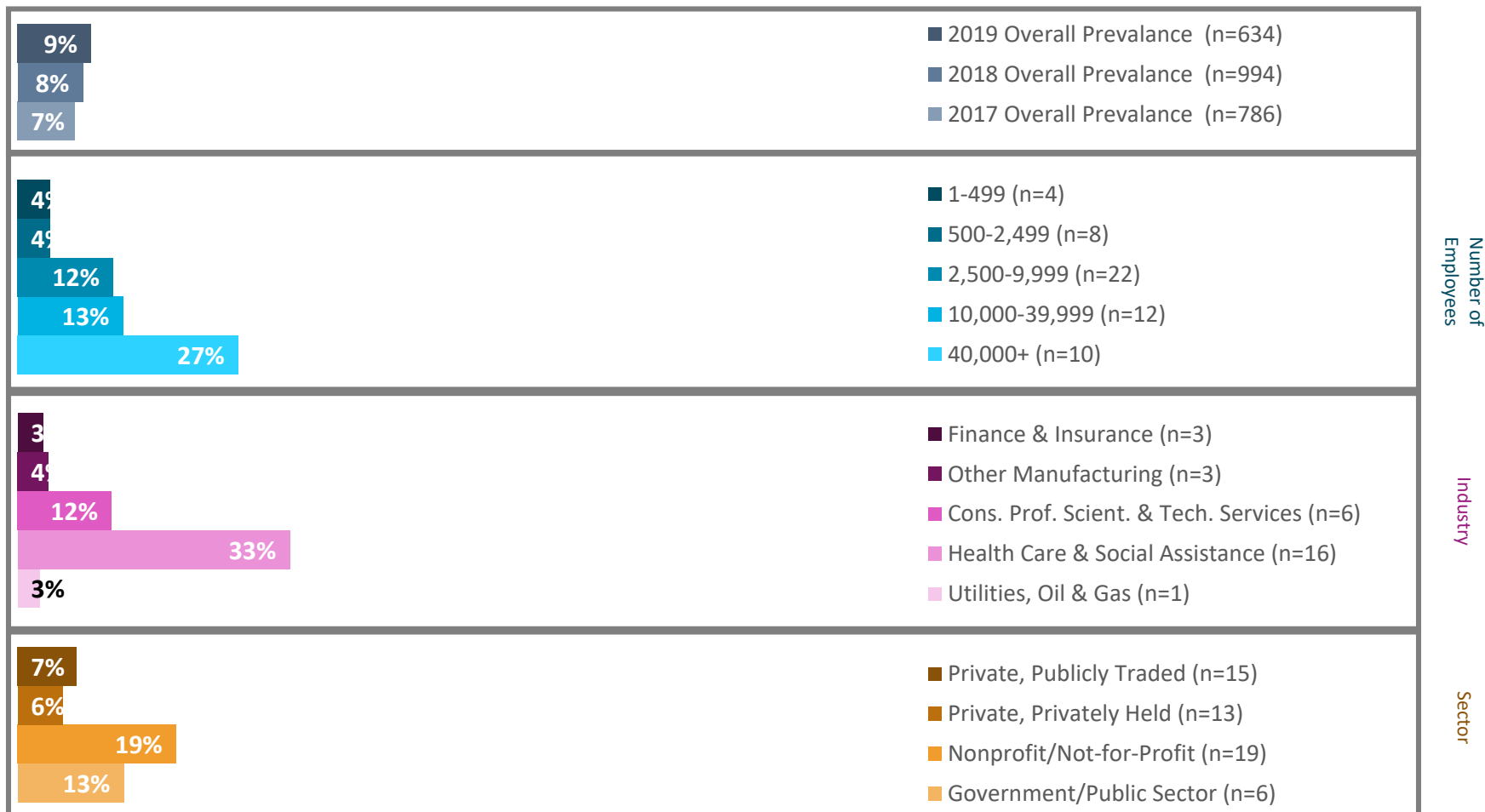


*Results with a sample size less than 50 should be used directionally.

On- or Near-Site Child-Care Center

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

Portion of the Demographic That Offers This Program/Practice

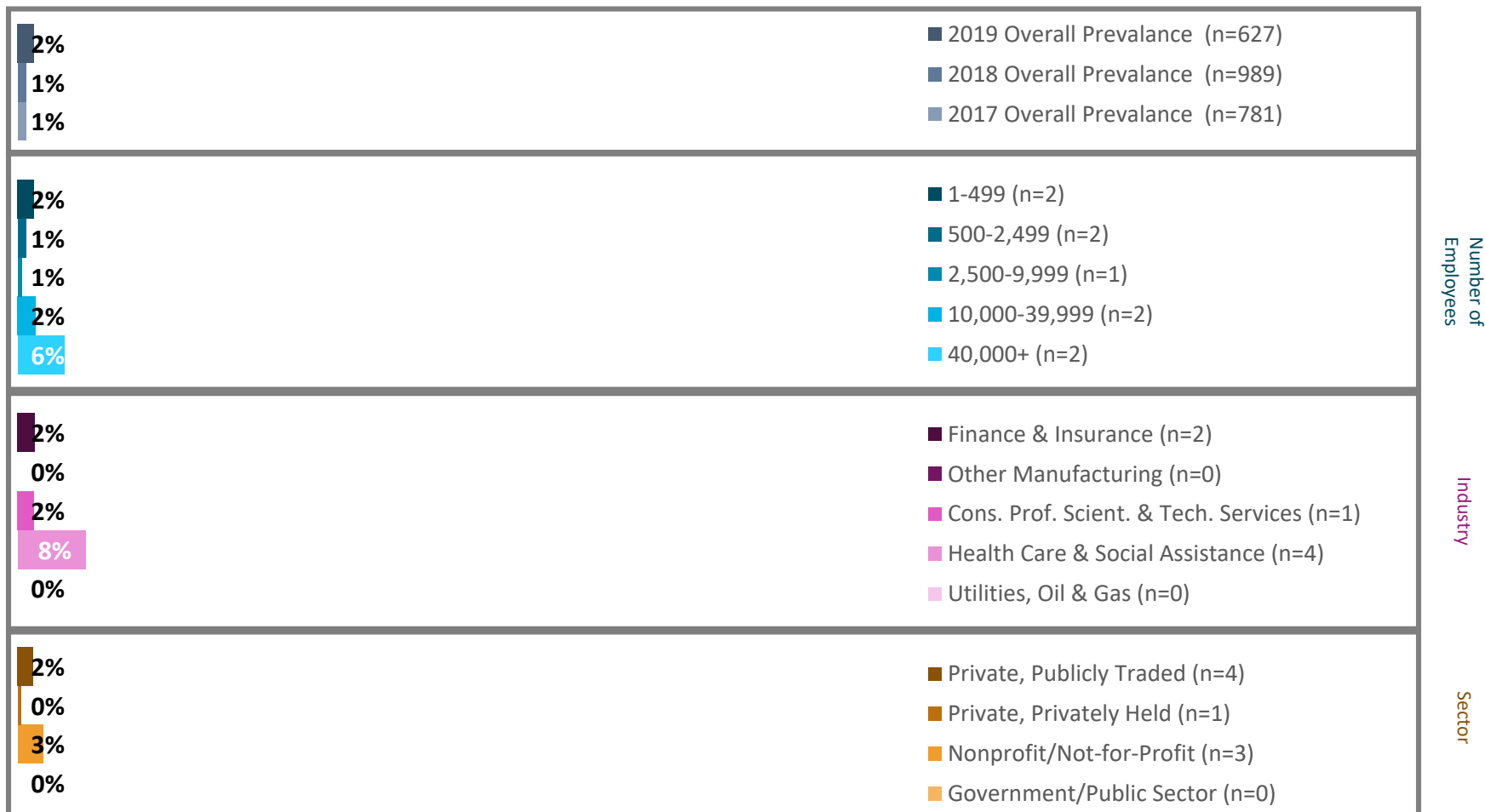


*Results with a sample size less than 50 should be used directionally.

On- or Near-Site Elder-Care Center

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

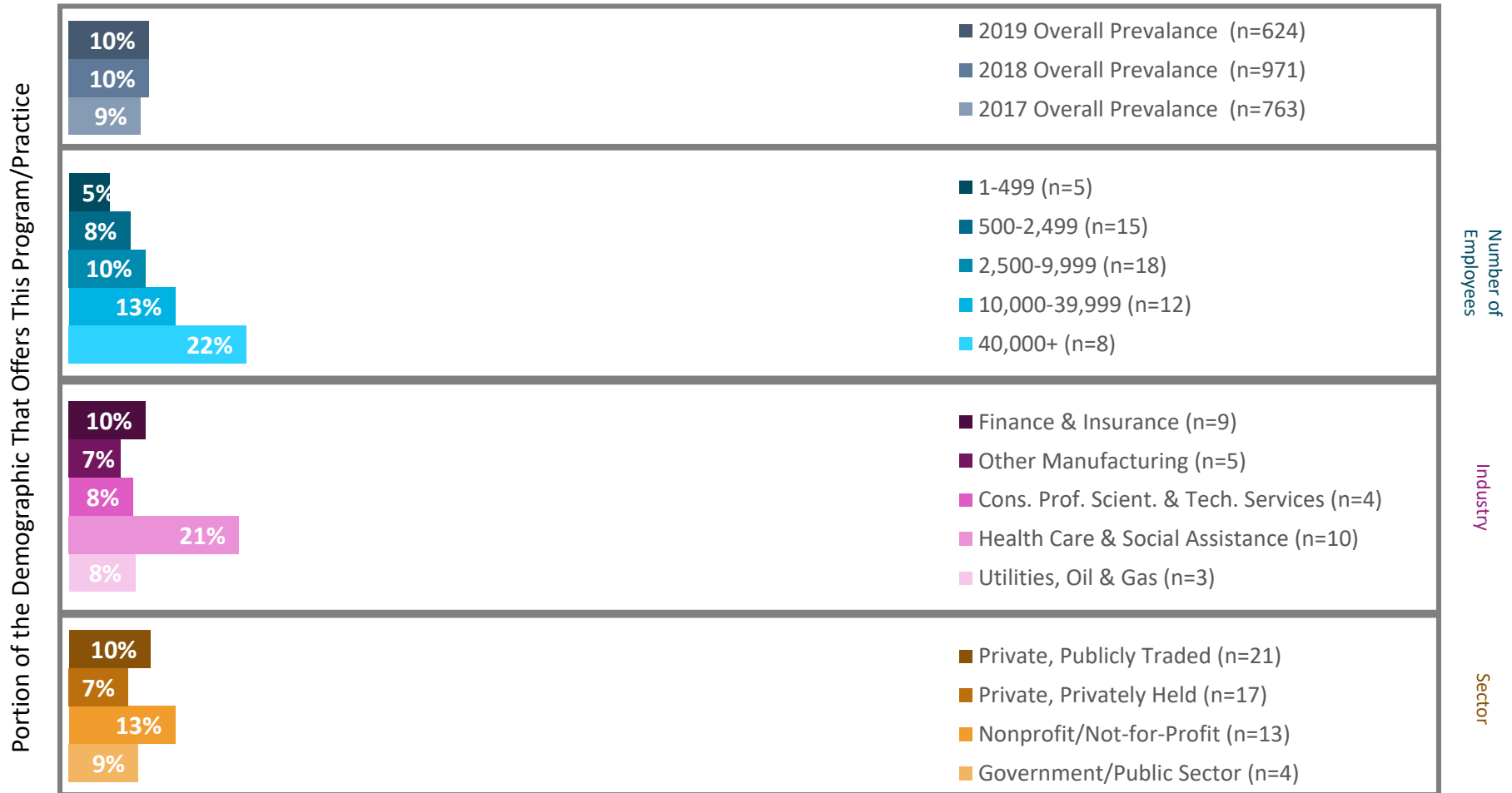
Portion of the Demographic That Offers This Program/Practice



*Results with a sample size less than 50 should be used directionally.

Child-Care Subsidies or Discounts

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

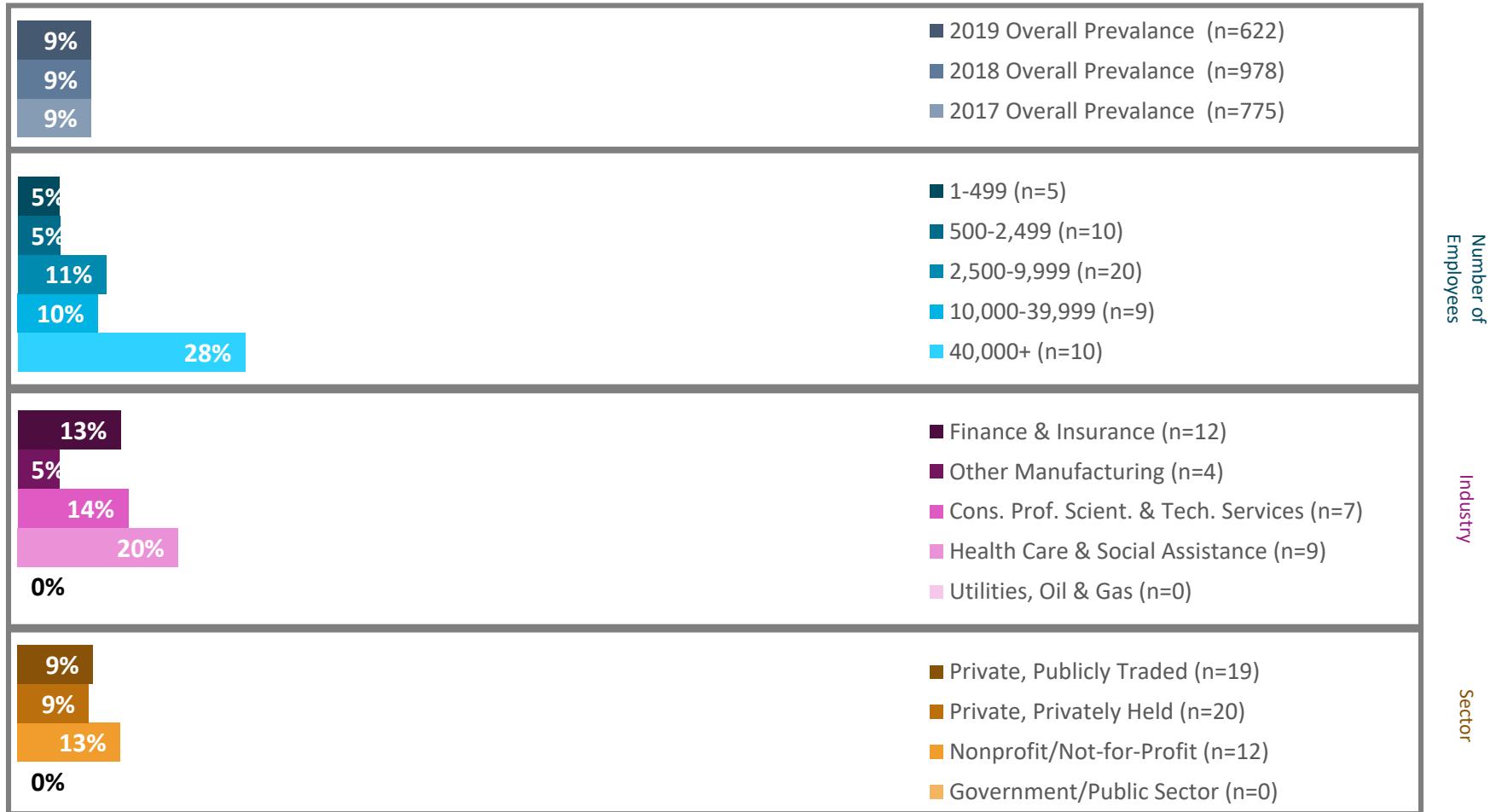


*Results with a sample size less than 50 should be used directionally.

Backup Child or Elder Care

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

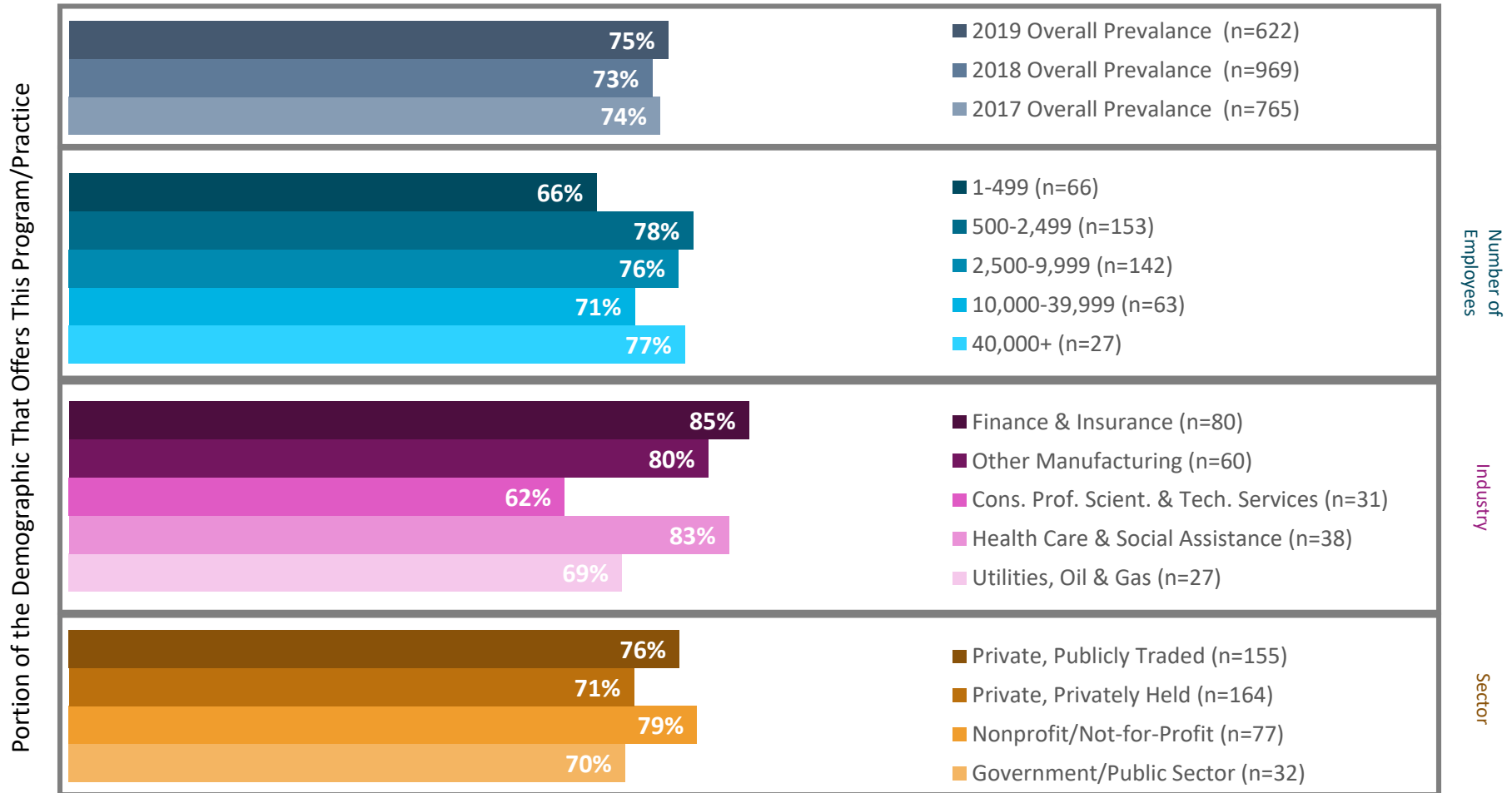
Portion of the Demographic That Offers This Program/Practice



*Results with a sample size less than 50 should be used directionally.

Dependent Care Spending Account Program

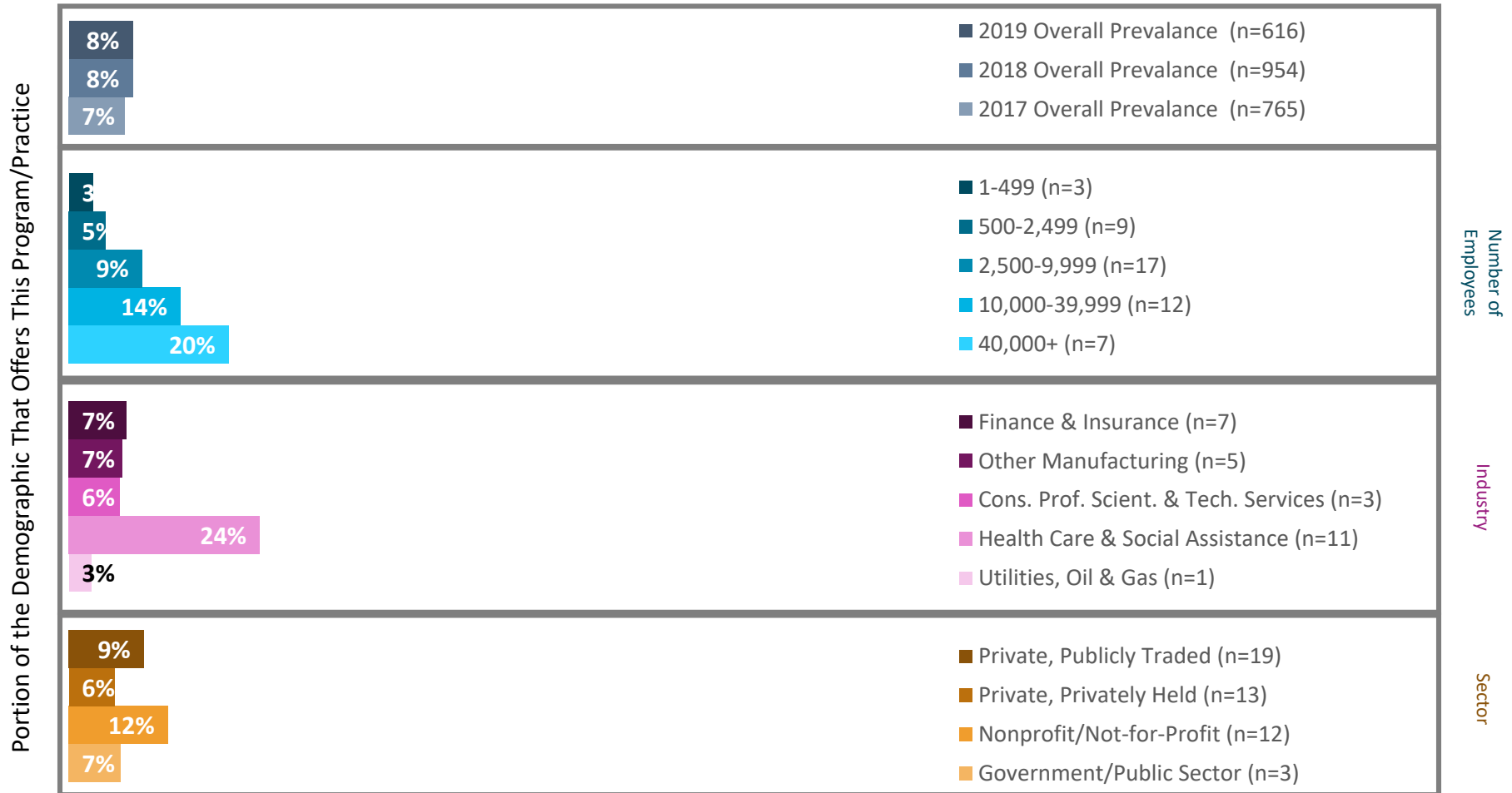
Is the following program offered at your organization to some or all employees?



*Results with a sample size less than 50 should be used directionally.

Employee Discount Program for Dependent-Care Providers

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

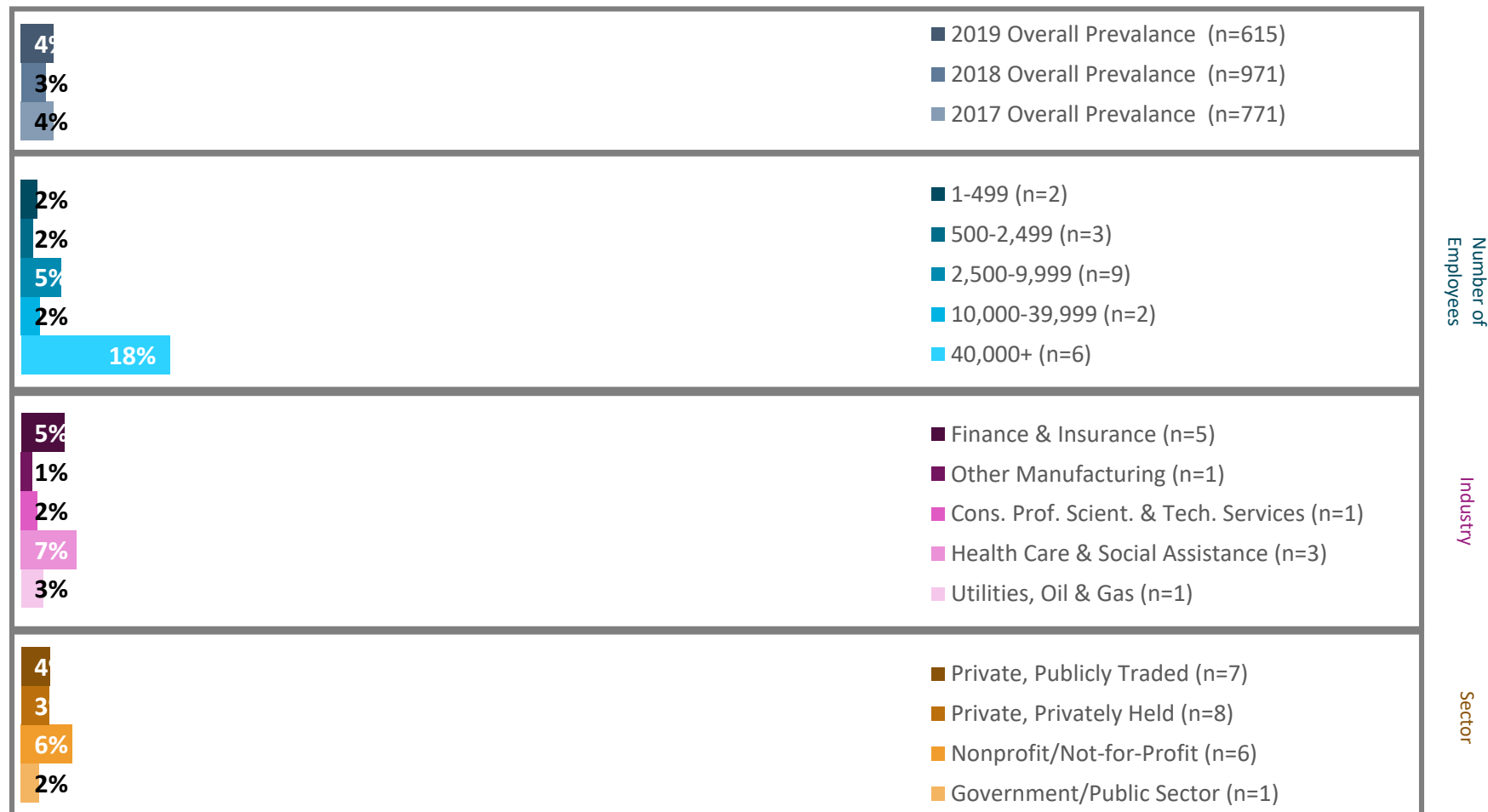


*Results with a sample size less than 50 should be used directionally.

On-Site or Virtual Caregiver Support

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

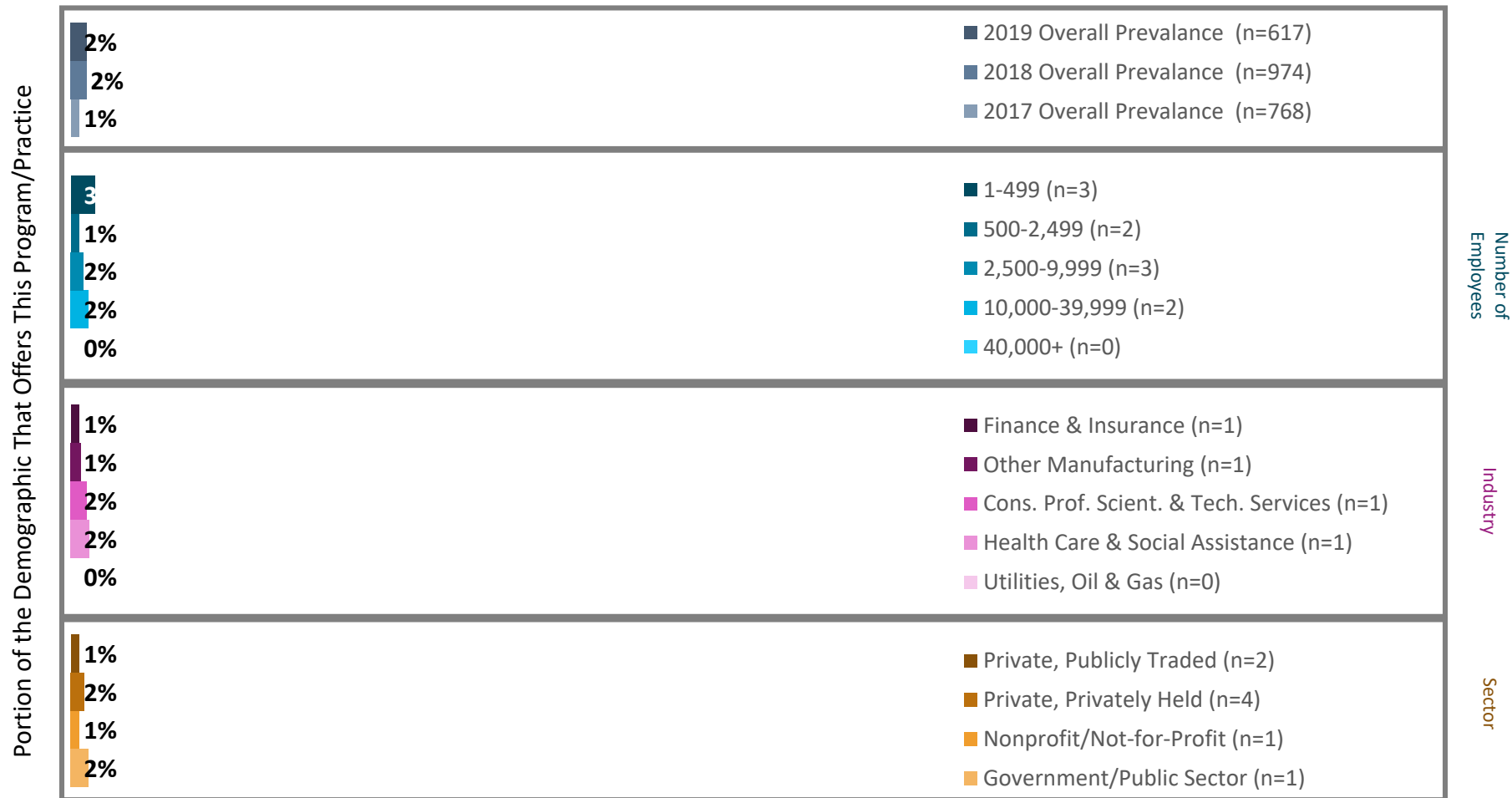
Portion of the Demographic That Offers This Program/Practice



*Results with a sample size less than 50 should be used directionally.

Travel-Related Dependent Care Expense Reimbursement

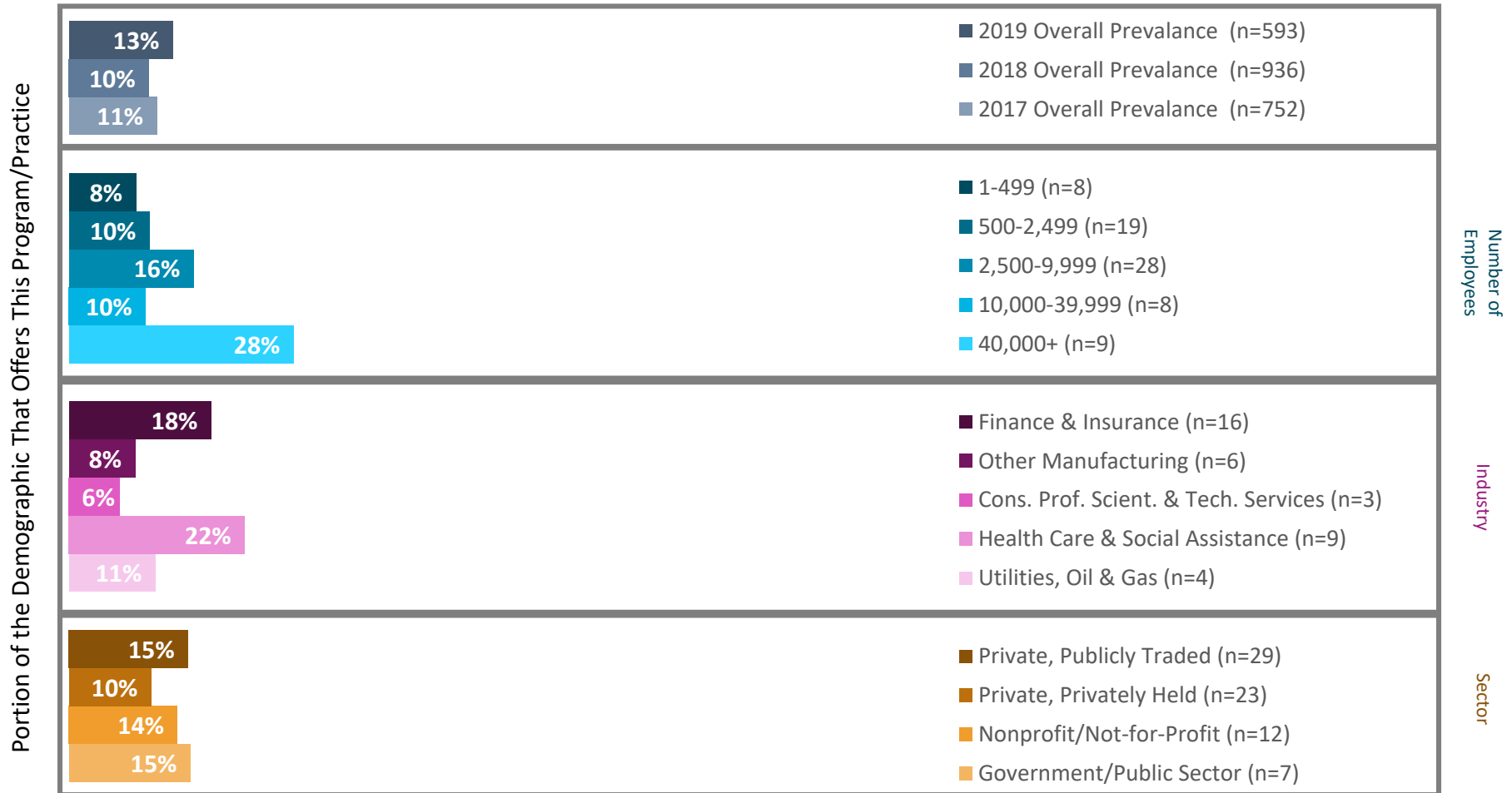
Is the following program offered at your organization to some or all employees?



*Results with a sample size less than 50 should be used directionally.

Support for Employees with Responsibility for Individual(s) with Special Needs

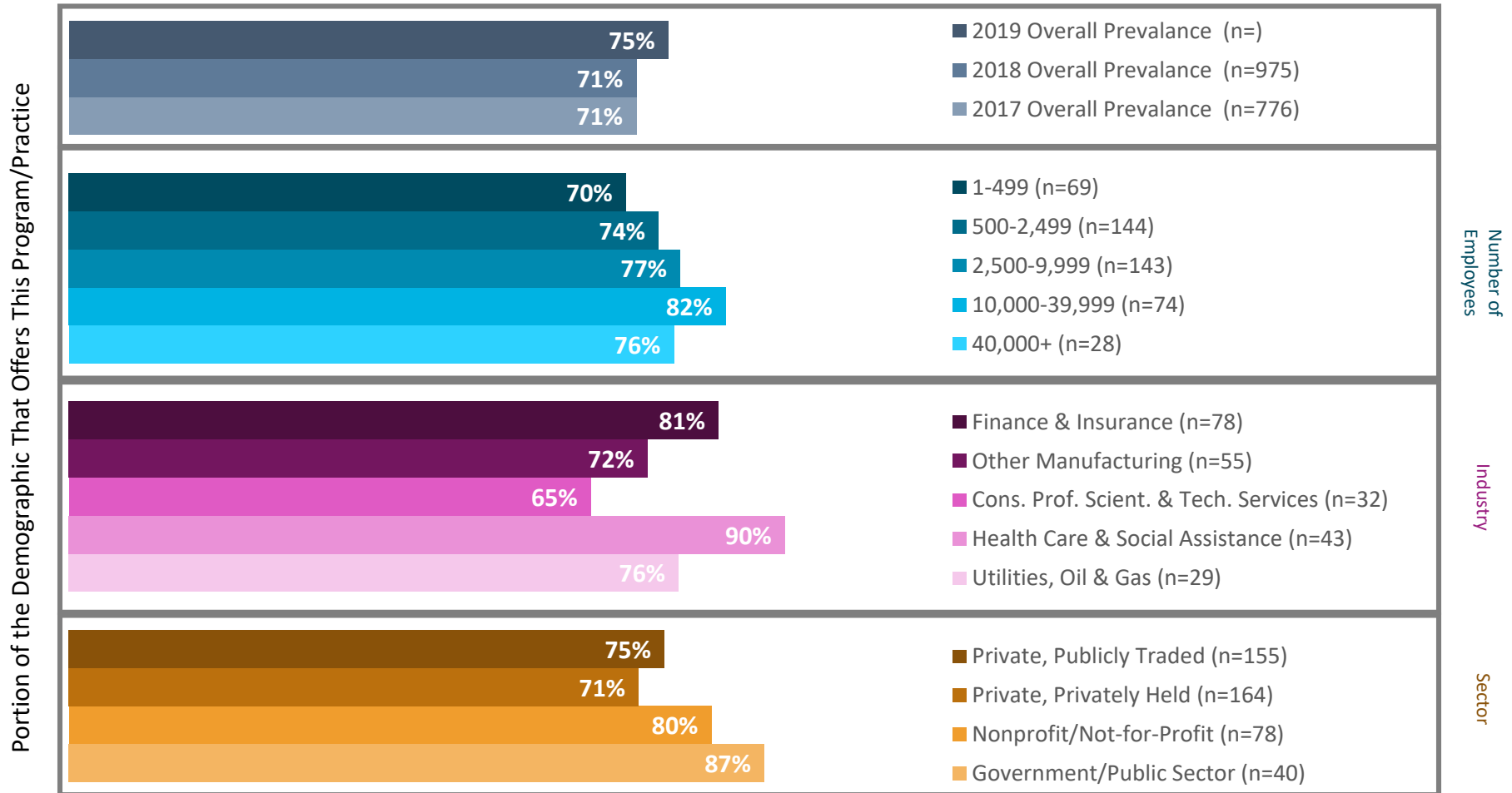
Is the following program offered at your organization to some or all employees?



*Results with a sample size less than 50 should be used directionally.

Lactation-Support Services

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

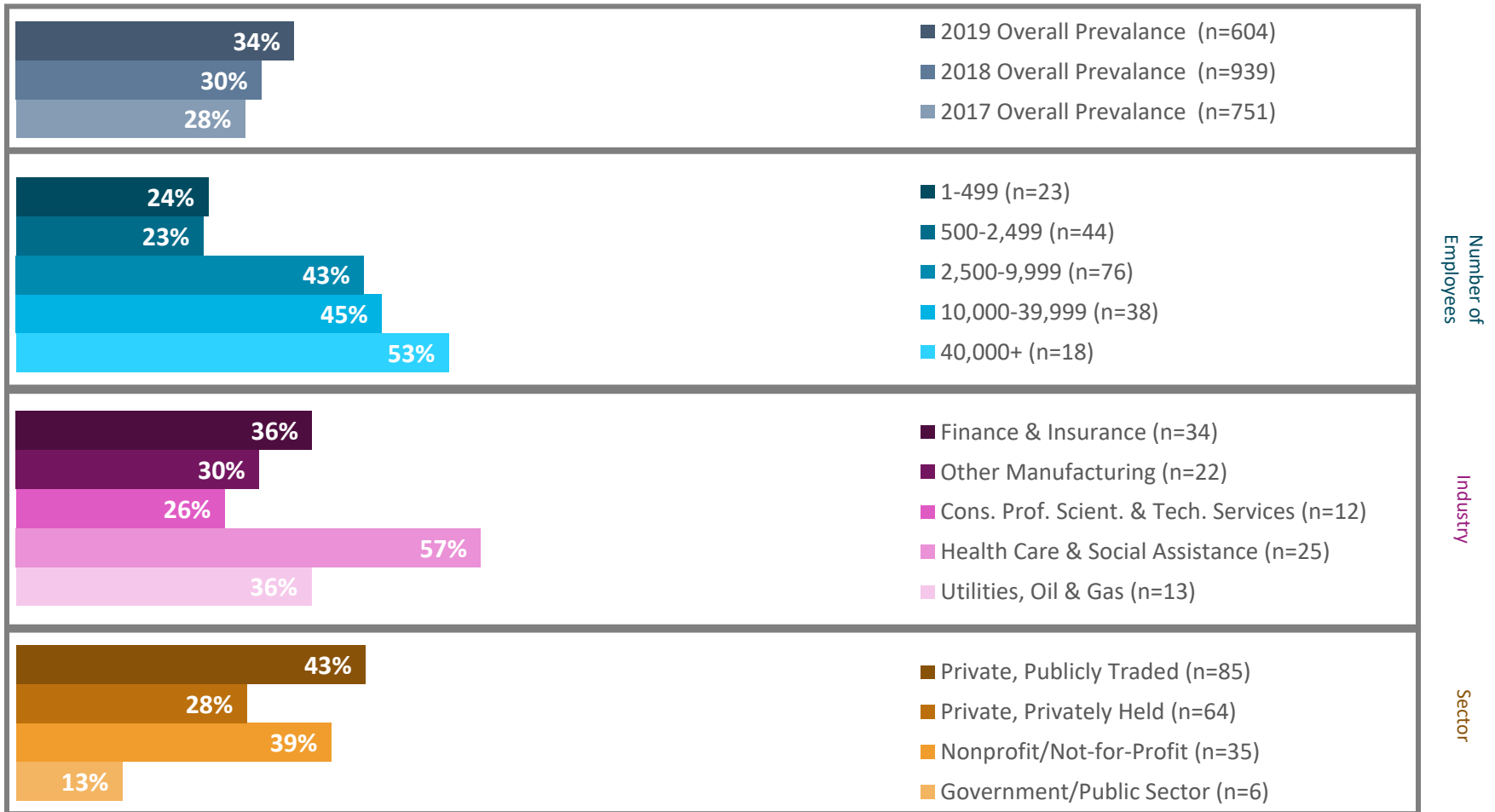


*Results with a sample size less than 50 should be used directionally.

Adoption Assistance

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

Portion of the Demographic That Offers This Program/Practice

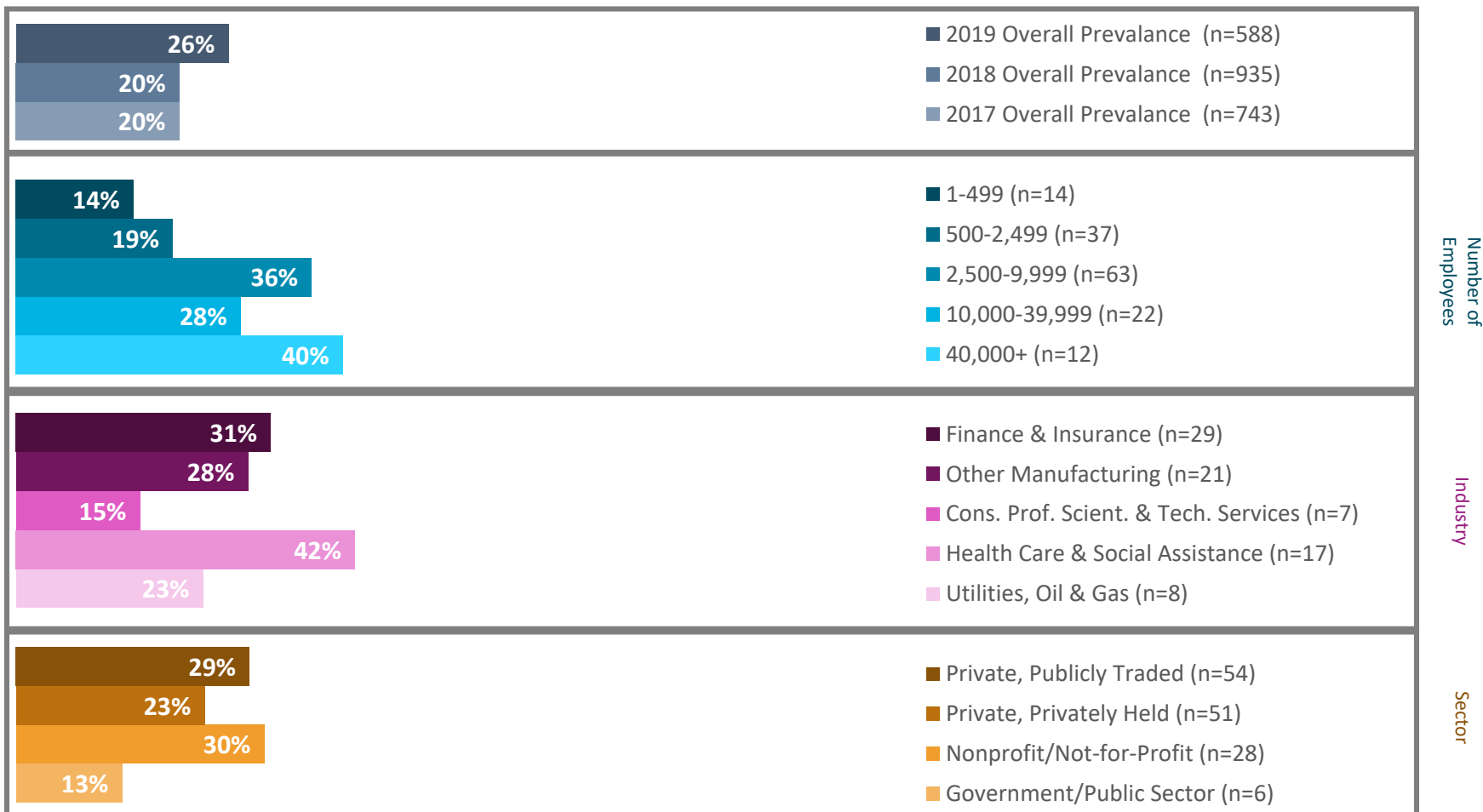


*Results with a sample size less than 50 should be used directionally.

Adoption Reimbursement

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

Portion of the Demographic That Offers This Program/Practice

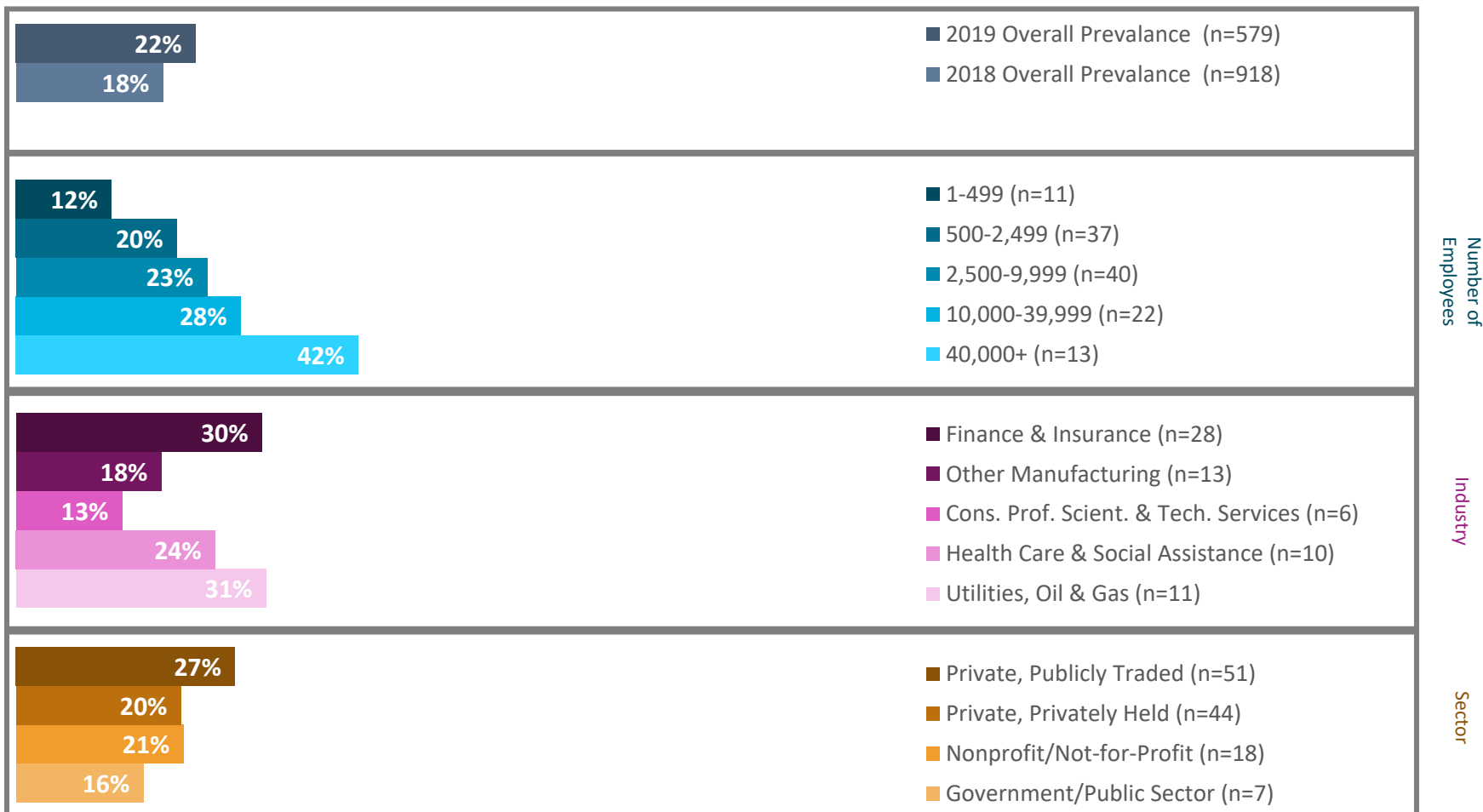


*Results with a sample size less than 50 should be used directionally.

Fertility Assistance

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

Portion of the Demographic That Offers This Program/Practice

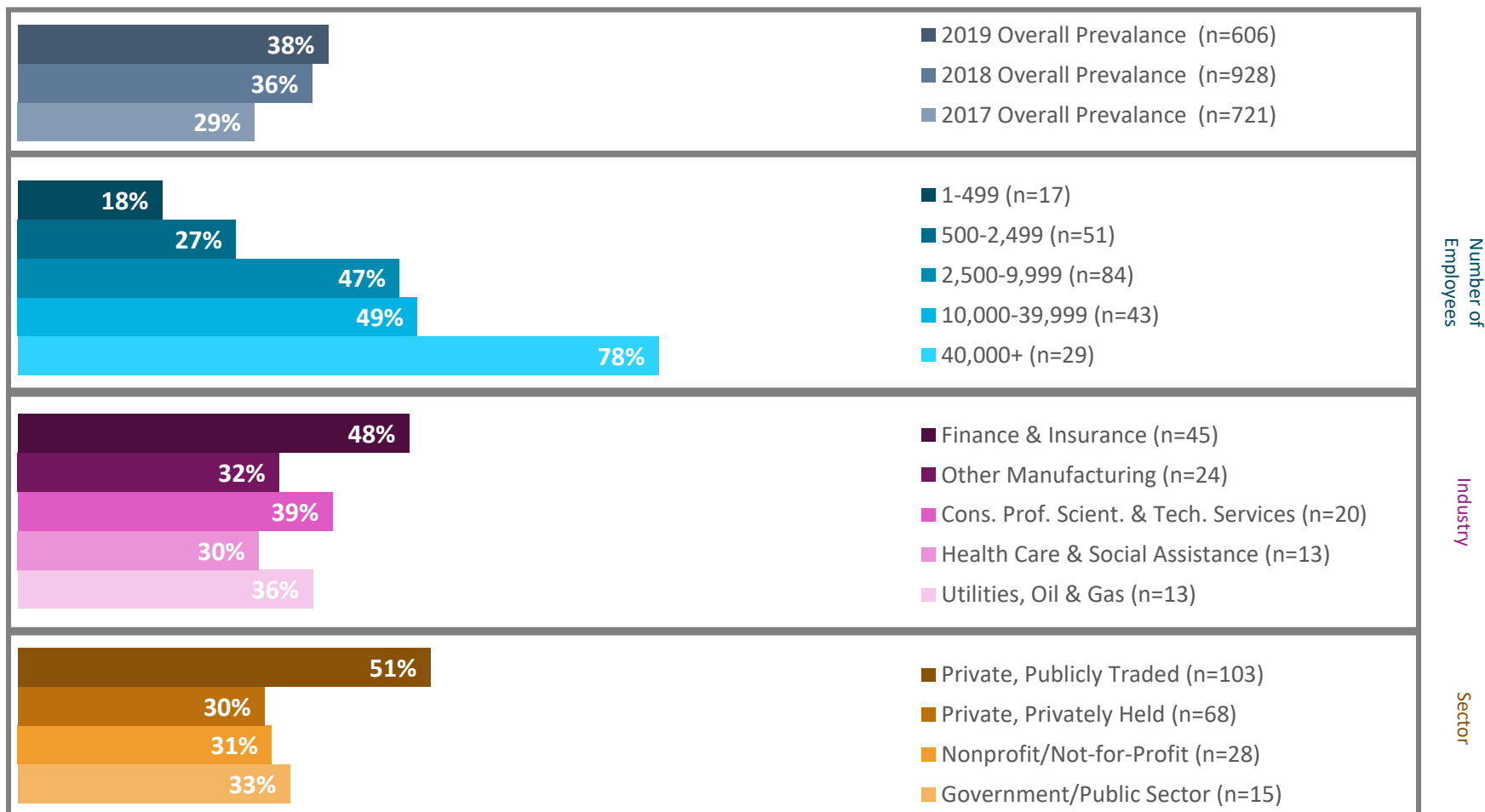


*Results with a sample size less than 50 should be used directionally.

Women's Advancement Initiatives

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

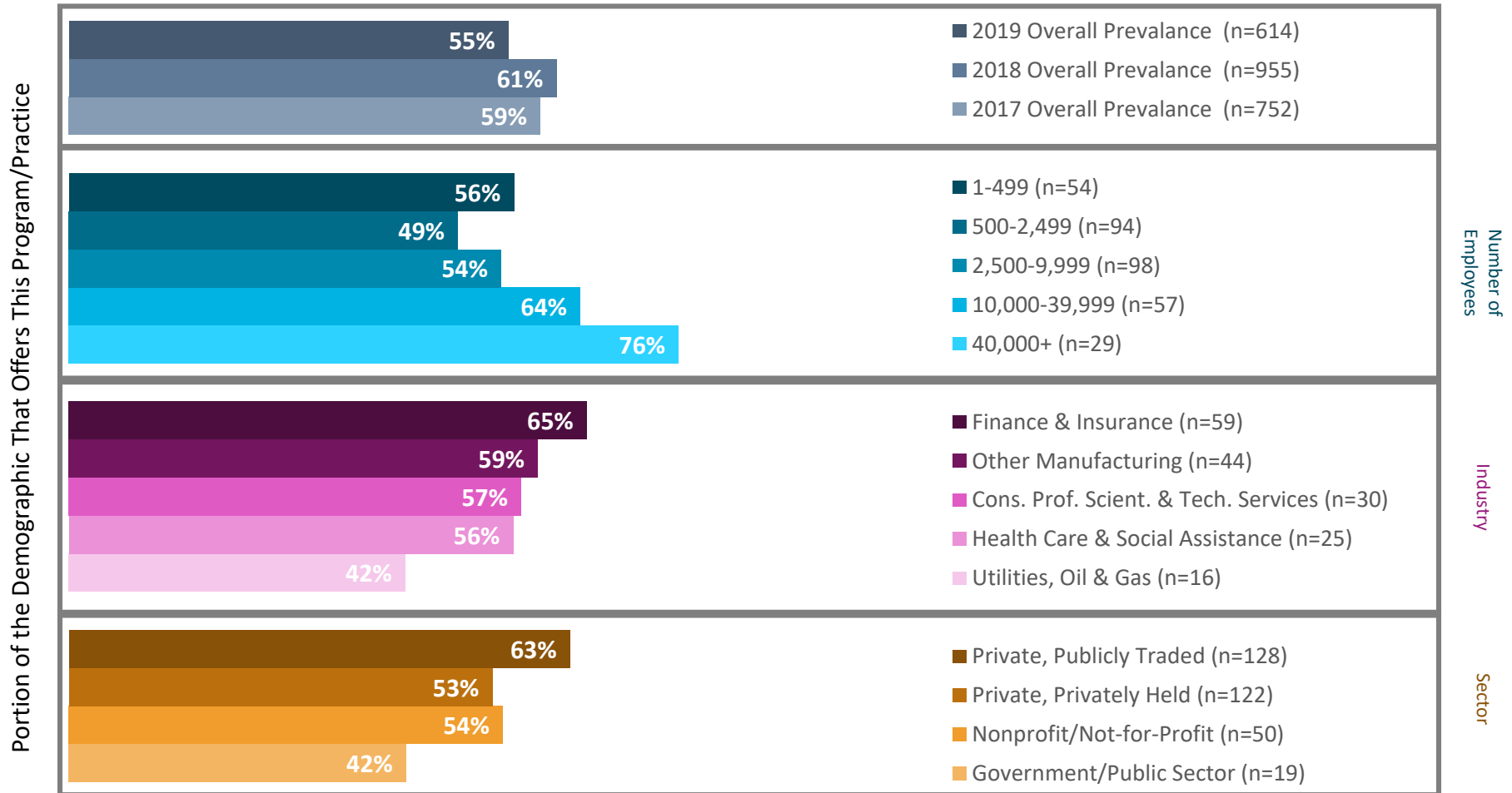
Portion of the Demographic That Offers This Program/Practice



*Results with a sample size less than 50 should be used directionally.

Work-Environment Initiatives

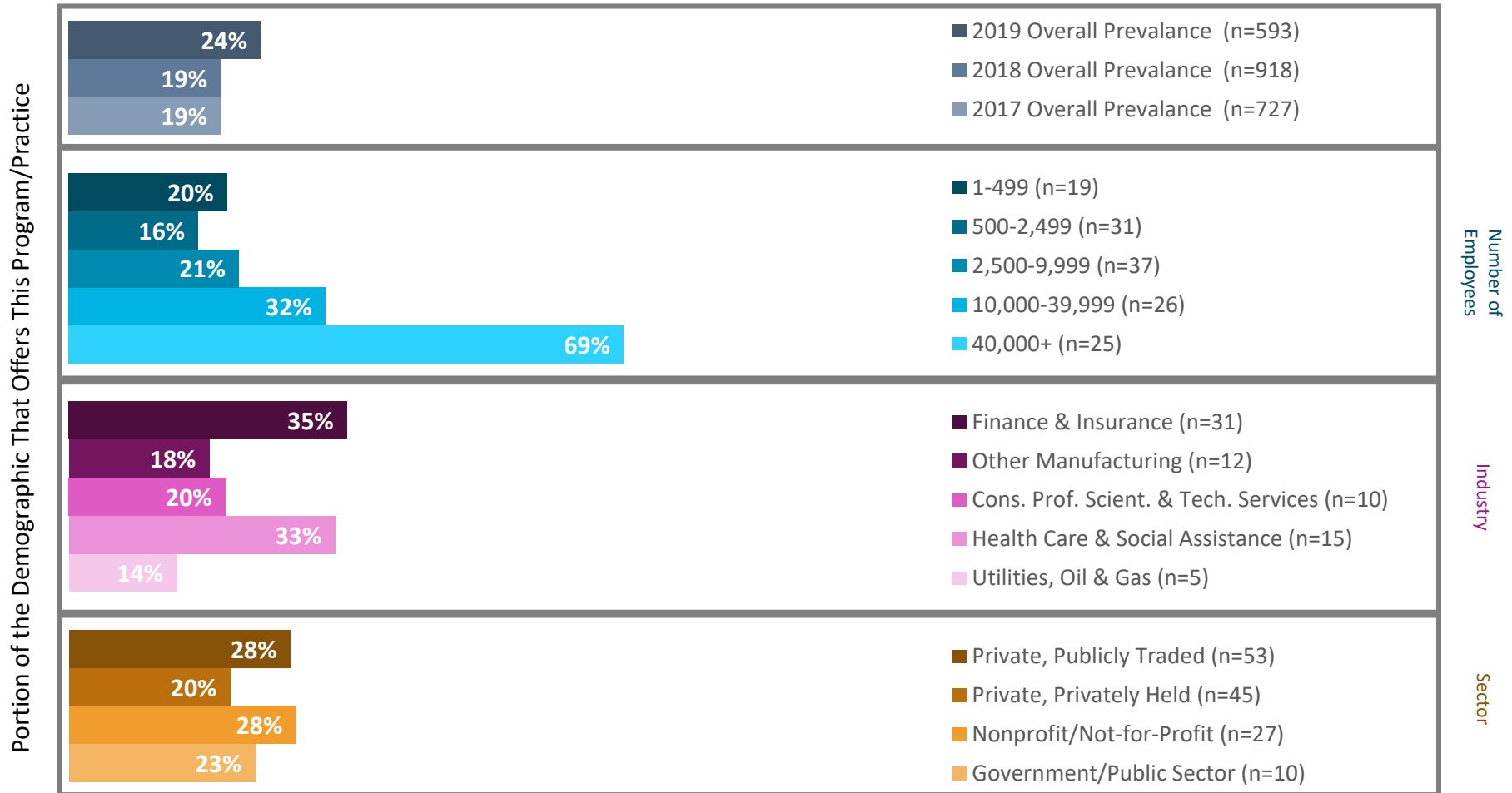
Is the following program offered at your organization to some or all employees?



*Results with a sample size less than 50 should be used directionally.

Multigenerational Initiatives

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

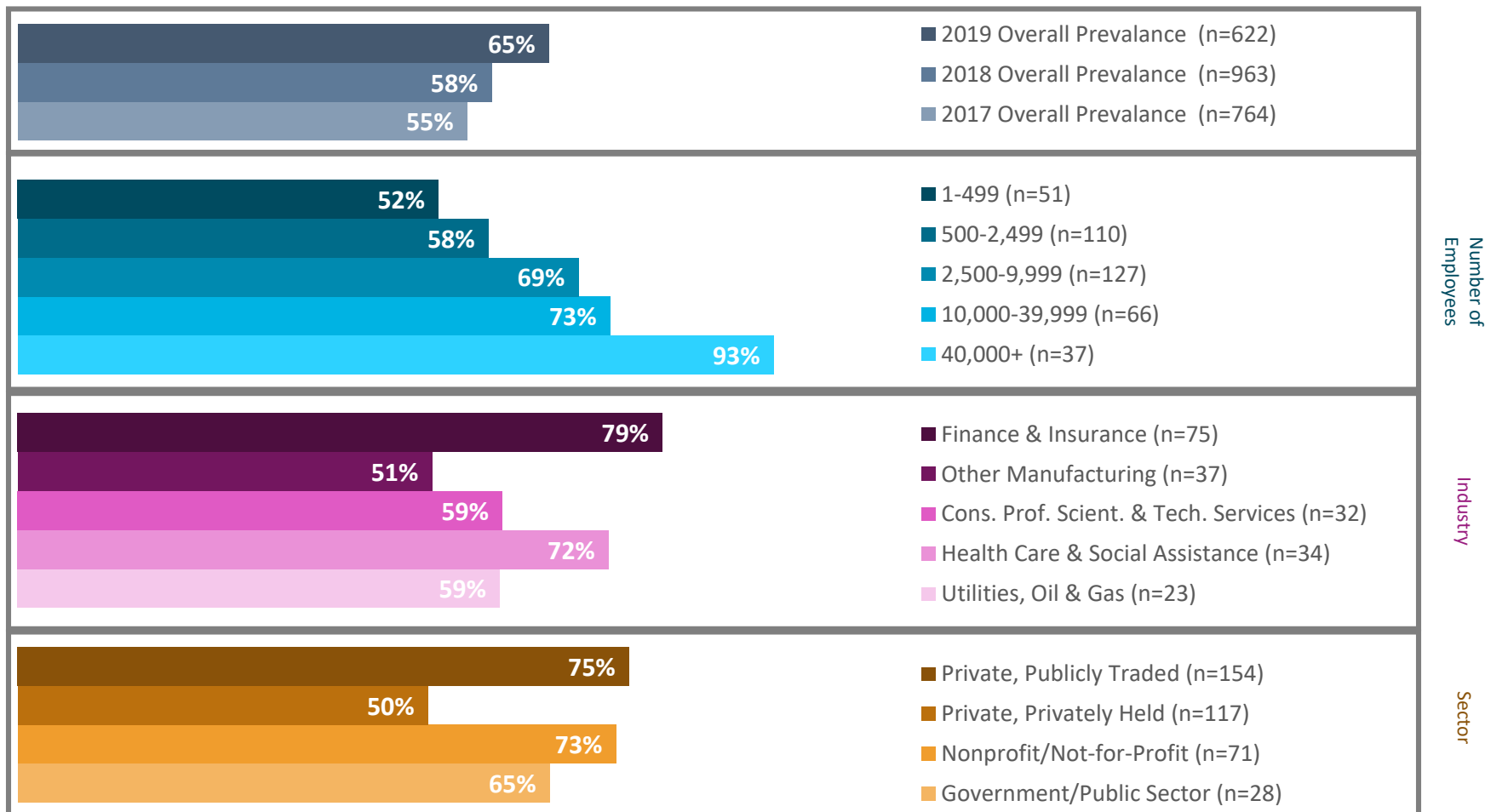


*Results with a sample size less than 50 should be used directionally.

Diversity/Inclusion Initiatives

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

Portion of the Demographic That Offers This Program/Practice

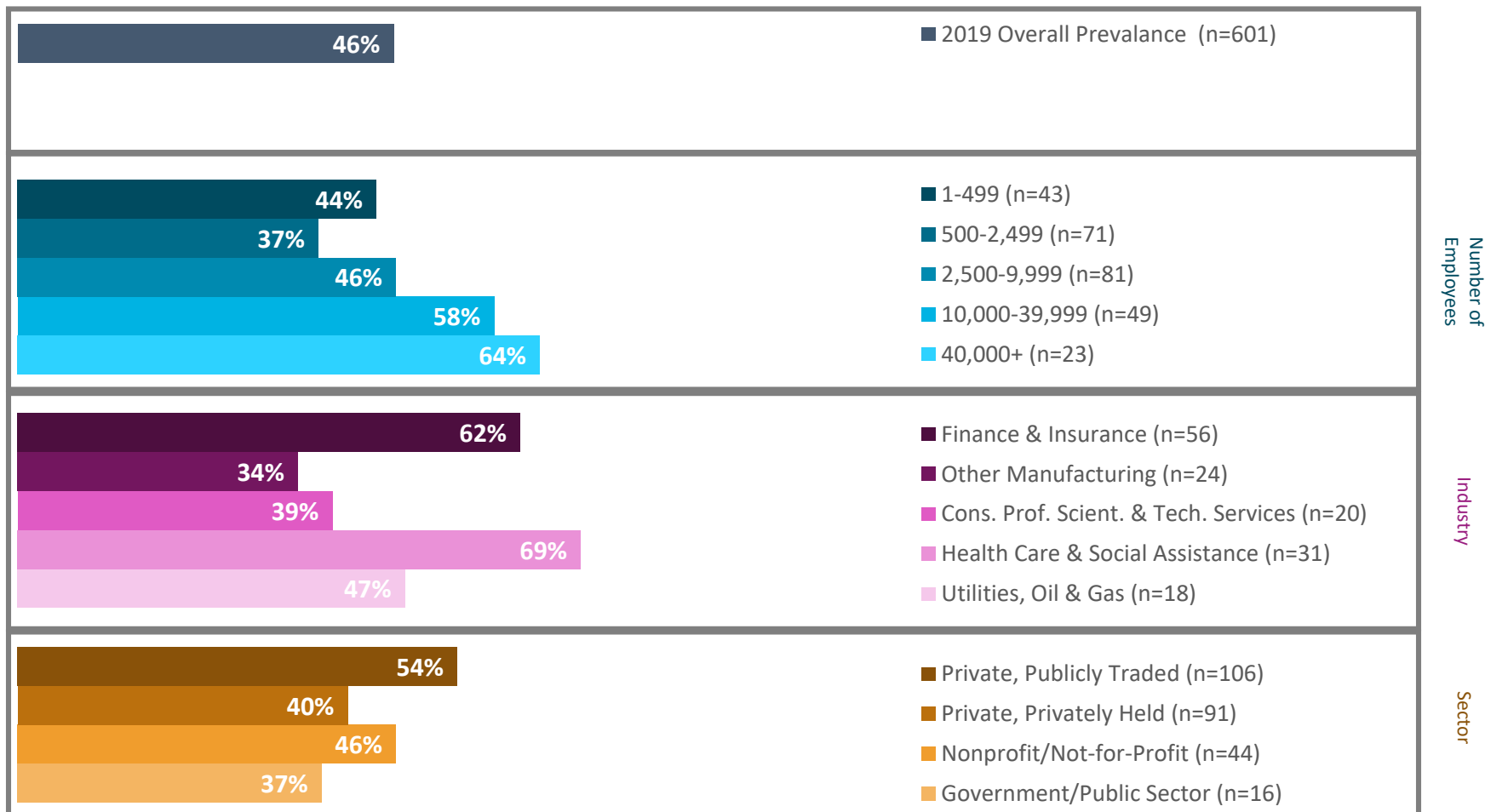


*Results with a sample size less than 50 should be used directionally.

“Best Place to Work” Branding Initiative *NEW!*

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

Portion of the Demographic That Offers This Program/Practice

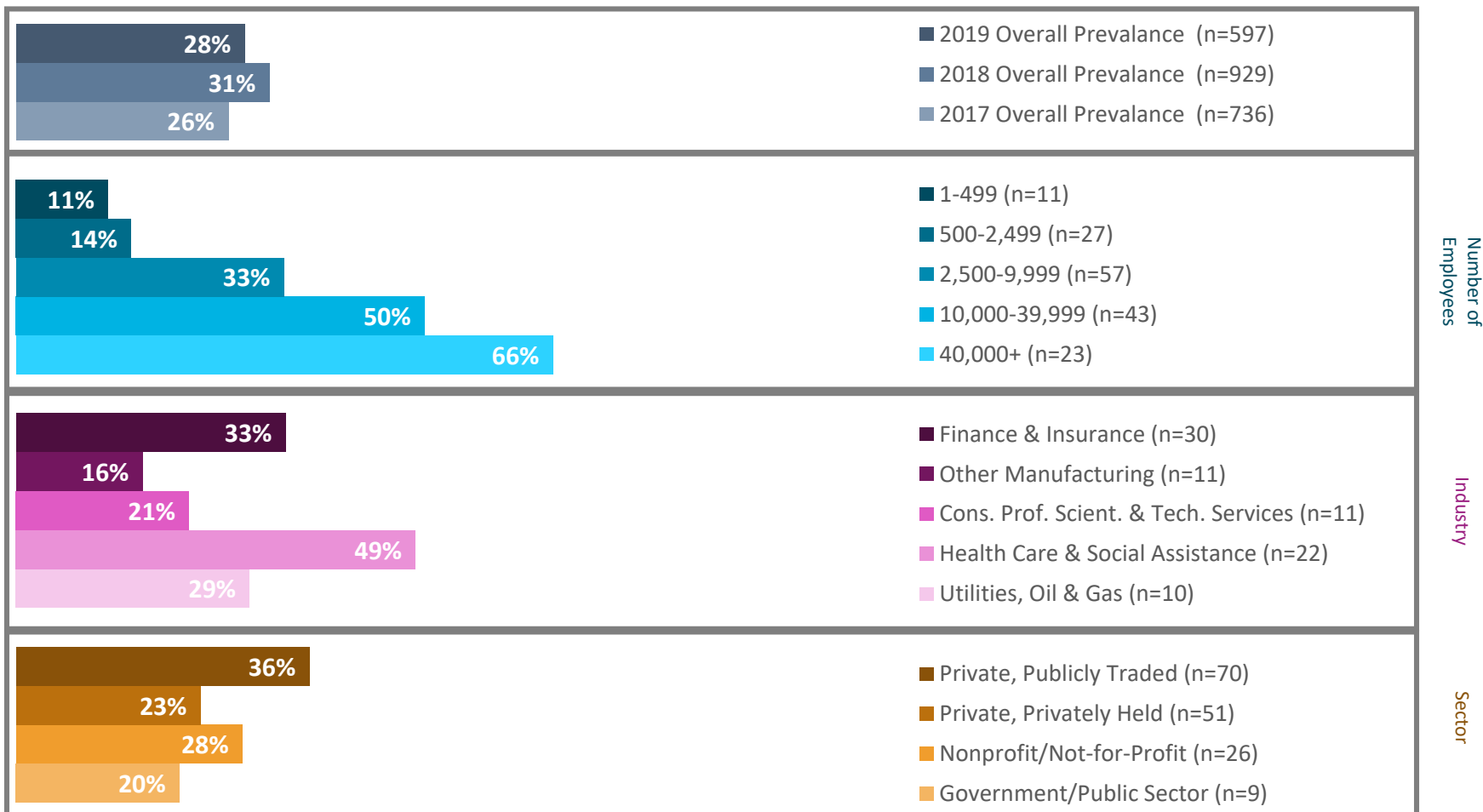


*Results with a sample size less than 50 should be used directionally.

Disaster Relief Fund

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

Portion of the Demographic That Offers This Program/Practice

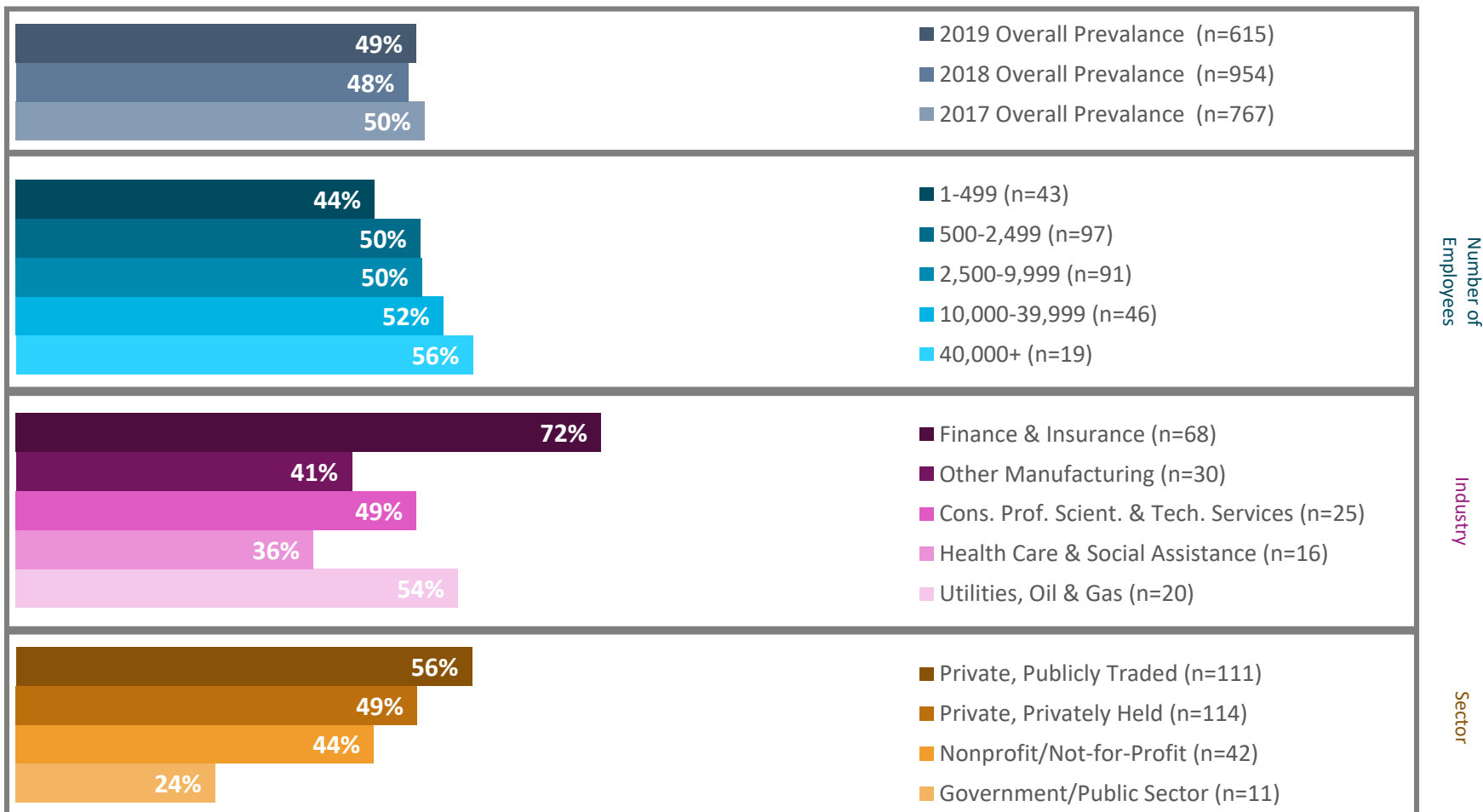


*Results with a sample size less than 50 should be used directionally.

Paid Time Off to Volunteer

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

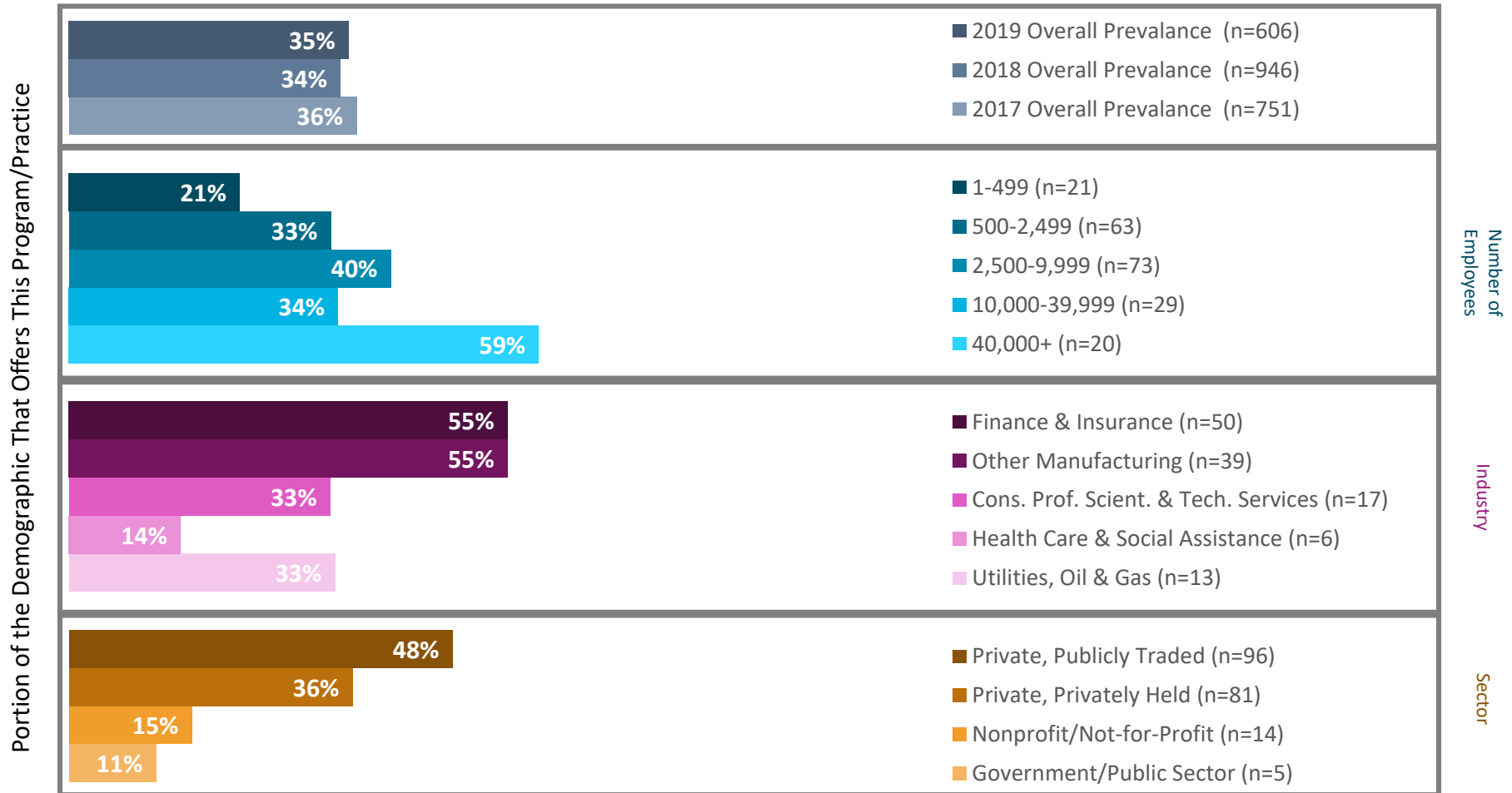
Portion of the Demographic That Offers This Program/Practice



*Results with a sample size less than 50 should be used directionally.

Matching Gift Program

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

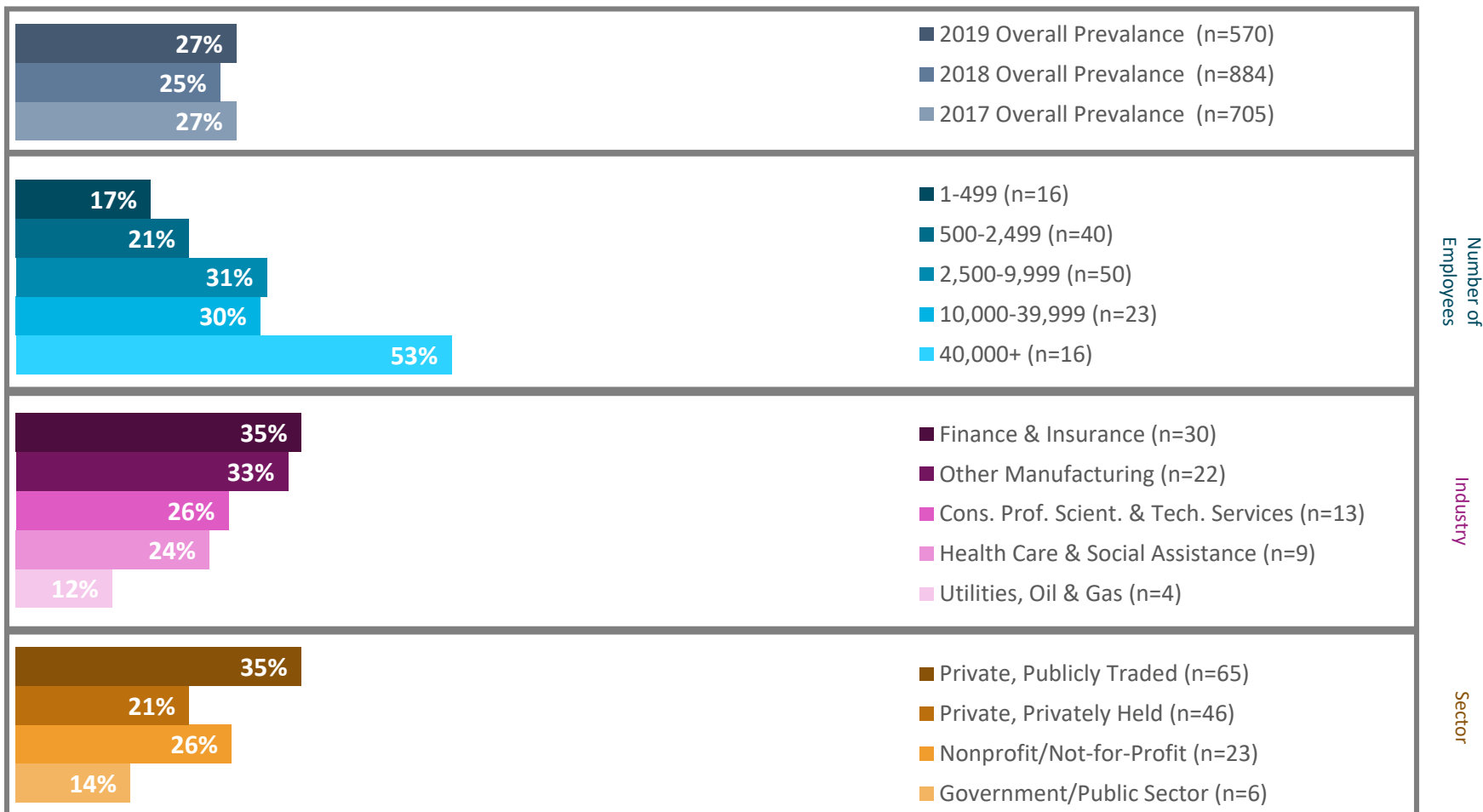


*Results with a sample size less than 50 should be used directionally.

In-Kind Donations

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

Portion of the Demographic That Offers This Program/Practice

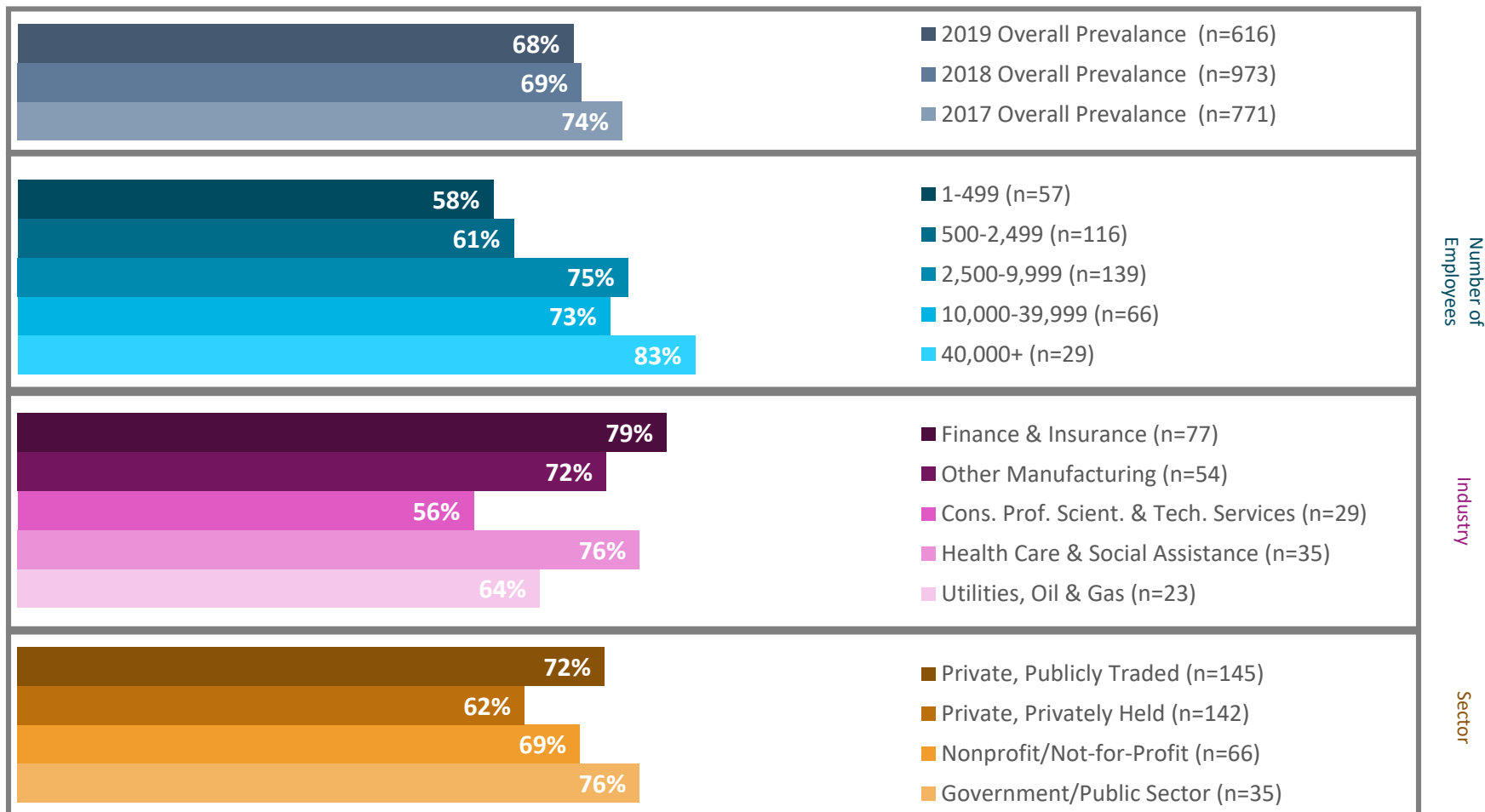


*Results with a sample size less than 50 should be used directionally.

Charitable Fundraising Programs

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

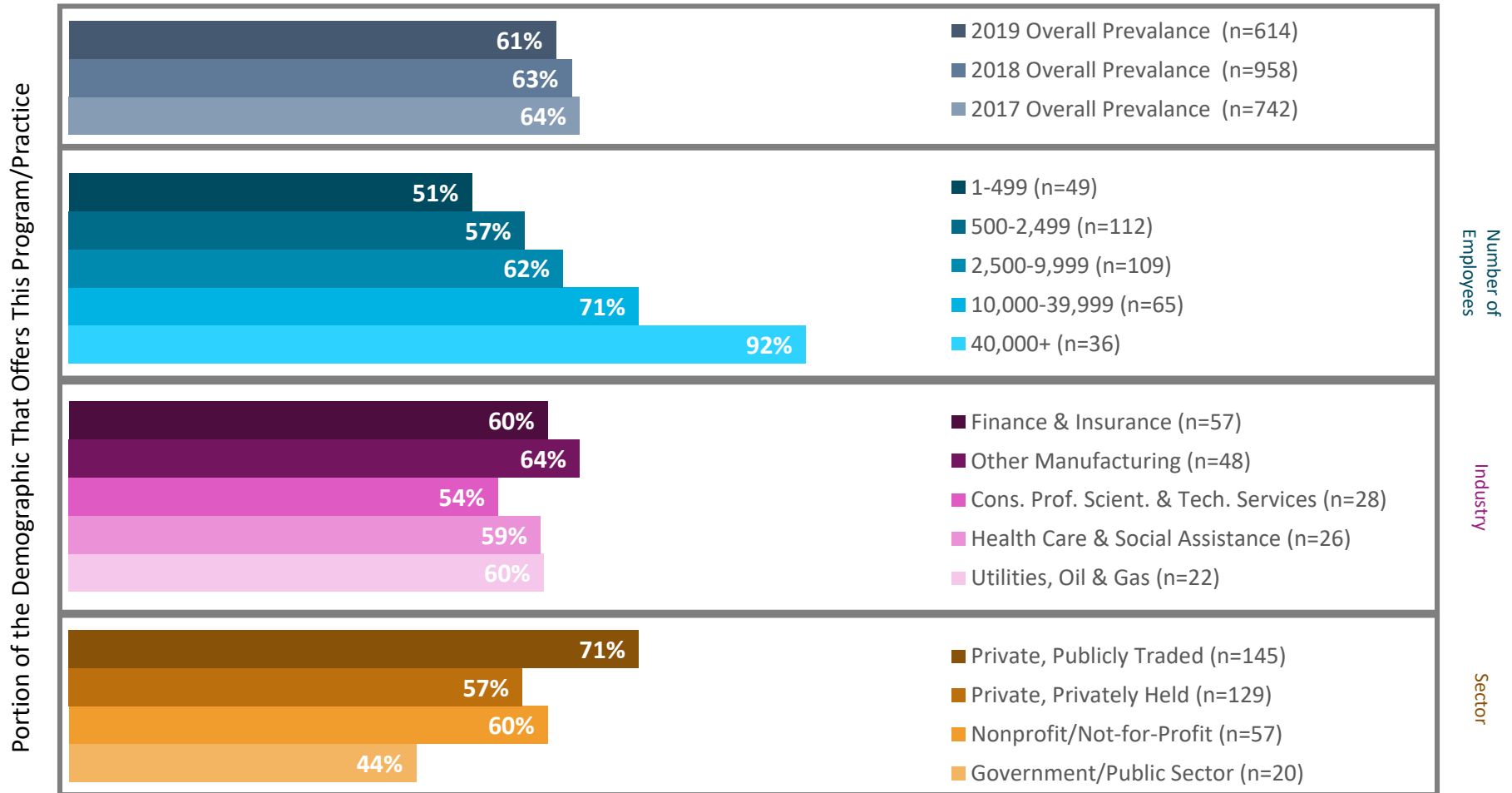
Portion of the Demographic That Offers This Program/Practice



*Results with a sample size less than 50 should be used directionally.

Corporate Social Responsibility Programs/Green Initiatives

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

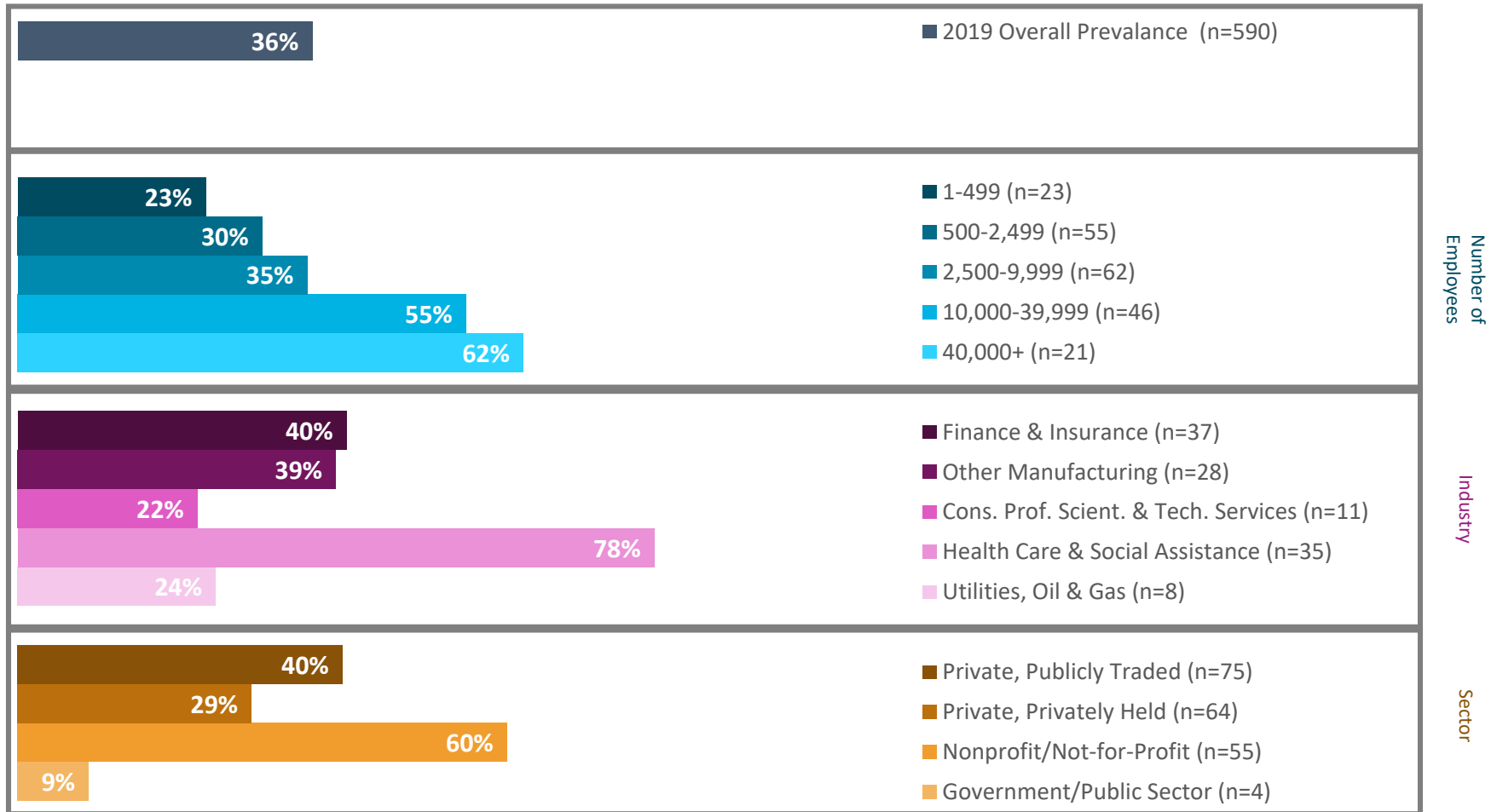


*Results with a sample size less than 50 should be used directionally.

Company Foundation NEW!

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

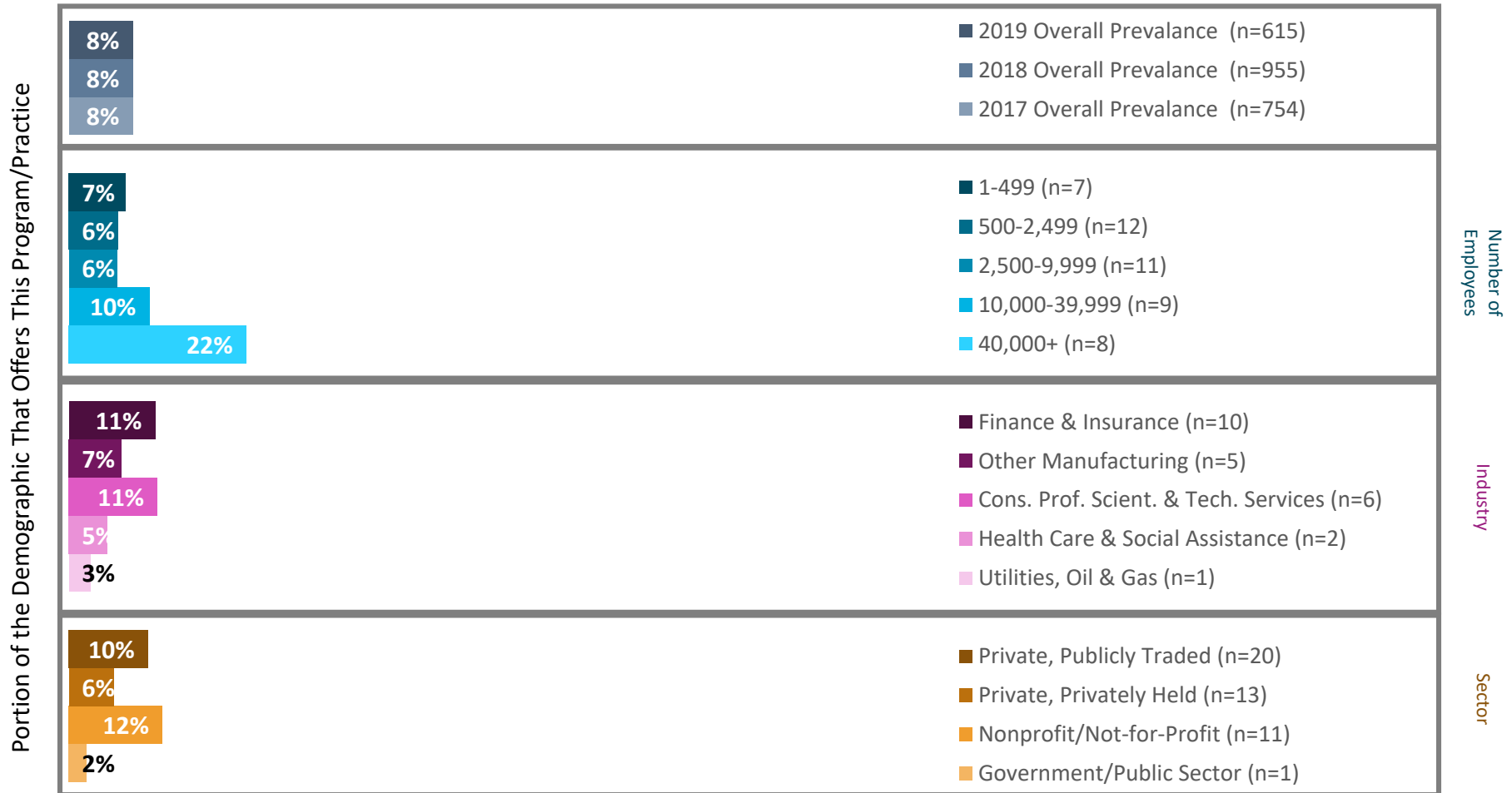
Portion of the Demographic That Offers This Program/Practice



*Results with a sample size less than 50 should be used directionally.

College Preparation Planning

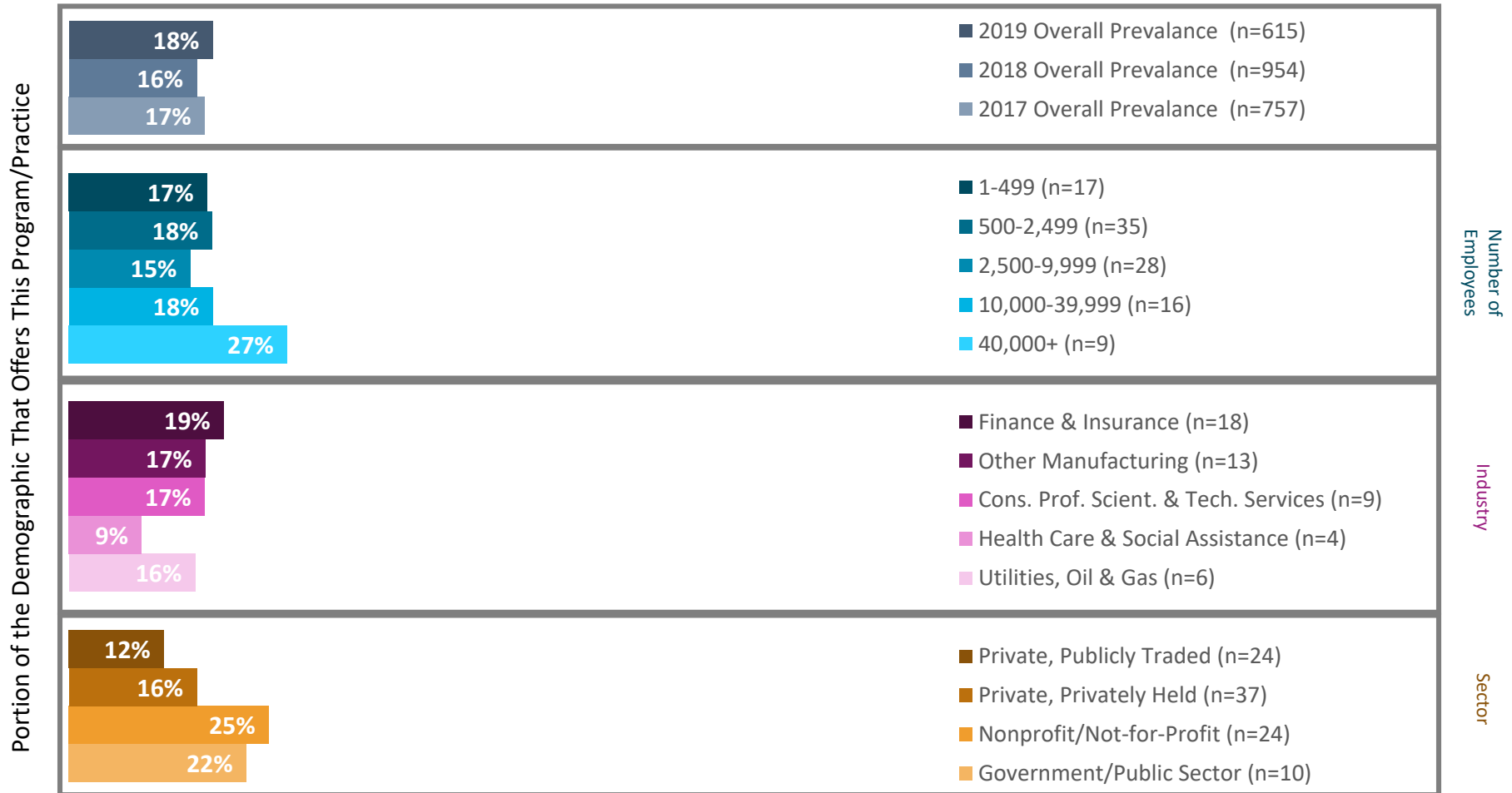
Is the following program offered at your organization to some or all employees?



*Results with a sample size less than 50 should be used directionally.

College Savings Plan

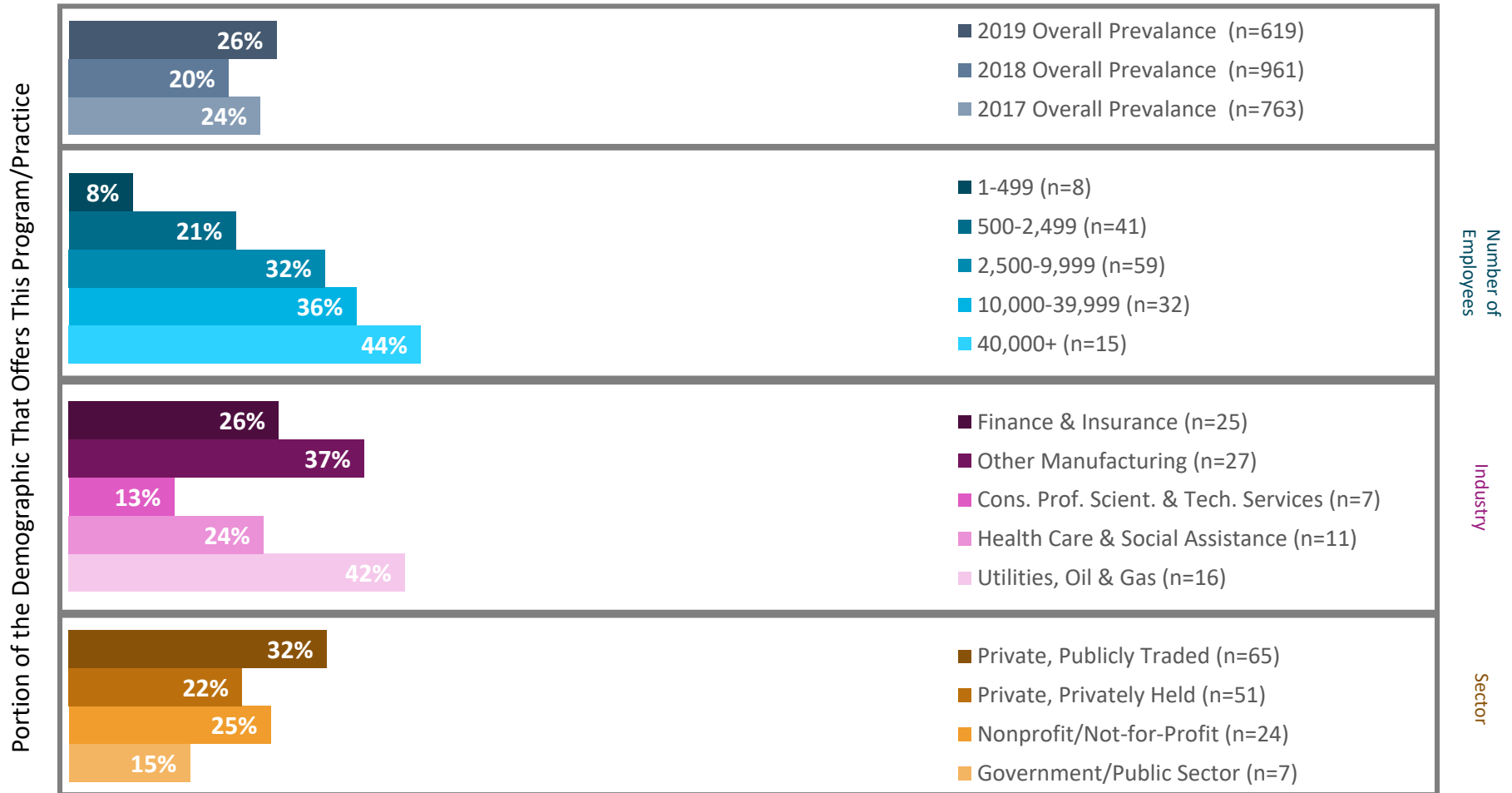
Is the following program offered at your organization to some or all employees?



*Results with a sample size less than 50 should be used directionally.

College Scholarships for Employees' Children

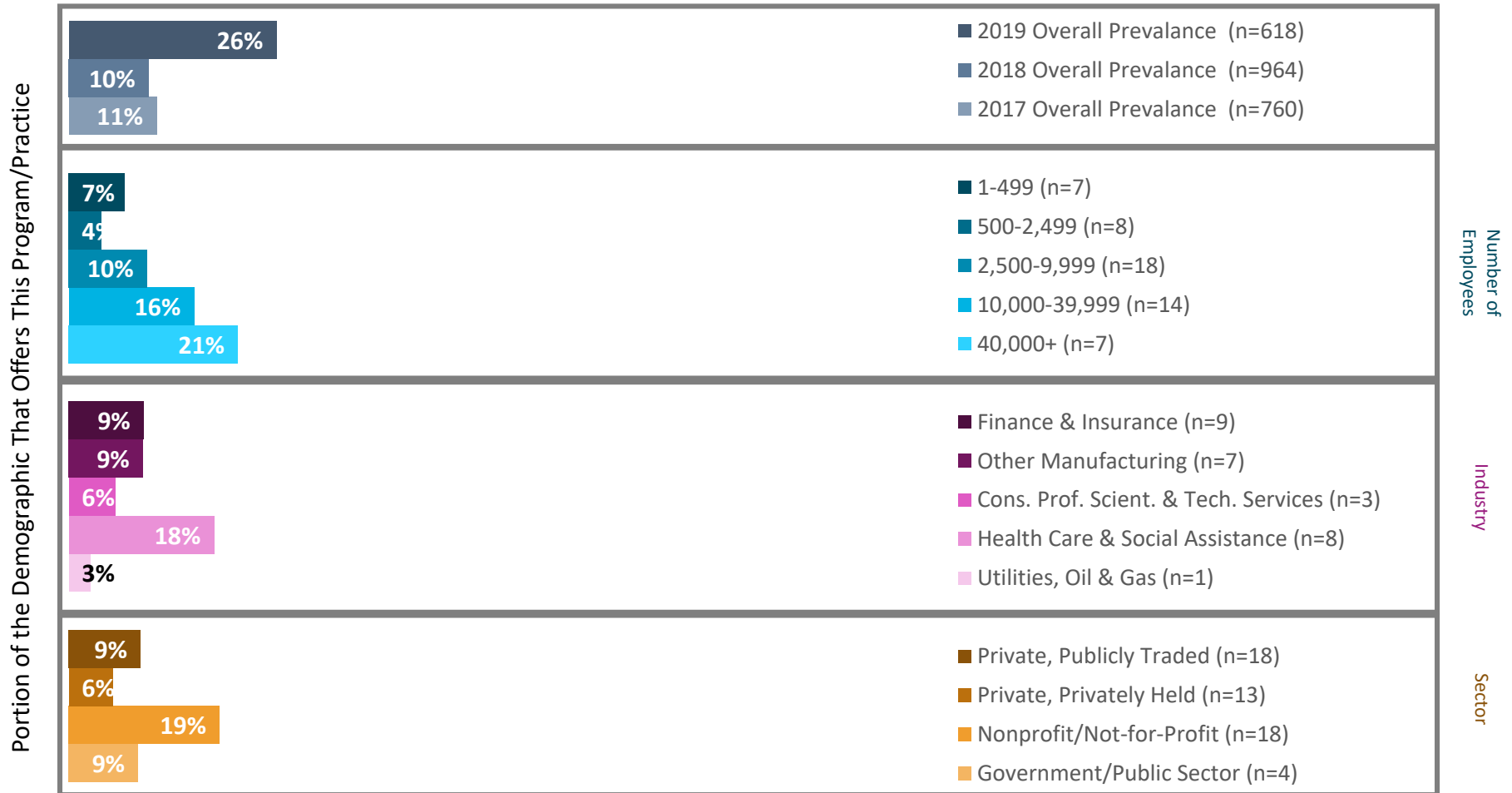
Is the following program offered at your organization to some or all employees?



*Results with a sample size less than 50 should be used directionally.

Employee Scholarships/Student Aid/Loans

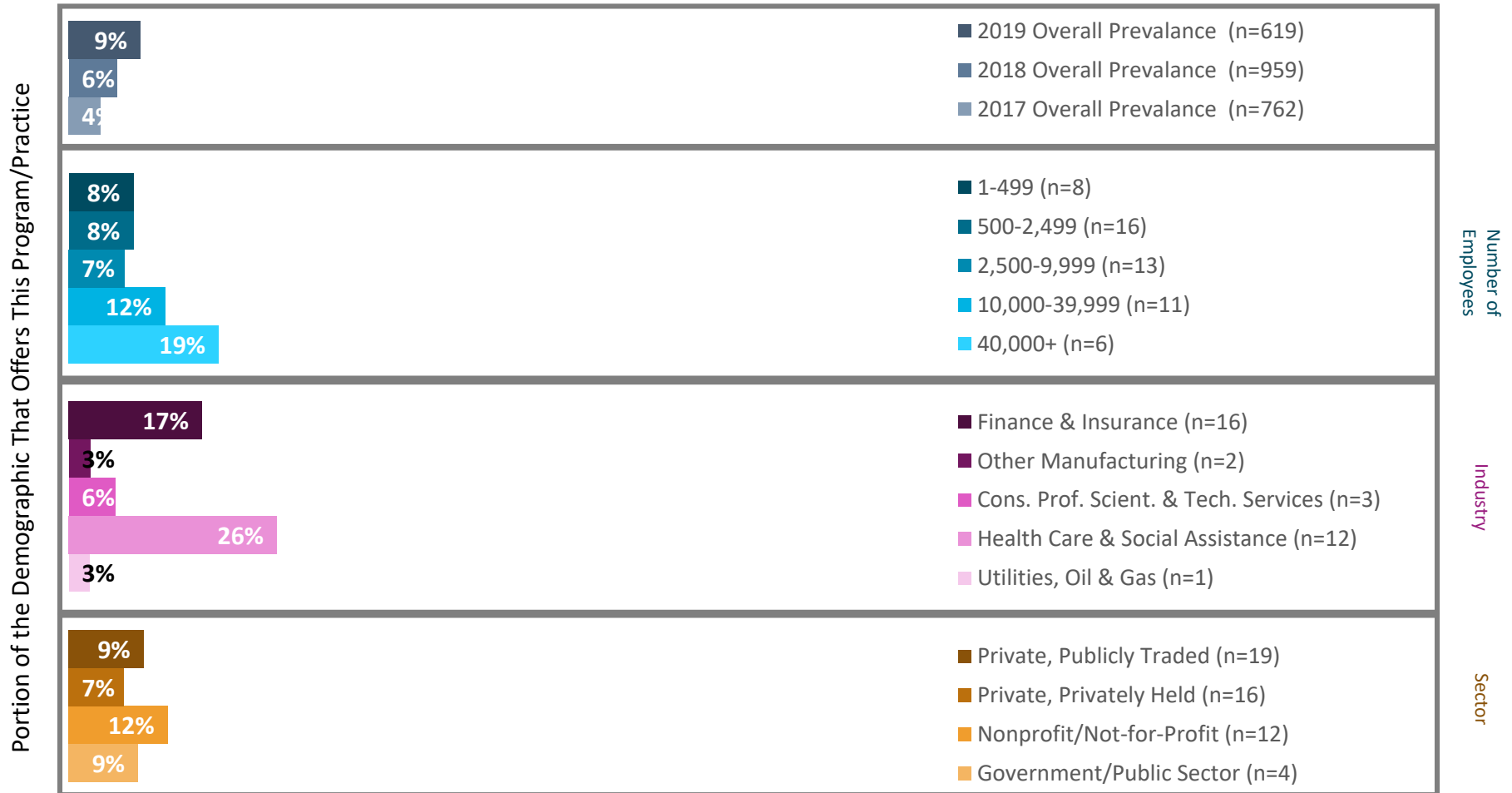
Is the following program offered at your organization to some or all employees?



*Results with a sample size less than 50 should be used directionally.

Student Loan Debt Repayment Assistance

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

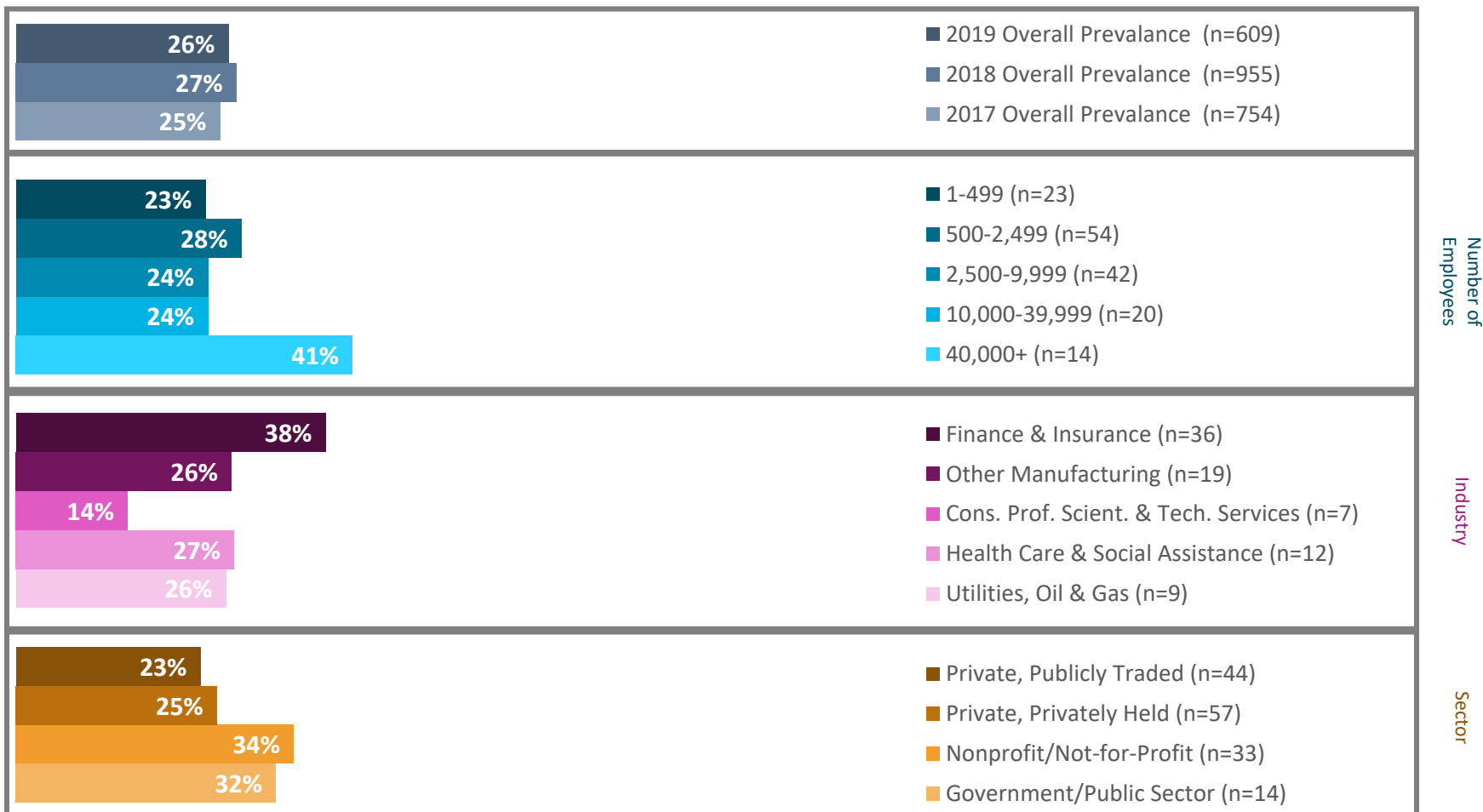


*Results with a sample size less than 50 should be used directionally.

Debt Management

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

Portion of the Demographic That Offers This Program/Practice

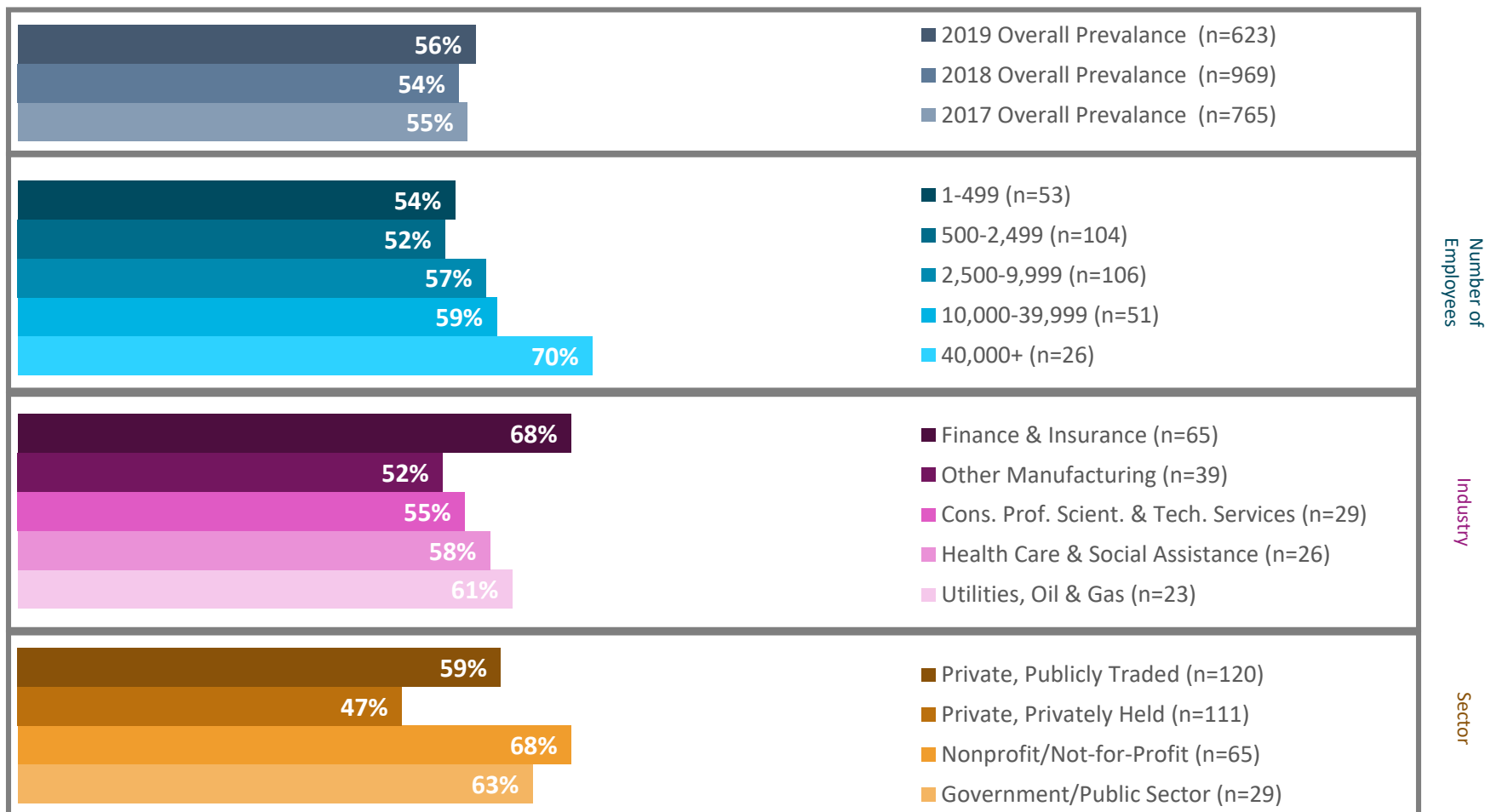


*Results with a sample size less than 50 should be used directionally.

Personal Financial-Planning Services

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

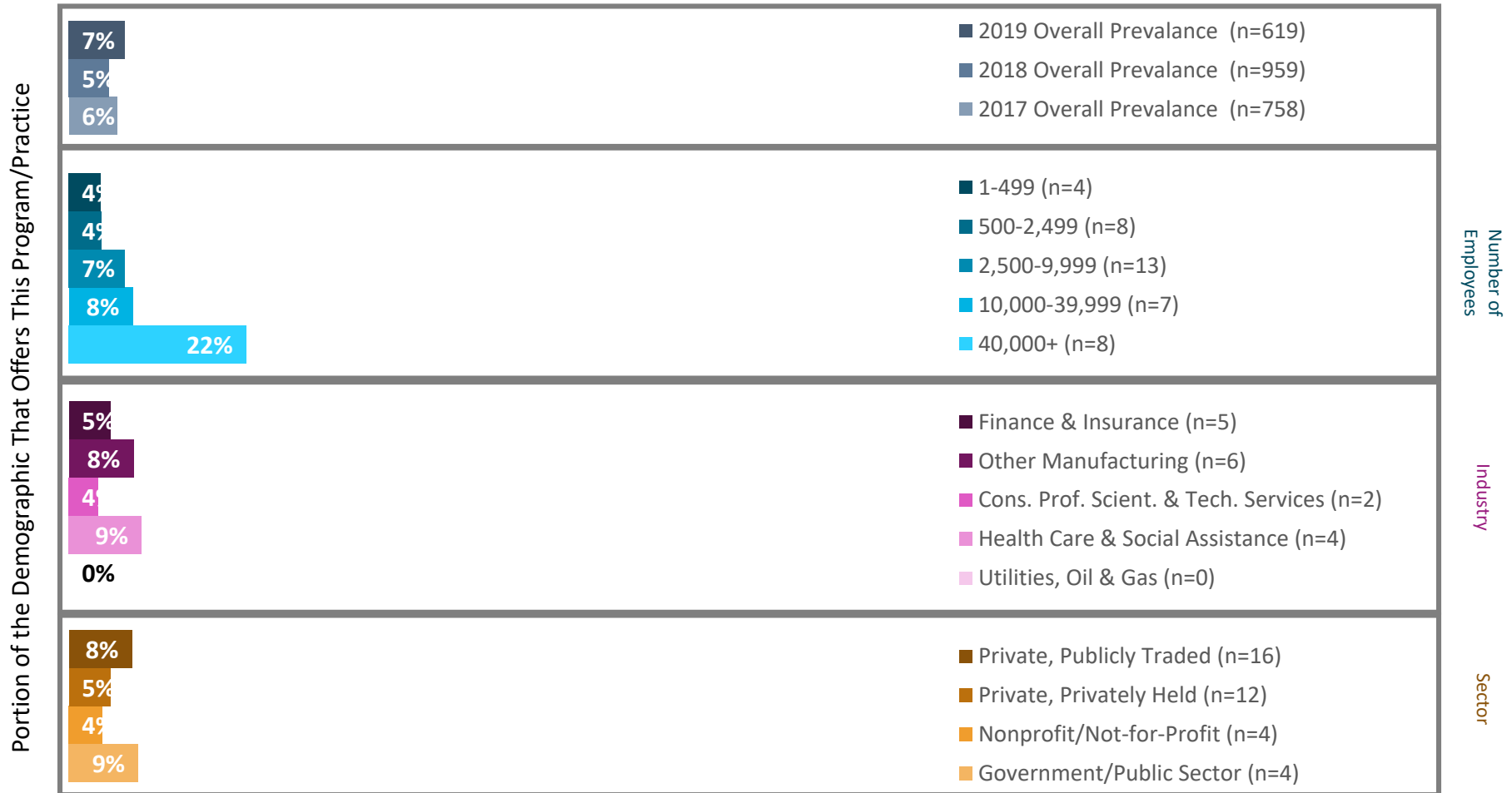
Portion of the Demographic That Offers This Program/Practice



*Results with a sample size less than 50 should be used directionally.

Personal Tax Services

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

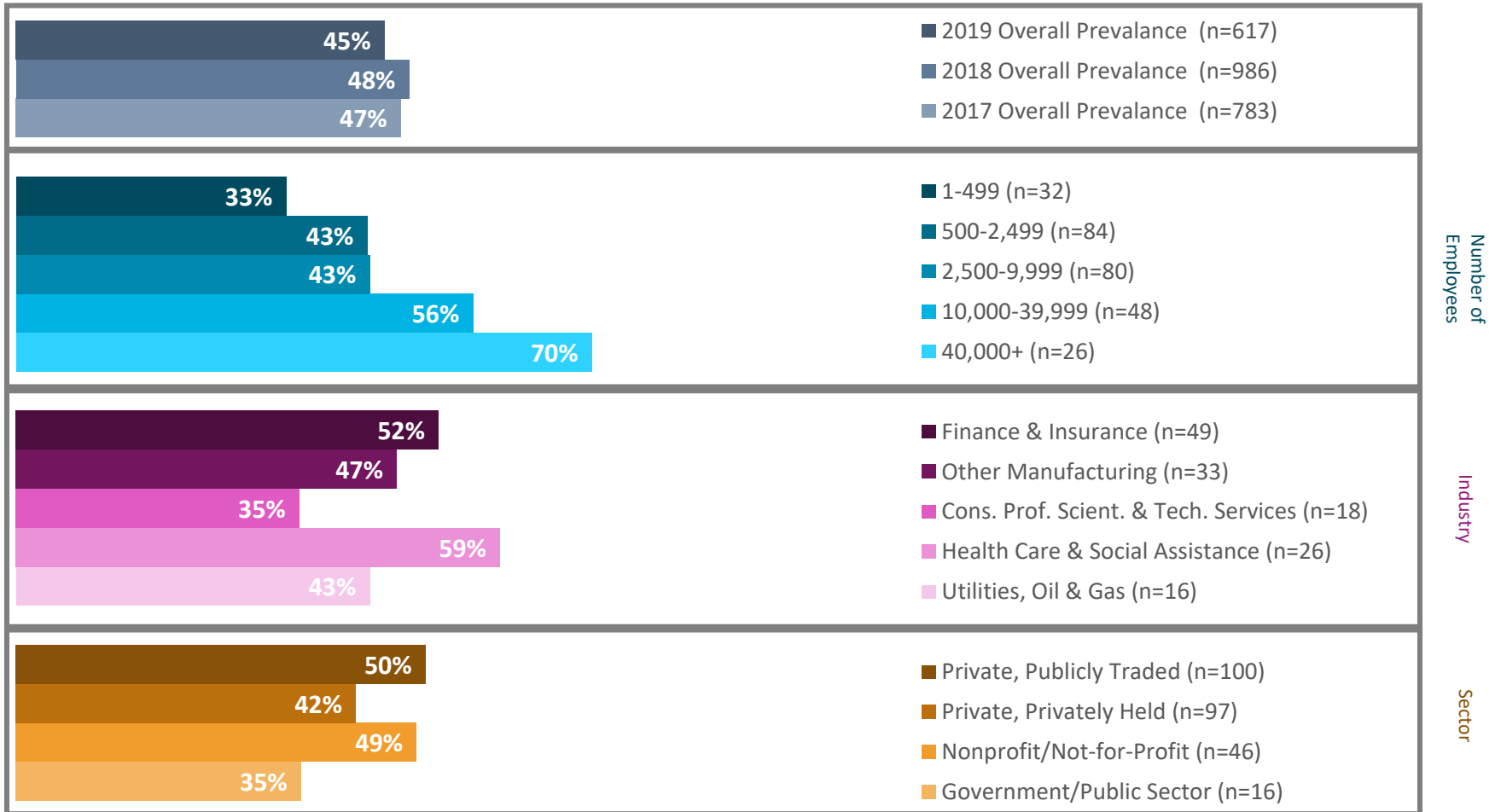


*Results with a sample size less than 50 should be used directionally.

Legal Insurance, Referral or Consultation

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

Portion of the Demographic That Offers This Program/Practice

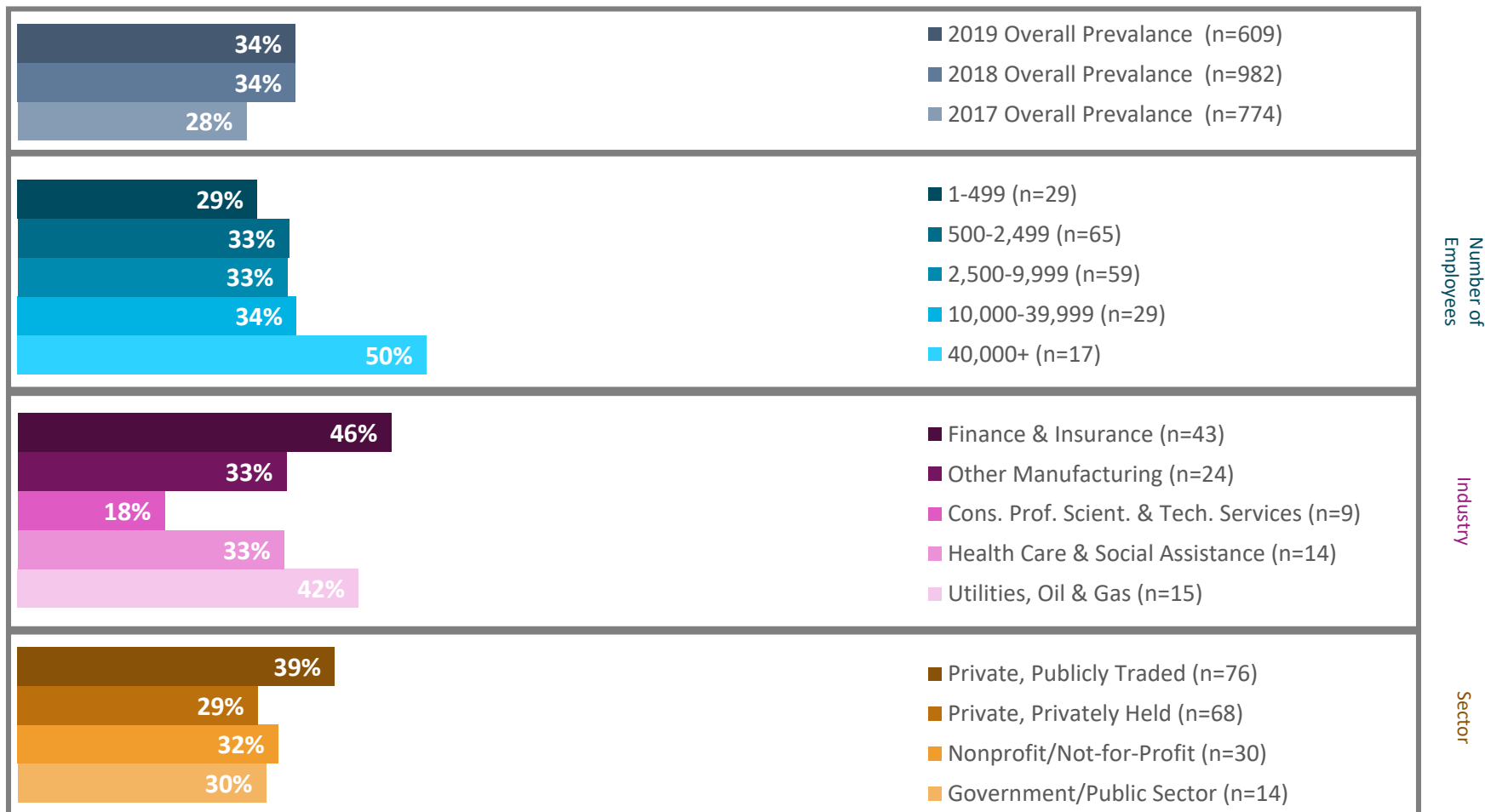


*Results with a sample size less than 50 should be used directionally.

Identity Theft Insurance

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

Portion of the Demographic That Offers This Program/Practice

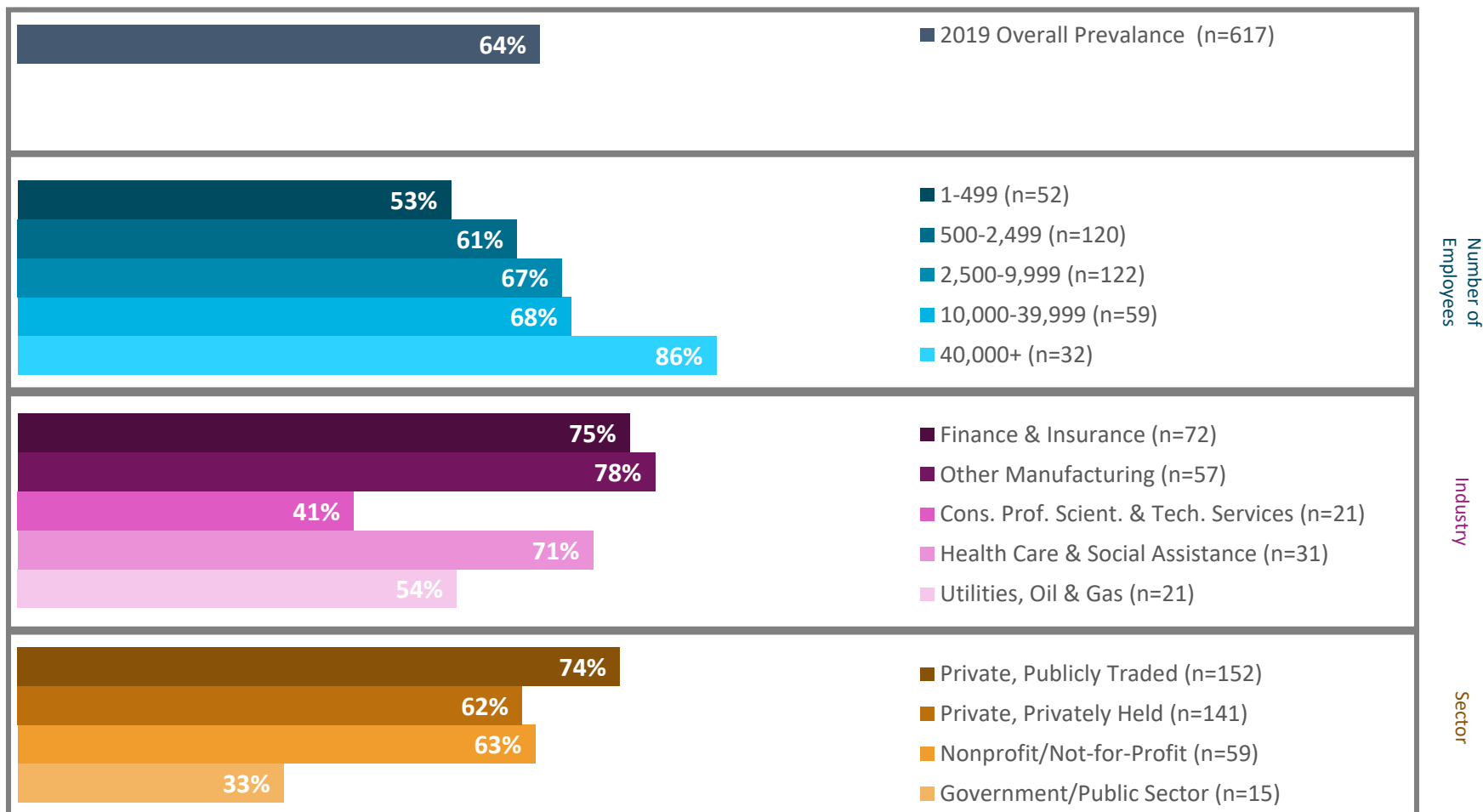


*Results with a sample size less than 50 should be used directionally.

Outplacement or Severance Benefits NEW!

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

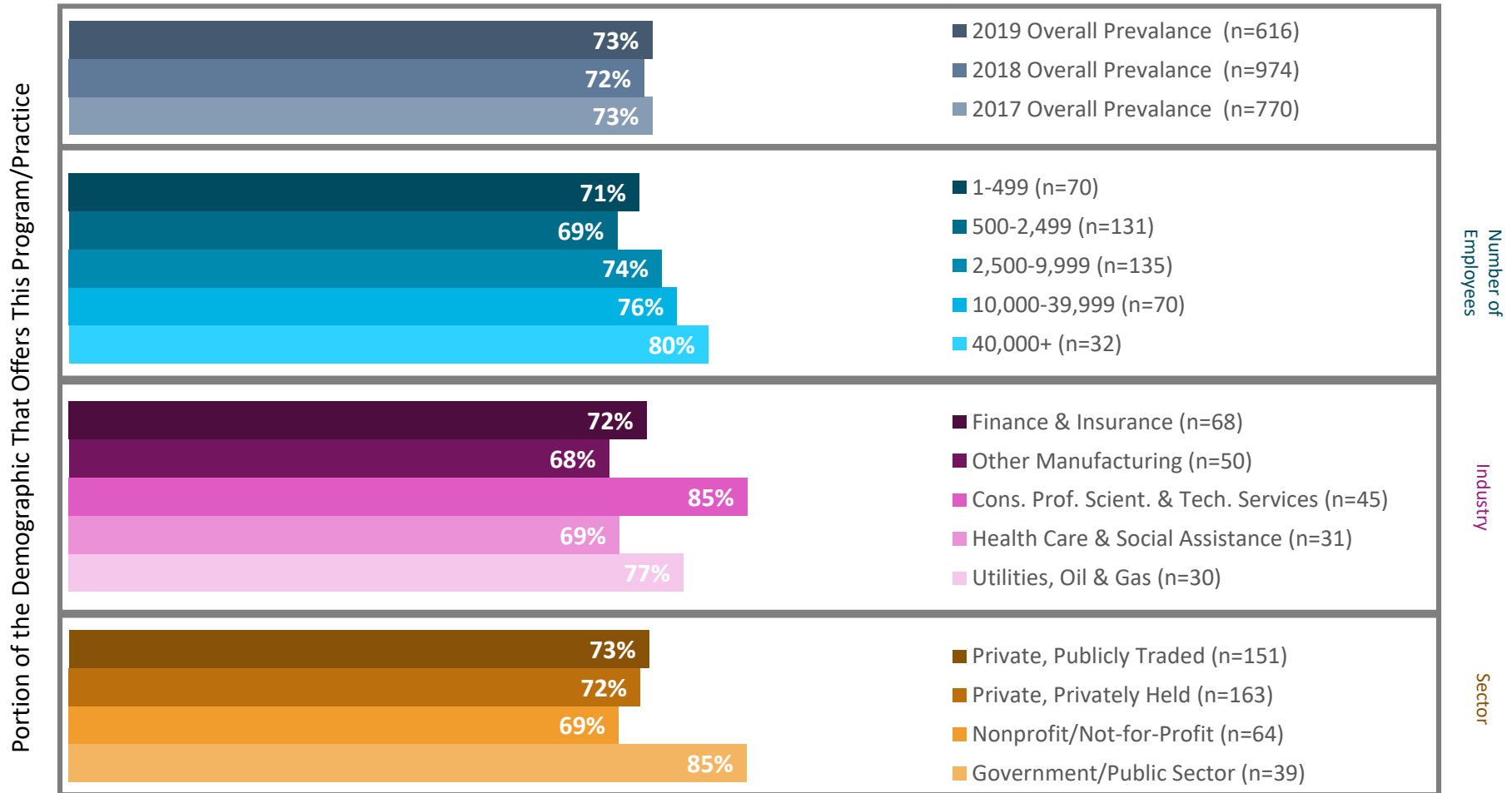
Portion of the Demographic That Offers This Program/Practice



*Results with a sample size less than 50 should be used directionally.

Flex Time

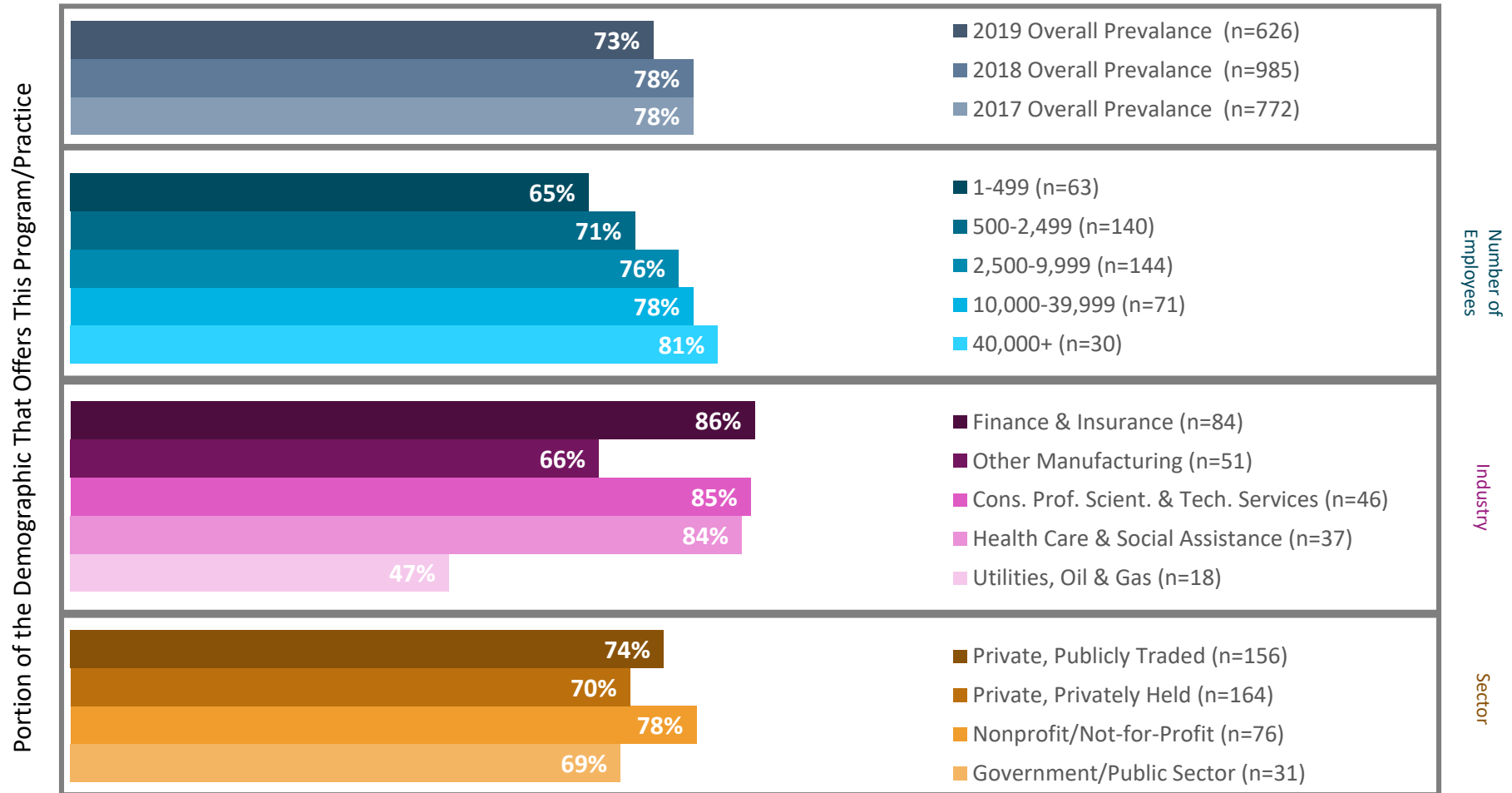
Is the following program offered at your organization to some or all employees?



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Telework, Ad Hoc

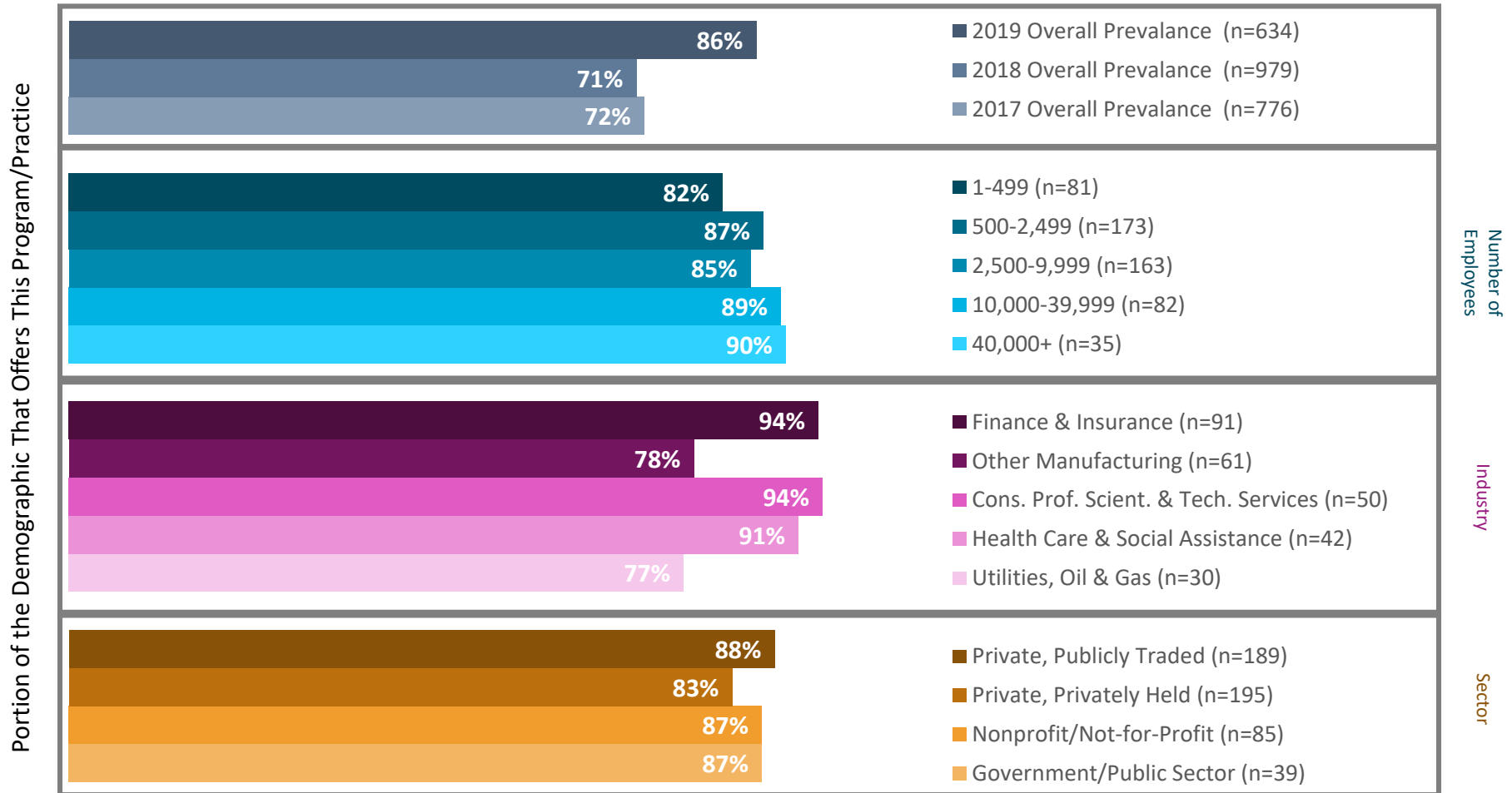
Is the following program offered at your organization to some or all employees?



*Results with a sample size less than 50 should be used directionally.

Occasional Telework

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

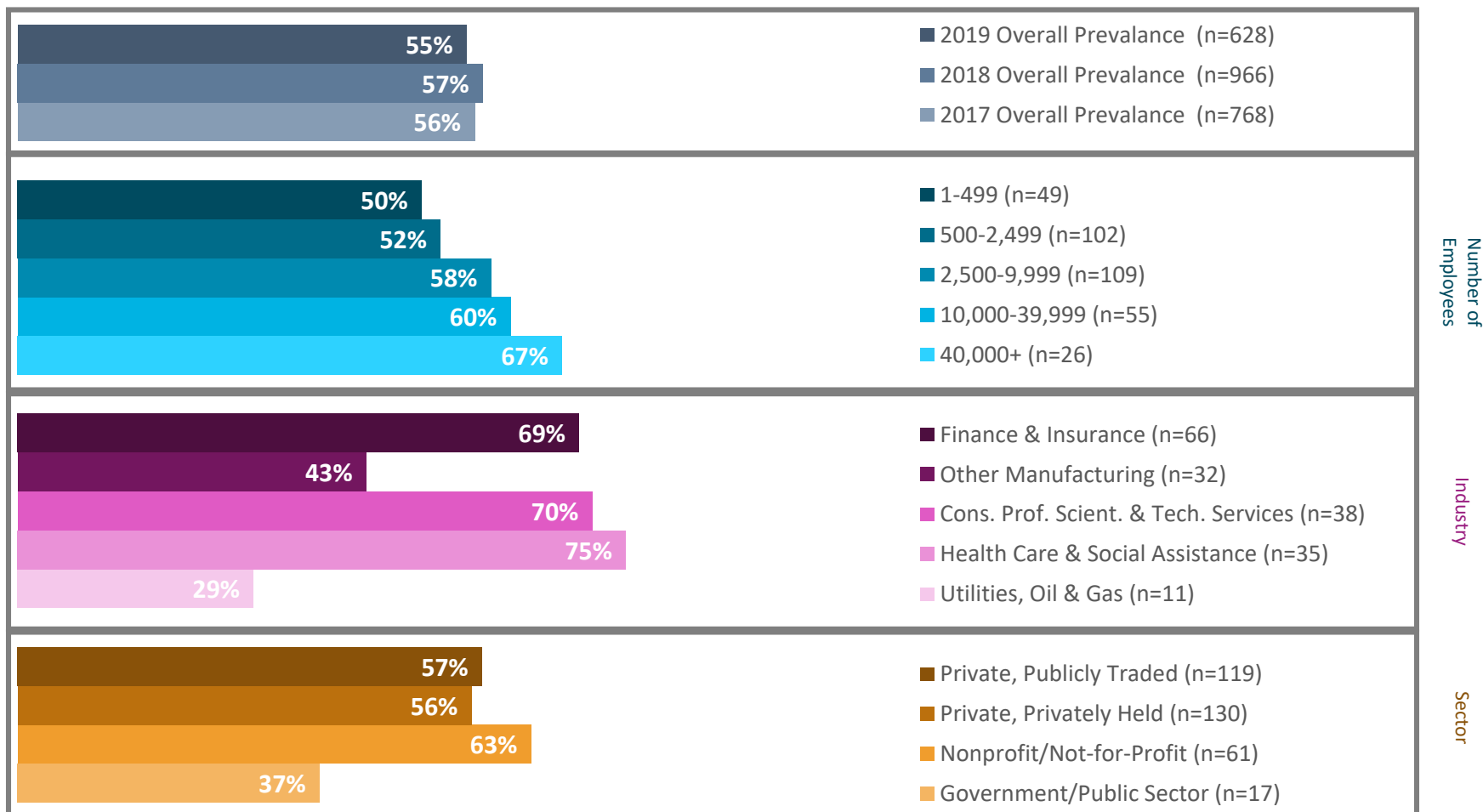


*Results with a sample size less than 50 should be used directionally.

Designated Telework

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

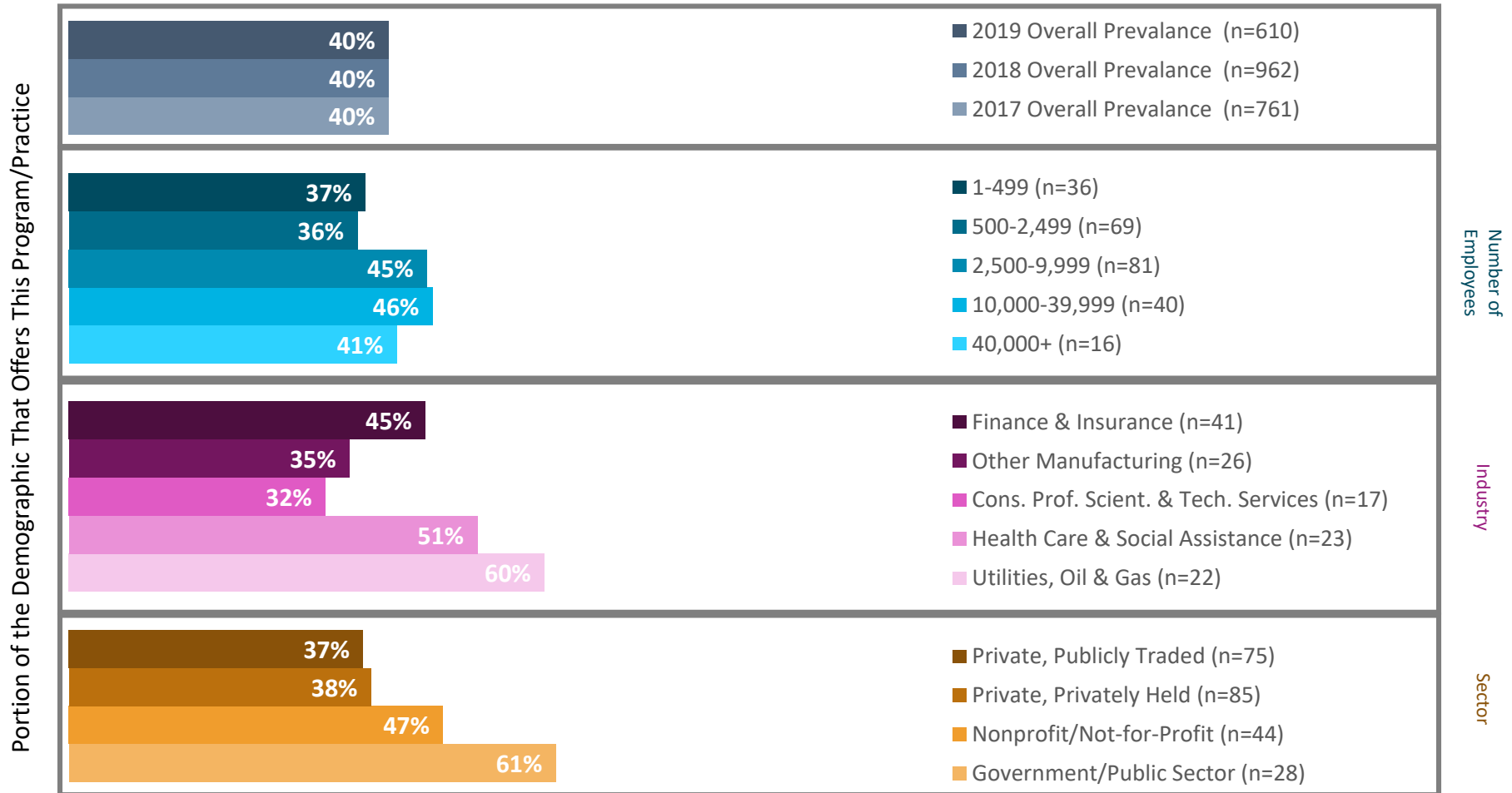
Portion of the Demographic That Offers This Program/Practice



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Compressed Workweek

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

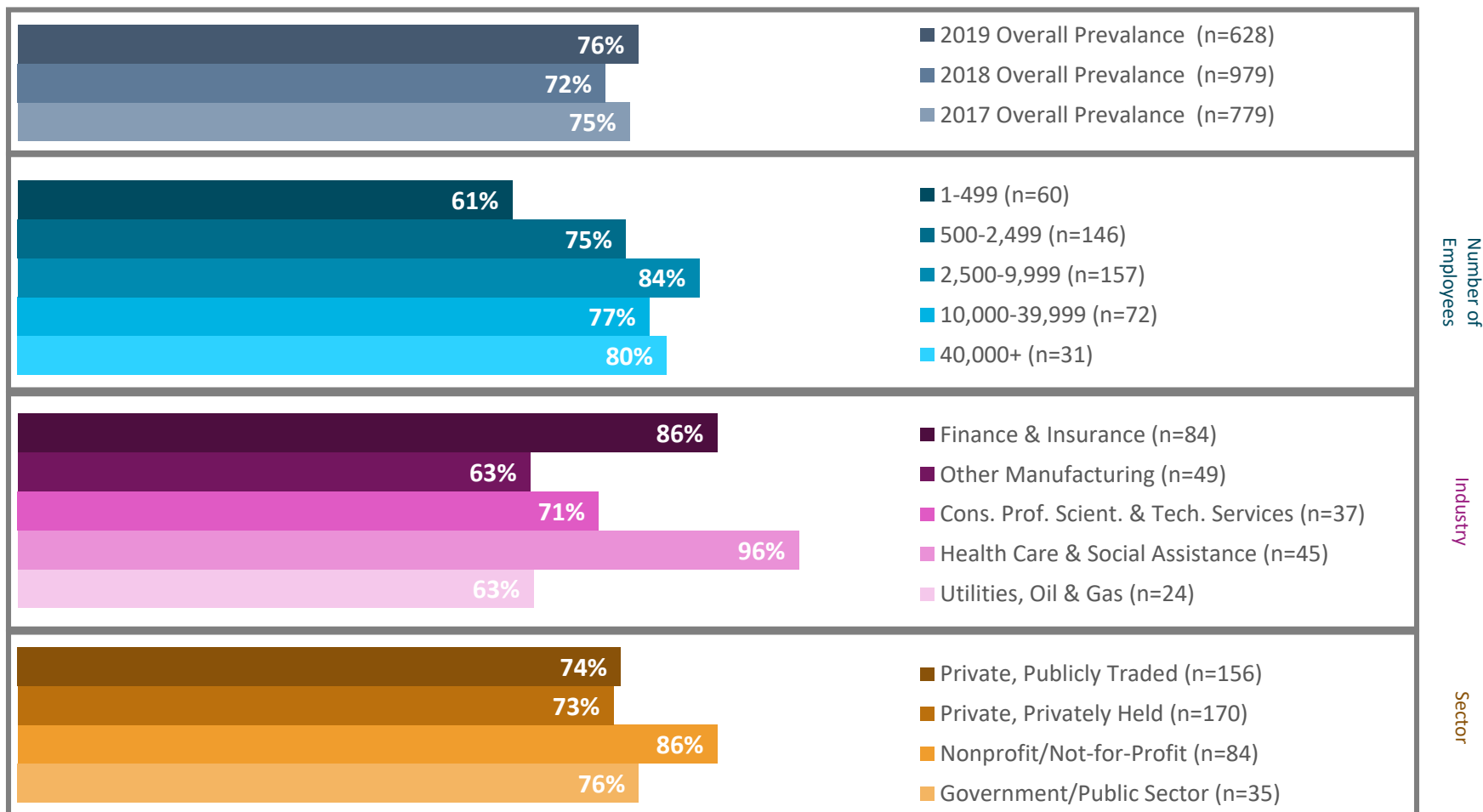


*Results with a sample size less than 50 should be used directionally.

Part-Time/Reduced-Work Schedules

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

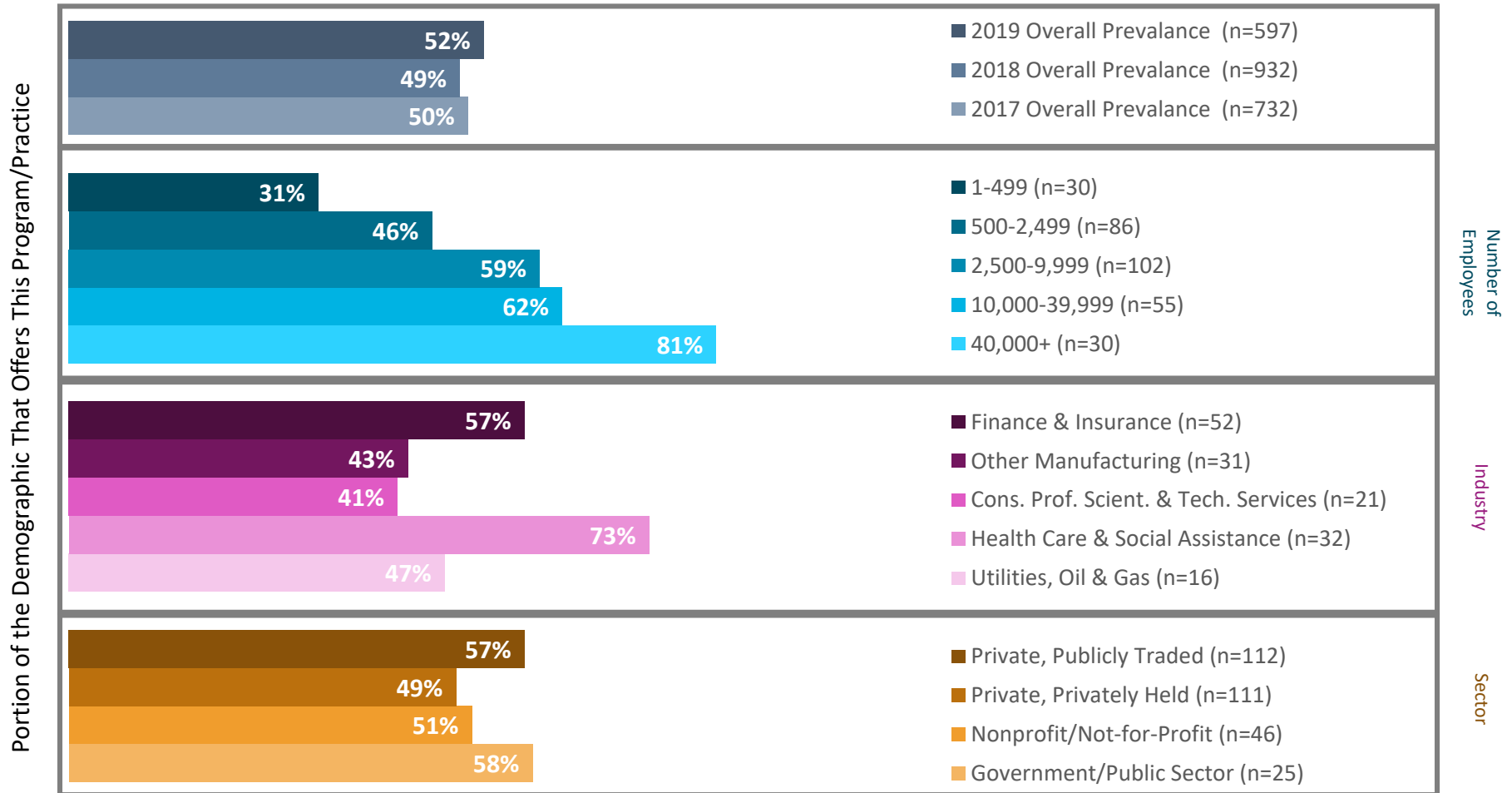
Portion of the Demographic That Offers This Program/Practice



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Shift Flexibility

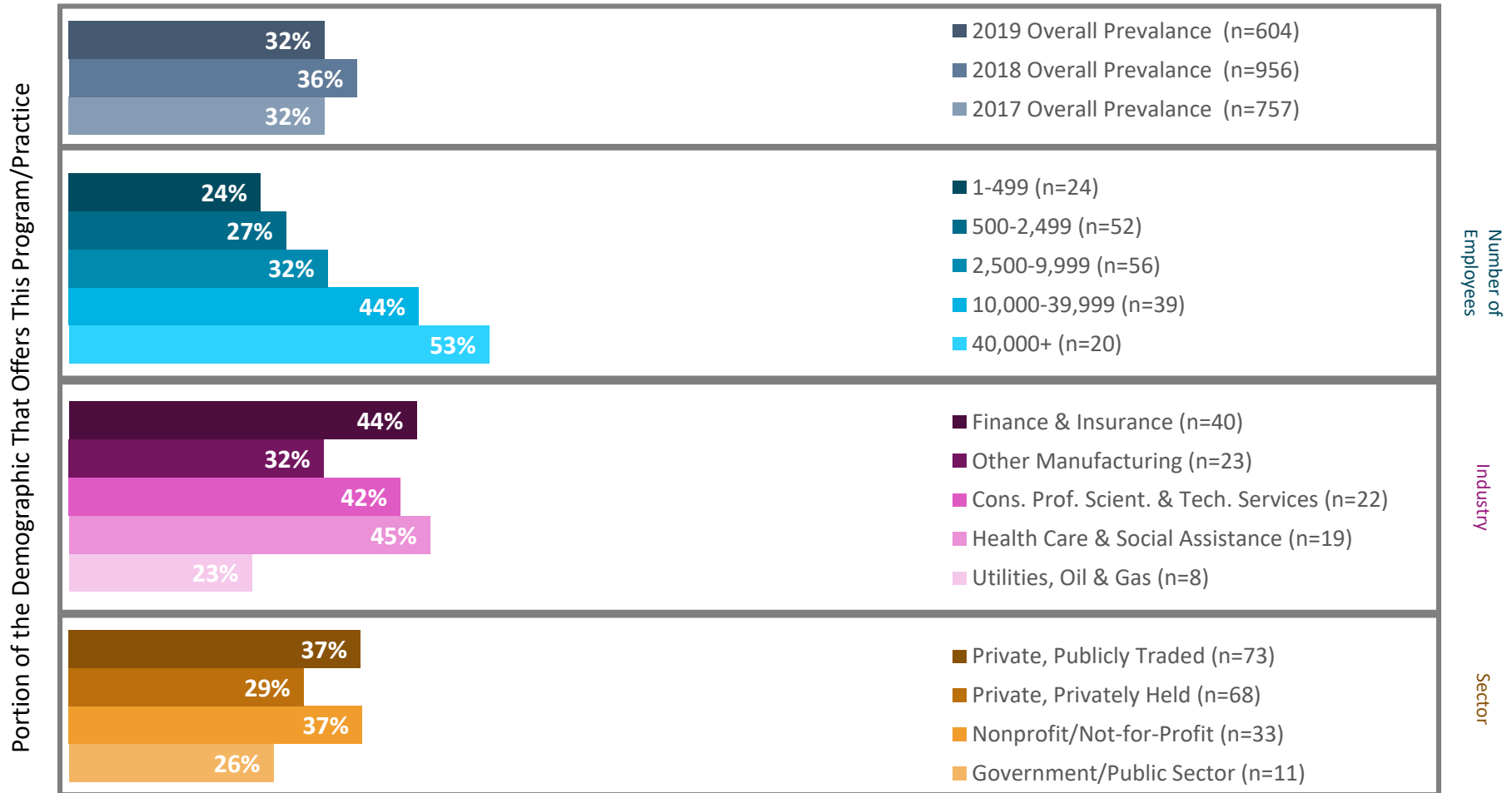
Is the following program offered at your organization to some or all employees?



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Alternative Worksites

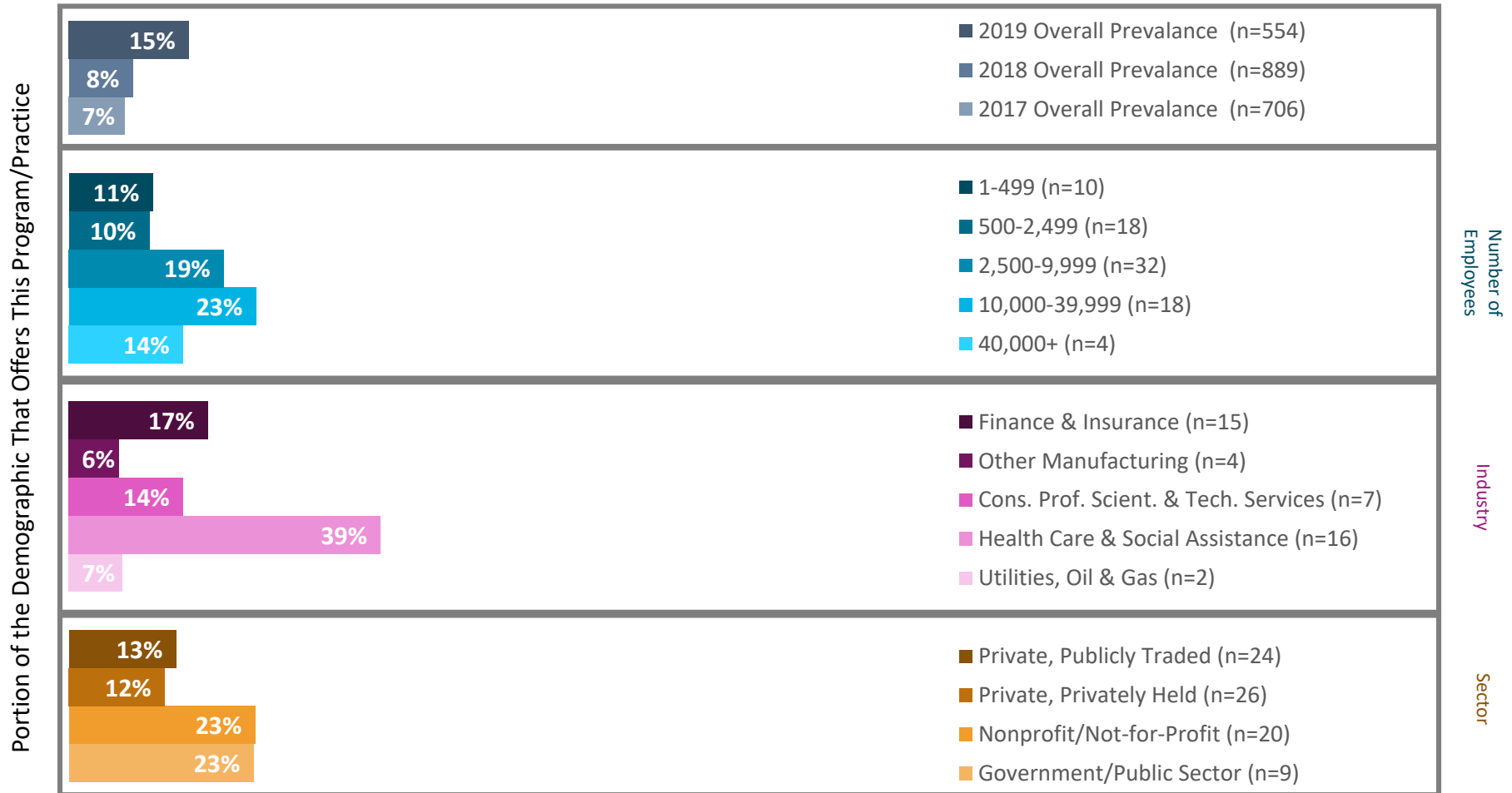
Is the following program offered at your organization to some or all employees?



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Annualized Hours

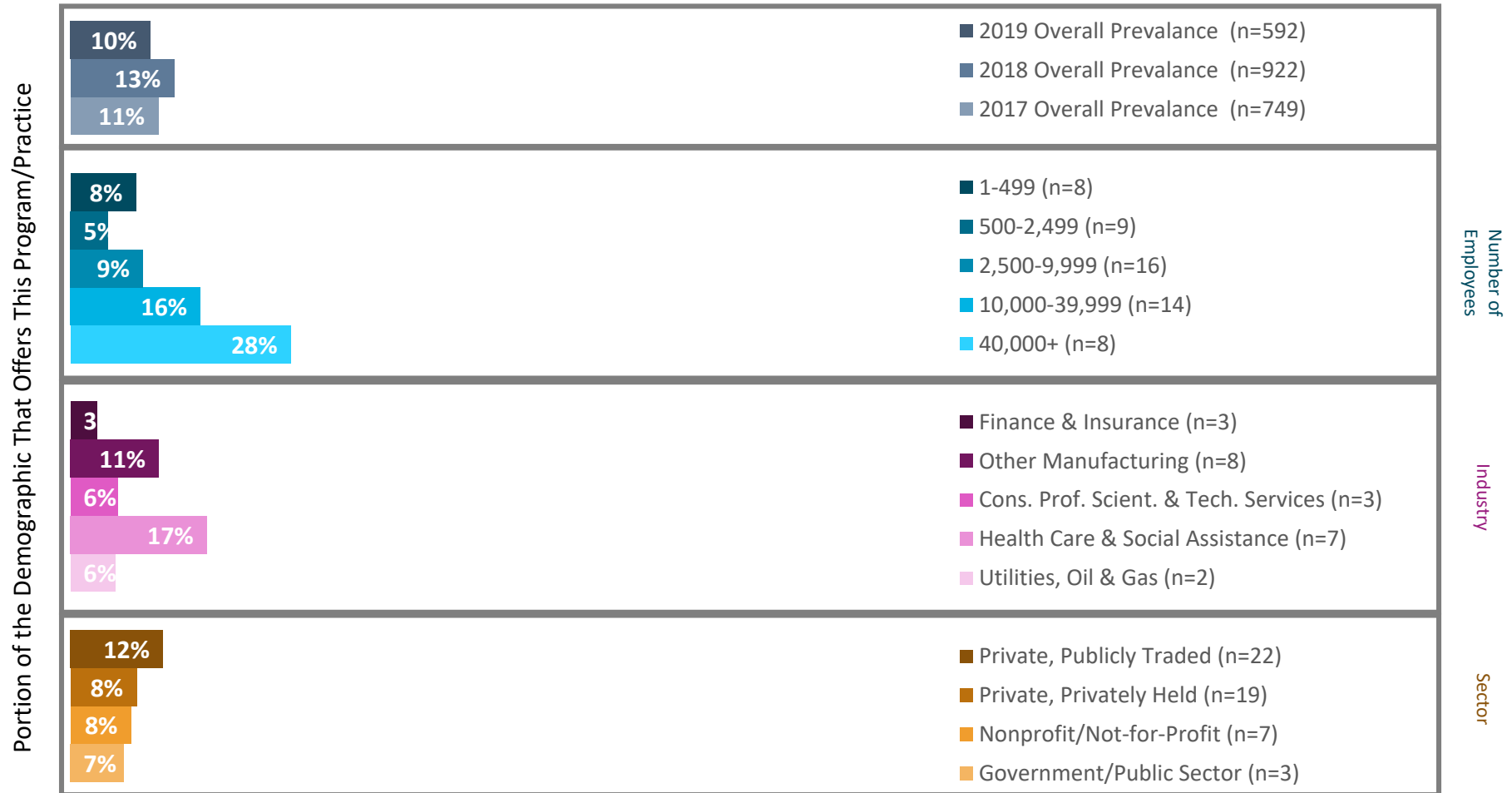
Is the following program offered at your organization to some or all employees?



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Job Sharing

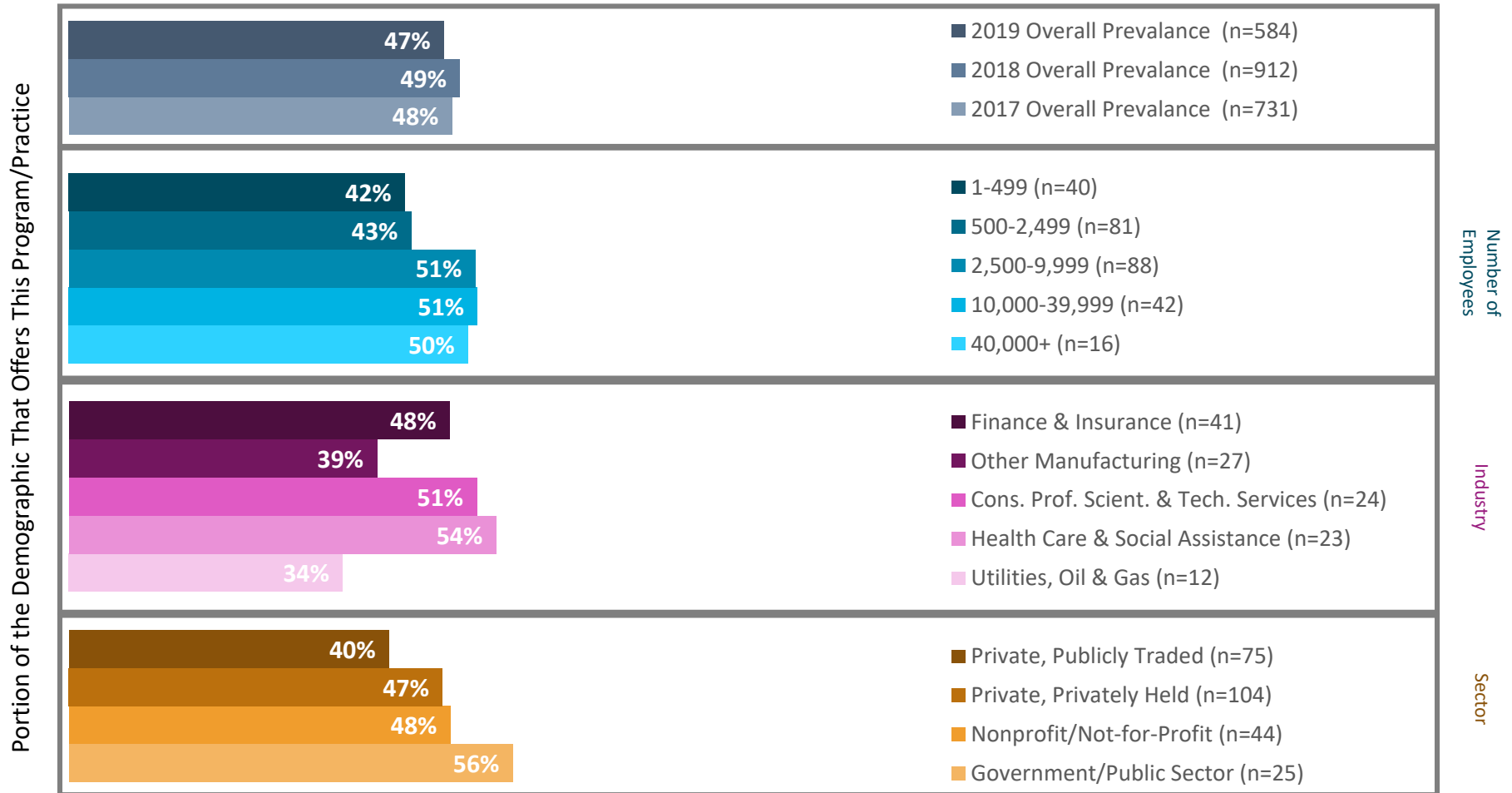
Is the following program offered at your organization to some or all employees?



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Phased Return to Work After Leave of Absence

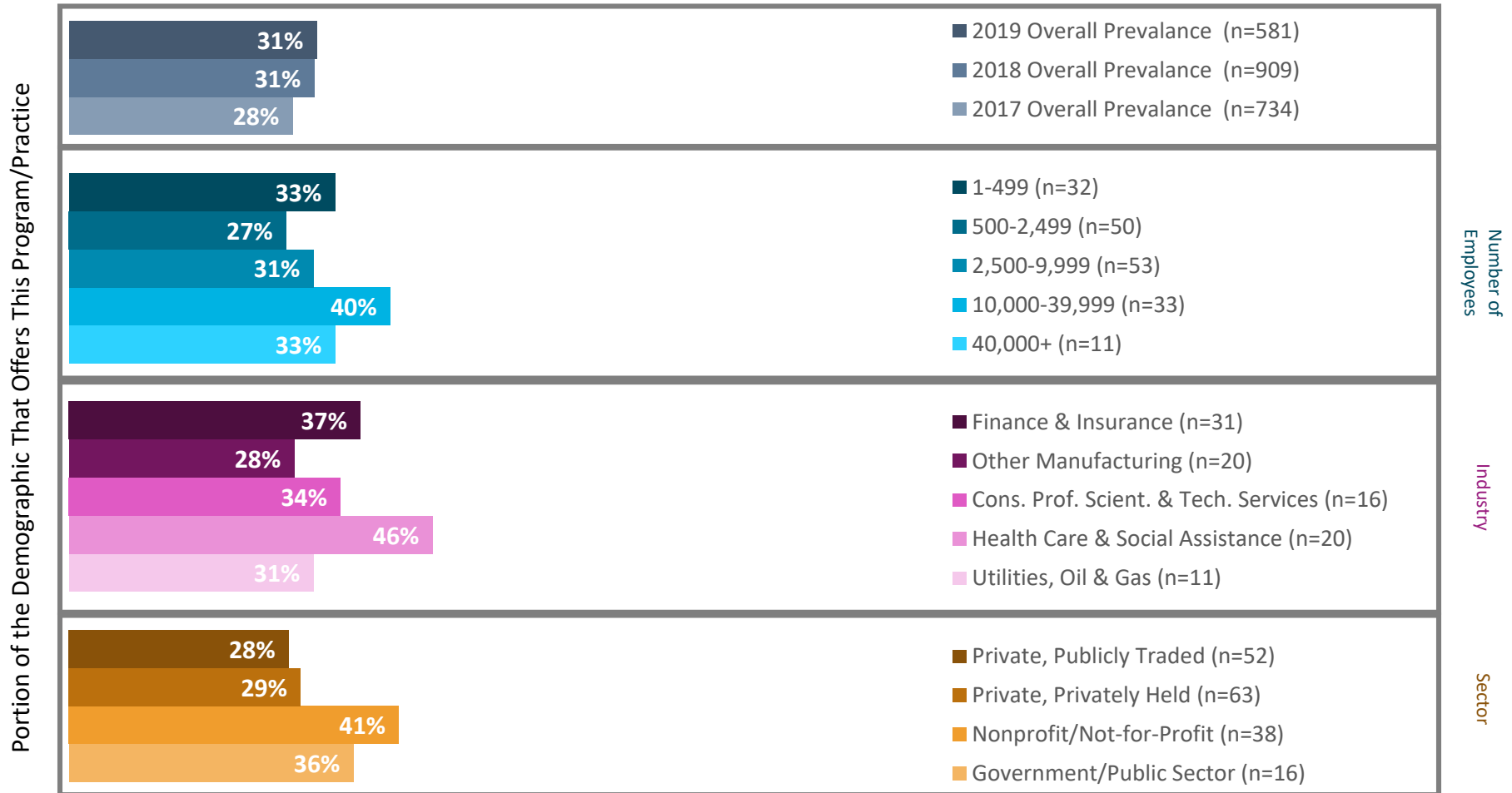
Is the following program offered at your organization to some or all employees?



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Phased Retirement

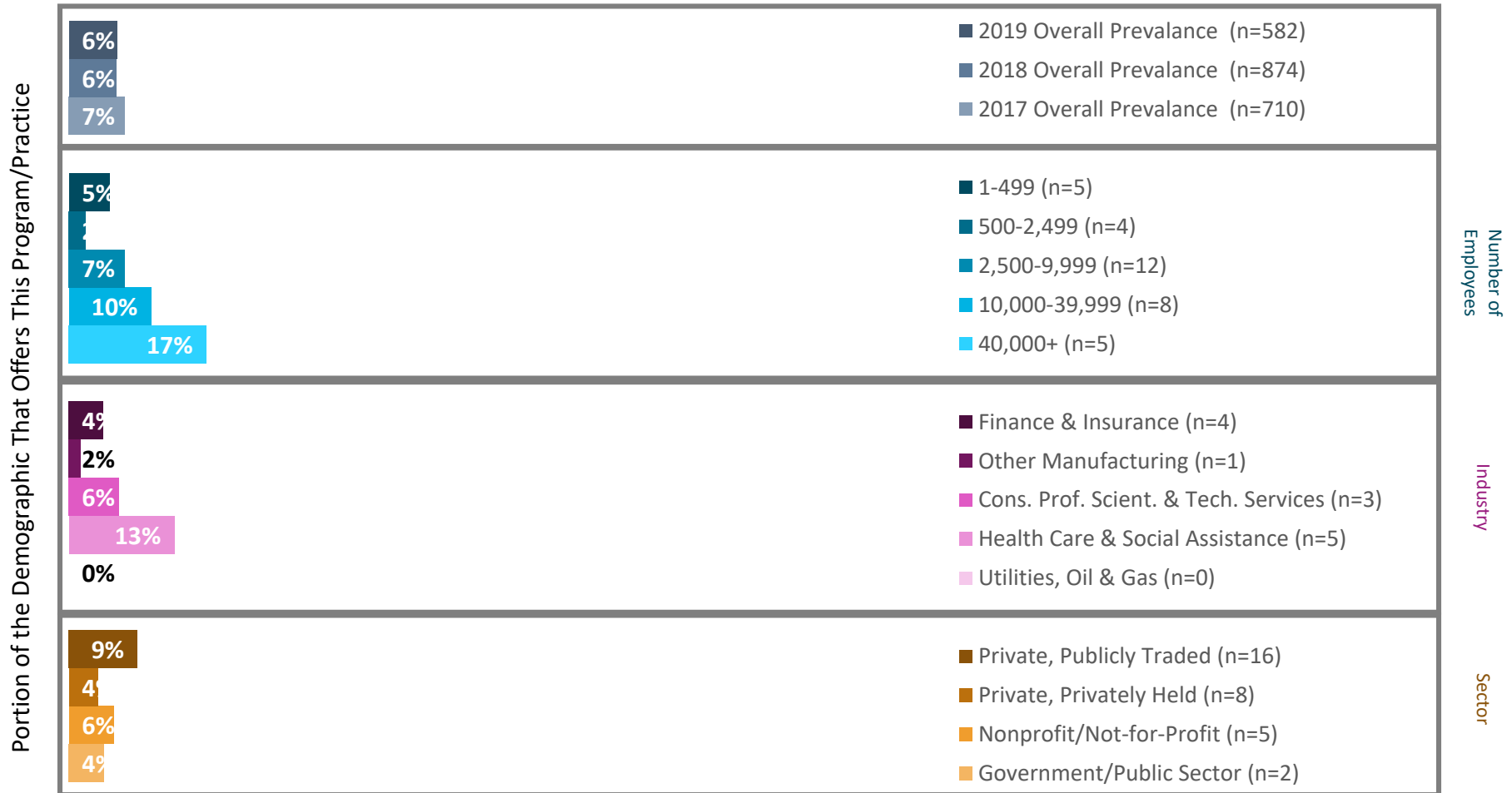
Is the following program offered at your organization to some or all employees?



*Results with a sample size less than 50 should be used directionally.

Career On- and Off-Ramps

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

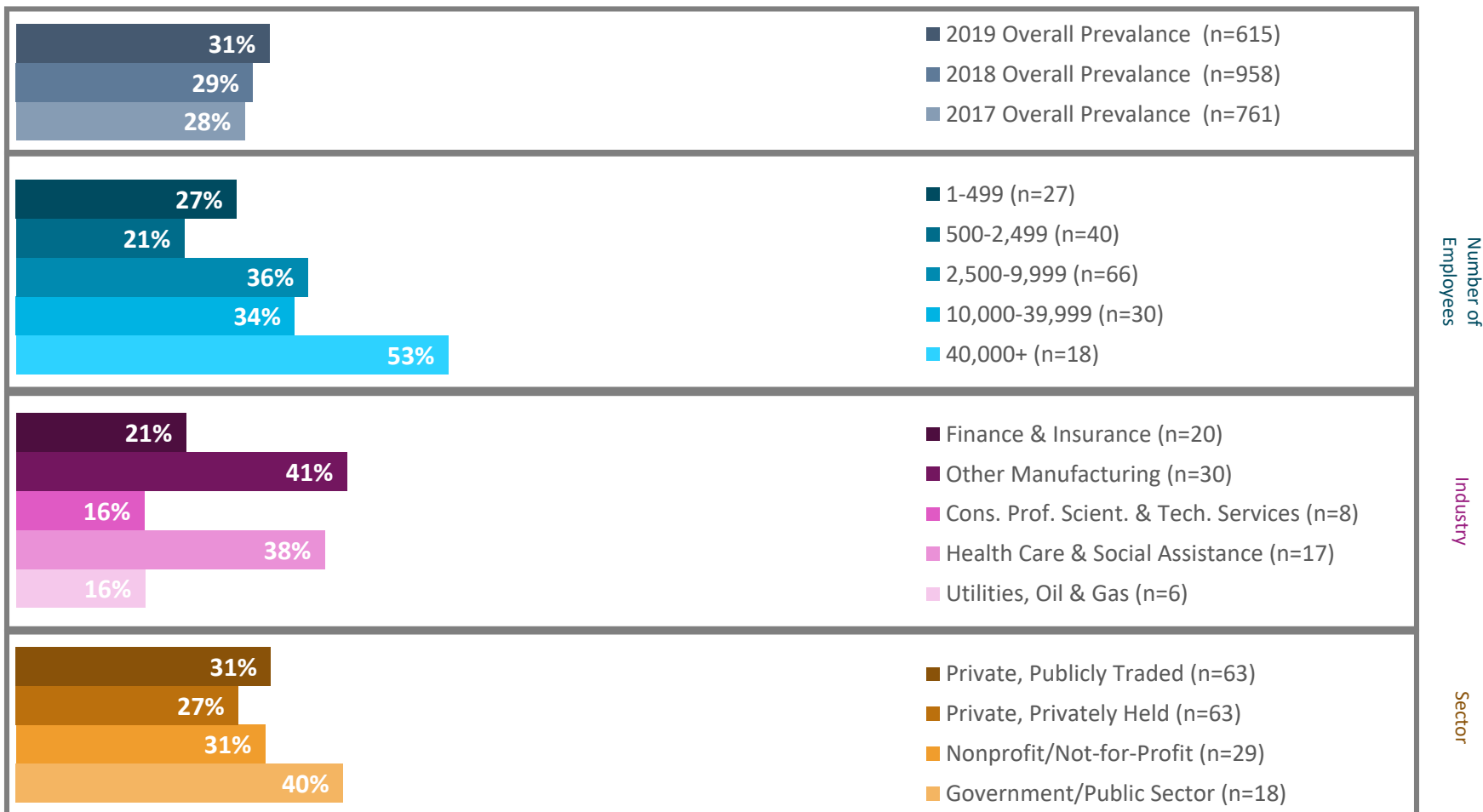


*Results with a sample size less than 50 should be used directionally.

Seasonal Schedules

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

Portion of the Demographic That Offers This Program/Practice

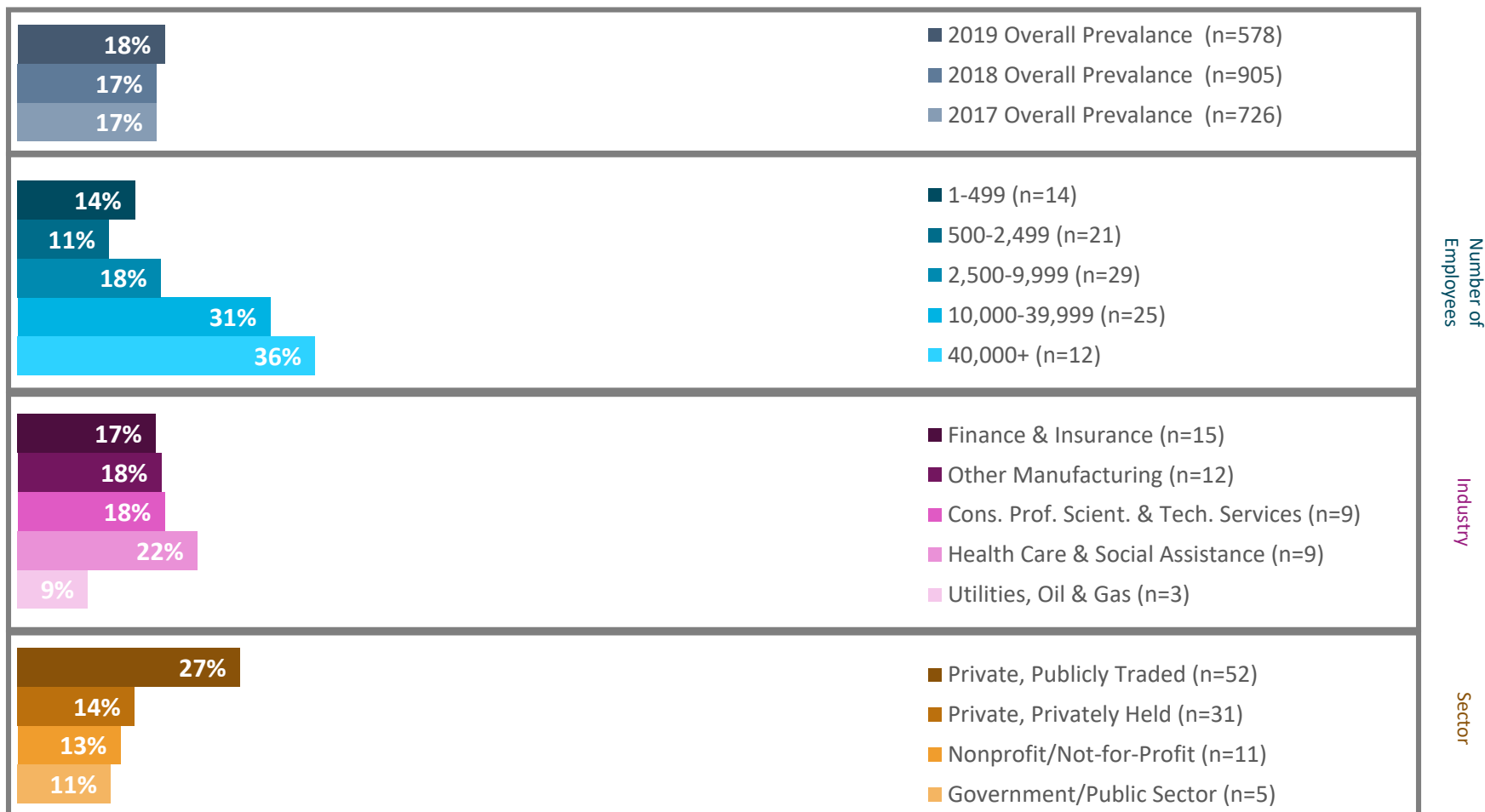


*Results with a sample size less than 50 should be used directionally.

Results-Based Work Environment

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

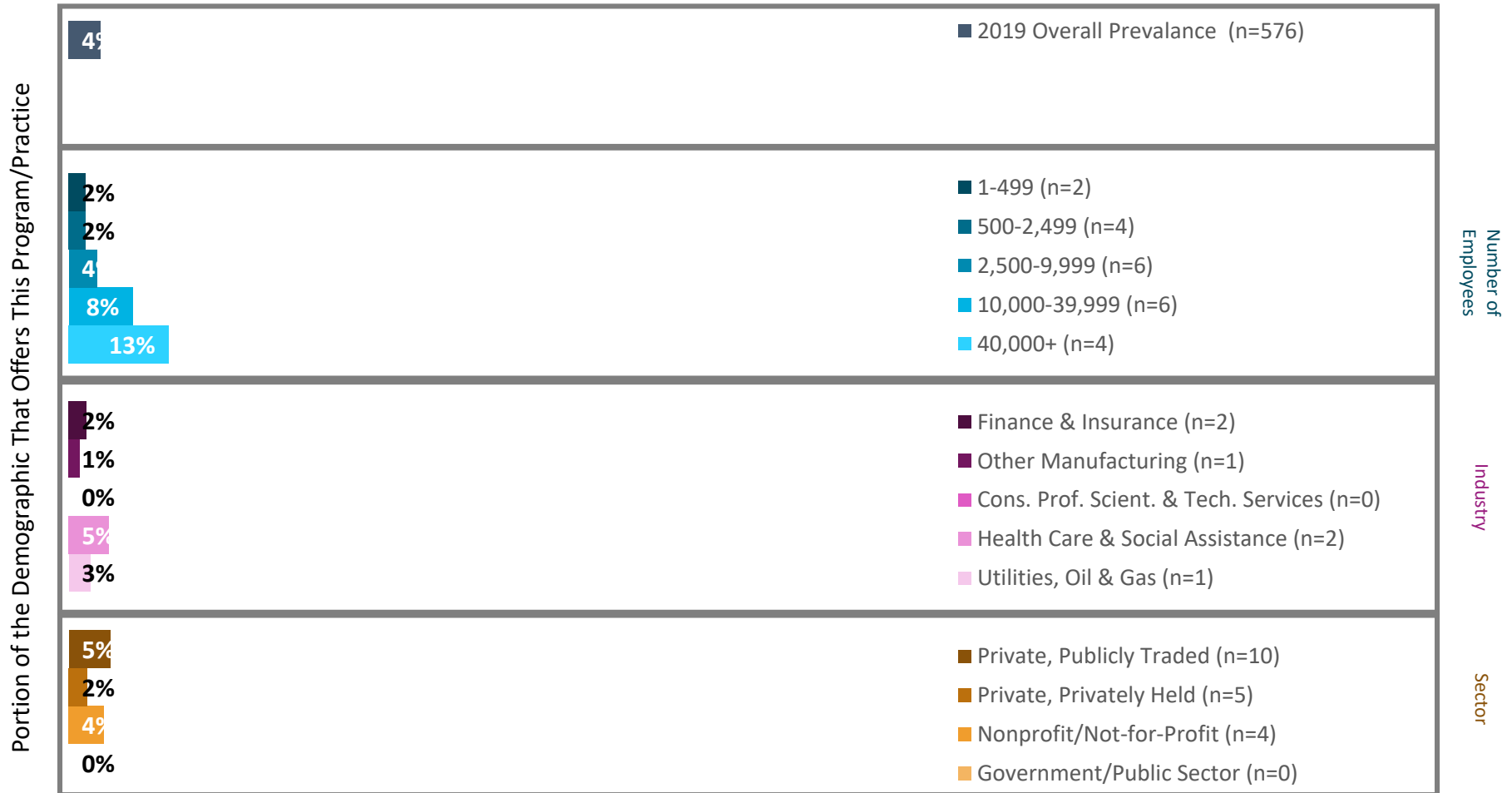
Portion of the Demographic That Offers This Program/Practice



*Results with a sample size less than 50 should be used directionally.

Digital Nomad Arrangements NEW!

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



*Results with a sample size less than 50 should be used directionally.

Methodology

This report summarizes the results of an August 2019 survey of WorldatWork members that gathered information about prevalence of total rewards offerings in today's workplace.

On Aug. 21, 2019, survey invitations were sent electronically to 9,696 WorldatWork members within the United States and opened to members via *Workspan Weekly* and social media channels. All WorldatWork members who have opted into survey participation were included. The survey closed on Sept. 6, 2019, with 810 responses. The dataset was cleaned, resulting in a final dataset of 701 responses. In order to provide the most accurate data possible, data was cleaned and analyzed using statistical software. Any duplicate records were removed.

The demographics of the survey sample and the respondents are similar to the WorldatWork membership as a whole. The typical WorldatWork member works at the managerial level or higher in the headquarters of a large company in North America. The frequencies or response distributions listed in the report show the number of times or percentage of times a value appears in a dataset. Due to rounding, frequencies of data responses provided in this survey may not total exactly 100%.

The full text of the questionnaire can be found [here](#). A list of participating organizations can be found [here](#).

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):** 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.

Definitions (continued)

- **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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