

FULL REPORT

2021 TOTAL REWARDS INVENTORY PROGRAMS & PRACTICES

FEBRUARY 2022



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ABOUT WORLDATWORK

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

CONNECT WITH US



OUR METHODOLOGY

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

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

A total of 1,008 responses were received, representing U.S. organizations of different sizes and across multiple industries. Email invitations were sent directly to participants on 10/25/2021 and results were collected over a 14-day period. Sample sizes vary by question. Respondents that indicated they weren't sure if a program was offered were removed from individual question sample sizes.

Participants included:

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

KEY FINDINGS

KEY FINDING

NO. 1

COMPENSATION PRACTICES STARTING TO RETURN TO NORMAL

- Market-based adjustments (not COLA) are rising to pre-pandemic levels, and similarly, hazard/call-in pay are beginning to level back down.
- Organizations continue to leverage a variety of incentive plans and bonus programs as part of their best compensation strategies to attract and retain talent in the current market.
- Pay equity adjustments continue to be prioritized by organizations despite the economic challenges over the past year.



KEY FINDING

NO. 2

CHANGES IN HOW WORK IS DONE REMAIN IN PLACE

- There is continued growth with organizations purposely designing full-time remote roles over offering occasional or ad hoc telework.
- Telemedicine services stay commonplace with 97% of organizations offering these programs as part of their health-care plan or as a stand-alone program.
- While smaller office gatherings like appreciation luncheons and outings are bouncing back, organizations hold on access to outside seminars and conferences.



WHAT'S NEW

NO. 1

ORGANIZATIONS SUPPORT PAID AND UNPAID CIVIC DUTY

- 74% of organizations offer civic duty pay (e.g., voting, jury duty beyond any legal requirements).
- 47% of organizations offer unpaid civic duty leave (e.g., voting, jury duty).



WHAT'S NEW

NO. 2

ORGANIZATIONS ASSISTING WITH RELOCATION REQUESTS

- 70% of organizations offer relocation upon employer request
- 19% of organizations offer relocation upon employee request



INCREASED USAGE IN 2021

The following programs were reportedly offered at significantly higher rates in 2021 over 2020.

	2020	2021
Dental plan	96%	99%
Prescription drug plan	96%	98%
Vision plan	95%	98%
Holiday pay	94%	97%
Telemedicine services	94%	97%
Pay equity adjustments	80%	86%
Referral bonus	74%	85%
Sign-on bonus	71%	84%
Market-based adjustments (not COLA)	69%	82%
Health savings accounts (HSAs)	76%	81%
Appreciation luncheons, outings, formal events	71%	79%
Dependent care spending account program (e.g., U.S. IRC Section 125 plans)	65%	78%
Unpaid, job-protected time off to care for or bond with new child (beyond legal requirements, if applicable, and beyond any paid parental leave your organization may offer)	56%	75%
Spot bonus	64%	73%
Designed telework (job designed to be performed remotely and may be full- or part-time)	63%	72%
Personal financial-planning services (e.g., seminars, access to financial planners, estate planning)	57%	67%
Health advocacy program	59%	67%
Retention bonus	55%	65%
On-site fitness center	51%	58%
Restricted stock/restricted stock units (RSUs)	32%	56%
Legal insurance, referral or consultation	45%	54%
Accelerated adjustments for high potential/high performers	46%	53%
"Best Place to Work" branding initiative	43%	50%
Identity theft insurance	34%	46%
Pet insurance	29%	39%
Subsidized weight-loss programs	28%	34%
Stock options/stock appreciation rights (SARs)	21%	31%
Fertility assistance	21%	27%
Cash profit sharing	16%	21%
Unlimited paid time off	12%	17%

DECREASED USAGE IN 2021

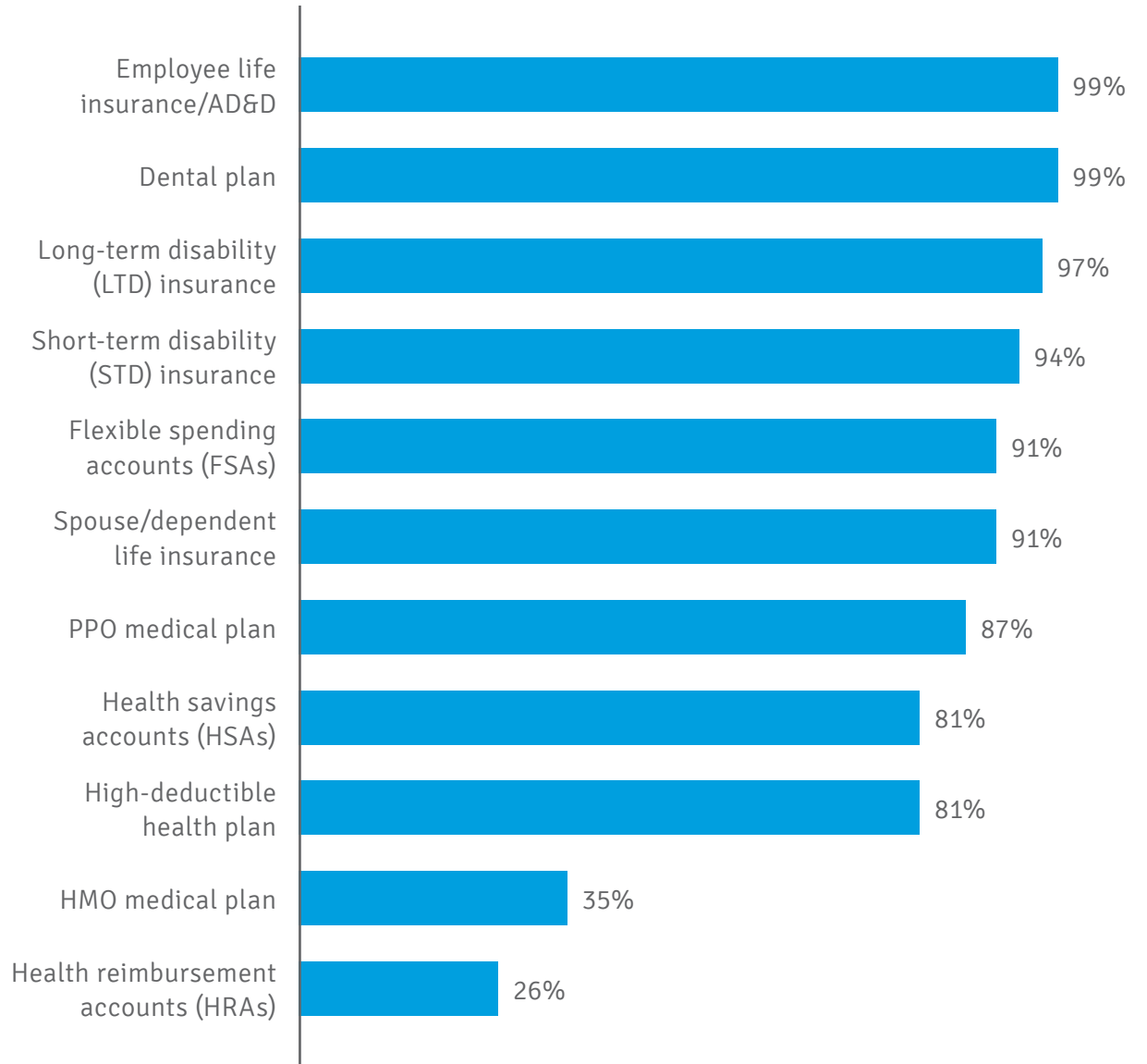
The following programs were reportedly offered at significantly lower rates in 2021 over 2020.

	2020	2021
Outside seminars and conferences	94%	91%
Informal coaching/mentoring	88%	84%
Leadership training - general	78%	73%
Pay for holidays worked (above standard)	71%	65%
Emerging leadership programs	59%	52%
Shift flexibility	55%	48%
Phased return to work after leave of absence	52%	41%
Nonqualified deferred compensation plan	43%	36%
HMO medical plan	41%	35%
On-site fitness classes	39%	32%
Compressed workweek	41%	32%
Job sharing	14%	9%
Forced ranking (ranking each employee individually by performance)	13%	8%
Travel-related dependent care expense reimbursement (for child, elder or specialneeds)	5%	2%

HEALTH & WELFARE

QUESTION

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



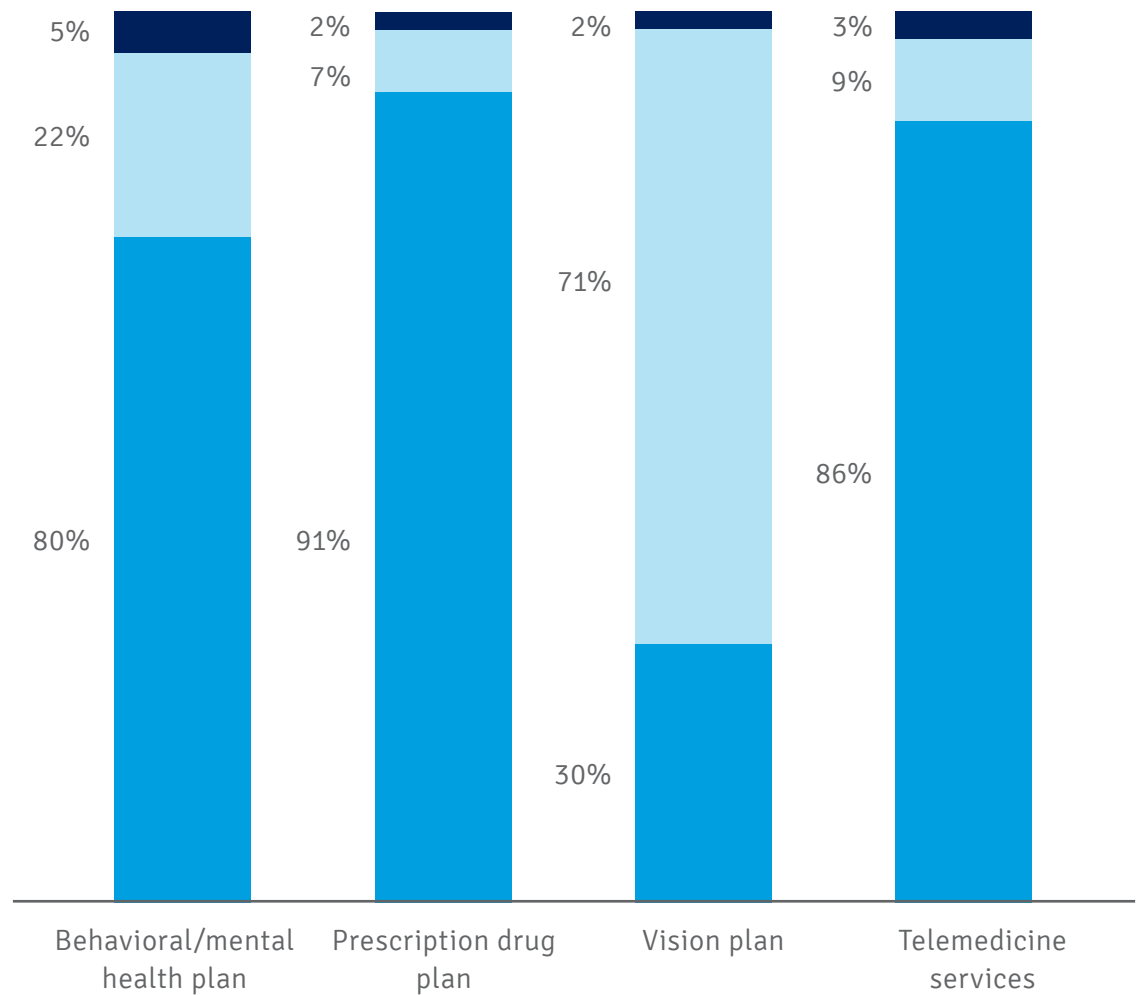
n=1,003

HEALTH & WELFARE (CONT.)

QUESTION

How is the following offered at your organization? Please select all that apply.

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

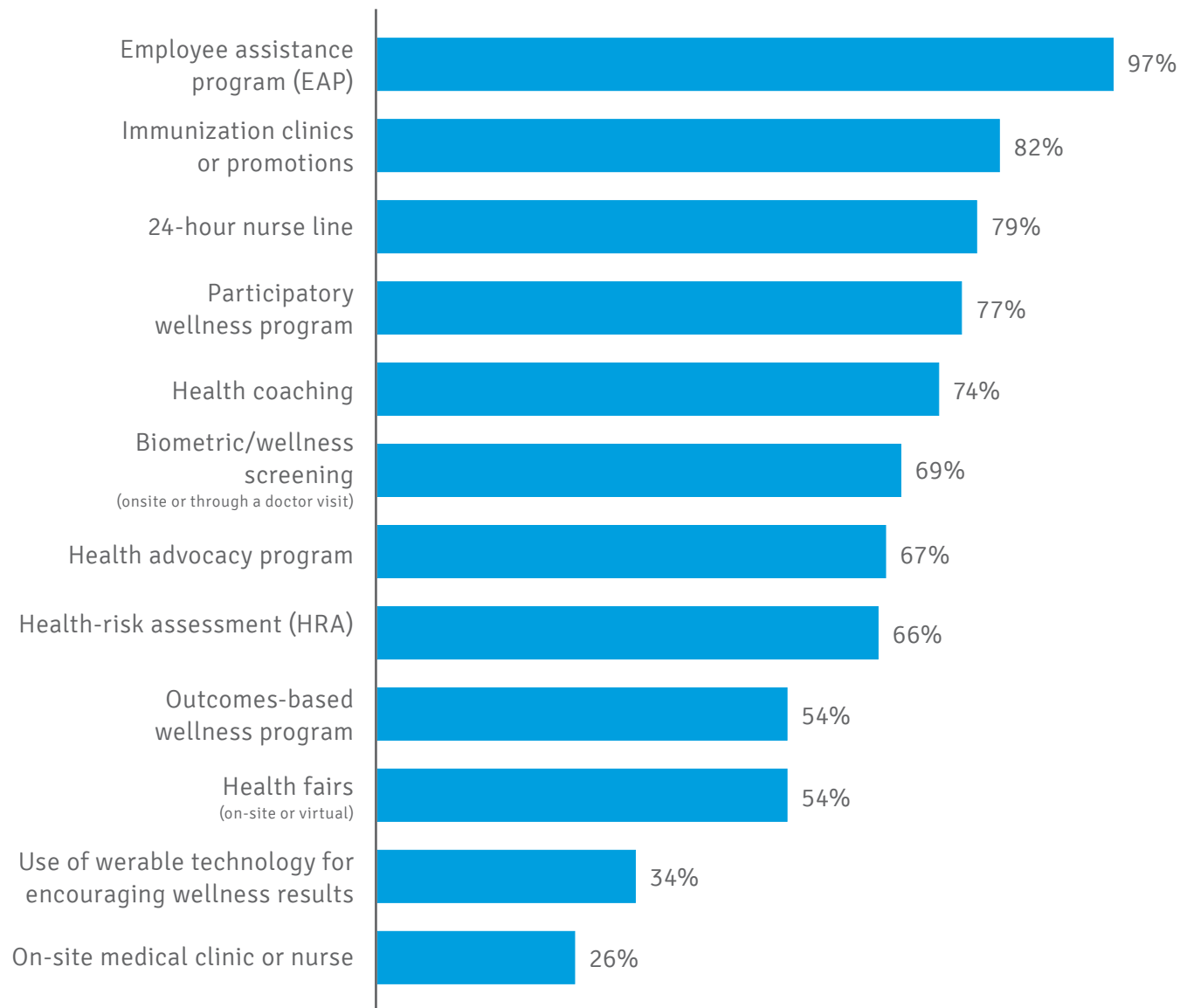


n=1,007

HEALTH & WELFARE (CONT.)

QUESTION

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



n=923

HEALTH & WELFARE (CONT.)

QUESTION

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

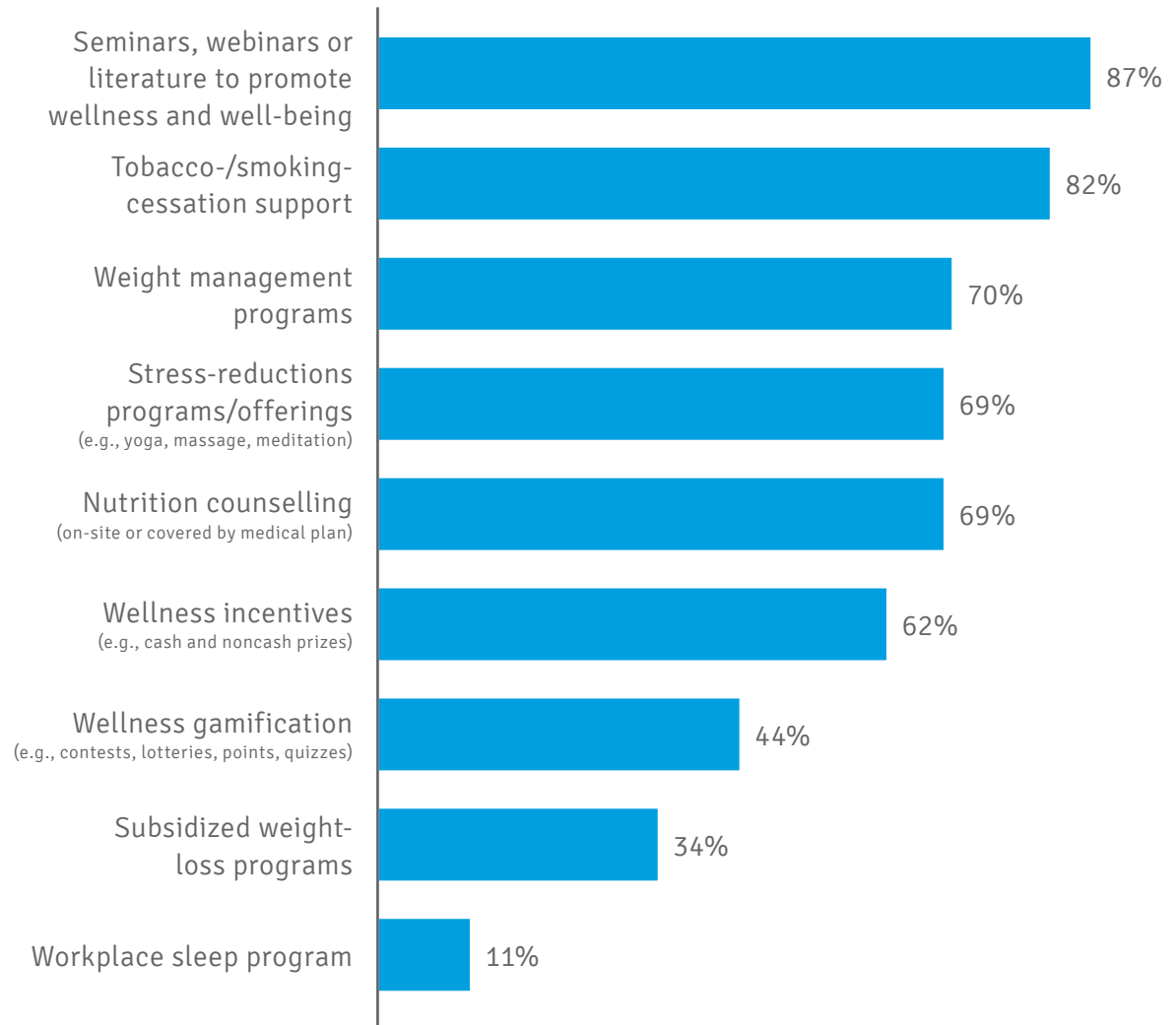
	We offer this as part of our EAP	We offer this as part of our health-care plan	We offer this as a stand-alone program	We do not offer this program
Employee assistance program (EAP)	n/a	28%	66%	3%
Immunization clinics or promotions	6%	47%	31%	18%
Outcomes-based wellness program	4%	25%	17%	46%
Participatory wellness program	5%	30%	40%	23%
Health-risk assessment (HRA)	3%	38%	16%	34%
Health advocacy program	6%	34%	15%	33%
Health coaching	6%	44%	18%	26%
24-hour nurse line	4%	62%	4%	21%
Biometric/wellness screening (on-site or through a doctor visit)	2%	46%	20%	31%
Use of wearable technology for encouraging wellness results	1%	11%	14%	66%
Health fairs (on-site or virtual)	2%	20%	30%	46%
On-site medical clinic or nurse	1%	10%	13%	74%

n=923

HEALTH & WELFARE (CONT.)

QUESTION

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



n=896

HEALTH & WELFARE (CONT.)

QUESTION

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

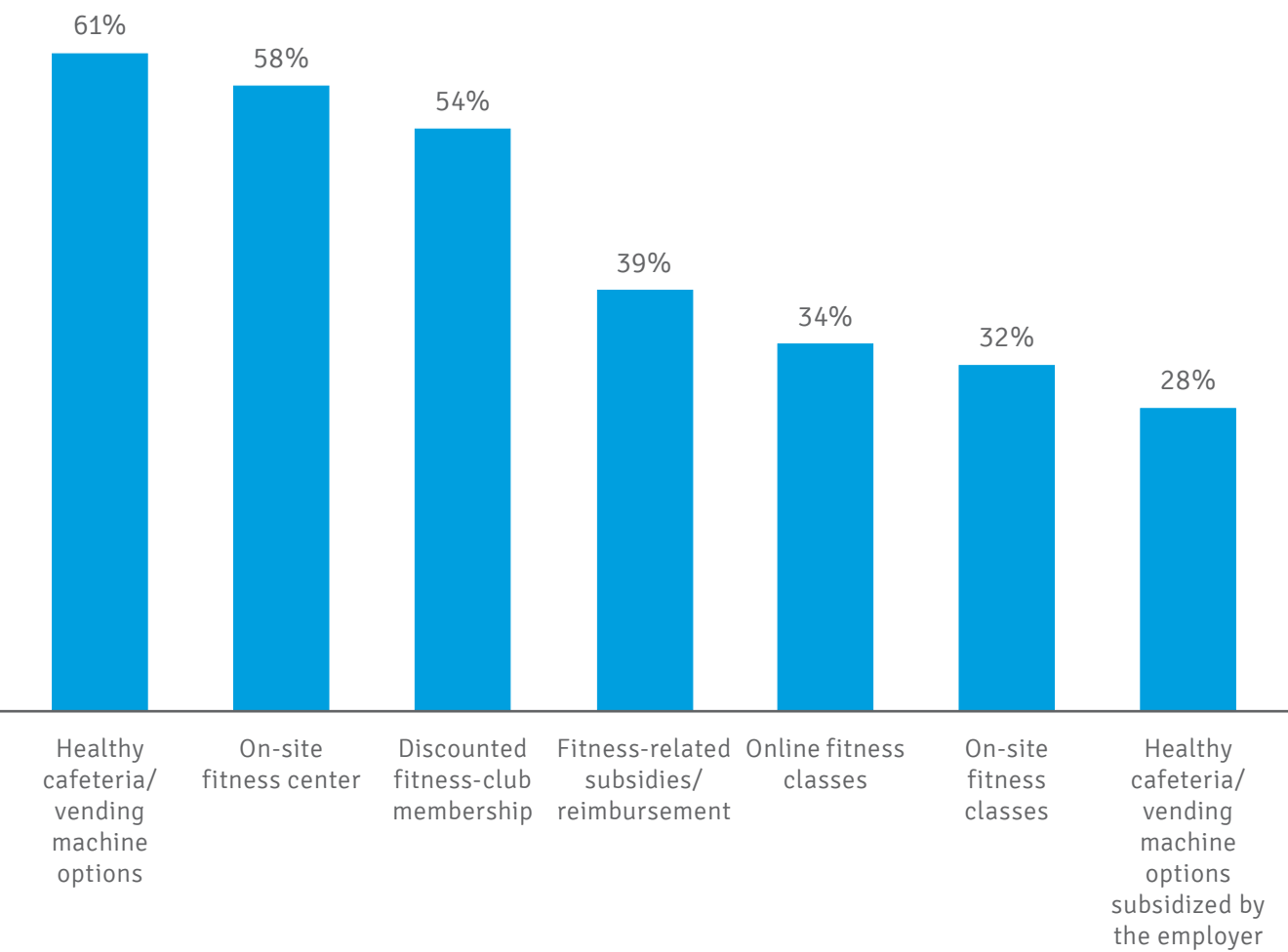
n=896

	We offer this as part of our EAP	We offer this as part of our health-care plan	We offer this as a stand-alone program	We do not offer this program
Seminars, webinars or literature to promote wellness and well-being	30%	40%	46%	13%
Stress-reduction programs/offerings (e.g., yoga, massage, meditation, mindfulness)	21%	22%	43%	31%
Tobacco-/smoking-cessation support	16%	54%	21%	18%
Nutritional counseling (on-site or covered by medical plan)	9%	44%	20%	31%
Weight-management programs	9%	42%	23%	30%
Subsidized weight-loss programs	2%	15%	11%	66%
Wellness incentives (e.g., cash and noncash prizes, acknowledgement, rewards)	2%	26%	34%	38%
Wellness gamification (e.g., contests, lotteries, points, quizzes, leaderboards, avatars)	2%	11%	29%	56%
Workplace sleep program	1%	5%	7%	89%
Use of wearable technology for encouraging wellness results	1%	11%	14%	66%
Health fairs (on-site or virtual)	2%	20%	30%	46%
On-site medical clinic or nurse	1%	10%	13%	74%

**HEALTH &
WELFARE (CONT.)**

QUESTION

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

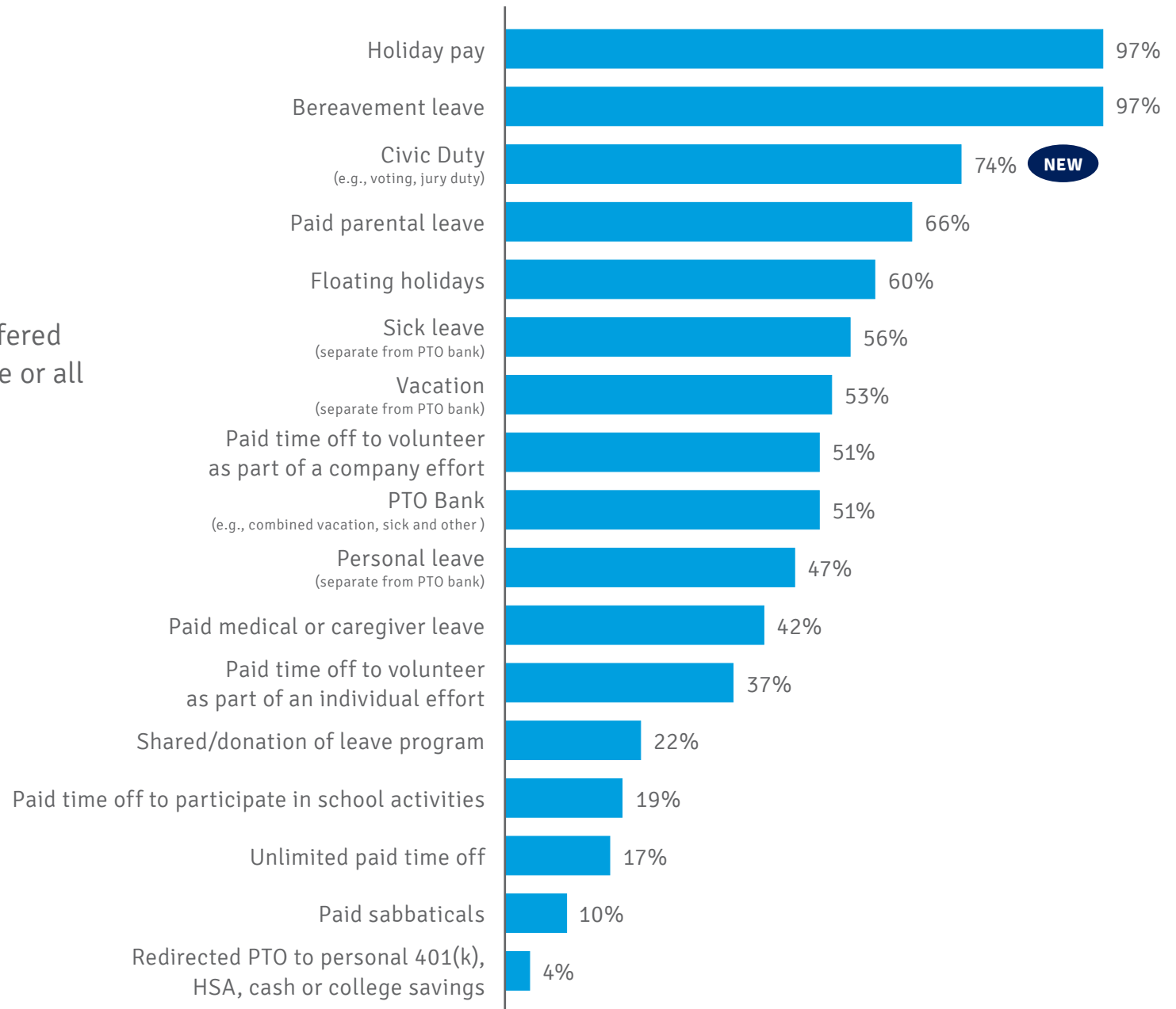


n=793

PAID TIME OFF

QUESTION

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



n=886

UNPAID TIME OFF

QUESTION

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

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



n=580

RETIREMENT

QUESTION

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

Defined contribution plan with pre-tax deferrals (e.g., 401(k), 403(b), 457 plans)	97%
Defined contribution plan with post-tax deferrals (e.g., ROTH 401(k) plan) NEW	81%
HSA for use in retirement	45%
Nonqualified deferred compensation plan	36%
Defined benefit plan offered to most/all employees	36%
Retiree health-care benefits	26%
Defined benefit plan offered to only certain groups of employees	21%
Other type of retirement plan (e.g., SIMPLE IRA plan) NEW	4%

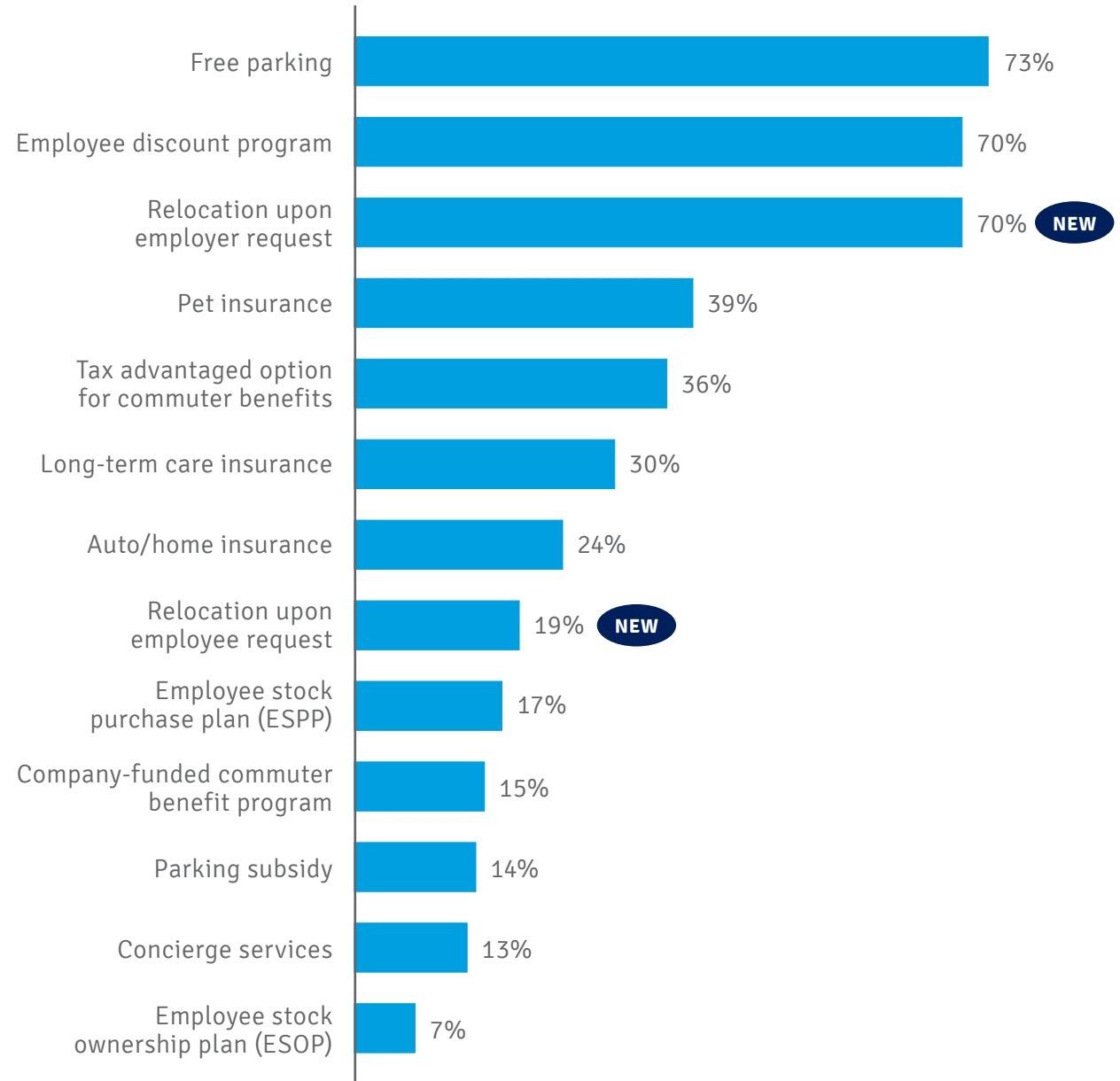
n=867

OTHER BENEFITS & PERQUISITES

QUESTION

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

n=861

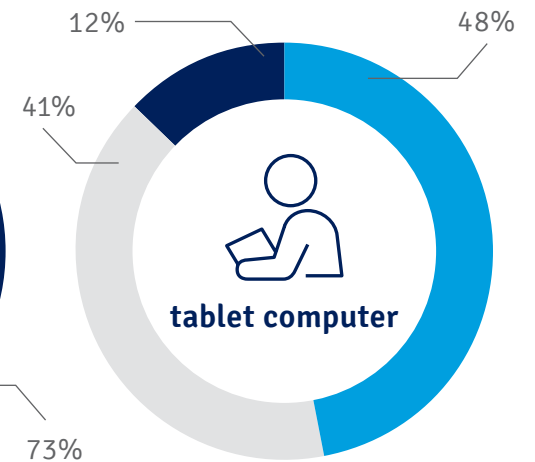
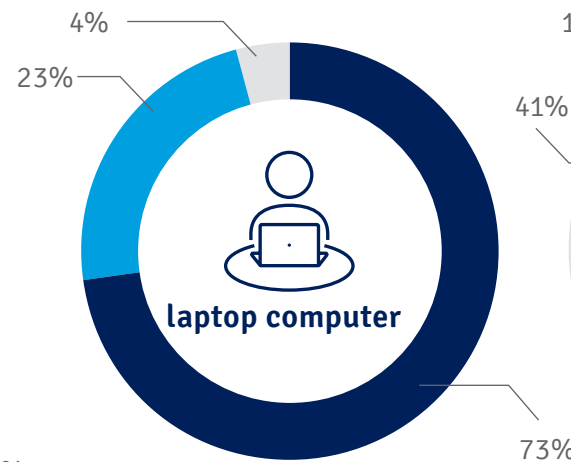
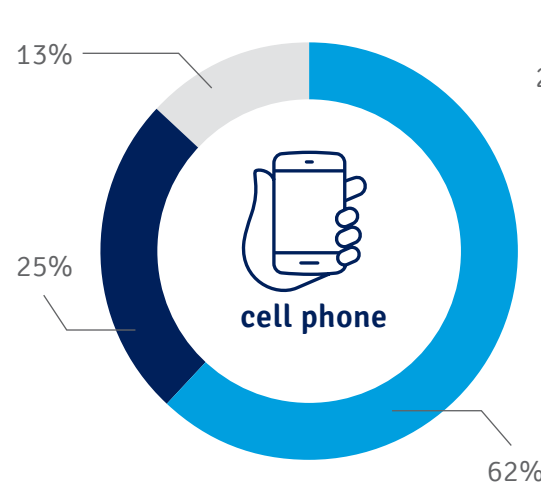
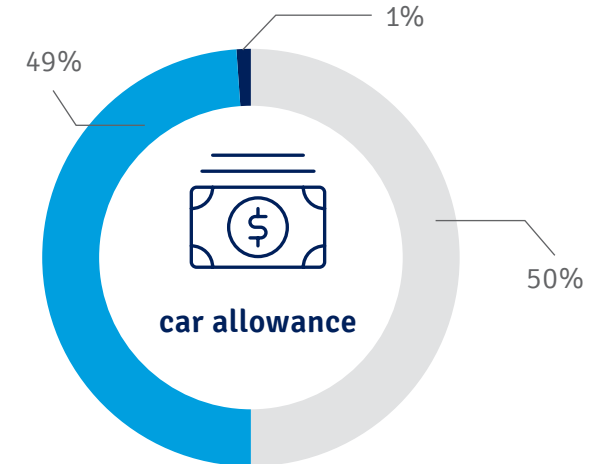
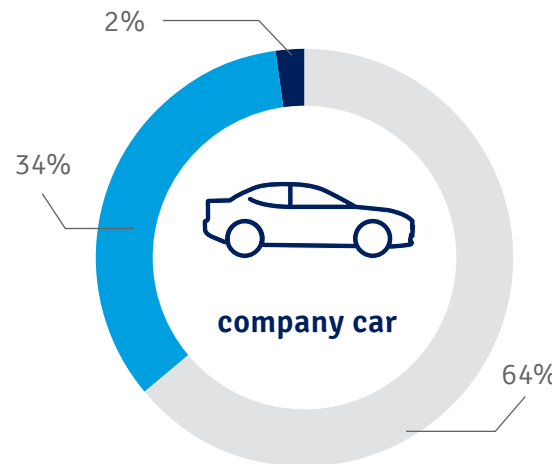


OTHER BENEFITS & PERQUISITES (CONT.)

QUESTION

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

- We offer this program to a small group of employees
- We offer this program to most or all employees
- We do not offer this program



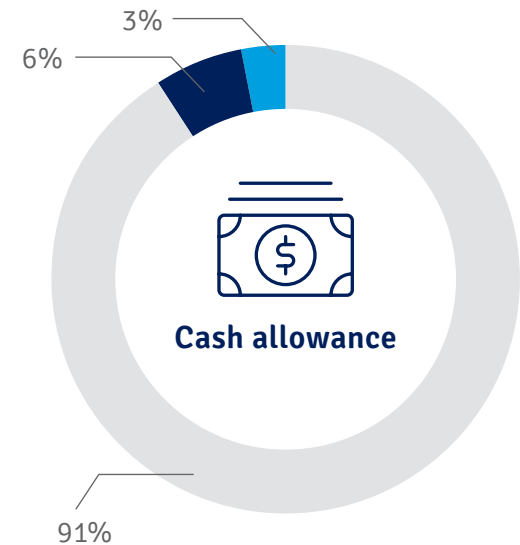
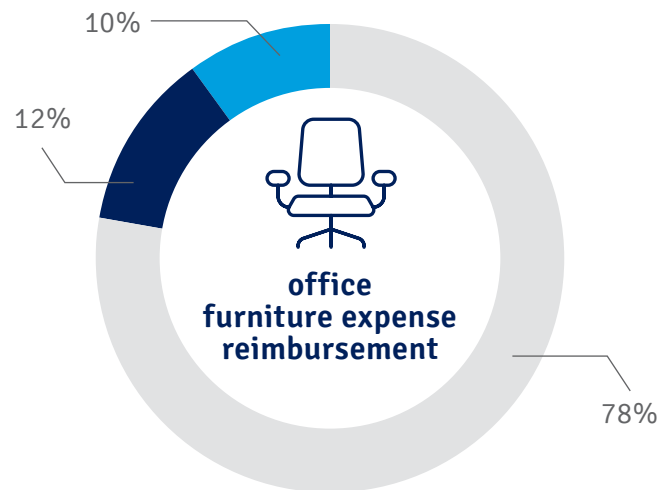
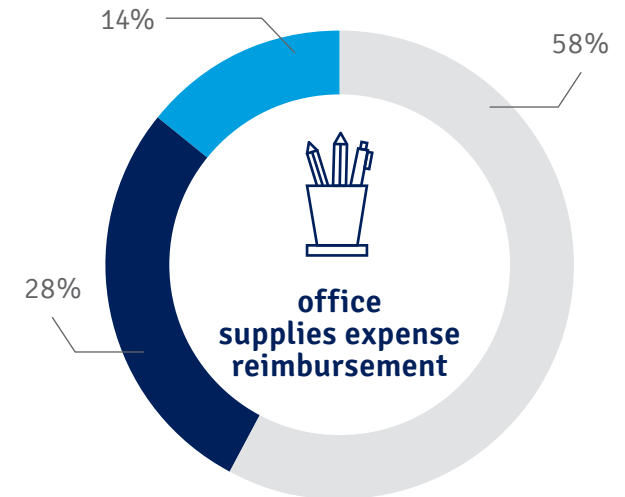
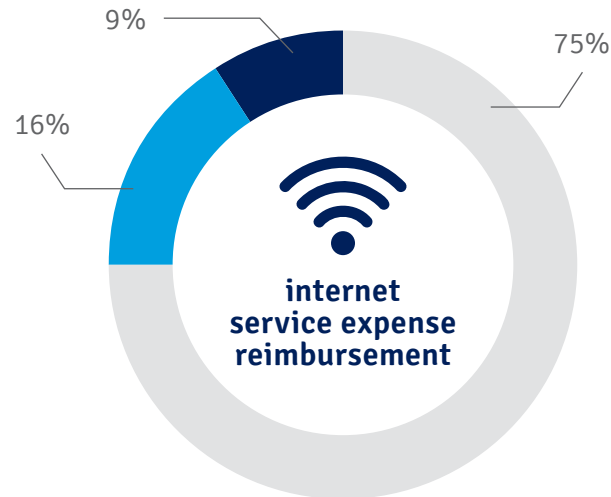
n=871

OTHER BENEFITS & PERQUISITES (CONT.)

QUESTION

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

- We offer this program to a small group of employees
- We offer this program to most or all employees
- We do not offer this program

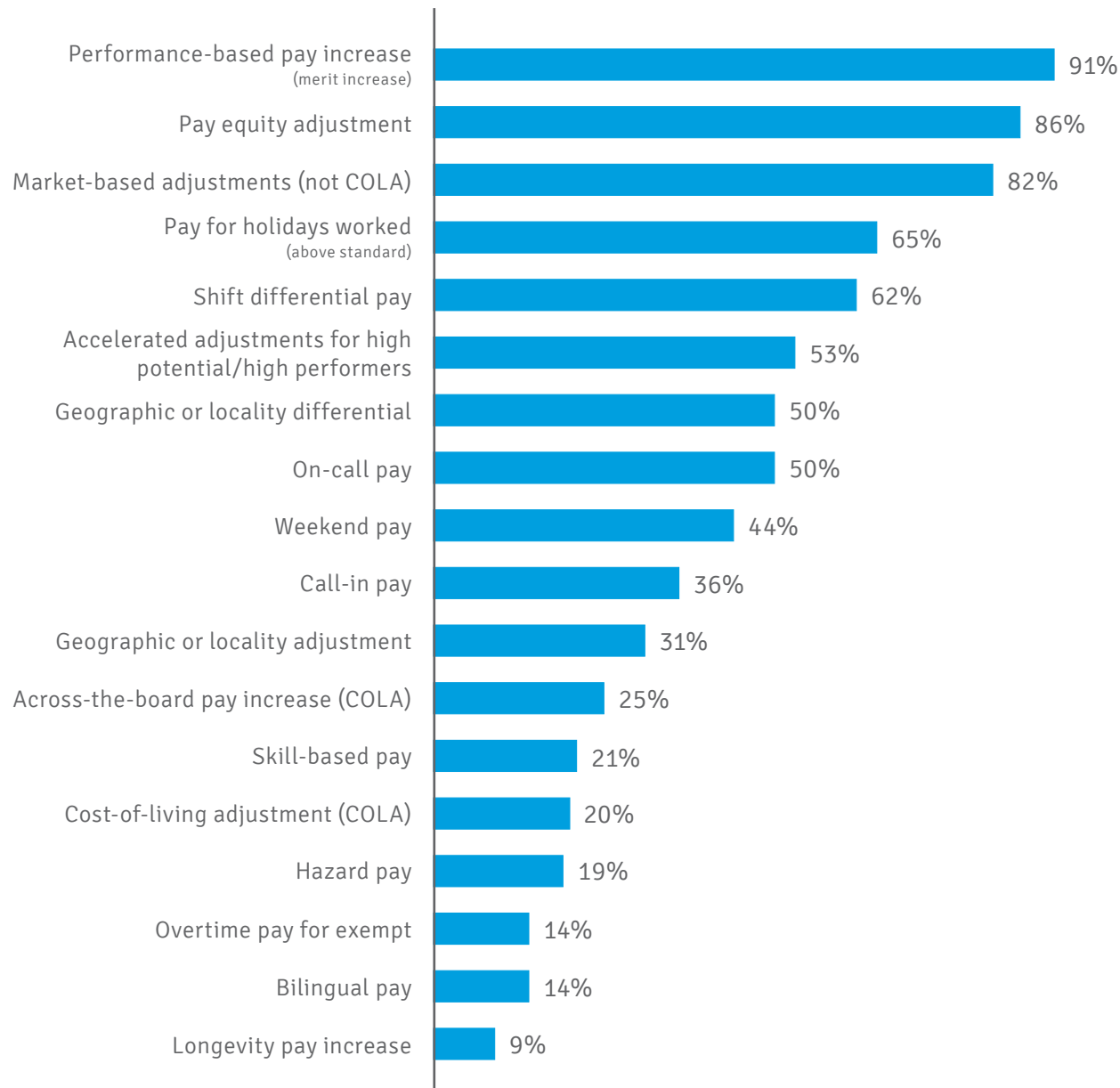


n=860

BASE PAY

QUESTION

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

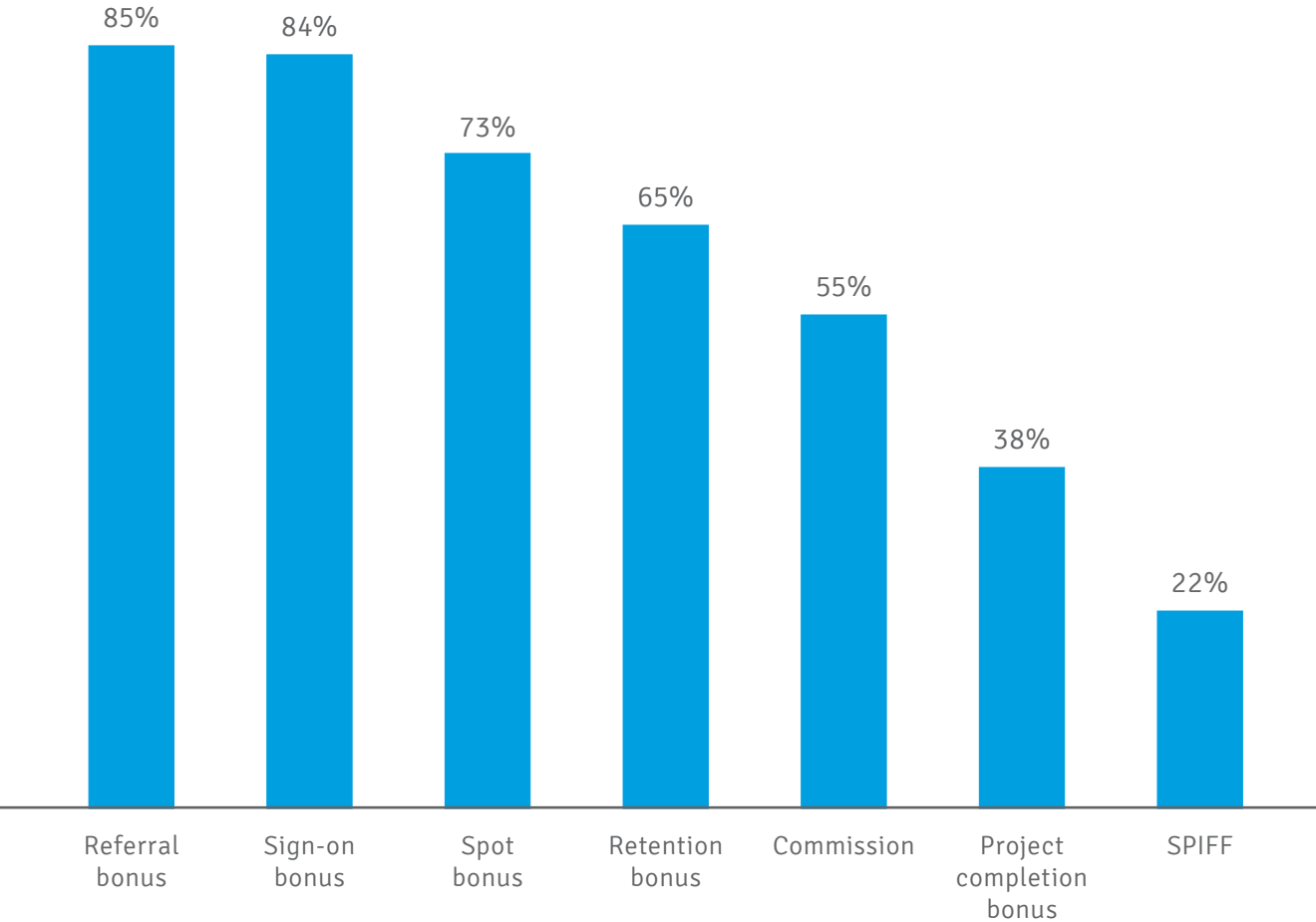


n=867

**BONUSES &
COMMISSIONS**

QUESTION

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



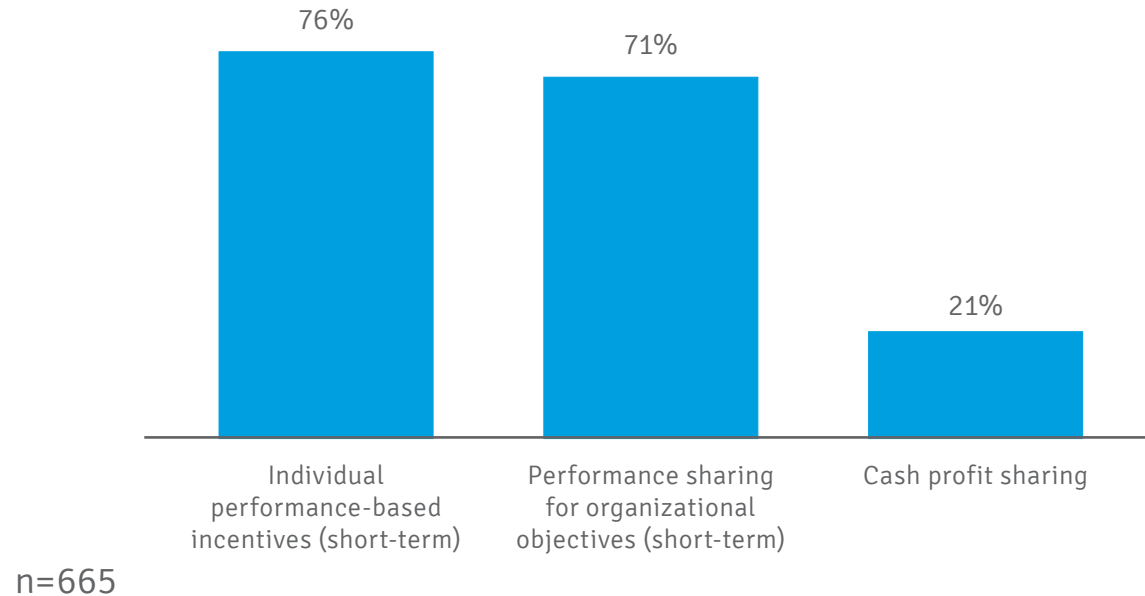
n=820

SHORT-TERM AND LONG-TERM INCENTIVES

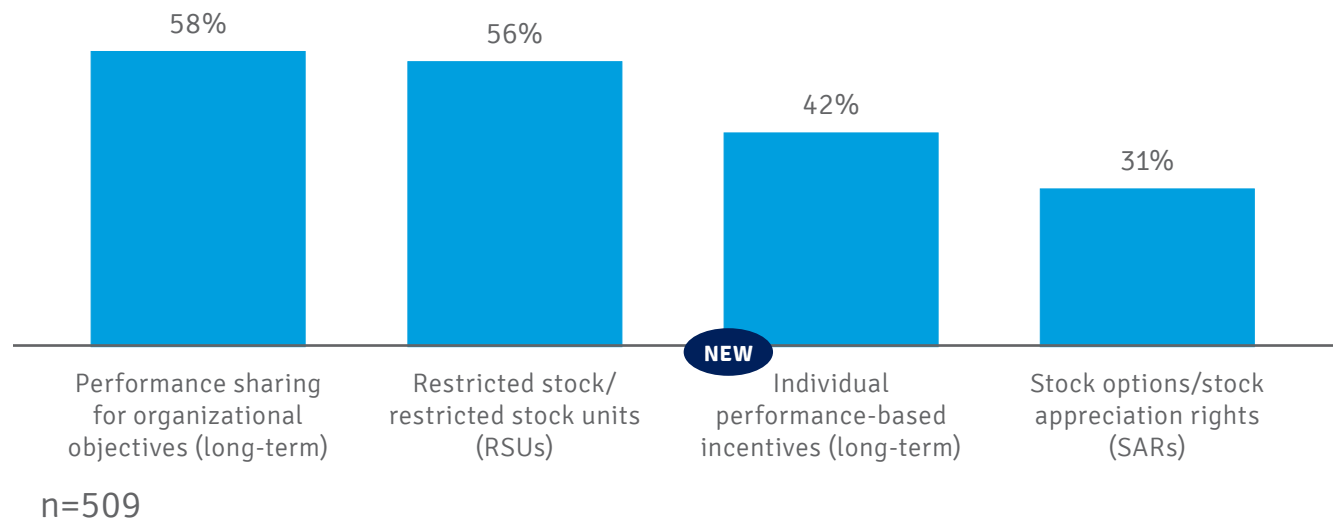
QUESTION

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

Short-term incentives



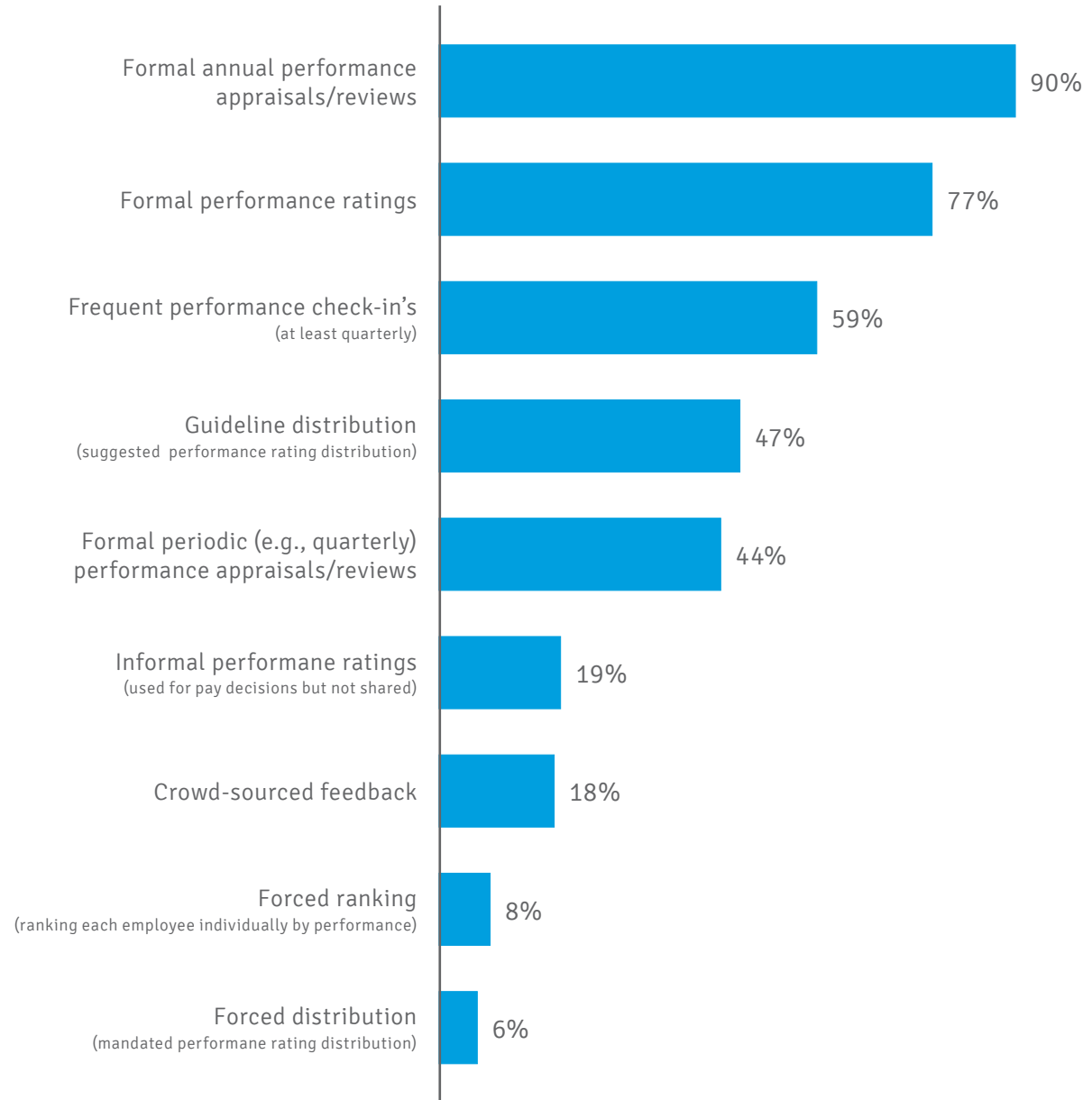
Long-term incentives



PERFORMANCE MANAGEMENT

QUESTION

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

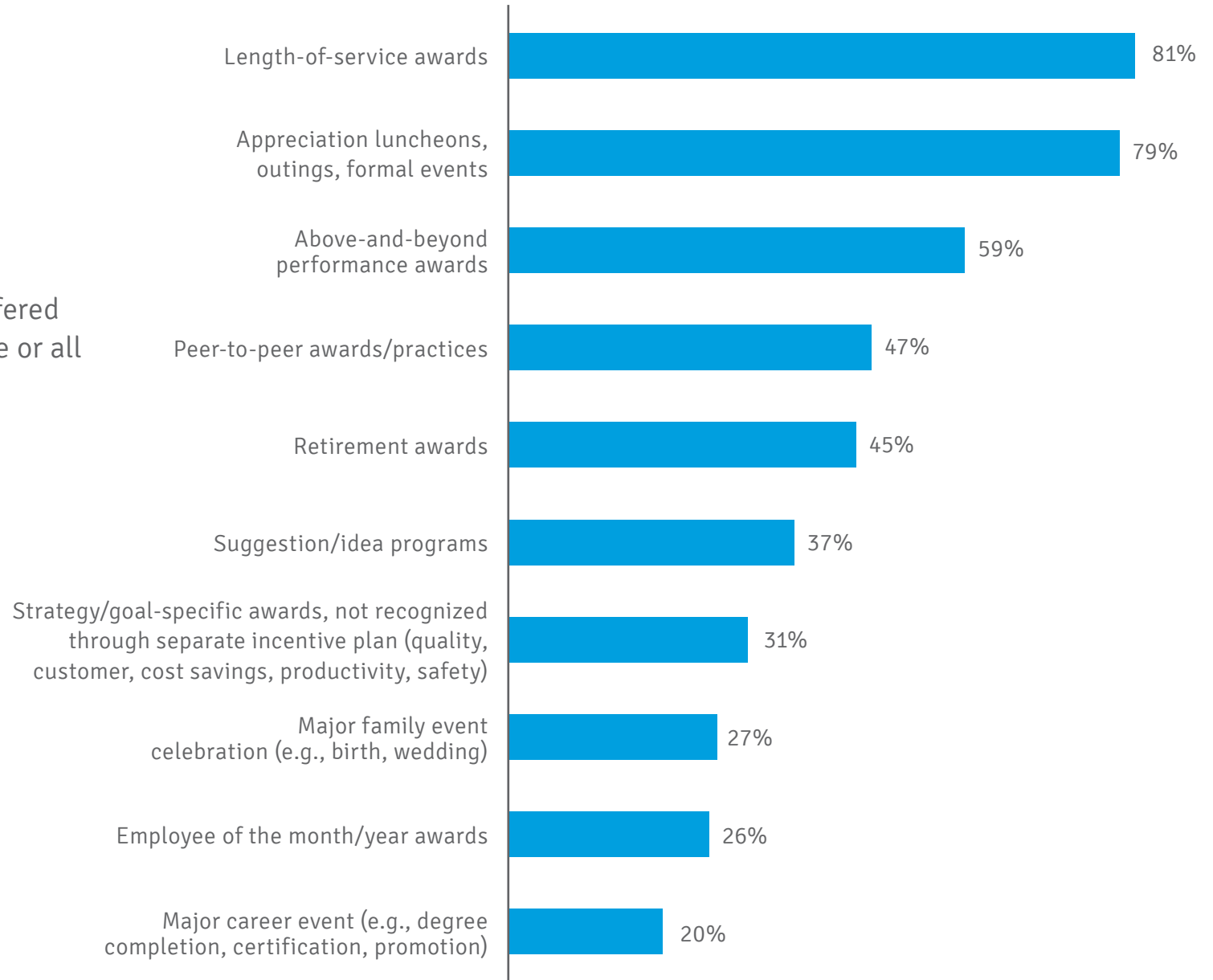


n=850

RECOGNITION

QUESTION

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

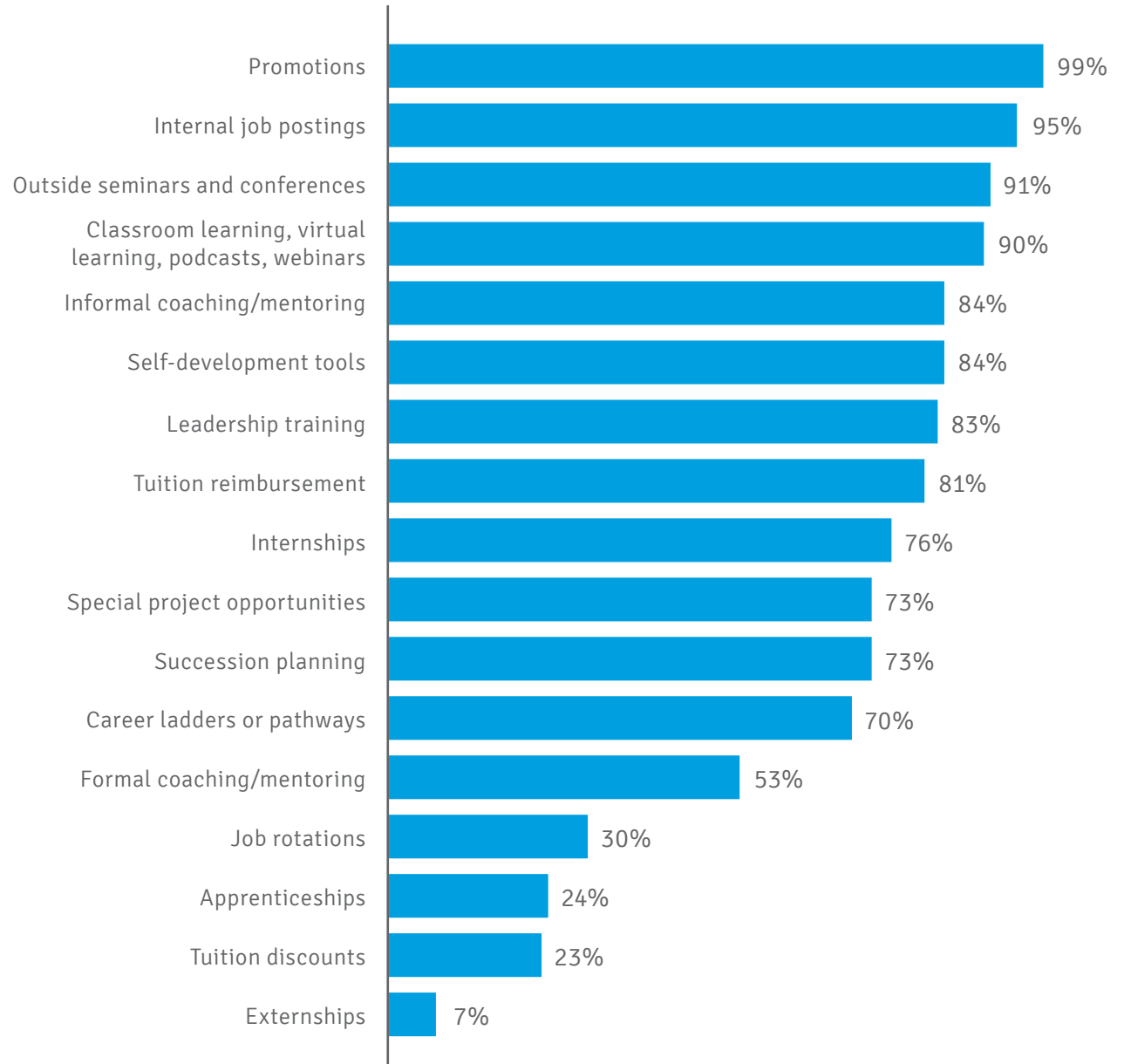


n=821

DEVELOPMENT OPPORTUNITIES

QUESTION

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



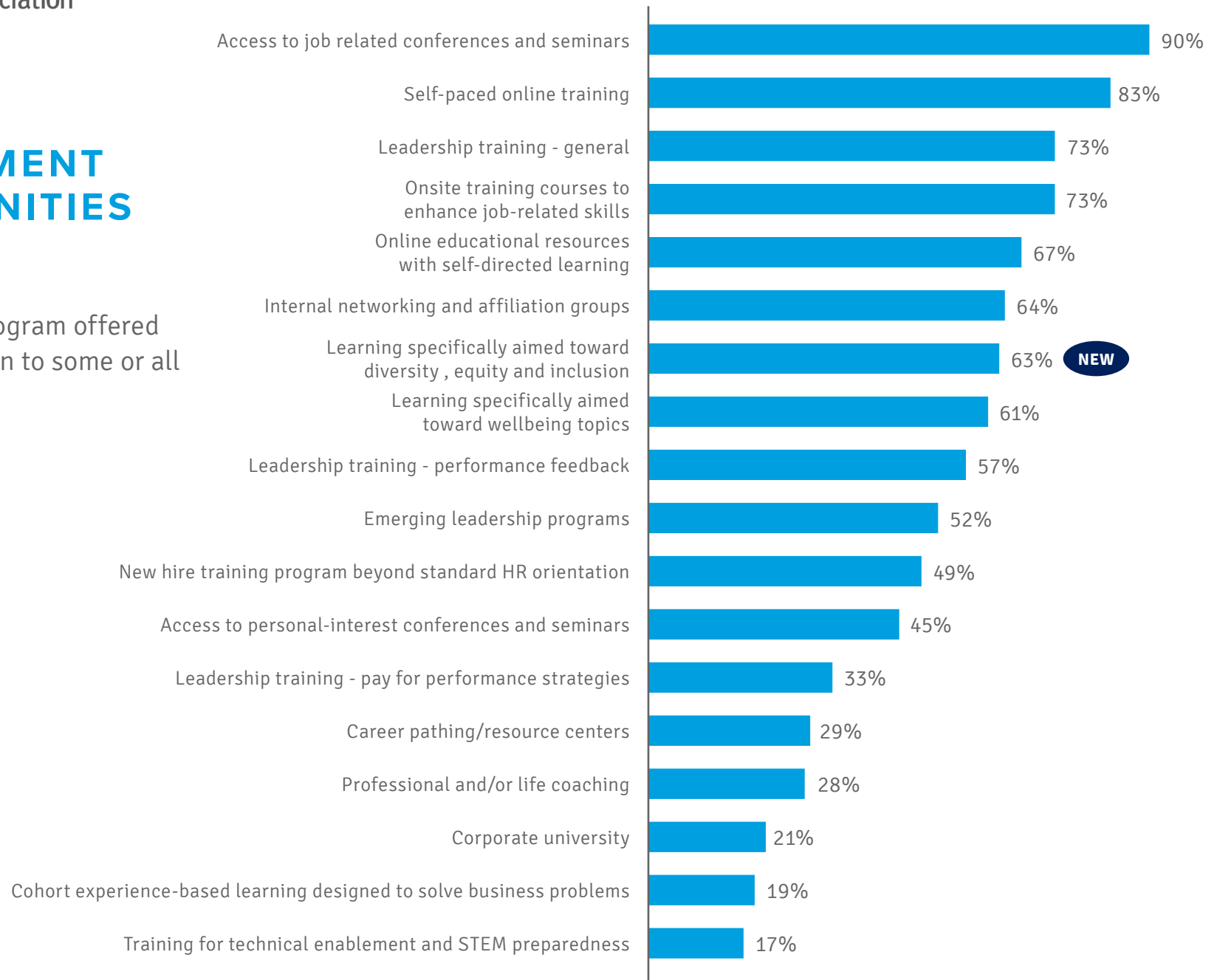
n=863

DEVELOPMENT OPPORTUNITIES

QUESTION

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

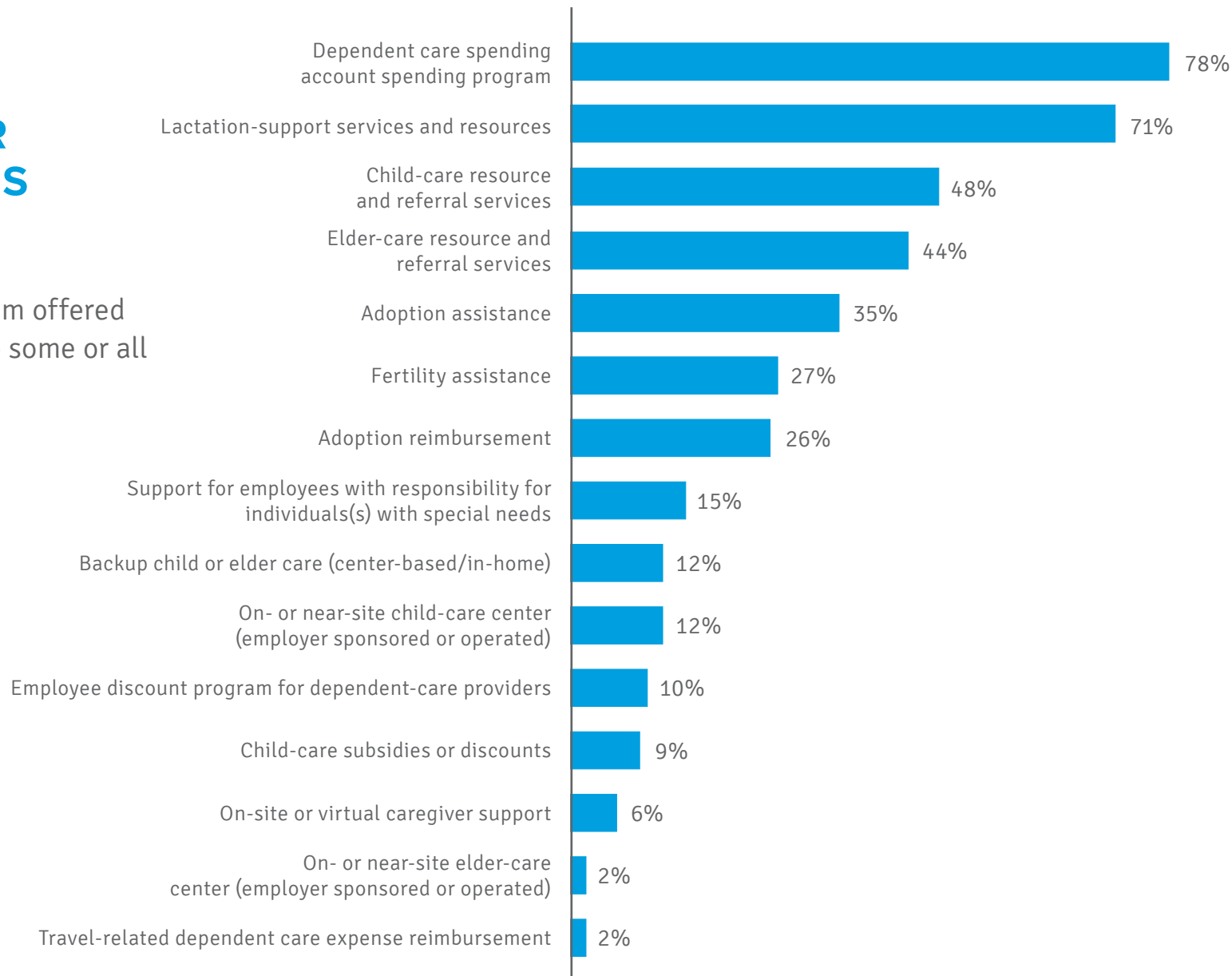
n=843



CARING FOR DEPENDENTS

QUESTION

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

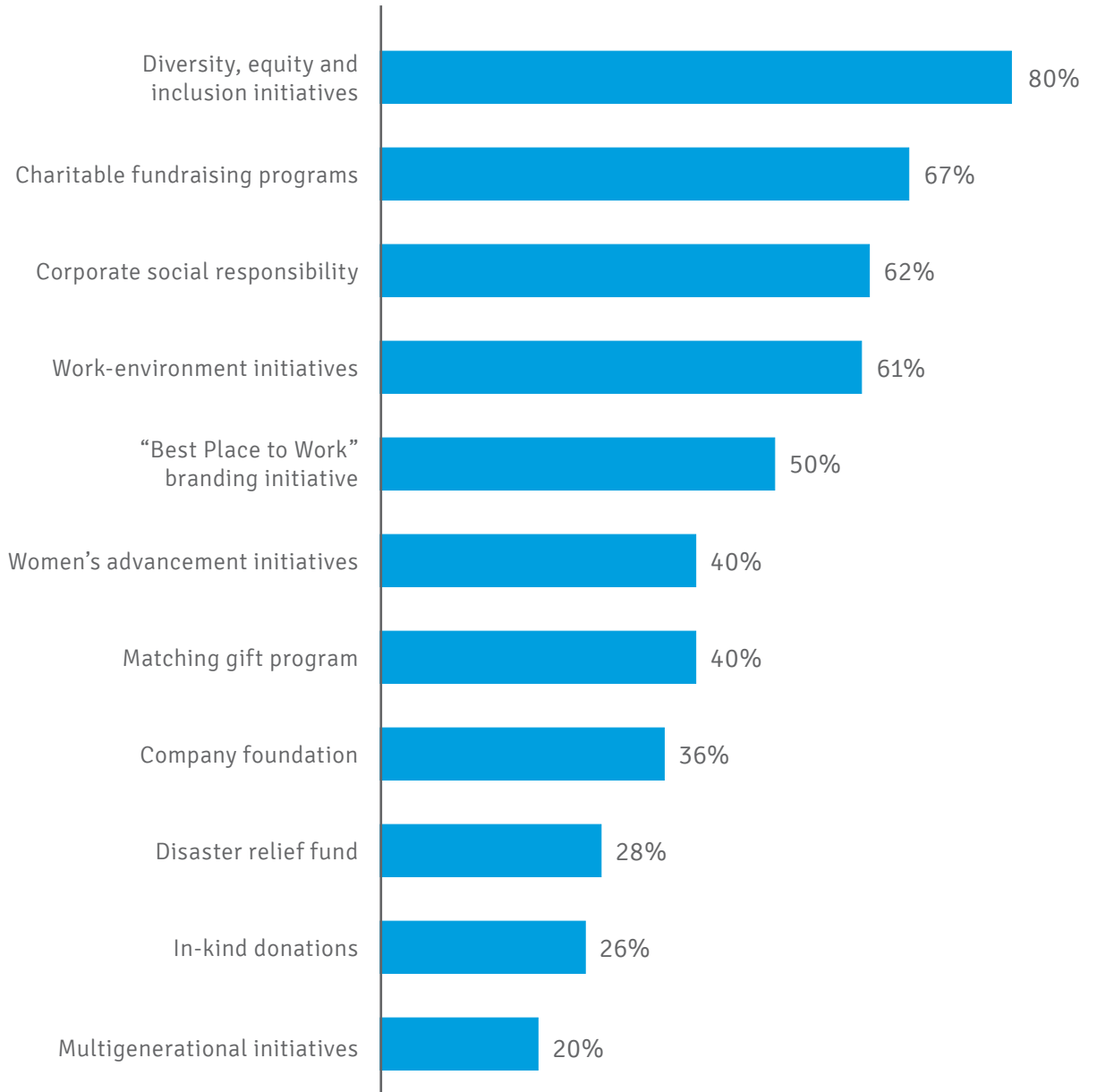


n=758

CULTURE INITIATIVES & COMMUNITY INVOLVEMENT

QUESTION

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

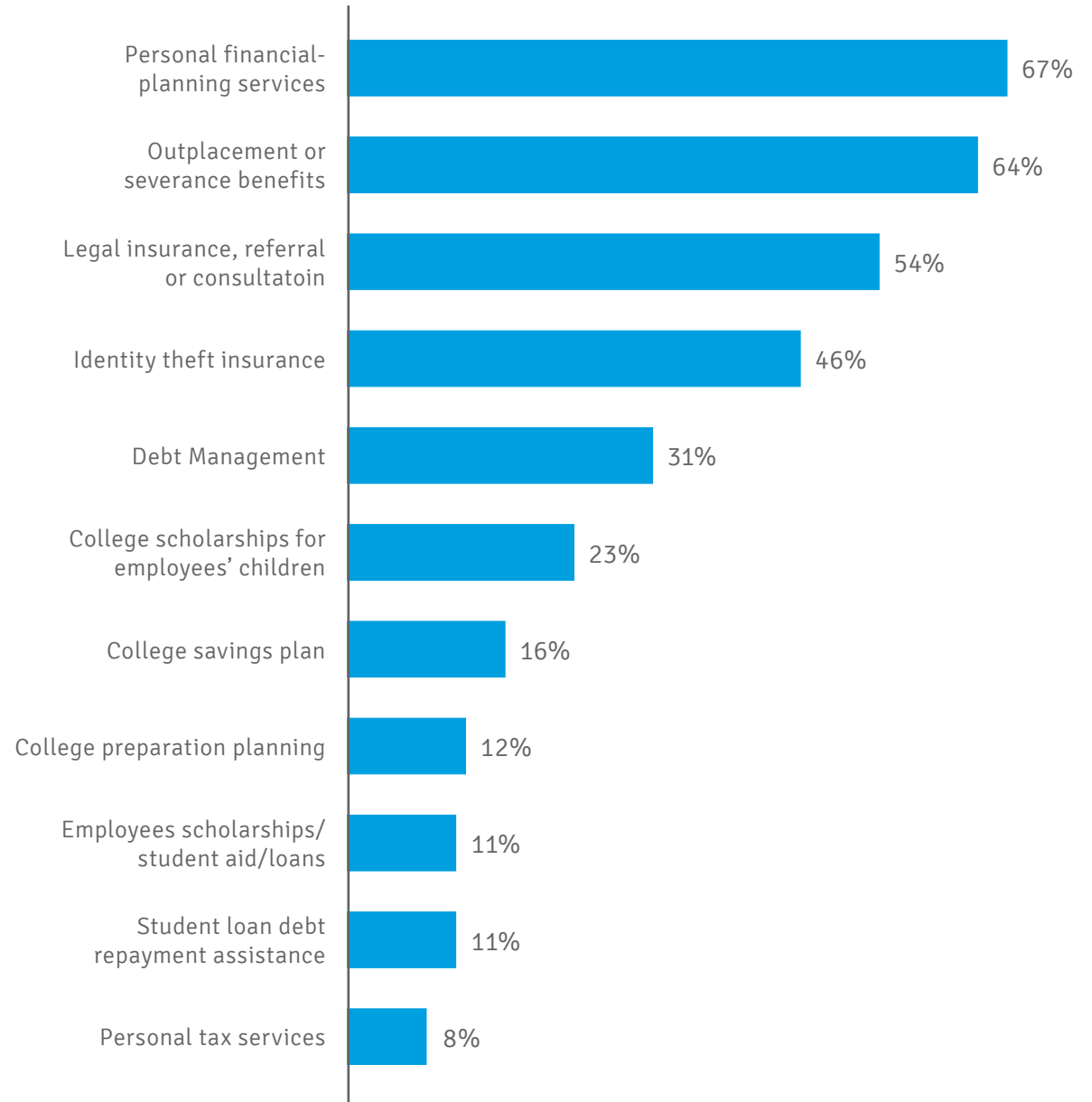


n=792

FINANCIAL WELLNESS

QUESTION

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

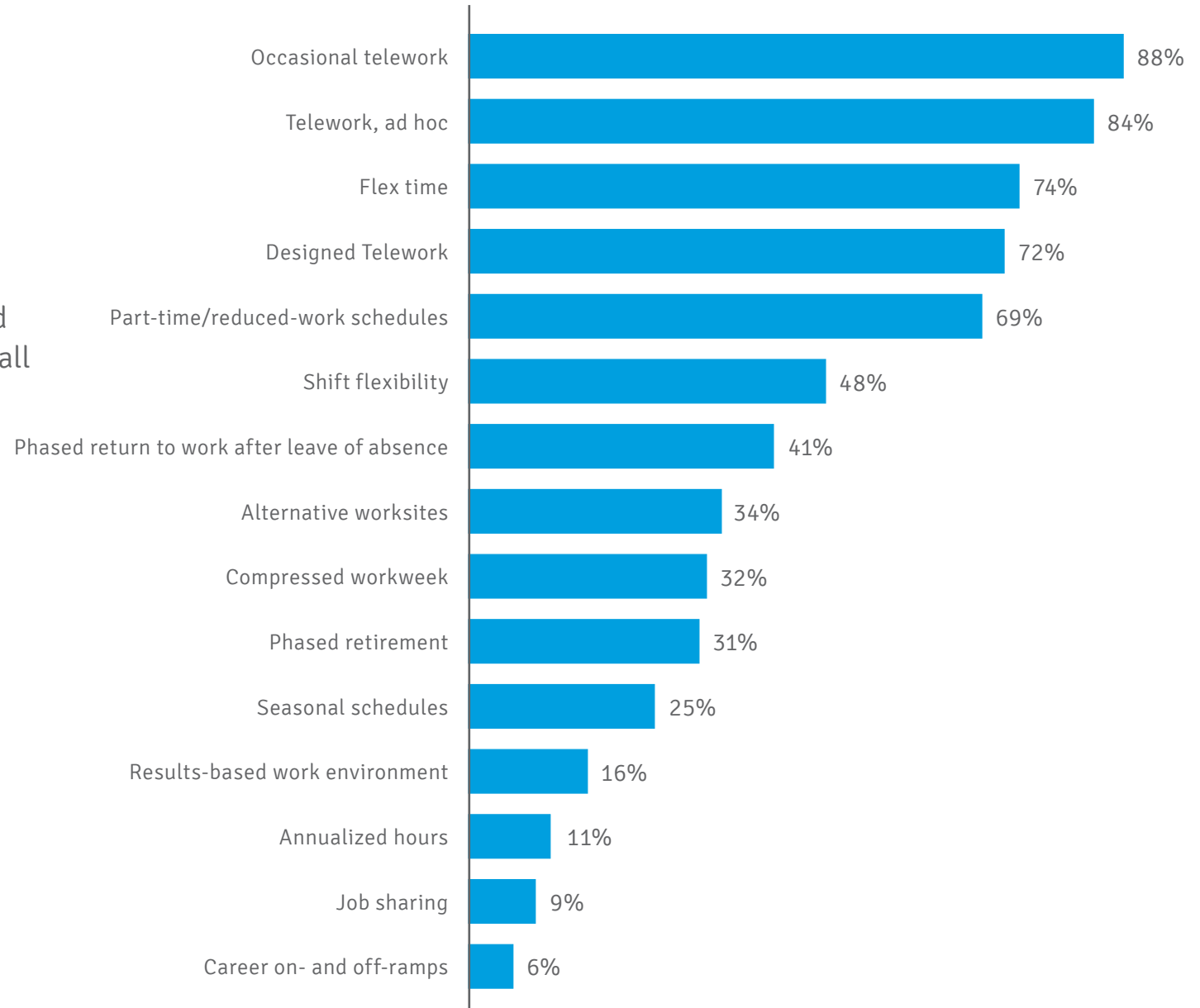


n=703

WORKPLACE FLEXIBILITY

QUESTION

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



n=831

HEALTH & WELFARE

HEALTH & WELFARE

QUESTION

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

	2015	2016	2017	2018	2019	2020	2021
n=	1,401	725	862	1,063	700	567	1,003
Employee life insurance/AD&D	98%	99%	99%	99%	99%	98%	99%
Dental plan	98%	99%	99%	99%	99%	96%	99%
Long-term disability (LTD) insurance		98%	98%	98%	99%	95%	97%
Short-term disability (STD) insurance		94%	95%	94%	95%	93%	94%
Flexible spending accounts (FSAs)	93%	93%	94%	95%	95%	88%	91%
Spouse/dependent life insurance		94%	94%	94%	94%	90%	91%
PPO medical plan	81%	88%	89%	87%	88%	84%	87%
Health savings accounts (HSAs)	69%	71%	75%	77%	80%	76%	81%
High-deductible health plan	70%	75%	79%	80%	82%	77%	81%
HMO medical plan	46%	38%	39%	38%	39%	41%	35%
Health reimbursement accounts (HRAs)	42%	30%	32%	31%	27%	30%	26%

HEALTH & WELFARE (CONT.)

QUESTION

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

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

HEALTH & WELFARE (CONT.)

QUESTION

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

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

HEALTH & WELFARE (CONT.)

QUESTION

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

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

HEALTH & WELFARE (CONT.)

QUESTION

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

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

PAID TIME OFF

PAID TIME OFF

QUESTION

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

*This item was edited to include medical leave in addition to caregiver leave in 2021.

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

UNPAID TIME OFF

UNPAID TIME OFF

QUESTION

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

*This item was edited to include medical leave in addition to caregiver leave in 2021.

	2016	2017	2018	2019	2020	2021
n=	654	796	949	623	465	580
Unpaid, job-protected time off to care for or bond with new child (beyond legal requirements, if applicable, and beyond any paid parental leave your organization may offer)	43%	45%	47%	47%	56%	75%
Unpaid medical or caregiver leave (beyond any legal requirements)*			44%	39%	53%	69%
NEW Unpaid civic duty leave (e.g. voting, jury duty)						47%
Unpaid sabbaticals	18%	14%	18%	16%	26%	29%

RETIREMENT

RETIREMENT

QUESTION

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

*This item was edited to add “with pre-tax deferrals” in 2021.

	2015	2016	2017	2018	2019	2020	2021
n=	1,340	688	797	1,012	657	490	867
Defined contribution plan with pre-tax deferrals (e.g., 401(k), 4039(b), 457 plans)*	90%	98%	99%	99%	98%	95%	97%
NEW Defined contribution plan with post-tax deferrals (e.g., ROTH 401(k) plan)							81%
HSA for use in retirement					45%	44%	45%
Nonqualified deferred compensation plan		44%	47%	50%	46%	43%	36%
Defined benefit plan offered to most/all employees					29%	36%	36%
Retiree health-care benefits		33%	31%	32%	32%	30%	26%
NEW Defined benefit plan offered to only certain groups of employees							21%
NEW Other type of retirement plan (e.g., SIMPLE IRA plan)							4%
Defined benefit plan that is grandfathered in for some long-tenured employees but is not offered to new hires					32%	28%	

OTHER BENEFITS & PERQUISITES

OTHER BENEFITS & PERQUISITES

QUESTION

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

	2015	2016	2017	2018	2019	2020	2021
n=	1,336	688	792	1,004	658	484	861
Free parking		74%	72%	73%	77%	74%	73%
Employee discount program		73%	69%	75%	73%	66%	70%
NEW Relocation upon employer request							70%
Pet insurance		23%	26%	29%	33%	29%	39%
Tax advantaged option for commuter benefits					40%	33%	36%
Long-term care insurance		34%	30%	33%	32%	28%	30%
Auto/home insurance		27%	27%	25%	27%	22%	24%
NEW Relocation upon employee request							19%
Employee stock purchase plan (ESPP)		24%	18%	18%	20%	19%	17%
Company-funded commuter benefit program					17%	17%	15%
Parking subsidy					16%	17%	14%
Concierge services		15%	14%	13%	14%	14%	13%
Employee stock ownership plan (ESOP)	21%	16%	13%	13%	9%	10%	7%

OTHER BENEFITS & PERQUISITES

QUESTION

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

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

OTHER BENEFITS & PERQUISITES

QUESTION

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

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

	2020	2021
n=	477	860
Internet service expense reimbursement*	26%	25%
Office supplies expense reimbursement*	48%	42%
Office furniture expense reimbursement*	23%	22%
NEW Cash allowance		9%

BASE PAY

BASE PAY

QUESTION

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

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

BONUSES & COMMISSIONS

BONUSES & COMMISSIONS

QUESTION

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

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

INCENTIVES

SHORT-TERM INCENTIVES

QUESTION

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

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

**This item was edited to include organizational objectives in 2021.

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

LONG-TERM INCENTIVES

QUESTION

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

*This item was edited to include organizational objectives in 2021.

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

PERFORMANCE MANAGEMENT

PERFORMANCE MANAGEMENT

QUESTION

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

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

RECOGNITION

RECOGNITION

QUESTION

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

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

DEVELOPMENT OPPORTUNITIES

DEVELOPMENT OPPORTUNITIES

QUESTION

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

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

DEVELOPMENT OPPORTUNITIES

QUESTION

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

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

CARING FOR DEPENDENTS

CARING FOR DEPENDENTS

QUESTION

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

*This item was edited to include resources in 2021.

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

CULTURE INITIATIVES & COMMUNITY

CULTURE INITIATIVES & COMMUNITY

QUESTION

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

*This item was edited to include resources in 2021.

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

FINANCIAL WELLNESS

FINANCIAL WELLNESS

QUESTION

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

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

WORKPLACE FLEXIBILITY

WORKPLACE FLEXIBILITY

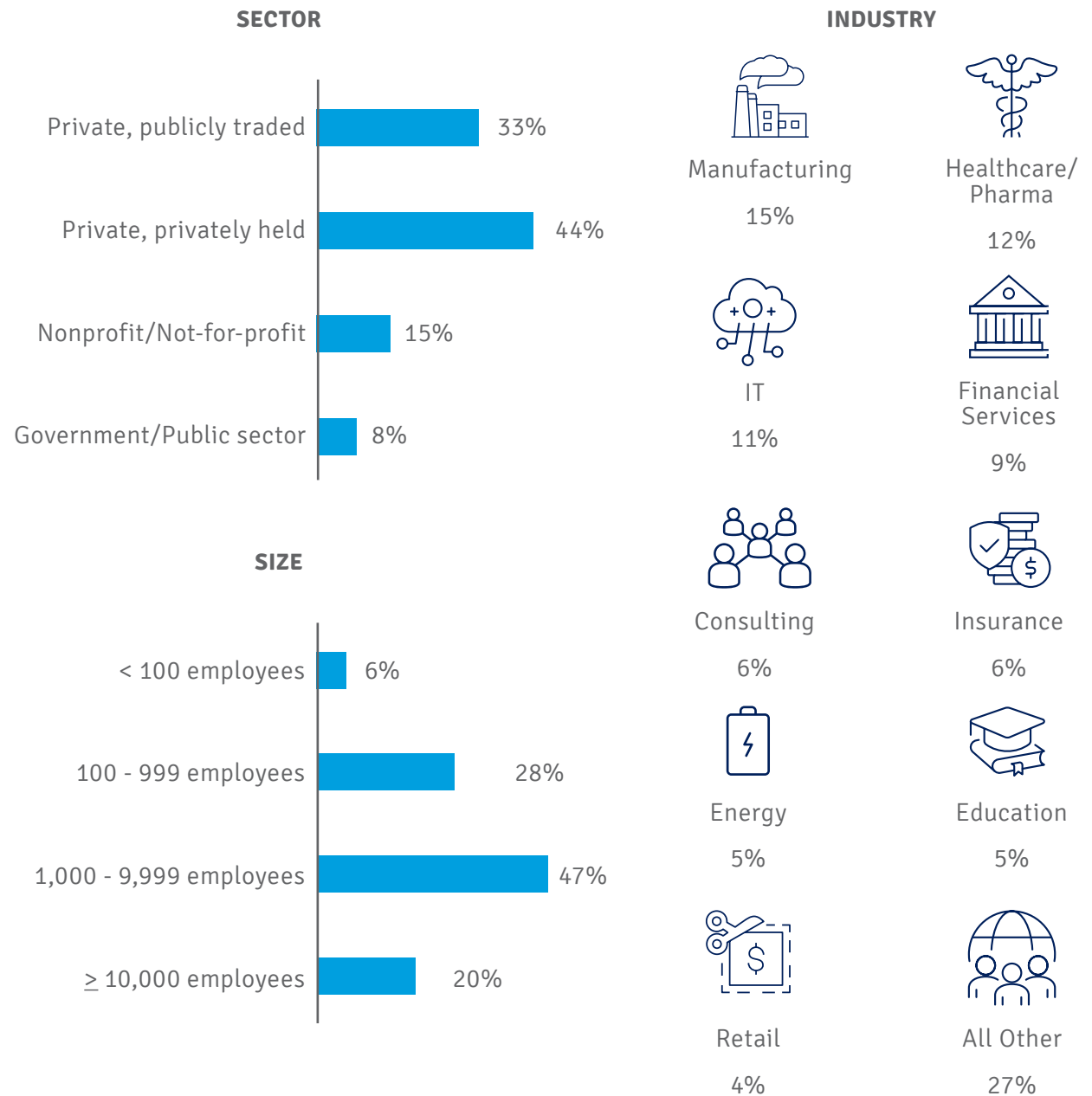
QUESTION

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

	2015	2016	2017	2018	2019	2020	2021
n=	1,331	678	779	985	634	454	831
Occasional telework (telework occurs on an occasional/part-time basis)		71%	72%	71%	86%	89%	88%
Telework, ad hoc		78%	78%	78%	73%	80%	84%
Flex time	69%	75%	73%	72%	73%	73%	74%
Designed telework (job designed to be performed remotely and may be full- or part-time)				57%	55%	63%	72%
Part-time/reduced-work schedules		74%	75%	72%	76%	73%	69%
Shift flexibility		48%	50%	49%	52%	55%	48%
Phased return to work after leave of absence		51%	48%	49%	47%	52%	41%
Alternative worksites		33%	32%	36%	32%	34%	34%
Compressed workweek	44%	41%	40%	40%	40%	41%	32%
Phased retirement	17%	29%	28%	31%	31%	34%	31%
Seasonal schedules (e.g., summer hours)		29%	28%	29%	31%	29%	25%
Results-based work environment		17%	17%	17%	18%	17%	16%
Annualized hours		7%	7%	8%	15%	13%	11%
Job sharing		13%	11%	13%	10%	14%	9%
Career on- and off-ramps		4%	7%	6%	6%	7%	6%

PARTICIPANT PROFILE

ORGANIZATION PROFILE



n=846

RESULTS BY GROUP

- ▶ **INDUSTRY**
- ▶ **ORGANIZATION SECTOR**
- ▶ **ORGANIZATION SIZE**

	All	INDUSTRY			SIZE				SECTOR			
		Health Care/Pharma	Technology (including IT)	Manufacturing	<100 employees	100-999 employees	1,000-9,999 employees	≥10,000 employees	Private sector, publicly traded	Private sector, privately held	Nonprofit/Not-for-profit	Government/public sector (local, state, federal government)
n=	1,003	99	89	129	47	234	393	167	276	367	128	70
PPO medical plan	87%	89%	92%	85%	72%	88%	87%	84%	84%	86%	88%	87%
HMO medical plan	35%	35%	40%	23%	34%	31%	29%	46%	35%	28%	40%	39%
High-deductible health plan	81%	80%	96%	84%	66%	79%	82%	87%	87%	84%	74%	61%
Dental plan	99%	100%	100%	99%	89%	100%	100%	98%	99%	98%	100%	99%
Employee life insurance/AD&D	99%	100%	100%	100%	94%	100%	100%	99%	100%	98%	99%	100%
Spouse/dependent life insurance	91%	93%	91%	94%	51%	92%	93%	95%	95%	88%	91%	93%
Short-term disability (STD) insurance	94%	95%	96%	99%	81%	92%	94%	98%	99%	94%	91%	71%
Long-term disability (LTD) insurance	97%	93%	98%	99%	85%	96%	98%	99%	99%	96%	95%	96%
Health savings accounts (HSAs)	81%	81%	92%	83%	64%	77%	83%	88%	89%	79%	76%	69%
Flexible spending accounts (FSAs)	91%	91%	94%	93%	62%	88%	94%	96%	94%	87%	95%	91%
Health reimbursement accounts (HRAs)	26%	20%	23%	25%	19%	21%	25%	34%	30%	20%	24%	37%

HEALTH & WELFARE (CONT.)

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

	All	INDUSTRY			SIZE				SECTOR			
		Health Care/Pharma	Technology (including IT)	Manufacturing	<100 employees	100-999 employees	1,000-9,999 employees	≥10,000 employees	Private sector, publicly traded	Private sector, privately held	Nonprofit/Not-for-profit	Government/public sector (local, state, federal government)
n=	1,007	99	89	129	52	234	393	166	275	372	128	70
Behavioral/mental health plan	95%	95%	97%	95%	75%	95%	98%	96%	98%	92%	99%	96%
Prescription drug plan	98%	99%	99%	98%	90%	99%	99%	99%	100%	98%	100%	99%
Vision plan	98%	98%	100%	99%	79%	99%	99%	99%	99%	97%	99%	97%
Telemedicine services	97%	97%	96%	98%	83%	97%	97%	98%	98%	95%	99%	91%

HEALTH & WELFARE (CONT.)

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

	All	INDUSTRY			SIZE				SECTOR			
		Health Care/Pharma	Technology (including IT)	Manufacturing	<100 employees	100-999 employees	1,000-9,999 employees	≥10,000 employees	Private sector, publicly traded	Private sector, privately held	Nonprofit/Not-for-profit	Government/public sector (local, state, federal government)
n=	923	99	89	129	52	233	393	166	275	271	128	70
Employee assistance program (EAP)	97%	98%	98%	99%	39%	74%	91%	96%	96%	13%	91%	100%
Immunization clinics or promotions	82%	84%	78%	86%	83%	70%	61%	87%	74%	39%	91%	96%
Outcomes-based wellness program	54%	51%	48%	58%	92%	66%	56%	87%	73%	49%	85%	93%
Participatory wellness program	77%	72%	70%	81%	87%	64%	61%	88%	74%	42%	87%	97%
Health-risk assessment (HRA)	66%	61%	55%	70%	90%	63%	59%	87%	73%	44%	86%	97%
Health advocacy program	67%	61%	64%	69%	88%	67%	59%	87%	76%	45%	85%	94%
Health coaching	74%	74%	67%	72%	86%	63%	59%	91%	74%	41%	90%	95%
24-hour nurse line	79%	81%	80%	84%	90%	67%	58%	85%	75%	47%	86%	92%
Biometric/wellness screening (on-site or through a doctor visit)	69%	60%	62%	78%	87%	68%	59%	86%	75%	44%	86%	95%
Use of wearable technology for encouraging wellness results	34%	40%	35%	33%	93%	69%	54%	84%	70%	52%	87%	92%
Health fairs (on-site or virtual)	54%	47%	56%	57%	88%	67%	59%	86%	72%	46%	87%	95%
On-site medical clinic or nurse	26%	30%	16%	41%	92%	68%	55%	84%	69%	52%	86%	93%

HEALTH & WELFARE (CONT.)

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

	All	INDUSTRY			SIZE				SECTOR			
		Health Care/Pharma	Technology (including IT)	Manufacturing	<100 employees	100-999 employees	1,000-9,999 employees	≥10,000 employees	Private sector, publicly traded	Private sector, privately held	Nonprofit/Not-for-profit	Government/public sector (local, state, federal government)
n=	896	99	89	129	52	234	391	166	274	372	127	69
Seminars, webinars or literature to promote wellness and well-being	87%	66%	71%	63%	81%	63%	67%	90%	73%	37%	94%	96%
Stress-reduction programs/offerings (e.g., yoga, massage, meditation, mindfulness)	69%	71%	81%	48%	89%	71%	56%	84%	68%	50%	88%	94%
Tobacco-/smoking-cessation support	82%	60%	64%	76%	83%	56%	68%	93%	74%	40%	88%	98%
Nutritional counseling (on-site or covered by medical plan)	69%	68%	72%	60%	88%	67%	58%	87%	70%	44%	90%	96%
Weight-management programs	70%	66%	70%	63%	88%	65%	60%	88%	74%	42%	89%	96%
Subsidized weight-loss programs	34%	70%	71%	59%	93%	68%	54%	86%	70%	53%	86%	92%
Wellness incentives (e.g., cash and noncash prizes, acknowledgement, rewards)	62%	66%	72%	62%	90%	69%	57%	84%	74%	48%	85%	93%
Wellness gamification (e.g., contests, lotteries, points, quizzes, leaderboards, avatars)	44%	69%	71%	60%	92%	71%	54%	83%	70%	49%	87%	93%
Workplace sleep program	11%	15%	10%	9%	8%	8%	12%	17%	10%	11%	15%	16%

HEALTH & WELFARE (CONT.)

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

	All	INDUSTRY			SIZE				SECTOR			
		Health Care/Pharma	Technology (including IT)	Manufacturing	<100 employees	100-999 employees	1,000-9,999 employees	≥10,000 employees	Private sector, publicly traded	Private sector, privately held	Nonprofit/Not-for-profit	Government/public sector (local, state, federal government)
n=	793	88	87	117	34	204	354	157	251	313	118	67
On-site fitness center	58%	49%	53%	66%	38%	51%	59%	69%	63%	51%	61%	66%
On-site fitness classes	32%	33%	25%	39%	12%	21%	33%	52%	37%	25%	43%	39%
Online fitness classes	34%	33%	40%	29%	32%	31%	33%	42%	36%	29%	47%	30%
Discounted fitness-club membership	54%	57%	60%	49%	50%	54%	53%	59%	53%	52%	61%	60%
Fitness-related subsidies/reimbursement	39%	32%	64%	40%	32%	41%	40%	34%	43%	40%	36%	24%
Healthy cafeteria/vending machine options	61%	73%	62%	67%	24%	53%	65%	71%	64%	59%	68%	43%
Healthy cafeteria/vending machine options subsidized by the employer	28%	35%	41%	28%	21%	28%	27%	32%	29%	31%	29%	6%

	All	INDUSTRY			SIZE				SECTOR			
		Health Care/Pharma	Technology (including IT)	Manufacturing	<100 employees	100-999 employees	1,000-9,999 employees	≥10,000 employees	Private sector, publicly traded	Private sector, privately held	Nonprofit/Not-for-profit	Government/public sector (local, state, federal government)
n=	886	99	89	129	49	234	393	167	276	369	128	70
PTO bank (e.g., combined vacation, sick and other approved leave)	51%	67%	57%	47%	43%	47%	54%	52%	45%	60%	54%	21%
Vacation (separate from PTO bank)	53%	39%	39%	58%	43%	52%	53%	59%	60%	43%	50%	86%
Sick leave (separate from PTO bank)	56%	48%	54%	57%	43%	56%	56%	62%	64%	45%	55%	91%
Personal leave (separate from PTO bank)	47%	46%	54%	47%	49%	39%	46%	58%	54%	42%	44%	50%
Holiday pay	97%	94%	98%	98%	94%	97%	99%	96%	98%	97%	95%	100%
Floating holidays	60%	55%	62%	64%	49%	54%	64%	65%	66%	60%	54%	56%
Bereavement leave	97%	97%	98%	98%	94%	97%	97%	99%	99%	98%	94%	94%
Paid sabbaticals	10%	6%	16%	3%	6%	6%	11%	11%	7%	7%	15%	23%
Paid parental leave (e.g., nonmedical maternity, paternity, adoption)	66%	54%	79%	61%	33%	69%	64%	80%	79%	62%	60%	53%
Paid medical or caregiver leave	42%	42%	46%	36%	25%	39%	41%	57%	54%	35%	45%	34%
Shared/donation of leave program	22%	30%	11%	8%	16%	19%	26%	20%	14%	16%	32%	67%
Redirected PTO to personal 401(k), HSA, cash, or college savings	4%	6%	2%	4%	0%	3%	3%	7%	2%	2%	9%	10%
Unlimited paid time off	17%	13%	49%	13%	12%	17%	15%	22%	20%	20%	8%	4%
Paid time off to volunteer as part of a company effort	51%	40%	56%	50%	49%	48%	55%	53%	61%	51%	41%	44%
Paid time off to volunteer for an individual effort	37%	30%	60%	27%	33%	41%	39%	34%	44%	38%	34%	21%
Paid time off to participate in school activities	19%	17%	24%	15%	27%	21%	18%	17%	18%	19%	18%	29%
Civic duty pay (e.g., voting, jury duty beyond any legal requirements)	74%	70%	82%	74%	80%	80%	73%	71%	76%	72%	73%	90%

UNPAID TIME OFF

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

	All	INDUSTRY			SIZE				SECTOR			
		Health Care/Pharma	Technology (including IT)	Manufacturing	<100 employees	100-999 employees	1,000-9,999 employees	≥10,000 employees	Private sector, publicly traded	Private sector, privately held	Nonprofit/Not-for-profit	Government/public sector (local, state, federal government)
n=	580	70	62	79	32	157	257	112	175	244	88	51
Unpaid, job-protected time off to care for or bond with new child (beyond legal requirements, if applicable, and beyond any paid parental leave your organization may offer)	75%	73%	84%	66%	69%	74%	76%	73%	77%	70%	78%	78%
Unpaid medical or caregiver leave (beyond any legal requirements)	69%	71%	79%	57%	72%	69%	67%	72%	69%	68%	71%	65%
Unpaid sabbaticals	29%	34%	27%	20%	25%	27%	28%	35%	30%	22%	34%	47%
Unpaid civic duty leave (e.g., voting, jury duty)	47%	49%	48%	52%	47%	53%	46%	43%	41%	53%	46%	45%

	All	INDUSTRY			SIZE				SECTOR			
		Health Care/Pharma	Technology (including IT)	Manufacturing	<100 employees	100-999 employees	1,000-9,999 employees	≥10,000 employees	Private sector, publicly traded	Private sector, privately held	Nonprofit/Not-for-profit	Government/public sector (local, state, federal government)
n=	867	99	86	127	46	232	388	166	273	362	127	70
Defined benefit plan offered to most/all employees	36%	38%	30%	30%	24%	39%	36%	33%	28%	34%	38%	70%
Defined benefit plan offered to only certain groups of employees	21%	16%	7%	31%	2%	13%	24%	35%	29%	16%	17%	37%
Defined contribution plan with pre-tax deferrals (e.g., 401[k], 403[b], 457 plans)	97%	98%	95%	97%	98%	97%	98%	97%	98%	97%	98%	97%
Defined contribution plan with post-tax deferrals (e.g., ROTH 401[k] plan)	81%	81%	83%	84%	72%	86%	80%	82%	82%	83%	83%	70%
Nonqualified deferred compensation plan	36%	39%	29%	30%	20%	23%	39%	55%	49%	29%	42%	20%
Retiree health-care benefits	26%	19%	9%	20%	7%	19%	29%	36%	25%	15%	39%	71%
HSA for use in retirement	45%	50%	43%	43%	28%	48%	42%	55%	52%	44%	44%	34%
Other type of retirement plan (e.g., SIMPLE IRA plan, etc.)	4%	3%	2%	5%	2%	3%	4%	6%	3%	3%	8%	9%

OTHER BENEFITS & PERQUISITES

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

	All	INDUSTRY			SIZE				SECTOR			
		Health Care/Pharma	Technology (including IT)	Manufacturing	<100 employees	100-999 employees	1,000-9,999 employees	≥10,000 employees	Private sector, publicly traded	Private sector, privately held	Nonprofit/Not-for-profit	Government/public sector (local, state, federal government)
n=	861	98	88	129	43	229	389	167	276	360	124	68
Employee stock purchase plan (ESPP)	17%	13%	28%	23%	9%	9%	18%	30%	45%	4%	1%	6%
Employee stock ownership plans (ESOP)	7%	1%	10%	9%	7%	8%	4%	13%	11%	8%	1%	0%
Long-term care insurance	30%	29%	31%	22%	26%	24%	31%	38%	35%	25%	35%	29%
Auto/home insurance	24%	32%	36%	19%	12%	12%	24%	44%	33%	19%	27%	13%
Pet insurance	39%	49%	52%	33%	16%	37%	36%	56%	47%	36%	40%	21%
Employee discount program	70%	72%	73%	73%	30%	59%	75%	89%	79%	66%	73%	57%
Concierge services	13%	15%	18%	12%	5%	12%	12%	19%	15%	13%	15%	4%
Free parking	73%	75%	72%	74%	86%	75%	71%	73%	69%	77%	75%	65%
Parking subsidy	14%	13%	15%	7%	7%	11%	14%	19%	18%	11%	15%	9%
Tax advantaged option for commuter benefits	36%	31%	60%	24%	21%	31%	37%	46%	43%	34%	36%	21%
Company-funded commuter benefit program	15%	11%	24%	9%	16%	17%	13%	16%	16%	12%	18%	18%
Relocation upon employer request	70%	62%	76%	88%	33%	57%	77%	83%	85%	69%	59%	43%
Relocation upon employee request	19%	13%	26%	17%	12%	18%	21%	17%	18%	20%	19%	18%

OTHER BENEFITS & PERQUISITES (CONT.)

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

	All	INDUSTRY			SIZE				SECTOR			
		Health Care/Pharma	Technology (including IT)	Manufacturing	<100 employees	100-999 employees	1,000-9,999 employees	≥10,000 employees	Private sector, publicly traded	Private sector, privately held	Nonprofit/Not-for-profit	Government/public sector (local, state, federal government)
n=	871	45	49	42	52	221	364	151	273	370	127	68
Company car	36%	64%	64%	72%	92%	69%	56%	83%	44%	33%	25%	44%
Car allowance	50%	64%	64%	71%	90%	67%	60%	82%	59%	48%	35%	58%
Cell phone (employer-issued, monthly allowance or reimbursement)	87%	59%	65%	76%	85%	75%	54%	86%	91%	85%	86%	88%
Laptop computer	96%	67%	33%	100%	81%	75%	53%	91%	97%	95%	98%	94%
Tablet computer	59%	67%	64%	69%	91%	70%	57%	82%	62%	55%	60%	75%

OTHER BENEFITS & PERQUISITES (CONT.)

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

		INDUSTRY			SIZE				SECTOR			
	All	Health Care/Pharma	Technology (including IT)	Manufacturing	<100 employees	100-999 employees	1,000-9,999 employees	≥10,000 employees	Private sector, publicly traded	Private sector, privately held	Nonprofit/Not-for-profit	Government/public sector (local, state, federal government)
n=	860	98	87	124	50	230	346	161	273	364	127	70
Internet service expense reimbursement	25%	16%	36%	24%	42%	25%	24%	23%	24%	30%	22%	13%
Office supplies expense reimbursement	42%	32%	47%	40%	58%	48%	36%	38%	42%	43%	47%	20%
Office furniture expense reimbursement	22%	17%	36%	20%	22%	24%	21%	18%	21%	24%	20%	10%
Cash allowance	9%	7%	23%	4%	8%	10%	8%	10%	10%	9%	10%	1%

		INDUSTRY			SIZE				SECTOR			
	All	Health Care/ Pharma	Technology (including IT)	Manufacturing	<100 employees	100-999 employees	1,000-9,999 employees	≥10,000 employees	Private sector, publicly traded	Private sector, privately held	Nonprofit/ Not-for-profit	Government/ public sector (local, state, federal government)
n=	867	99	89	129	47	233	392	167	275	366	128	70
Shift differential pay	62%	74%	43%	94%	15%	40%	73%	84%	72%	53%	59%	84%
Weekend pay	44%	66%	34%	59%	6%	26%	51%	63%	51%	36%	52%	43%
Pay for holidays worked (above standard)	65%	74%	46%	78%	19%	57%	69%	79%	70%	57%	65%	83%
On-call pay	50%	66%	48%	47%	9%	44%	53%	64%	51%	41%	59%	80%
Call-in pay	36%	54%	29%	43%	4%	25%	41%	49%	39%	27%	45%	61%
Hazard pay	19%	20%	12%	15%	4%	9%	21%	29%	20%	10%	20%	50%
Bilingual pay	14%	18%	10%	5%	0%	11%	16%	18%	14%	9%	22%	30%
Skill-based pay	21%	14%	12%	32%	9%	18%	22%	24%	24%	19%	16%	20%
Cost-of-living adjustments (COLA)	20%	10%	14%	20%	21%	21%	18%	21%	22%	18%	15%	26%
Across-the-board pay increase (not COLA)	25%	32%	9%	28%	21%	24%	25%	29%	17%	22%	34%	56%
Performance-based pay increase (merit increases)	91%	83%	97%	97%	92%	90%	92%	90%	96%	96%	81%	64%
Market-based adjustments (not COLA)	82%	90%	80%	88%	60%	87%	81%	85%	82%	81%	85%	83%
Pay equity adjustments	86%	87%	92%	86%	70%	88%	85%	90%	91%	83%	90%	77%
Accelerated adjustments for high potential/high performers	53%	37%	67%	57%	62%	54%	50%	58%	58%	62%	34%	23%
Longevity pay increase	9%	12%	3%	7%	13%	8%	6%	13%	7%	6%	9%	27%
Geographic or locality differential	50%	48%	70%	57%	23%	42%	52%	67%	62%	55%	34%	13%
Geographic or locality pay adjustment	31%	28%	46%	33%	13%	28%	33%	40%	40%	34%	20%	9%
Overtime pay for exempt employees	14%	16%	11%	18%	9%	8%	13%	28%	17%	10%	13%	26%

BONUSES & COMMISSIONS

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

	All	INDUSTRY			SIZE				SECTOR			
		Health Care/Pharma	Technology (including IT)	Manufacturing	<100 employees	100-999 employees	1,000-9,999 employees	≥10,000 employees	Private sector, publicly traded	Private sector, privately held	Nonprofit/Not-for-profit	Government/public sector (local, state, federal government)
n=	820	97	89	127	34	219	376	164	275	355	114	49
Referral bonus	85%	95%	92%	88%	65%	84%	85%	90%	89%	87%	86%	41%
Sign-on bonus	84%	93%	89%	84%	44%	80%	87%	93%	92%	83%	80%	65%
Retention bonus	65%	75%	70%	63%	21%	49%	72%	80%	75%	60%	60%	61%
Spot bonus	73%	71%	89%	74%	68%	71%	75%	72%	77%	74%	73%	43%
Project completion bonus	38%	42%	40%	47%	27%	33%	42%	41%	45%	37%	37%	20%
Commissions	55%	45%	75%	65%	38%	54%	57%	54%	66%	59%	32%	14%
SPIFF	22%	22%	51%	20%	15%	17%	26%	20%	27%	25%	9%	0%

SHORT-TERM INCENTIVES

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

		INDUSTRY			SIZE				SECTOR			
	All	Health Care/Pharma	Technology (including IT)	Manufacturing	<100 employees	100-999 employees	1,000-9,999 employees	≥10,000 employees	Private sector, publicly traded	Private sector, privately held	Nonprofit/Not-for-profit	Government/public sector (local, state, federal government)
n=	665	79	71	116	36	162	306	141	251	303	76	15
Cash profit sharing	21%	10%	16%	30%	33%	18%	20%	18%	20%	25%	5%	0%
Individual performance-based incentives (short-term)	76%	79%	70%	62%	81%	78%	75%	72%	77%	76%	66%	80%
Performance sharing for organizational objectives (short-term)	71%	66%	72%	77%	53%	69%	69%	80%	73%	69%	68%	67%

LONG-TERM INCENTIVES

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

		INDUSTRY			SIZE				SECTOR			
	All	Health Care/Pharma	Technology (including IT)	Manufacturing	<100 employees	100-999 employees	1,000-9,999 employees	≥10,000 employees	Private sector, publicly traded	Private sector, privately held	Nonprofit/Not-for-profit	Government/public sector (local, state, federal government)
n=	509	50	70	91	18	117	232	132	253	200	37	9
Stock options/stock appreciation rights (SARs)	31%	40%	30%	40%	39%	39%	25%	33%	39%	28%	0%	0%
Restricted stock/restricted stock units (RSUs)	56%	46%	71%	59%	33%	44%	55%	73%	87%	28%	3%	44%
Performance sharing for organizational objectives (long-term)	58%	44%	40%	65%	39%	45%	61%	67%	57%	58%	70%	56%
Individual performance-based incentives (long-term)	42%	40%	27%	34%	61%	50%	41%	36%	35%	48%	51%	67%

		INDUSTRY			SIZE				SECTOR			
	All	Health Care/Pharma	Technology (including IT)	Manufacturing	<100 employees	100-999 employees	1,000-9,999 employees	≥10,000 employees	Private sector, publicly traded	Private sector, privately held	Nonprofit/Not-for-profit	Government/public sector (local, state, federal government)
n=	850	97	88	127	47	232	384	163	269	363	124	70
Formal annual performance appraisals/reviews	90%	93%	80%	97%	81%	90%	92%	90%	89%	90%	91%	97%
Formal periodic (e.g., quarterly) performance appraisals/reviews	44%	37%	48%	43%	55%	45%	45%	43%	42%	48%	48%	39%
Formal performance ratings	77%	79%	71%	84%	60%	73%	79%	80%	75%	77%	73%	80%
Informal performance ratings (used for pay decisions but not shared with employee)	19%	19%	24%	16%	19%	26%	16%	15%	18%	24%	11%	9%
Forced ranking (ranking each employee individually by performance)	8%	10%	10%	9%	4%	9%	7%	11%	8%	9%	7%	4%
Forced distribution (mandated performance rating distributions)	6%	6%	7%	7%	0%	6%	6%	7%	8%	6%	3%	1%
Guideline distribution (suggested performance rating distributions)	47%	49%	53%	61%	9%	44%	50%	56%	54%	47%	44%	26%
Frequent performance check-ins (at least quarterly)	59%	58%	64%	54%	68%	55%	57%	69%	64%	57%	63%	50%
Crowd-sourced feedback	18%	19%	28%	19%	9%	15%	20%	22%	22%	17%	18%	10%

	All	INDUSTRY			SIZE				SECTOR			
		Health Care/Pharma	Technology (including IT)	Manufacturing	<100 employees	100-999 employees	1,000-9,999 employees	≥10,000 employees	Private sector, publicly traded	Private sector, privately held	Nonprofit/Not-for-profit	Government/public sector (local, state, federal government)
n=	821	98	83	124	45	225	375	155	258	353	122	67
Length-of-service awards	81%	75%	69%	90%	44%	80%	84%	86%	82%	77%	91%	85%
Retirement awards	45%	44%	19%	57%	31%	46%	45%	43%	35%	43%	59%	60%
Peer-to-peer awards/practices	47%	53%	58%	43%	29%	49%	46%	54%	56%	41%	52%	40%
Above-and-beyond performance awards	59%	64%	65%	61%	44%	59%	58%	65%	66%	55%	61%	48%
Employee of the month/year awards	26%	35%	33%	19%	13%	26%	26%	27%	23%	27%	24%	31%
Appreciation luncheons, outings, formal events	79%	82%	75%	84%	96%	82%	78%	72%	75%	82%	84%	67%
Strategy/goal-specific awards, not recognized through separate incentive plan (quality, customer, cost savings, productivity, safety)	31%	32%	27%	37%	16%	32%	30%	34%	36%	29%	29%	15%
Suggestion/idea programs	37%	40%	35%	49%	33%	35%	34%	45%	43%	35%	31%	28%
Major family event celebration (e.g., birth, wedding)	27%	18%	27%	24%	49%	37%	22%	21%	25%	33%	27%	10%
Major career event (e.g., degree completion, certification, promotion)	20%	15%	16%	14%	31%	26%	17%	13%	17%	21%	22%	15%

	All	INDUSTRY			SIZE				SECTOR			
		Health Care/ Pharma	Technology (including IT)	Manufacturing	<100 employees	100-999 employees	1,000-9,999 employees	≥10,000 employees	Private sector, publicly traded	Private sector, privately held	Nonprofit/ Not-for-profit	Government/ public sector (local, state, federal government)
n=	863	99	88	129	51	233	393	167	276	370	128	70
Internal job postings	95%	97%	94%	98%	57%	95%	98%	98%	98%	92%	95%	94%
Promotions	99%	98%	100%	100%	88%	99%	100%	99%	100%	98%	98%	97%
Tuition reimbursement	81%	79%	73%	91%	53%	74%	84%	90%	84%	77%	84%	80%
Tuition discounts	23%	29%	14%	17%	12%	14%	23%	37%	22%	16%	38%	31%
Internships	76%	68%	82%	83%	55%	75%	77%	84%	82%	75%	73%	69%
Externships	7%	13%	3%	6%	6%	5%	7%	9%	6%	6%	8%	10%
Apprenticeships	24%	18%	13%	43%	6%	16%	28%	30%	31%	19%	19%	30%
Career ladders or pathways	70%	81%	81%	68%	43%	68%	71%	79%	74%	67%	72%	66%
Succession planning	73%	71%	69%	84%	45%	68%	74%	88%	86%	70%	67%	53%
Job rotations	30%	22%	19%	43%	10%	18%	30%	53%	42%	27%	20%	19%
Informal coaching/mentoring	84%	81%	88%	85%	71%	82%	85%	89%	86%	82%	85%	83%
Formal coaching/mentoring	53%	54%	51%	54%	41%	48%	50%	69%	58%	47%	59%	51%
Leadership training	83%	87%	83%	85%	63%	77%	86%	94%	86%	79%	91%	86%
Outside seminars and conferences	91%	91%	92%	92%	92%	91%	91%	92%	91%	91%	93%	96%
Classroom learning, virtual learning, podcasts, webinars	90%	89%	86%	88%	88%	87%	92%	92%	92%	88%	92%	97%
Self-development tools	84%	78%	85%	81%	65%	79%	86%	90%	87%	80%	89%	84%
Special project opportunities	73%	72%	76%	76%	65%	70%	73%	83%	80%	69%	77%	69%

DEVELOPMENT OPPORTUNITIES (CONT.)

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

	All	INDUSTRY			SIZE				SECTOR			
		Health Care/ Pharma	Technology (including IT)	Manufacturing	<100 employees	100-999 employees	1,000-9,999 employees	≥10,000 employees	Private sector, publicly traded	Private sector, privately held	Nonprofit/ Not-for-profit	Government/ public sector (local, state, federal government)
n=	843	97	87	127	49	230	387	163	269	363	127	70
Self-paced online training	83%	84%	89%	81%	69%	77%	84%	91%	83%	80%	85%	91%
On-site training courses to enhance job-related skills	73%	71%	64%	76%	51%	70%	75%	75%	69%	69%	84%	80%
Access to job-related conferences and seminars	90%	89%	85%	89%	90%	89%	89%	93%	91%	87%	95%	96%
Access to personal-interest conferences and seminars	45%	41%	48%	43%	37%	46%	43%	50%	45%	43%	47%	47%
Internal networking and affiliation groups	64%	52%	76%	63%	51%	55%	63%	84%	73%	57%	65%	67%
Emerging leadership programs	52%	52%	47%	58%	25%	38%	54%	74%	62%	41%	54%	61%
Career pathing/resource centers	29%	29%	36%	25%	12%	27%	26%	44%	34%	27%	28%	24%
Training for technical enablement and STEM preparedness	17%	14%	21%	22%	6%	14%	15%	28%	21%	14%	14%	17%
Leader training - general	73%	77%	75%	72%	37%	71%	75%	85%	78%	68%	82%	71%
Leadership training - performance feedback	57%	64%	62%	58%	29%	54%	58%	65%	61%	51%	67%	49%
Leadership training - pay for performance strategies	33%	38%	40%	33%	18%	32%	32%	41%	41%	30%	35%	19%
Corporate university	21%	27%	21%	19%	4%	15%	23%	29%	24%	22%	16%	13%
Professional and/or life coaching	28%	24%	26%	27%	25%	25%	27%	32%	26%	27%	34%	23%
New hire training program beyond standard HR orientation	49%	53%	54%	51%	39%	54%	50%	41%	44%	52%	57%	36%
Cohort experience-based learning designed to solve business problems	19%	19%	24%	17%	12%	14%	18%	29%	22%	15%	24%	19%
Online educational resources with self-directed learning	67%	71%	76%	61%	39%	62%	68%	79%	72%	60%	76%	63%
Learning specifically aimed toward wellbeing topics: work life balance, financial wellbeing, physical health and mental health	61%	65%	61%	60%	27%	60%	63%	68%	62%	54%	74%	70%
Learning specifically aimed toward diversity, equity and inclusion topics	63%	61%	69%	60%	29%	57%	65%	79%	70%	52%	76%	70%

	All	INDUSTRY			SIZE				SECTOR			
		Health Care/ Pharma	Technology (including IT)	Manufacturing	<100 employees	100-999 employees	1,000-9,999 employees	≥10,000 employees	Private sector, publicly traded	Private sector, privately held	Nonprofit/ Not-for-profit	Government/ public sector (local, state, federal government)
n=	758	91	84	114	28	202	361	156	255	309	117	66
Child-care resource and referral services	48%	51%	52%	41%	36%	38%	45%	69%	54%	40%	53%	50%
Elder-care resource and referral services	44%	47%	48%	42%	36%	37%	42%	60%	49%	39%	48%	42%
On- or near-site child-care center (sponsored or operated by employer or union)	12%	19%	11%	7%	4%	4%	11%	24%	11%	6%	23%	20%
On- or near-site elder-care center (sponsored or operated by employer or union)	2%	1%	4%	0%	4%	2%	1%	3%	2%	1%	0%	2%
Child-care subsidies or discounts (e.g., U.S. IRC Section 129 plans)	9%	8%	14%	3%	7%	8%	8%	14%	11%	7%	11%	5%
Backup child or elder care (center-based/in-home)	12%	14%	13%	9%	4%	5%	10%	30%	19%	7%	16%	6%
Dependent care spending account program (e.g., U.S. IRC Section 125 plans)	78%	74%	77%	84%	57%	79%	78%	80%	77%	79%	80%	76%
Employee discount program for dependent-care providers	10%	17%	7%	7%	4%	5%	8%	21%	13%	7%	14%	3%
On-site or virtual caregiver support	6%	9%	7%	5%	0%	5%	4%	13%	9%	5%	5%	3%
Travel-related dependent care expense reimbursement (for child, elder or special needs)	2%	1%	1%	2%	4%	2%	1%	3%	1%	1%	4%	0%
Support for employees with responsibility for individual(s) with special needs	15%	19%	16%	13%	32%	13%	14%	18%	15%	15%	19%	9%
Lactation-support services and resources (e.g., education, lactation consultants, mother's room)	71%	76%	73%	66%	64%	66%	72%	74%	75%	65%	74%	73%
Adoption assistance	35%	35%	38%	36%	21%	23%	32%	61%	49%	28%	34%	14%
Adoption reimbursement	26%	24%	26%	32%	14%	12%	26%	44%	33%	23%	24%	11%
Fertility assistance	27%	24%	35%	23%	4%	20%	28%	37%	38%	23%	20%	17%

	All	INDUSTRY			SIZE				SECTOR			
		Health Care/Pharma	Technology (including IT)	Manufacturing	<100 employees	100-999 employees	1,000-9,999 employees	≥10,000 employees	Private sector, publicly traded	Private sector, privately held	Nonprofit/Not-for-profit	Government/public sector (local, state, federal government)
n=	792	91	83	118	35	215	369	164	267	328	123	65
Womens advancement initiatives	40%	34%	55%	41%	29%	22%	40%	65%	56%	34%	29%	29%
Work-environment initiatives (e.g., creating a purpose-driven culture, shifting to a flexible environment, health-leadership initiatives)	61%	66%	70%	63%	57%	54%	60%	77%	70%	58%	60%	46%
Multigenerational initiatives	20%	19%	24%	17%	17%	17%	17%	34%	27%	17%	15%	15%
Diversity, equity and inclusion initiatives	80%	79%	92%	75%	60%	73%	82%	92%	87%	72%	88%	86%
Best Place to Work branding initiative	50%	47%	64%	48%	26%	51%	47%	59%	54%	49%	48%	42%
Disaster relief fund	28%	22%	21%	32%	11%	14%	29%	49%	37%	26%	22%	15%
Matching gift program	40%	24%	47%	48%	29%	32%	38%	57%	56%	38%	21%	14%
In-kind donations	26%	20%	22%	28%	20%	22%	25%	37%	32%	26%	25%	9%
Charitable fundraising programs (e.g., United Way drive)	67%	60%	46%	70%	46%	60%	68%	77%	69%	62%	68%	74%
Corporate social responsibility programs/green initiatives	62%	51%	64%	77%	43%	54%	62%	76%	76%	59%	51%	42%
Company foundation	36%	51%	27%	36%	11%	25%	37%	54%	43%	32%	42%	19%

	All	INDUSTRY			SIZE				SECTOR			
		Health Care/Pharma	Technology (including IT)	Manufacturing	<100 employees	100-999 employees	1,000-9,999 employees	≥10,000 employees	Private sector, publicly traded	Private sector, privately held	Nonprofit/Not-for-profit	Government/public sector (local, state, federal government)
n=	703	83	78	106	29	179	341	152	238	284	118	61
College preparation planning (e.g., application preparation, scholarship counseling)	12%	12%	10%	9%	7%	6%	12%	21%	15%	10%	9%	18%
College savings plan (e.g., 529 plans in the U.S.)	16%	23%	10%	10%	14%	16%	18%	14%	13%	12%	21%	41%
College scholarships for employees children	23%	19%	6%	35%	0%	10%	27%	36%	32%	20%	17%	12%
Employee scholarships/student aid/loans	11%	15%	6%	16%	3%	7%	11%	16%	13%	8%	11%	16%
Student loan debt repayment assistance	11%	16%	19%	9%	3%	8%	10%	17%	11%	7%	14%	18%
Debt management (e.g., counseling, mortgage assistance)	31%	34%	35%	31%	14%	30%	29%	38%	32%	26%	44%	26%
Personal financial-planning services (e.g., seminars, access to financial planners, estate planning)	67%	70%	69%	61%	48%	71%	66%	69%	66%	63%	79%	69%
Personal tax services	8%	12%	10%	5%	14%	7%	7%	11%	10%	6%	13%	5%
Legal insurance, referral or consultation	54%	70%	59%	53%	35%	55%	51%	64%	59%	51%	51%	51%
Identity theft insurance	46%	57%	55%	47%	24%	46%	43%	55%	53%	43%	42%	39%
Outplacement or severance benefits	64%	65%	59%	69%	48%	59%	63%	76%	79%	60%	61%	30%

	All	INDUSTRY			SIZE				SECTOR			
		Health Care/Pharma	Technology (including IT)	Manufacturing	<100 employees	100-999 employees	1,000-9,999 employees	≥10,000 employees	Private sector, publicly traded	Private sector, privately held	Nonprofit/Not-for-profit	Government/public sector (local, state, federal government)
n=	831	97	88	124	51	227	385	164	270	362	126	69
Flex time	74%	68%	74%	75%	77%	72%	74%	78%	77%	72%	71%	84%
Telework, ad hoc	84%	91%	90%	81%	84%	78%	85%	92%	85%	85%	82%	83%
Occasional telework (telework occurs on an occasional/part-time basis)	88%	87%	83%	90%	77%	87%	87%	93%	91%	85%	91%	88%
Designed telework (job designed to be performed remotely and may be full- or part-time)	72%	80%	83%	68%	49%	70%	70%	87%	76%	70%	77%	58%
Compressed workweek	32%	35%	19%	27%	26%	33%	31%	34%	25%	27%	44%	62%
Part-time/reduced-work schedules	69%	73%	71%	63%	63%	63%	70%	78%	70%	62%	83%	80%
Shift flexibility	48%	56%	42%	48%	45%	44%	45%	60%	44%	47%	55%	54%
Alternative worksites	34%	36%	40%	32%	39%	27%	31%	47%	37%	31%	33%	35%
Annualized hours	11%	10%	13%	11%	10%	7%	12%	14%	14%	9%	10%	13%
Job sharing	9%	10%	5%	10%	8%	6%	8%	17%	11%	7%	9%	13%
Phased return to work after leave of absence	41%	44%	55%	44%	41%	40%	40%	46%	42%	40%	44%	41%
Phased retirement	31%	35%	28%	36%	33%	26%	31%	37%	29%	31%	36%	29%
Career on- and off-ramps	6%	6%	7%	5%	10%	5%	4%	11%	7%	4%	10%	3%
Seasonal schedules (e.g., summer hours)	25%	21%	17%	28%	26%	19%	25%	34%	27%	22%	25%	36%
Results-based work environment	16%	14%	23%	13%	18%	16%	15%	18%	15%	18%	12%	13%

DEFINITIONS

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Alternative worksites: These worksites are shared, remote workspaces outside of company locations, established specifically for teleworkers.

Annualized hours: Part-time or full-time employees' number of hours worked are calculated on an annual basis as opposed to weekly, enabling flexibility in scheduling blocks of time off, such as summer months.

Career on- and off-ramps: Employees can move in and out of your employment over their career life cycle.

Charitable fundraising programs (e.g., United Way drive): Employee-driven giving programs that may be administered within or by an organization and may include matching in-kind gifts.

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

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

Compressed workweek: Full-time options enable employees to work longer days for part of a week or pay period in exchange for shorter days or a day off during that week or pay period.

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

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

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

Flexible spending accounts (FSAs): A type of savings account available in the United States that provides the account holder with specific tax advantages. Set up by an employer for an employee, the account allows employees to contribute a portion of their regular earnings to pay for qualified expenses, such as medical expenses or dependent-care expenses.

Health advocacy program: A health advocate is a third-party administrator that helps employees and their families navigate and facilitate medical and administrative issues in the health-care system.

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

Health savings accounts (HSAs): Allow employers and/or employees to contribute to a tax-deferred personal savings account that is used to pay smaller and routine medical expenses. HSAs must be linked to a high-deductible health insurance policy.

In-kind donations: Organizations donate items to select charities (excludes donations of time and money).

Job sharing: A full-time position is shared by two people, each working part-time hours.

Outcomes-based wellness program: This program requires the achievement of a measurable goal, such as achieving a certain body mass index.

Paid caregiver leave: Paid caregiver leave allows employees to care for a dependent. The dependent does not need to be a new child.

Paid parental leave: Paid parental leave is dedicated paid leave that allows employees to bond with or care for a new child. The employee does not need to use PTO, vacation, sick time, disability and so on while using paid parental leave.

Participatory wellness program: This program requires participation in an activity or program, such as a walking contest or nutrition seminar.

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

Phased retirement: The term may describe a broad range of employment arrangements, formal and informal, that allow an employee approaching retirement to transition from full-time work to full-time retirement, usually by a reduced workload. Phased retirement takes many forms, including part-time, seasonal or temporary work or an extended leave of absence.

Results-based work environment: This approach allows work to happen anywhere, anytime, in the way that works best for the employee but also achieves desired business results.

Shift flexibility: Shift workers can trade shifts with each other as needed and/or trade hours within shifts to accommodate personal and professional responsibilities.

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

Telemedicine services: Health-care professionals use telecommunications technology to evaluate, diagnose and treat patients in remote locations.

Wellness gamification (e.g., contests, lotteries, points, quizzes, leaderboards, avatars): Gamification involves use of game-like features in nongame situations to motivate a change in behavior.

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

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