



REWARD MANAGEMENT

Focus on employee
benefits



Appendices

APPENDIX 1: FULL RANGE OF BENEFITS SURVEYED ARRANGED INTO EIGHT CATEGORIES

Responses were sought as to whether or not the listed benefits are provided, universally or dependent on grade, seniority, location, or job role, arranged into broad groupings set out in the tables below for reference.

Table 41: Career/professional development benefits (%)

	Provide to all	Dependent
Training and career development	68	11
Employee networks that promote workplace diversity and inclusion	39	3
Study leave (paid)	35	27
Secondments (within the organisation)	32	21
Professional subscriptions (paid/part-paid)	31	33
Professional and business apprenticeships	30	20
Sabbaticals (unpaid)	28	14
Coaching/mentoring programmes	26	33
Secondments (outside the organisation)	10	12

Table 42: Financial/pay in kind (%)

	Provide to all	Dependent
Pension scheme (trust or contract-based)	75	2
Debt advice/counselling/guidance	44	1
Discount cards (for example restaurant)	34	1
Pre-retirement advice	32	2
Discounted shopping vouchers	29	0
Discounted own products/services	27	1
Free financial education/advice	24	0
Give as you earn	21	<0.5
Discounted insurance (for example pet or holiday)	21	1
Christmas hamper/vouchers/gifts	18	1
Charitable donation made by employee matched by employer	18	2
Welfare loans (provided by the employer) for financial hardship	16	4
Christmas bonus	14	6
Relocation assistance	13	23
Employee share plans (such as SAYE)	11	3
Access to a credit union	8	<0.5
University fees repaid by employer	7	12
Workplace loans (provided by a third party selected by the employer)	5	1
Homeworker allowance	3	2
Home rental deposit assistance	3	1
Lifetime ISA	2	<0.5
First-time buyer's home deposit assistance	1	<0.5

Table 43: Health and well-being (%)

	Provide to all	Dependent
Occupational sick pay	60	8
Employee assistance programme, for example support, counselling or helpline	60	1
Tea/coffee/cold drinks – free	59	4
Death in service/life assurance	55	8
Eye care vouchers	52	4
Gym (on-site, subsidised or discounted membership)	26	4
Flu jabs	24	4
Healthcare cash plans	22	3
Free fruit	20	3
Free/subsidised canteen (breakfast, lunch or dinner)	20	5
Health screening	18	10
Private medical insurance	17	23
Critical illness insurance	15	11
Permanent health insurance/income protection insurance	15	13
Dental insurance	13	7
On-site fitness classes (for example Pilates)	12	2
Relaxation courses (for example mindfulness or meditation)	11	2
On-site massages	9	2
Workplace chaplain/faith support	8	1
On-site medical facility	7	1
On-site nap room	4	1
Personal fitness trainer	3	<0.5
Pet insurance	1	0
Luncheon vouchers	1	0
Egg-freezing/oocyte cryopreservation/fertility treatment	1	0

Table 44: Paid leave (%)

	Provide to all	Dependent
Paid leave for bereavement	72	2
25 days' and over paid leave (excluding bank/public holidays) for full-time employees	59	14
Paid leave for jury service	57	1
Enhanced maternity/paternity leave, adoption or shared parental leave	44	3
Additional service-related days of paid leave	43	8
Paid carer's leave	31	1
Paid leave for military reserve activities	25	1
Paid time off for voluntary work	22	2
Ability to buy additional days of paid leave	22	3
Ability to sell additional days of paid leave	12	2
Paid leave for child's school events (for example sports day, school play, nativity play)	10	2
Paid leave to get married	8	1
Paid leave to move home	8	1
Paid leave for child's first school day	7	1
Paid leave to train and compete in sports events	5	2
Unlimited leave (employees can take as many paid days off as they want)	1	1
Paid leave to adopt a pet	<0.5	<0.5

Table 45: Personal and family (%)

	Provide to all	Dependent
Childcare vouchers (pre-existing schemes that are still running for those enrolled pre-September 2018)	61	1
Allow internet purchases to be delivered at work	55	6
Flexible/home-working	35	34
Emergency childcare support	15	1
Emergency eldercare support	13	1
Bring your child to work day	11	3
Learning assistance (not work-related)	7	2
Will writing service	7	<0.5
Bring your dog to work day	5	3
On-site crèche	2	1
Concierge benefits	1	<0.5

Table 46: Social (%)

	Provide to all	Dependent
Christmas party/lunch	60	4
Dress-down days	45	7
Company non-Christmas parties/events	42	6
Social club	18	2
Sports clubs (such as netball team)	15	2
Company sports day	10	2
Company choir/band	6	1
Employer-funded theatre/concert trips	6	1

Table 47: Technology (%)

	Provide to all	Dependent
Work computers that can also be for personal use	22	21
Work mobile phone that can also be for personal use	13	32
Work tablets that can also be for personal use	7	22
Activity tracker (for example a Fitbit) provided by employer	2	1

Table 48: Transport (%)

	Provide to all	Dependent
On-site car parking (free/subsidised)	45	18
Cycle-to-work scheme	43	2
Travel season ticket loan	23	5
Travel insurance	10	4
Fuel allowance	9	19
All-employee car ownership schemes	4	6
Car allowance	3	37
Car loan	2	6
Company car	1	36
Carbon offsetting/credits	1	1

APPENDIX 2: BENEFITS PROVIDED TO ALL, BY ORGANISATION SECTOR AND SIZE

Table 49: Benefits provided to all in manufacturing and private sectors (%)

	Percentage of respondents		
	2018	2014/15	2013
Manufacturing			
Pension scheme (trust or contract-based)	77	92	78
Paid leave for bereavement	73	83	92
On-site car parking (free/subsidised)	69	71	82
Christmas party/lunch	66	65	77
Training and career development	63	71	85
Tea/coffee/cold drinks – free	61	75	70
Childcare vouchers (pre-existing schemes still running for those enrolled pre-September 2018)	60	65	63
Death in service/life assurance	57	69	67
25 days' and over paid leave (excluding bank/public holidays) for full-time employees	56	67	77
Allow internet purchases to be delivered at work	55	60	53
Private sector services			
Pension scheme (trust or contract-based)	70	59	73
Paid leave for bereavement	69	74	86
Training and career development	66	77	80
Tea/coffee/cold drinks – free	66	74	84
Christmas party/lunch	65	77	83
Allow internet purchases to be delivered at work	58	59	69
Childcare vouchers (pre-existing schemes still running for those enrolled pre-September 2018)	56	48	53
Employee assistance programme	55	39	52
Occupational sick pay	53		
Dress-down days	53	49	62

Showing top ten. These tables represent those responses which indicate 'Provide to all' – this is consistent with previous years in the survey series.

Table 50: Benefits provided to all in the private sector sub-sectors (%)

	Percentage of respondents
Private sector, retail, hospitality, catering, leisure and cleaning	2018 only
Pension scheme (trust or contract-based)	75
Training and career development	69
Christmas party/lunch	65
Tea/coffee/cold drinks – free	65
Childcare vouchers (pre-existing schemes that are still running for those enrolled pre-September 2018)	61
Employee assistance programme, for example support, counselling or helpline	61
Paid leave for bereavement	59
Company non-Christmas parties/events	59
Discounted own products/services	57
Death in service/life assurance	51
	Percentage of respondents
Private sector, legal, financial, technology and other professional services	2018 only
Paid leave for bereavement	68
Pension scheme (trust or contract-based)	67
Christmas party/lunch	66
Training and career development	66
Tea/coffee/cold drinks – free	66
Allow internet purchases to be delivered at work	60
Dress-down days	58
Occupational sick pay	56
Paid leave for jury service	55
25 days' and over paid leave (excluding bank/public holidays) for full-time employees	54
	Percentage of respondents
Private sector services, other	2018 only
Paid leave for bereavement	75
Pension scheme (trust or contract-based)	73
Training and career development	66
Tea/coffee/cold drinks – free	66
Christmas party/lunch	64
Allow internet purchases to be delivered at work	62
Employee assistance programme, for example support, counselling or helpline	62
Childcare vouchers (pre-existing schemes that are still running for those enrolled pre-September 2018)	57
Dress-down days	55
25 days' and over paid leave (excluding bank/public holidays) for full-time employees	55

Table 51: Benefits provided to all in public and voluntary sectors (%)

Public sector	Percentage of respondents		
	2018	2014/15	2013
Occupational sick pay	80		
Pension scheme (trust or contract-based)	79	77	90
Paid leave for bereavement	75	92	93
Enhanced maternity/paternity leave, adoption or shared parental leave	74	66	74
Childcare vouchers (pre-existing schemes still running for those enrolled pre-September 2018)	74	63	69
Employee assistance programme	73	46	53
25 days' and over paid leave (excluding bank/public holidays) for full-time employees	73	83	83
Training and career development	69	72	79
Paid leave for jury service	67		
Pre-retirement advice	65	51	
Voluntary sector	Percentage of respondents		
2018	2014/15	2013	
Pension scheme (trust or contract-based)	89	79	91
Paid leave for bereavement	85	83	98
Training and career development	84	71	86
Occupational sick pay	81		
Tea/coffee/cold drinks – free	78	76	65
Allow internet purchases to be delivered at work	75	59	72
Paid leave for jury service	74		
Employee assistance programme	73	56	63
25 days' and over paid leave (excluding bank/public holidays) for full-time employees	71	71	78
Childcare vouchers (pre-existing schemes still running for those enrolled pre-September 2018)	71	60	69

Showing top ten. These tables represent those responses which indicate 'Provide to all' – this is consistent with previous years in the survey series.

Table 52: Benefits provided to all according to organisation size (%)

SME	Percentage of respondents		
	2018	2014/15	2013
Pension scheme (trust or contract-based)	73	62	74
Paid leave for bereavement	72	79	87
Christmas party/lunch	69	79	81
Allow internet purchases to be delivered at work	67	68	76
Training and career development	66	77	79
Tea/coffee/cold drinks - free	66	75	83
25 days' and over paid leave (excluding bank/public holidays) for full-time employees	59	67	66
Company non-Christmas parties/events	54		
Paid leave for jury service	53		
Occupational sick pay	51		
Large	Percentage of respondents		
	2018	2014/15	2013
Pension scheme (trust or contract-based)	83	83	87
Employee assistance programme	79	61	60
Paid leave for bereavement	77	85	94
Childcare vouchers (pre-existing schemes still running for those enrolled pre-September 2018)	77	71	70
Training and career development	75	72	86
Occupational sick pay	72		
Death in service/life assurance	68	75	76
Eye care vouchers	66	61	69
Paid leave for jury service	64		
25 days' and over paid leave (excluding bank/public holidays) for full-time employees	62	65	78
Very large	Percentage of respondents		
	2018	2014/15	2013
Pension scheme (trust or contract-based)	58	79	94
Employee assistance programme	58	58	60
Eye care vouchers	58	36	60
Occupational sick pay	58		
Paid leave for bereavement	58	79	100
Childcare vouchers (pre-existing schemes still running for those enrolled pre-September 2018)	58	63	57
Debt advice/counselling/guidance	55	58	71
Discount cards (for example restaurant)	55	54	43
Death in service/life assurance	55	67	57
Enhanced maternity/paternity leave, adoption or shared parental leave	55	63	80

Showing top ten. These tables represent those responses which indicate 'Provide to all' - this is consistent with previous years in the survey series.

APPENDIX 3: PENSION-RELATED BENEFITS OFFERED TO STAFF

Table 53: Offered to staff: employer contribution matching (%)

	Yes	No	Planned within a year
All	46	51	3
By sector			
Manufacturing and production	41	59	0
Private sector services	50	46	4
Public services	45	45	9
Voluntary/not-for-profit	39	61	0
By size			
SME (<250)	37	63	1
Large (250–9,999)	55	41	4
Very large (10,000+)	69	23	8

Percentage of respondents who replied 'defined contribution' as auto-enrolment practice.

Table 54: Offered to staff: auto escalation (%)

	Yes	No	Planned within a year
All	12	87	1
By sector			
Manufacturing and production	14	86	0
Private sector services	12	87	1
Public services	27	64	9
Voluntary/not-for-profit	4	94	2
By size			
SME (<250)	10	89	1
Large (250–9,999)	12	87	1
Very large (10,000+)	31	69	0

Percentage of respondents who replied 'defined contribution' as auto-enrolment practice.

Table 55: Offered to staff: salary sacrifice (%)

	Yes	No	Planned within a year
All	51	45	3
By sector			
Manufacturing and production	56	38	5
Private sector services	49	49	2
Public services	55	36	9
Voluntary/not-for-profit	54	43	4
By size			
SME (<250)	41	56	3
Large (250–9,999)	61	36	3
Very large (10,000+)	85	15	0

Percentage of respondents who replied 'defined contribution' as auto-enrolment practice.

Table 56: Offered to staff: bonus sacrifice (%)

	Yes	No	Planned within a year
All	20	76	3
By sector			
Manufacturing and production	21	75	4
Private sector services	24	73	3
Public services	9	82	9
Voluntary/not-for-profit	8	89	4
By size			
SME (<250)	16	79	5
Large (250–9,999)	24	75	1
Very large (10,000+)	46	54	0

Percentage of respondents who replied 'defined contribution' as auto-enrolment practice.

APPENDIX 4: FINANCIAL WELL-BEING

Table 57: Options currently provided or planned for provision in the next 12 months to encourage better financial well-being (%)

	Providing alternative savings options		Allowing employees to use current benefits spend on other savings options		Allocating fund to help employees save more for the future		Generating more awareness through better communication on importance of good financial planning		Providing technology so employees can understand and manage this area better	
	Current	Planned	Current	Planned	Current	Planned	Current	Planned	Current	Planned
All	3	13	4	9	2	9	13	26	6	16
By sector										
Manufacturing	2	16	2	16	2	13	12	25	4	16
Private sector, of which	4	13	5	7	3	8	14	23	7	15
Retail, hospitality and so on	4	12	2	4	0	10	14	29	0	18
Legal, financial and so on	5	14	8	8	3	8	15	23	10	17
Other private sector	2	12	4	6	3	8	13	20	8	11
Public services	1	12	2	9	0	11	8	32	3	14
Voluntary/not-for-profit	3	8	3	7	3	5	12	32	7	21
By size										
SME (<250)	1	11	3	8	1	10	7	25	5	15
Large (250–9,999)	5	15	4	10	2	9	19	29	7	18
Very large (10,000+)	6	16	10	6	10	10	13	19	3	16

Percentage of all respondents.

APPENDIX 5: AN AGEING POPULATION

Table 58: Expectations that the ageing population will have an impact on an organisation's people management policies and processes in the next five years (%)

	Expect impact, %	
All	52	
By sector		
Manufacturing and production	62	
Private sector services, of which	44	
Retail, hospitality, catering, leisure and cleaning	38	
Legal, financial, technology and other professional services	45	
Other private sector	46	
Public services	73	
Voluntary/not-for-profit	46	
By size		
SME (<250)	44	
Large (250–9,999)	61	
Very large (10,000+)	55	
By proportion of women		
	Management	Other grades
None or a minority	59	63
About half	49	47
A majority or all	47	50
By proportion of under-30s		
	Management	Other grades
None or a minority	53	55
About half	55	53
A majority or all	33	33
By proportion of over-50s		
	Management	Other grades
None or a minority	43	43
About half	60	63
A majority or all	53	48

Percentage of all respondents

APPENDIX 6: ASSESSING VALUE

Table 59: Measures used to assess value from benefits spend (%)

	Take-up of staff benefits (incl. pensions)	Employee feedback	Leaver feedback	Retention data	Employee survey data	Cost of benefits	Recruitment data	Data from benefit providers/administrators
All	76	74	64	58	57	40	37	32
By sector								
Manufacturing and production	86	64	68	59	55	36	32	27
Private sector services, of which	70	77	65	60	55	37	37	33
Retail, hospitality and so on	67	83	67	42	33	58	33	25
Legal, financial and so on	72	69	69	69	62	34	41	34
Other private sector	68	84	58	58	58	26	32	37
Public services	80	80	60	60	67	47	53	40
Voluntary/not-for-profit	80	70	60	40	60	60	30	20
By size								
SME (<250)	69	73	67	48	46	38	31	25
Large (250–9,999)	86	76	63	69	71	43	47	35
Very large (10,000+)	50	63	63	50	38	38	13	50

Percentage of respondents who do assess benefit spend.

	Feedback from line managers	Employee focus groups	Employee wellness/well-being data	Prospective employee feedback	Adviser/consultant data	Impact on equality and diversity outcomes	Line manager awareness of benefit strategy
All	29	28	21	14	13	12	8
By sector							
Manufacturing and production	32	32	14	18	23	5	0
Private sector services, of which	30	25	17	15	13	10	13
Retail, hospitality and so on	25	33	17	8	8	8	17
Legal, financial and so on	31	28	17	10	14	14	7
Other private sector	32	16	16	26	16	5	21
Public services	27	27	53	7	7	27	7
Voluntary/not-for-profit	20	40	20	10	0	20	0
By size							
SME (<250)	25	25	6	13	10	4	4
Large (250–9,999)	33	33	33	16	16	18	10
Very large (10,000+)	25	13	38	13	13	25	25

Percentage of respondents who do assess benefit spend.

APPENDIX 7: EXTERNAL INFLUENCES

Table 60: Corporate influences on employee benefits practices (%)

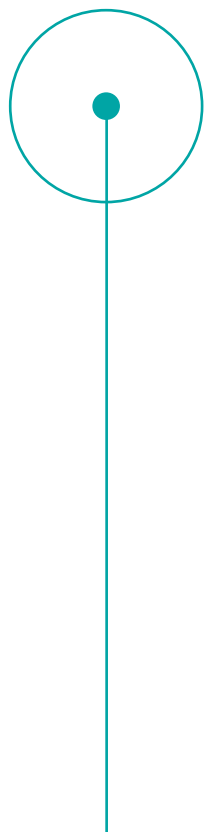
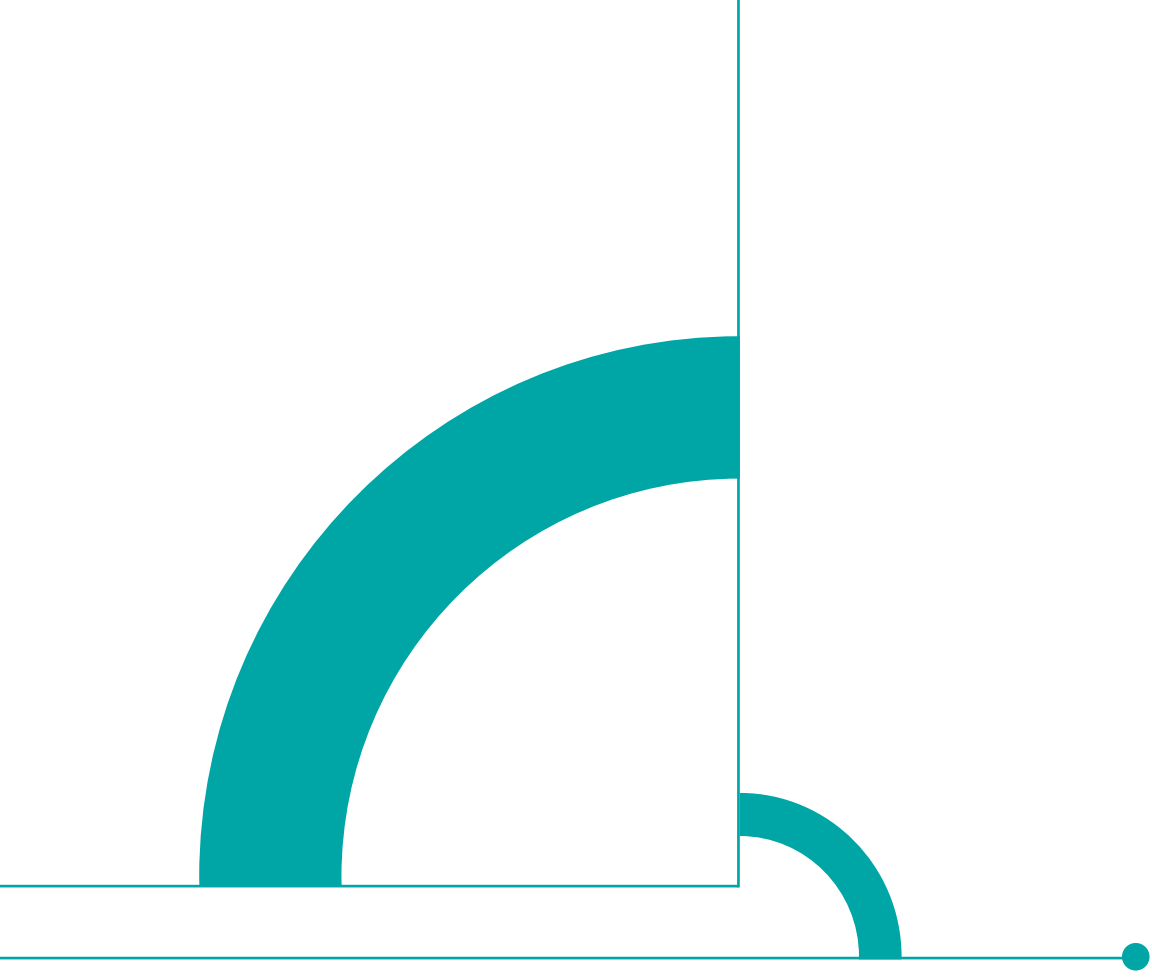
	To attract, recruit and retain employees to support current business needs	To attract, recruit and retain employees to support future business needs	To promote work-life balance/support employee health/well-being	To motivate or incentivise desired behaviours/encourage good performance	To meet demands from existing employees	To share the success of the business with employees	To reduce costs
All	66	56	52	38	18	17	7
By sector							
Manufacturing and production	62	58	32	42	19	26	5
Private sector services, of which	64	52	52	38	20	22	5
Retail, hospitality and so on	69	66	46	43	11	23	3
Legal, financial and so on	57	50	57	37	21	27	5
Other private sector	72	49	49	39	22	15	6
Public services	69	69	69	31	11	3	14
Voluntary/not-for-profit	73	52	57	37	16	5	8
By size							
SME (<250)	62	50	50	33	20	23	7
Large (250–9,999)	72	63	57	43	15	10	6
Very large (10,000+)	60	60	50	40	10	15	15

Percentage of all respondents. Table sorted into descending order of the 'All' line.

Table 61: External influences on employee benefits practices (%)

	Legal/employment obligations/legislation	Competition with other employers	Regulatory requirements	Economic conditions	Tax and NI obligations	Trade union pressures	Investor pressures	Customer/client pressures	Media coverage	International pressures
All	81	47	35	29	28	7	3	3	3	2
By sector										
Manufacturing and production	87	55	32	27	21	7	1	4	0	0
Private sector services, of which	79	48	36	27	32	2	6	3	1	2
Retail, hospitality and so on	81	47	42	25	17	3	0	6	0	3
Legal, financial and so on	79	45	33	32	38	1	8	3	1	2
Other private sector	79	53	39	21	31	3	6	3	3	3
Public services	78	41	33	32	23		0	4	9	4
Voluntary/not-for-profit	86	45	35	35	26	0	2	2	3	2
By size										
SME (<250)	84	41	25	33	33	1	3	4	1	1
Large (250–9,999)	81	57	47	25	22	11	4	3	4	3
Very large (10,000+)	70	35	35	30	25	20	5	5	0	0

Percentage of all respondents. Table sorted into descending order of the 'All' line. For reasons of space 'Retail, hospitality, catering, leisure and cleaning' has been shortened to 'Retail and so on' and 'Legal, financial, technology and other professional services' has been shortened to 'Legal and so on'



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