




# REWARD MANAGEMENT SURVEY

Career and  
wellbeing benefits



The CIPD is the professional body for HR and people development. The registered charity champions better work and working lives and has been setting the benchmark for excellence in people and organisation development for more than 100 years. It has more than 160,000 members across the world, provides thought leadership through independent research on the world of work, and offers professional training and accreditation for those working in HR and learning and development.

# Career and wellbeing benefits

## About this section

This section is the first in a series of five based on findings from the CIPD's eighteenth UK *Reward Management* survey. This research focused on the provision of employee benefits. Each section explores a different aspect:

- 1 career and professional development benefits; financial benefits; health and wellbeing benefits; and paid leave benefits
- 2 personal and family benefits; social benefits; technology benefits; transport benefits; and summary
- 3 benefit choice; home and workplace benefits; and recruitment and retention benefits
- 4 employee financial wellbeing
- 5 in-work poverty.

Our survey took place in October 2021 and 280 reward professionals responded spanning the private (70%), public (15%) and voluntary (15%) sectors. Responses were complemented by focus group discussions with expert practitioners, to delve into the stories behind the numbers. The aim of our research is to provide a benchmarking resource on current and emerging practice in the areas of both employee benefits and financial wellbeing, and to explore the implications for practice.

The research reveals a wide range of employee benefits provided by employers, either to all or some workers. For the purpose of our analysis, we explore these in the first two sections of our report. This section explores the following:

- career and professional development benefits
- financial benefits
- health and wellbeing benefits
- paid leave benefits.

## Overview

Since early 2020, how employers treat their workforce, especially those in key and essential jobs, is subject to extensive scrutiny by the media, investors, customers, politicians, and staff themselves. This has been driven by such factors as the personal and business restrictions linked to the pandemic, Black Lives Matter, and the jump in the cost of living.

This scrutiny is across the whole of reward and makes little distinction of what might be considered as pay or as a benefit. It also includes non-financial elements, such as the availability of flexible working, training and development opportunities, a safe and warm working environment, and being managed fairly.

Comparing benefit provision *now* with what we found when we last looked at benefits in 2018, we find there have been increases in areas like employee health and wellbeing, financial benefits, and social benefits. We explore some of these benefits for the first time, such as employer salary advance schemes or setting your own pay.

The way in which we view – and value – benefits has evolved over the past few years due to changing employee perceptions. This presents opportunities and challenges for employers when communicating with – and educating people on – the package on offer.

While defining what a benefit is can be complex, so too can be explaining why and how it is provided. To get across the value of the benefits package, it's important that employers explain *why* and *how* benefits are being offered, and what people need to do to access them. We will explore this in more depth at the end of this section.

### Key findings and implications

Training and career development opportunities for all or some staff are offered by 92% of employers. Other common benefits include paying towards conference attendance (75%); professional subscriptions and fees (75%); and study leave (70%). However, these are often more focused on certain employees rather than provided to all. Training and career development opportunities focused on helping low-earners increase their pay potential are now offered by 47% of employers surveyed, with a further 3% planning to do this by October 2022. However, these benefits vary by employer size, sector, and financial situation. For example, those that report their financial situation has worsened are less likely to offer training and career development opportunities focused on helping the low paid. More positively, 44% are planning to spend more on training and career development benefits in 2022.

When it comes to financial wellbeing benefits, most now provide a wage the same or higher than the voluntary Living Wage (as at October 2021). Other common benefits provided to some or all include: a workplace pension scheme with a 6% minimum employer contribution (62%), debt counselling (57%), and alerting staff to financial scams (47%). Certain benefits that have attracted recent media attention are less widely adopted, such as earned pay access (14%), set your own pay date (5%), or set your own pay (4%). While SMEs are just as likely as large employers to match the real Living Wage, large employers are more likely to offer many of the other financial wellbeing benefits identified by our research. Financial benefits will see extra investment, with 30% planning to spend more this year.

The pandemic has focused attention on workplace health and wellbeing, and our survey finds a wide range of such benefits on offer to some or all staff. The most common being: employee assistance programme (78%), free drinks (79%) and occupational sick pay (73%). While private medical insurance is offered by 50% of employers, it's usually restricted to some workers. Benefits that grew over the pandemic include: financial support for having to self-isolate (49%), programmes to encourage physical fitness (36%) and virtual GP services (29%). Again, there are more benefits on offer in larger employers and fewer in those that are a lot worse off financially since 2020. More (27%) plan to spend extra, while just 3% plan to invest less in these benefits.

The research reveals a wide range of paid leave benefits, the most common being paid leave for bereavement (86%), 25+ days' paid leave excluding public holidays (82%), and paid leave for jury service (64%). There are variations by size and sector too; for example, public sector employers are more likely than private sector firms to offer most of these types of benefit. More employers (16%) forecast spending extra in this area than anticipate cutting it (4%).

# Career and professional development benefits

## 92% offer training and career development opportunities

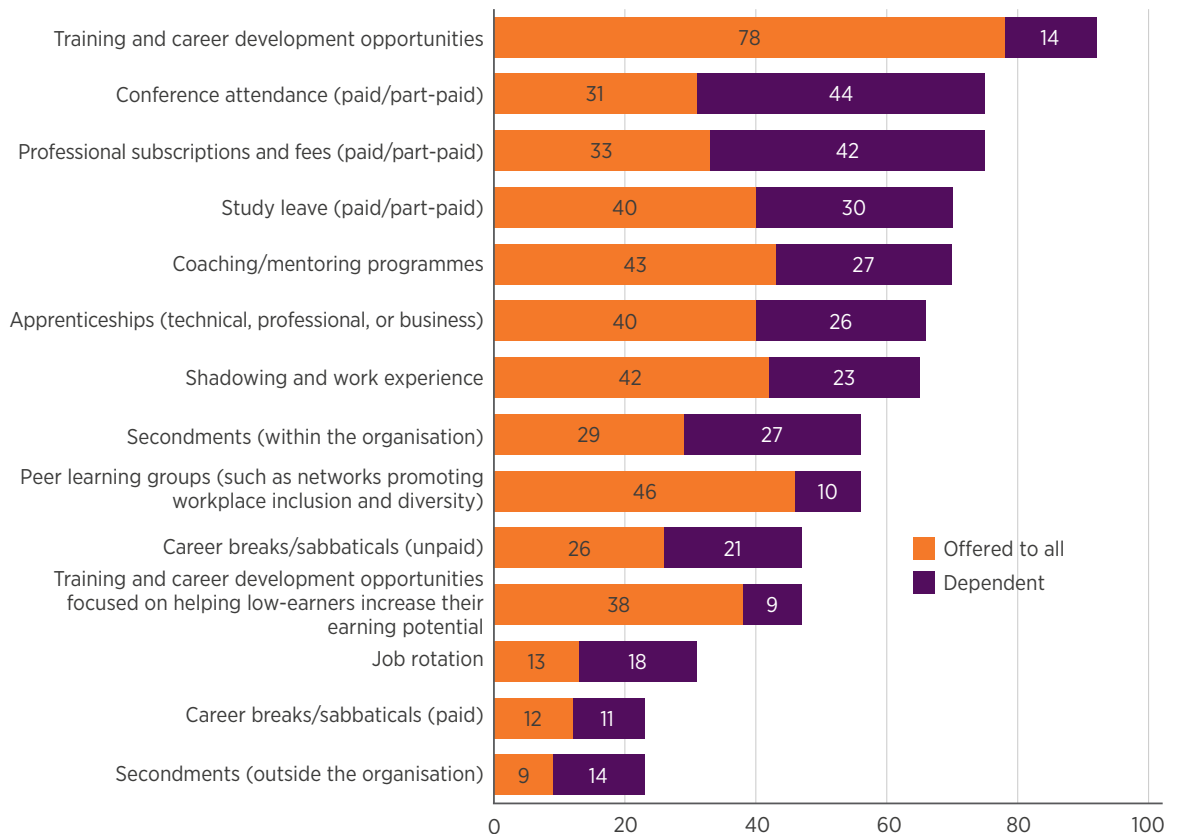
Figure 1 shows the most common career and professional development benefits provided by the employers that responded to our survey. The most frequent benefit offered is training and career development opportunities, with 78% of organisations offering this to all their employees and a further 14% to some of them (dependent on such factors as seniority, grade, location, role, and so on). As Section 2 shows, the proportion of employers offering training and career development opportunities to all staff has increased from 67% in 2018 to 78%.

Other common benefits on offer are the payment of conference attendance fees by the employer, study leave, and professional subscriptions and fees. However, as Figure 1 shows, these are more likely to be focused on some employees rather than all employees. For example, while 75% of employers pay all or some of the expenses associated with attending a conference, 44% do this for some employees, while 31% do this for all staff.

Benefits that are more likely to be provided to all staff are peer learning groups (such as networks promoting workplace inclusion and diversity), coaching/mentoring programmes, shadowing and work experience, and technical, professional or business apprenticeships.

*More information can be found in Table 1 in the Appendix.*

**Figure 1: Career and professional development benefits on offer (%)**



Base: n=253. 'Dependent' indicates a benefit offered to some staff dependent on grade, seniority, location, job, role, and so on.

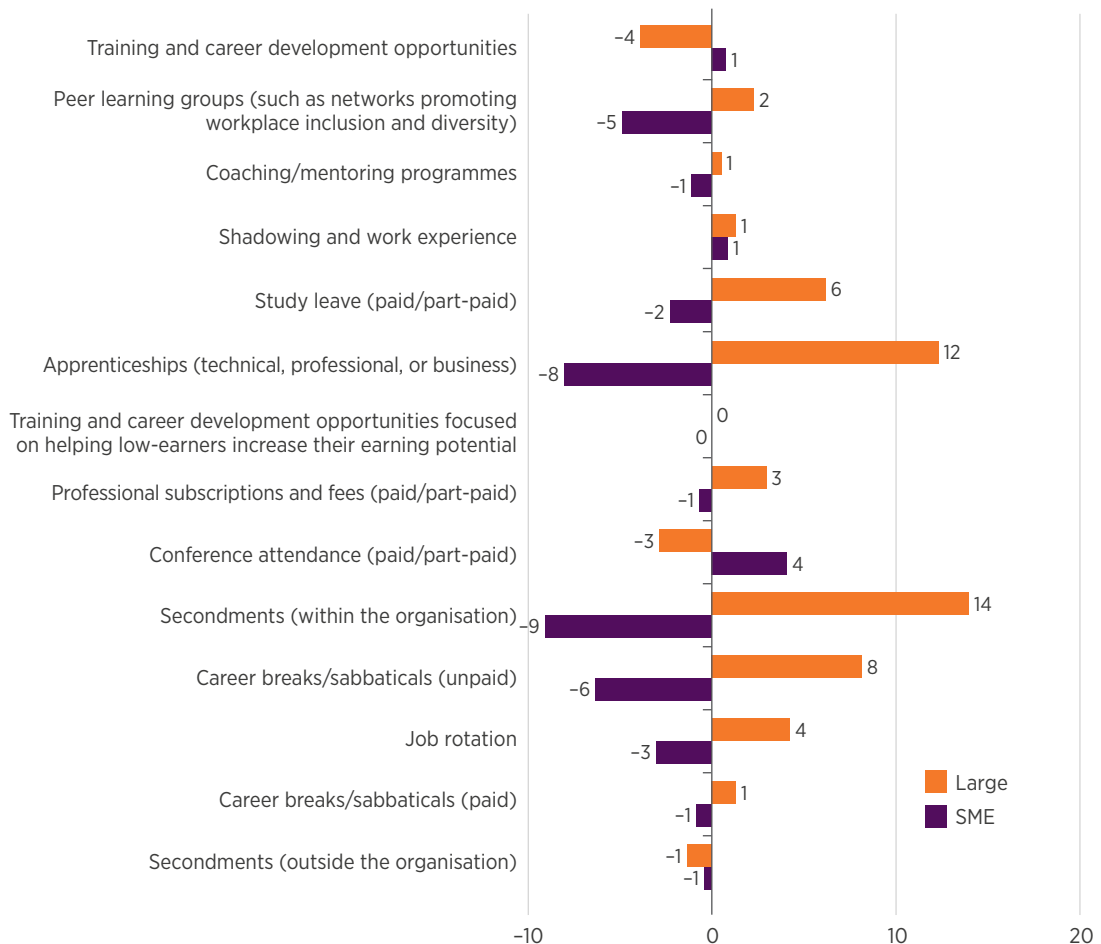
**Size, sector and financial position matter**

When comparing the benefits offered in small and medium-sized employers (SMEs) with large employers, Figure 2 shows that larger organisations are more likely to offer most of the listed benefits to all staff. For example, larger organisations are far more likely to offer secondments within the organisation, paid and unpaid sabbaticals/career breaks, apprenticeships, and paid or part-paid study leave. Such employers are likely to have more people to train, more resources at their disposal, a learning strategy in place, and learning and development professionals in their employ. An example of an employer introducing paid sabbaticals is Monzo Bank, which will offer three-month paid career breaks to employees for every four years of service.

That said, SMEs are a bit more likely than large organisations to offer training and career opportunities to all, and they are also more likely than large employers to offer paid or part-paid conference attendance to all staff.

*More information can be found in Table 2 in the Appendix.*

**Figure 2: Provision of benefits to all employees relative to the average, according to organisation size (%)**



Base: n=253. The zero line represents the overall average response. Very large organisations are omitted for the sake of clarity.

By broad economic sector, public sector service employers and voluntary sector employers are more likely to offer these benefits to all their staff than those in the private sectors. For example, while private sector service firms are more likely to offer training and career development opportunities (74%), paid study leave (39%) and paid professional subscriptions and fees (36%), public sector service employers are more likely to provide coaching/mentoring programmes (44%), technical, professional or business apprenticeships (51%), secondments within the organisation (37%), unpaid career breaks/sabbaticals (32%), and paid career breaks/sabbaticals (20%).

More information can be found in Table 3 in the Appendix.

Figure 3 gives an indication of the possible effects of a worsening financial situation on career progression benefits. While those organisations reporting they are financially worse off since 2020 are more likely than average to provide the most popular benefits (such as training and career development opportunities, peer learning groups, coaching, mentoring and, in particular, shadowing), they are less likely than the average to provide other benefits (such as secondments, sabbaticals, conference attendance, and professional fees and subscriptions). In particular, they are less likely to provide training and career development opportunities focused on helping low-earners to increase their earning potential. However, this might change as the economy recovers from the impact of the pandemic.

**Figure 3: Provision of benefits relative to the average, according to organisation financial situation since 2020 (%)**



Base: n=253. The zero line represents the overall average response. Organisations which are financially 'about the same' omitted for the sake of clarity.

More information can be found in Tables 4 and 5 in the Appendix.

### Training and development to see more investment

The benefits that are most likely to be introduced in 2022 are mentoring programmes (7%) and technical, professional, or business apprenticeships (7%), closely followed by the provision of peer learning groups (such as networks promoting workplace inclusion and diversity) (6%).

Compared with the other categories of benefits reviewed in this and the next section, respondents are more likely to be planning to spend more on career and professional development benefits. In the year to October 2022, 44% plan to invest more on career and professional development benefits, while 50% intend to spend the same. Just 8% are planning to reduce spending on these benefits.

Over half (51%) of manufacturing organisations intend to spend more on these benefits, but the standout figure is the retail, hospitality, catering, leisure, and cleaning subsector, where 60% are hoping to improve spending in this area.

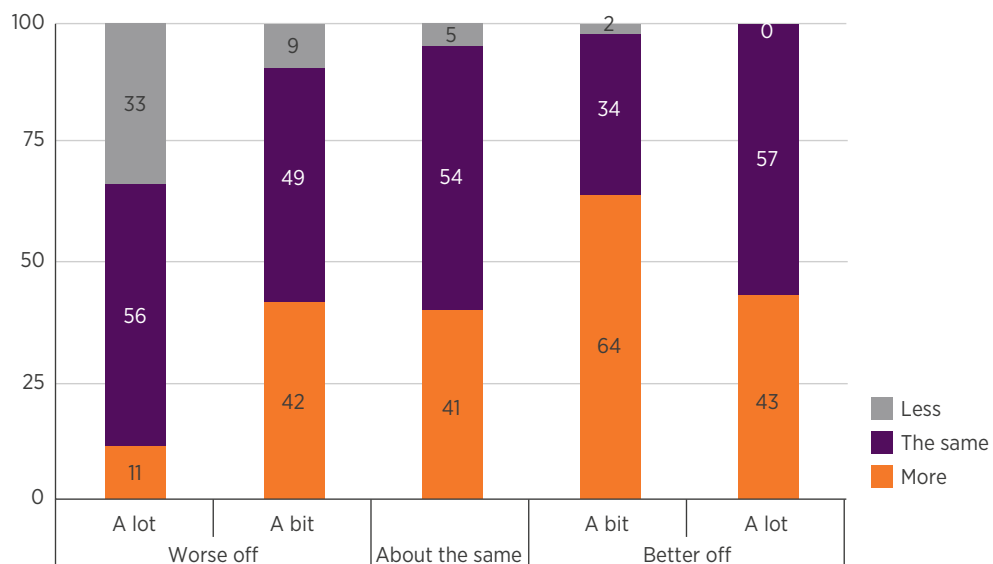
One possible explanation is that this sector was particularly hit hard by the pandemic, and so spending on training and development is now rebounding to where it once was. Another is that this response might be due to increased challenges in recruitment and retention. Rather than having to buy in talent, employers are investing to grow their own.

The public sector is the exception to the general trend, as 16% plan to spend less (possibly reflecting budget constraints). Organisations that feel 'a lot worse off' intend to increase spending on these benefits (21%), while more of them intend to decrease spending (24%) in the year to October 2022.

Figure 4 shows a similar pattern emerges when respondents report on their employees' financial situations. Those who estimate that their employees are 'a lot worse off' since the start of 2020 are unlikely to intend to spend more on these benefits (11%) and quite likely to intend a decrease (33%). Potentially, this could exacerbate the financial wellbeing of staff if it reduces the opportunities to acquire skills and experiences they need to get higher-paid jobs. We explore financial wellbeing next.

More information can be found in Table 6 in the Appendix.

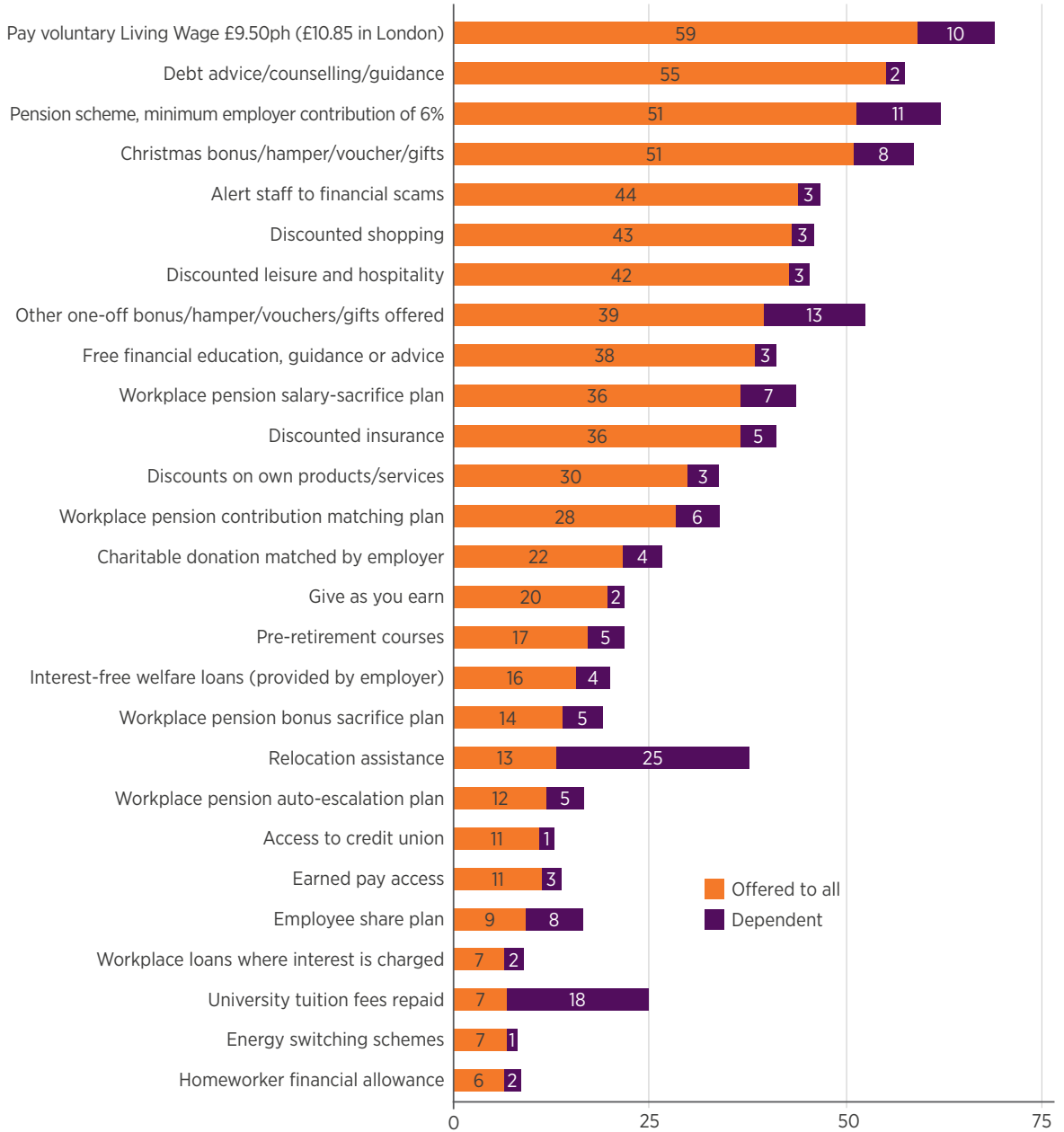
**Figure 4: Spending intentions according to employee financial situation (%)**





# Financial benefits

Figure 5: Financial benefits on offer (%)



Base: n=236. Benefits offered to all by more than 5% of organisations.  
 'Dependent' indicates a benefit offered to some staff dependent on grade, seniority, location, job, role, and so on.

## 69% of employers pay a minimum wage worth at least £9.50 an hour

Figure 5 shows that most employers paid all, or some, of their employees an hourly rate of £9.50 (or £10.85 in London), with another 3% planning to do the same by October 2022. Either they had signed up to pay the voluntary Living Wage (which at the time of our survey was £9.50 an hour, or £10.85 in London) or pay a minimum hourly rate that either matches or exceeds it.

Employers that have recently signed up to pay this real Living Wage include Capita and Persimmon Homes, while employers that now pay more than this rate include Sainsbury's.

The objectives for paying this rate (or more) include wanting to do the right thing, improve employee financial wellbeing, increase employee engagement, and reduce in-work poverty. More about the advantages of paying a liveable wage can be found at: [Paying the real Living Wage is the right thing to do, but the business benefits are clear too.](#)

Debt advice is the next most common financial benefit paid to all staff (55%). Debt counseling for those who need it, in conjunction with other support, came out as a useful way of helping reduce financial stress in a recent CIPD report on [financial wellbeing](#).

Over half of respondents (51%) provide a workplace pension where the employer contributes at least 6% of pay. To meet the Pensions and Lifetime Savings Association (PLSA) quality mark, an employer must commit to offer all employees a minimum contribution of 12% (with at least 6% from the employer).

Given the increase in financial fraud in the past few years, it's not surprising that 44% of organisations now alert staff to financial scams. To help stretch pay packets further, 43% offer discounted shopping and 42% discounted leisure and hospitality vouchers.

The most common benefits dependent on employee job role, location, grade, and so on, are relocation assistance (25%) and repayment of university fees (18%). Very few employers have plans to introduce any new financial benefits by October 2022.

*More information can be found in Table 7 in the Appendix.*

### **Larger organisations provide more financial benefits**

Although SMEs are as likely as larger organisations to pay the voluntary Living Wage or equivalent to all employees, there is a clear tendency for larger organisations to offer more financial benefits to all their staff. For example, 69% of large organisations offer debt advice, while only 47% of SMEs do so. Fifty-four per cent of very large and 21% of large organisations offer pre-retirement courses, while only 11% of SMEs do so.

A workplace pension scheme with a 6% minimum employer contribution is offered by 77% of very large and 61% of large organisations, but only 44% of SMEs. This may reflect the fact that public sector organisations tend to come within the 'large' or 'very large' categories and they provide defined benefit pension plans that typically have a high employer contribution. Similarly, large employers are more likely to offer workplace salary or bonus sacrifice plans and pension contribution matching schemes.

Larger employers are more likely to offer discounts, such as through vouchers or discount cards: 68% provide discounted shopping; 64% discounted leisure and hospitality; 44% discounted insurance; and 31% discounts on their own products or services. Larger employers often find it easier to get such deals for their staff through bulk buying. Very large organisations tend to offer even more discount benefits – for example, 85% offer discounted shopping. These and other kinds of discount can help employees stretch the purchasing power of their pay, especially low-earners, who often face a '[poverty premium](#)' when buying goods and services.

SMEs are only more likely to offer a financial benefit than their larger counterparts in three areas, namely: Christmas bonuses, hampers, vouchers or gifts (58%) as well as non-Christmas-related bonuses, hampers, vouchers or gifts (42%). As we will see in Section 2, SMEs are also more likely to offer staff a party, either at Christmas or at other times of the year. SMEs are also more likely to provide interest-free welfare loans for employees facing financial emergencies (17%), something that can help staff avoid financial distress.

*More information can be found in Table 8 in the Appendix.*

### **Retail, hospitality, catering, leisure, and cleaning firms least likely to pay a Living Wage**

Only 45% of employers in the retail, hospitality, catering, leisure, and cleaning subsector offer at least £9.50 an hour (or £10.85 in London) to all their employees, while only 49% of manufacturing sector firms do likewise. By contrast, 65% of employers in the public sector services and 65% of those in the legal, financial, and other professional services pay this or more to all their workforce.

At 73%, the voluntary sector is the most likely to offer debt advice, followed by the retail, hospitality, catering, leisure, and cleaning subsector (65%) and public sector (61%).

Nearly all (90%) public sector employers offer a workplace pension with an employer contribution of at least 6%, probably reflecting the widespread use of defined benefit pension plans, with the voluntary sector the only other group recording more than half (61%).

The public sector is more likely than any other to offer discounts, on shopping (71%), leisure (71%) or insurance (45%). This possibly reflects their limited pay budget and public sector spending limits. It also scores highly on pre-retirement courses (45%), relocation assistance (23%) and access to a credit union (32%).

Private sector firms are more likely to give all their staff Christmas bonuses and hampers, possibly because budget limitations make it hard for public or voluntary sector employers to offer these kinds of perks. At 64%, the retail, hospitality, catering, leisure, and cleaning subsector stands out in offering discounts on their own products and services; this is considerably higher than any other sector.

*More information can be found in Table 9 in the Appendix.*

### **Benefits do not depend on an organisation's financial position**

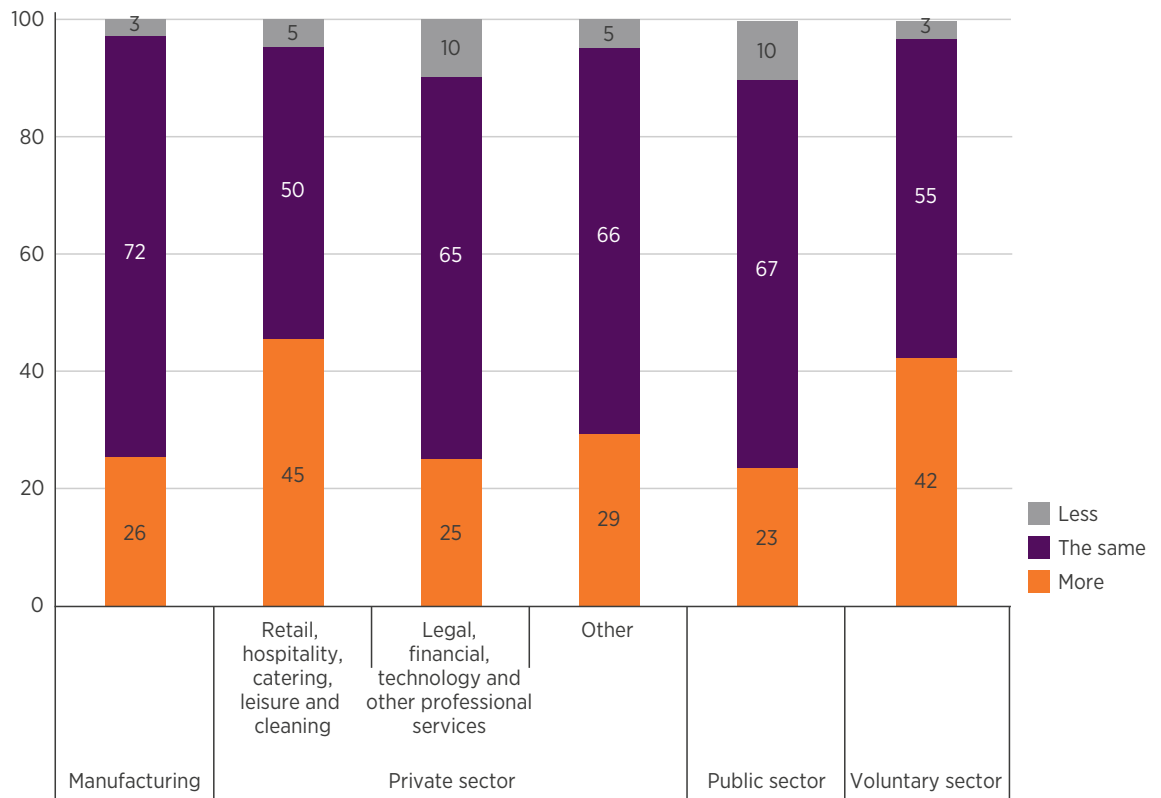
Exceptions to this include workplace pension contribution matching plans, which are only offered by 17% of those who are 'a lot worse off'. Interest-free loans, relocation assistance and charitable donations are also less likely to be provided by such organisations.

*More information can be found in Tables 10 and 11 in the Appendix.*

### **Five times more employers plan to spend more on financial perks**

Just 6% of our respondents intend to spend less on these benefits by October 2022; by contrast, 30% plan to spend more and 64% anticipate spending the same.

**Figure 6: Spending intentions according to organisation sector (%)**



Base: n=234.

Figure 6 indicates that the voluntary sector (42%) and the retail, hospitality, catering, leisure, and cleaning subsector (45%) are the most likely to plan more spending on financial benefits – possibly a reflection that they need to spend more to attract and retain staff (see Section 3).

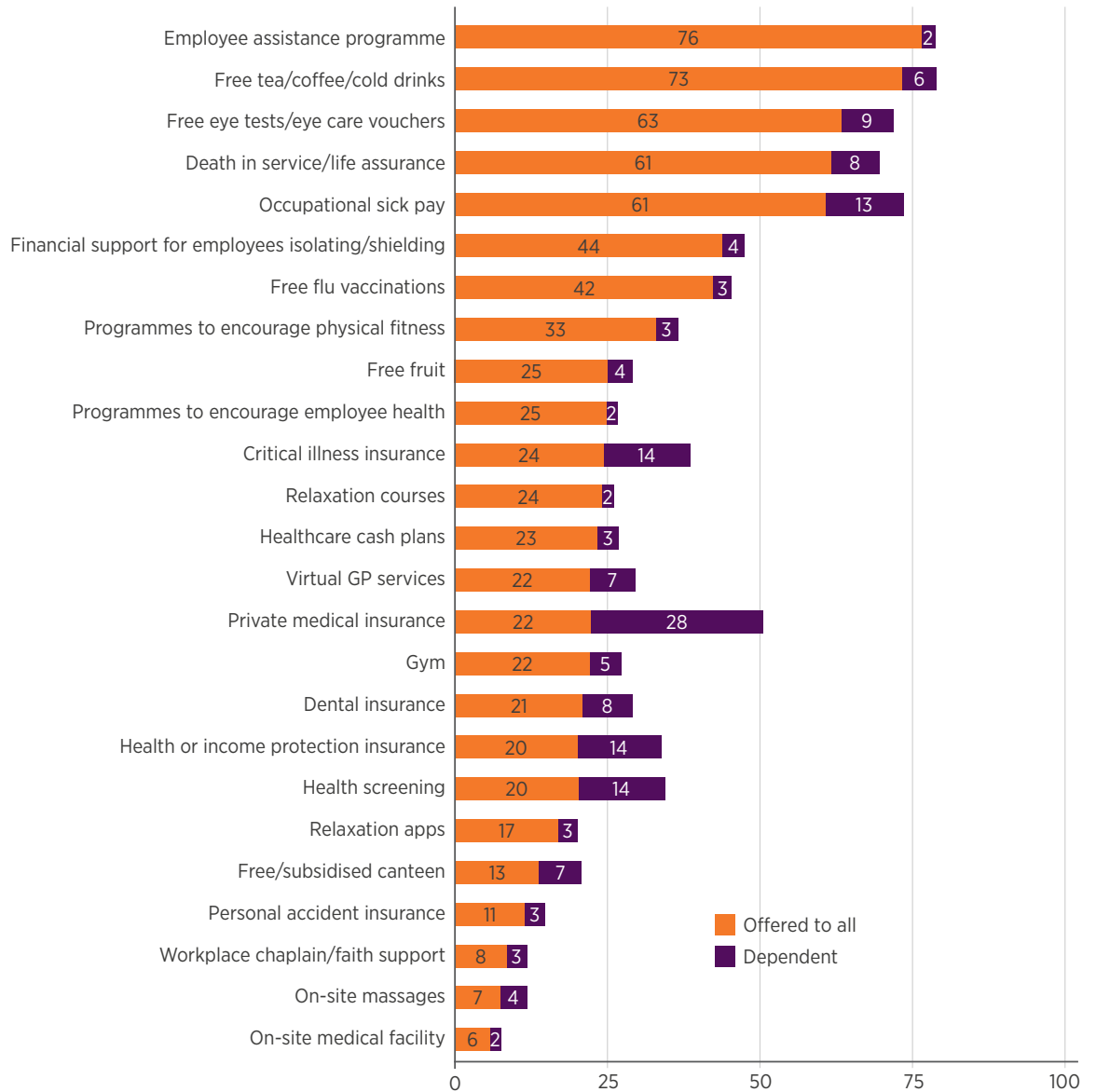
Those in both the manufacturing and production sector and the public sector are the least likely to increase spending (26% and 23% respectively). Public sector organisations and those in the legal, financial, technology and other professional services are the only ones to have much intention of spending less (both 10%).

An organisation’s financial situation has a moderate impact on intended spending, with 26% of those seeing themselves as ‘a lot worse off’ still intending to spend more in the year to October 2022. This may suggest that while many of these face financial pressures, skills and labour shortages mean they cannot afford to appear less competitive in the jobs market.

*More information can be found in Table 12 in the Appendix.*

# Health and wellbeing benefits

Figure 7: Health and wellbeing benefits on offer (%)



Base: n=231. Benefits offered to all by more than 5% of organisations.

## Most organisations offer an employee assistance programme

An employee assistance programme (EAP), such as support, counselling, or helpline, is the most common type of health or wellbeing benefit, with 78% of organisations now offering it, 76% to all staff and 2% to just some. Section 2 shows that back in 2018, 59% of our sample offered this to all their staff.

Figure 7 shows that other common benefits provided to all include free drinks (73%), free eye tests or vouchers (63%), death in service or life assurance (61%), and occupational sick pay (61%).

Looking at provision to all employees, all these benefits have seen increases. Back in 2018, 58% of employers offered to all their employees free drinks (now 73%), 51% offered eye care vouchers (now 63%), 54% death in service or life assurance (now 61%), and 59% occupational sick pay (now 61%). The increase in these types of wellbeing benefits might be linked to the pandemic.

Despite the COVID-19 emergency, only 48% give financial support to those staff who must self-isolate or shield (44% offer it to all and 4% focus it on just some employees). This could put at risk the financial wellbeing of those who must shield.

The most common benefit linked to grade, seniority, location, job, role, and so on, is private medical insurance (28%), followed by critical illness insurance (14%), health screening (14%), and health or income protection insurance (14%).

Few respondents plan any change to these benefits in the year to October 2022; the most popular benefit to introduce is a programme to encourage employee health, such as quit-smoking or weight-loss courses (5%).

*'During the pandemic we added a wellbeing section to our benefits hosting platform. Sub-sections include financial wellbeing calculators, mental health factors, nutrition guidance...'* (Senior Practitioner Panel comment)

More information can be found in Table 13 in the Appendix.

**Large organisations are more likely to offer more**

Figure 8 shows the variations by employer size and shows that large employers are more likely than SMEs to offer all staff health and wellbeing benefits like EAPs, death in service or life assurance, occupational sick pay, and free flu vaccinations.

SMEs are only more likely to offer free drinks and free fruit.

**Figure 8: Provision of benefits relative to the average, according to organisation size (%)**



Base: n=231. The zero line represents the overall average response. Benefits offered to all by more than 20% of organisations. Very large organisations omitted for the sake of clarity

*More information can be found in Table 14 in the Appendix.*

### **Public sector organisations most likely to provide traditional wellbeing benefits**

Not only is the public sector most likely to offer all staff access to an EAP (93%); it is also most likely to offer access to occupational sick pay (90%), death in service/life assurance (77%), free flu vaccinations (57%), as well as financial support for employees who must self-isolate/shield (53%). It's also more likely to offer staff relaxation courses (37%).

However, when it comes to offering staff relaxation apps (such as Daylight, Buddhify, Headspace, Mindfulness, and so on), the voluntary sector (29%) is most likely to do this. It also provides programmes to encourage physical fitness (45%) and health screening (29%) more often than the other sectors.

Private sector service firms are most likely (25%) to offer virtual GP services (for example Babylon) than other sectors. Private sector services, especially those in the legal and other professional services, are most likely to provide free beverages (90%). In contrast to popular opinion, public servants only receive free drinks in 20% of employers. Private sector service firms are also most likely to offer their workers free fruit (especially in the legal, financial, and other professional services subsector, 37%) and a free or subsidised canteen (especially in the retail, hospitality, catering, leisure, and cleaning subsector, 24%).

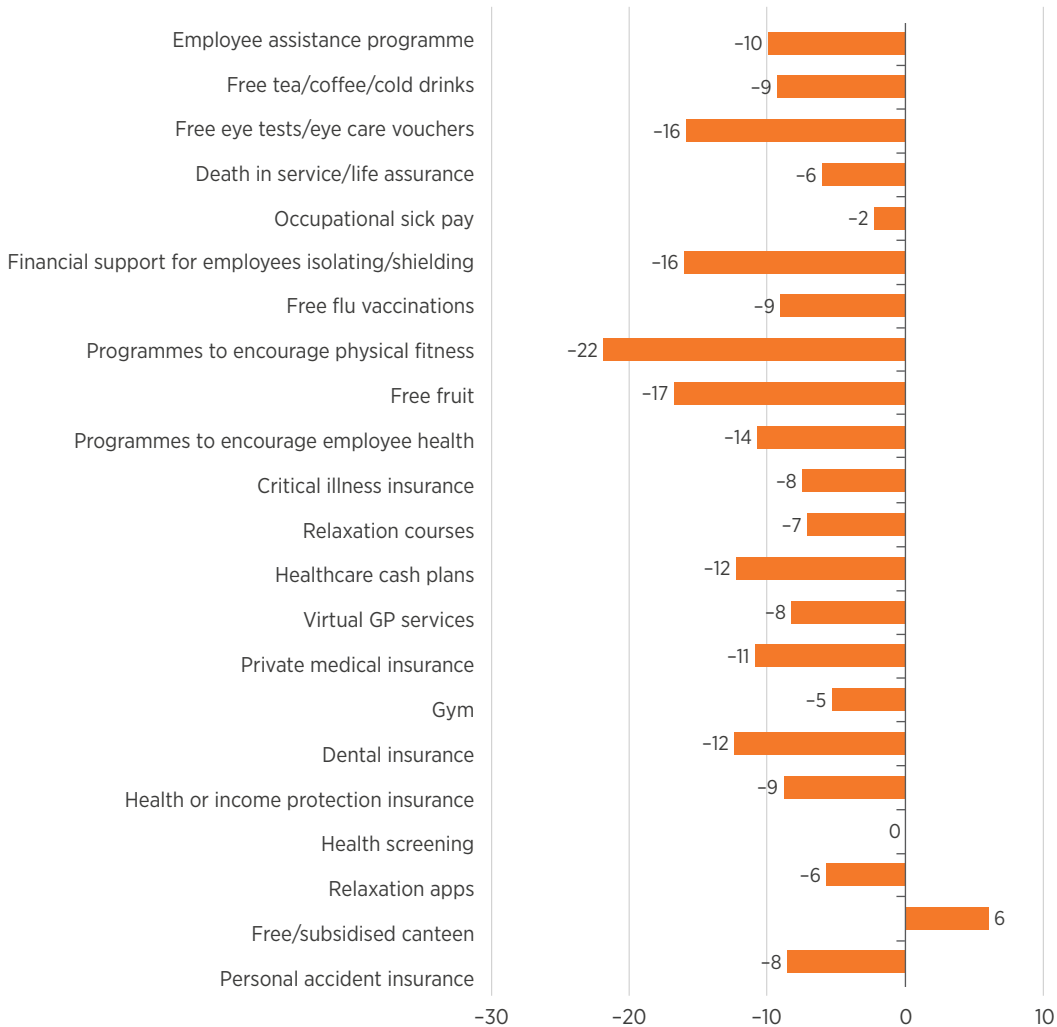
*More information can be found in Table 15 in the Appendix.*

### **Organisations that are 'a lot worse off' are less likely to offer health benefits to all**

Figure 9 shows how wellbeing benefit provision differs between those employers reporting being a 'lot worse off' since the start of 2020 and the rest of our sample. For example, those claiming to be 'a lot worse off' are less likely to offer programmes to improve wellbeing and only slightly less likely to offer occupational sick pay. The benefits of those who see themselves as 'a bit worse off' are much more in line with those of other organisations; it is the line between 'a little' and 'a lot' that is so pronounced.

*More information can be found in Tables 16 and 17 in the Appendix.*

**Figure 9: Provision of benefits by organisations who report being ‘a lot worse off’ compared with all others (%)**



Base: n=231. Benefits provided by more than 10% of organisations. The zero line represents the level of provision by all other organisations.

**More employers plan to boost spending on health and wellbeing**

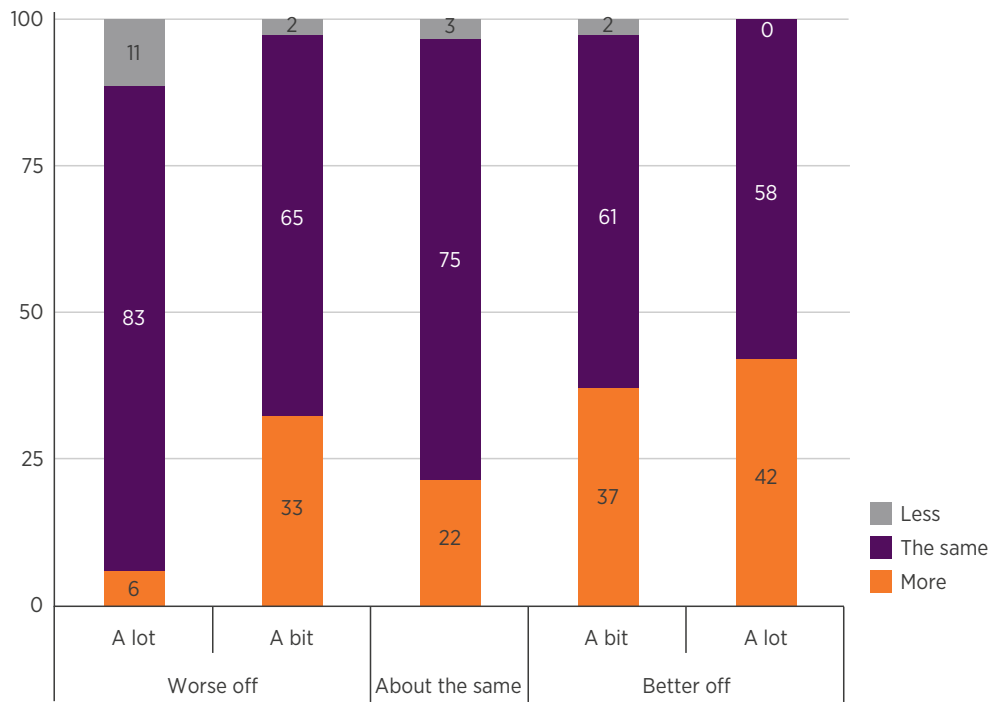
While 27% of organisations plan to spend more on health and wellbeing benefits in the year to October 2022, only 3% plan to cut it. The majority intend to maintain current spending. It will be interesting to see as we come out of the pandemic whether employers rein back their spending in this area or believe that protecting and improving the physical and mental health of their employees is still a worthwhile investment.

More spending is linked to increasing size, with 31% of large and 38% of very large organisations doing so compared with 25% of SMEs.

Figure 10 shows that, again, the line between those who are ‘a lot worse off’ and others is plain. Only 6% of those ‘a lot worse off’ plan any increase in spending in 2022, while 33% of those ‘a bit worse off’ have such plans. Eleven per cent of the hardest-hit organisations are planning a decrease in spending, as compared with only 2% of those ‘a bit worse off’.



**Figure 10: Spending intentions according to organisations' financial situation (%)**



Base: n=229.

A similar picture emerges when respondents report their employees' financial position. Only 12% of those whose employees are deemed 'a lot worse off' intend an increase in spending as compared with 20% of those 'a bit worse off' and 49% where employees are seen as 'a bit better off'. Eighteen per cent of those whose employees have been hardest hit are planning to decrease spending in this area compared with none who deem their employees to be better off. This suggests that those who are financially worse off could also suffer when it comes to the provision of health and wellbeing benefits.

*More information can be found in Table 18 in the Appendix.*

For an in-depth analysis of health and wellbeing, the CIPD's *Health and Wellbeing at Work* report provides a valuable resource.

## Paid leave benefits

### Nearly all employers provide paid bereavement leave

Figure 11 lists the most common paid leave benefits on offer and shows that 82% of respondents provide this for all employees, while another 4% link it to factors such as employee grade, seniority, location, job, role, and so on.

While there is no legal right to paid time off for bereavement, the law recently changed so that employees now have a right to two weeks off if their child dies under the age of 18 or is stillborn after 24 weeks of pregnancy. For more detail on this topic, please see the CIPD report *Compassionate Bereavement Support*.

Since we looked at benefits in 2018, the proportion of employers offering paid bereavement leave for all staff has increased from 71% to 82%, which might reflect the legal change as well as the increase in death caused by the pandemic.

The winter 2021/22 CIPD *Labour Market Outlook* finds that 63% of organisations report they provide at least seven days' paid leave, while a further 8% answer that they give more than two weeks. Those in the private sector are more likely than any other to state they offer between one and two days (15%) compared with the public sector (9%) and voluntary sector (7%).

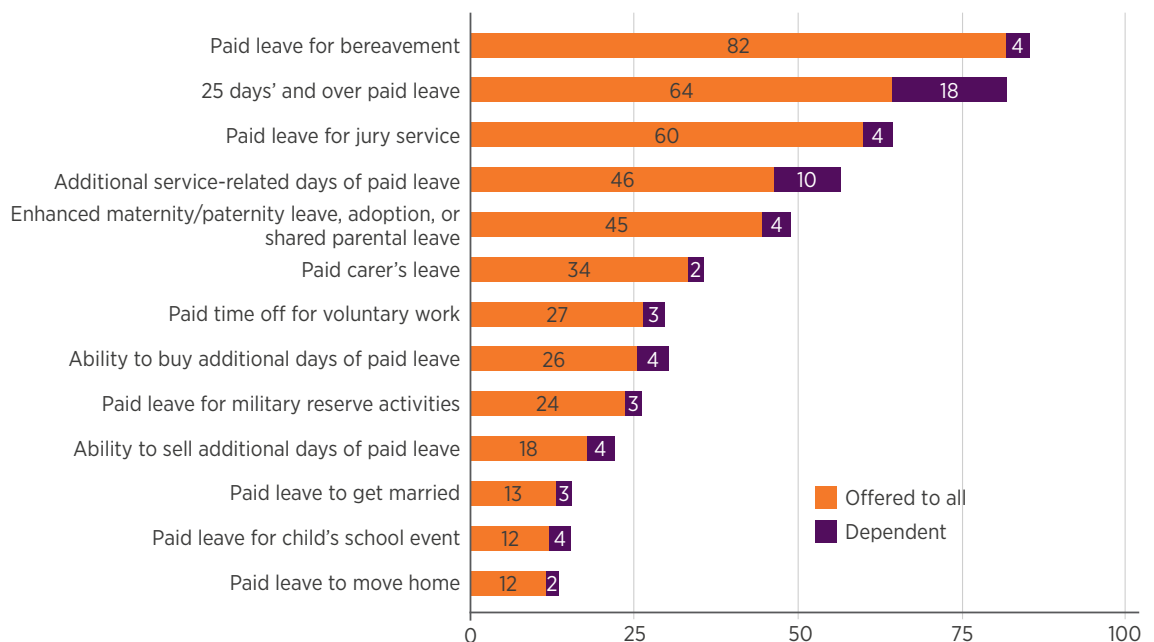
Other common leave benefits offered to all or some staff include: 25 days' leave (excluding public holidays) per year (82%), paid leave for jury service (64%) and additional service-related days of paid leave (58%). Regarding paid leave, the statutory leave entitlement means that most workers who work a five-day week must receive at least 28 days paid annual leave a year. However, these 28 days include public holidays. So, most of the employers in our survey go beyond the legal requirement. Back in 2018, 58% of employers offered this benefit to all of their staff; by 2022 this had grown to 64%.

More than a third of organisations do not offer other kinds of paid leave to all or some staff. For example, only 36% offer paid carer's leave, 30% paid time off for voluntary work and 27% paid leave for military reserve activities. Workplaces that offer paid leave to get married or for children's and pets' events are very much in the minority.

The benefits in Figure 11 are overwhelmingly offered to all staff. However, when it comes to 25+ days' paid leave and additional service-related days of paid leave, we find that more employers only provide this to some of their staff. However, overall, paid leave benefits are more likely to cover the whole workforce than the other perks reviewed in this section.

*More information can be found in Table 19 in the Appendix.*

**Figure 11: Paid leave benefits on offer (%)**



Base: n=228. Benefits offered to all by more than 5% of organisations. 'Dependent' indicates a benefit offered to some staff dependent on grade, seniority, location, job, role, and so on.

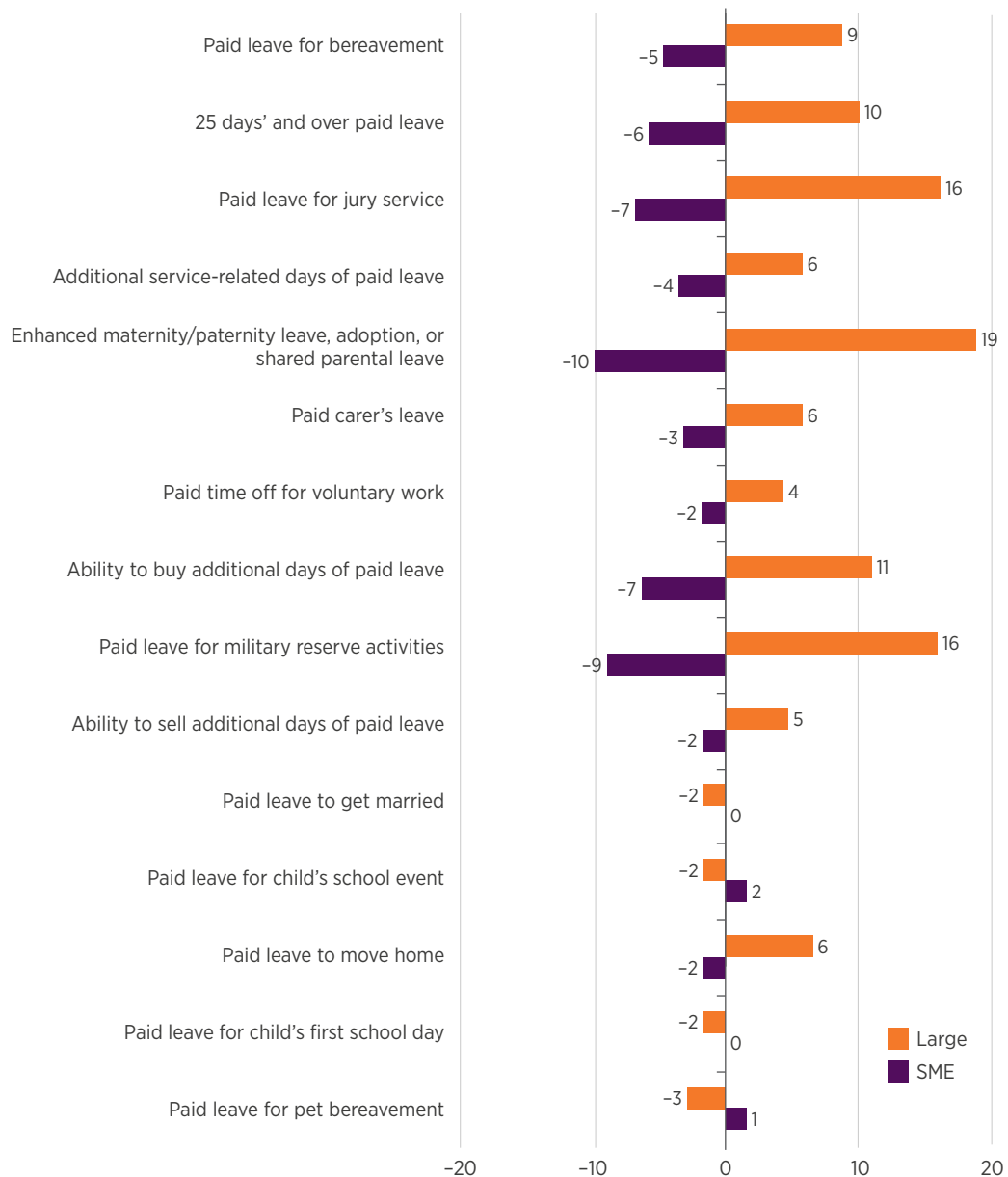
**Large and very large organisations consistently offer more**

Figure 12 illustrates that larger organisations offer more of these kinds of benefits to all employees compared with SMEs.

SMEs are more likely than large employers to offer paid leave for a child’s special events and pet bereavement.

*More information can be found in Table 20 in the Appendix.*

**Figure 12: Provision of benefits relative to the average, according to organisation size (%)**



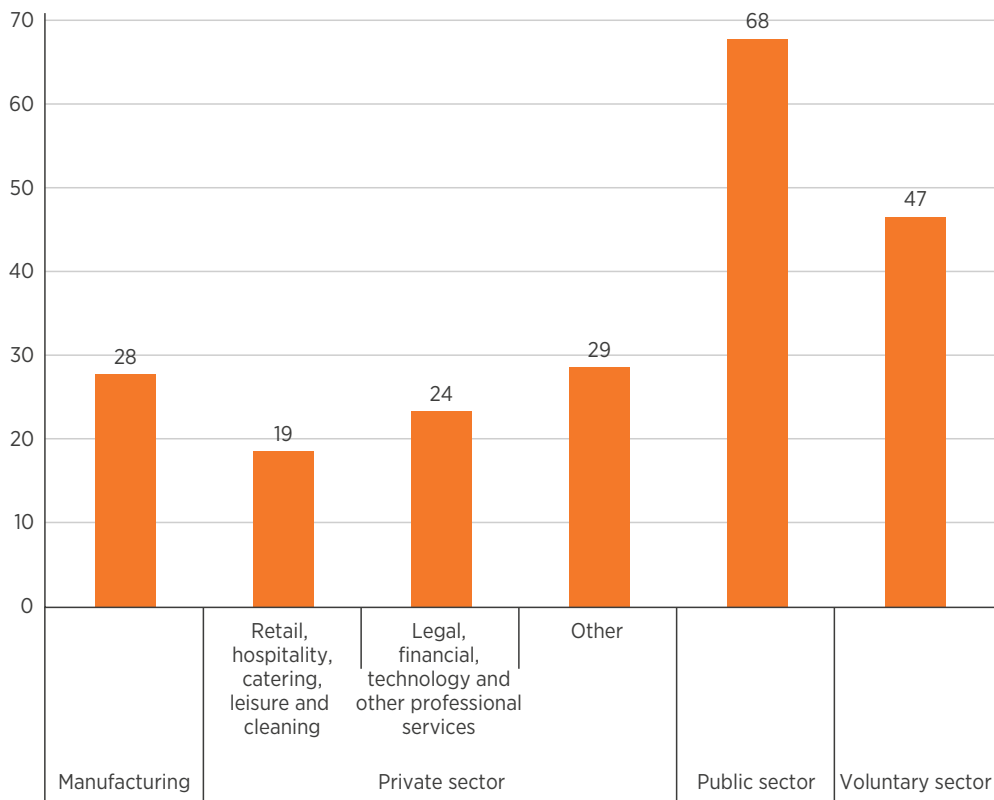
Base: n=228. The zero line represents the overall average response. Benefits offered to all by more than 5% of organisations. Very large organisations omitted for the sake of clarity.

**Private sector firms less likely to offer paid leave benefits**

There is a consistent trend for those in the manufacturing and production, and private services sectors to be less likely to offer paid leave benefits, while the public sector and, to a lesser extent, the voluntary sector are more likely to do so; the retail, hospitality, catering, leisure, and cleaning subsector is consistently less likely still to offer such benefits. As an example, while 56% of both the manufacturing and production sector and the private services sector offer time off to all staff for jury service, the figure for the retail, hospitality, catering, leisure, and cleaning subsector drops to 48%. By contrast, 75% of public sector employers offer this benefit to all staff, while 70% do so in the voluntary sector.

Figure 13 illustrates a further typical example, where 68% of public sector organisations offer carer’s leave compared with only 28% of manufacturing and production companies and 24% of private sector service organisations. Only 19% of the retail, hospitality, catering, leisure, and cleaning subsector do so.

**Figure 13: Organisations offering paid carer’s leave according to sector (%)**



Base: n=228.

*More information can be found in Table 21 in the Appendix.*

*Information on paid leave benefits in relation to organisations’ and employees’ financial situation can be found in Tables 22 and 23 in the Appendix.*

**Employers will spend more on paid leave benefits**

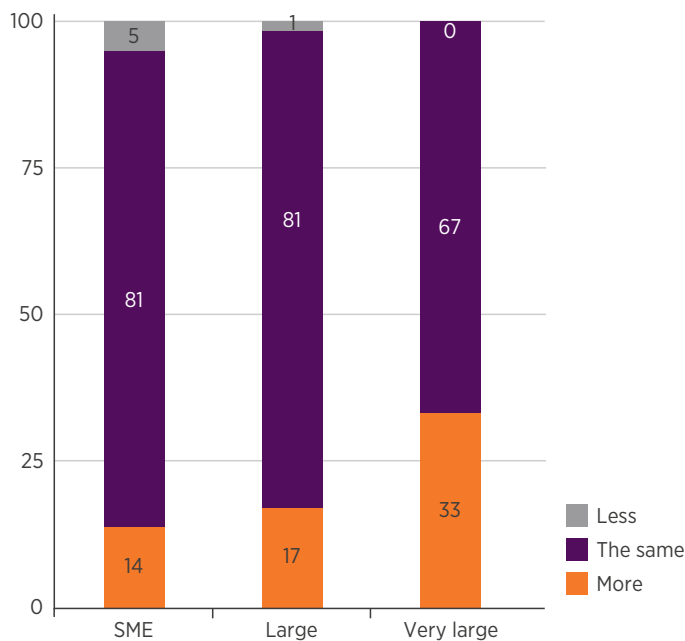
In the year to October 2022, 16% of those surveyed intend spending more on paid leave benefits, while just 4% intend to spend less.

Voluntary sector organisations are most likely to plan an increase (24%) followed by the retail, hospitality, catering, leisure, and cleaning subsector at 19%.

The larger the organisation, the more likely an increase becomes, with the very largest organisations being most likely to intend to spend more (33%).

One explanation for this rise in spending in this area might reflect the current labour market and these employers investing in this benefit to attract and retain staff. Another might be due to organisations responding to investor and customer concerns about how employers are treating their workers, though these benefits might only deal with the symptoms of overwork, rather than the cause. The survey doesn't reveal many new benefits being introduced, so the expenditure might be linked to expanding coverage or enhancing the value of the benefits already offered or inflation.

**Figure 14: Spending intentions according to organisation size (%)**



Base: n=223.

Those organisations who are 'a lot worse off' are most likely to intend a decrease in spending (9%) and least likely to intend an increase (6%). At the other end of the scale, 42% of those organisations who see themselves as 'a lot better off' intend a spending increase.

*More information can be found in Table 24 in the Appendix.*

## Conclusion and recommendations

This and the following section indicate that many employers are spending a lot of time and money on their benefits package now and will do so in the future. For this reason, it's important that organisations communicate and educate staff about the perks on offer so that they value and appreciate them.

However, a YouGov survey of 2,557 employees commissioned by the CIPD in January 2022 found that just 57% said that their employer had told them about the benefits on offer. Furthermore:

- 53% said that they had been informed how to access those perks
- 43% why those benefits were being offered
- 50% how these benefits could help them
- 24% how the benefits compared with what other employers offered.

While those employees earning more than £60,000 a year were more likely to say that their employer had communicated, the survey still found opportunities for improvement. For example, only 74% of those earning this amount said that their employer had told them about the range of benefits, while 72% had told them how to access them and 68% how these benefits could be useful. Just 31% said that their employer had told them how its benefits compared with what other employers provided.

If employees don't know what's being provided and why, or how to access those benefits and which ones could be of use to them, they won't fully appreciate the benefits on offer and how they meet their needs. This could have an impact on their decisions to stay and perform.

We would recommend that employers invest more in reward education and communication by taking the following steps:

- Check whether the existing benefits meet the needs of the organisation – before talking to staff about the package, make sure that the benefits meet the various needs of the organisation. For example, how does it align with its purpose, culture, and business strategy? The HR team should take a lead in this discussion with senior and line managers as well as getting input from key external stakeholders. For example, what do investors think about the benefits on offer to staff in terms of what should be provided and how much differentiation there should be by grade?
- Check whether the existing benefits meet the needs of the employees – people professionals should explore through surveys, workshops, forums, and so on, to gauge what staff think of the existing package and what changes they would like. For instance, could those benefits that are undervalued be replaced by ones that employees value more?
- Check how existing benefits are being communicated – it might be that employees aren't fully aware of the value of the existing benefits because of how the organisation talks about them. It might be that you don't need to change what's on offer to staff but instead how you educate staff and communicate with them about the benefits provided. The HR team might need to bring in communication expertise, either from within the organisation, such as marketing or press colleagues, or from a consultancy.

If the package needs to change, perhaps because the organisation wants to focus on improving employee financial wellbeing, people professionals need to consider the cost, administration, and communication implications. For example, will line managers be given a larger role, and if so, what support will they need? If technology is going to be used to educate and communicate with staff, what support might staff need to be able to fully access the technology?

Another issue to consider is what the organisation and employees see as a benefit, otherwise misunderstandings could arise. The HR function should start a dialogue so that there is a shared understanding of what is seen as a benefit.

For example, in addition to pay and financial benefits, total reward theory would suggest such aspects as development opportunities, flexible working, and being treated with respect are all benefits. However, some employees and other stakeholders might see some of these not so much as perquisites (or perks) of the job, but prerequisites for work. For example, it's difficult to perform if you don't have the required training or a supportive line manager.

How employees value their benefits are also influenced by external events. For example, during the pandemic, employees will have been more aware of health and wellbeing benefits on offer, such as occupational sick pay, while some of those facing rising energy bills might regard working in a warm office as a benefit. Similarly, how employees value their benefits may be influenced by such personal events as a promotion or a divorce.

Even though the benefits package itself might have remained the same, the value given to these benefits might change due to external and internal events. So, people professionals need to ensure that how it communicates the benefit package to employees reflects these changes, possibly making communication more personal by aligning it to the various stages of life that employees go through.

# Appendix

**Table 1: Career and professional development benefits (%)**

	Offered to all	Dependent on employee grade, seniority, location, job, role, etc	Planned	Offered to all or some staff
Training and career development opportunities	78	14	1	92
Peer learning groups (such as networks promoting workplace inclusion and diversity)	46	10	6	56
Coaching/mentoring programmes	43	27	7	70
Shadowing and work experience	42	23	4	64
Apprenticeships (technical, professional or business)	40	26	7	66
Study leave (paid/part-paid)	40	30	1	70
Training and career development opportunities focused on helping low-earners increase their earning potential	38	9	3	47
Professional subscriptions and fees (paid/part-paid)	33	42	2	74
Conference attendance (paid/part-paid)	31	44	1	75
Secondments (within the organisation)	29	27	1	56
Career breaks/sabbaticals (unpaid)	26	21	3	47
Job rotation	13	13	13	13
Career breaks/sabbaticals (paid)	12	11	3	23
Secondments (outside the organisation)	9	14	2	23

Base: n=253. Percentage of those who provide at least one career and professional development benefit.

**Table 2: Career and professional development benefits according to organisation size (%)**

	SME	Large	Very large
Training and career development opportunities	79	74	92
Peer learning groups (such as networks promoting workplace inclusion and diversity)	41	48	92
Coaching/mentoring programmes	42	43	54
Shadowing and work experience	43	43	23
Apprenticeships (technical, professional or business)	31	52	62
Study leave (paid/part-paid)	37	46	31
Training and career development opportunities focused on helping low-earners increase their earning potential	38	38	38
Professional subscriptions and fees (paid/part-paid)	32	36	23
Conference attendance (paid/part-paid)	35	28	0
Secondments (within the organisation)	20	43	54
Career breaks/sabbaticals (unpaid)	20	35	54
Job rotation	10	17	23
Career breaks/sabbaticals (paid)	11	14	15
Secondments (outside the organisation)	8	7	23

Base: n=253. Those who provide the benefit to all employees, as a percentage of those who provide at least one career and professional development benefit.



**Table 3: Career and professional development benefits according to organisation sector (%)**

	Manufacturing and production	Private sector services				Public sector	Voluntary sector
		All private sector services, of which...	Retail, hospitality, catering, leisure and cleaning	Legal, financial and other professional services	All other private sector services		
Training and career development opportunities	68	74	68	69	80	63	67
Peer learning groups (such as networks promoting workplace inclusion and diversity)	34	40	39	45	36	46	48
Coaching/mentoring programmes	34	42	25	45	47	44	24
Shadowing and work experience	41	38	43	37	38	37	33
Apprenticeships (technical, professional or business)	34	35	32	19	50	51	26
Study leave (paid/part-paid)	22	39	11	39	52	37	36
Training and career development opportunities focused on helping low-earners increase their earning potential	41	33	32	26	41	34	31
Professional subscriptions and fees (paid/part-paid)	24	36	21	37	41	24	17
Conference attendance (paid/part-paid)	27	28	14	29	32	24	36
Secondments (within the organisation)	27	24	25	21	27	37	24
Career breaks/sabbaticals (unpaid)	12	23	25	19	26	32	31
Job rotation	15	13	25	10	12	7	7
Career breaks/sabbaticals (paid)	2	12	11	13	11	20	10
Secondments (outside the organisation)	5	6	4	11	2	12	14

Base: n=253. Those who provide the benefit to all employees, as a percentage of those who provide at least one career and professional development benefit.

**Table 4: Career and professional development benefits according to organisation financial situation compared with the beginning of 2020 (%)**

	Much worse off	A bit worse off	About the same	A bit better off	A lot better off
Training and career development opportunities	77	62	71	75	64
Peer learning groups (such as networks promoting workplace inclusion and diversity)	38	42	38	51	28
Coaching/mentoring programmes	41	32	37	45	40
Shadowing and work experience	41	42	37	37	32
Apprenticeships (technical, professional or business)	36	28	40	37	36
Study leave (paid/part-paid)	23	36	40	41	24
Training and career development opportunities focused on helping low-earners increase their earning potential	33	26	37	41	24
Professional subscriptions and fees (paid/part-paid)	18	22	34	37	28
Conference attendance (paid/part-paid)	21	28	29	33	24
Secondments (within the organisation)	23	30	29	28	12
Career breaks/sabbaticals (unpaid)	23	38	26	18	8
Job rotation	13	16	8	12	12
Career breaks/sabbaticals (paid)	15	10	11	7	16
Secondments (outside the organisation)	8	12	7	7	4

Base: n=253. Those who provide the benefit to all employees, as a percentage of those who provide at least one career and professional development benefit.

**Table 5: Career and professional development benefits according to employees' financial situation compared with the beginning of 2020 (%)**

	Much worse off	A bit worse off	About the same	A bit better off	A lot better off
Training and career development opportunities	61	77	77	80	84
Peer learning groups (such as networks promoting workplace inclusion and diversity)	33	44	44	43	59
Coaching/mentoring programmes	50	37	37	44	47
Shadowing and work experience	39	37	37	41	57
Apprenticeships (technical, professional or business)	22	40	40	39	51
Study leave (paid/part-paid)	28	31	31	43	51
Training and career development opportunities focused on helping low-earners increase their earning potential	22	36	36	38	49
Professional subscriptions and fees (paid/part-paid)	33	26	26	34	43
Conference attendance (paid/part-paid)	22	32	32	29	39
Secondments (within the organisation)	33	31	31	21	45
Career breaks/sabbaticals (unpaid)	28	33	33	23	25
Job rotation	17	14	14	7	24
Career breaks/sabbaticals (paid)	22	12	12	10	16
Secondments (outside the organisation)	17	10	10	5	10

Base: n=253. Those who provide the benefit to all employees, as a percentage of those who provide at least one career and professional development benefit.

**Table 6: Spending intentions on career and professional development benefits in the year to October 2022 (%)**

	More	The same	Less
All	44	49	8
<b>Sector</b>			
Manufacturing and production	51	44	5
Private sector services, of which:	42	50	8
Retail, hospitality, catering, leisure and cleaning	60	36	4
Legal, financial, technology and other professional services	38	55	8
Other private sector	38	52	10
Public sector	44	41	16
Voluntary, community and not-for-profit	42	56	3
<b>Size</b>			
SME (<250)	41	53	6
Large (250-9,999)	50	41	9
Very large (10,000+)	38	46	15
<b>Organisation's financial situation compared with start of 2020</b>			
A lot worse off	21	55	24
A bit worse off	39	52	9
About the same	43	52	5
A bit better off	57	40	3
A lot better off	50	50	0
<b>Employees' financial situation compared with start of 2020</b>			
A lot worse off	11	56	33
A bit worse off	42	49	9
About the same	41	54	5
A bit better off	64	34	2
A lot better off	43	57	0

Base: n=250.

**Table 7: Financial benefits (%)**

	Offered to all	Dependent on employee grade, seniority, location, job, role, etc	Planned	Offered to all or some staff
Pay the voluntary Living Wage or a liveable wage at or above £9.50 an hour (or £10.85 in London)	59	10	3	69
Debt advice/counselling/guidance	55	2	3	57
Workplace pension scheme that has a minimum employer contribution of 6% of pay	51	11	2	62
Christmas bonus/hamper/vouchers/gifts	51	8	2	58
Alert staff to financial scams	44	3	3	47
Discounted shopping (eg discount cards or vouchers)	43	3	5	46
Discounted leisure and hospitality (eg discount cards for restaurants, cinemas, etc)	42	3	4	45
Other one-off bonus/hamper/vouchers/gifts offered at other times of the year	39	13	1	52
Free financial education, guidance or advice	38	3	4	41
Discounted insurance (eg holiday, dental, pet, etc)	36	5	3	41
Workplace pension salary-sacrifice plan (a worker agrees to exchange part of their salary in return for an employer pension contribution)	36	7	4	44
Discounts on own products/services for staff	30	3	1	33
Workplace pension contribution matching plan (if an employee contributes more to their pension pot, the employer will also increase its contribution for that employee)	28	6	1	34
Charitable donation made by employee matched by employer	22	4	3	26
Give as you earn	20	2	3	22
Pre-retirement courses	17	5	3	22
Interest-free welfare loans (provided by the employer) for financial hardship	16	4	1	20
Workplace pension bonus sacrifice plan (a worker agrees to exchange all or part of their bonus in return for an employer pension contribution)	14	5	0	19
Relocation assistance	13	25	1	38
Workplace pension auto-escalation plan (where the level of an employee's pension contribution rises at regular intervals on a set date until an agreed rate is reached, the increase often linked to a pay rise)	12	5	1	17
Access to a credit union	11	1	1	13
Earned pay access (employees can access their earned wage before their regular pay day)	11	3	3	14
Employee share plan	9	8	3	17
Energy switching schemes, which provide advice on the best household energy deals	7	1	3	8
University tuition fees repaid by employer	7	18	0	25
Workplace loans (provided by a third party selected by the employer) where interest is charged	7	2	3	9
Homeworker financial allowance	6	2	3	8
Home rental deposit assistance	4	3	2	6
Set your own pay date (employees can choose how often they are paid, for instance weekly rather than monthly)	3	2	1	5
Home buyer's deposit assistance for first-time buyers	3	1	2	4
Lifetime ISA	3	2	2	4
Parental loans for new parents	2	2	3	4
Set your own pay (employees choose their own pay based on what they think they deserve/are worth)	2	2	0	4

Base: n=236. Percentage of those who provide at least one financial benefit.

**Table 8: Financial benefits according to organisation size (%)**

	SME	Large	Very large
Pay the voluntary Living Wage or a liveable wage at or above £9.50 an hour (or £10.85 in London)	58	61	54
Debt advice/counselling/guidance	47	69	69
Workplace pension scheme that has a minimum employer contribution of 6% of pay	44	61	77
Christmas bonus/hamper/vouchers/gifts	58	39	31
Alert staff to financial scams	43	46	38
Discounted shopping (eg discount cards or vouchers)	27	68	85
Discounted leisure and hospitality (eg discount cards for restaurants, cinemas, etc)	29	64	69
Other one-off bonus/hamper/vouchers/gifts offered at other times of the year	42	32	38
Free financial education, guidance or advice	33	43	69
Discounted insurance (eg holiday, dental, pet, etc)	31	44	54
Workplace pension salary-sacrifice plan (a worker agrees to exchange part of their salary in return for an employer pension contribution)	29	47	62
Discounts on own products/services for staff	27	31	54
Workplace pension contribution matching plan (if an employee contributes more to their pension pot, the employer will also increase its contribution for that employee)	22	35	62
Charitable donation made by employee matched by employer	20	24	31
Give as you earn	9	38	38
Pre-retirement courses	11	21	54
Interest-free welfare loans (provided by the employer) for financial hardship	17	13	15
Workplace pension bonus sacrifice plan (a worker agrees to exchange all or part of their bonus in return for an employer pension contribution)	11	15	31
Relocation assistance	10	19	8
Workplace pension auto-escalation plan (where the level of an employee's pension contribution rises at regular intervals on a set date until an agreed rate is reached, the increase often linked to a pay rise)	11	8	31
Access to a credit union	5	21	31
Earned pay access (employees can access their earned wage before their regular pay day)	11	8	23
Employee share plan	9	7	8
Energy switching schemes, which provide advice on the best household energy deals	6	7	8
University tuition fees repaid by employer	7	3	15
Workplace loans (provided by a third party selected by the employer) where interest is charged	4	8	23
Homeworker financial allowance	7	4	0
Home rental deposit assistance	3	4	0
Set your own pay date (employees can choose how often they are paid, for instance weekly rather than monthly)	3	1	0
Home buyer's deposit assistance for first-time buyers	3	0	8
Lifetime ISA	3	1	0
Parental loans for new parents	2	1	0
Set your own pay (employees choose their own pay based on what they think they deserve/are worth)	3	0	0

Base: n=235. Those who provide the benefit to all employees, as a percentage of those who provide at least one financial benefit.

**Table 9: Financial benefits according to organisation sector (%)**

	Manufacturing and production	Private sector services				Public sector	Voluntary sector
		All private sector services, of which...	Retail, hospitality, catering, leisure and cleaning	Legal, financial and other professional services	All other private sector services		
Pay the voluntary Living Wage or a liveable wage at or above £9.50 an hour (or £10.85 in London)	49	62	45	65	64	65	55
Debt advice/counselling/guidance	56	49	64	42	49	61	73
Workplace pension scheme that has a minimum employer contribution of 6% of pay	44	42	41	40	44	90	61
Christmas bonus/hamper/vouchers/gifts	59	60	50	67	58	19	33
Alert staff to financial scams	44	39	36	38	41	55	52
Discounted shopping (eg discount cards or vouchers)	38	37	50	33	36	71	45
Discounted leisure and hospitality (eg discount cards for restaurants, cinemas, etc)	38	37	55	37	31	71	42
Other one-off bonus/hamper/vouchers/gifts offered at other times of the year	36	47	36	46	51	32	18
Free financial education, guidance or advice	38	37	45	33	37	35	45
Discounted insurance (eg holiday, dental, pet, etc)	33	37	41	40	32	45	30
Workplace pension salary-sacrifice plan (a worker agrees to exchange part of their salary in return for an employer pension contribution)	28	39	41	40	37	35	36
Discounts on own products/services for staff	38	31	64	27	22	19	27
Workplace pension contribution matching plan (if an employee contributes more to their pension pot, the employer will also increase its contribution for that employee)	33	25	23	25	25	39	27
Charitable donation made by employee matched by employer	10	29	27	33	25	10	21
Give as you earn	15	21	32	19	19	26	15
Pre-retirement courses	18	11	0	17	8	45	15
Interest-free welfare loans (provided by the employer) for financial hardship	23	17	5	19	19	3	15
Workplace pension bonus sacrifice plan (a worker agrees to exchange all or part of their bonus in return for an employer pension contribution)	13	18	14	23	15	6	6
Relocation assistance	5	14	5	12	19	23	12
Workplace pension auto-escalation plan (where the level of an employee's pension contribution rises at regular intervals on a set date until an agreed rate is reached, the increase often linked to a pay rise)	15	10	5	19	3	19	9
Access to a credit union	8	8	14	8	5	32	12
Earned pay access (employees can access their earned wage before their regular pay day)	8	12	9	17	8	10	12
Employee share plan	10	12	0	17	12	0	3
Energy switching schemes, which provide advice on the best household energy deals	8	6	9	8	3	6	9
University tuition fees repaid by employer	8	8	0	8	12	3	3
Workplace loans (provided by a third party selected by the employer) where interest is charged	8	8	5	8	8	6	3
Homeworker financial allowance	5	6	5	8	5	3	12
Home rental deposit assistance	3	4	0	8	2	0	9
Set your own pay date (employees can choose how often they are paid, for instance weekly rather than monthly)	5	3	0	2	5	0	3
Home buyer's deposit assistance for first-time buyers	5	2	0	6	0	0	3
Lifetime ISA	5	2	5	4	0	0	3
Parental loans for new parents	0	3	0	6	2	0	3
Set your own pay (employees choose their own pay based on what they think they deserve/are worth)	0	3	0	6	2	0	3

Base: n=236. Those who provide the benefit to all employees, as a percentage of those who provide at least one financial benefit.

**Table 10: Financial benefits according to organisation financial situation compared with the beginning of 2020 (%)**

	Much worse off	A bit worse off	About the same	A bit better off	A lot better off
Pay the voluntary Living Wage or a liveable wage at or above £9.50 an hour (or £10.85 in London)	58	65	62	55	53
Debt advice/counselling/guidance	50	63	52	58	47
Workplace pension scheme that has a minimum employer contribution of 6% of pay	58	49	49	52	47
Christmas bonus/hamper/vouchers/gifts	44	35	49	68	47
Alert staff to financial scams	44	40	51	42	26
Discounted shopping (eg discount cards or vouchers)	47	47	41	39	42
Discounted leisure and hospitality (eg discount cards for restaurants, cinemas, etc)	42	53	42	38	32
Other one-off bonus/hamper/vouchers/gifts offered at other times of the year	22	33	35	53	53
Free financial education, guidance or advice	31	42	44	39	16
Discounted insurance (eg holiday, dental, pet, etc)	17	37	45	39	26
Workplace pension salary-sacrifice plan (a worker agrees to exchange part of their salary in return for an employer pension contribution)	31	33	37	36	53
Discounts on own products/services for staff	36	23	18	42	32
Workplace pension contribution matching plan (if an employee contributes more to their pension pot, the employer will also increase its contribution for that employee)	17	26	25	38	32
Charitable donation made by employee matched by employer	14	23	24	21	32
Give as you earn	19	21	23	15	21
Pre-retirement courses	22	16	15	14	21
Interest-free welfare loans (provided by the employer) for financial hardship	6	16	14	17	32
Workplace pension bonus sacrifice plan (a worker agrees to exchange all or part of their bonus in return for an employer pension contribution)	8	9	15	17	16
Relocation assistance	8	14	18	6	21
Workplace pension auto-escalation plan (where the level of an employee's pension contribution rises at regular intervals on a set date until an agreed rate is reached, the increase often linked to a pay rise)	6	12	13	14	11
Access to a credit union	19	12	11	9	5
Earned pay access (employees can access their earned wage before their regular pay day)	6	16	7	11	21
Employee share plan	6	9	4	11	21
Energy switching schemes, which provide advice on the best household energy deals	8	9	6	6	0
University tuition fees repaid by employer	6	5	11	3	5
Workplace loans (provided by a third party selected by the employer) where interest is charged	8	2	10	6	5
Homeworker financial allowance	3	7	8	5	5
Home rental deposit assistance	3	7	3	5	0
Set your own pay date (employees can choose how often they are paid, for instance weekly rather than monthly)	6	2	1	2	5
Home buyer's deposit assistance for first-time buyers	3	5	1	2	0
Lifetime ISA	3	5	1	2	0
Parental loans for new parents	3	2	1	3	0
Set your own pay (employees choose their own pay based on what they think they deserve/are worth)	6	2	3	0	0

Base: n=236. Those who provide the benefit to all employees, as a percentage of those who provide at least one financial benefit.

**Table 11: Financial benefits according to employees' financial situation compared with the beginning of 2020 (%)**

	Much worse off	A bit worse off	About the same	A bit better off	A lot better off
Pay the voluntary Living Wage or a liveable wage at or above £9.50 an hour (or £10.85 in London)	59	58	56	67	43
Debt advice/counselling/guidance	41	49	59	63	57
Workplace pension scheme that has a minimum employer contribution of 6% of pay	53	61	47	46	43
Christmas bonus/hamper/vouchers/gifts	41	40	52	67	57
Alert staff to financial scams	47	38	49	46	14
Discounted shopping (eg discount cards or vouchers)	59	44	34	59	0
Discounted leisure and hospitality (eg discount cards for restaurants, cinemas, etc)	47	43	38	52	14
Other one-off bonus/hamper/vouchers/gifts offered at other times of the year	12	35	37	59	43
Free financial education, guidance or advice	41	36	38	41	29
Discounted insurance (eg holiday, dental, pet, etc)	24	35	35	48	29
Workplace pension salary-sacrifice plan (a worker agrees to exchange part of their salary in return for an employer pension contribution)	18	38	35	43	43
Discounts on own products/services for staff	24	35	31	26	14
Workplace pension contribution matching plan (if an employee contributes more to their pension pot, the employer will also increase its contribution for that employee)	35	28	22	41	14
Charitable donation made by employee matched by employer	6	18	24	30	14
Give as you earn	18	26	12	28	14
Pre-retirement courses	41	17	11	24	0
Interest-free welfare loans (provided by the employer) for financial hardship	6	13	15	28	0
Workplace pension bonus sacrifice plan (a worker agrees to exchange all or part of their bonus in return for an employer pension contribution)	12	10	13	24	14
Relocation assistance	12	17	11	15	0
Workplace pension auto-escalation plan (where the level of an employee's pension contribution rises at regular intervals on a set date until an agreed rate is reached, the increase often linked to a pay rise)	24	10	7	20	14
Access to a credit union	12	15	10	11	0
Earned pay access (employees can access their earned wage before their regular pay day)	12	13	5	22	0
Employee share plan	18	8	6	13	0
Energy switching schemes, which provide advice on the best household energy deals	6	7	6	9	0
University tuition fees repaid by employer	6	6	9	7	0
Workplace loans (provided by a third party selected by the employer) where interest is charged	6	6	7	9	0
Homeworker financial allowance	6	6	7	7	0
Home rental deposit assistance	6	6	3	2	0
Set your own pay date (employees can choose how often they are paid, for instance weekly rather than monthly)	6	3	3	2	0
Home buyer's deposit assistance for first-time buyers	6	4	1	2	0
Lifetime ISA	6	3	2	2	0
Parental loans for new parents	6	1	2	2	0
Set your own pay (employees choose their own pay based on what they think they deserve/are worth)	6	3	2	0	0

Base: n=236. Those who provide the benefit to all employees, as a percentage of those who provide at least one financial benefit.

**Table 12: Spending intentions on financial benefits in the year to October 2022 (%)**

	More	The same	Less
All	30	64	6
<b>Sector</b>			
Manufacturing and production	26	72	3
Private sector services, of which:	30	63	7
Retail, hospitality, catering, leisure and cleaning	45	50	5
Legal, financial, technology and other professional services	25	65	10
Other private sector	29	66	5
Public sector	23	67	10
Voluntary, community and not-for-profit	42	55	3
<b>Size</b>			
SME (<250)	30	65	5
Large (250-9,999)	33	60	7
Very large (10,000+)	23	69	8
<b>Organisation's financial situation compared with start of 2020</b>			
A lot worse off	26	68	6
A bit worse off	28	68	5
About the same	31	62	6
A bit better off	33	60	7
A lot better off	27	68	5
<b>Employees' financial situation compared with start of 2020</b>			
A lot worse off	24	65	12
A bit worse off	35	59	6
About the same	28	66	6
A bit better off	34	60	6
A lot better off	0	100	0

Base: n=234.



**Table 13: Health and wellbeing benefits on offer (%)**

	Offered to all	Dependent on employee grade, seniority, location, job, role, etc	Planned	Offered to all or some staff
Employee assistance programme, such as support, counselling or helpline	76	2	3	78
Free tea/coffee/cold drinks	73	6	1	79
Free eye tests/eye care vouchers	63	9	1	72
Death in service/life assurance	61	8	3	69
Occupational sick pay	61	13	1	73
Financial support for employees who must self-isolate/shield	44	4	1	48
Free flu vaccinations	42	3	3	45
Programmes to encourage physical fitness (eg on-site fitness classes or steps/walking initiatives)	33	3	4	36
Free fruit	25	4	2	29
Programmes to encourage employee health (eg quit smoking or weight loss course)	25	2	5	26
Critical illness insurance	24	14	3	39
Relaxation courses (eg mindfulness or meditation)	24	2	3	26
Healthcare cash plans	23	3	5	27
Gym (on-site and/or subsidised membership)	22	5	3	27
Private medical insurance	22	28	2	50
Virtual GP services (eg Babylon)	22	7	2	29
Dental insurance	21	8	3	29
Health screening	20	14	3	34
Permanent health insurance/income protection insurance	20	14	2	34
Relaxation apps (eg Daylight, Buddhify, Headspace, Mindfulness, etc)	17	3	3	20
Free/subsidised canteen (breakfast, lunch or dinner)	13	7	1	21
Personal accident insurance	11	3	0	15
Workplace chaplain/faith support	8	3	1	12
On-site massages	7	4	1	12
On-site medical facility	6	2	1	7
Luncheon vouchers	3	2	1	5
Fertility treatment (IVF), including egg or sperm freezing	3	2	3	4
Personal fitness trainer	3	2	1	4
On-site nap room	2	3	1	5
Pet insurance	1	1	2	3

Base: n=231. Percentage of those who provide at least one health and wellbeing benefit.

**Table 14: Health and wellbeing benefits according to organisation size (%)**

	SME	Large	Very large
Employee assistance programme, such as support, counselling or helpline	68	92	85
Free tea/coffee/cold drinks	83	62	23
Free eye tests/eye care vouchers	61	67	69
Death in service/life assurance	49	84	77
Occupational sick pay	51	77	77
Financial support for employees who must self-isolate/shield	41	47	62
Free flu vaccinations	34	58	46
Programmes to encourage physical fitness (eg on-site fitness classes or steps/walking initiatives)	29	38	46
Free fruit	31	16	8
Programmes to encourage employee health (eg quit smoking or weight loss course)	21	30	38
Critical illness insurance	23	23	38
Relaxation courses (eg mindfulness or meditation)	22	26	31
Healthcare cash plans	21	26	31
Gym (on-site and/or subsidised membership)	21	22	31
Private medical insurance	23	21	15
Virtual GP services (eg Babylon)	21	27	8
Dental insurance	23	18	8
Health screening	19	22	15
Permanent health insurance/income protection insurance	19	23	15
Relaxation apps (eg Daylight, Buddhify, Headspace, Mindfulness, etc)	17	18	15
Free/subsidised canteen (breakfast, lunch or dinner)	13	15	8
Personal accident insurance	10	15	8
Workplace chaplain/faith support	5	12	23
On-site massages	6	11	8
On-site medical facility	4	10	0
Luncheon vouchers	3	4	0
Fertility treatment (IVF), including egg or sperm freezing	2	3	8
Personal fitness trainer	2	4	0
On-site nap room	1	3	8
Pet insurance	1	1	8

Base: n=231. Those who provide the benefit to all employees, as a percentage of those who provide at least one health and wellbeing benefit.

**Table 15: Health and wellbeing benefits according to organisation sector (%)**

	Manufacturing and production	Private sector services				Public sector	Voluntary sector
		All private sector services, of which...	Retail, hospitality, catering, leisure and cleaning	Legal, financial and other professional services	All other private sector services		
Employee assistance programme, such as support, counselling or helpline	79	72	76	65	76	93	74
Free tea/coffee/cold drinks	72	85	62	90	90	20	74
Free eye tests/eye care vouchers	67	64	57	65	66	53	65
Death in service/life assurance	69	56	52	53	61	77	58
Occupational sick pay	56	50	57	51	47	90	81
Financial support for employees who must self-isolate/shield	44	44	43	43	44	53	35
Free flu vaccinations	31	40	43	41	39	57	52
Programmes to encourage physical fitness (eg on-site fitness classes or steps/walking initiatives)	31	31	29	27	34	33	45
Free fruit	26	30	19	37	27	7	23
Programmes to encourage employee health (eg quit smoking or weight loss course)	31	21	33	14	24	27	29
Critical illness insurance	26	26	24	18	34	23	16
Relaxation courses (eg mindfulness or meditation)	21	20	10	20	24	37	32
Healthcare cash plans	23	24	24	24	25	17	26
Gym (on-site and/or subsidised membership)	13	24	10	20	32	30	19
Private medical insurance	26	26	10	29	29	7	16
Virtual GP services (eg Babylon)	21	25	19	25	27	10	23
Dental insurance	21	24	10	25	27	13	16
Health screening	26	15	14	12	19	23	29
Permanent health insurance/income protection insurance	23	24	19	29	22	7	10
Relaxation apps (eg Daylight, Buddhify, Headspace, Mindfulness, etc)	8	17	19	14	19	17	29
Free/subsidised canteen (breakfast, lunch or dinner)	10	15	24	16	12	10	13
Personal accident insurance	10	12	10	14	12	7	13
Workplace chaplain/faith support	5	5	5	6	3	17	19
On-site massages	8	7	5	10	5	10	6
On-site medical facility	8	5	10	2	5	3	10
Luncheon vouchers	3	4	5	6	2	0	3
Fertility treatment (IVF), including egg or sperm freezing	3	3	10	2	2	0	3
Personal fitness trainer	3	2	0	6	0	0	6
On-site nap room	0	2	5	4	0	0	6
Pet insurance	0	2	0	4	0	3	0

Base: n=231. Those who provide the benefit to all employees, as a percentage of those who provide at least one health and wellbeing benefit.

**Table 16: Health and wellbeing benefits according to organisation financial situation compared with the beginning of 2020 (%)**

	Much worse off	A bit worse off	About the same	A bit better off	A lot better off
Employee assistance programme, such as support, counselling or helpline	67	74	78	81	74
Free tea/coffee/cold drinks	64	74	70	78	84
Free eye tests/eye care vouchers	47	63	67	68	63
Death in service/life assurance	56	63	64	62	58
Occupational sick pay	58	65	62	60	47
Financial support for employees who must self-isolate/shield	28	53	39	49	47
Free flu vaccinations	33	51	45	43	26
Programmes to encourage physical fitness (eg on-site fitness classes or steps/walking initiatives)	11	58	26	35	32
Free fruit	8	28	20	35	32
Programmes to encourage employee health (eg quit smoking or weight loss course)	14	37	28	22	11
Critical illness insurance	17	23	30	27	5
Relaxation courses (eg mindfulness or meditation)	17	35	23	22	16
Healthcare cash plans	11	23	29	24	21
Gym (on-site and/or subsidised membership)	17	26	28	16	21
Private medical insurance	11	16	22	29	32
Virtual GP services (eg Babylon)	14	23	23	24	21
Dental insurance	8	26	25	22	11
Health screening	19	14	29	17	5
Permanent health insurance/income protection insurance	11	14	20	25	26
Relaxation apps (eg Daylight, Buddhify, Headspace, Mindfulness, etc)	11	23	13	21	11
Free/subsidised canteen (breakfast, lunch or dinner)	19	12	10	13	16
Personal accident insurance	3	23	13	8	0
Workplace chaplain/faith support	8	9	9	6	5
On-site massages	8	5	9	6	5
On-site medical facility	8	5	4	6	0
Luncheon vouchers	0	5	4	2	0
Fertility treatment (IVF), including egg or sperm freezing	0	0	3	5	0
Personal fitness trainer	0	2	1	3	5
On-site nap room	0	5	3	2	0
Pet insurance	0	2	0	3	0

Base: n=231. Those who provide the benefit to all employees, as a percentage of those who provide at least one health and wellbeing benefit.

**Table 17: Health and wellbeing benefits according to employees' financial situation compared with the beginning of 2020 (%)**

	Much worse off	A bit worse off	About the same	A bit better off	A lot better off
Employee assistance programme, such as support, counselling or helpline	65	70	80	80	86
Free tea/coffee/cold drinks	53	66	77	82	86
Free eye tests/eye care vouchers	47	58	66	71	71
Death in service/life assurance	35	62	63	69	57
Occupational sick pay	59	59	60	67	43
Financial support for employees who must self-isolate/shield	41	38	41	62	29
Free flu vaccinations	41	35	44	53	29
Programmes to encourage physical fitness (eg on-site fitness classes or steps/walking initiatives)	12	34	31	44	29
Free fruit	6	25	22	36	43
Programmes to encourage employee health (eg quit smoking or weight loss course)	12	32	21	24	29
Critical illness insurance	0	21	27	27	57
Relaxation courses (eg mindfulness or meditation)	6	24	22	33	29
Healthcare cash plans	18	25	20	33	0
Gym (on-site and/or subsidised membership)	6	23	20	31	29
Private medical insurance	18	18	23	27	29
Virtual GP services (eg Babylon)	6	24	18	31	43
Dental insurance	12	18	21	24	43
Health screening	12	27	14	22	29
Permanent health insurance/income protection insurance	12	14	19	29	57
Relaxation apps (eg Daylight, Buddhify, Headspace, Mindfulness, etc)	12	13	15	29	14
Free/subsidised canteen (breakfast, lunch or dinner)	35	8	12	13	29
Personal accident insurance	6	13	9	16	14
Workplace chaplain/faith support	18	11	4	9	0
On-site massages	0	7	8	11	0
On-site medical facility	0	4	5	11	0
Luncheon vouchers	0	6	1	4	0
Fertility treatment (IVF), including egg or sperm freezing	0	3	0	9	0
Personal fitness trainer	0	4	0	7	0
On-site nap room	0	6	0	0	14
Pet insurance	0	3	1	0	0

Base: n=231. Those who provide the benefit to all employees, as a percentage of those who provide at least one health and wellbeing benefit.

**Table 18: Spending intentions on health and wellbeing benefits in the year to October 2022 (%)**

	More	The same	Less
All	27	69	3
<b>Sector</b>			
Manufacturing and production	28	72	0
Private sector services, of which:	28	67	5
Retail, hospitality, catering, leisure and cleaning	33	67	0
Legal, financial, technology and other professional services	30	62	8
Other private sector	24	71	5
Public sector	23	73	3
Voluntary, community and not-for-profit	29	71	0
<b>Size</b>			
SME (<250)	25	71	4
Large (250–9,999)	31	67	3
Very large (10,000+)	38	62	0
<b>Organisation's financial situation compared with start of 2020</b>			
A lot worse off	6	83	11
A bit worse off	33	65	2
About the same	22	75	3
A bit better off	37	61	2
A lot better off	42	58	0
<b>Employees' financial situation compared with start of 2020</b>			
A lot worse off	12	71	18
A bit worse off	20	77	3
About the same	25	71	3
A bit better off	49	51	0
A lot better off	29	71	0

Base: n=230.

**Table 19: Paid leave benefits (%)**

	Offered to all	Dependent on employee grade, seniority, location, job, role, etc	Planned	Offered to all or some staff
Paid leave for bereavement	82	4	1	86
25 days' and over paid leave (excluding bank/public holidays) for full-time employees	64	18	1	82
Paid leave for jury service	60	4	1	64
Additional service-related days of paid leave	46	10	1	57
Enhanced maternity/paternity leave, adoption or shared parental leave	45	4	5	49
Paid carer's leave	34	2	2	36
Paid time off for voluntary work	27	3	5	30
Ability to buy additional days of paid leave	26	4	6	30
Paid leave for military reserve activities	24	3	1	26
Ability to sell additional days of paid leave	18	4	4	22
Paid leave to get married	13	3	1	16
Paid leave for child's school events (eg sports day, school play, nativity play, etc)	12	4	1	16
Paid leave to move home	12	2	1	14
Paid leave for child's first school day	9	3	2	12
Paid leave for pet bereavement	6	1	1	7
Paid leave to train and compete in sports events	4	3	2	7
Paid leave to adopt a pet	3	1	1	4
Unlimited leave (you can take as many paid days off as you want, so long as you get the job done)	3	2	2	4

Base: n=228. Percentage of those who provide at least one paid leave benefit.

**Table 20: Paid leave benefits according to organisation size (%)**

	SME	Large	Very large
Paid leave for bereavement	77	90	92
25 days' and over paid leave (excluding bank/public holidays) for full-time employees	59	75	75
Paid leave for jury service	53	76	50
Additional service-related days of paid leave	43	52	58
Enhanced maternity/paternity leave, adoption or shared parental leave	33	63	75
Paid carer's leave	30	39	42
Paid time off for voluntary work	25	31	25
Ability to buy additional days of paid leave	19	37	42
Paid leave for military reserve activities	14	39	42
Ability to sell additional days of paid leave	16	23	17
Paid leave to get married	13	11	25
Paid leave for child's school events (eg sports day, school play, nativity play, etc)	14	10	0
Paid leave to move home	10	18	0
Paid leave for child's first school day	9	7	17
Paid leave for pet bereavement	7	3	8
Paid leave to train and compete in sports events	3	6	0
Paid leave to adopt a pet	3	3	0
Unlimited leave (you can take as many paid days off as you want, so long as you get the job done)	3	1	0

Base: n=228. Those who provide the benefit to all employees, as a percentage of those who provide at least one paid leave benefit.

**Table 21: Paid leave benefits according to organisation sector (%)**

	Manufacturing and production	Private sector services				Public sector	Voluntary sector
		All private sector services, of which...	Retail, hospitality, catering, leisure and cleaning	Legal, financial and other professional services	All other private sector services		
Paid leave for bereavement	90	76	71	71	83	96	80
25 days' and over paid leave (excluding bank/public holidays) for full-time employees	59	60	52	51	69	79	80
Paid leave for jury service	56	56	48	55	59	75	70
Additional service-related days of paid leave	44	39	38	31	46	75	57
Enhanced maternity/paternity leave, adoption or shared parental leave	38	40	43	33	44	68	53
Paid carer's leave	28	25	19	24	29	68	47
Paid time off for voluntary work	15	31	14	27	41	21	27
Ability to buy additional days of paid leave	18	24	14	24	29	39	30
Paid leave for military reserve activities	21	21	24	16	24	46	20
Ability to sell additional days of paid leave	18	17	5	12	25	25	17
Paid leave to get married	10	12	10	16	10	14	20
Paid leave for child's school events (eg sports day, school play, nativity play, etc)	10	13	14	18	8	18	7
Paid leave to move home	8	12	14	12	12	21	7
Paid leave for child's first school day	10	9	5	12	8	11	3
Paid leave for pet bereavement	0	5	10	4	3	7	17
Paid leave to train and compete in sports events	3	3	5	2	3	11	3
Paid leave to adopt a pet	0	4	5	4	3	0	3
Unlimited leave (you can take as many paid days off as you want, so long as you get the job done)	0	4	0	6	3	0	3

Base: n=228. Those who provide the benefit to all employees, as a percentage of those who provide at least one paid leave benefit.

**Table 22: Paid leave benefits according to organisation financial situation compared with the beginning of 2020 (%)**

	Much worse off	A bit worse off	About the same	A bit better off	A lot better off
Paid leave for bereavement	74	88	77	86	84
25 days' and over paid leave (excluding bank/public holidays) for full-time employees	69	78	59	59	63
Paid leave for jury service	54	63	59	63	53
Additional service-related days of paid leave	40	49	43	57	26
Enhanced maternity/paternity leave, adoption or shared parental leave	34	56	46	41	42
Paid carer's leave	40	46	20	38	26
Paid time off for voluntary work	20	29	32	24	26
Ability to buy additional days of paid leave	14	34	30	27	11
Paid leave for military reserve activities	17	27	25	27	16
Ability to sell additional days of paid leave	9	12	17	27	16
Paid leave to get married	14	17	10	16	0
Paid leave for child's school events (eg sports day, school play, nativity play, etc)	9	20	7	17	5
Paid leave to move home	11	20	10	10	5
Paid leave for child's first school day	6	10	7	13	0
Paid leave for pet bereavement	3	15	1	8	0
Paid leave to train and compete in sports events	3	10	3	3	0
Paid leave to adopt a pet	0	7	0	5	0
Unlimited leave (you can take as many paid days off as you want, so long as you get the job done)	3	2	3	3	0

Base: n=228. Those who provide the benefit to all employees, as a percentage of those who provide at least one paid leave benefit.

**Table 23: Paid leave benefits according to employees' financial situation compared with the beginning of 2020 (%)**

	Much worse off	A bit worse off	About the same	A bit better off	A lot better off
Paid leave for bereavement	56	79	78	93	86
25 days' and over paid leave (excluding bank/public holidays) for full-time employees	56	63	66	64	29
Paid leave for jury service	44	56	62	67	29
Additional service-related days of paid leave	28	45	51	47	14
Enhanced maternity/paternity leave, adoption or shared parental leave	33	44	45	49	29
Paid carer's leave	28	32	34	38	14
Paid time off for voluntary work	17	27	26	31	14
Ability to buy additional days of paid leave	17	31	23	24	29
Paid leave for military reserve activities	17	23	18	40	0
Ability to sell additional days of paid leave	22	15	15	24	14
Paid leave to get married	0	14	17	7	14
Paid leave for child's school events (eg sports day, school play, nativity play, etc)	6	14	15	7	0
Paid leave to move home	0	17	12	9	0
Paid leave for child's first school day	0	8	11	9	0
Paid leave for pet bereavement	11	4	8	2	0
Paid leave to train and compete in sports events	0	4	5	2	0
Paid leave to adopt a pet	0	3	4	0	0
Unlimited leave (you can take as many paid days off as you want, so long as you get the job done)	0	1	5	0	0

Base: n=228. Those who provide the benefit to all employees, as a percentage of those who provide at least one paid leave benefit.



**Table 24: Spending intentions on paid leave benefits in the year to October 2022 (%)**

	More	The same	Less
All	16	80	4
<b>Sector</b>			
Manufacturing and production	11	89	0
Private sector services, of which:	16	79	5
Retail, hospitality, catering, leisure and cleaning	19	81	0
Legal, financial, technology and other professional services	18	76	6
Other private sector	14	81	5
Public sector	15	81	4
Voluntary, community and not-for-profit	24	72	3
<b>Size</b>			
SME (<250)	14	81	5
Large (250–9,999)	17	81	1
Very large (10,000+)	33	67	0
<b>Organisation's financial situation compared with start of 2020</b>			
A lot worse off	6	85	9
A bit worse off	21	77	3
About the same	9	88	3
A bit better off	18	79	3
A lot better off	42	58	0
<b>Employees' financial situation compared with start of 2020</b>			
A lot worse off	12	71	18
A bit worse off	11	85	5
About the same	14	84	2
A bit better off	29	71	0
A lot better off	29	71	0

Base: n=223.



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Issued: April 2022 Reference: 8176 © CIPD 2022

