

30 of the Most Innovative Benefits Being Offered to Recruit and Retain Talent



PRESENTED BY
Sandy Matz



WCMA Women's
Leadership Seminar



12.06.2024



Cottingham & Butler

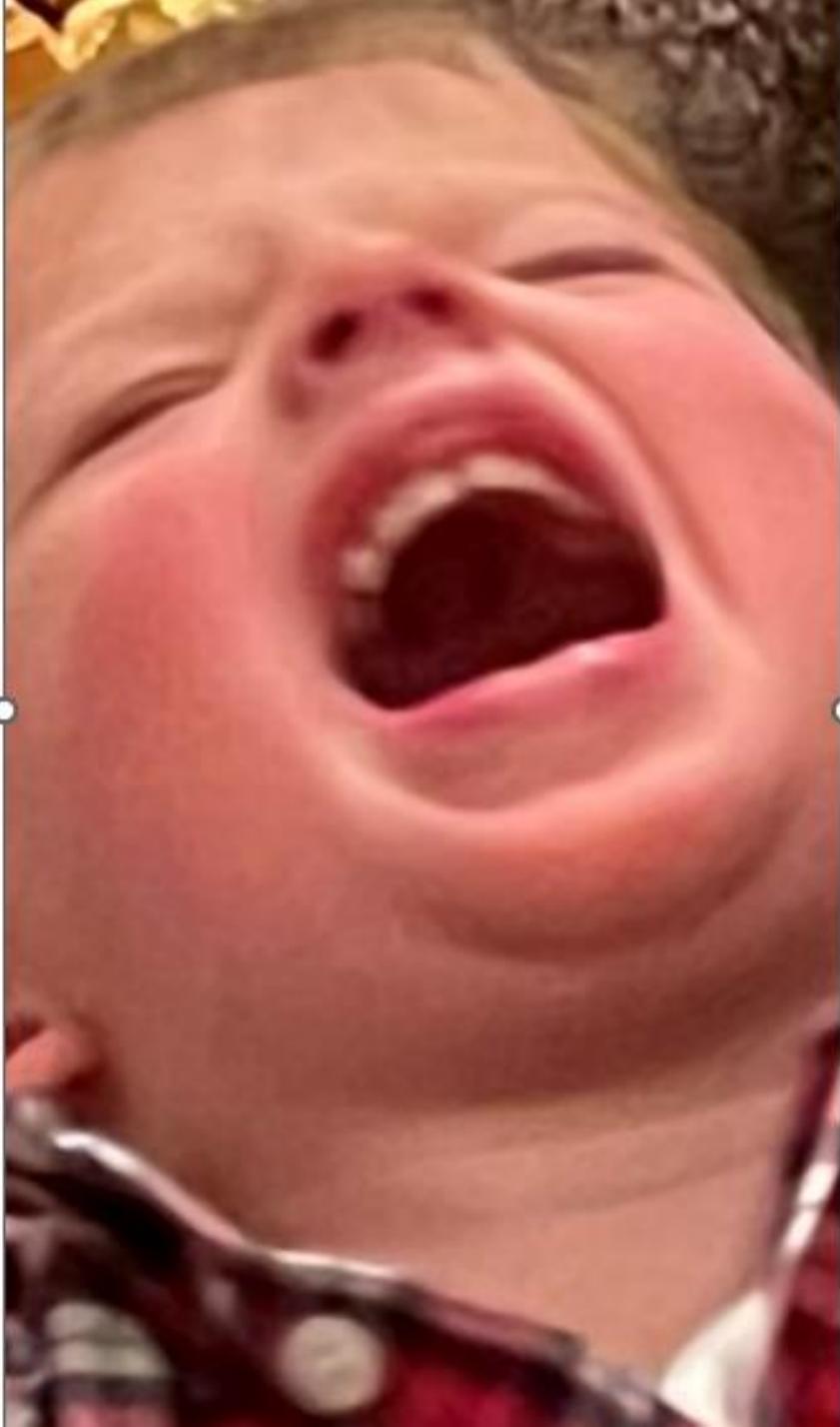
Today's Presenter

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Introductions





Why Me?

I don't even know what happened, but I am so upset!

Are you
Serious?

What are you
taking away
from me now?

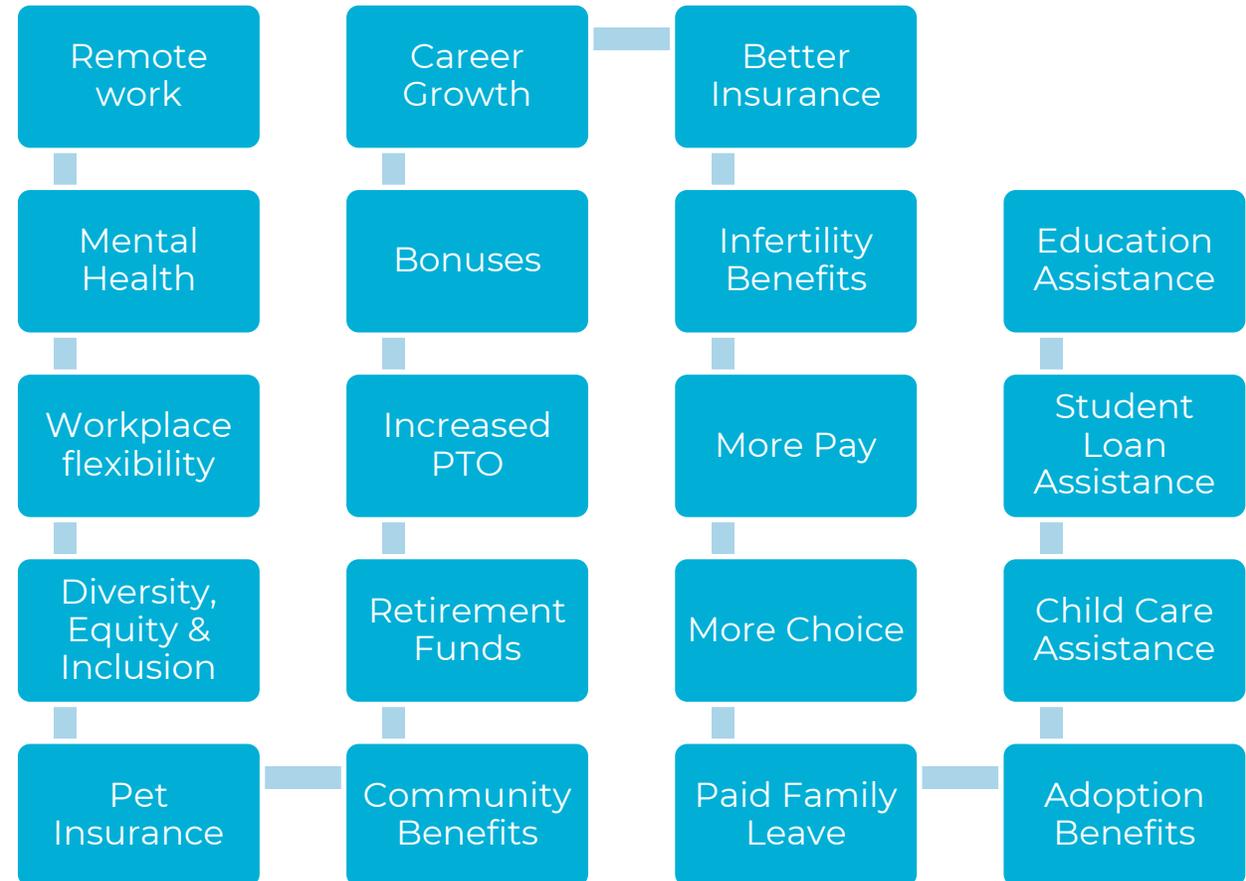


Thank you!

Love what you have
done with the benefit
changes!



What Employees Want





How do you prioritize?

4 Generations of employees in the workforce today.

What is your current demographic?

Where are your employees in their employment life cycle?

What do employees truly value and not value?



Standard Survey & Benchmarking Issues

EXTERNAL PEER BENCHMARKING

- Based on what others are doing and assumes it is what people care about.
- The methodology for each survey varies greatly, making it hard to trust outputs.
- Follow the leader mentality versus be the leader mentality.

INTERNAL EMPLOYEE SURVEYS

- Ask people's opinions without objective scoring to easily digest data.
- Lack of broad engagement due to minimal buy-in or too lengthy.
- Limited technology use limiting to email or HRIS systems.
- Lack of action results in poor participation or disgruntled employees.
- Ask people to score things independently without any tradeoffs.

Emerging Survey Solutions

PULSE SURVEYS

- Rather than annual surveys, employers are using tools to do single question pulse surveys 1-5 times per week to gather insights from employees on all things related to employee experience.
- Questions about their manager, compensation, benefits, company leadership, workload, training, and many other aspects of what drives retention of employees based on engagement research

EMPLOYEE PREFERENCE SURVEYS

- Conjoint analysis is a mathematical survey used to determine employee preferences in an objective way.
- Surveys are sophisticated to set up but results are simple to digest and are being used to set priorities for employers on where to invest to drive greater perceived value by employees within the organization.

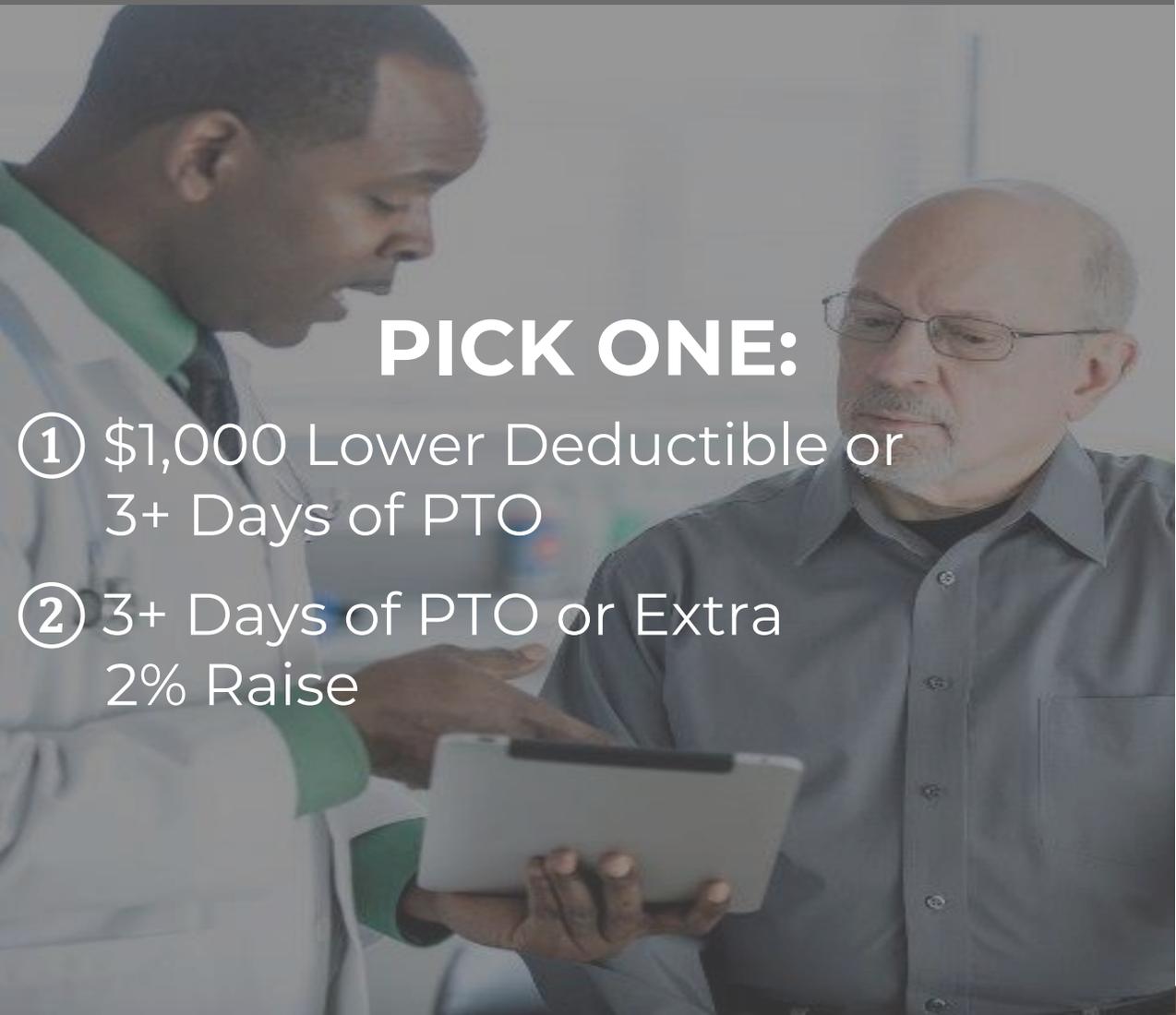
QUICK SURVEY

SURVEY #1

- 
- ① Rank your health insurance 1-5
 - ② Rank your PTO plan 1-5
 - ③ Rank your Take Home Pay 1-5

SURVEY #2

PICK ONE:

- 
- ① \$1,000 Lower Deductible or 3+ Days of PTO
 - ② 3+ Days of PTO or Extra 2% Raise

Total Rewards Optimization Program

- Rolled out via CEO in all team townhall meeting, followed by email
- 83% participation rate
- One week survey duration time
- Built to have equivalent \$ value per level

Features	①	②	③
Healthcare Employee Contributions	Raise employee medical contribution \$50/Month	Current employee medical contributions	Lower employee medical contribution \$50/Month
Healthcare Deductible	Increase annual medical deductible by \$500/year	Current medical deductible	Decrease annual medical deductible by \$500/year
Retirement (401k Match + Profit Sharing)	Decrease of 1% of annual salary contributed	Current % of annual salary contributed	Increase of 1% of annual salary contributed
Paid Time Off (PTO or Vacation / Sick Bank)	3 less days	Current PTO Schedule	3 more days
Flexibility	In office 5 days/week	Hybrid Schedule – 2.5 days	Fully Remote
Salary	1% Lower	Current Salary	1% Higher

Results: Some Lessons We Learned



- ① PTO and Flexibility were top utility values across almost any categorization of employee, with greatest area for added utility being PTO
- ② Taking a reward away had a significantly greater impact on employee value than adding a new reward
- ③ Rewards that took longer to utilize generally had less perceived value by employees (i.e. both categories of health insurance were at bottom)
- ④ Employee segment with greatest variance from average was compensation level
- ⑤ Fully remote options for most employees would not garner additional utility

Best Practices for Great Participation & Actionable Results



- ① Leadership Communication on WHY and Promise Action
- ② Multiple Technology Channels to Respond (email, text, QR code)
- ③ Keep It Short and Simple – Less Than 5 Minutes
- ④ Numerical in Nature for Easy Interpretation
- ⑤ Integrated with HRIS Data for Slicing by Age, Compensation, Role, Manager
- ⑥ Incorporate Trade Offs
- ⑦ Consider Hiring a Consultant to Help You Do It

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Healthcare Benefit Solutions



Copay Only Plans

Solution	%	Example	Financial Impact
<p>Provides a simple health plan model that promotes transparency and consumerism</p> <p>Plan design is copay only and does not have deductibles or coinsurance</p>	<p>Leading edge with less than 5% of employers offering today.</p>	<p>Physical Therapy Copay \$0</p> <p>Back Surgery with Low Cost/High Quality Provider \$500 Copay</p> <p>Back Surgery with High Cost/Low Quality Provider \$1,500 Copay.</p>	<p>Can be designed cost neutral however, improved consumerism can lead to long term savings.</p>

Weight Loss Management Plans

Solution	%	Example	Financial Impact
Employer sponsored support for weight loss programs	Coverage for weight loss medications – 22%* Coverage of Bariatric Surgery – 45%* Offer Weight Management Program – 32%*	Betr Health, Weight Watchers, Noom, Health Coaching	Costs vary based on plan design. \$200-\$1,500 for non-prescription programs Cost of weight loss medications can be \$4,000-\$12,000 per year

*Employee Benefits Survey-International Foundation of Employee Benefit Plans - 2022



Member Advocacy

Solution	%	Example	Financial Impact
<p>Advocacy Programs/Services:</p> <ul style="list-style-type: none"> • Give members a single, convenient point of access for information • Anticipate member needs & help navigate their benefits & the healthcare system • Reduce administrative burden • Improve member health outcomes and manage costs 	<ul style="list-style-type: none"> • 48% adoption of online advocacy and navigation services* • 36% offer telephonic advocacy and 22% looking to add in 2023** 	<p>Advocacy model that offers digital and/or mobile:</p> <ul style="list-style-type: none"> • Benefits support • Incentivized cost/quality navigation program (member receives 20% of savings) • Integrated clinical care for chronic conditions • Maximize utilization of point solutions & other benefits 	<ul style="list-style-type: none"> • Increased member engagement, leading to higher benefits utilization and ROI • Enhanced member experience and satisfaction • Improved health outcomes • Greater cost control • Reduced HR workload

*Business Group on Health 2023 Survey

**Mercer 2022 National Survey of Employer-Sponsored Health Plans



Drug Importation

Solution	%	Example	Financial Impact
<p>Employers are promoting individual importation programs, allowing employees to import a generic or brand name maintenance medication from a Tier 1 Country with similar or higher drug handling standards than the United States.</p>	<p>3% offering, another 2% considering*</p>	<p>High Blood Pressure Medication, Heart Disease, Cholesterol</p>	<p>Projected Savings for Employer-70% of brand drug costs (\$300 per fill)</p> <p>Projected Savings for Employee/Member-100% if engaged.</p>

*Cottingham & Butler 2021 Benefit Trends Report

Targeted Physical Wellbeing

Solution	%	Example	Financial Impact
<p>Targeted solutions to assist employees with their condition and personalize their healthcare journey. There are specific solutions that provide employees access to expert opinions, and potential alternative healthcare solutions to drive better outcomes.</p>	<p>11 – 20%*</p>	<p>Cancer Support Services, Expert Opinions, Musculoskeletal Services, Condition Management programs, Diabetes Management Programs, Virtual Text-based Primary Care</p>	<p>\$.45 PMPM - \$90 Per Engaged Employee Per Month</p>

*Cottingham & Butler 2021 Benefit Trends Report



Direct Primary Care/Onsite Medical Services

Solution	%	Example	Financial Impact
<p>Direct Primary Care (DPC) is an innovative healthcare model where physicians partner with their patients to provide primary care services under a flat, membership fee. These clinics provide convenient access for care and can then help employees be better consumers when navigating the healthcare system.</p>	<p>20%* of employers offer this benefit</p> <p>Estimated utilization is 30% first year**</p>	<p>There are several clinic vendors. Employers with large groups of employees in one area can offer onsite clinics. Mid-Market employers can work with other area employers to direct contract a near-site clinic. Another option is a “virtual clinic” where an employer sets up a room designated for telemedicine type care.</p>	<p>Cost of a clinic is based upon size, model, and staffing level. The savings is dependent on benefits provided and location.</p> <p>DPC savings varies from - 7.8% savings to 5.2% cost depending upon setup, utilization and how specialty care is managed</p>

*Cottingham & Butler 2021 Benefit Trends Report

**Anovia Health Clinic Statistics



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Behavioral Health Benefits



Comprehensive EAP

Solution	%	Example	Financial Impact
<p>Comprehensive EAPs address a wide variety of issues impacting employees such as stress, grief, family problems, mental wellbeing, relationship challenges, legal assistance, and workplace dynamics.</p>	<p>74 – 86%*</p>	<p>Employee & Family Resources, Life Works, Magellan, ComPsych</p>	<p>\$1.00 - \$3.00 PEPM</p>

*Cottingham & Butler 2021 Benefit Trends Report

*Metlife 19th Annual U.S. Employee Benefit Trends Study 2021



Digital Mental Health Support

Solution	%	Example	Financial Impact
<p>When one family member is working through a medical condition, it affects the whole family. Providing a mental health solution for families, allows employees quick and convenient access to experts to address their family member's mental health needs.</p>	<p>95% (all mental health offerings)*</p>	<p>Free mobile apps, add on mental health services through telemedicine vendors, standalone virtual mental wellbeing programs, virtual counseling or psychiatrist visits specifically for children, and carrier resources.</p>	<p>Free - \$6 PEPM</p>

*2024 Cottingham & Butler Benefit Trends Report



Mental Health Days

Solution	%	Example	Financial Impact
<p>Day(s) off of work for an employee to invest in self-care and recover from potential mental health issues. This day gives employees a chance to resolve issues or even just get a break from the stress. It can be paid or unpaid.</p>	<p>15%*</p>	<p>Employees are encouraged to take one Mental Health Day off per month</p> <p>Encourage employees to choose one Friday in March (or whatever month is best) as a Mental Health Day</p>	<p>Varies based on employee pay and overtime impact</p> <p>Non-productive time and/or on amount of stipend</p>

*American Psychological Association (APA) 2023 Survey

Sabbaticals

Solution	%	Example	Financial Impact
<p>Offer employees extended time off for personal growth, travel after a certain period or to pursue personal projects, creative endeavors or learning experiences outside of work.. During this time, employees are still employed and may still be paid.</p>	<p>4% offer paid sabbaticals and 16% offer unpaid*</p>	<p>Offers employees who have been with the company for a certain number of years a month-long vacation.</p> <p>Company will cover the costs to travel to a new country, but it's only company-paid if it's a never-traveled-to-before destination.</p>	<p>Varies based on employee pay and overtime impact.</p> <p>Reduces employee turnover (retention tool); Cost to reimburse travel expenses; loss of production/productivity.</p> <p>Can be done cost neutral.</p>

*Society of Human Resource Management (SHRM)

Volunteer Time Off & Charitable Giving Stipends

Solution	%	Example	Financial Impact
<p>Allowing employees to spend a certain number of working hours supporting a worthy cause means that employees get to do something meaningful and fulfilling. They decide what that is & the company gets some great stories for their corporate social responsibility campaigns—so everyone wins!</p>	<p>47% of employers offer community volunteer programs*</p> <p>71% of surveyed employees say it is very important to work where culture is supportive of giving and volunteering**</p>	<p>Employees have access to Community Care Hours, providing up to 40 hours per year for FTE (20 hours per year for PTE) to use for any programs that are not political or religious in nature.</p> <p>Employees receive 20 hours annually to use for volunteer opportunities of their choice.</p>	<p>Varies based on employee pay and overtime impact Non-productive time and/or on amount of stipend.</p>

*Society of Human Resource Management (SHRM)

**America's Charities Snapshot Employee Donor Research

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Family Care Benefits



Family Building & Fertility Benefits

Solution	%	Example	Financial Impact
<p>Supporting a diverse workforce and offering benefits for their unique needs when it comes to their family life is becoming increasingly more important. There are programs available that support working women in their unique journeys of starting a family, parents caring for children, adjusting to parenthood, etc.</p>	<p>5 – 29%*</p>	<p>Carrier resources, family planning apps, adding fertility benefits to list of items covered, milk bank programs, family planning counseling services, providing money towards adoption.</p>	<p>Free - \$5 PEP \$5k - \$50k/member for fertility treatment Example: \$10k/adoption</p>

*2021 Workforce Benefits Trends. Gallagher

*Cottingham & Butler 2021 Benefit Trends Report

*SHRM 2020 Employee Benefits Survey

Paid Maternity/Paternity Leave

Solution	%	Example	Financial Impact
<p>There are several different ways employers can provide benefits focused on new parents. Examples include offering Paid Parental and Adoption Leave, Flexible Work Hours</p>	<p>Paid Parental Leave: 32%* Paid Maternity Leave: 40%*</p>	<p>Most common is two weeks (10 days) of paid parental leave to be used within 12-month period. Runs concurrently with FMLA.</p>	<p>Depending on Program Chosen & Income Levels Non-productive time</p>

*2024 Cottingham & Butler Benefit Trends Report

Diapers & Wipes

Solution	%	Example	Financial Impact
Company paid diapers and wipes for 6-12 months	Statistic not available* Leading edge-less than 5% of Employers offering	Company Reimburses employee for diapers and wipes for the first set number of months after the birth of their child	\$1,000-\$1,500

*Creative Employer and C&B solution



Adoption Assistance

Solution	%	Example	Financial Impact
Financial support for adoption process	37% employers offer paid adoption assistance*	The program reimburses 100% of all eligible adoption expenses incurred up to a maximum of \$3,000 per child or \$10,000 per lifetime while employed at ABC company	\$3,000-\$10,000

*Society of Human Resource Management (SHRM)

Elder Care Assistance

Solution	%	Example	Financial Impact
<p>Support for employees caring for aging parents- flexible schedules, paid time off, elder care resources and referrals, personalized counselors, employee support groups and subsidies to pay for elder care.</p>	<p>50% of Employers are prioritizing elder care benefits* 14% Provide Elder Care Referral Services** 8% Provide access to elder-care services** 2% provide subsidies for elder or adult-dependent care**</p>	<p>Providing employees with Flexible work schedules, paid time off, resources, referrals, and subsidy support to pay for elder care.</p>	<p>Varies</p>

*Care.com-2024 Future of Benefits Report

**2023-2024 SHRM State of the Workplace Report





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Financial Benefits

Financial Wellbeing

Solution	%	Example	Financial Impact
<p>Employees, more than ever, are turning to their employer for financial planning resources to increase financial stability. And employers are looking for ways to help employees reduce stress related to finances. In turn, employees are able to work more productively.</p>	<p>7 – 50%</p>	<p>401k vendor education, career workshops, finance counseling through wellness platform, subsidizing personal money management apps, debt counseling, retirement readiness courses, retirement benefits</p>	<p>Free - \$3 PEPM</p>

Lifestyle Enhancement Perks

Solution	%	Example	Financial Impact
<p>Reimbursement for cultural, entertainment, outdoor, social, & wellness activities.</p> <p>Dinner, haircut, theater, hunting/fishing licenses, yoga classes, gym memberships, health coaching, childcare, tuition, travel, etc...</p>	<p>Lifestyle Accounts – 13%*</p>	<p>\$125 per quarter - 6 months \$150 per quarter - 2 years \$175 per quarter - 5 years \$200 per quarter - 9 years \$225 per quarter - 12 years \$250 per quarter - 15 years \$275 per quarter - 18 years \$300 per quarter - 20 years</p>	<p>Varies depending upon level of funding.</p> <p>\$500/year - \$1200/year</p> <p>Per employee</p>

*Cottingham & Butler 2024 Benefit Trends Report-Employers Offering or Planning to Offer



College Support & Student Loan

Solution	%	Example	Financial Impact
<p>Company-provided tuition assistance benefits can help retain employees at a higher percentage.</p> <p>Student Loan Assistance, EdVest 529 Programs</p>	<p>Student Loan Refinancing assistance – 14%*</p> <p>Student Loans-contributing to loan repayment – 12%*</p>	<p>Tuition Reimbursement Programs, Match Programs, Debt Assistance and Employer Sponsored 529 Programs.</p>	<p>On average employers are contribution \$100 a month towards loan reimbursement per enrolled employee.</p>

*Cottingham & Butler 2024 Benefit Trends Report-Employers Offering or Planning to Offer



Perks Program

Solution	%	Example	Financial Impact
<p>These negotiated Perks and Deals for employees that can be set up on a national or local level. Programs can be utilized to incentivize tenure and reward positive performance.</p>	<p>43%* of Employers offer an Employee Discount Program</p>	<p>Perkspot (C&B Provided), Subscription Perk, Local Perks</p>	<p>Programs can be set up at no cost or employers can allocate dollars towards these benefits</p>

*Cottingham & Butler 2021 Benefit Trends Report



Subsidized Programs

Solution	%	Example	Financial Impact
Stipend options: Food/Meals Transportation Housing	Free/Subsidized Meals at work -21%* Subsidized Transportation/ Commuter cards – 18%* Subsidized Housing – 2%*	Free lunch, snacks, meal subsidies, transportation subsidies, commuter cards, subsidized housing.	Cost varies on program design

*Cottingham & Butler 2024 Benefit Trends Report-Employers Offering or Planning to Offer



Remote Work Stipends

Solution	%	Example	Financial Impact
<p>Assistance with Phone, Internet Costs.</p> <p>Assistance with Home office set up and supplies</p>	<p>Subsidized phone/Internet for remote work – 21%*</p> <p>Stipend for home office setup/supplies – 19%*</p>	<p>Employer offers set dollar amount to assist employee with cost of cell phone/Internet and/or home office setup and supplies.</p>	<p>Varies based on level of assistance and whether one time stipend or ongoing</p>

*Cottingham & Butler 2024 Benefit Trends Report-Employers Offering or Planning to Offer



Housing Assistance

Solution	%	Example	Financial Impact
Help with finding and affording housing	47% are considering or already providing rent assistance*	Employer assistance with down payment and closing costs May be a forgivable loan if employee stays for certain period of time	Varies based on level of assistance and program.

*JW Surety Bonds Survey

*US News-2024



Emergency Savings Programs

Solution	%	Example	Financial Impact
<p>Assistance in building an emergency savings fund that helps employees save for financial emergencies</p>	<p>Data not available- Leading edge and new concept.</p>	<p>Employer offers automatic, payroll deduction that is deposited into a separate account to help employees bridge a financial gap</p>	<p>Varies- May be \$0 or employer may provide matching share.</p>

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Child Care Benefits



Child Care Assistance

Solution	%	Example	Financial Impact
<p>Many employers are looking for ways to provide some sort of Childcare Assistance, in order to address this need for employees.</p>	<p>Backup Childcare Access – 31% Subsidized Childcare – 4%* Onsite Childcare – 3%* Childcare Referral/Consultations – 13%*</p>	<p>Examples include: Onsite Daycare Facilities, Near-Site Facilities that have direct contracts with the employer, Dependent care contributions to offset cost of childcare, and Back-Up Childcare facilities.</p>	<p>Cost is dependent on the program chosen</p>

*SHRM 2023 Benefits Survey



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Culture Benefits



Professional Development Stipends

Solution	%	Example	Financial Impact
Funds for courses, certifications, and conferences	Professional Development Budgets increased from 7% in 2023 to 9% in 2024*	Offering employees leadership development, supervisory skill training, financial support for pursuing a certification, additional schooling, etc...	Varies based on employer and program

*Compt 2024 Mid-Year Lifestyle Benefits Benchmark Report



Employee Resource Groups (ERG's)

Solution	%	Example	Financial Impact
Support networks for diverse employee groups to create a sense of belonging	40%*	Offering employees training & coaching to lead ERG, access to mental health resources, Full-time employees who lead as part of regular job duties	Varies based on extent of program.

*Compt 2024 Mid-Year Lifestyle Benefits Benchmark Report

*Forbes 2024



On-site Massage Therapy

Solution	%	Example	Financial Impact
Regular massage sessions at the workplace	Data not available- Leading edge with less than 5% of Employers offering	Offering employees on-site therapy or subsidized programs through a massage business	Varies based on employer and program

Career Coaching

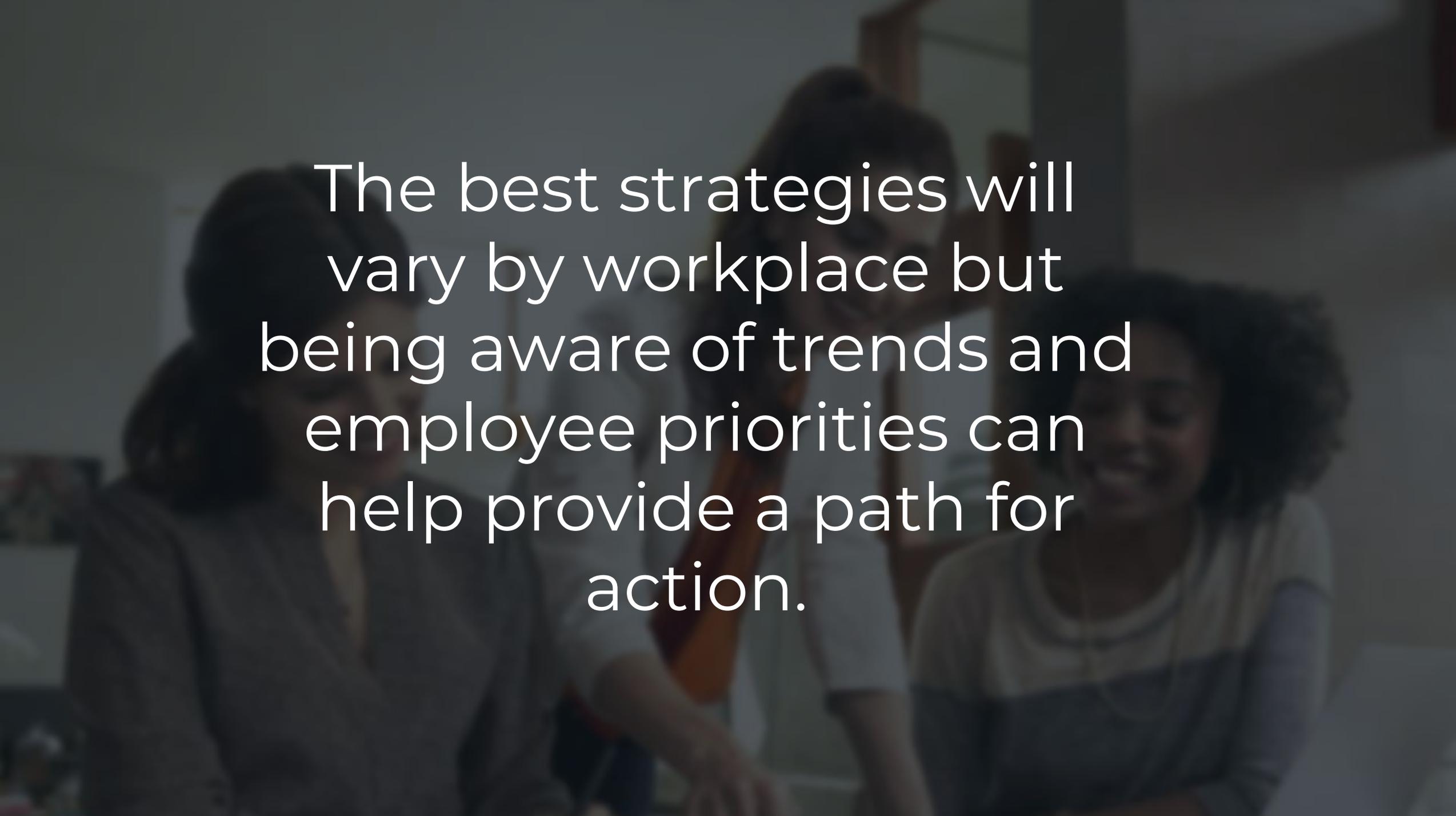
Solution	%	Example	Financial Impact
<p>Access to career development coaches, paid time to meet with a coach, financial support for professional coach</p>	<p>Leading edge with less than 5% of Employers offering</p>	<p>Matching an employee with a Career Coach to help the employee reach their career goals and full potential</p>	<p>Varies based on employer and program</p>

Employee Recognition Programs

Solution	%	Example	Financial Impact
Regular awards and recognition for outstanding work	80%*	Gifts, merchandise, parties, tenure-based rewards, pay, promotion, professional development, snacks, meals, thank you note, public/private praise, plaques, badges, prizes	Varies based on employer and program- 2% of payroll*

*Zippia The Career Expert



A group of people in a meeting, with text overlaid. The background is a blurred image of several people sitting around a table, engaged in a discussion. The text is centered and reads: "The best strategies will vary by workplace but being aware of trends and employee priorities can help provide a path for action." The text is in a white, sans-serif font.

The best strategies will vary by workplace but being aware of trends and employee priorities can help provide a path for action.

Benefit Strategy

1

Make sure you have the big things like compensation, PTO, health and retirement done right for your employee base.

2

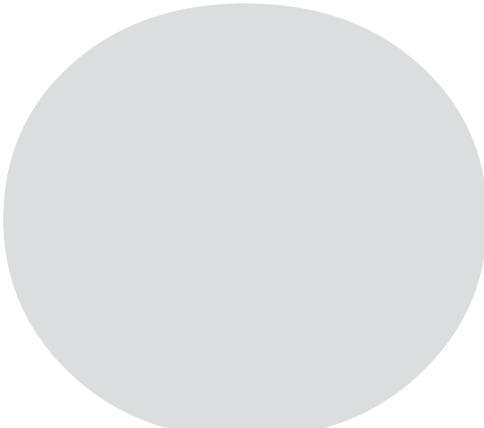
Communicate what you have and educate. Make sure employees understand what benefits they currently have and how to use them.

3

Make small tweaks to your current benefits to make them more valuable

4

Get creative and offer something new that will make you stand out as an *employer of choice*.



Questions