CIPD
Championing better work and working lives

REWARD MANAGEMENT SURVEY

Benefits, homeworking, and recruitment

Survey report
April 2022

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.

Benefits, homeworking, and recruitment

About this section

This section is the third 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:

- benefit choice
- COVID-19 pandemic and homeworking
- recruitment and retention since April 2021.

Overview

This section explores the impact of the pandemic and recent recruitment crisis on employee benefits.

Just 8% of employers report that the pandemic has 'significantly' affected the type of benefits given to employees, while another 35% say it has had 'somewhat' of an effect. Almost half say COVID-19 has 'hardly' changed what's on offer or has had 'no' impact.

When it comes to the reopening of the economy since April 2021, most organisations report significant problems filling vacancies, especially in the manufacturing and production, retail, hospitality, catering, leisure and cleaning sectors. Just over half have responded to skills shortages by improving rewards, with nearly all increasing basic pay and over half enhancing existing benefits or introducing new ones.

Overall, this suggests that labour shortages may have had a slightly greater effect on the provision of benefits than the pandemic.

During the pandemic, the media showed an interest in employers introducing new benefits – either for staff now working from home or those who were unable to. This led to a concern that resentment could be felt by those missing out on these new perks. Our survey finds that most employers have avoided this danger by simply not offering new perks to those working from home, and by not introducing new ones to tempt them back to the office.

One way of potentially increasing the perceived value of the benefits package is to give employees more flexibility over the benefits they select, such as through a voluntary or flexible benefits package. However, while most employers offer flexible working to all or some of their staff, most employers do not offer their staff any kind of flexibility when it comes to benefit choice, a situation largely unchanged since 2018.

Key findings

A quarter (25%) of our respondents report that their organisation offers employees either total choice or limited choice of the benefits they receive, while a further 16% plan to introduce some type of choice by October 2022. However, 59% of respondents offer no flexibility, a proportion almost unchanged from the 57% that did so in 2018.

Among those offering choice, 73% provide discount benefits, 61% voluntary benefits and 45% flexible benefits, defined as follows:

- Both discount benefits and voluntary benefits allow employees to buy discounted products or services through their employer out of their own taxable pay or via a salary-sacrifice arrangement. Voluntary benefits are more formal. They are often arranged by a benefits provider, and purchases are made via the payroll. Discount benefits are less formal, with employees making purchases from their bank account.
- Flexible benefits allow staff to vary their package to meet their own needs. In most schemes, staff can either retain their existing salary while changing the mix of various benefits they receive, or move their salary up or down by taking fewer or more benefits.

While the proportion of employers offering discount benefits has remained broadly the same since 2018, the share of those providing voluntary benefits has fallen, while those offering flexible benefits has risen.

The pandemic has not had any impact on the types of benefits on offer, according to 29% of employers. By contrast, just 8% report that it has had a ‘significant’ effect. The rest say that COVID-19 has either ‘somewhat’ (35%) or ‘hardly’ (29%) changed the benefits on offer. Those employers that are ‘a lot worse off’ financially since 2020 are more likely to report the pandemic had a significant effect (15%) on the type of benefits they provide.

While government guidance has encouraged people to work from home at various times during the pandemic, only 15% of organisations offer benefits to employees who work from home for some or all of the week. Seventy-five per cent of office-based employers were actively encouraging people back to the physical workplace. However, just 11% offered benefits, such as meals, subsidised travel or improved office facilities, to tempt staff to return to the workplace.

Fifty-six per cent of respondents report facing significant problems filling vacancies, especially in the retail, hospitality, catering, leisure, and cleaning sectors (89%) and in manufacturing and production (72%) since the economy started to reopen in April 2021. In response, 63% of retail, hospitality, catering, leisure, and cleaning firms and 58% of manufacturing and production companies have improved reward to better recruit and retain staff. By far the most common reward response overall has been to improve wages.

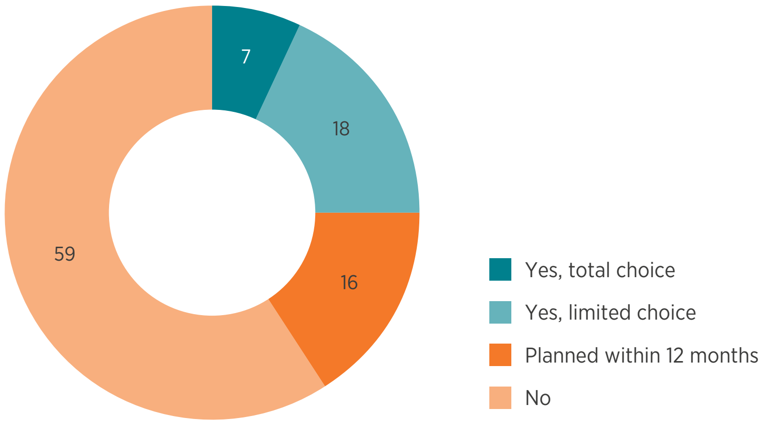
Overall, our survey shows that labour shortages have had a slightly greater effect on the provision of benefits than the pandemic: 43% of respondents reported that COVID-19 had changed the benefits they offered either 'significantly' or 'somewhat', while 55% felt that pay and benefits had been changed to better attract and retain staff.

Benefit choice

Just a quarter offer choice to employees

A quarter (25%) of our respondents report that their organisation offers employees either total choice (7%) or limited choice (18%) of the benefits they receive. Figure 1 shows that a further 16% plan to introduce some type of choice within the year to October 2022. However, most of our respondents (59%) do not offer any choice and have no plans to do so. This paints a similar picture to 2018, when 57% offered no choice.

Figure 1: Organisations offering benefit choice (%)



Base: n=219.

No respondents from the retail, hospitality, catering, leisure, and cleaning subsector report giving total choice, though 28% do offer some choice. They are also least likely to plan to offer choice within the year to October 2022 (6%).

Though public services are as likely as other sectors to offer some flexibility (22%), they are much less likely to intend to improve choice in 2022 (7%). Those in the manufacturing and production sector (30%) and the voluntary sector (20%) are the most likely to introduce choice this year.

Large organisations (35%) are more likely to offer choice than SMEs (18%), possibly because they have the systems that allow employees to make benefits decisions.

When we look at organisations' financial situations since 2020, we find broadly similar numbers of employers providing limited choice. However, among those which consider themselves 'a lot worse off', only 18% offer total or partial choice. This contrasts with those who see themselves as 'a little worse off', where the corresponding figure is 29%.

More information on this issue can be found in Table 1 in the Appendix.

Discount benefit is most common type of choice

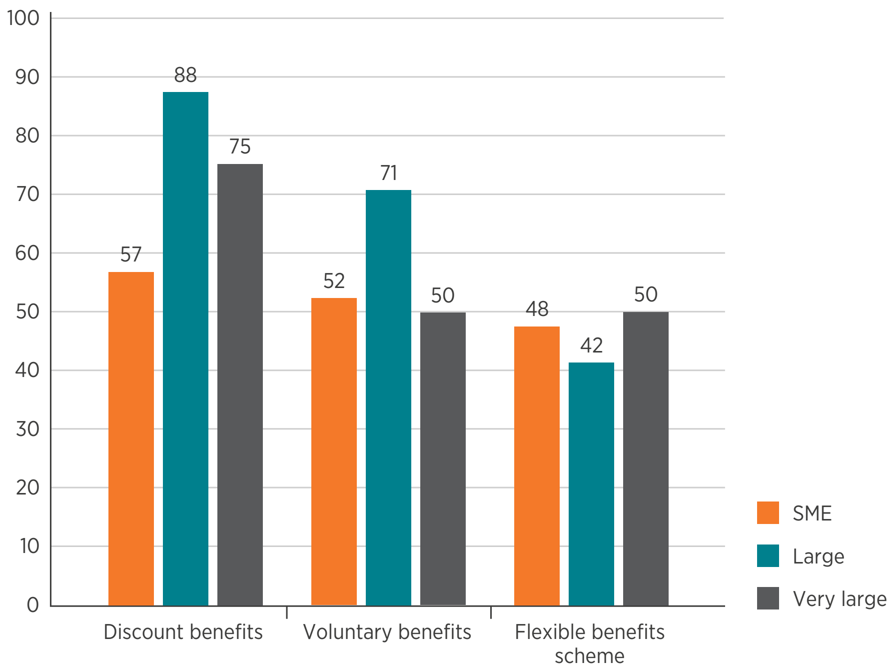
When we asked those whose employers offered choice in benefits what form this took, most (73%) said it involved discount benefits followed by voluntary benefits (61%) and a flexible benefits scheme (45%). Compared with 2018, the proportion offering discount benefits has remained similar, the proportion of employers offering voluntary benefits has fallen from 72%, while those offering flexible benefits has increased from 37%.

Among those offering choice, the voluntary sector (80%) is most likely to offer discount benefits but least likely to offer voluntary benefits (40%) and flexible benefits (20%). The public services sector is most likely to give employees discount benefits (86%), while the private services sector is most likely to offer flexible benefits (44%).

Figure 2 reveals that large organisations are much more likely to offer choice through either discount (88%) or voluntary (71%) benefits than SMEs, while SMEs are more likely to operate a flexible benefits scheme (48%).

More information on this issue can be found in Table 2 in the Appendix.

Figure 2: Benefit choice by organisation size (%)



Base: n=49. Percentage of those offering choice.

COVID-19 pandemic and homeworking

The pandemic has had a limited impact on employee benefits

Just under a third (29%) of employers say the pandemic did not have an impact on the types of benefits they offer, although 8% report that change has been 'significant'. The rest report that COVID-19 has either 'somewhat' (35%) or 'hardly' (29%) changed the types of benefit on offer.

The manufacturing and production sector is most likely to report 'significant' change (14%), while the public services sector is the least likely (4%) to report this. However, public service employers are most likely to say that benefits have changed somewhat (41%), followed closely by voluntary organisations (40%).

While organisation size does not seem to have a bearing on benefit change, an organisation's perceived financial situation – and that of its employees – does. Fifteen per cent of employers that are 'a lot worse off' financially say the pandemic has significantly changed the types of benefit they provide; 18% of those whose employees are 'much worse off' report a similar change.

Section 2 of our report shows that employers are in fact offering further benefits, such as paid bereavement leave, Christmas parties, and training and development to all staff. It also shows that programmes to encourage physical fitness or discounted insurance have increased the most. However, some employers may not see some of the increases in these benefits as being significant or necessarily driven solely by the pandemic.

Other factors have had an impact since 2018, such as Brexit, climate change, the 2019 general election, and the Black Lives Matter protests. Also, some changes may have taken place (or been planned) before the pandemic. It also mirrors the findings from our previous *Reward Management* survey, which found that COVID-19 had a limited impact on benefits, as well as pay. Overall, it seems that COVID-19 has added to the evolution of the benefits package, rather than caused a revolution.

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

A minority of organisations offer benefits for homeworkers

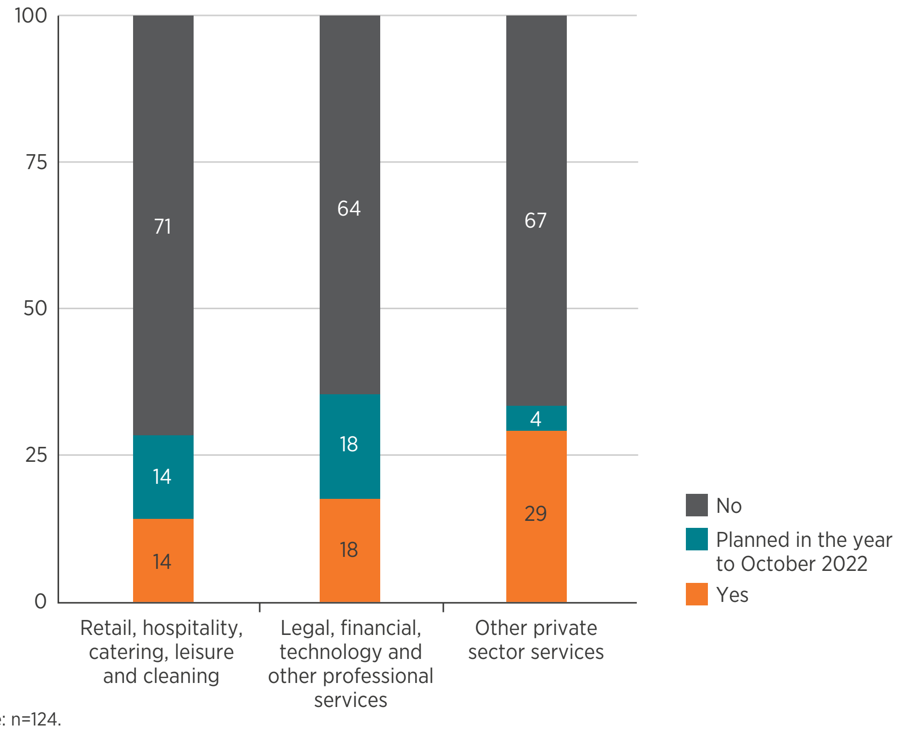
While government guidance encouraged employees to work from home (where they could), only 15% of organisations now offer benefits to employees working from home for part or all of the week. A further 10% plan to do so by October 2022.

However, 61% neither offer such benefits nor have plans to do so. Fourteen per cent of respondents (largely in manufacturing and production) report that homeworking is not an option. If these respondents are removed, the percentage of employers which offer no benefits for homeworking – and have no plans to do so – rises to 71%.

There is variation between different sectors when it comes to offering benefits to those working from home. Private services are most likely to offer this (19%), while the public service (8%) and manufacturing and production sectors (9%) are least likely.

Within private sector services, Figure 3 shows that 11% of firms in the retail, hospitality, catering, leisure, and cleaning subsector offer such benefits, followed by 16% of companies in the legal, financial and technology services and 25% of those in other private sector organisations. The low figure for the retail, hospitality, catering, leisure, and cleaning subsector is balanced by the higher proportion of such organisations reporting that homeworking is not possible (22%).

Figure 3: Homeworking benefits within private sector services (%)



Base: n=124.

One explanation for why so few employers provide benefits to those working from home is that many consider homeworking to be a benefit. For example, lots of people are saving time and money from not having to commute every day. Also, organisations might have been reluctant to introduce new benefits in case the Government's advice to work from home subsequently changed. That said, there has been an increase in computers and mobile phones provided to staff, which does indicate an element of support for those working at home.

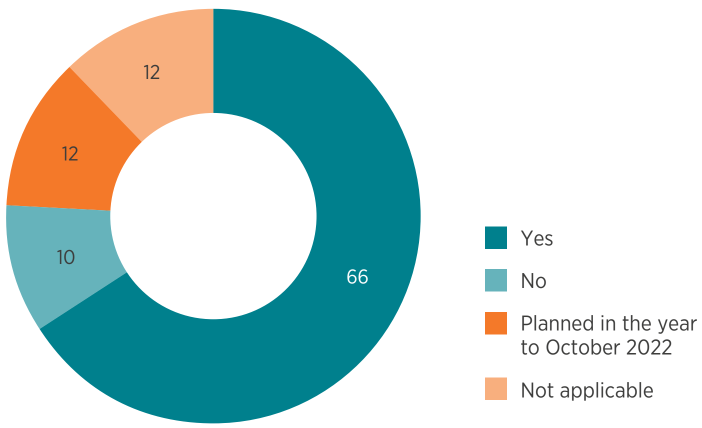
More information can be found in Table 4 in the Appendix.

Encouraging a return to the workplace

Another explanation for why employers have not introduced new benefits for those working from home is because some of these employers might want to encourage their staff to come back to the office.

We asked those employers that are office-based whether they were actively encouraging people back to the office for part or all of the week. Figure 4 shows that 75% of organisations (if we remove those who said the question was not applicable) were doing so. A further 13% had plans to do so in the next 12 months; only 12% had no such plans.

Figure 4: Organisations encouraging staff to return to the workplace (%)



Base: n=219.

The manufacturing and production sector is most likely to be currently encouraging people back to the workplace (81%) and the public sector the least likely (72%). Those in the voluntary sector are least likely to say ‘no’; 96% are either encouraging staff back (75%) or planning to do so (21%); only 4% report that they are doing neither.

While 85% in the private services sector are encouraging people back (or intend to do so), this figure masks variation within the sector. Every single respondent from the retail, hospitality, catering, leisure, and cleaning subsector is actively encouraging staff back (or plans to do so); among the legal, technology and financial services, 17% are neither encouraging employees back to the office nor have plans to do so.

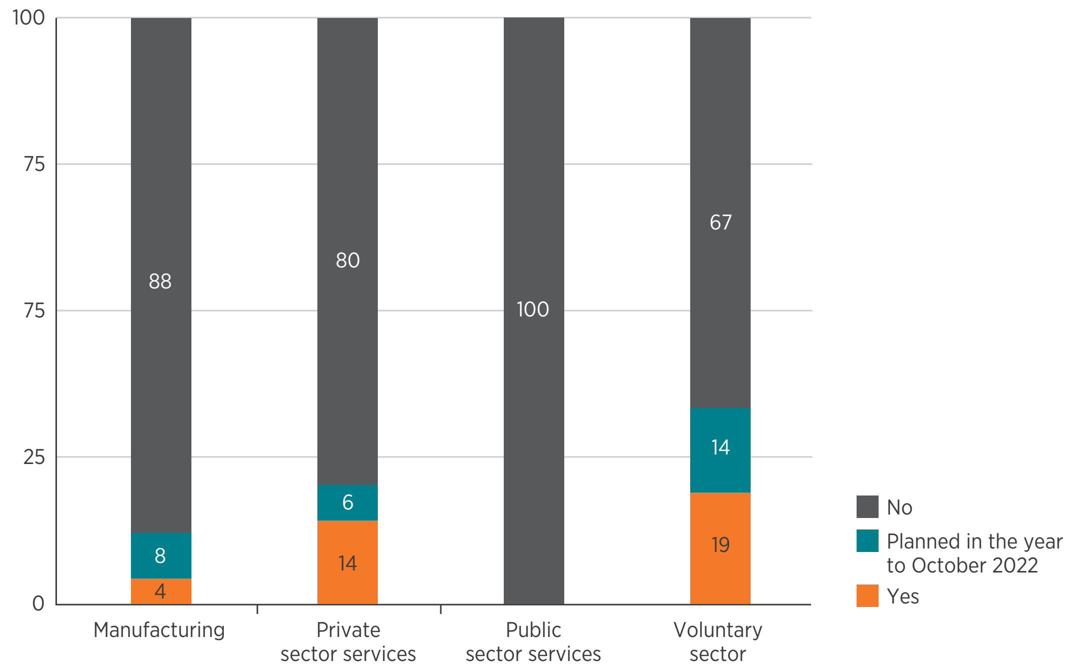
More information can be found in Table 5 in the Appendix.

Benefits are not being used as an incentive to return to the office

While most employers are encouraging a return to the office, only 11% of them are offering benefits to encourage staff back, such as meals, drinks, subsidised travel, allowing staff to bring their pet to work, improved office facilities, or an on-site crèche. While a further 7% have plans to offer such benefits, the vast majority (82%) have no plans to do so.

Figure 5 shows that not a single respondent from the public sector reported offering benefits to encourage employees back to the workplace or had plans to do so. In contrast, 19% of voluntary sector organisations that want staff to return replied that they were offering such benefits, while a further 14% reported that they had plans to introduce them in the 12 months to October 2022.

Figure 5: Use of benefits to encourage staff back to the workplace, by sector (%)



Base: n=143. Percentage of those encouraging a return to the workplace.

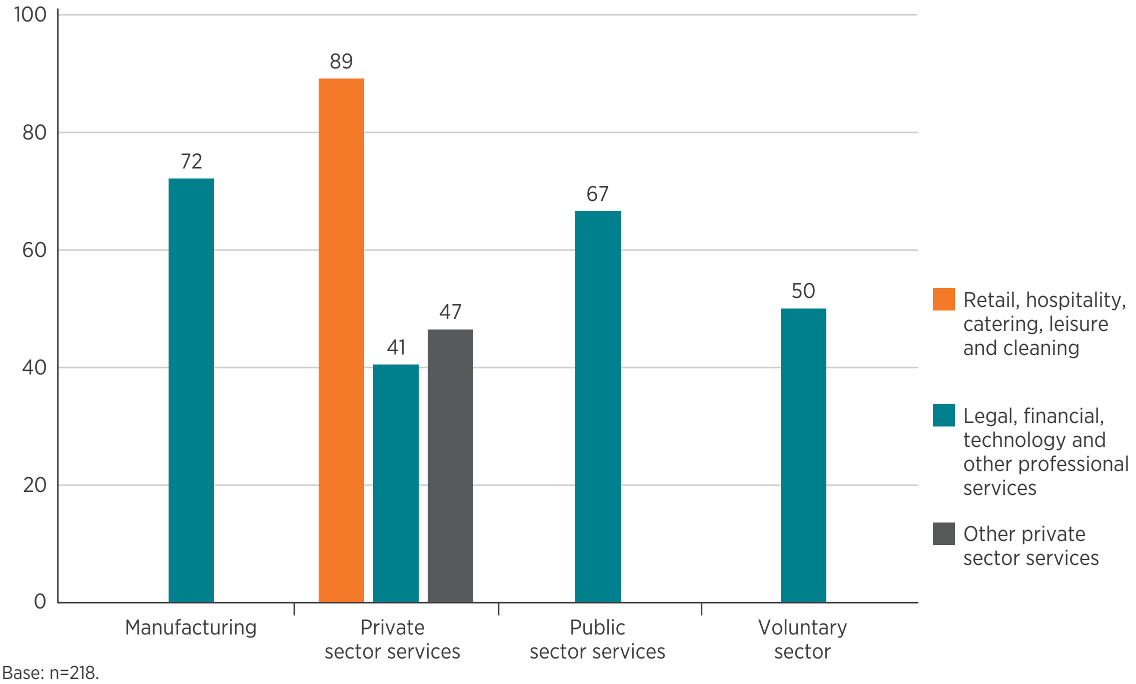
More information can be found in Table 6 in the Appendix.

Recruitment and retention since April 2021

Most employers have problems filling vacancies

While 56% of respondents report facing significant problems filling vacancies since the UK economy started to reopen in April 2021, this proportion is far higher in the manufacturing and production sector (72%). Figure 6 shows that while 50% of the private services sector report such problems, this figure varies between industries. For example, 41% of the legal, financial and technology subsector have experienced difficulties, while 89% of those in the retail, hospitality, catering, leisure, and cleaning subsector report challenges.

Figure 6: Problems filling vacancies, by sector (%)



Base: n=218.

Organisations that see themselves as being 'a lot better off' financially than they were at the start of 2020 report they are much less likely (37%) than others to encounter difficulties filling vacancies, possibly because applicants are more likely to apply for jobs with employers that have been successful over this period.

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

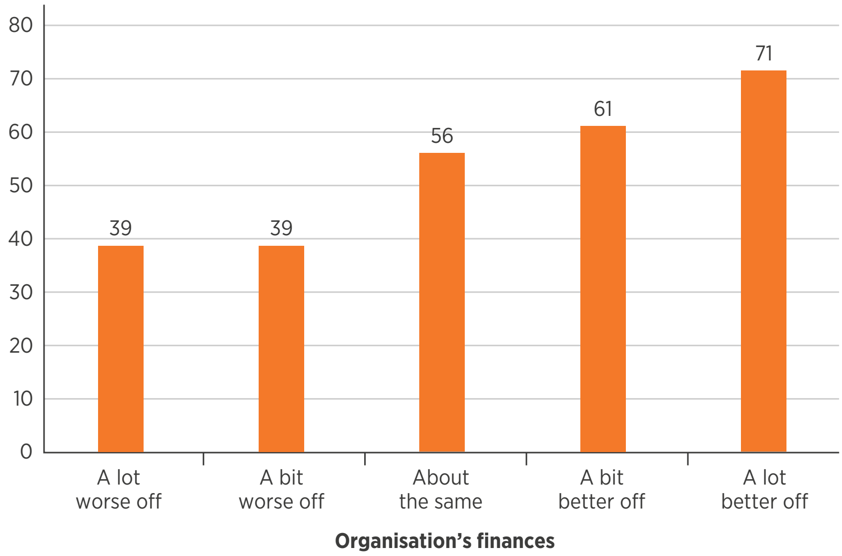
Half of those facing recruitment difficulties have improved reward

Of those organisations that have encountered problems filling vacancies, 52% have changed their pay and benefits to better recruit and retain staff. Retail, hospitality, catering, leisure, and cleaning firms (63%) and manufacturing and production companies (58%) are most likely to have done this.

Despite facing recruitment challenges, just 40% of voluntary sector organisations and 28% of public sector organisations have improved their pay and benefits. This might reflect that both these sectors face budget restraints; this is backed up by the finding that an organisation's financial situation has a pronounced effect on their likelihood of changing reward to aid recruitment and retention.

Only 39% of those employers that report being 'worse off' financially have made changes. By contrast, Figure 7 shows that 56% of those whose financial situation is 'about the same' have made changes, as have 61% of those that are 'a little better off' and 71% of those that are 'a lot better off'.

Figure 7: Use of pay and benefits to recruit and retain, by organisation's financial situation (%)



Base: n=122. Percentage of those encountering recruitment problems.

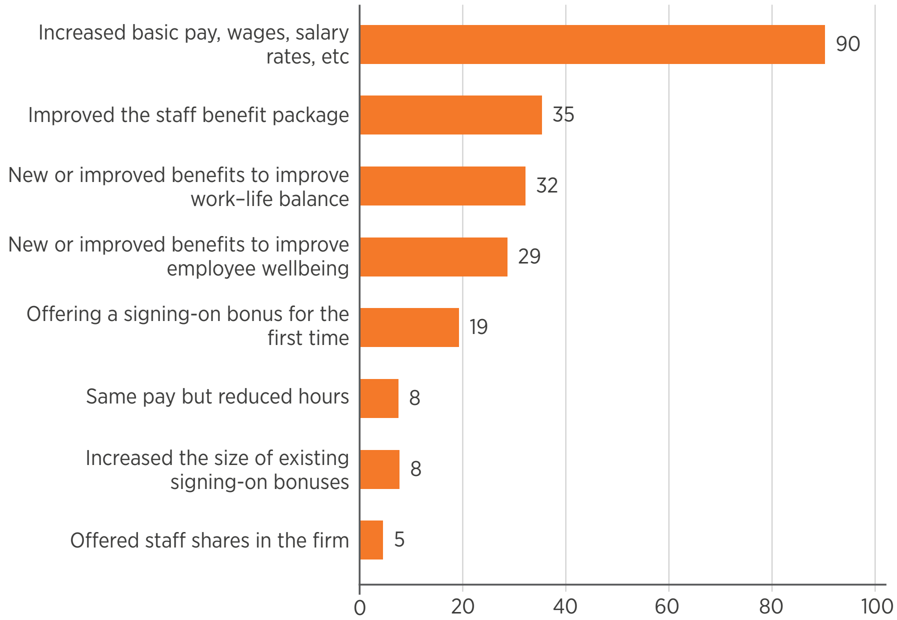
More information can be found in Table 8 in the Appendix.

Increasing pay is the most common way to improve recruitment and retention

Figure 8 shows that by far the most common change made to better recruit and retain staff is to increase basic pay and salary rates (90% of respondents were doing so). When it comes to employee benefits, 35% have improved the staff benefit package, 32% have either introduced new benefits or enhanced existing ones to improve work–life balance, while 29% have either introduced new benefits or improved existing ones to boost employee wellbeing. Overall, of those organisations making changes to their reward package to respond to recruitment challenges, 55% of them have revamped their benefits package.

A signing-on bonus (a sum of money paid to a new employee as an incentive to join an organisation) has been introduced by 19% of those making a change, while 8% have increased the size of an existing one.

Figure 8: Changes to recruit and retain staff (%)

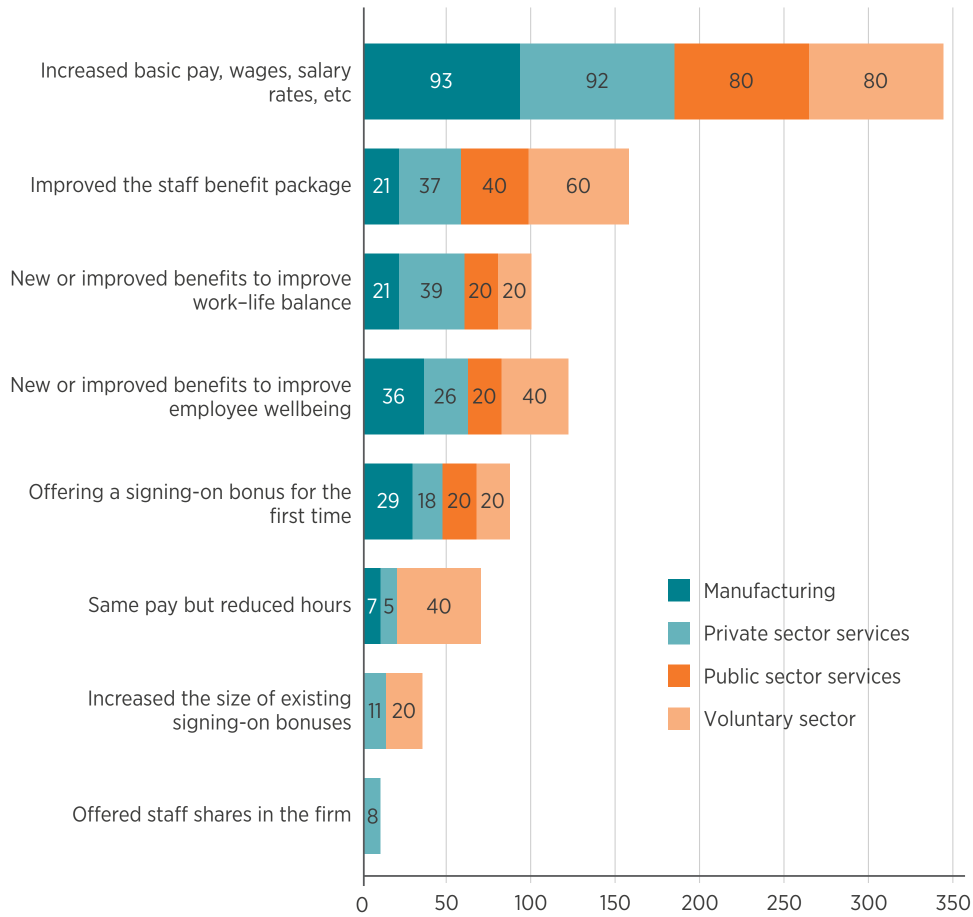


Base: n=62. Percentage of those making pay or benefit changes to aid recruitment or retention.

By sector, 93% of manufacturing and production firms have increased basic pay, while 92% of private services sector businesses have done the same. This proportion jumps to 100% in the retail, hospitality, catering, leisure, and cleaning subsector. This picture is like the growth in advertised pay rates over the past year, with such sectors as food preparation and service, construction, and manufacturing leading the charge.

According to Figure 9, introducing new benefits or improving existing ones to improve work–life balance is only used by a fifth of organisations – except in the private services sector (39%). Improving benefits to boost employee wellbeing is more likely to be cited by the manufacturing and production (36%) and voluntary sector organisations (40%).

Figure 9: Changes to recruit and retain staff, by sector (%)



Base: n=62. Percentage of those making pay or benefit changes to aid recruitment or retention.

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

Conclusion and recommendations

When organisations offer a choice of benefits, employees are more likely to get the perks they want and value their overall package. Employers would not have to spend more on the benefits they provide to get this boost in appreciation, though they might be spending a little more by providing this flexibility.

There are many reasons why employers don't offer choice; they might, for example, be trying to find a flexible solution, get senior management buy-in, or explain what's changing (and why) to employees and line managers.

One approach that employers can adopt, whether they offer choice or not, is to communicate exactly what's available so that their benefits package is more widely appreciated.

Yet a CIPD poll of over 2,500 employees finds many saying that their employer has not communicated:

- what benefits are on offer (27%)
- how to get these benefits (30%)

- why it offers those benefits (38%)
- how the benefits could be useful (32%)
- how these benefits compare with what others offer (52%).

These findings suggest that there is a huge opportunity for improvement. We recommend that the HR team talks to staff, such as through a forum, poll, focus group or survey, to find out what benefits they think the organisation offers, what they think about them and how the organisation communicates about these perks.

We also recommend that people professionals explore the financial understanding of their staff to identify if there are any gaps in knowledge about what's being offered and why. The results can be used to inform the employer's benefits communication strategy in the future and to establish a baseline against which the HR team can assess how understanding among employees is improving over time.

Behavioural science indicates that too much choice may overload employee decision-making and could result in them not making benefit decisions or making inappropriate ones. Instead, we recommend that HR professionals review the existing benefits to see if the range on offer can be reduced to those that are the most important and whether the process of selecting the benefits can be made easier.

The organisation should also think how it can best communicate the value of the benefits package to those it seeks to recruit, especially in the current tight labour market. While much focus has been on improving pay, we recommend that the HR team also reviews its non-financial benefits. For example, flexible working could be just as important as pay to those with child or eldercare commitments, or benefits that help with housing and travel costs would be of interest to those just embarking on their work careers.

Appendix

Table 1: Does your organisation give its employees an element of choice in their benefits package? (%)

	Yes, total choice	Yes, limited choice	Planned within 12 months	No
All	7	18	16	59
By sector				
Manufacturing and production	8	19	30	43
Private sector services, of which:	7	18	14	61
Retail, hospitality, catering, leisure and cleaning	0	28	6	67
Legal, financial, technology and other professional services	8	18	16	57
Other private sector	9	16	14	62
Public sector	4	22	7	67
Voluntary, community and not-for-profit	7	10	20	63
By size				
SME (<250)	6	12	17	64
Large (250–9,999)	7	28	16	48
Very large (10,000+)	8	25	8	58
Organisation's financial situation compared with start of 2020				
A lot worse off	3	15	6	76
A bit worse off	3	26	18	54
About the same	10	21	18	51
A bit better off	8	14	24	54
A lot better off	0	11	5	84
Employees' financial situation compared with start of 2020				
A lot worse off	6	18	12	65
A bit worse off	7	19	16	57
About the same	7	12	14	67
A bit better off	7	28	23	42
A lot better off	0	14	14	71

Base: n=219.

Table 2: Which choice in benefits does your organisation offer? (%)

	Discount benefits	Voluntary benefits	Flexible benefits
All	73	61	45
By sector			
Manufacturing and production	50	50	50
Private sector services, of which:	79	62	55
Retail, hospitality, catering, leisure and cleaning	60	60	60
Legal, financial, technology and other professional services	85	62	46
Other private sector	82	64	64
Public sector	71	86	14
Voluntary, community and not-for-profit	80	40	20
By size			
SME (<250)	57	52	48
Large (250–9,999)	88	71	42
Very large (10,000+)	75	50	50
Organisation's financial situation compared with start of 2020			
A lot worse off	80	80	40
A bit worse off	67	78	33
About the same	74	53	47
A bit better off	77	62	54
A lot better off	100	50	0
Employees' financial situation compared with start of 2020			
A lot worse off	75	75	50
A bit worse off	71	65	24
About the same	83	58	50
A bit better off	73	53	67
A lot better off	0	100	0

Base: n=49.

Table 3: To what extent has the pandemic made your organisation change the types of benefits it offers? (%)

	Significantly	Somewhat	Hardly	Not at all
All	8	35	29	29
By sector				
Manufacturing and production	14	36	22	28
Private sector services, of which:	8	31	31	29
Retail, hospitality, catering, leisure and cleaning	6	33	39	22
Legal, financial, technology and other professional services	8	29	33	31
Other private sector	9	33	28	30
Public sector	4	41	33	22
Voluntary, community and not-for-profit	7	40	20	33
By size				
SME (<250)	9	32	30	28
Large (250–9,999)	6	36	27	31
Very large (10,000+)	8	58	17	17
Organisation's financial situation compared with start of 2020				
A lot worse off	15	21	38	26
A bit worse off	5	46	28	21
About the same	11	32	26	31
A bit better off	7	39	25	29
A lot better off	0	32	32	37
Employees' financial situation compared with start of 2020				
A lot worse off	18	24	29	29
A bit worse off	13	31	28	27
About the same	2	37	31	30
A bit better off	10	38	24	29
A lot better off	0	43	29	29

Base: n=217.

Table 4: Is your organisation offering benefits to employees who are now working from home for part or all of the week? (%)

	Yes	Planned within 12 months	No	Not applicable
All	15	10	61	14
By sector				
Manufacturing and production	9	3	57	31
Private sector services, of which:	19	10	57	14
Retail, hospitality, catering, leisure and cleaning	11	11	56	22
Legal, financial, technology and other professional services	16	16	59	8
Other private sector	25	4	56	16
Public sector	8	8	81	4
Voluntary, community and not-for-profit	10	20	63	7
By size				
SME (<250)	17	9	54	20
Large (250–9,999)	9	9	76	6
Very large (10,000+)	18	18	64	0
Organisation's financial situation compared with start of 2020				
A lot worse off	18	6	59	18
A bit worse off	16	16	62	5
About the same	14	9	60	17
A bit better off	15	12	61	12
A lot better off	11	0	63	26
Employees' financial situation compared with start of 2020				
A lot worse off	6	19	63	13
A bit worse off	12	13	61	13
About the same	18	7	60	14
A bit better off	19	7	62	12
A lot better off	0	0	57	43

Base: n=215.

Table 5: If your organisation is office based, is it actively encouraging people back to the office for part or all of the week? (%)

	Yes	Planned within 12 months	No	Not applicable
All	66	12	11	12
By sector				
Manufacturing and production	70	8	8	14
Private sector services, of which:	63	10	13	14
Retail, hospitality, catering, leisure and cleaning	50	17	0	33
Legal, financial, technology and other professional services	67	6	14	12
Other private sector	64	12	16	9
Public sector	67	15	11	7
Voluntary, community and not-for-profit	70	20	3	7
By size				
SME (<250)	64	7	13	16
Large (250–9,999)	69	19	7	4
Very large (10,000+)	67	25	0	8
Organisation's financial situation compared with start of 2020				
A lot worse off	50	12	21	18
A bit worse off	56	18	8	18
About the same	76	7	7	9
A bit better off	69	12	10	8
A lot better off	63	16	11	11
Employees' financial situation compared with start of 2020				
A lot worse off	53	6	18	24
A bit worse off	64	13	9	13
About the same	64	12	13	12
A bit better off	72	14	7	7
A lot better off	100	0	0	0

Base: n=219.

Table 6: Is your organisation offering benefits to employees specifically to encourage people back to the office for part or all of the week? (%)

	Yes	Planned within 12 months	No
All	11	7	82
By sector			
Manufacturing and production	4	8	88
Private sector services, of which:	14	6	80
Retail, hospitality, catering, leisure and cleaning	11	0	89
Legal, financial, technology and other professional services	9	12	79
Other private sector	19	3	78
Public sector	0	0	100
Voluntary, community and not-for-profit	19	14	67
By size			
SME (<250)	11	7	82
Large (250–9,999)	13	9	78
Very large (10,000+)	0	0	100
Organisation's financial situation compared with start of 2020			
A lot worse off	12	6	82
A bit worse off	9	9	82
About the same	12	6	82
A bit better off	12	10	78
A lot better off	8	0	92
Employees' financial situation compared with start of 2020			
A lot worse off	0	11	89
A bit worse off	7	9	84
About the same	15	8	77
A bit better off	16	3	81
A lot better off	0	0	100

Base: n=143.

Table 7: Has your organisation faced significant problems filling vacancies since the economy started to reopen from April 2021? (%)

	Yes	No
All	56	44
By sector		
Manufacturing and production	72	28
Private sector services, of which:	50	50
Retail, hospitality, catering, leisure and cleaning	89	11
Legal, financial, technology and other professional services	41	59
Other private sector	47	53
Public sector	67	33
Voluntary, community and not-for-profit	50	50
By size		
SME (<250)	50	50
Large (250–9,999)	70	30
Very large (10,000+)	50	50
Organisation's financial situation compared with start of 2020		
A lot worse off	53	47
A bit worse off	59	41
About the same	62	38
A bit better off	56	44
A lot better off	37	63
Employees' financial situation compared with start of 2020		
A lot worse off	76	24
A bit worse off	52	48
About the same	51	49
A bit better off	63	37
A lot better off	57	43

Base: n=218.

Table 8: Has your organisation changed its pay and benefits to better recruit and retain staff to these roles? (%)

	Yes	No
All	52	48
By sector		
Manufacturing and production	58	42
Private sector services, of which:	60	40
Retail, hospitality, catering, leisure and cleaning	63	38
Legal, financial, technology and other professional services	55	45
Other private sector	63	37
Public sector	28	72
Voluntary, community and not-for-profit	40	60
By size		
SME (<250)	51	49
Large (250–9,999)	57	43
Very large (10,000+)	33	67
Organisation's financial situation compared with start of 2020		
A lot worse off	39	61
A bit worse off	39	61
About the same	56	44
A bit better off	61	39
A lot better off	71	29
Employees' financial situation compared with start of 2020		
A lot worse off	38	62
A bit worse off	40	60
About the same	51	49
A bit better off	70	30
A lot better off	100	0

Base: n=122. Percentage of those who have experienced recruitment problems.

Table 9: What changes has your organisation made to its pay and benefits to better recruit and retain staff to these roles? Please tick all that apply (%)

	Increased basic pay, wages, salary rates, etc	Improved the staff benefit package	Introduced new benefits, or improved existing ones... ... to improve work–life balance	... to improve employee wellbeing
All	90	35	32	29
By sector				
Manufacturing and production	93	21	21	36
Private sector services, of which:	92	37	39	26
Retail, hospitality, catering, leisure and cleaning	100	50	50	30
Legal, financial, technology and other professional services	82	45	36	36
Other private sector	94	24	35	18
Public sector	80	40	20	20
Voluntary, community and not-for-profit	80	60	20	40
By size				
SME (<250)	88	39	39	33
Large (250–9,999)	93	30	22	22
Very large (10,000+)	100	50	50	50
Organisation's financial situation compared with start of 2020				
A lot worse off	88	25	38	25
A bit worse off	75	50	38	63
About the same	95	33	29	33
A bit better off	90	40	25	10
A lot better off	100	20	60	40
Employees' financial situation compared with start of 2020				
A lot worse off	80	20	40	20
A bit worse off	100	50	42	50
About the same	86	23	23	23
A bit better off	89	53	32	32
A lot better off	100	0	50	0

Table continues on next page.

Table 9 (continued)

	Offered signing-on bonuses for the first time	Increased the size of existing signing-on bonuses	Same pay but reduced hours	Offered staff shares in the firm
All	19	8	8	5
By sector				
Manufacturing and production	29	0	7	0
Private sector services, of which:	18	11	5	8
Retail, hospitality, catering, leisure and cleaning	20	10	0	0
Legal, financial, technology and other professional services	9	9	9	9
Other private sector	24	12	6	12
Public sector	20	0	0	0
Voluntary, community and not-for-profit	0	20	40	0
By size				
SME (<250)	12	9	9	6
Large (250–9,999)	26	7	7	4
Very large (10,000+)	50	0	0	0
Organisation's financial situation compared with start of 2020				
A lot worse off	25	25	13	13
A bit worse off	13	0	25	0
About the same	29	14	10	5
A bit better off	15	0	0	5
A lot better off	0	0	0	0
Employees' financial situation compared with start of 2020				
A lot worse off	20	20	20	20
A bit worse off	17	17	8	0
About the same	18	5	5	0
A bit better off	26	5	5	11
A lot better off	0	0	25	0

Base: n=62. Percentage of those changing pay and benefits

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