



# Compensation, Retirement, and Benefits Trends Report

2022/2023 EDITION

**NEWPORT**  
an ASCENSUS company

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*Throughout this report, we have highlighted 2022/2023 noteworthy trends in bright blue.*

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# Background

The annual **Newport Compensation, Retirement and Benefits Trends Report** provides clients and colleagues with **key trends** across a full range of compensation, retirement, Nonqualified deferred compensation programs and employee health and welfare benefits. The result: a **comprehensive view** of competitive rewards programs available from a single source.

The **2022/2023** report includes information from more than **560 organizations** from coast to coast and range of industries, including manufacturing, healthcare, not-for-profit, professional services, construction and finance sectors. Beyond general trends, this report provides insight on how organizations are strategically managing compensation, retirement, and benefits programs in today's highly competitive labor market.

## Key Definitions

- **N:** total number of respondents (*total respondents may vary by question*)
- **Median:** statistical point at which half of all reported responses are above, half are below
- **Average:** total of all reported data divided by number of responses

## Glossary of Terms

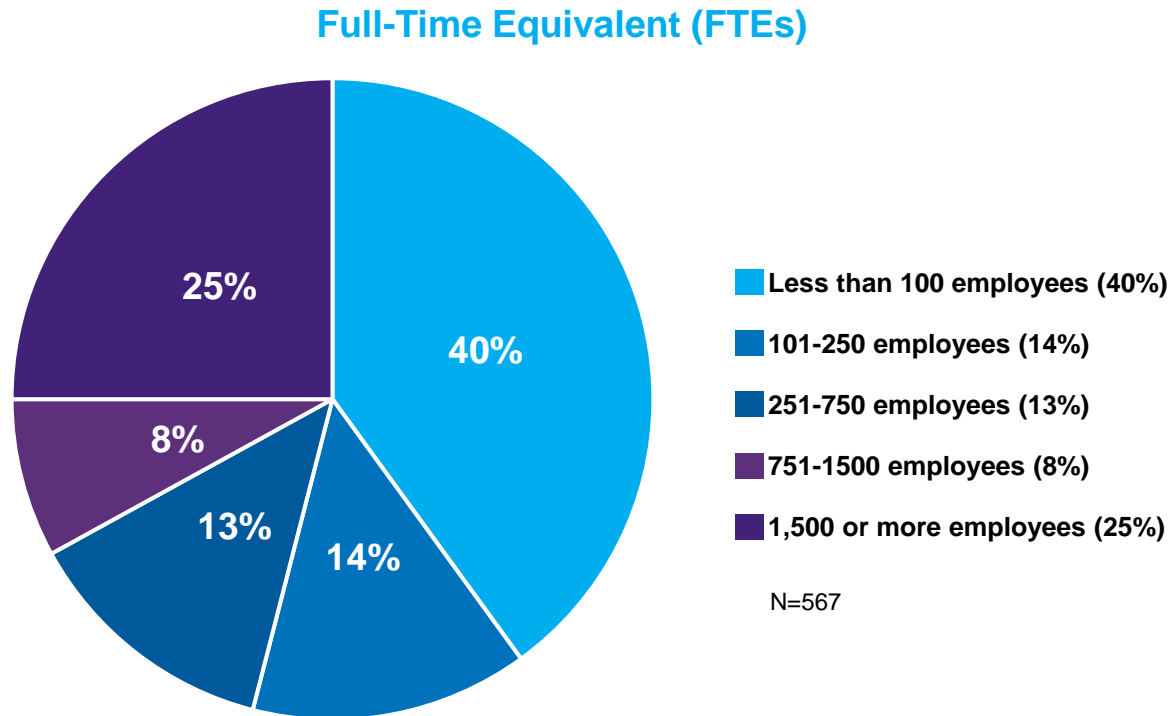
- **FTE:** full-time employee
- **STI:** short-term incentive
- **LTIP:** long-term incentive plan
- **NQDC:** nonqualified deferred compensation
- **COLI:** corporate-owned life insurance
- **PPO:** preferred provider organization
- **HMO:** health maintenance organization
- **HDHP:** high deductible health plan

A photograph of a stack of smooth, dark, rounded stones on a beach. The stones are stacked vertically, with the largest at the bottom and the smallest at the top. The background shows a calm blue ocean under a clear sky. The word "Demographics" is written in black text over the ocean.

# Demographics

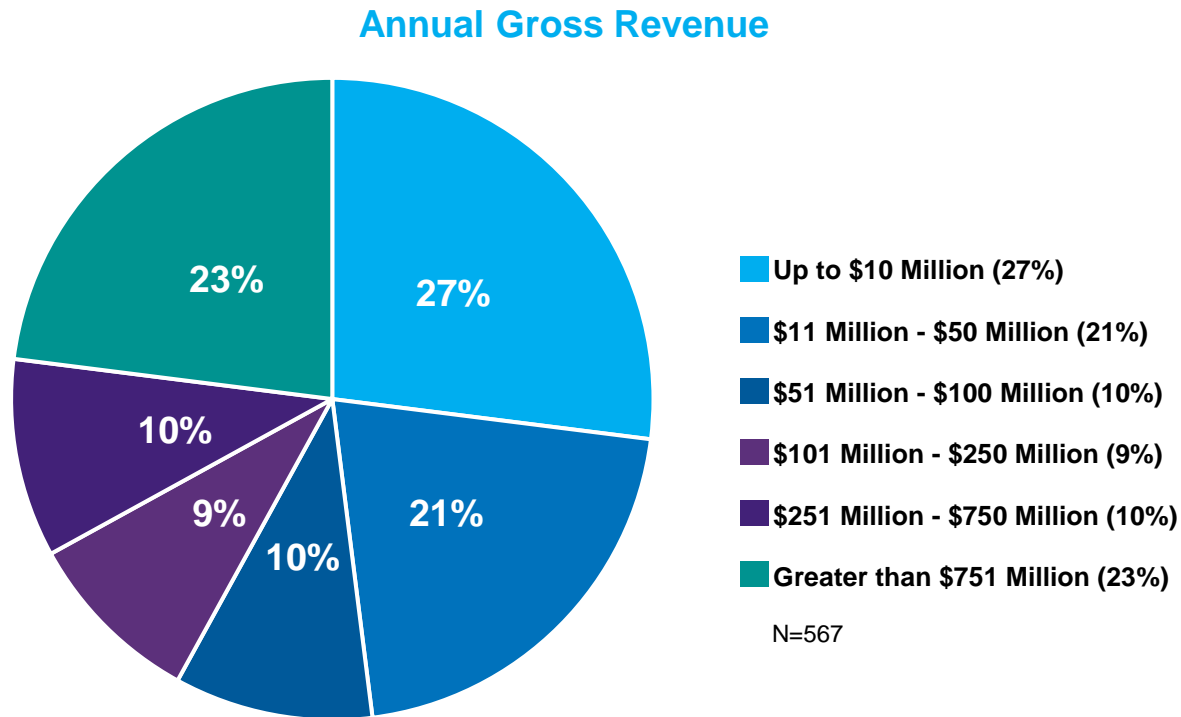
# Demographics

The organizations in our 2022/2023 Compensation, Retirement and Benefits Trends Report include employers with less than 100 employees to 1,500 or more.



# Demographics

The organizations in our 2022/2023 Compensation, Retirement and Benefits Trends Report include employers with up to \$10 Million in Annual Gross Revenue to greater than \$751 Million.





# Demographics

## Regions

### Northeast

Connecticut, Maine, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island and Vermont

### Midwest

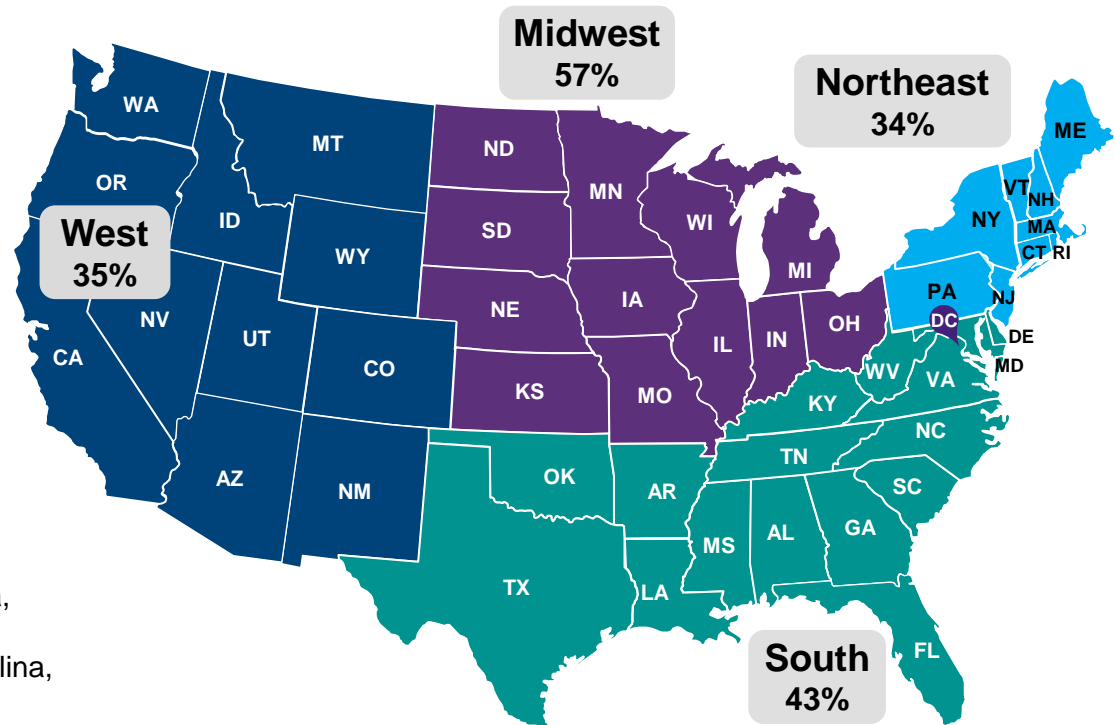
Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota, and Wisconsin

### South

Alabama, Arkansas, Delaware, District of Columbia, Florida, Georgia, Kentucky, Louisiana, Maryland, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee, Texas, Virginia and West Virginia

### West

Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington and Wyoming

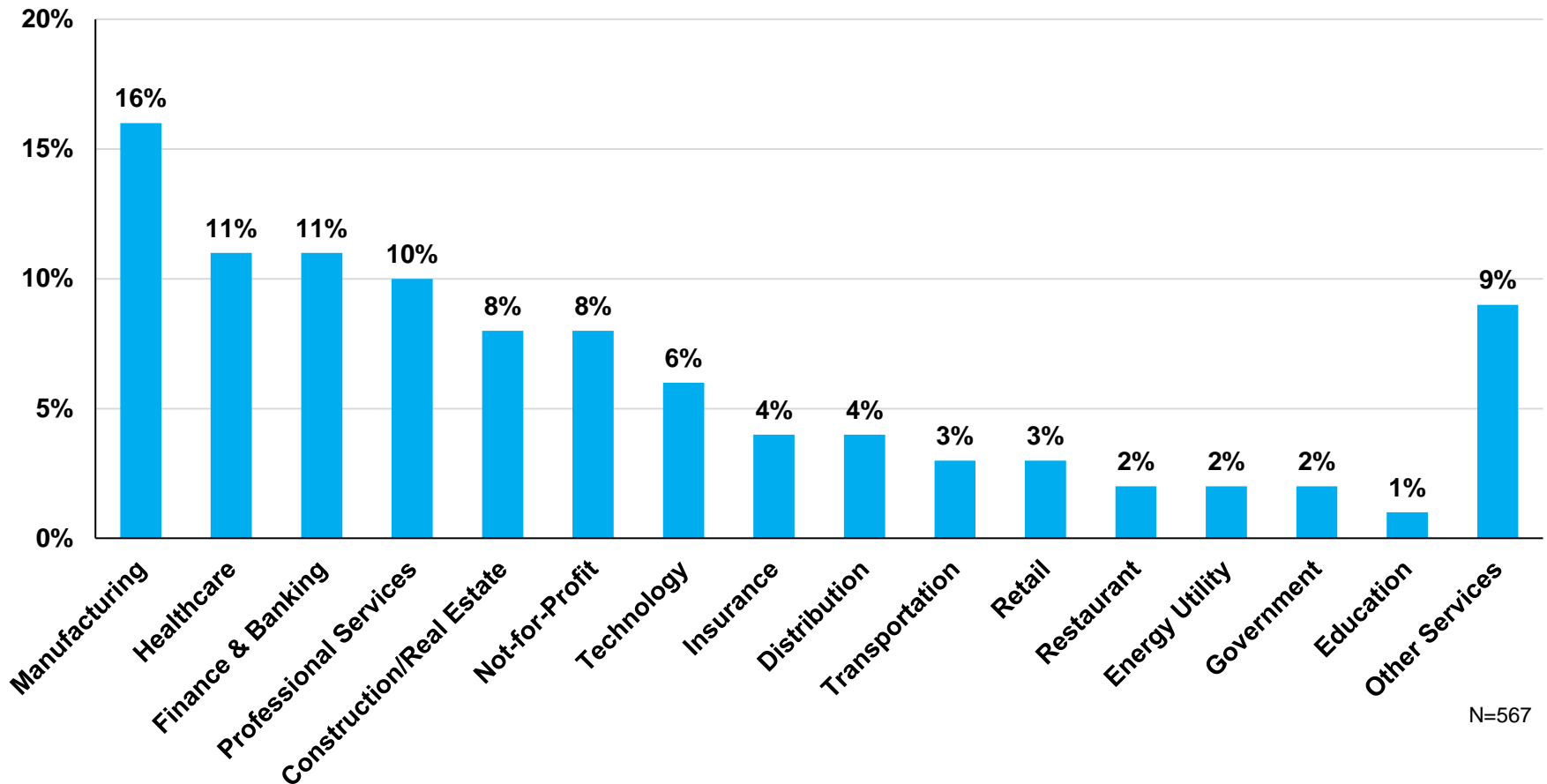


*Employers may be located across multiple regions.*

N=567

# Demographics

Organizations by Industry



N=567

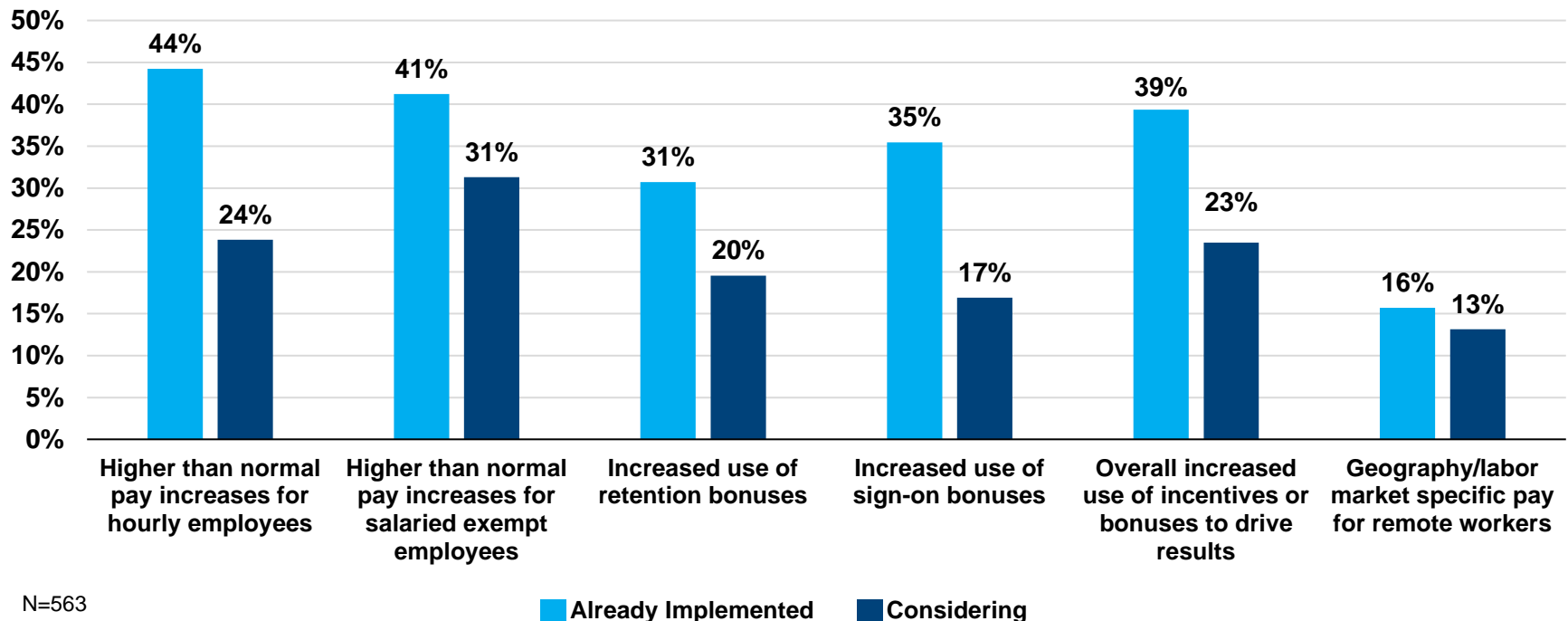


# Compensation Practices

# 2022 Compensation Strategies

**QUESTION: Which compensation strategies has your organization implemented to attract and retain talent in today's highly competitive labor market?**

Organizations have already implemented or are considering a number of compensation strategies to attract and retain talent in the competitive labor market. Higher than normal pay increases for hourly and salaried exempt employees as well as increased use of incentives and bonuses are the most prevalent strategies implemented in 2022.



# 2022 Compensation Strategies by Region

**QUESTION:** *Which compensation strategies has your organization implemented to attract and retain talent in today's highly competitive labor market?*

Across the regions, organizations have implemented higher than normal pay increases for hourly and salaried exempt employees as well as increased use of incentives and bonuses as the most prevalent compensation strategies to compete in today's competitive labor market. Geography/labor market specific pay for remote workers is also a notable strategy.

	Overall	Northeast	Midwest	South	West
Higher than normal pay increases for hourly employees	44%	41%	46%	44%	43%
Higher than normal pay increases for salaried exempt employees	41%	41%	42%	41%	42%
Increased use of retention bonuses	31%	36%	35%	39%	34%
Increased use of sign-on bonuses	35%	37%	42%	45%	41%
Overall increased use of incentives or bonuses to drive results	39%	35%	42%	39%	42%
Geography/labor market specific pay for remote workers	16%	28%	21%	26%	28%
<b>N =</b>	<b>563</b>	<b>187</b>	<b>317</b>	<b>239</b>	<b>198</b>

# 2022 Compensation Strategies by FTE

**QUESTION: Which compensation strategies has your organization implemented to attract and retain talent in today's highly competitive labor market?**

Many organizations (by FTE size) have implemented higher than normal pay increases for hourly and salaried exempt employees as well as increased use of incentives and bonuses as the most prevalent compensation strategies to compete in today's competitive labor market. Geography/labor market specific pay for remote workers is also a notable strategy.

	Overall	100 or Fewer	101 - 250	251 - 750	751 - 1,500	1,500 or More
Higher than normal pay increases for hourly employees	44%	42%	43%	49%	52%	40%
Higher than normal pay increases for salaried exempt employees	41%	41%	41%	42%	46%	36%
Increased use of retention bonuses	31%	19%	21%	36%	33%	49%
Increased use of sign-on bonuses	35%	15%	32%	37%	48%	63%
Overall increased use of incentives or bonuses to drive results	39%	33%	41%	41%	44%	42%
Geography/labor market specific pay for remote workers	16%	6%	16%	14%	27%	26%
<b>N =</b>	<b>563</b>	<b>225</b>	<b>81</b>	<b>73</b>	<b>48</b>	<b>136</b>

# 2022 Compensation Strategies by Revenue

**QUESTION: Which compensation strategies has your organization implemented to attract and retain talent in today's highly competitive labor market?**

Many organizations (by revenue size) have implemented higher than normal pay increases for hourly and salaried exempt employees as well as increased use of incentives and bonuses as the most prevalent compensation strategies to compete in today's competitive labor market. Geography/labor market specific pay for remote workers is also a notable strategy.

	Overall	Up to \$10M	\$11M - \$50M	\$51M - \$100M	\$101M - \$250M	\$251M - \$750M	Greater than \$751M
Higher than normal pay increases for hourly employees	44%	42%	44%	51%	44%	48%	39%
Higher than normal pay increases for salaried exempt employees	41%	38%	48%	53%	35%	39%	35%
Increased use of retention bonuses	31%	19%	22%	25%	26%	44%	47%
Increased use of sign-on bonuses	35%	16%	25%	33%	33%	46%	62%
Overall increased use of incentives or bonuses to drive results	39%	32%	40%	27%	44%	50%	41%
Geography/labor market specific pay for remote workers	16%	9%	8%	13%	22%	20%	26%
<b>N =</b>	<b>563</b>	<b>154</b>	<b>117</b>	<b>55</b>	<b>54</b>	<b>54</b>	<b>129</b>

# 2022 Compensation Strategies by Industry

**QUESTION: Which compensation strategies has your organization implemented to attract and retain talent in today's highly competitive labor market?**

Across industries, organizations have implemented higher than normal pay increases for hourly and salaried exempt employees as well as increased use of incentives and bonuses as the most prevalent compensation strategies to compete in today's competitive labor market. Geography/labor market specific pay for remote workers is also a notable strategy.

	Overall	Construction, Real Estate & Energy Utility	Finance, Banking & Insurance	Education, Government & Not-for- Profit	Healthcare	Manufacturing, Professional Distribution & Services & Technology	Restaurant, Retail & Other Services
Higher than normal pay increases for hourly employees	44%	52%	36%	36%	39%	61%	43%
Higher than normal pay increases for salaried exempt employees	41%	53%	34%	32%	30%	43%	44%
Increased use of retention bonuses	31%	24%	32%	19%	35%	35%	30%
Increased use of sign-on bonuses	35%	40%	39%	19%	45%	38%	34%
Overall increased use of incentives or bonuses to drive results	39%	40%	41%	25%	36%	42%	32%
Geography/labor market specific pay for remote workers	16%	14%	22%	8%	5%	17%	13%
<b>N =</b>	<b>563</b>	<b>58</b>	<b>87</b>	<b>59</b>	<b>66</b>	<b>127</b>	<b>77</b>

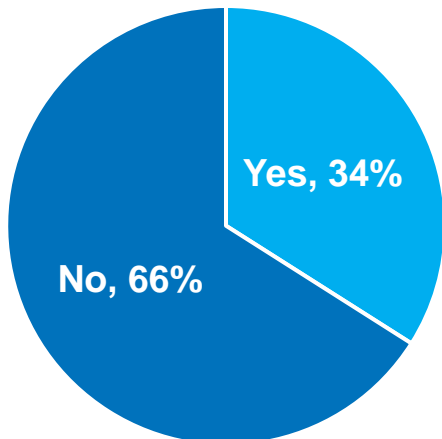


# Mid-Year Pay Adjustments

**QUESTION: *Did your organization give a mid-year pay increase to employees in 2022?***

Approximately one-third of organizations provided mid-year pay increases to employees in 2022.

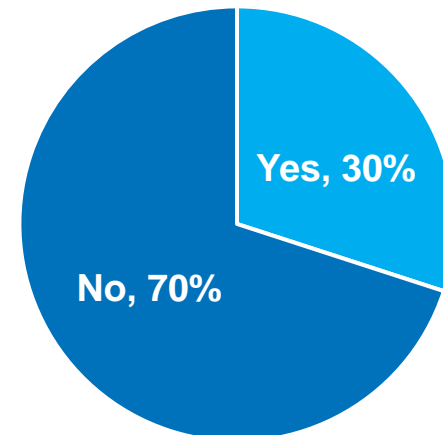
**2022 Mid-Year Employee Pay Increases**



**QUESTION: *Is your organization considering a mid-year pay increase in the upcoming year?***

Thirty percent of organizations are considering 2023 mid-year pay increases for employees.

**Organizations Considering 2023 Mid-Year Pay Increases**

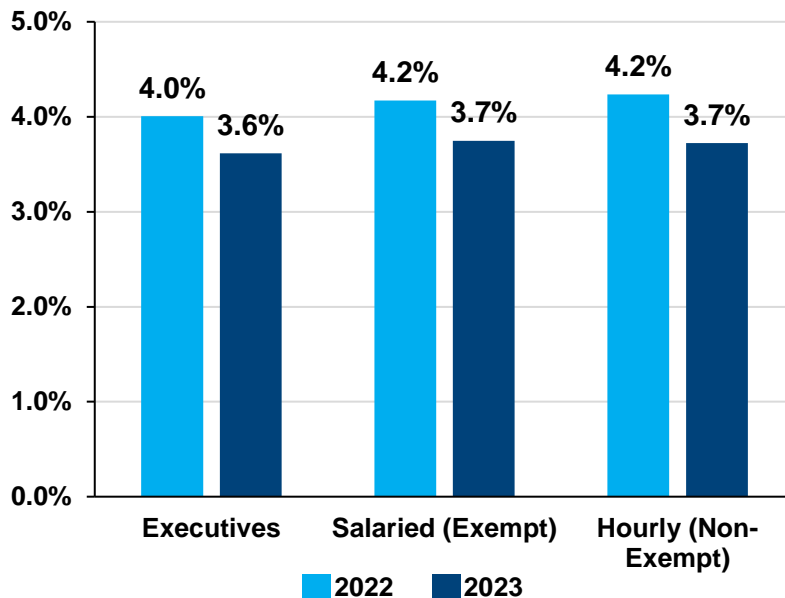


# Base Salary Increases

**Question: *What is your organization's actual base salary increase budget for 2022 and anticipated budget for 2023, as a percentage of base pay for the employee groups below?***

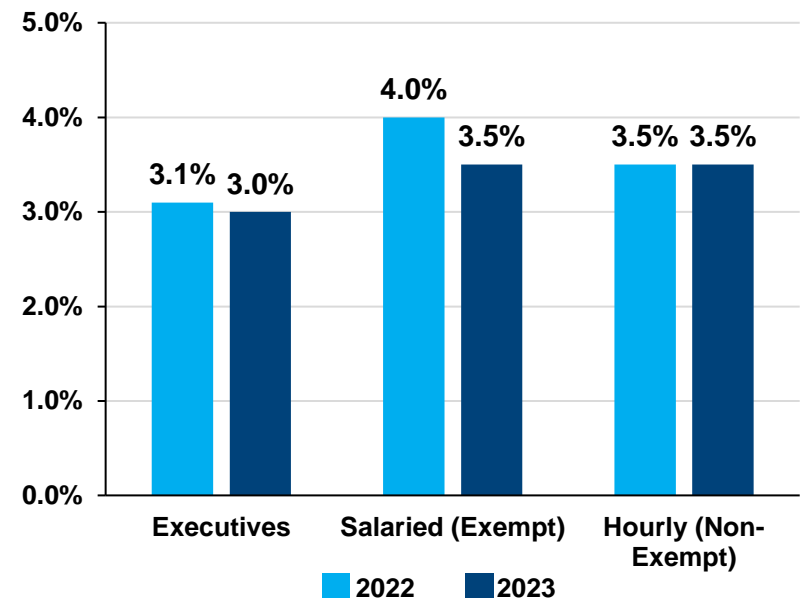
Average 2022 base salary increase budgets have been reported between 4.0% for executives and 4.2% for salaried and hourly staff. Median 2022 salary budgets, which measure the middle of the data sample, have been reported at 3.1% for executives, 4.0% for salaried staff and 3.5% for hourly staff. Slightly lower budgets are anticipated for 2023.

**Base Salary Increase Budgets  
(Average)**



N=505

**Base Salary Increase Budgets  
(Median)**



# 2022 Base Salary Increases by Region

**QUESTION:** *What is your organization's actual base salary increase budget for 2022 as a percentage of base pay for the employee groups below?*

Average 2022 salary increase budgets are relatively consistent for employee groups across regions, with the Midwest reporting the highest. Median 2022 salary increase budgets are lower than the averages and reflect the middle of the data sample, impacted less by organizations responding to today's competitive labor market with substantial salary increase budgets.

## 2022 Actual Base Salary Increases

	Overall	Northeast	Midwest	South	West
<b>Executives</b>					
<b>Average</b>	4.0%	3.9%	4.5%	4.1%	3.8%
<b>Median</b>	3.1%	3.3%	3.5%	3.5%	3.5%
<b>Salaried (Exempt)</b>					
<b>Average</b>	4.2%	3.9%	4.4%	4.2%	4.1%
<b>Median</b>	4.0%	3.5%	4.0%	3.5%	4.0%
<b>Hourly (Non-exempt)</b>					
<b>Average</b>	4.2%	3.6%	4.4%	4.1%	4.1%
<b>Median</b>	3.5%	3.1%	3.5%	3.5%	3.6%
<b>N =</b>	<b>505</b>	<b>170</b>	<b>280</b>	<b>216</b>	<b>171</b>

*Several employers are located across multiple regions.*

# 2023 Projected Base Salary Increases by Region

**QUESTION:** *What is your organization's anticipated base salary increase budget for 2023 as a percentage of base pay for the employee groups below?*

In 2023, organizations project slightly lower base salary increase budgets across most job categories.

## 2023 Anticipated Base Salary Increases

	Overall	Northeast	Midwest	South	West
<b>Executives</b>					
<b>Average</b>	3.6%	3.6%	3.7%	3.9%	3.5%
<b>Median</b>	3.0%	3.0%	3.5%	3.5%	3.5%
<b>Salaried (Exempt)</b>					
<b>Average</b>	3.7%	3.6%	3.8%	3.8%	3.9%
<b>Median</b>	3.5%	3.5%	3.5%	3.5%	4.0%
<b>Hourly (Non-exempt)</b>					
<b>Average</b>	3.7%	3.4%	3.7%	3.8%	4.0%
<b>Median</b>	3.5%	3.0%	3.5%	3.5%	4.0%
<b>N =</b>	<b>505</b>	<b>170</b>	<b>280</b>	<b>216</b>	<b>171</b>

*Several employers are located across multiple regions.*

# 2022 Base Salary Increases by FTEs

**QUESTION:** *What is your organization's actual base salary increase budget for 2022 as a percentage of base pay for the employee groups below?*

Average 2022 salary increase budgets have variability across organizations by FTE size. Median 2022 salary increase budgets are lower than the averages and reflect the middle of the data sample, impacted less by organizations responding to today's competitive labor market with substantial salary increase budgets.

## 2022 Actual Base Salary Increases

	Overall	100 or Fewer	101 - 250	251 - 750	751 - 1,500	1,500 or More
<b>Executives</b>						
<b>Average</b>	4.0%	3.5%	5.4%	4.6%	3.9%	3.7%
<b>Median</b>	3.1%	3.0%	4.0%	4.0%	3.3%	3.2%
<b>Salaried (Exempt)</b>						
<b>Average</b>	4.2%	4.5%	4.2%	4.3%	4.0%	3.7%
<b>Median</b>	4.0%	4.0%	3.5%	4.0%	3.5%	3.5%
<b>Hourly (Non-exempt)</b>						
<b>Average</b>	4.2%	4.2%	4.3%	4.8%	4.8%	3.7%
<b>Median</b>	3.5%	4.0%	3.4%	4.0%	3.5%	3.5%
<b>N =</b>	<b>505</b>	<b>202</b>	<b>72</b>	<b>69</b>	<b>46</b>	<b>116</b>

# 2023 Projected Base Salary Increases by FTEs

**QUESTION:** *What is your organization's anticipated base salary increase budget for 2023 as a percentage of base pay for the employee groups below?*

In 2023, organizations project slightly lower base salary increase budgets across most job categories.

## 2023 Anticipated Base Salary Increases

	Overall	100 or Fewer	101 - 250	251 - 750	751 - 1,500	1,500 or More
<b>Executives</b>						
<b>Average</b>	3.6%	3.3%	3.8%	4.0%	3.9%	3.6%
<b>Median</b>	3.0%	3.0%	3.0%	4.0%	3.8%	3.5%
<b>Salaried (Exempt)</b>						
<b>Average</b>	3.7%	3.8%	3.6%	3.8%	3.9%	3.7%
<b>Median</b>	3.5%	4.0%	3.0%	3.5%	3.5%	3.5%
<b>Hourly (Non-exempt)</b>						
<b>Average</b>	3.7%	3.7%	3.3%	4.1%	4.0%	3.7%
<b>Median</b>	3.5%	3.0%	3.0%	3.5%	3.8%	3.5%
<b>N =</b>	<b>505</b>	<b>202</b>	<b>72</b>	<b>69</b>	<b>46</b>	<b>116</b>

# 2022 Base Salary Increases by Revenue

**QUESTION: What is your organization's actual base salary increase budget for 2022 as a percentage of base pay for the employee groups below?**

Average 2022 salary increase budgets have variability across organizations by revenue size. Median 2022 salary increase budgets are lower than the averages and reflect the middle of the data sample, impacted less by organizations responding to today's competitive labor market with substantial salary increase budgets.

## 2022 Actual Base Salary Increases

	Overall	Up to \$10M	\$11M - \$50M	\$51M - \$100M	\$101M - \$250M	\$251M - \$750M	Greater than \$751M
<b>Executives</b>							
<b>Average</b>	4.0%	3.3%	4.3%	5.6%	3.7%	4.3%	3.8%
<b>Median</b>	3.1%	3.0%	3.5%	3.8%	3.0%	4.0%	3.5%
<b>Salaried (Exempt)</b>							
<b>Average</b>	4.2%	4.0%	4.7%	4.5%	4.2%	4.2%	3.7%
<b>Median</b>	4.0%	4.0%	4.0%	4.4%	3.6%	3.8%	3.5%
<b>Hourly (Non-exempt)</b>							
<b>Average</b>	4.2%	3.9%	4.3%	4.5%	5.7%	4.0%	3.7%
<b>Median</b>	3.5%	3.7%	3.0%	4.0%	4.0%	3.5%	3.5%
<b>N =</b>	<b>505</b>	<b>133</b>	<b>102</b>	<b>53</b>	<b>52</b>	<b>51</b>	<b>114</b>

# 2023 Projected Base Salary Increases by Revenue

**QUESTION:** *What is your organization's anticipated base salary increase budget for 2023 as a percentage of base pay for the employee groups below?*

In 2023, organizations project slightly lower base salary increase budgets across most job categories.

## 2023 Anticipated Base Salary Increases

	Overall	Up to \$10M	\$11M - \$50M	\$51M - \$100M	\$101M - \$250M	\$251M - \$750M	Greater than \$751M
<b>Executives</b>							
<b>Average</b>	3.6%	3.2%	3.6%	4.0%	3.6%	3.9%	3.8%
<b>Median</b>	3.0%	3.0%	3.0%	3.5%	3.8%	3.3%	3.5%
<b>Salaried (Exempt)</b>							
<b>Average</b>	3.7%	3.5%	4.0%	3.7%	3.7%	3.7%	3.8%
<b>Median</b>	3.5%	3.0%	4.0%	3.5%	3.5%	3.5%	4.0%
<b>Hourly (Non-exempt)</b>							
<b>Average</b>	3.7%	3.5%	3.7%	3.8%	4.2%	3.5%	3.8%
<b>Median</b>	3.5%	3.0%	3.0%	3.5%	3.0%	3.0%	3.5%
<b>N =</b>	<b>505</b>	<b>133</b>	<b>102</b>	<b>53</b>	<b>52</b>	<b>51</b>	<b>114</b>



# 2022 Base Salary Increases by Industry

**QUESTION:** *What is your organization's actual base salary increase budget for 2022 as a percentage of base pay for the employee groups below?*

Salary increase budgets in 2022 vary by industry. Highest average base salary increases have been reported for hourly staff in the Manufacturing, Distribution and Transportation industries and Construction, Real Estate and Energy Utility sectors.

## 2022 Actual Base Salary Increases

	Overall	Construction, Real Estate & Energy Utility	Finance, Banking & Insurance	Education, Government & Not-for-Profit	Healthcare	Manufacturing, Distribution & Transportation	Professional Services &Technology	Restaurant, Retail & Other Services
<b>Executives</b>								
<b>Average</b>	4.0%	3.9%	3.9%	4.5%	3.4%	4.2%	4.4%	3.4%
<b>Median</b>	3.1%	3.5%	3.0%	3.5%	3.0%	4.0%	4.0%	3.0%
<b>Salaried (Exempt)</b>								
<b>Average</b>	4.2%	4.4%	4.2%	4.2%	3.4%	4.3%	4.6%	3.9%
<b>Median</b>	4.0%	4.0%	3.0%	4.0%	3.0%	4.0%	4.3%	3.5%
<b>Hourly (Non-exempt)</b>								
<b>Average</b>	4.2%	4.7%	4.0%	4.1%	4.0%	5.0%	3.4%	4.1%
<b>Median</b>	3.5%	4.0%	3.0%	3.3%	3.0%	4.0%	3.5%	3.0%
<b>N =</b>	<b>505</b>	<b>54</b>	<b>77</b>	<b>55</b>	<b>58</b>	<b>114</b>	<b>79</b>	<b>68</b>

# 2023 Projected Base Salary Increases by Industry

**QUESTION: *What is your organization's anticipated base salary increase budget for 2023 as a percentage of base pay for the employee groups below?***

In 2023, organizations project lower base salary increase budgets across most job categories and industries. The Education, Government and Not-for-Profit sectors anticipate the highest 2023 salary increase budgets for executives, where the Construction, Real Estate and Energy Utility sectors anticipate the highest for salaried and hourly staff.

## 2023 Anticipated Base Salary Increases

	Overall	Construction, Real Estate & Energy Utility	Finance, Banking & Insurance	Education, Government & Not-for-Profit	Healthcare	Manufacturing, Distribution & Transportation	Professional Services &Technology	Restaurant, Retail & Other Services
<b>Executives</b>								
<b>Average</b>	3.6%	3.3%	3.6%	4.2%	2.7%	3.8%	4.1%	3.3%
<b>Median</b>	3.0%	3.3%	3.0%	4.0%	3.0%	3.5%	4.0%	3.0%
<b>Salaried (Exempt)</b>								
<b>Average</b>	3.7%	4.1%	3.8%	4.0%	3.0%	3.7%	4.0%	3.6%
<b>Median</b>	3.5%	4.0%	3.4%	3.5%	3.0%	3.5%	4.0%	3.0%
<b>Hourly (Non-exempt)</b>								
<b>Average</b>	3.7%	4.3%	3.7%	3.8%	3.2%	3.9%	3.4%	3.8%
<b>Median</b>	3.5%	4.0%	3.0%	3.0%	3.0%	3.5%	3.5%	3.0%
<b>N =</b>	<b>505</b>	<b>54</b>	<b>77</b>	<b>55</b>	<b>58</b>	<b>114</b>	<b>79</b>	<b>68</b>

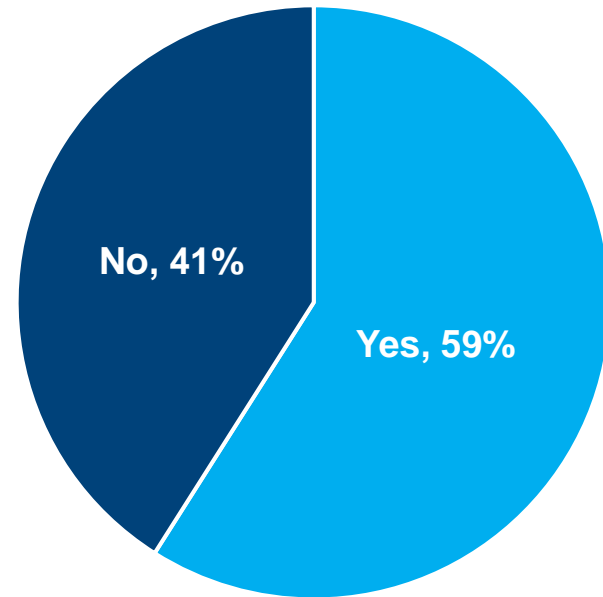
# Salary Structure Prevalence

**QUESTION: *Does your organization have a formal salary structure (i.e., ranges with a minimum and maximum) to manage compensation decisions?***

Approximately 59% of organizations report utilizing a formal salary structure with grades (minimums, midpoints and maximums) to manage compensation decisions.

As organizations grow by number of full-time employees (FTE) and annual revenue size, the more likely they are to utilize a formal salary structure.

From an industry perspective, Finance, Banking and Insurance, Education, Government and Not-for-Profit sectors are more likely than other groups to have a formal salary structure to manage their compensation investment.



N=567

# Salary Structure Prevalence by FTEs

**QUESTION:** *Does your organization have a formal salary structure (i.e., ranges with a minimum and maximum) to manage compensation decisions?*

As organizations grow by number of full-time employees (FTE), the more likely they are to utilize a formal salary structure.

	Overall	100 or Fewer	101 - 250	251 - 750	751 - 1,500	1,500 or More
<b>Yes</b>	59%	42%	54%	60%	75%	82%
<b>No</b>	41%	58%	46%	40%	25%	18%
<b>N =</b>	<b>567</b>	<b>225</b>	<b>81</b>	<b>73</b>	<b>48</b>	<b>140</b>

# Salary Structure Prevalence by Revenue

**QUESTION:** *Does your organization have a formal salary structure (i.e., ranges with a minimum and maximum) to manage compensation decisions?*

As organizations grow by revenue size, the more likely they are to utilize a formal salary structure.

	Overall	Up to \$10M	\$11M - \$50M	\$51M - \$100M	\$101M - \$250M	\$251M - \$750M	Greater than \$751M
<b>Yes</b>	59%	39%	58%	56%	61%	63%	82%
<b>No</b>	41%	61%	42%	44%	39%	37%	18%
<b>N =</b>	<b>567</b>	<b>154</b>	<b>118</b>	<b>55</b>	<b>54</b>	<b>54</b>	<b>132</b>

# Salary Structure Prevalence by Industry

**QUESTION: *Does your organization have a formal salary structure (i.e., ranges with a minimum and maximum) to manage compensation decisions?***

From an industry perspective, Finance, Banking and Insurance, Education, Government and Not-for-Profit sectors are more likely than other groups to have a formal salary structure to manage compensation decisions.

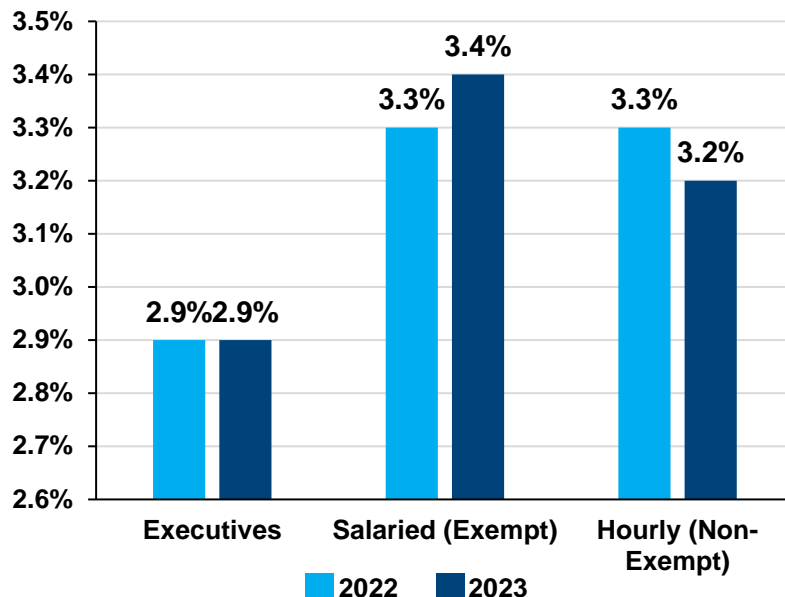
	Overall	Construction, Real Estate & Energy Utility	Finance, Banking & Insurance	Education, Government & Not-for-Profit	Healthcare	Manufacturing, Distribution & Transportation	Professional Services &Technology	Restaurant, Retail & Other Services
<b>Yes</b>	59%	48%	71%	69%	62%	54%	58%	51%
<b>No</b>	41%	52%	29%	31%	38%	46%	42%	49%
<b>N =</b>	<b>567</b>	<b>58</b>	<b>87</b>	<b>59</b>	<b>66</b>	<b>129</b>	<b>90</b>	<b>78</b>

# Salary Range/Structure Movement

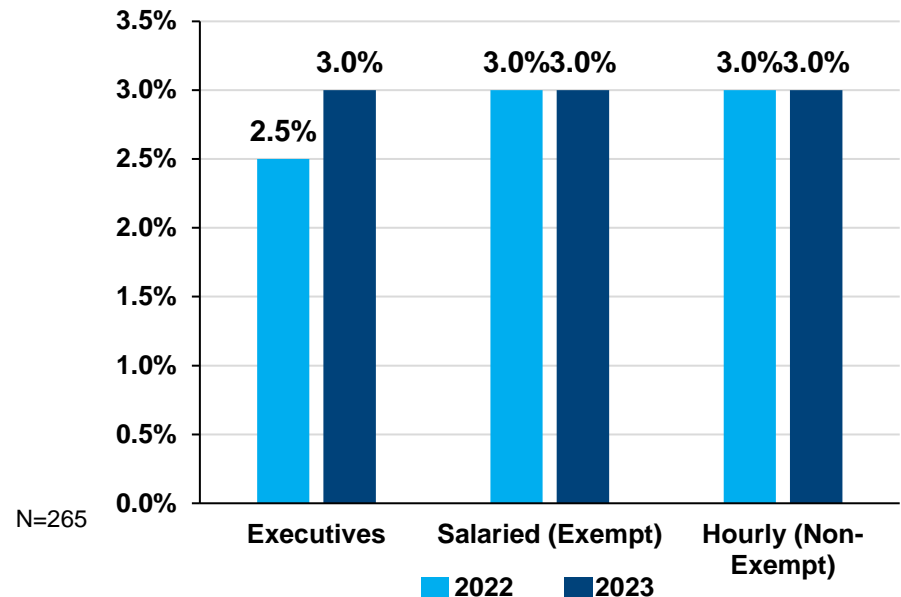
**QUESTION: What is the percentage salary range/structure movement for 2022 and the amount anticipated for 2023?**

Average salary range/structure movement is approximately 2.9% for executives and 3.3% for salaried and hourly staff. Median salary range/structure movement is slightly lower, 2.5% for executives and 3.0% for staff. In 2023, organizations anticipate approximately 3.0% structure movement and potentially higher for salaried exempt staff.

**Salary Range/Salary Structure Movement (Average)**



**Salary Range/Salary Structure Movement (Median)**

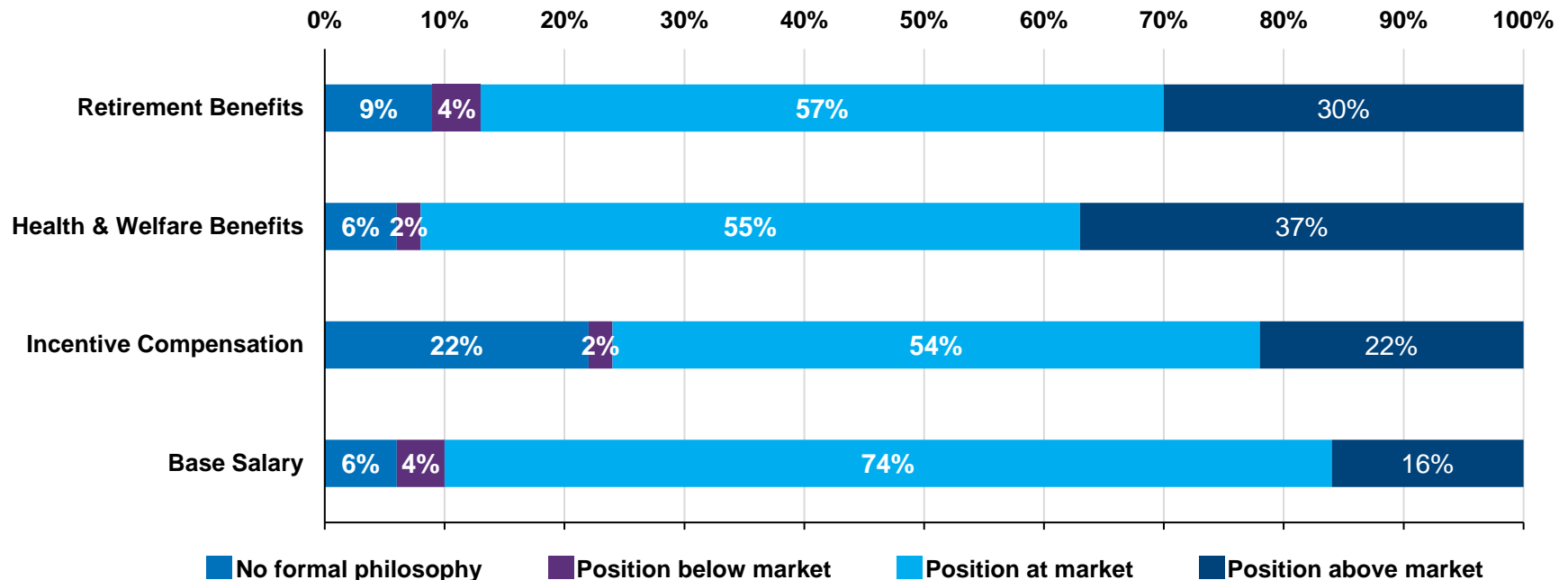


N=265

# Total Compensation Philosophy

## QUESTION: *What is your organization's total compensation philosophy?*

When considering which areas of the total compensation philosophy to differentiate, the greatest emphasis continues to be health and welfare benefits, followed by retirement benefits, to position above the market.



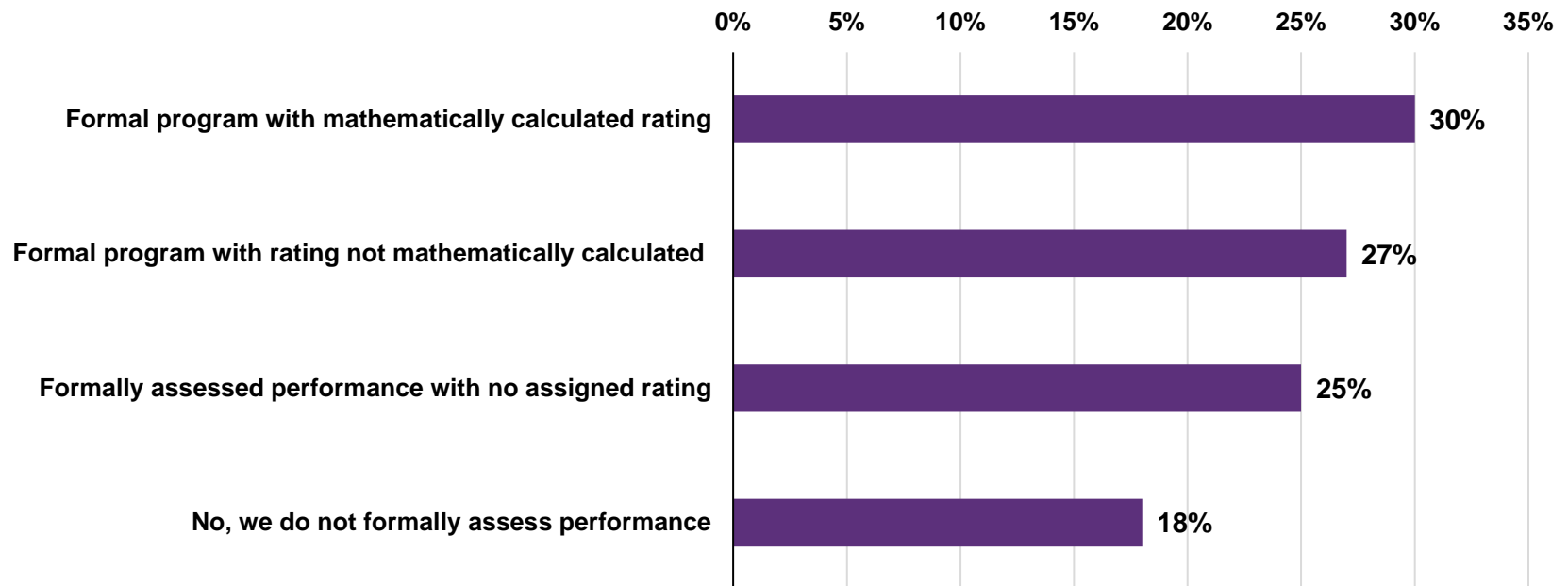
N=555



# Formal Performance Management Program

**QUESTION: *Do you have a formal employee performance management program, resulting in a performance rating or score that is shared with the employee?***

When assessing employee performance, most employers have a formal program in place. More than half of organizations have a formal program with performance ratings, either mathematically calculated or not mathematically calculated.



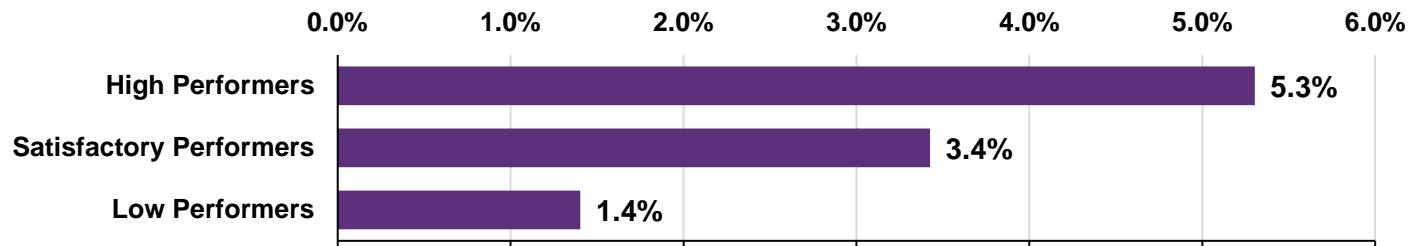
N=560

# Pay for Performance Increases

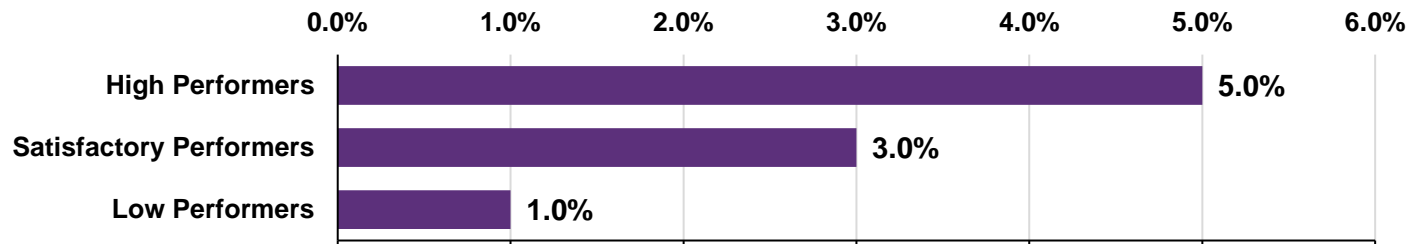
**QUESTION:** *What will your organization's base salary increase be for the next review period, by performance level?*

Organizations continue to strategically allocate budget dollars this year to differentiate high performers.

**Average Increase (%) by Performance Level**



**Median Increase (%) by Performance Level**



N=448

# Pay for Performance Increases by FTE

**QUESTION:** *What will your organization's base salary increase be for the next review period, by performance level?*

While organizations continue to strategically allocate budget dollars to differentiate high performers, the smaller firms (100 or fewer FTE) responded with the highest allocation of performance increases across the board.

	Overall	100 or Fewer	101 - 250	251 - 750	751 - 1,500	1,500 or More
High Performers	5.3%	5.8%	4.8%	5.1%	5.6%	4.7%
Satisfactory Performers	3.4%	3.6%	3.3%	3.4%	3.5%	3.3%
Low Performers	1.4%	1.5%	1.4%	1.5%	1.2%	1.3%
N =	448	177	66	63	39	103

# Pay for Performance Increases by Revenue

**QUESTION:** *What will your organization's base salary increase be for the next review period, by performance level?*

Organizations by revenue size continue to strategically allocate budget dollars to differentiate high performers.

	Overall	Up to \$10M	\$11M - \$50M	\$51M - \$100M	\$101M - \$250M	\$251M - \$750M	Greater than \$751M
High Performers	5.3%	5.2%	5.8%	5.1%	5.6%	5.2%	5.0%
Satisfactory Performers	3.4%	3.3%	3.5%	3.5%	3.5%	3.6%	3.4%
Low Performers	1.4%	1.3%	1.4%	1.3%	1.6%	1.5%	1.3%
N =	448	120	92	47	47	45	97

# Pay for Performance Increases by Industry

**QUESTION:** *What will your organization's base salary increase be for the next review period, by performance level?*

Organizations across industries continue to strategically allocate budget dollars to differentiate high performers. Most sectors report pay for performance increases for high performers above 5% this year. The Professional Services and Technologies industries report the highest performance increases at 6.1% for high performers.

	Overall	Construction, Real Estate & Energy Utility	Finance, Banking & Insurance	Education, Government & Not-for-Profit	Healthcare	Manufacturing, Distribution & Transportation	Professional Services &Technology	Restaurant, Retail & Other Services
<b>High Performers</b>	5.3%	5.4%	5.6%	4.2%	3.9%	5.4%	6.1%	5.8%
<b>Satisfactory Performers</b>	3.4%	3.8%	3.4%	2.8%	2.8%	3.4%	3.8%	3.8%
<b>Low Performers</b>	1.4%	1.7%	1.3%	1.1%	1.8%	1.2%	1.6%	1.4%
<b>N =</b>	<b>448</b>	<b>48</b>	<b>71</b>	<b>46</b>	<b>46</b>	<b>108</b>	<b>68</b>	<b>61</b>

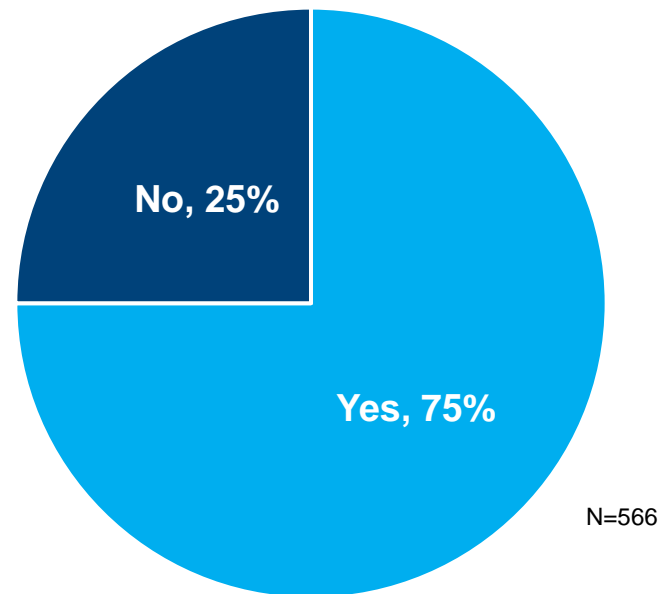
# Short-Term Incentive Eligibility

**QUESTION:** *Does your organization provide short-term (annual) incentive or bonus compensation to eligible employees?*

Seventy-five percent of organizations reported providing short-term (annual) incentive or bonus compensation to eligible employees.

Increased use of incentive or bonus compensation continues to be a strategy leveraged by organizations in response to the competitive labor market.

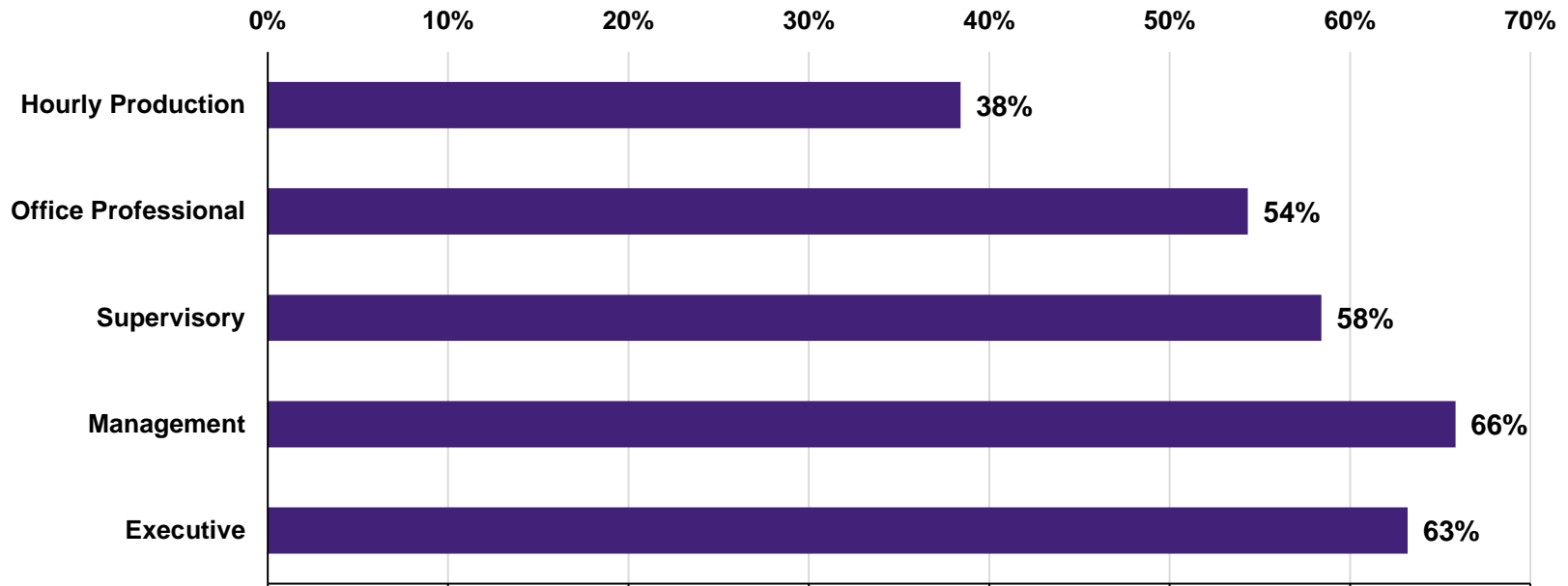
Prevalence of Short-Term Incentive or Bonus Compensation



# Short-Term Incentive Eligibility

**QUESTION: Which employee groups are eligible to participate in a short-term incentive or bonus program?**

Short-term incentive or bonus eligibility is prevalent across hourly production to executive levels. Most organizations provide short term incentives or bonuses to more of their executives and management employees as an integral part of their annual compensation package and to motivate performance.



N=566

# Short-Term Incentive Eligibility by FTEs

**QUESTION:** *Which employee groups are eligible to participate in a short-term incentive or bonus program?*

In 2022, we continue to see most employee groups across organizations by FTE size eligible to participate in short-term incentive or bonus programs. Short-term incentive eligibility generally increases as organization size increases by FTE.

	Overall	100 or Fewer	101 - 250	251 - 750	751 - 1,500	1,500 or More
Hourly Production	38%	34%	43%	34%	56%	39%
Office Professional	54%	47%	57%	53%	65%	60%
Supervisory	58%	47%	57%	64%	67%	72%
Management	66%	48%	68%	68%	75%	88%
Executive	63%	43%	65%	66%	79%	88%
N =	566	225	81	73	48	139



# Short-Term Incentive Eligibility by Revenue

**QUESTION:** *Which employee groups are eligible to participate in a short-term incentive or bonus program?*

In 2022, we continue to see most employee groups across organizations by revenue size eligible to participate in short-term incentive or bonus programs. Short-term incentive eligibility generally increases as organizations increase by revenue size.

	Overall	Up to \$10M	\$11M - \$50M	\$51M - \$100M	\$101M - \$250M	\$251M - \$750M	Greater than \$751M
Hourly Production	38%	34%	40%	45%	33%	35%	42%
Office Professional	54%	44%	52%	56%	63%	54%	64%
Supervisory	58%	40%	56%	62%	65%	67%	74%
Management	66%	45%	64%	65%	69%	78%	86%
Executive	63%	40%	57%	65%	67%	78%	88%
<b>N =</b>	<b>566</b>	<b>154</b>	<b>118</b>	<b>55</b>	<b>54</b>	<b>54</b>	<b>131</b>

# Short-Term Incentive Eligibility by Industry

**QUESTION: Which employee groups are eligible to participate in a short-term incentive or bonus program?**

In 2022, we continue to see most employee groups across industries eligible to participate in short-term incentive or bonus programs. Healthcare, Education, Government and NFP have the lowest incentive eligibility across employee groups.

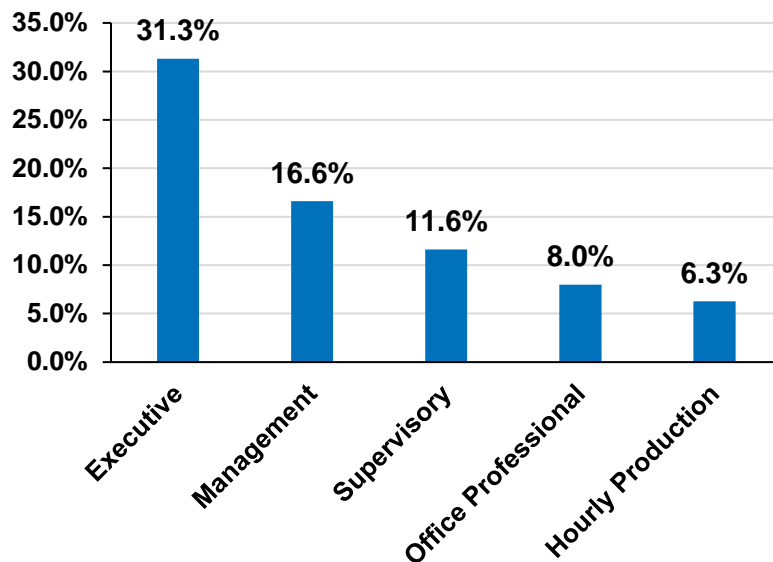
	Overall	Construction, Real Estate & Energy Utility	Finance, Banking & Insurance	Education, Government & Not-for-Profit	Healthcare	Manufacturing, Distribution & Transportation	Professional Services &Technology	Restaurant, Retail & Other Services
Hourly Production	38%	50%	55%	22%	24%	44%	34%	31%
Office Professional	54%	59%	72%	34%	29%	61%	61%	47%
Supervisory	58%	71%	74%	37%	38%	66%	59%	53%
Management	66%	69%	78%	46%	48%	73%	68%	65%
Executive	63%	66%	77%	42%	50%	67%	64%	64%
N =	566	58	87	59	66	128	90	78

# Short-Term Incentive Pay Opportunity

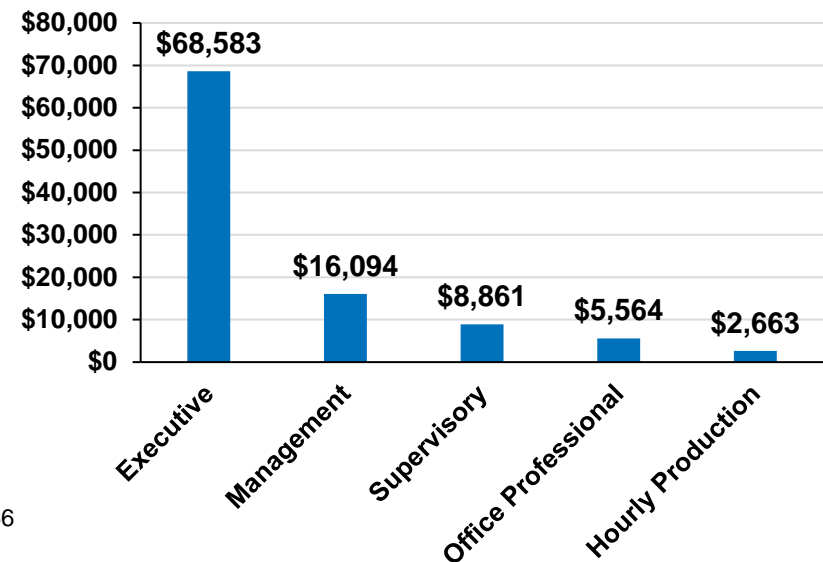
**QUESTION:** *What is the average target 2022 annual short-term incentive pay opportunity for each employee group?*

Short-term incentive pay targets continue to be highest among executives and management and serve as an integral part of the annual compensation package. In 2022, we continue to see short-term incentive target opportunities across all employee groups.

**2022 Average Target Incentive Opportunity (% of Base Salary)**



**2022 Average Target Incentive Opportunity (Annual Dollar Amount \$)**



N=566

# Short-Term Incentive Pay Opportunity by FTEs

**QUESTION:** *What is the average target 2022 annual short-term incentive pay opportunity for each employee group?*

Short-term incentive pay targets continue to be highest among executives and management and serve as an integral part of the annual compensation package. In 2022, we see higher short-term incentive target opportunities for Supervisory, Management and Executive groups in the larger organizations (by FTE size).

## 2022 Average Target Incentive Opportunity as a Percent % of Base Salary

	Overall	100 or Fewer	101 - 250	251 - 750	751 - 1,500	1,500 or More
Hourly Production	6.3%	7.8%	4.8%	5.9%	6.8%	5.1%
Office Professional	8.0%	8.8%	6.3%	7.4%	8.1%	8.2%
Supervisory	11.6%	10.6%	7.9%	15.1%	10.7%	13.4%
Management	16.6%	14.6%	11.0%	17.7%	17.2%	20.3%
Executive	31.3%	24.8%	18.8%	29.1%	39.1%	40.2%
<b>N =</b>	<b>566</b>	<b>225</b>	<b>81</b>	<b>73</b>	<b>48</b>	<b>139</b>

# Short-Term Incentive Pay Opportunity by Revenue

**QUESTION: What is the average target 2022 annual short-term incentive pay opportunity for each employee group?**

Short-term incentive pay targets continue to be highest among executives and management and serve as an integral part of the annual compensation package. In 2022, we see higher short-term incentive target opportunities for Supervisory, Management and Executive groups in the larger organizations (by revenue size).

## 2022 Average Target Incentive Opportunity as a Percent % of Base Salary

	Overall	Up to \$10M	\$11M - \$50M	\$51M - \$100M	\$101M - \$250M	\$251M - \$750M	Greater than \$751M
Hourly Production	6.3%	6.3%	6.8%	5.2%	8.0%	7.6%	5.3%
Office Professional	8.0%	6.8%	7.5%	7.2%	10.1%	8.0%	8.5%
Supervisory	11.6%	8.2%	8.6%	10.2%	17.7%	10.3%	14.5%
Management	16.6%	13.0%	10.4%	15.0%	20.1%	17.5%	21.2%
Executive	31.3%	21.7%	16.5%	26.1%	38.0%	33.4%	42.6%
<b>N =</b>	<b>566</b>	<b>154</b>	<b>118</b>	<b>55</b>	<b>54</b>	<b>54</b>	<b>131</b>

# Short-Term Incentive Pay Opportunity by Industry

**QUESTION:** *What is the average target 2022 annual short-term incentive pay opportunity for each employee group?*

Short-term incentive pay targets continue to be highest among executives and management and serve as an integral part of the annual compensation package. In 2022, the Finance, Banking and Insurance industries have the highest short-term incentive target opportunities for executives, followed by the Construction, Real Estate and Energy Utility sectors.

## 2022 Average Target Incentive Opportunity as a Percent % of Base Salary

	Overall	Construction, Real Estate & Energy Utility	Finance, Banking & Insurance	Education, Government & Not-for-Profit	Healthcare	Manufacturing, Distribution & Transportation	Professional Services &Technology	Restaurant, Retail & Other Services
<b>Hourly Production</b>	6.3%	5.9%	6.8%	5.2%	6.1%	6.3%	7.2%	5.6%
<b>Office Professional</b>	8.0%	10.2%	7.9%	4.3%	7.6%	7.2%	8.7%	8.9%
<b>Supervisory</b>	11.6%	14.2%	10.5%	5.2%	15.6%	10.5%	10.7%	15.7%
<b>Management</b>	16.6%	19.0%	20.1%	6.9%	16.5%	16.3%	15.3%	17.3%
<b>Executive</b>	31.3%	36.1%	40.3%	13.2%	23.2%	33.6%	28.3%	29.7%
<b>N =</b>	<b>566</b>	<b>58</b>	<b>87</b>	<b>59</b>	<b>66</b>	<b>128</b>	<b>90</b>	<b>78</b>

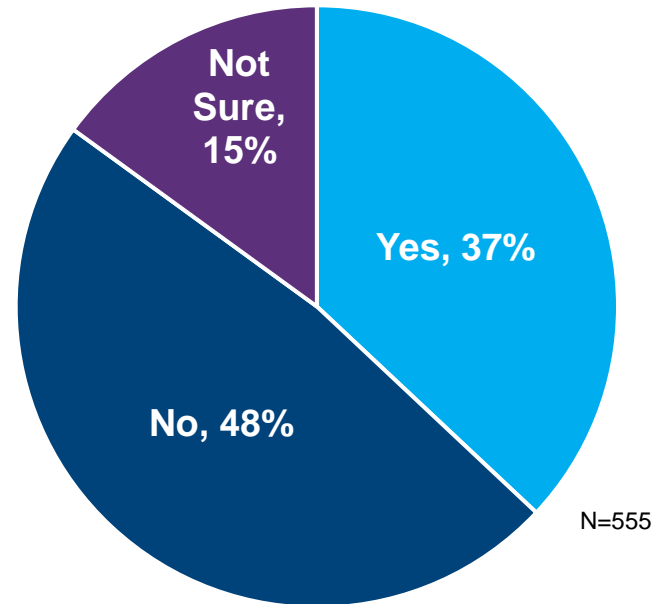
# Long-Term Incentive Plan Prevalence

**QUESTION:** *Does your organization provide long-term incentive compensation to eligible employees?*

More than one-third (37%) of organizations reported utilizing a long-term incentive program (LTIP) to reward for long-term performance.

As organizations grow by number of full-time employees (FTE) and annual revenue size, the more likely they are to utilize an LTIP.

From an industry perspective, Finance, Banking and Insurance and Manufacturing, Distribution and Transportation sectors are more likely than other groups to have an LTIP for their organization.



# Long-Term Incentive Plan Prevalence by FTEs

**QUESTION:** *Does your organization provide long-term incentive compensation to eligible employees?*

As organizations grow by number of full-time employees (FTE), the more likely they are to provide long-term incentive compensation to eligible employees, with close to three quarters of larger organizations reporting having an LTIP.

## Long-Term Incentive Plan (LTIP) Prevalence

	Overall	100 or Fewer	101 - 250	251 - 750	751 - 1,500	1,500 or More
<b>Yes</b>	37%	18%	25%	34%	47%	71%
<b>No</b>	48%	62%	62%	56%	45%	15%
<b>Not Sure</b>	15%	20%	14%	10%	9%	14%
<b>N =</b>	<b>555</b>	<b>219</b>	<b>81</b>	<b>71</b>	<b>47</b>	<b>137</b>



# Long-Term Incentive Plan Prevalence by Revenue

**QUESTION:** *Does your organization provide long-term incentive compensation to eligible employees?*

As organizations grow by revenue size, the more likely they are to provide long-term incentive compensation to eligible employees, with more than three quarters of larger organizations reporting having an LTIP.

## Long-Term Incentive Plan (LTIP) Prevalence

	Overall	Up to \$10M	\$11M - \$50M	\$51M - \$100M	\$101M - \$250M	\$251M - \$750M	Greater than \$751M
<b>Yes</b>	37%	17%	23%	19%	31%	44%	78%
<b>No</b>	48%	64%	59%	66%	54%	41%	13%
<b>Not Sure</b>	15%	19%	18%	15%	15%	15%	9%
<b>N =</b>	<b>555</b>	<b>151</b>	<b>115</b>	<b>53</b>	<b>54</b>	<b>54</b>	<b>128</b>

# Long-Term Incentive Plan Prevalence by Industry

**QUESTION:** *Does your organization provide long-term incentive compensation to eligible employees?*

From an industry perspective, Finance, Banking and Insurance sectors are most likely to provide long-term incentive compensation to eligible employees

## Long-Term Incentive Plan (LTIP) Prevalence

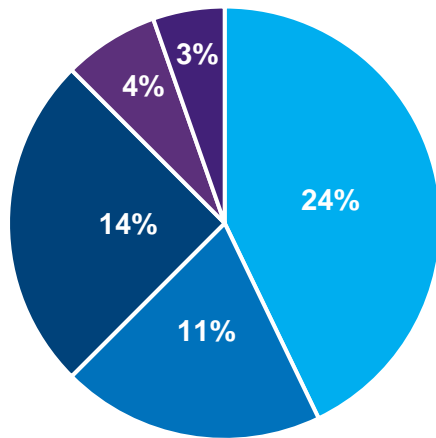
	Overall	Construction, Real Estate & Energy Utility	Finance, Banking & Insurance	Education, Government & Not-for-Profit	Healthcare	Manufacturing, Distribution & Transportation	Professional Services &Technology	Restaurant, Retail & Other Services
<b>Yes</b>	37%	39%	64%	12%	23%	41%	32%	34%
<b>No</b>	48%	49%	28%	76%	62%	42%	46%	48%
<b>Not Sure</b>	15%	12%	8%	12%	15%	17%	22%	18%
<b>N =</b>	<b>555</b>	<b>57</b>	<b>85</b>	<b>59</b>	<b>66</b>	<b>126</b>	<b>85</b>	<b>77</b>

# Long-Term Incentive Plan Vehicles

**QUESTION: Which long-term incentive vehicles are offered to eligible employees?**

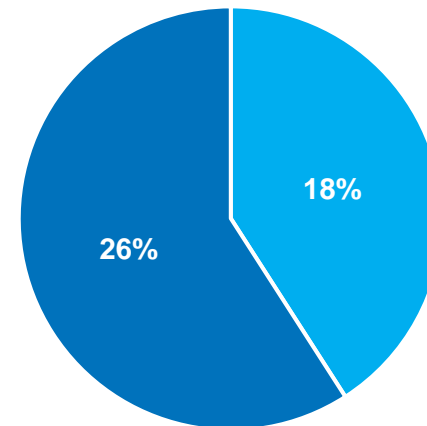
Among the more than one-third (37%) of organizations that provide an LTIP opportunity to executives and other key employees, 56% provide cash-based plans and 44% provide equity-based plans.

**Prevalence of Cash-Based  
LTIP Vehicles 56%**



- Cash Long-Term Award (24%)
- Performance Unit Plans (14%)
- Stock Appreciation Rights (3%)
- Other Cash-Based (11%)
- Phantom Stock (4%)

**Prevalence of Equity-  
Based LTIP Vehicles 44%**



- Stock Options (18%)
- Restricted Stock (26%)

N=196

# Board of Directors Prevalence and Practices

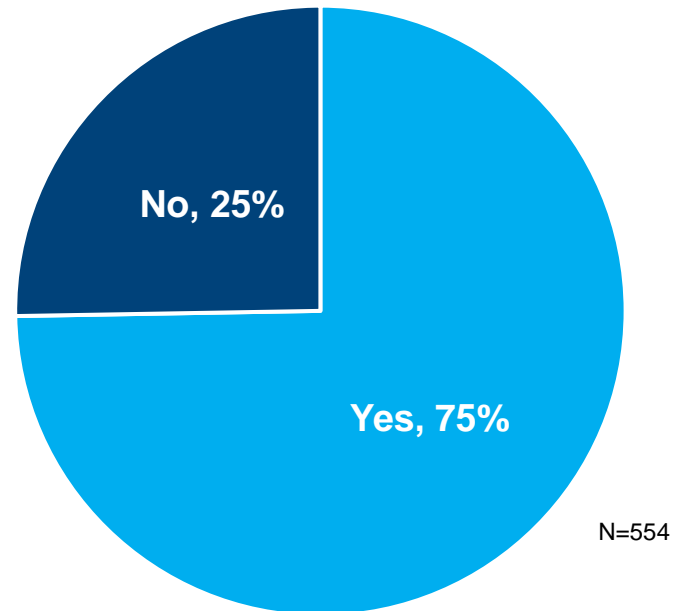
**QUESTION: *Does your organization have a Board of Directors?***

Approximately three-quarters (75%) of organizations reported having a Board of Directors.

As organizations grow by number of FTE and annual revenue size, the more likely they are to have a Board of Directors.

From an industry perspective, organizations in the Education, Government and Not-for-Profit sectors as well as Finance, Banking and Insurance are more likely than other groups to have a Board of Directors.

Board of Directors Prevalence



# Board of Directors Prevalence by FTEs

**QUESTION: *Does your organization have a Board of Directors?***

As organizations grow by number of FTE, they are more likely to have a Board of Directors.

## Board of Directors Prevalence

	Overall	100 or Fewer	101 - 250	251 - 750	751 - 1,500	1,500 or More
<b>Yes</b>	75%	56%	80%	83%	87%	92%
<b>No</b>	25%	44%	20%	17%	13%	8%
<b>N =</b>	<b>554</b>	<b>218</b>	<b>81</b>	<b>71</b>	<b>47</b>	<b>137</b>

# Board of Directors Prevalence by Revenue

**QUESTION:** *Does your organization have a Board of Directors?*

As organizations grow by revenue size, they are more likely to have a Board of Directors.

## Board of Directors Prevalence

	Overall	Up to \$10M	\$11M - \$50M	\$51M - \$100M	\$101M - \$250M	\$251M - \$750M	Greater than \$751M
<b>Yes</b>	75%	56%	65%	83%	80%	87%	95%
<b>No</b>	25%	44%	35%	17%	20%	13%	5%
<b>N =</b>	<b>554</b>	<b>151</b>	<b>115</b>	<b>52</b>	<b>54</b>	<b>54</b>	<b>128</b>

# Board of Directors Prevalence by Industry

**QUESTION:** *Does your organization have a Board of Directors?*

From an industry perspective, organizations in the Education, Government and Not-for-Profit sectors as well as Finance, Banking and Insurance are more likely than other groups to have a Board of Directors.

## Board of Directors Prevalence

	Overall	Construction, Real Estate & Energy Utility	Finance, Banking & Insurance	Education, Government & Not-for-Profit	Healthcare	Manufacturing, Distribution & Transportation	Professional Services &Technology	Restaurant, Retail & Other Services
<b>Yes</b>	75%	75%	86%	92%	76%	76%	55%	68%
<b>No</b>	25%	25%	14%	8%	24%	24%	45%	32%
<b>N =</b>	<b>554</b>	<b>57</b>	<b>85</b>	<b>59</b>	<b>66</b>	<b>125</b>	<b>85</b>	<b>77</b>

# Board of Directors Pay Practices

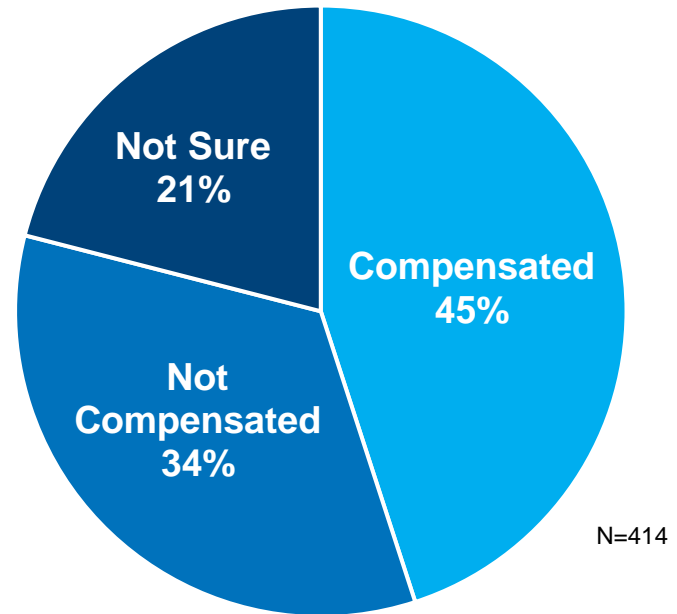
**QUESTION:** *Is the Board of Directors at your organization compensated?*

Approximately forty-five percent of organizations reported having a compensated Board of Directors.

As organizations grow by number of full-time employees (FTE) and annual revenue size, they are more likely to compensate their Board of Directors.

Of the organizations with a Board of Directors, the Finance, Banking and Insurance sectors are more likely than other groups to compensate their Board of Directors.

**Board of Directors Compensation**





# Board of Directors Pay Practices by FTEs

**QUESTION:** *Is the Board of Directors at your organization compensated?*

Of the organizations with a Board of Directors, as organization size grows by number of full-time employees (FTE), they are more likely to compensate their Board of Directors.

## Board of Directors Pay Practices

	Overall	100 or Fewer	101 - 250	251 - 750	751 - 1,500	1,500 or More
<b>Yes</b>	45.4%	28.5%	43.1%	45.8%	51.2%	61.1%
<b>No</b>	33.8%	61.8%	38.5%	33.9%	22.0%	7.9%
<b>Not Sure</b>	20.8%	9.8%	18.5%	20.3%	26.8%	31.0%
<b>N =</b>	<b>414</b>	<b>123</b>	<b>65</b>	<b>59</b>	<b>41</b>	<b>126</b>

# Board of Directors Pay Practices by Revenue

**QUESTION:** *Is the Board of Directors at your organization compensated?*

Of the organizations with a Board of Directors, as organization size grows by revenue, they are more likely to compensate their Board of Directors.

## Board of Directors Pay Practices

	Overall	Up to \$10M	\$11M - \$50M	\$51M - \$100M	\$101M - \$250M	\$251M - \$750M	Greater than \$751M
<b>Yes</b>	45.4%	24.7%	34.7%	51.2%	46.5%	44.7%	64.5%
<b>No</b>	33.8%	62.4%	46.7%	39.5%	34.9%	19.1%	9.1%
<b>Not Sure</b>	20.8%	12.9%	18.7%	9.3%	18.6%	36.2%	26.4%
<b>N =</b>	<b>414</b>	<b>85</b>	<b>75</b>	<b>43</b>	<b>43</b>	<b>47</b>	<b>121</b>

# Board of Directors Pay Practices by Industry

**QUESTION:** *Is the Board of Directors at your organization compensated?*

Of the organizations with a Board of Directors, the Finance, Banking and Insurance industries are more likely than other groups to compensate their Board of Directors, followed by the Manufacturing, Distribution and Transportation sectors.

## Board of Directors Pay Practices

	Overall	Construction, Real Estate & Energy Utility	Finance, Banking & Insurance	Education, Government & Not-for-Profit	Healthcare	Manufacturing, Distribution & Transportation	Professional Services &Technology	Restaurant, Retail & Other Services
<b>Yes</b>	45.4%	53.5%	61.6%	14.8%	24.0%	58.9%	48.9%	40.4%
<b>No</b>	33.8%	30.2%	19.2%	74.1%	54.0%	15.8%	31.9%	30.8%
<b>Not Sure</b>	20.8%	16.3%	19.2%	11.1%	22.0%	25.3%	19.1%	28.8%
<b>N =</b>	<b>414</b>	<b>43</b>	<b>73</b>	<b>54</b>	<b>50</b>	<b>95</b>	<b>47</b>	<b>52</b>

A tall, balanced stack of smooth, brown stones on a beach, with the ocean and a clear blue sky in the background. The stones are stacked in a conical shape, with the largest stones at the base and the smallest at the top. The ocean is visible in the background, with white waves breaking. The sky is a clear, light blue.

# Retirement Plans

# Qualified Retirement Plan Prevalence

**QUESTION:** *Does your organization offer a qualified retirement plan?*

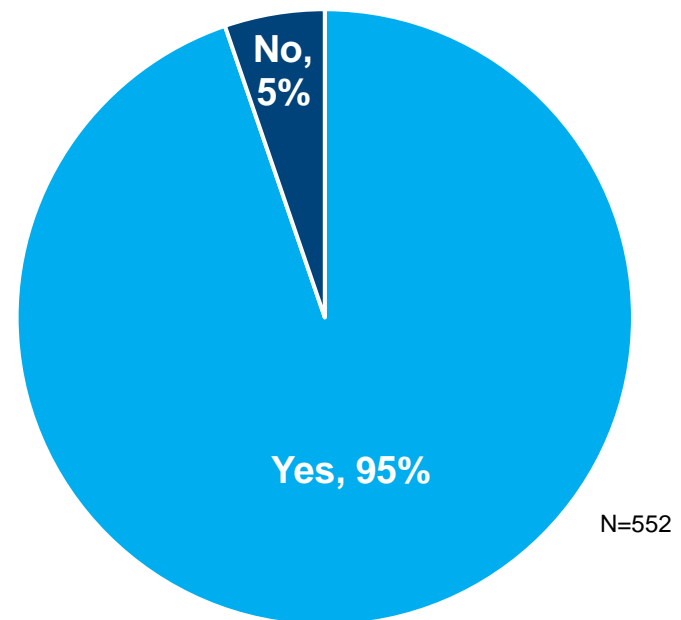
Ninety-five percent (95%) of organizations reported offering a qualified retirement plan.

Retirement plan options, matching contributions, and related plan features including managed accounts and fiduciary guidance are featured on the following pages by:

- Organization size (FTEs)
- Revenue
- Industry

Retirement plan automatic enrollment and automatic escalation trends are referenced from the *PLANSPONSOR 2021 Defined Contribution Plan Industry Report*.

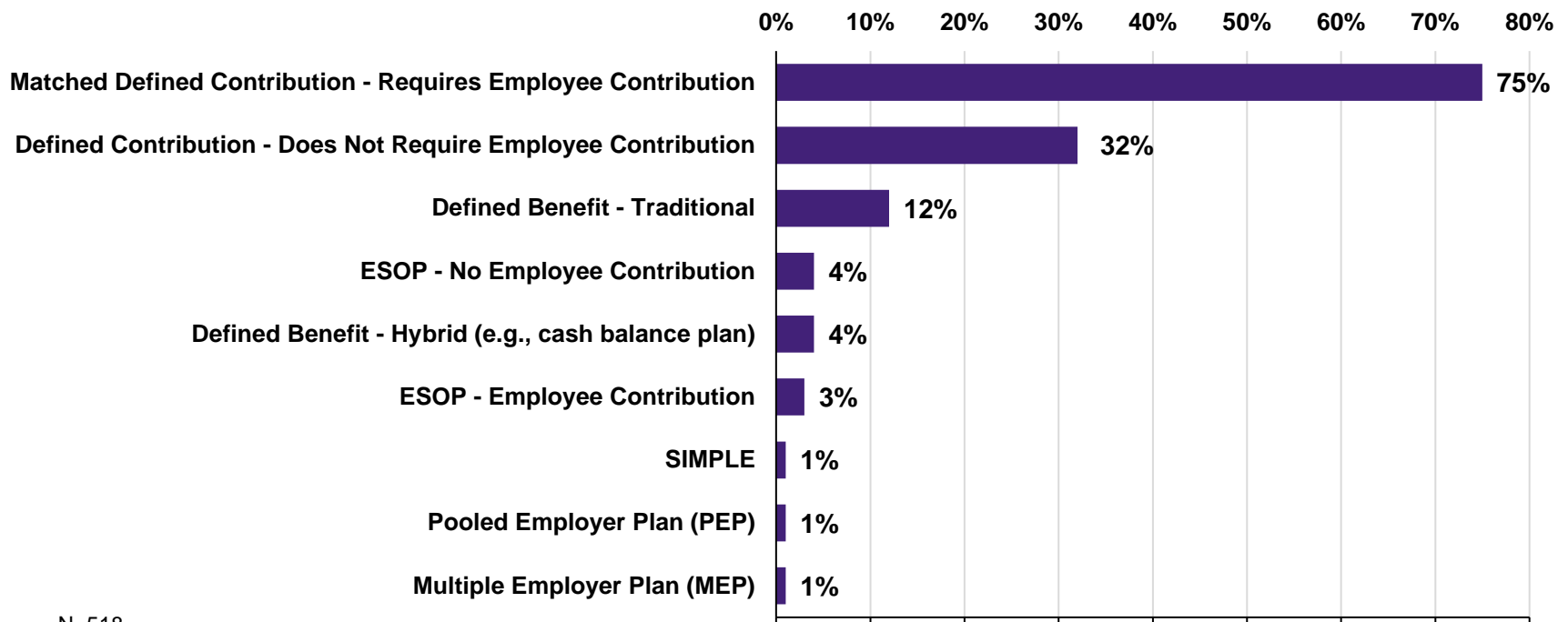
**Organizations Offering a Qualified Retirement Plan**



# Retirement Plan Options

**QUESTION:** *What type of qualified retirement plan(s) do you offer?*

The most prevalent types of retirement plans include matched defined contribution plans requiring employee contribution and defined contribution plans not requiring employee contribution. Defined Benefit plans are the next most prevalent plan type, followed by ESOP, DB-Hybrid, SIMPLE, PEP and MEP plans. Some organizations offer more than one plan type.



N=518

# Retirement Plan Options by FTEs

**QUESTION: *What type of qualified retirement plan(s) do you offer?***

The most prevalent types of retirement plans for organizations (by FTE size) include Defined Contribution plans. Defined Benefit plans are the next most prevalent plan type, followed by ESOP, SIMPLE, PEP and MEP plans. Some organizations offer more than one plan type.

	Overall	100 or Fewer	101 - 250	251 - 750	751 - 1,500	1,500 or More
<b>Matched Defined Contribution - Requires Employee Contribution</b>	75%	65%	76%	85%	70%	89%
<b>Defined Contribution - Does Not Require Employee Contribution</b>	32%	34%	27%	26%	46%	29%
<b>Defined Benefit - Traditional</b>	12%	10%	11%	9%	20%	15%
<b>ESOP - No Employee Contribution</b>	4%	3%	8%	6%	2%	4%
<b>Defined Benefit - Hybrid (e.g., cash balance plan)</b>	4%	4%	1%	0%	2%	8%
<b>ESOP - Employee Contribution</b>	3%	3%	3%	0%	4%	5%
<b>SIMPLE</b>	1%	2%	0%	0%	0%	1%
<b>Pooled Employer Plan (PEP)</b>	1%	2%	0%	0%	0%	0%
<b>Multiple Employer Plan (MEP)</b>	1%	0%	1%	2%	0%	0%
<b>N =</b>	<b>518</b>	<b>209</b>	<b>75</b>	<b>65</b>	<b>46</b>	<b>123</b>



# Retirement Plan Options by Revenue

**QUESTION: *What type of qualified retirement plan(s) do you offer?***

The most prevalent types of retirement plans for organizations (by revenue size) include Defined Contribution plans. Defined Benefit plans are the next most prevalent plan type, followed by ESOP, SIMPLE, PEP and MEP plans. Some organizations offer more than one plan type.

	Overall	Up to \$10M	\$11M - \$50M	\$51M - \$100M	\$101M - \$250M	\$251M - \$750M	Greater than \$751M
<b>Matched Defined Contribution - Requires Employee Contribution</b>	75%	59%	78%	71%	86%	82%	86%
<b>Defined Contribution - Does Not Require Employee Contribution</b>	32%	38%	25%	31%	29%	22%	37%
<b>Defined Benefit - Traditional</b>	12%	6%	12%	14%	4%	14%	19%
<b>ESOP - No Employee Contribution</b>	4%	3%	2%	14%	6%	6%	3%
<b>Defined Benefit - Hybrid (e.g., cash balance plan)</b>	4%	5%	1%	2%	2%	2%	8%
<b>ESOP - Employee Contribution</b>	3%	4%	2%	2%	0%	4%	5%
<b>SIMPLE</b>	1%	3%	1%	2%	0%	0%	0%
<b>Pooled Employer Plan (PEP)</b>	1%	2%	2%	0%	0%	0%	0%
<b>Multiple Employer Plan (MEP)</b>	1%	1%	0%	2%	0%	0%	0%
<b>N =</b>	<b>518</b>	<b>141</b>	<b>110</b>	<b>49</b>	<b>49</b>	<b>50</b>	<b>119</b>



# Retirement Plan Options by Industry

## QUESTION: *What type of qualified retirement plan(s) do you offer?*

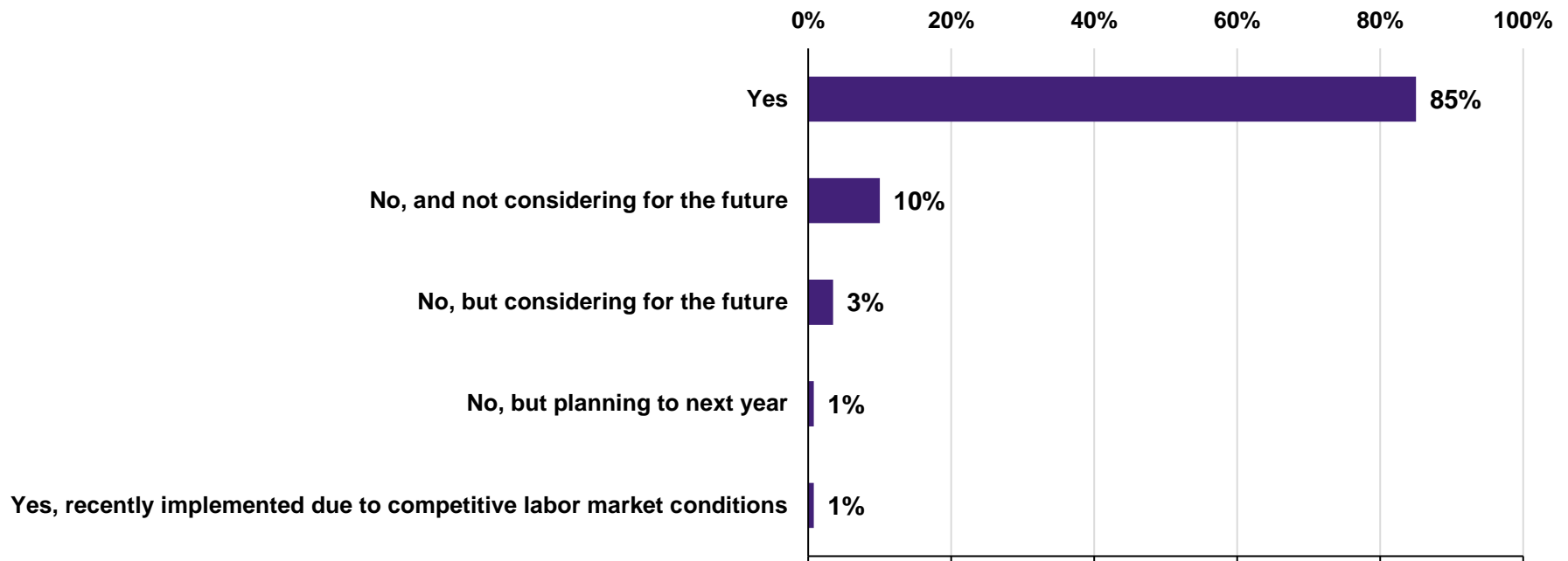
Across industries, most employers offer defined contribution retirement plans. Defined benefit plans are more common in certain industries including Construction, Real Estate and Energy Utility as well as Education, Government and Not-for-Profit. Some organizations offer more than one plan type.

	Overall	Construction, Real Estate & Energy Utility	Finance, Banking & Insurance	Education, Government & Not-for-Profit	Healthcare	Manufacturing, Distribution & Transportation	Professional Services & Technology	Restaurant, Retail & Other Services
<b>Matched Defined Contribution - Requires Employee Contribution</b>	75%	67%	86%	68%	73%	88%	60%	72%
<b>Defined Contribution - Does Not Require Employee Contribution</b>	32%	41%	27%	41%	38%	27%	34%	23%
<b>Defined Benefit - Traditional</b>	12%	24%	9%	14%	8%	12%	11%	7%
<b>ESOP - No Employee Contribution</b>	4%	6%	5%	0%	2%	6%	5%	6%
<b>Defined Benefit - Hybrid (e.g., cash balance plan)</b>	4%	6%	10%	0%	5%	3%	2%	1%
<b>ESOP - Employee Contribution</b>	3%	4%	1%	5%	2%	3%	6%	3%
<b>SIMPLE</b>	1%	0%	0%	2%	0%	0%	5%	1%
<b>Pooled Employer Plan (PEP)</b>	1%	2%	1%	0%	0%	0%	2%	1%
<b>Multiple Employer Plan (MEP)</b>	1%	4%	0%	0%	0%	1%	0%	0%
<b>N =</b>	<b>518</b>	<b>54</b>	<b>81</b>	<b>56</b>	<b>60</b>	<b>116</b>	<b>82</b>	<b>69</b>

# Retirement Plan Matching Contributions

**QUESTION: *Does your company offer matching contributions?***

Eighty-five percent (85%) of organizations offer matching contributions to their qualified plan. Four percent (4%) of organizations reported they are considering offering a match in the future or planning to next year. One percent (1%) recently implemented matching contributions due to competitive labor market conditions.



N=520

# Retirement Plan Matching Contributions by FTEs

## QUESTION: *Does your company offer matching contributions?*

While most organizations offer matching contributions to their qualified plan, larger organizations by FTE size offer matches most often. Only 10% of organizations do not offer and are not considering offering a match for the future.

	Overall	100 or Fewer	101 - 250	251 - 750	751 - 1,500	1,500 or More
<b>Yes</b>	85%	76%	92%	83%	87%	96%
<b>Yes, recently implemented due to competitive labor market conditions</b>	1%	1%	0%	2%	0%	1%
<b>No, but planning to next year</b>	1%	0%	3%	2%	0%	0%
<b>No, but considering for the future</b>	3%	5%	3%	3%	4%	2%
<b>No, and not considering for the future</b>	10%	18%	3%	11%	9%	2%
<b>N =</b>	<b>520</b>	<b>210</b>	<b>75</b>	<b>64</b>	<b>47</b>	<b>124</b>

*Responses may not add up to 100% due to rounding.*

# Retirement Plan Matching Contributions by Revenue

## QUESTION: *Does your company offer matching contributions?*

While most organizations offer matching contributions to their qualified plan, larger organizations by revenue size offer matches most often. Only 10% of organizations do not offer and are not considering offering a match for the future.

	Overall	Up to \$10M	\$11M - \$50M	\$51M - \$100M	\$101M - \$250M	\$251M - \$750M	Greater than \$751M
<b>Yes</b>	85%	73%	85%	81%	92%	88%	96%
<b>Yes, recently implemented due to competitive labor market conditions</b>	1%	1%	1%	0%	0%	2%	1%
<b>No, but planning to next year</b>	1%	1%	0%	4%	0%	0%	0%
<b>No, but considering for the future</b>	3%	6%	2%	4%	4%	2%	2%
<b>No, and not considering for the future</b>	10%	18%	12%	10%	4%	8%	2%
<b>N =</b>	<b>520</b>	<b>143</b>	<b>110</b>	<b>48</b>	<b>49</b>	<b>51</b>	<b>119</b>

*Responses may not add up to 100% due to rounding.*

# Retirement Plan Matching Contributions by Industry

## QUESTION: *Does your company offer matching contributions?*

Across industries, most organizations offer matching contributions to their qualified plan. Overall, only 10% of organizations do not offer and are not considering offering a match for the future, however this figure varies by industry.

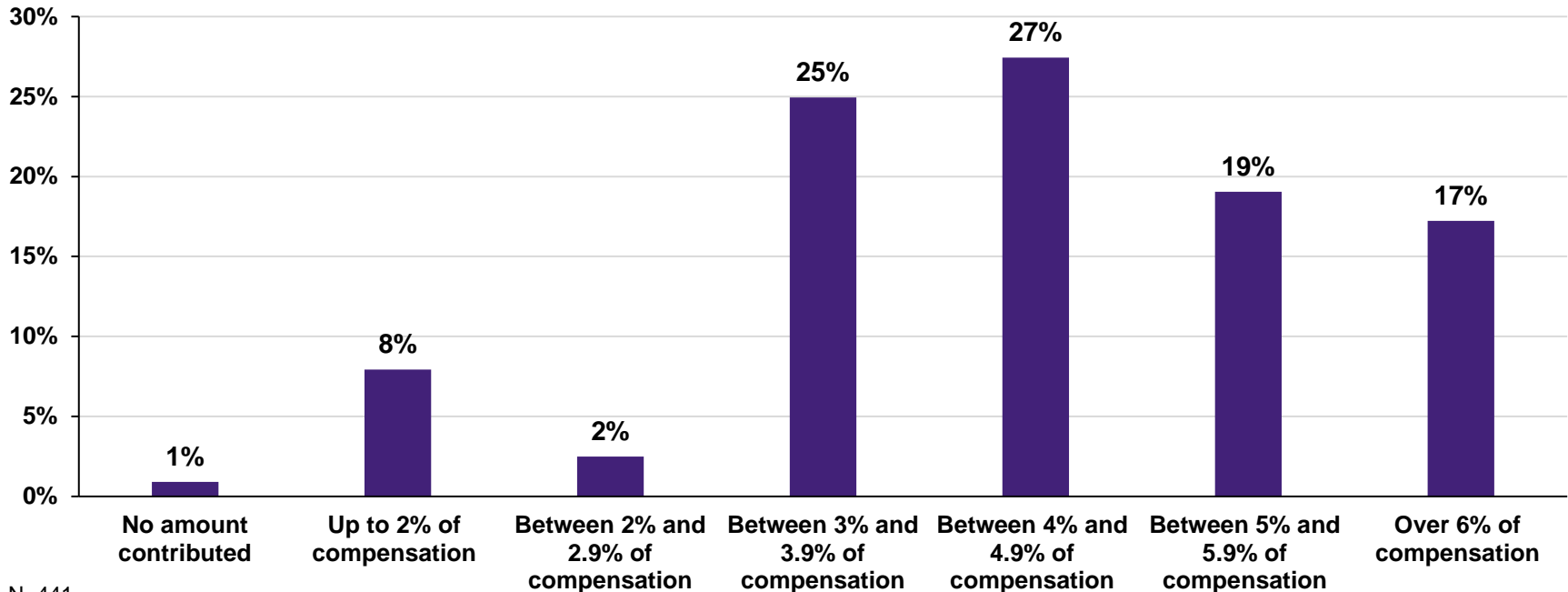
	Overall	Construction, Real Estate & Energy Utility	Finance, Banking & Insurance	Education, Government & Not-for-Profit	Healthcare	Manufacturing, Distribution & Transportation	Professional Services &Technology	Restaurant, Retail & Other Services
<b>Yes</b>	85%	87%	94%	79%	83%	90%	73%	86%
<b>Yes, recently implemented due to competitive labor market conditions</b>	1%	2%	0%	2%	2%	1%	0%	0%
<b>No, but planning to next year</b>	1%	0%	1%	2%	0%	2%	0%	0%
<b>No, but considering for the future</b>	3%	2%	2%	7%	5%	2%	5%	3%
<b>No, and not considering for the future</b>	10%	9%	2%	11%	10%	6%	22%	11%
<b>N =</b>	<b>520</b>	<b>54</b>	<b>81</b>	<b>56</b>	<b>60</b>	<b>117</b>	<b>82</b>	<b>70</b>

*Responses may not add up to 100% due to rounding.*

# Maximum Company Match

**QUESTION: For your organization's defined contribution plan, what is the maximum match available under your formula?**

Most organizations (52%) offer maximum matching contributions between 3% and 4.9% of compensation for their defined contribution plan. Approximately thirty-six percent (36%) of organizations report offering matches above 5% of compensation.



Responses may not add up to 100% due to rounding.

# Maximum Company Match by FTEs

**QUESTION:** *For your organization's defined contribution plan, what is the maximum match available under your formula?*

Most organizations by FTE size offer maximum matching contributions between 3% and 4.9% of compensation for their defined contribution plan. Over one-third of most organizations report offering maximum matches above 5% of compensation.

	Overall	100 or Fewer	101 - 250	251 - 750	751 - 1,500	1,500 or More
<b>No amount contributed</b>	1%	1%	1%	0%	2%	0%
<b>Up to 2% of compensation</b>	8%	9%	7%	15%	10%	3%
<b>Between 2% and 2.9% of compensation</b>	2%	1%	6%	2%	2%	3%
<b>Between 3% and 3.9% of compensation</b>	25%	26%	7%	33%	17%	32%
<b>Between 4% and 4.9% of compensation</b>	27%	31%	24%	20%	29%	27%
<b>Between 5% and 5.9% of compensation</b>	19%	19%	29%	19%	17%	15%
<b>Over 6% of compensation</b>	17%	13%	25%	11%	22%	20%
<b>N =</b>	<b>441</b>	<b>161</b>	<b>68</b>	<b>54</b>	<b>41</b>	<b>117</b>

*Responses may not add up to 100% due to rounding.*

# Maximum Company Match by Revenue

**QUESTION:** *For your organization's defined contribution plan, what is the maximum match available under your formula?*

Most organizations by revenue size offer maximum matching contributions between 3% and 4.9% of compensation for their defined contribution plan. Over one-third of most organizations report offering maximum matches above 5% of compensation.

	Overall	Up to \$10M	\$11M - \$50M	\$51M - \$100M	\$101M - \$250M	\$251M - \$750M	Greater than \$751M
<b>No amount contributed</b>	1%	1%	1%	3%	2%	0%	0%
<b>Up to 2% of compensation</b>	8%	8%	8%	13%	14%	9%	4%
<b>Between 2% and 2.9% of compensation</b>	2%	2%	5%	0%	2%	2%	2%
<b>Between 3% and 3.9% of compensation</b>	25%	22%	27%	15%	27%	20%	30%
<b>Between 4% and 4.9% of compensation</b>	27%	32%	26%	21%	27%	31%	25%
<b>Between 5% and 5.9% of compensation</b>	19%	21%	21%	18%	18%	20%	16%
<b>Over 6% of compensation</b>	17%	14%	11%	31%	9%	18%	24%
<b>N =</b>	<b>441</b>	<b>105</b>	<b>95</b>	<b>39</b>	<b>44</b>	<b>45</b>	<b>113</b>

Responses may not add up to 100% due to rounding.



# Maximum Company Match by Industry

**QUESTION:** *For your organization's defined contribution plan, what is the maximum match available under your formula?*

Across industries, most organizations offer maximum matching contributions between 3% and 4.9% of compensation for their defined contribution plan. Over one-third of most organizations report offering maximum matches above 5% of compensation.

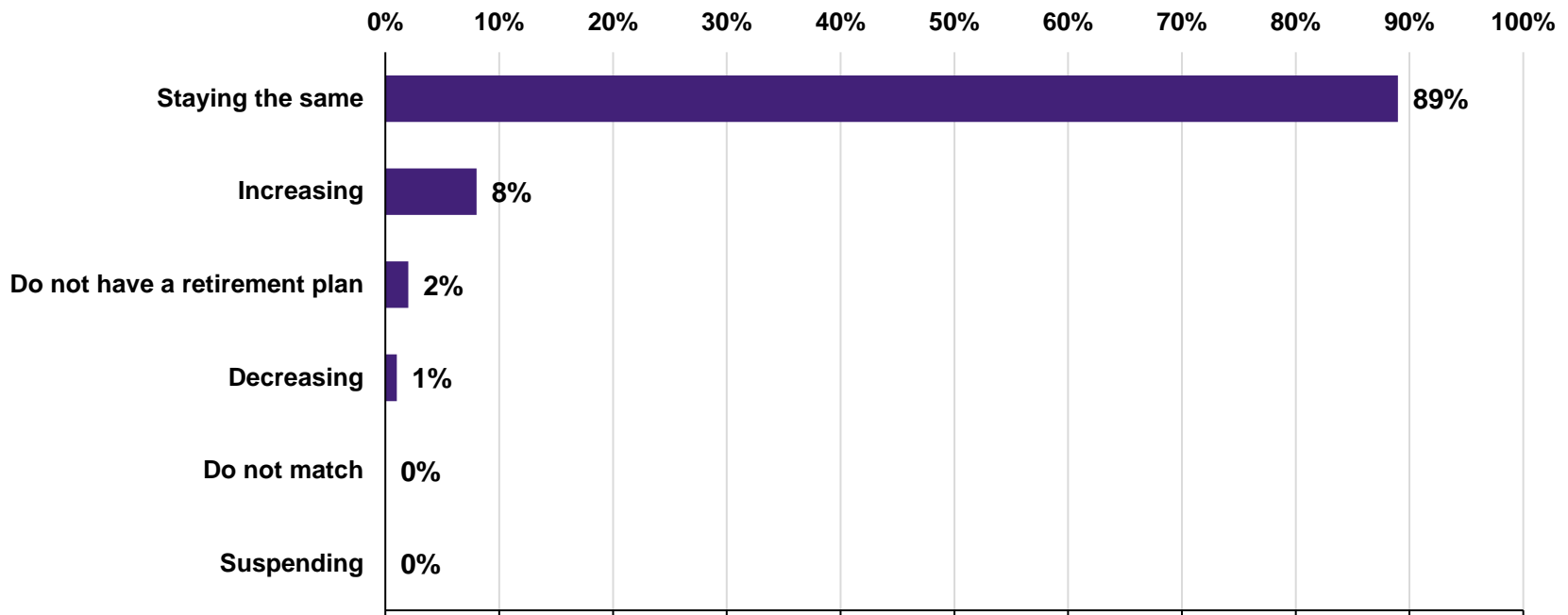
	Overall	Construction, Real Estate & Energy Utility	Finance, Banking & Insurance	Education, Government & Not-for-Profit	Healthcare	Manufacturing, Distribution & Transportation	Professional Services & Technology	Restaurant, Retail & Other Services
<b>No amount contributed</b>	1%	2%	0%	2%	0%	1%	2%	0%
<b>Up to 2% of compensation</b>	8%	2%	3%	11%	8%	12%	5%	14%
<b>Between 2% and 2.9% of compensation</b>	2%	2%	0%	2%	0%	4%	3%	5%
<b>Between 3% and 3.9% of compensation</b>	25%	26%	18%	20%	26%	30%	32%	20%
<b>Between 4% and 4.9% of compensation</b>	27%	26%	24%	22%	36%	28%	33%	24%
<b>Between 5% and 5.9% of compensation</b>	19%	26%	28%	18%	24%	16%	10%	14%
<b>Over 6% of compensation</b>	17%	17%	28%	24%	6%	10%	15%	24%
<b>N =</b>	<b>441</b>	<b>47</b>	<b>76</b>	<b>45</b>	<b>50</b>	<b>104</b>	<b>60</b>	<b>59</b>

*Responses may not add up to 100% due to rounding.*

# Retirement Plan Contribution Change

**QUESTION:** *If your organization has a retirement plan contribution, how will it compare to last year?*

The large majority (89%) of organizations reported retirement plan contributions will remain the same as the previous year. Eight percent (8%) of organizations will be increasing contributions. Only 1% will be decreasing and no organizations will be suspending contributions.



N=442

Responses may not add up to 100% due to rounding.

# Retirement Plan Contribution Change by FTEs

**QUESTION:** *If your organization has a retirement plan contribution, how will it compare to last year?*

Most organizations by FTE size reported retirement plan contributions will stay the same compared to last year. Some organizations are beginning to increase contributions this year. Very few will be decreasing and no organizations will be suspending contributions.

	Overall	100 or Fewer	101 - 250	251 - 750	751 - 1,500	1,500 or More
<b>Staying the Same</b>	89%	90%	82%	93%	90%	90%
<b>Increasing</b>	8%	7%	13%	7%	8%	7%
<b>Do not have a retirement plan</b>	2%	1%	3%	0%	0%	3%
<b>Decreasing</b>	1%	2%	0%	0%	3%	0%
<b>Do not match</b>	0%	0%	1%	0%	0%	0%
<b>Suspending</b>	0%	0%	0%	0%	0%	0%
<b>N =</b>	<b>442</b>	<b>162</b>	<b>68</b>	<b>54</b>	<b>40</b>	<b>118</b>

*Responses may not add up to 100% due to rounding.*

# Retirement Plan Contribution Change by Revenue

**QUESTION:** *If your organization has a retirement plan contribution, how will it compare to last year?*

Most organizations by revenue size reported retirement plan contributions will stay the same compared to last year. Some organizations are beginning to increase contributions this year. Very few will be decreasing and no organizations will be suspending contributions.

	Overall	Up to \$10M	\$11M - \$50M	\$51M - \$100M	\$101M - \$250M	\$251M - \$750M	Greater than \$751M
<b>Staying the Same</b>	89%	87%	88%	97%	87%	87%	90%
<b>Increasing</b>	8%	11%	6%	0%	13%	11%	6%
<b>Do not have a retirement plan</b>	2%	1%	1%	3%	0%	2%	4%
<b>Decreasing</b>	1%	1%	3%	0%	0%	0%	0%
<b>Do not match</b>	0%	0%	1%	0%	0%	0%	0%
<b>Suspending</b>	0%	0%	0%	0%	0%	0%	0%
<b>N =</b>	<b>442</b>	<b>106</b>	<b>94</b>	<b>38</b>	<b>45</b>	<b>46</b>	<b>113</b>

*Responses may not add up to 100% due to rounding.*

# Retirement Plan Contribution Change by Industry

**QUESTION:** *If your organization has a retirement plan contribution, how will it compare to last year?*

Across industries, most organizations reported retirement plan contributions will stay the same compared to last year. Some organizations are beginning to increase contributions this year. Very few will be decreasing and no organizations will be suspending contributions.

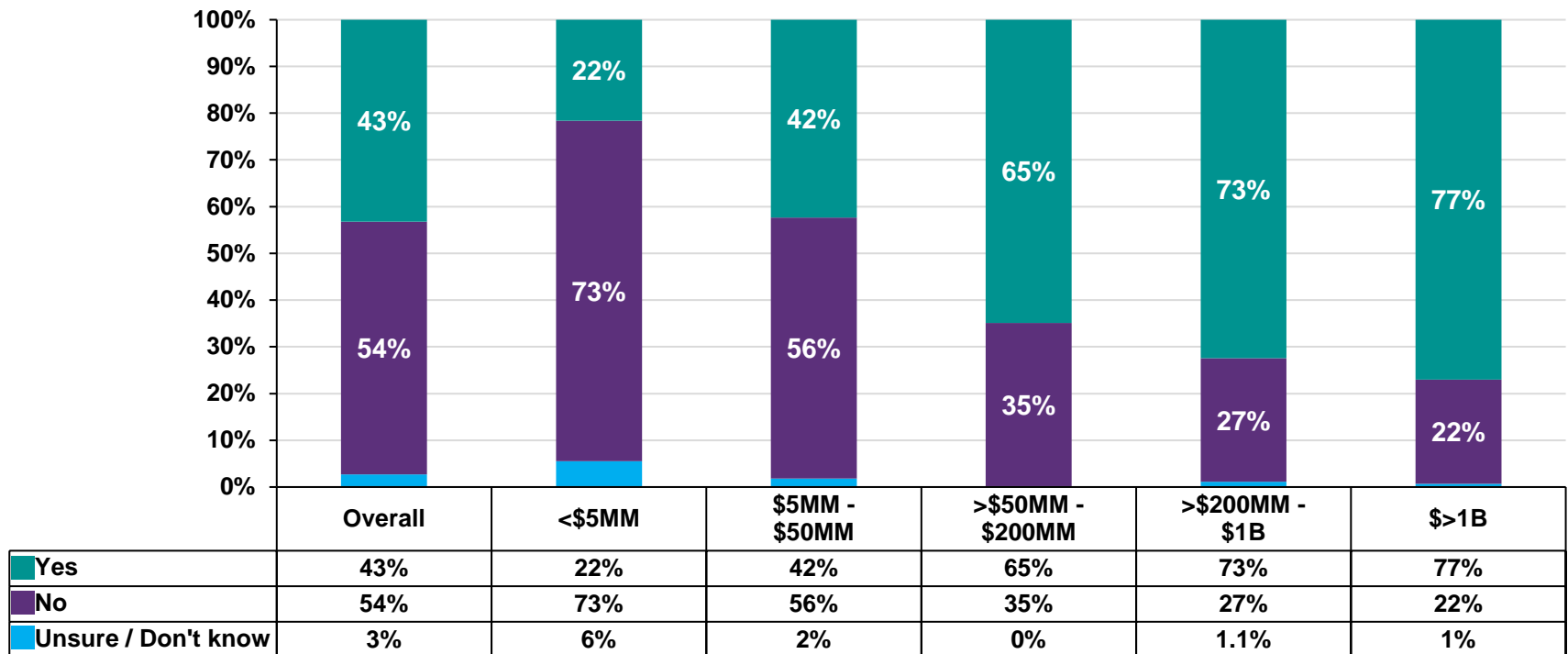
	Overall	Construction, Real Estate & Energy Utility	Finance, Banking & Insurance	Education, Government & Not-for-Profit	Healthcare	Manufacturing, Distribution & Transportation	Professional Services &Technology	Restaurant, Retail & Other Services
<b>Staying the Same</b>	89%	89%	87%	89%	90%	89%	88%	90%
<b>Increasing</b>	8%	9%	9%	7%	10%	7%	10%	7%
<b>Do not have a retirement plan</b>	2%	2%	1%	0%	0%	3%	2%	3%
<b>Decreasing</b>	1%	0%	3%	2%	0%	1%	0%	0%
<b>Do not match</b>	0%	0%	0%	2%	0%	0%	0%	0%
<b>Suspending</b>	0%	0%	0%	0%	0%	0%	0%	0%
<b>N =</b>	<b>442</b>	<b>47</b>	<b>75</b>	<b>45</b>	<b>51</b>	<b>104</b>	<b>60</b>	<b>60</b>

*Responses may not add up to 100% due to rounding.*

# Retirement Plan Automatic Enrollment

## QUESTION: *Does your plan offer automatic enrollment?*

The results charted below from the PLANSPONSOR *Defined Contribution Plan Industry Report* indicate 43% of organizations overall offer automatic enrollment in their retirement plan. Larger plans more frequently offer an automatic enrollment feature.

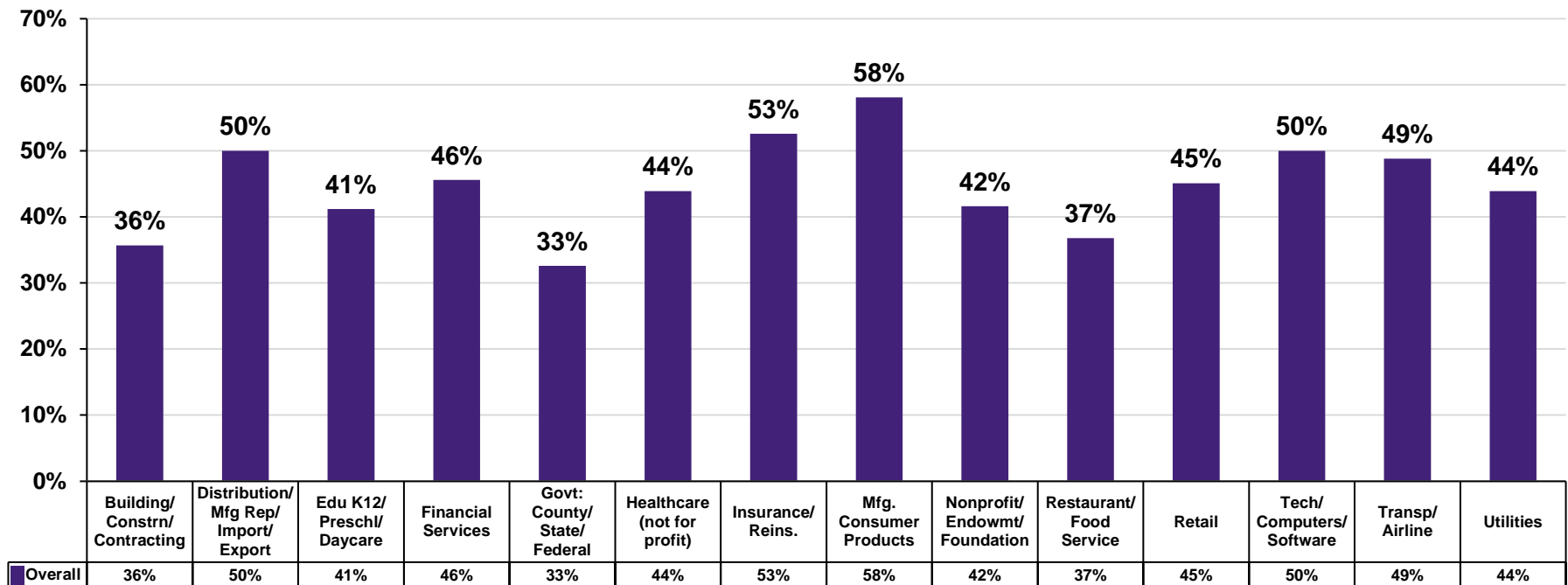


Source: PLANSPONSOR 2021 *Defined Contribution Plan Industry Report* (p.25). The groups represent plans by DC asset size. Responses may not add up to 100% due to rounding. N=2,401

# Retirement Plan Auto Enrollment by Industry

## QUESTION: *Does your plan offer automatic enrollment?*

The results charted below from the PLANSPONSOR *Defined Contribution Plan Industry Report* illustrate the overall average percent of organizations that offer automatic enrollment in their retirement plans.



Source: PLANSPONSOR 2021 *Defined Contribution Plan Industry Report*, Industry-specific reports (p.25).

The groups represent plans by DC asset size.

N=2,401

# Retirement Plan Auto Enrollment Percentage

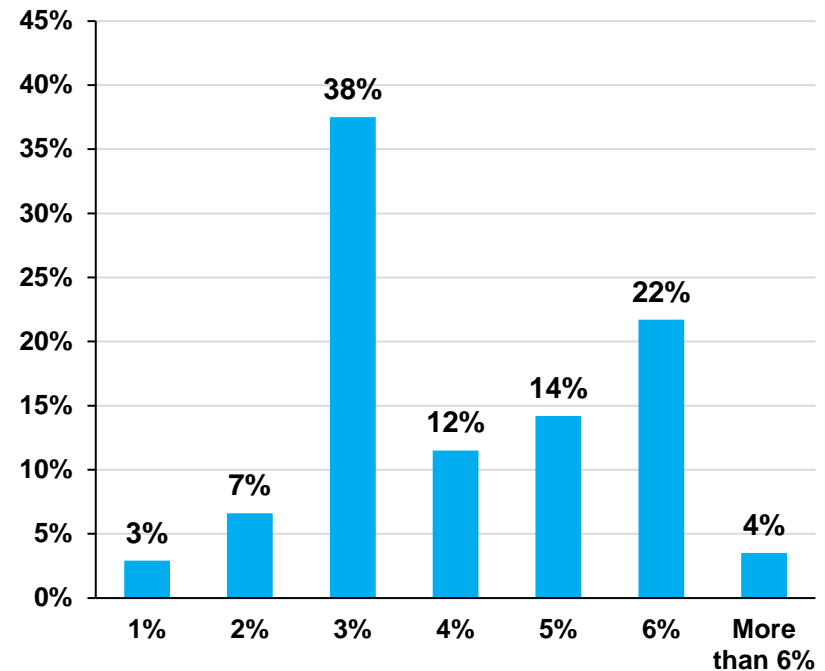
**QUESTION: What is the default deferral rate as a percentage of the employee's salary?**

The results charted below from the PLANSPONSOR *Defined Contribution Plan Industry Report* indicate the default deferral rate as a percentage of the employee's salary. Most organizations elect 3% as the default deferral rate.

## All Industries

	Overall	<\$5MM	\$5MM - \$50MM	>\$50MM - \$200MM	>\$200MM - \$1B	>\$1B
1%	2.9%	6.8%	2.8%	0.5%	2.2%	2.6%
2%	6.6%	10.3%	5.8%	6.9%	3.7%	7.0%
3%	37.5%	39.0%	44.3%	31.9%	30.9%	31.3%
4%	11.5%	8.2%	12.5%	12.8%	11.8%	10.4%
5%	14.2%	11.0%	13.6%	17.0%	16.2%	13.0%
6%	21.7%	15.1%	17.3%	26.1%	27.2%	30.4%
More than 6%	3.5%	3.4%	1.9%	4.3%	6.6%	3.5%

Source: PLANSPONSOR 2021 *Defined Contribution Plan Industry Report* (p.29).  
The groups represent plans by DC asset size.  
N=2,401





# Retirement Plan Auto Enrollment Percentage by Industry

**QUESTION: *What is the default deferral rate as a percentage of the employee's salary?***

The results charted below from the PLANSPONSOR *Defined Contribution Plan Industry Report*, provide the overall default deferral rate as a percentage of the employee's salary. For most organizations across industries, 3% is the most common default deferral rate. The financial services and building/construction/contracting industries have nearly a third of organizations who default to 6% of salary.

	Building Construction Contracting	Distribution Manufacturer's Rep Import Export	Education K12/ Preschool/ Daycare	Financial Services	Government: County/State/ Federal	Healthcare (not for profit)	Insurance Reinsurance
<b>1%</b>	0.0%	0.0%	14.3%	0.0%	21.4%	2.8%	0.0%
<b>2%</b>	5.5%	4.3%	7.1%	7.4%	21.4%	5.6%	2.5%
<b>3%</b>	30.9%	52.2%	28.6%	35.2%	28.6%	41.7%	37.5%
<b>4%</b>	20.0%	8.7%	0.0%	9.3%	0.0%	22.2%	12.5%
<b>5%</b>	10.9%	13.0%	21.4%	14.8%	7.1%	13.9%	15.0%
<b>6%</b>	27.3%	4.3%	14.3%	33.3%	7.1%	11.1%	5.0%
<b>More than 6%</b>	3.6%	4.3%	0.0%	0.0%	0.0%	2.8%	0.0%

Source: PLANSPONSOR 2021 *Defined Contribution Plan Industry Report* (p.29). The groups represent plans by DC asset size.  
N=2,401

# Retirement Plan Auto Enrollment Percentage by Industry *(continued)*

**QUESTION:** *What is the default deferral rate as a percentage of the employee's salary?*

The results charted below from the PLANSPONSOR *Defined Contribution Plan Industry Report*, provide the overall default deferral rate as a percentage of the employee's salary. For most organizations across industries, 3% is the most common default deferral rate. More than one-half of utility industry organizations auto enroll employees at 6%.

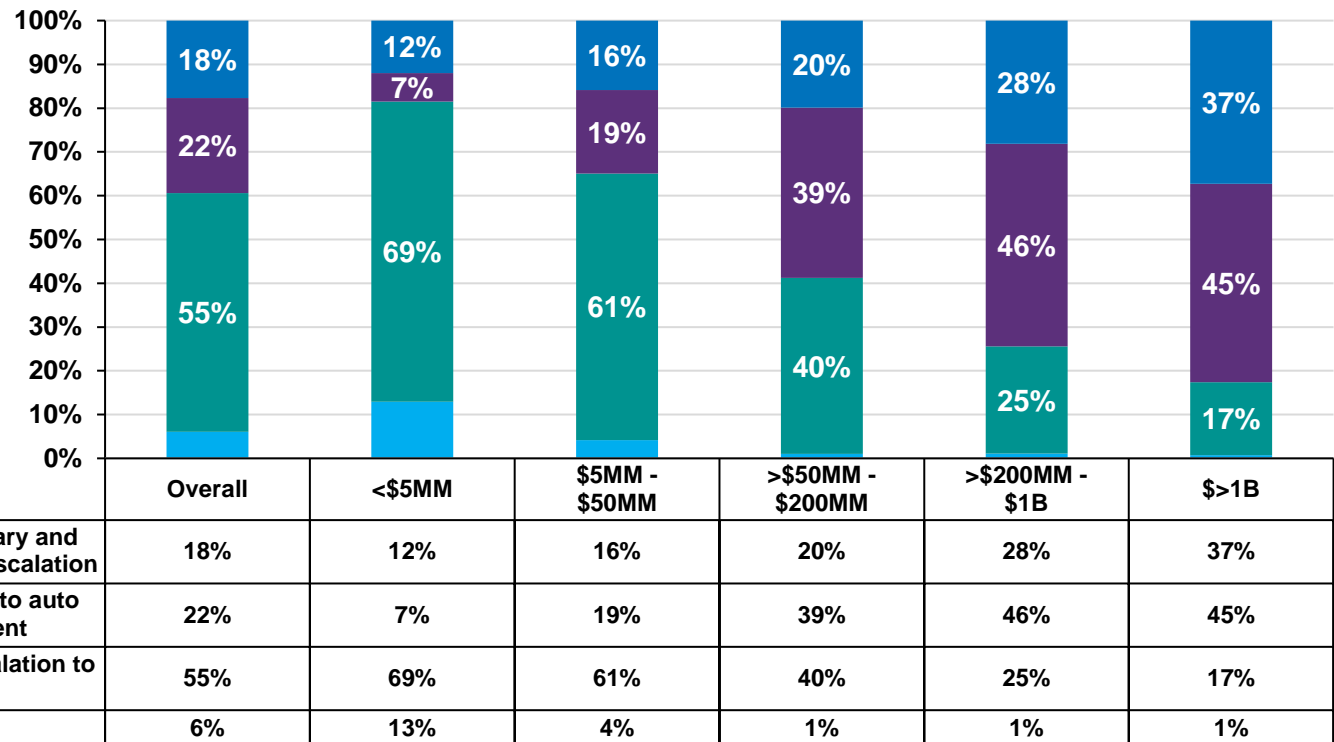
	Manufacturing Consumer Products	Nonprofit/ Endowmt/ Foundation	Restaurant Food Service	Retail	Technology Computers Software	Transportation Airline	Utilities
<b>1%</b>	1.3%	0.0%	0.0%	2.8%	0.0%	0.0%	5.6%
<b>2%</b>	2.5%	12.2%	5.0%	16.7%	2.4%	15.0%	5.6%
<b>3%</b>	46.8%	34.1%	35.0%	44.4%	24.4%	40.0%	16.7%
<b>4%</b>	15.2%	14.6%	30.0%	8.3%	12.2%	5.0%	5.6%
<b>5%</b>	12.7%	19.5%	0.0%	16.7%	17.1%	0.0%	5.6%
<b>6%</b>	19.0%	12.2%	30.0%	8.3%	36.6%	25.0%	55.6%
<b>More than 6%</b>	2.5%	0.0%	0.0%	2.8%	7.3%	10.0%	5.6%

Source: PLANSPONSOR 2021 *Defined Contribution Plan Industry Report* (p.29). The groups represent plans by DC asset size.  
N=2,401

# Retirement Plan Auto Escalation

**QUESTION: Does your plan offer “Auto Escalation” (i.e., automatic deferral increases)?**

Results from the PLANSPONSOR *Defined Contribution Plan Industry Report* indicate 40% of organizations overall (18% + 22%) offer auto escalation in their retirement plan. Larger organizations more frequently offer an auto escalation feature.

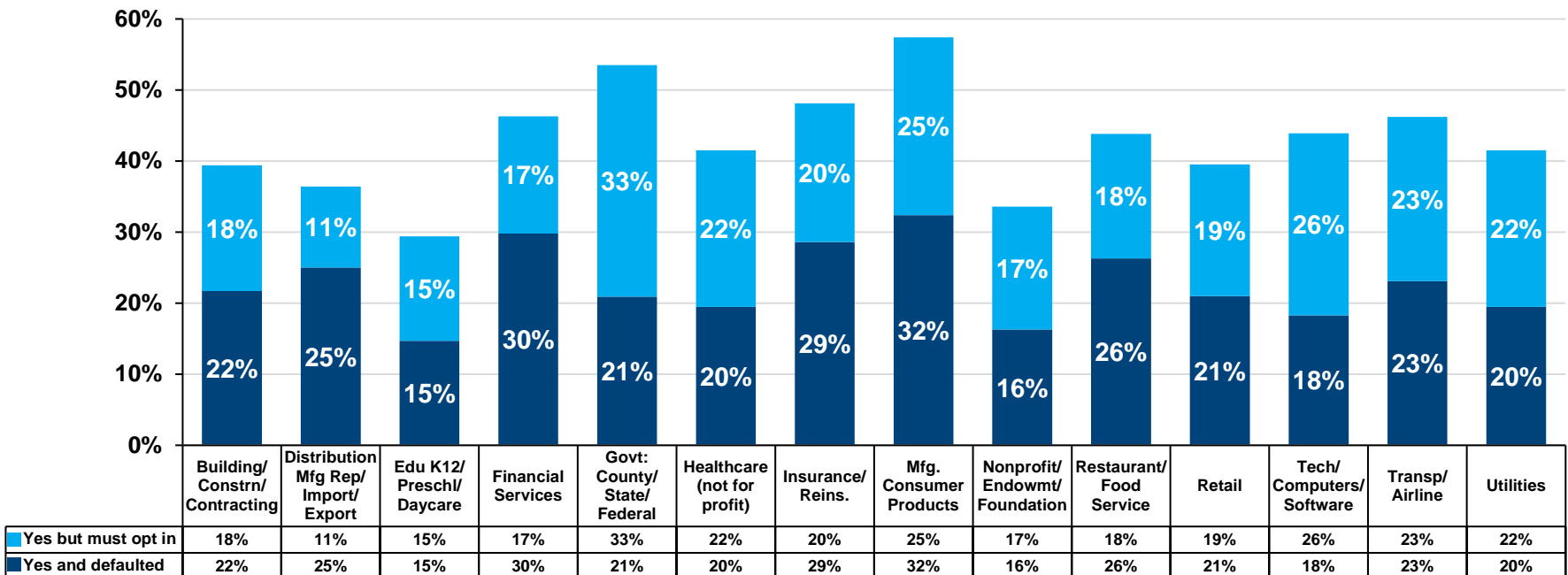


Source: PLANSPONSOR 2021 *Defined Contribution Plan Industry Report* (p.30). The groups represent plans by DC asset size.  
N=2,401

# Retirement Plan Auto Escalation by Industry

**QUESTION: Does your plan offer “Auto Escalation” (i.e., automatic deferral increases)?**

The industry reports from the PLANSPONSOR *Defined Contribution Plan Industry Report* illustrate the overall average percent of organizations that offer auto escalation in their retirement plans.



Yes but must opt in = Participation is voluntary and participants must opt into auto escalation

Yes and defaulted = Participants are defaulted into auto escalation at time of enrollment

Source: PLANSPONSOR 2021 *Defined Contribution Plan Industry Report*, (p.30). The groups represent plans by DC asset size.  
N=2,401

# Retirement Plan Auto Escalation Rate

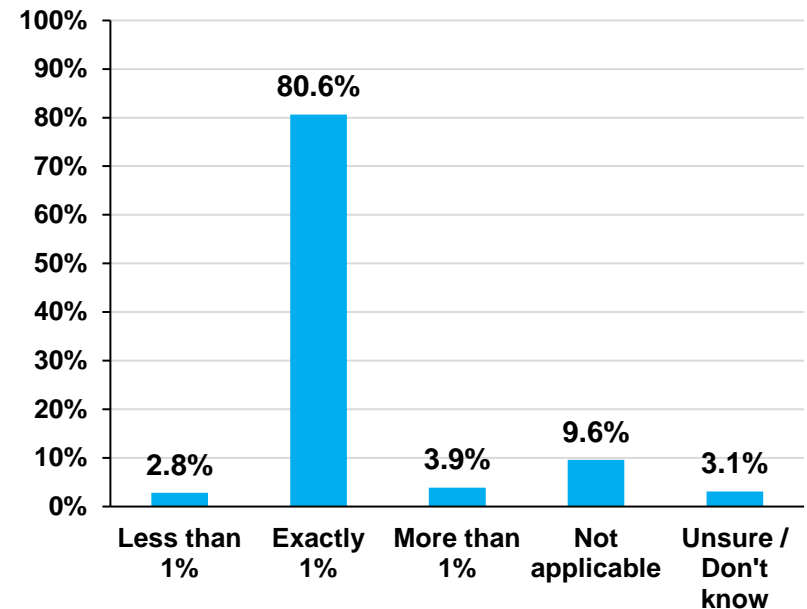
**QUESTION: Which of the following amounts best describe your organization's default/recommended automatic escalation rate?**

The results charted below from the PLANSPONSOR *Defined Contribution Plan Industry Report* show the default/recommended automatic escalation rate as a percentage of salary. Most organizations escalate 1% of employee salary as the default rate.

## All Industries

	Overall	<\$5MM	\$5MM - \$50MM	>\$50MM - \$200MM	>\$200MM - \$1B	>\$1B
Less than 1%	2.8%	4.5%	1.0%	1.8%	2.1%	8.5%
Exactly 1%	80.6%	55.2%	75.1%	88.6%	94.7%	87.3%
More than 1%	3.9%	1.5%	5.7%	5.3%	1.1%	2.8%
Not applicable - Do not have a default or recommended auto escalation rate	9.6%	29.9%	14.5%	1.8%	1.1%	1.4%
Unsure/ Don't know	3.1%	9.0%	3.6%	2.6%	1.1%	0.0%

Source: PLANSPONSOR 2021 *Defined Contribution Plan Industry Report* (p.31).  
The groups represent plans by DC asset size.  
N=2,401



# Retirement Plan Auto Escalation Rate by Industry

**QUESTION: Which of the following amounts best describe your organization's default/recommended automatic escalation rate?**

The results charted below from the PLANSPONSOR *Defined Contribution Plan Industry Report*, provide the default/recommended automatic escalation rate as a percentage of salary. Most organizations across industries escalate 1% of employee salary as the default rate.

	Building Construction Contracting	Distribution Manufacturer's Rep Import Export	Education K12/ Preschool/ Daycare	Financial Services	Government: County/State/ Federal	Healthcare (not for profit)	Insurance Reinsurance
<b>Less than 1%</b>	2.9%	0.0%	16.7%	0.0%	20.0%	0.0%	4.2%
<b>Exactly 1%</b>	77.1%	91.7%	83.3%	90.0%	80.0%	94.4%	75.0%
<b>More than 1%</b>	8.6%	0.0%	0.0%	0.0%	0.0%	0.0%	4.2%
<b>Not applicable<sup>1</sup></b>	11.4%	8.3%	0.0%	2.5%	0.0%	5.6%	12.5%
<b>Unsure/ Don't know</b>	0.0%	0.0%	0.0%	7.5%	0.0%	0.0%	4.2%

<sup>1</sup>Not applicable - (Do not have a default or recommended auto escalation rate)

Source: PLANSPONSOR 2021 *Defined Contribution Plan Industry Report* (p.31). The groups represent plans by DC asset size.  
N=2,401

# Retirement Plan Auto Escalation Rate by Industry *(continued)*

**QUESTION:** *Which of the following amounts best describe your organization's default/recommended automatic escalation rate?*

The results charted below from the PLANSPONSOR *Defined Contribution Plan Industry Report*, provide the default/recommended automatic escalation rate as a percentage of salary. Most organizations across industries escalate 1% of employee salary as the default rate.

	Manufacturing Consumer Products	Nonprofit/ Endowmt/ Foundation	Restaurant Food Service	Retail	Technology Computers Software	Transportation Airline	Utilities
<b>Less than 1%</b>	4.0%	0.0%	5.6%	0.0%	0.0%	0.0%	0.0%
<b>Exactly 1%</b>	82.0%	76.2%	83.3%	78.9%	81.3%	72.7%	88.9%
<b>More than 1%</b>	4.0%	0.0%	0.0%	5.3%	6.3%	9.1%	0.0%
<b>Not applicable<sup>1</sup></b>	8.0%	19.0%	5.6%	10.5%	6.3%	18.2%	11.1%
<b>Unsure/ Don't know</b>	2.0%	4.8%	5.6%	5.3%	6.3%	0.0%	0.0%

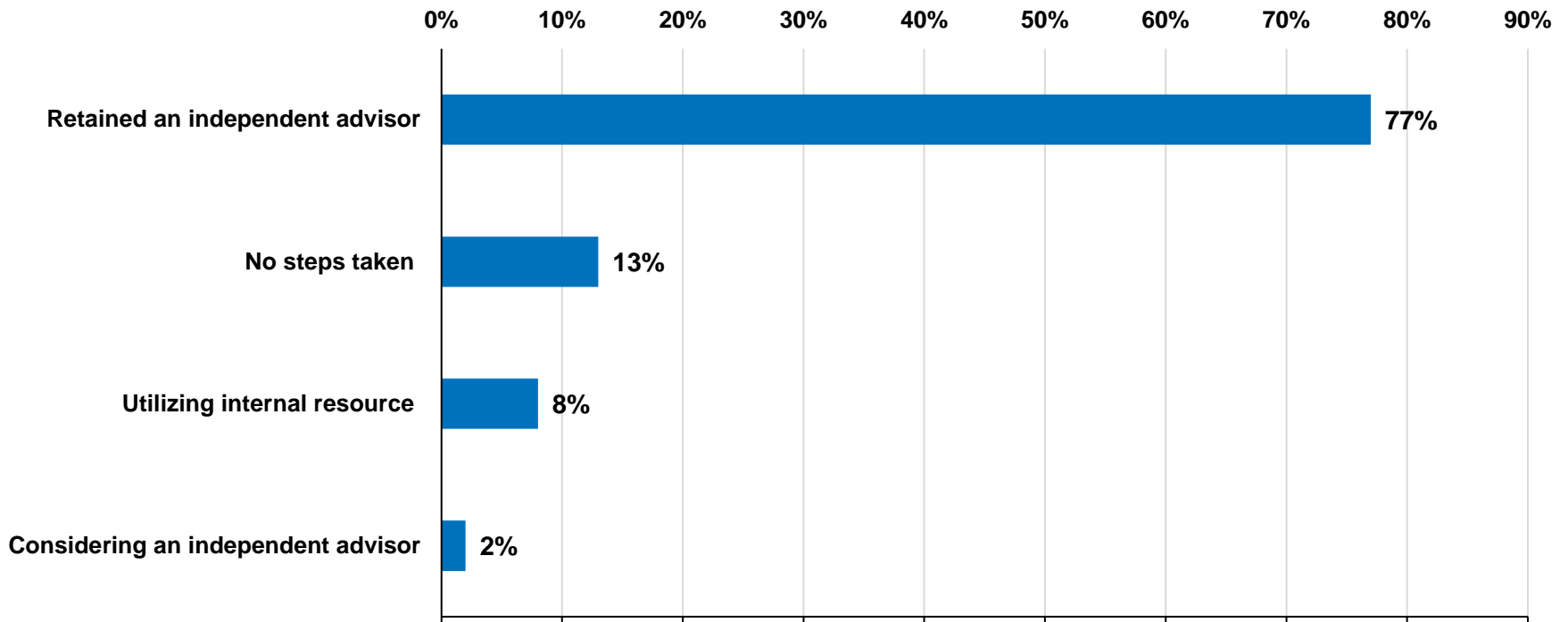
<sup>1</sup>Not applicable - (Do not have a default or recommended auto escalation rate)

Source: PLANSPONSOR 2021 *Defined Contribution Plan Industry Report*, Industry-specific reports (p.31). The groups represent plans by DC asset size.  
N=2,401

# Fiduciary Guidance

**QUESTION: *What approach has your organization taken for defined contribution plan fiduciary guidance?***

Plan sponsors have retained an independent advisor in 77% of organizations with 2% considering for the future.



*Responses may not add up to 100% due to rounding.*

N=500



# Fiduciary Guidance by FTEs

**QUESTION: *What approach has your organization taken for defined contribution plan fiduciary guidance?***

Plan sponsors have retained an independent advisor in 77% of organizations overall. Larger organizations by FTE size are more likely to retain an independent advisor. Organizations in the two smallest categories of FTE are less likely than the overall average to have not taken steps towards fiduciary guidance.

	Overall	100 or Fewer	101 - 250	251 - 750	751 - 1,500	1,500 or More
<b>Retained an independent advisor</b>	77%	76%	71%	88%	80%	76%
<b>No steps taken</b>	13%	16%	19%	9%	11%	8%
<b>Utilizing internal resource</b>	8%	6%	11%	3%	7%	12%
<b>Considering an independent advisor</b>	2%	2%	0%	0%	2%	4%
<b>N =</b>	<b>500</b>	<b>201</b>	<b>75</b>	<b>64</b>	<b>45</b>	<b>115</b>

*Responses may not add up to 100% due to rounding.*

# Fiduciary Guidance by Revenue

**QUESTION: *What approach has your organization taken for defined contribution plan fiduciary guidance?***

Plan sponsors have retained an independent advisor in 77% of organizations overall. Larger organizations by revenue size are more likely to retain an independent advisor. Organizations in the two smallest categories of revenue are less likely than the overall average to have not taken steps towards fiduciary guidance.

	Overall	Up to \$10M	\$11M - \$50M	\$51M - \$100M	\$101M - \$250M	\$251M - \$750M	Greater than \$751M
<b>Retained an independent advisor</b>	77%	70%	75%	83%	83%	78%	81%
<b>No steps taken</b>	13%	18%	18%	13%	9%	8%	8%
<b>Utilizing internal resource</b>	8%	9%	6%	4%	4%	12%	9%
<b>Considering an independent advisor</b>	2%	2%	2%	0%	4%	2%	2%
<b>N =</b>	<b>500</b>	<b>138</b>	<b>107</b>	<b>47</b>	<b>47</b>	<b>51</b>	<b>110</b>

*Responses may not add up to 100% due to rounding.*

# Fiduciary Guidance by Industry

**QUESTION:** *What approach has your organization taken for defined contribution plan fiduciary guidance?*

Across industries, 77% of plan sponsors have retained an independent advisor overall. Some industries are more likely to have not taken steps for fiduciary guidance or utilize an internal resource.

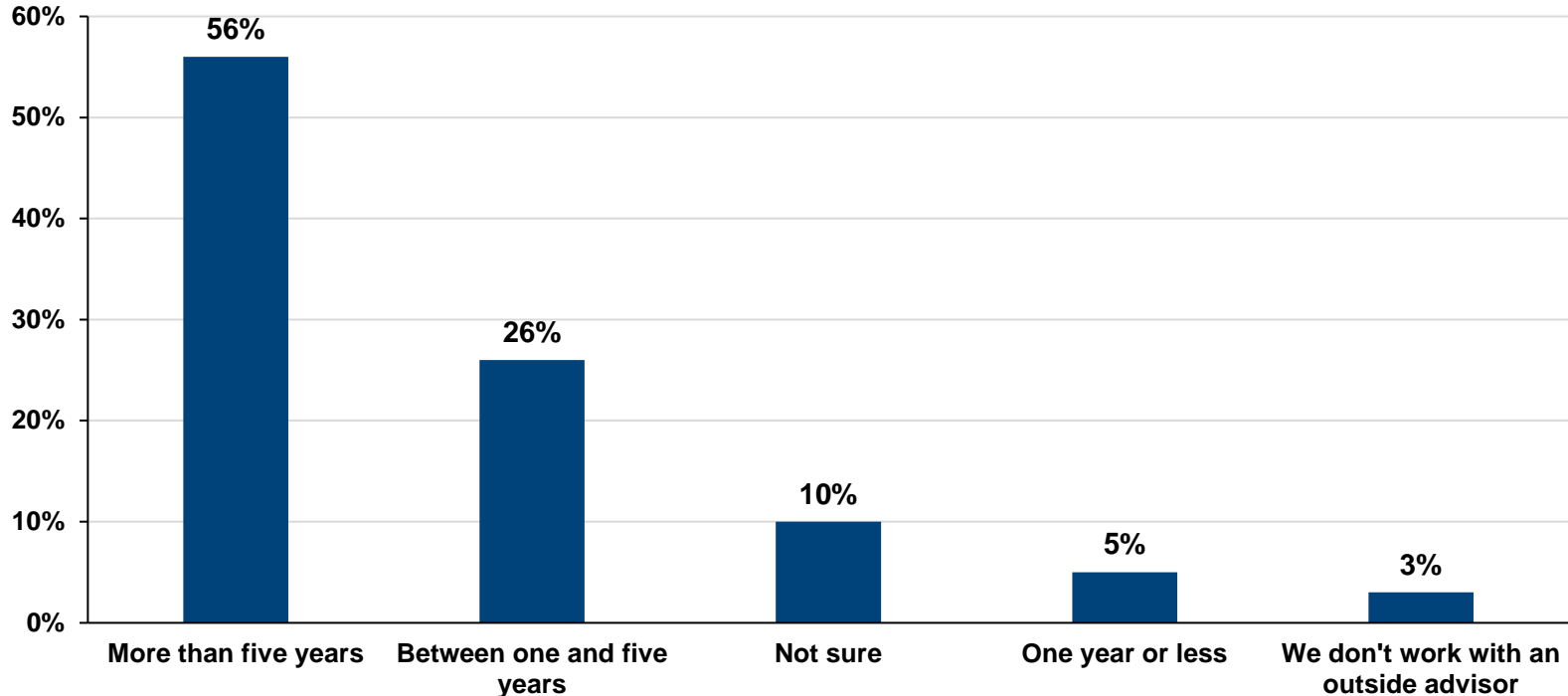
	Overall	Construction, Real Estate & Energy Utility	Finance, Banking & Insurance	Education, Government & Not-for-Profit	Healthcare	Manufacturing, Distribution & Transportation	Professional Services &Technology	Restaurant, Retail & Other Services
<b>Retained an independent advisor</b>	77%	85%	72%	72%	79%	83%	71%	75%
<b>No steps taken</b>	13%	8%	11%	17%	16%	10%	18%	16%
<b>Utilizing internal resource</b>	8%	8%	14%	7%	4%	5%	10%	6%
<b>Considering an independent advisor</b>	2%	0%	3%	4%	2%	2%	1%	3%
<b>N =</b>	<b>500</b>	<b>53</b>	<b>79</b>	<b>54</b>	<b>57</b>	<b>111</b>	<b>79</b>	<b>67</b>

Responses may not add up to 100% due to rounding.

# Outside Advisor Relationship

**QUESTION:** *How long have you been working with the same outside advisor?*

Over one-half of organizations, or fifty-six percent (56%) report working more than five years with the same outside advisor and 26% report working between one and five years.



N=508

*Responses may not add up to 100% due to rounding.*

# Outside Advisor Relationship by FTEs

**QUESTION:** *How long have you been working with the same outside advisor?*

Over one-half of organizations, or fifty-six percent (56%) report working more than five years with the same outside advisor and 26% report working between one and five years. These figures are relatively consistent across organization size by FTEs.

	Overall	100 or Fewer	101 - 250	251 - 750	751 - 1,500	1,500 or More
<b>More than five years</b>	56%	57%	55%	61%	50%	57%
<b>Between one and five years</b>	26%	26%	31%	27%	33%	20%
<b>One year or less</b>	5%	6%	4%	3%	2%	6%
<b>We don't work with an outside advisor</b>	3%	3%	5%	3%	2%	3%
<b>Not Sure</b>	10%	9%	5%	6%	13%	15%
<b>N =</b>	<b>508</b>	<b>207</b>	<b>75</b>	<b>64</b>	<b>46</b>	<b>116</b>

*Responses may not add up to 100% due to rounding.*

# Outside Advisor Relationship by Revenue

**QUESTION:** *How long have you been working with the same outside advisor?*

Over one-half of organizations, or fifty-six percent (56%) report working more than five years with the same outside advisor and 26% report working between one and five years. These figures are relatively consistent across organizations by revenue size.

	Overall	Up to \$10M	\$11M - \$50M	\$51M - \$100M	\$101M - \$250M	\$251M - \$750M	Greater than \$751M
<b>More than five years</b>	56%	51%	59%	60%	52%	57%	59%
<b>Between one and five years</b>	26%	28%	25%	25%	27%	22%	26%
<b>One year or less</b>	5%	7%	4%	6%	2%	10%	3%
<b>We don't work with an outside advisor</b>	3%	4%	6%	2%	0%	2%	2%
<b>Not Sure</b>	10%	10%	6%	6%	19%	10%	10%
<b>N =</b>	<b>508</b>	<b>140</b>	<b>110</b>	<b>48</b>	<b>48</b>	<b>51</b>	<b>111</b>

*Responses may not add up to 100% due to rounding.*

# Outside Advisor Relationship by Industry

**QUESTION:** *How long have you been working with the same outside advisor?*

Over one-half of organizations, or fifty-six percent (56%) report working more than five years with the same outside advisor and 26% report working between one and five years. Relationship length appears to vary in some industries.

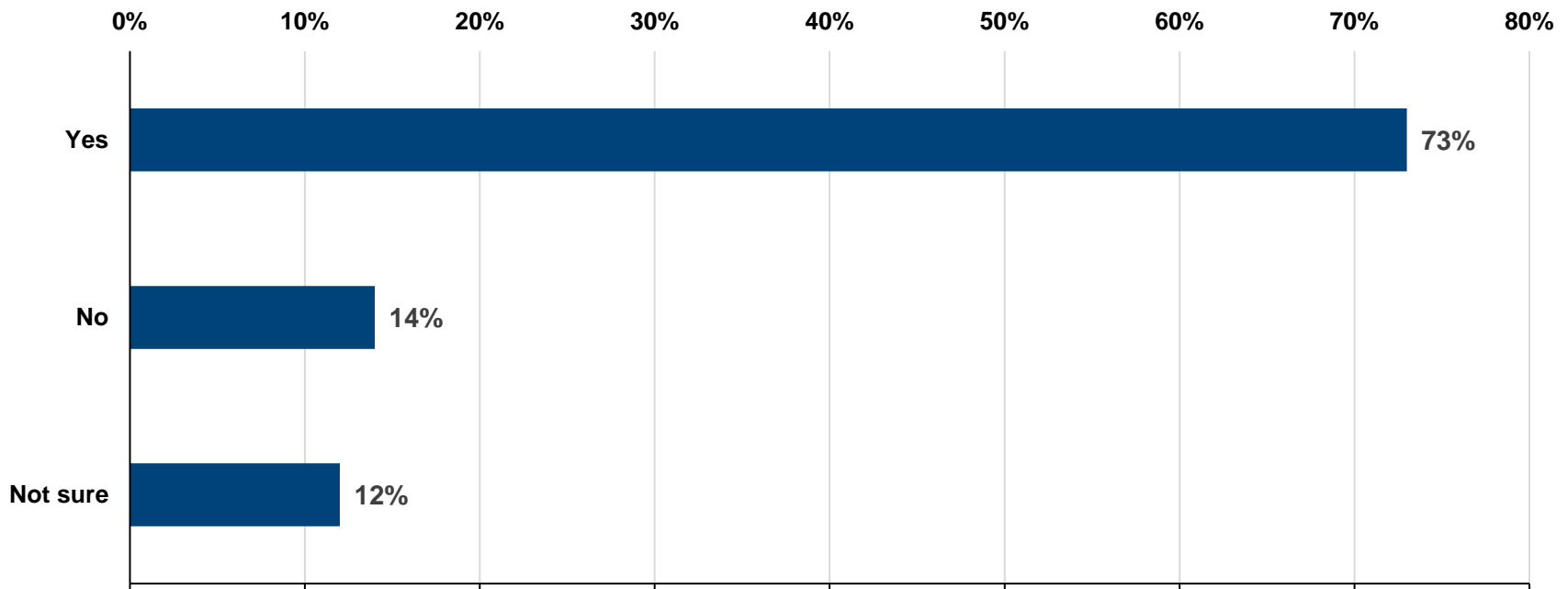
	Overall	Construction, Real Estate & Energy Utility	Finance, Banking & Insurance	Education, Government & Not-for-Profit	Healthcare	Manufacturing, Distribution & Transportation	Professional Services &Technology	Restaurant, Retail & Other Services
<b>More than five years</b>	56%	58%	52%	52%	68%	59%	56%	55%
<b>Between one and five years</b>	26%	26%	34%	28%	18%	27%	22%	27%
<b>One year or less</b>	5%	4%	3%	6%	4%	5%	6%	10%
<b>We don't work with an outside advisor</b>	3%	2%	4%	4%	2%	2%	6%	3%
<b>Not Sure</b>	10%	9%	9%	11%	11%	10%	10%	9%
<b>N =</b>	<b>508</b>	<b>53</b>	<b>79</b>	<b>54</b>	<b>57</b>	<b>111</b>	<b>79</b>	<b>67</b>

*Responses may not add up to 100% due to rounding.*

# Professionally Managed Accounts

**QUESTION: *Does your plan offer professionally managed accounts?***

The majority of organizations, approximately 73%, report offering professionally managed retirement plan accounts. Managed account services offer personalized retirement education, advice, and investment management designed to help meet the needs of your organization and retirement plan participants.



N=508

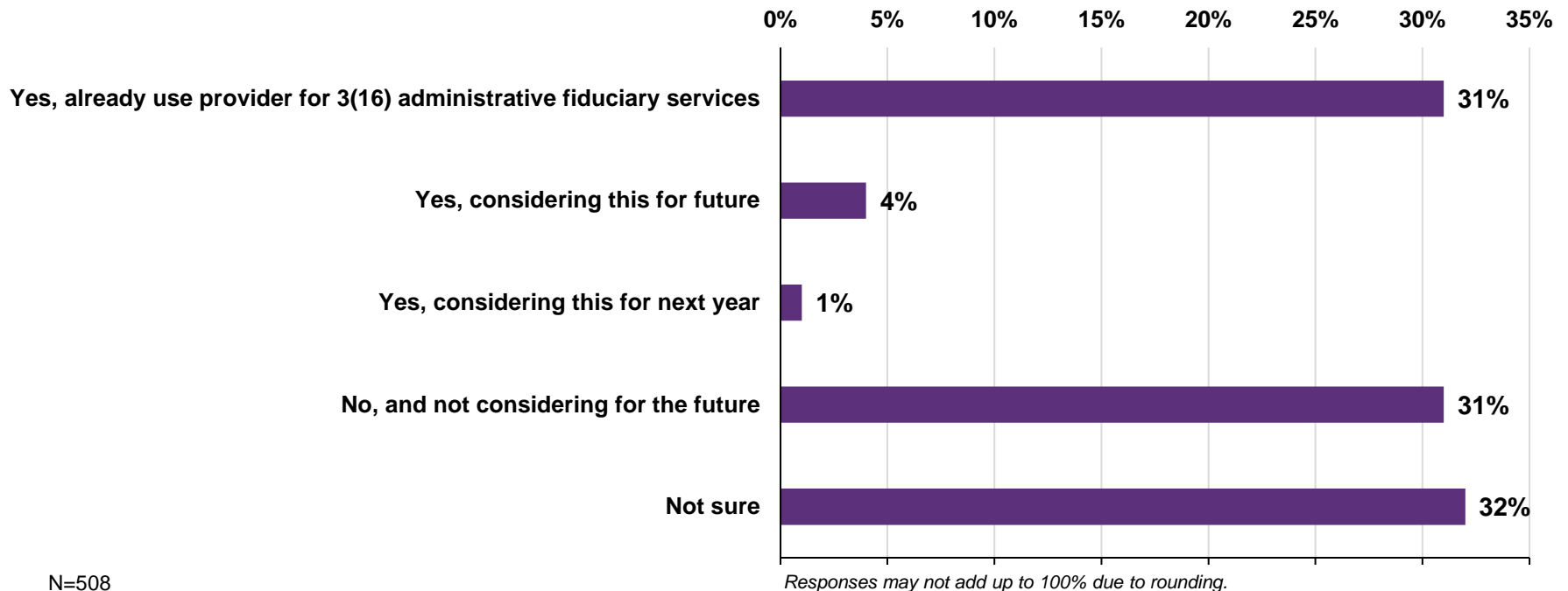
*Responses may not add up to 100% due to rounding.*



# 3(16) Administrative Fiduciary Services

**QUESTION:** *Would the services of a 3(16) administrative fiduciary be of interest to you to manage the administration, fiduciary, and reporting responsibilities of your organization's retirement plan?*

In 2022, plan sponsors used a provider for 3(16) services in 31% of organizations with 5% considering for next year or the future.



# 3(16) Administrative Fiduciary Services by FTEs

**QUESTION:** *Would the services of a 3(16) administrative fiduciary be of interest to you to manage the administration, fiduciary, and reporting responsibilities of your organization's retirement plan?*

In 2022, plan sponsors used a provider for 3(16) services in 31% of organizations with 5% considering for next year or the future. These figures are relatively consistent across organization size by FTE.

	Overall	100 or Fewer	101 - 250	251 - 750	751 - 1,500	1,500 or More
<b>Yes, already use provider for 3(16) administrative fiduciary services</b>	31%	30%	31%	33%	28%	33%
<b>Yes, considering this for future</b>	4%	4%	5%	3%	2%	3%
<b>Yes, considering this for next year</b>	1%	1%	1%	2%	0%	1%
<b>No, and not considering for the future</b>	31%	28%	41%	28%	43%	29%
<b>Not sure</b>	32%	36%	22%	34%	26%	34%
<b>N =</b>	<b>508</b>	<b>206</b>	<b>74</b>	<b>64</b>	<b>46</b>	<b>118</b>

*Responses may not add up to 100% due to rounding.*

# 3(16) Administrative Fiduciary Services by Revenue

**QUESTION:** *Would the services of a 3(16) administrative fiduciary be of interest to you to manage the administration, fiduciary, and reporting responsibilities of your organization's retirement plan?*

In 2022, plan sponsors used a provider for 3(16) services in 31% of organizations with 5% considering for next year or the future. These figures are relatively consistent across organizations by revenue size.

	Overall	Up to \$10M	\$11M - \$50M	\$51M - \$100M	\$101M - \$250M	\$251M - \$750M	Greater than \$751M
<b>Yes, already use provider for 3(16) administrative fiduciary services</b>	31%	29%	32%	40%	27%	31%	30%
<b>Yes, considering this for future</b>	4%	5%	3%	2%	8%	4%	3%
<b>Yes, considering this for next year</b>	1%	1%	2%	0%	2%	0%	2%
<b>No, and not considering for the future</b>	31%	26%	30%	38%	35%	37%	33%
<b>Not sure</b>	32%	39%	33%	19%	29%	27%	33%
<b>N =</b>	<b>508</b>	<b>140</b>	<b>108</b>	<b>47</b>	<b>49</b>	<b>51</b>	<b>113</b>

Responses may not add up to 100% due to rounding.

# 3(16) Administrative Fiduciary Services by Industry

**QUESTION:** *Would the services of a 3(16) administrative fiduciary be of interest to you to manage the administration, fiduciary, and reporting responsibilities of your organization's retirement plan?*

Across industries, some organizations seem to utilize 3(16) administrative fiduciary services more than others.

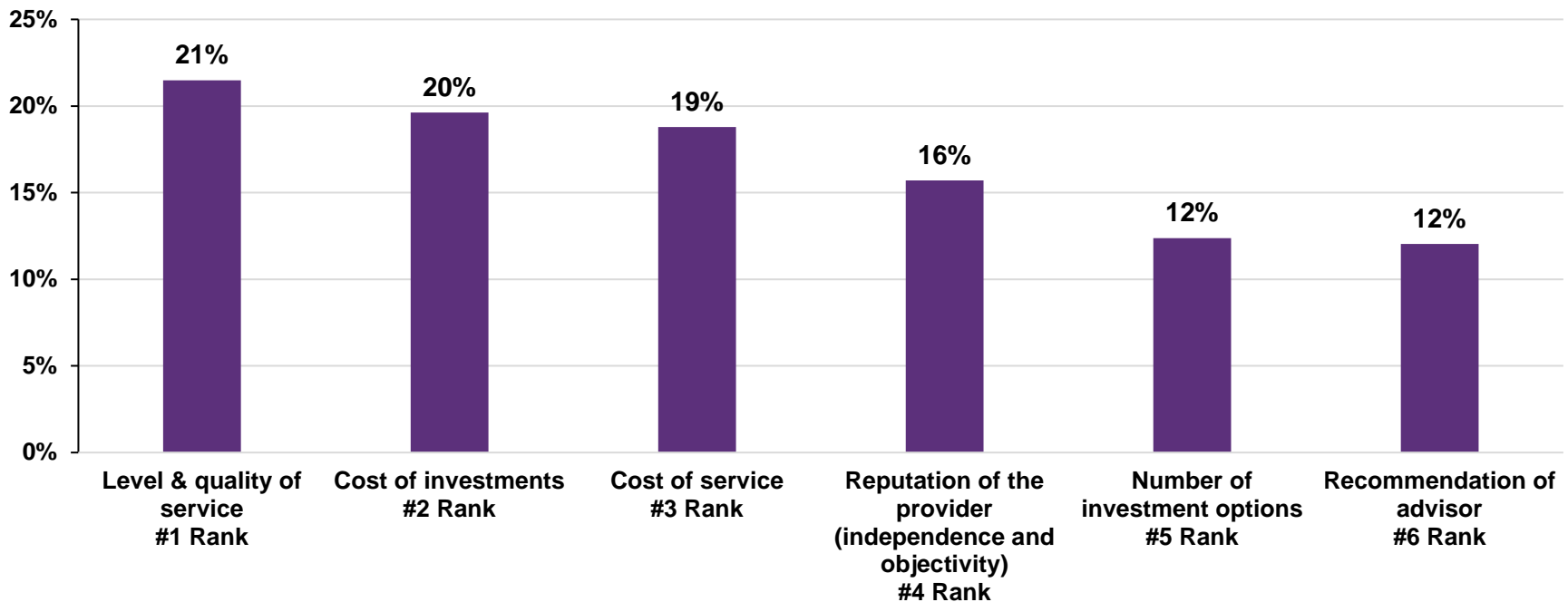
	Overall	Construction, Real Estate & Energy Utility	Finance, Banking & Insurance	Education, Government & Not-for-Profit	Healthcare	Manufacturing, Distribution & Transportation	Professional Services &Technology	Restaurant, Retail & Other Services
<b>Yes, already use provider for 3(16) administrative fiduciary services</b>	31%	36%	32%	29%	28%	32%	28%	33%
<b>Yes, considering this for future</b>	4%	0%	3%	5%	2%	5%	3%	9%
<b>Yes, considering this for next year</b>	1%	4%	0%	2%	0%	0%	1%	3%
<b>No, and not considering for the future</b>	31%	34%	33%	31%	29%	33%	30%	29%
<b>Not sure</b>	32%	26%	33%	33%	41%	30%	38%	27%
<b>N =</b>	<b>508</b>	<b>53</b>	<b>79</b>	<b>55</b>	<b>58</b>	<b>114</b>	<b>79</b>	<b>70</b>

Responses may not add up to 100% due to rounding.

# Evaluating Retirement Plan Services

**QUESTION: Which of the following factors is MOST important in evaluating retirement plan offerings?**

In 2022, organizations continue to rank the level and quality of service as the most important factor in evaluating retirement plan offerings. The cost of investments follows as the second most important factor and the cost of service ranks third in evaluating retirement plan offerings.



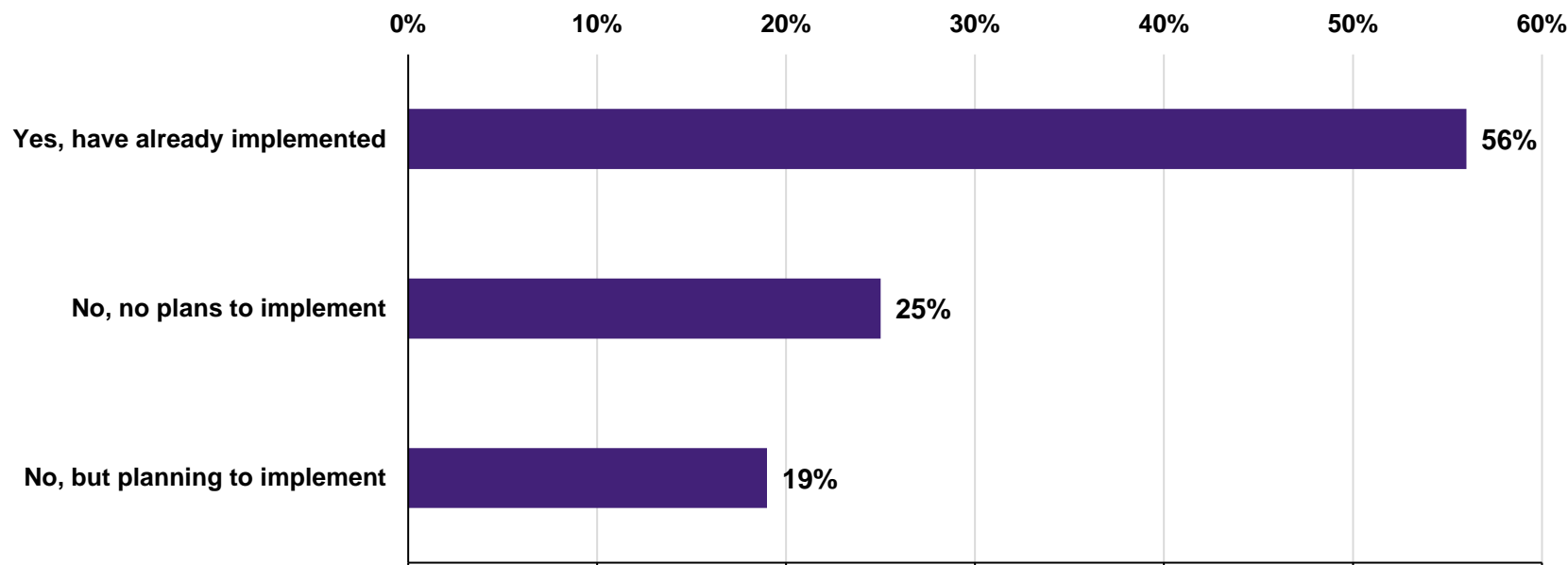
*Note: can have multiple factors as "MOST" important.*

N=479

# Financial Wellness Programs

**QUESTION: *Has your company implemented "financial wellness" (financial literacy and education) programs to help employees prepare for current and future financial needs - whether separately or as part of the overall health and wellness program?***

Fifty-six percent (56%) of organizations reported already implementing financial wellness programs to help employees prepare for current and future financial needs. Nineteen percent (19%) indicated they are planning to implement financial wellness programs.



N=534

# Financial Wellness Programs by FTEs

**QUESTION: *Has your company implemented "financial wellness" (financial literacy and education) programs to help employees prepare for current and future financial needs - whether separately or as part of the overall health and wellness program?***

Financial wellness programs have been implemented by many organizations to help employees prepare for current and future financial needs. Larger organizations by FTE size are more likely to have financial wellness programs in place. More than half of organizations with 101 and more FTEs report having already implemented financial wellness programs.

	Overall	100 or Fewer	101 - 250	251 - 750	751 - 1,500	1,500 or More
<b>Yes, have already implemented</b>	56%	39%	59%	61%	72%	75%
<b>No, but planning to implement</b>	19%	23%	26%	21%	13%	10%
<b>No, no plans to implement</b>	25%	38%	15%	17%	15%	16%
<b>N =</b>	<b>534</b>	<b>212</b>	<b>80</b>	<b>70</b>	<b>46</b>	<b>126</b>

# Financial Wellness Programs by Revenue

**QUESTION:** *Has your company implemented "financial wellness" (financial literacy and education) programs to help employees prepare for current and future financial needs - whether separately or as part of the overall health and wellness program?*

Financial wellness programs have been implemented by many organizations to help employees prepare for current and future financial needs. Larger organizations by revenue size are more likely to have financial wellness programs in place. More than half of organizations with revenue greater than \$50M report having already implemented financial wellness programs.

	Overall	Up to \$10M	\$11M - \$50M	\$51M - \$100M	\$101M - \$250M	\$251M - \$750M	Greater than \$751M
<b>Yes, have already implemented</b>	56%	37%	48%	57%	62%	69%	79%
<b>No, but planning to implement</b>	19%	24%	25%	22%	21%	13%	9%
<b>No, no plans to implement</b>	25%	39%	27%	22%	17%	17%	13%
<b>N =</b>	<b>534</b>	<b>147</b>	<b>114</b>	<b>51</b>	<b>53</b>	<b>52</b>	<b>117</b>



# Financial Wellness Programs by Industry

**QUESTION: *Has your company implemented "financial wellness" (financial literacy and education) programs to help employees prepare for current and future financial needs - whether separately or as part of the overall health and wellness program?***

Across industries, financial wellness programs have been implemented by many organizations to help employees prepare for current and future financial needs. Over 70% of organizations in the Finance, Banking and Insurance industries have already implemented financial wellness programs and nearly half of organizations in most other industries.

	Overall	Construction, Real Estate & Energy Utility	Finance, Banking & Insurance	Education, Government & Not-for-Profit	Healthcare	Manufacturing, Distribution & Transportation	Professional Services &Technology	Restaurant, Retail & Other Services
<b>Yes, have already implemented</b>	56%	54%	71%	55%	57%	62%	48%	40%
<b>No, but planning to implement</b>	19%	19%	17%	23%	8%	20%	18%	28%
<b>No, no plans to implement</b>	25%	28%	12%	21%	35%	18%	34%	32%
<b>N =</b>	<b>534</b>	<b>54</b>	<b>84</b>	<b>56</b>	<b>63</b>	<b>119</b>	<b>83</b>	<b>75</b>



## Nonqualified Plans

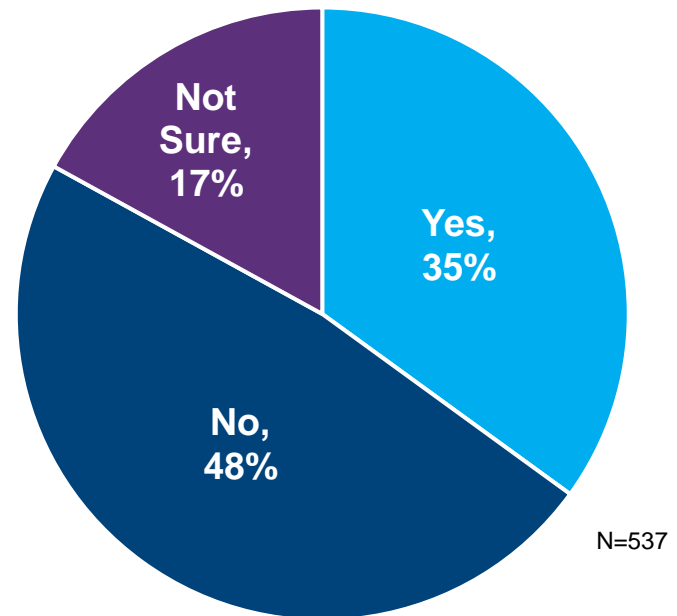
# Nonqualified Plan Prevalence

**QUESTION: *Does your organization offer a Nonqualified Deferred Compensation, Nonqualified Defined Benefit, or other Key Person benefit plan?***

Thirty-five percent (35%) of organizations reported offering a Nonqualified Deferred Compensation, Nonqualified Defined Benefit, or other Key Person benefit plan.

Nonqualified plans can make a big difference in terms of attracting talent from larger companies. The enhanced motivation and retention opportunities offered by Nonqualified plans should also be seen as an opportunity for small to mid-sized organizations.

Nonqualified Plan Prevalence



# Nonqualified Plan Prevalence by FTEs

**QUESTION: *Does your organization offer a Nonqualified Deferred Compensation, Nonqualified Defined Benefit, or other Key Person benefit plan?***

As you can see from the table below, nonqualified plans are more widely utilized in larger companies by FTE size. This data shows that nonqualified plans can make a big difference in terms of attracting talent from larger companies. The enhanced motivation and retention opportunities offered by nonqualified plans should also be seen as an opportunity for small to mid-sized organizations.

## Nonqualified Plan Prevalence by FTEs

	Overall	100 or Fewer	101 - 250	251 - 750	751 - 1,500	1,500 or More
<b>Yes</b>	35%	16%	20%	33%	45%	73%
<b>No</b>	48%	61%	59%	57%	40%	17%
<b>Not Sure</b>	17%	23%	21%	10%	15%	10%
<b>N =</b>	<b>537</b>	<b>214</b>	<b>80</b>	<b>69</b>	<b>47</b>	<b>127</b>

# Nonqualified Plan Prevalence by Revenue

**QUESTION: *Does your organization offer a Nonqualified Deferred Compensation, Nonqualified Defined Benefit, or other Key Person benefit plan?***

As you can see from the table below, nonqualified plans are more widely utilized in larger companies by revenue size. This data shows that nonqualified plans can make a big difference in terms of attracting talent from larger companies. The enhanced motivation and retention opportunities offered by nonqualified plans should also be seen as an opportunity for small to mid-sized organizations.

## Nonqualified Plan Prevalence by Revenue

	Overall	Up to \$10M	\$11M - \$50M	\$51M - \$100M	\$101M - \$250M	\$251M - \$750M	Greater than \$751M
<b>Yes</b>	35%	14%	19%	29%	30%	46%	76%
<b>No</b>	48%	64%	56%	65%	52%	42%	13%
<b>Not Sure</b>	17%	22%	25%	6%	19%	12%	11%
<b>N =</b>	<b>537</b>	<b>147</b>	<b>115</b>	<b>51</b>	<b>54</b>	<b>52</b>	<b>118</b>

# Nonqualified Plan Prevalence by Industry

**QUESTION: *Does your organization offer a Nonqualified Deferred Compensation, Nonqualified Defined Benefit, or other Key Person benefit plan?***

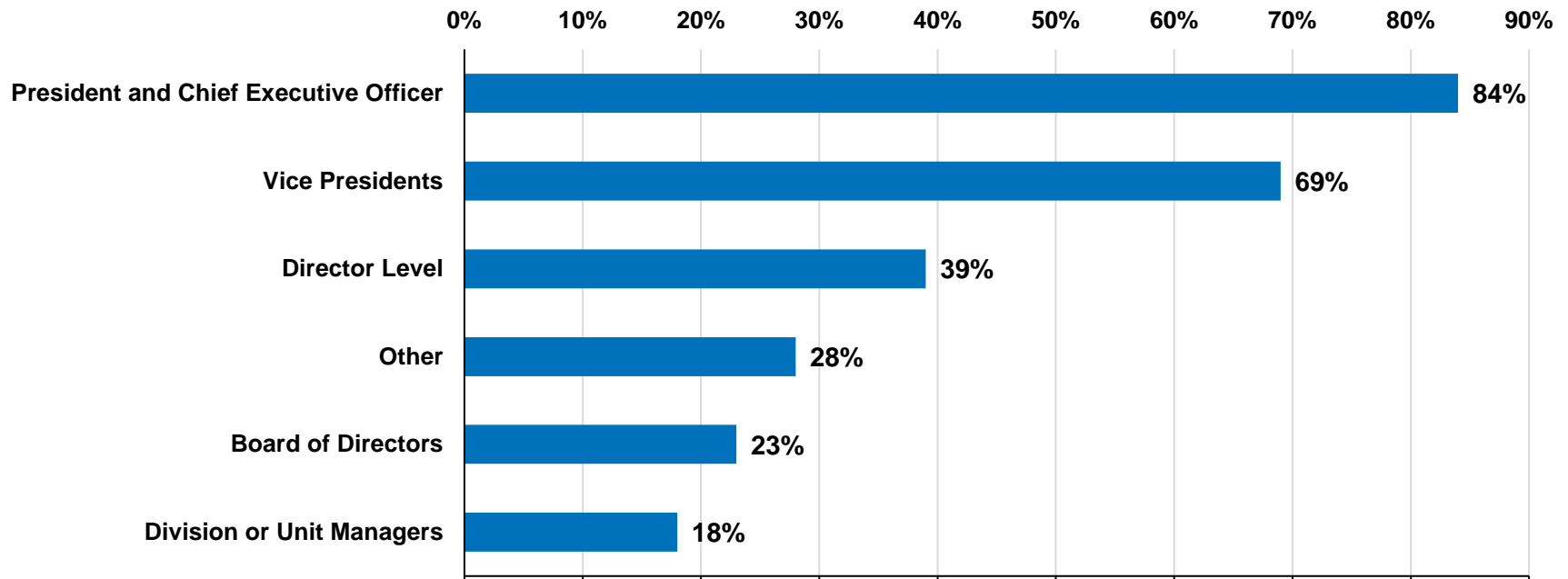
The prevalence of nonqualified plans varies across industries. The enhanced motivation and retention opportunities offered by nonqualified plans should also be seen as an opportunity for industries where they may offer unique benefit.

	Overall	Construction, Real Estate & Energy Utility	Finance, Banking & Insurance	Education, Government & Not-for-Profit	Healthcare	Manufacturing, Distribution & Transportation	Professional Services &Technology	Restaurant, Retail & Other Services
<b>Yes</b>	35%	28%	57%	25%	30%	38%	23%	36%
<b>No</b>	48%	46%	31%	59%	41%	46%	61%	53%
<b>Not Sure</b>	17%	26%	12%	16%	29%	16%	17%	11%
<b>N =</b>	<b>537</b>	<b>54</b>	<b>84</b>	<b>56</b>	<b>63</b>	<b>122</b>	<b>84</b>	<b>74</b>

# Nonqualified Plan Participation Eligibility

**QUESTION:** *Which positions are eligible to participate in your organization's nonqualified plan?*

Of the organizations offering nonqualified plans, the majority of eligible participants include the President and Chief Executive Officer (84%), Vice Presidents, Director Levels and other levels of management and Board of Directors members.

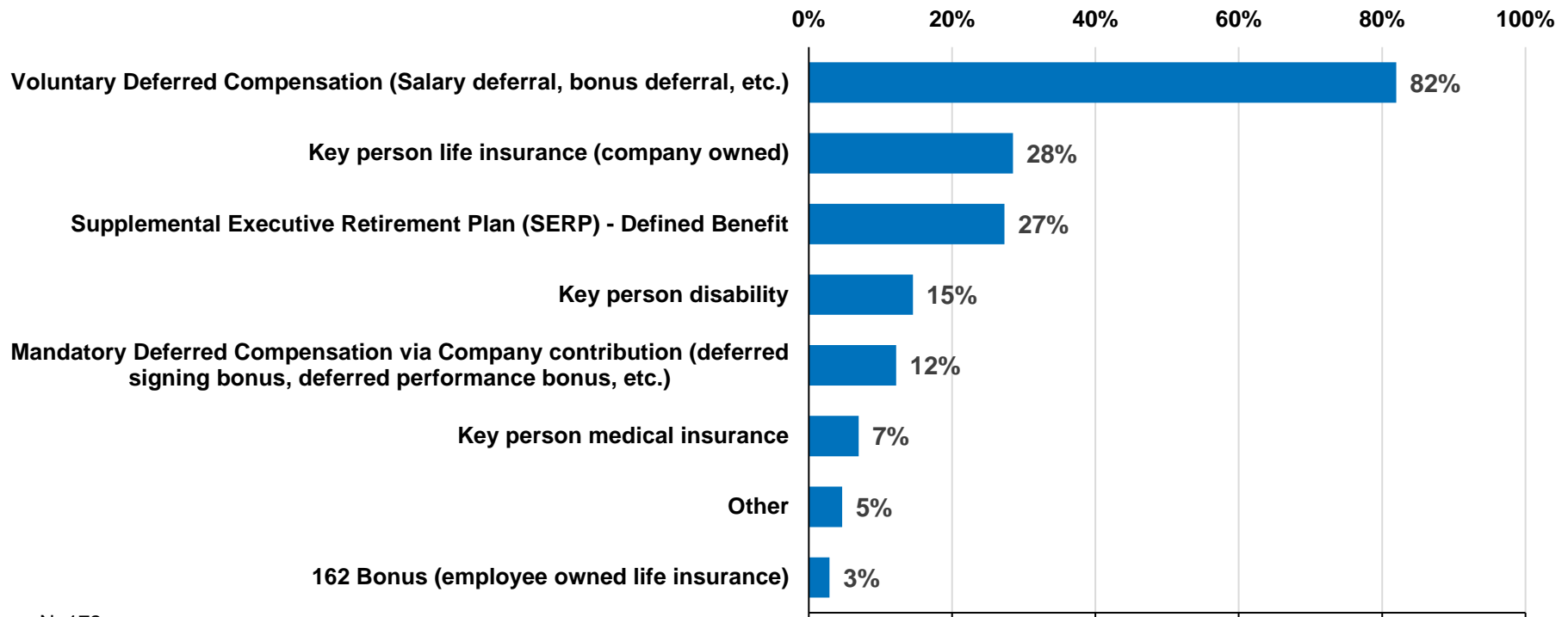


N=185

# Nonqualified Benefits Programs

**QUESTION: *Does your company offer the following nonqualified benefit programs?***

Of the organizations offering nonqualified benefit programs, the most prevalent types include voluntary deferred compensation (82%), key person life insurance (28%) and Supplemental Executive Retirement Plan (SERP) (27%).



N=172



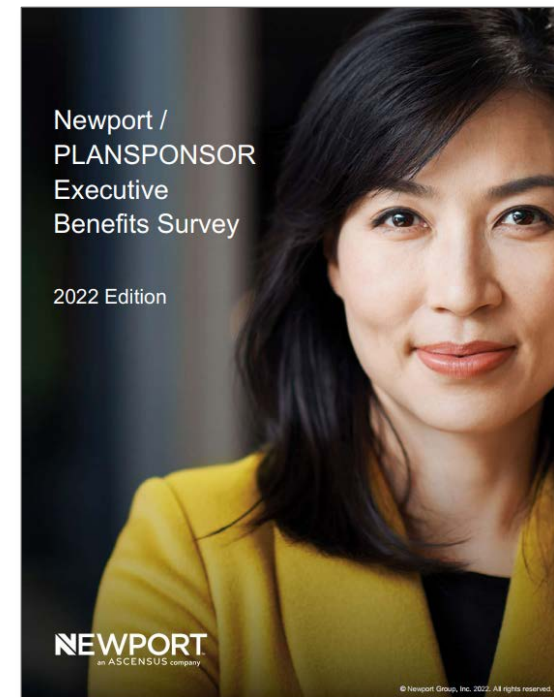


# Highlights from the Newport/PLANSponsor Executive Benefits Survey

2022 Edition

# Newport/PLANSponsor Executive Benefits Survey Overview

- Newport partnered with PLANSponsor magazine for the second time in 2022 to explore aspects of Nonqualified deferred compensation (NQDC) plan design.
- The survey was sent to a broad cross-section of organizations including PLANSponsor subscribers, Fortune 1000 companies, and other large for-profit and tax-exempt companies.
- Data collection was performed by PLANSponsor magazine and included answers from **350 unique companies** and organizations.



Visit [newportgroup.com](https://newportgroup.com) to download a copy of the report.

# Newport/PLANSponsor Executive Benefits Survey Demographics

## Industries

- Companies from more than 55 industries were included in the survey results, with the largest representation coming from Financial Services (9%), Insurance/Reinsurance (9%), and Manufacturing - Consumer Products (7%)

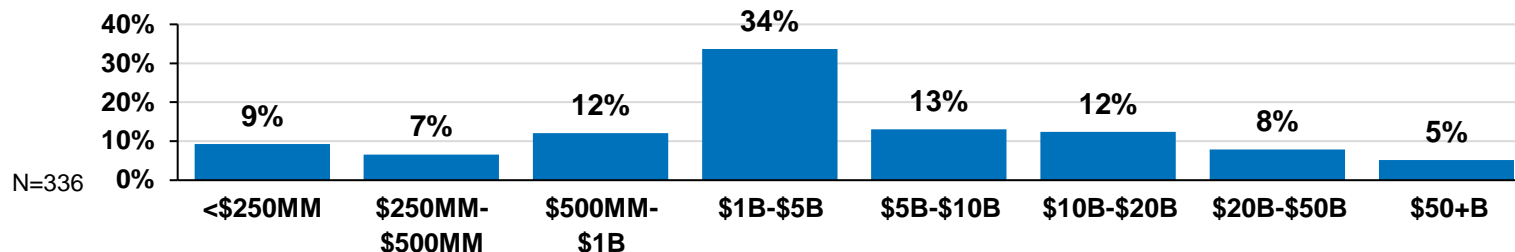
## # of Responses

- 350 companies
- For profit – 93%
- Tax-exempt – 7%

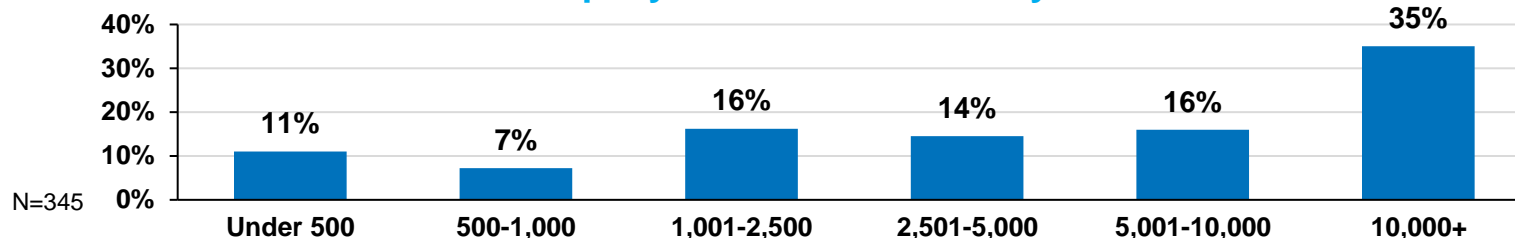
## Organization type

- C corporation – 74%
- Sub S – 15%
- LLC/Partnership – 11%

## Company Size - Distribution by Revenue



## Company Size - Distribution by FTEs



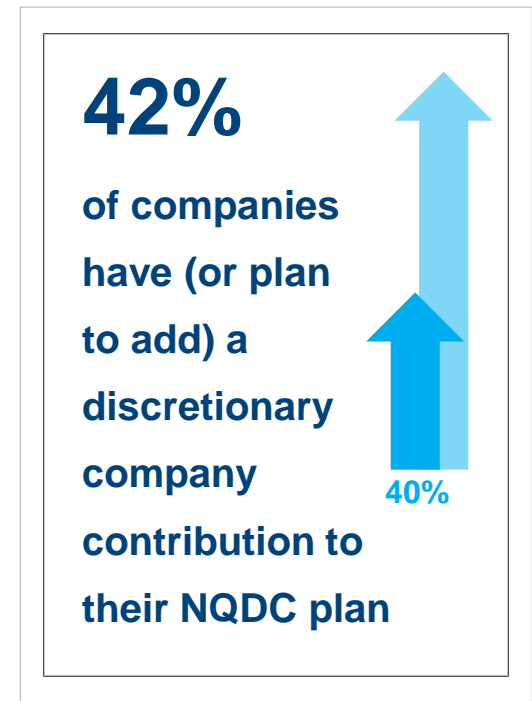
Source: Newport/PLANSponsor Executive Benefits Survey 2022 Edition (pages 52-55).

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# Discretionary Company Contributions

This year's NQDC Survey shows a fundamental shift, with **42% of employers using their nonqualified plan to help them with the challenging task of attracting senior managers away from competitors and keeping key talent**. These companies are offering a discretionary or incentive company contribution for a select number of their plan's participants. This percentage is up significantly from prior surveys and demonstrates a real interest and effort on the part of employers and their financial advisors to address recruiting and retention issues.

In addition, during these evolving workplace conditions, many companies have decided to take a harder look at plan design features, with a particular emphasis on making their NQDC plans more participant friendly. Of the companies that are contemplating changes to their plans over the next 24 months, 29% responded that they would like to **improve the distribution choices that are available to participants**, including in-service and retirement payout options and **review and enhance the investment menu**.



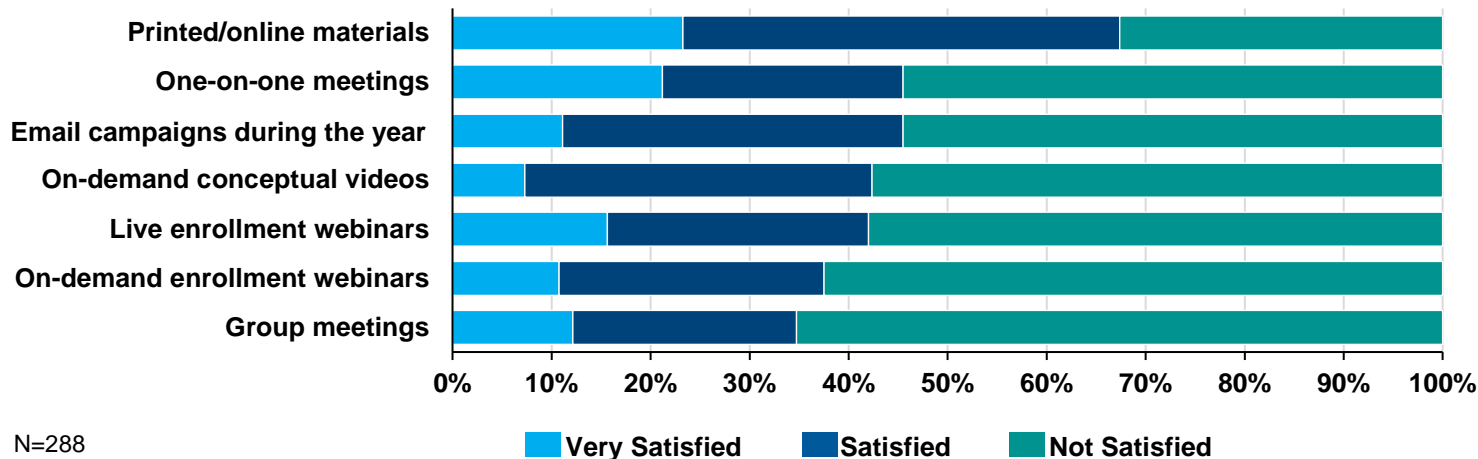
Source: Newport/PLANSPPONSOR Executive Benefits Survey 2022 Edition (page 5).

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# Custom Communication Campaigns

Sponsors are most satisfied with “printed/online materials” by a sizeable margin (more than 20%). In a virtual tie for second were “one-on-one meetings” and “email campaigns during the year,” followed closely by “on-demand conceptual videos.” “Group meetings” was noticeably last.

## Most to Least Satisfied Communication Types



## Marketplace Insights

The top methods of communication are generally the ones most personal to the employee, either in the way the employee experiences the communication or in the way the communication may be customized for the employee. While printed materials may not seem highly personal, when they are provided online, an employee may interact with materials on their own schedule and may drill down for additional information—whatever is needed.

Source: Newport/PLANSponsor Executive Benefits Survey 2022 Edition (page 13).

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# Enhanced Focus on Investment Menu

When survey participants were asked if they are **considering changes to their NQDC plan in the next 12-18 months**, one of the highest plan sponsor considerations in this year's survey is **“reviewing or enhancing the NQDC investment menu”**.

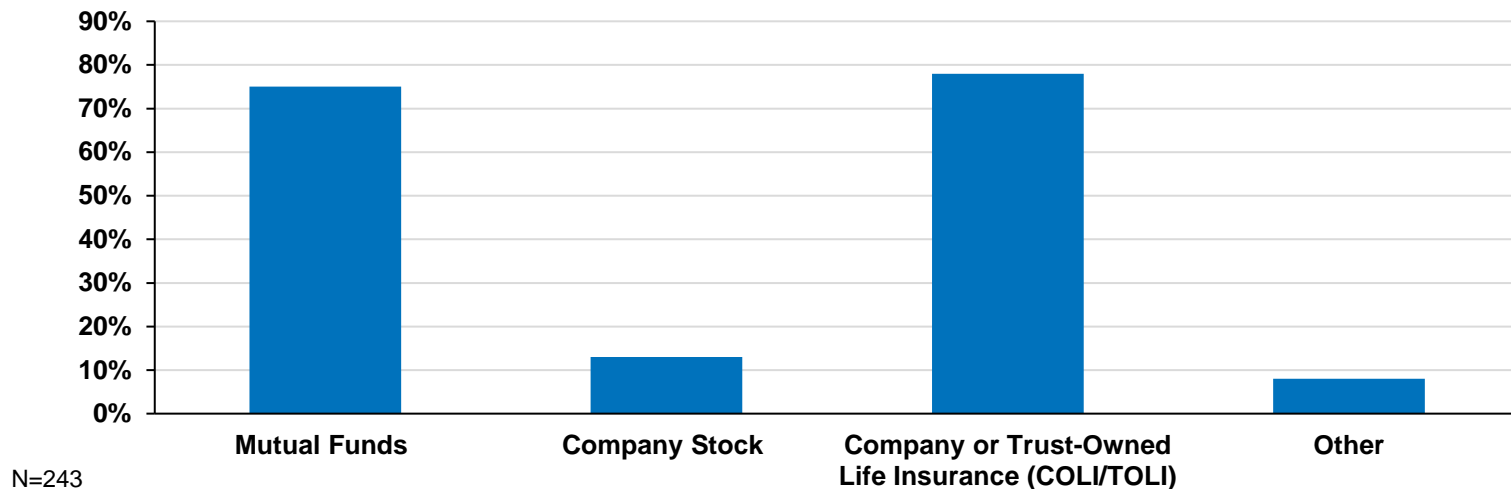
- Market-based investment options are still the most popular structure (93%)
- Model portfolios (risk or time-based) are oftentimes part of these menus (61%)
- A high level of plan sponsor and adviser oversight is needed for these structures

**Nearly 40% of plan sponsors will be reviewing or enhancing their NQDC plan's investment menu in 2022/2023!**

# Combination of COLI and Mutual Funds

For the last 40+ years, there have been two primary funding vehicles used by companies when it comes to financing their NQDC plan liabilities: 1) corporate-owned life insurance (COLI) and 2) mutual funds. COLI is the most prevalent choice for companies that want to optimize their funding results with 77% of firms that allocate assets using this tax-efficient financing vehicle. Mutual funds (74%) are also very prevalent and continue to be used in combination with COLI.

Asset Vehicles Used to Fund NQDC

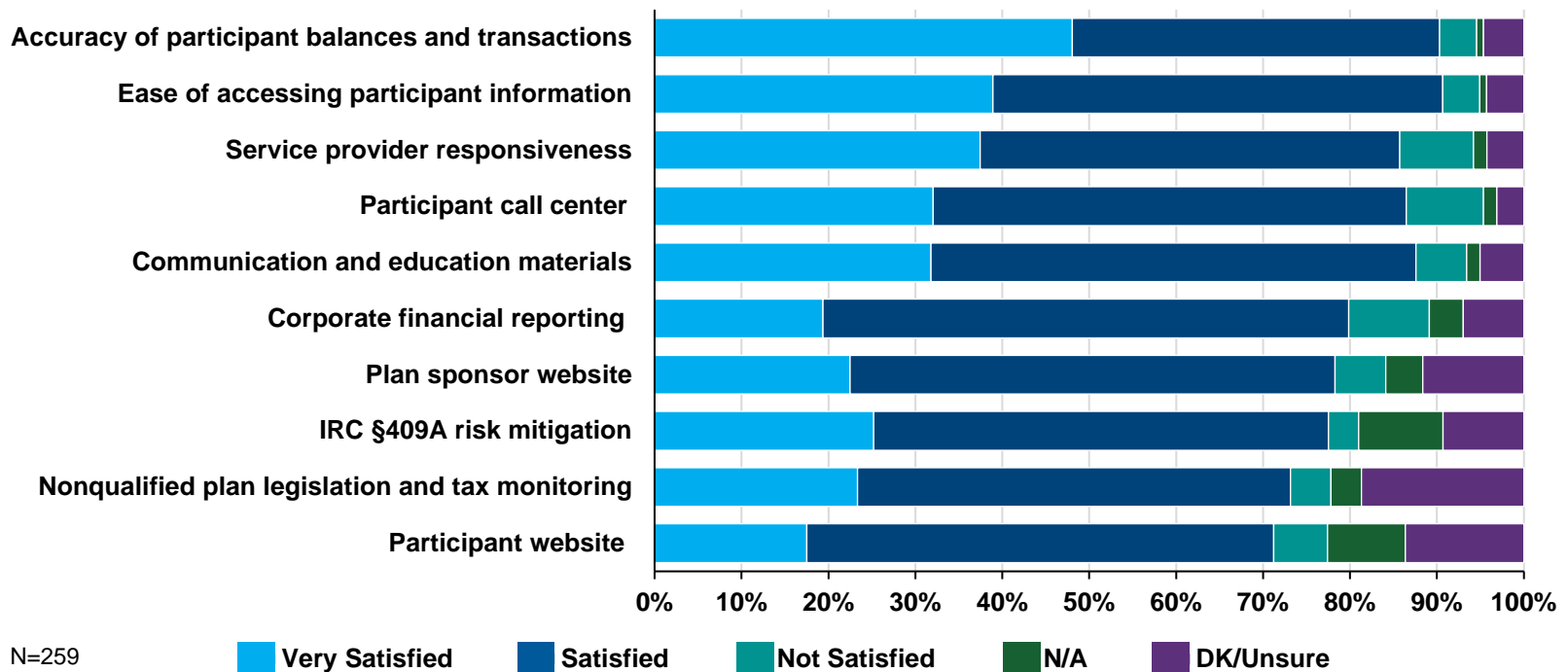


Source: Newport/PLANSponsor Executive Benefits Survey 2022 Edition (page 48).

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# Dedicated NQ TPA/Recordkeeper

Plan sponsors report a relatively high degree of satisfaction with plan operations. However, there are concerns with IRC §409A risk mitigation. Corporate financial reporting, nonqualified legislation/tax monitoring, and participant and sponsor website experiences all have room for improvement in the “Very Satisfied” category.



Source: Newport/PLANSponsor Executive Benefits Survey 2022 Edition (page 13).

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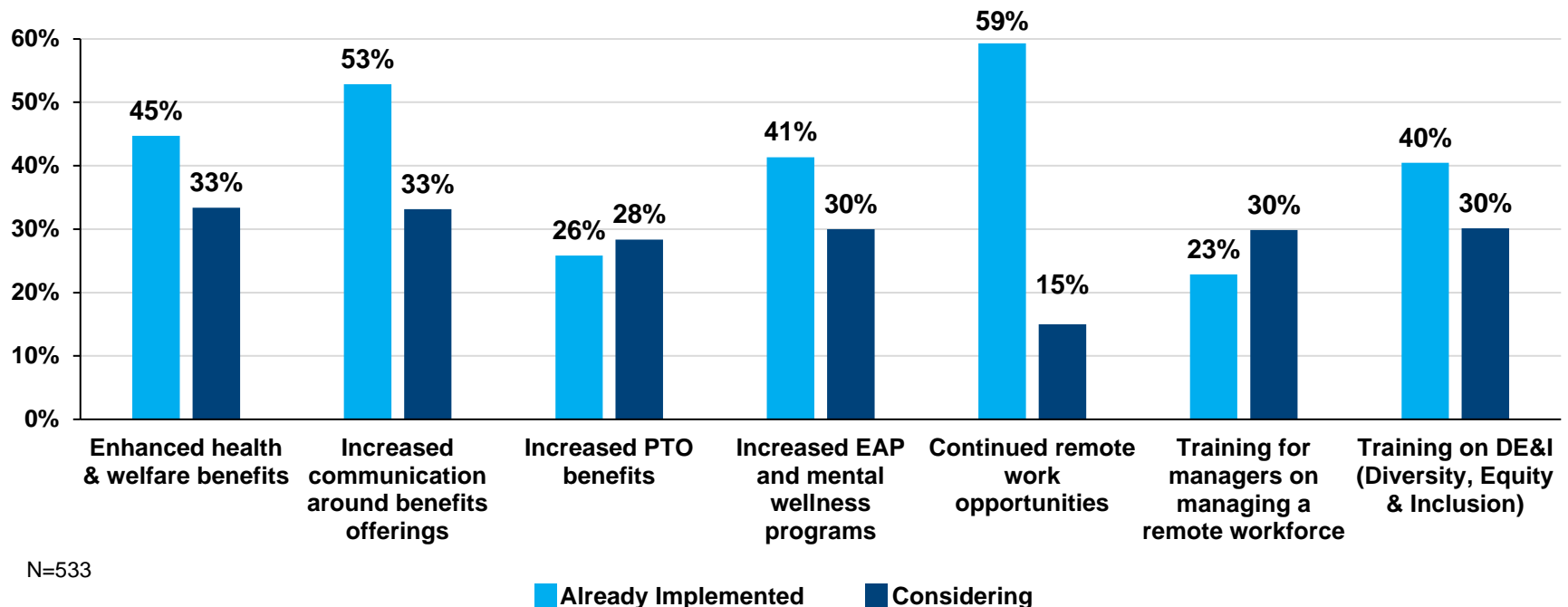
A photograph of a stack of smooth, dark, rounded stones balanced on a rocky shore. The stones are stacked vertically, with the largest at the bottom and the smallest at the top. The background shows a calm blue ocean meeting a clear sky at the horizon. The text "Health And Welfare Benefits" is overlaid on the right side of the image.

## Health And Welfare Benefits

# 2022 Benefits Strategies

**QUESTION: Which benefits strategies has your organization implemented or considered in today's highly competitive labor market?**

Organizations have already implemented or are considering several benefits program strategies to attract and retain talent in today's highly competitive labor market. Continued remote work opportunities, increased communication around benefits offerings and enhanced health and welfare benefits have been reported as the most prevalent strategies implemented in 2022.



# 2022 Benefits Strategies by FTEs

**QUESTION: Which benefits strategies has your organization implemented in today's highly competitive labor market?**

Some of the most prevalent benefits strategies organizations have implemented in 2022 (by FTE size) include continued remote work opportunities, increased communication around benefits offerings and enhanced health and welfare benefits. Larger organizations (by FTE size) are more likely to have already implemented the strategies listed below.

	Overall	100 or Fewer	101 - 250	251 - 750	751 - 1,500	1,500 or More
Continued remote work opportunities	59%	48%	53%	59%	78%	73%
Increased communication around benefits offerings	53%	38%	61%	57%	56%	65%
Enhanced health and welfare benefits	45%	42%	48%	46%	42%	43%
Increased EAP and mental wellness programs	41%	22%	48%	51%	42%	61%
Training on DE&I (Diversity, Equity and Inclusion)	40%	19%	38%	42%	60%	68%
Increased PTO benefits	26%	28%	25%	26%	11%	24%
Training for managers on managing a remote workforce	23%	9%	26%	22%	31%	38%
<b>N =</b>	<b>533</b>	<b>212</b>	<b>80</b>	<b>69</b>	<b>45</b>	<b>127</b>

# 2022 Benefits Strategies by Revenue

**QUESTION: Which benefits strategies has your organization implemented in today's highly competitive labor market?**

Some of the most prevalent benefits strategies organizations have implemented in 2022 (by revenue size) include continued remote work opportunities, increased communication around benefits offerings and enhanced health and welfare benefits. Larger organizations (by revenue size) are more likely to have already implemented the strategies listed below.

	Overall	Up to \$10M	\$11M - \$50M	\$51M - \$100M	\$101M - \$250M	\$251M - \$750M	Greater than \$751M
<b>Continued remote work opportunities</b>	59%	44%	54%	59%	61%	61%	78%
<b>Increased communication around benefits offerings</b>	53%	41%	49%	55%	50%	67%	61%
<b>Enhanced health and welfare benefits</b>	45%	42%	45%	43%	48%	45%	42%
<b>Increased EAP and mental wellness programs</b>	41%	26%	29%	43%	48%	47%	62%
<b>Training on DE&amp;I (Diversity, Equity and Inclusion)</b>	40%	19%	20%	45%	48%	57%	70%
<b>Increased PTO benefits</b>	26%	24%	26%	25%	30%	22%	24%
<b>Training for managers on managing a remote workforce</b>	23%	11%	15%	18%	24%	27%	42%
<b>N =</b>	<b>533</b>	<b>145</b>	<b>114</b>	<b>51</b>	<b>54</b>	<b>51</b>	<b>118</b>

# 2022 Benefits Strategies by Industry

**QUESTION: Which benefits strategies has your organization implemented in today's highly competitive labor market?**

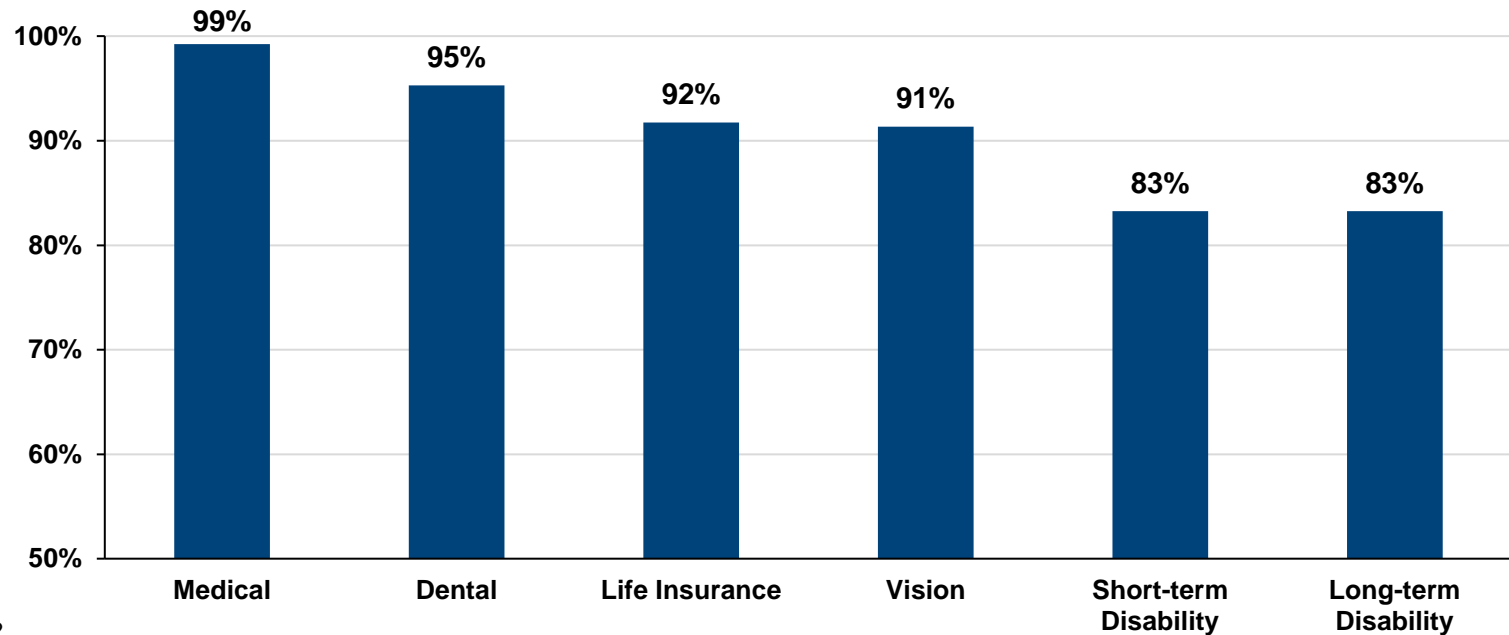
Many organizations across industries have implemented the benefits strategies below in 2022 to attract and retain talent in today's highly competitive labor market. The most prevalent strategies overall include continued remote work opportunities, increased communication around benefits offerings and enhanced health and welfare benefits.

	Overall	Construction, Real Estate & Energy Utility	Finance, Banking & Insurance	Education, Government & Not-for- Profit	Healthcare	Manufacturing, Professional Distribution & Transportation & Technology	Restaurant, Retail & Other Services	
Continued remote work opportunities	59%	42%	74%	63%	52%	50%	69%	56%
Increased communication around benefits offerings	53%	55%	46%	52%	49%	54%	55%	52%
Enhanced health and welfare benefits	45%	44%	42%	36%	36%	50%	50%	40%
Increased EAP and mental wellness programs	41%	33%	42%	43%	41%	43%	44%	33%
Training on DE&I (Diversity, Equity and Inclusion)	40%	40%	53%	45%	39%	35%	35%	34%
Increased PTO benefits	26%	29%	28%	21%	16%	21%	36%	22%
Training for managers on managing a remote workforce	23%	16%	34%	25%	21%	15%	27%	16%
N =	533	55	85	56	61	119	84	73

# Benefits Currently Offered

**QUESTION:** *Which of the following employee benefits programs does your organization offer?*

Over 90% of organizations offer health and welfare benefits including medical, dental, life insurance and vision insurance as part of their employee benefits program. Short-term and long-term disability benefits are offered by over 80% of our survey participants and are among the top-most prevalent employee benefits offered by employers in 2022.

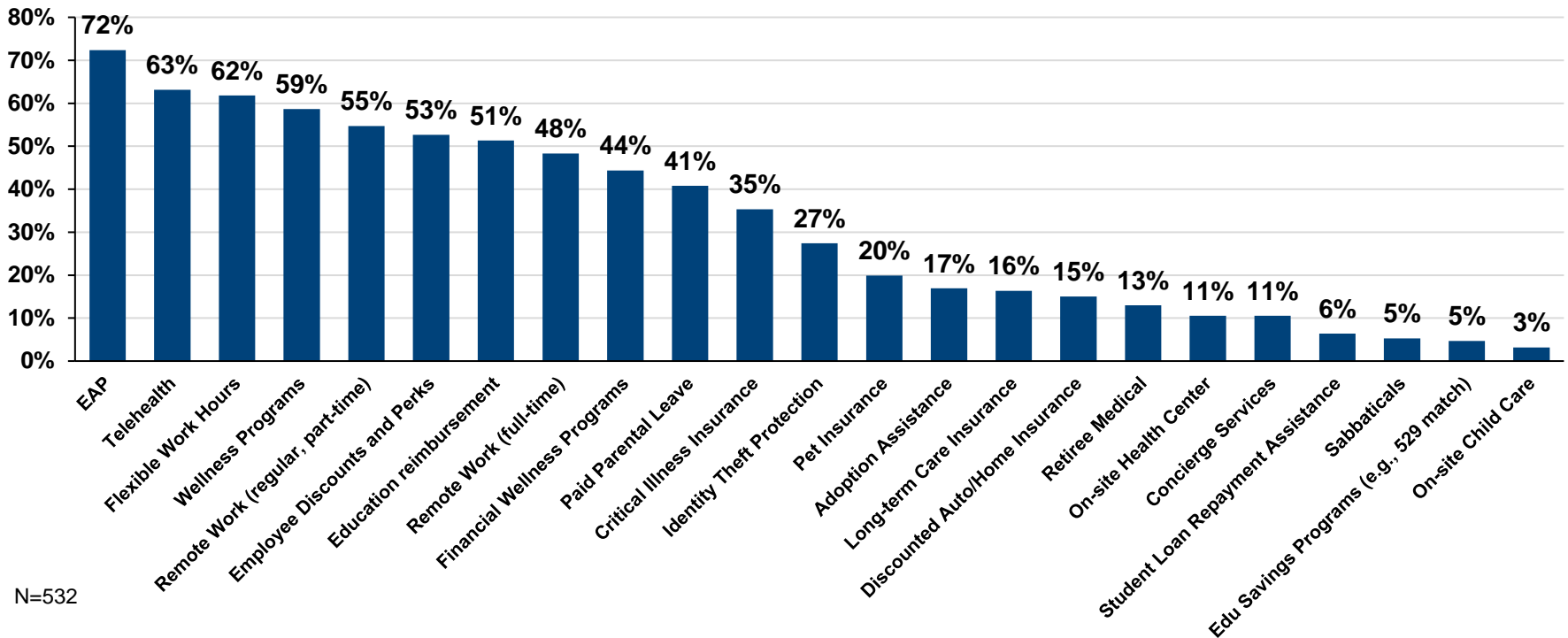


N=532

# Benefits Currently Offered

**QUESTION:** *Which of the following employee benefits programs does your organization offer?*

In addition to medical, dental, vision, life insurance and disability benefits, many organizations offer employee assistance programs (EAP,) telehealth, flexible work hours and remote work options, wellness and financial wellness programs, employee discounts and perks and education programs as prevalent trends in 2022.



# Benefits Currently Offered by FTEs

**QUESTION:** *Which of the following employee benefits programs does your organization offer?*

Over 90% of organizations with more than 100 FTE offer health and welfare benefits including medical, dental, life insurance and vision insurance as part of their employee benefits program. Short-term and long-term disability benefits are offered by over 80% of organizations with more than 100 FTE and are among the most prevalent types of benefits offered by employers in 2022.

	Overall	100 or Fewer	101 - 250	251 - 750	751 - 1,500	1,500 or More
<b>Medical</b>	99%	98%	100%	100%	100%	100%
<b>Dental</b>	95%	89%	100%	100%	98%	100%
<b>Life Insurance</b>	92%	81%	99%	97%	100%	98%
<b>Vision</b>	91%	79%	99%	100%	100%	98%
<b>Short-term Disability</b>	83%	67%	89%	91%	91%	99%
<b>Long-term Disability</b>	83%	69%	88%	90%	98%	95%
<b>N =</b>	<b>532</b>	<b>209</b>	<b>80</b>	<b>70</b>	<b>47</b>	<b>126</b>



# Benefits Currently Offered by FTEs *(continued)*

**QUESTION:** *Which of the following employee benefits programs does your organization offer?*

Larger organizations (by FTE size) are more likely to offer a full range of employee benefits programs.

	Overall	100 or Fewer	101 - 250	251 - 750	751 - 1,500	1,500 or More
Employee Assistance Program (EAP)	72%	44%	76%	93%	98%	97%
Telehealth	63%	36%	65%	77%	81%	92%
Flexible Work Hours	62%	57%	63%	64%	64%	67%
Wellness Programs	59%	31%	64%	71%	81%	86%
Remote Work (regular, part-time)	55%	46%	48%	54%	64%	70%
Employee Discounts and Perks	53%	30%	46%	56%	68%	87%
Education reimbursement	51%	29%	45%	67%	72%	75%
Remote Work (full-time)	48%	34%	48%	47%	62%	68%
Financial Wellness Programs	44%	23%	35%	56%	62%	72%
Paid Parental Leave	41%	27%	38%	39%	51%	63%
Critical Illness Insurance	35%	15%	31%	49%	53%	57%
Identity Theft Protection	27%	11%	29%	33%	34%	48%
Pet Insurance	20%	6%	10%	24%	26%	45%
Adoption Assistance	17%	2%	5%	10%	32%	48%
Long-term Care Insurance	16%	14%	15%	11%	26%	20%
Discounted Auto/Home Insurance	15%	3%	5%	21%	23%	35%
Retiree Medical	13%	3%	11%	14%	21%	27%
On-site Health Center	11%	1%	4%	10%	19%	27%
Concierge Services	11%	4%	9%	11%	13%	21%
Student Loan Repayment Assistance	6%	3%	5%	9%	17%	7%
Sabbaticals	5%	5%	3%	6%	13%	5%
Education Savings Programs (e.g., 529 match)	5%	2%	8%	7%	6%	6%
On-site Child Care	3%	0%	1%	3%	4%	9%
<b>N =</b>	<b>532</b>	<b>209</b>	<b>80</b>	<b>70</b>	<b>47</b>	<b>126</b>

# Benefits Currently Offered by Revenue

**QUESTION:** *Which of the following employee benefits programs does your organization offer?*

Over 90% of organizations with revenue greater than \$10M offer health and welfare benefits including medical, dental, life insurance and vision insurance as part of their employee benefits program. Short-term and long-term disability benefits are offered by over 80% of organizations with more than \$50M revenue and are among the most prevalent benefits offered by employers in 2022.

	Overall	<\$10M	\$11M - \$50M	\$51M - \$100M	\$101M - \$250M	\$251M - \$750M	>\$751M
<b>Medical</b>	99%	97%	100%	100%	100%	100%	100%
<b>Dental</b>	95%	87%	97%	100%	98%	98%	100%
<b>Life Insurance</b>	92%	80%	91%	98%	94%	100%	98%
<b>Vision</b>	91%	77%	91%	100%	98%	100%	98%
<b>Short-term Disability</b>	83%	65%	81%	88%	87%	96%	97%
<b>Long-term Disability</b>	83%	66%	77%	90%	96%	96%	96%
<b>N =</b>	<b>532</b>	<b>142</b>	<b>115</b>	<b>51</b>	<b>54</b>	<b>52</b>	<b>118</b>

# Benefits Currently Offered by Revenue *(continued)*

**QUESTION:** *Which of the following employee benefits programs does your organization offer?*

Larger organizations (by revenue) are more likely to offer a full range of employee benefits programs.

	Overall	<\$10M	\$11M - \$50M	\$51M - \$100M	\$101M - \$250M	\$251M - \$750M	>\$751M
Employee Assistance Program (EAP)	72%	43%	64%	86%	78%	96%	97%
Telehealth	63%	37%	53%	69%	70%	83%	91%
Flexible Work Hours	62%	54%	62%	65%	48%	65%	75%
Wellness Programs	59%	32%	47%	71%	70%	77%	83%
Remote Work (regular, part-time)	55%	42%	52%	55%	54%	54%	74%
Employee Discounts and Perks	53%	34%	32%	49%	57%	71%	86%
Education reimbursement	51%	27%	43%	67%	48%	60%	80%
Remote Work (full-time)	48%	35%	42%	47%	41%	54%	72%
Financial Wellness Programs	44%	24%	28%	49%	46%	60%	75%
Paid Parental Leave	41%	27%	36%	22%	43%	58%	63%
Critical Illness Insurance	35%	14%	28%	35%	39%	54%	58%
Identity Theft Protection	27%	14%	18%	29%	26%	31%	51%
Pet Insurance	20%	6%	9%	12%	24%	35%	42%
Adoption Assistance	17%	4%	6%	2%	20%	21%	47%
Long-term Care Insurance	16%	8%	18%	12%	26%	19%	20%
Discounted Auto/Home Insurance	15%	6%	3%	14%	17%	19%	36%
Retiree Medical	13%	2%	3%	14%	11%	19%	33%
On-site Health Center	11%	2%	6%	0%	17%	13%	25%
Concierge Services	11%	4%	5%	12%	9%	17%	20%
Student Loan Repayment Assistance	6%	2%	4%	14%	13%	10%	6%
Sabbaticals	5%	5%	3%	2%	9%	12%	5%
Education Savings Programs (e.g., 529 match)	5%	1%	4%	8%	9%	8%	4%
On-site Child Care	3%	1%	1%	0%	7%	2%	8%
<b>N =</b>	<b>532</b>	<b>142</b>	<b>115</b>	<b>51</b>	<b>54</b>	<b>52</b>	<b>118</b>

# Benefits Currently Offered by Industry

**QUESTION:** *Which of the following employee benefits programs does your organization offer?*

Over 90% of organizations across most industries offer health and welfare benefits including medical, dental, life insurance and vision insurance as part of their employee benefits program. Short-term and long-term disability benefits are offered by over 70% of our survey participants and are among the top-most prevalent employee benefits offered by employers in 2022.

	Overall	Construction, Real Estate & Energy Utility	Finance, Banking & Insurance	Education, Government & Not-for-Profit	Healthcare	Manufacturing, Distribution & Transportation	Professional Services &Technology	Restaurant, Retail & Other Services
<b>Medical</b>	99%	100%	100%	98%	98%	99%	99%	100%
<b>Dental</b>	95%	98%	99%	93%	94%	97%	90%	95%
<b>Life Insurance</b>	92%	89%	94%	95%	87%	95%	90%	89%
<b>Vision</b>	91%	93%	94%	91%	87%	96%	82%	95%
<b>Short-term Disability</b>	83%	82%	87%	75%	84%	91%	80%	78%
<b>Long-term Disability</b>	83%	89%	94%	79%	77%	87%	81%	73%
<b>N =</b>	<b>532</b>	<b>55</b>	<b>83</b>	<b>56</b>	<b>62</b>	<b>119</b>	<b>83</b>	<b>74</b>

# Benefits Currently Offered by Industry *(continued)*

**QUESTION:** *Which of the following employee benefits programs does your organization offer?*

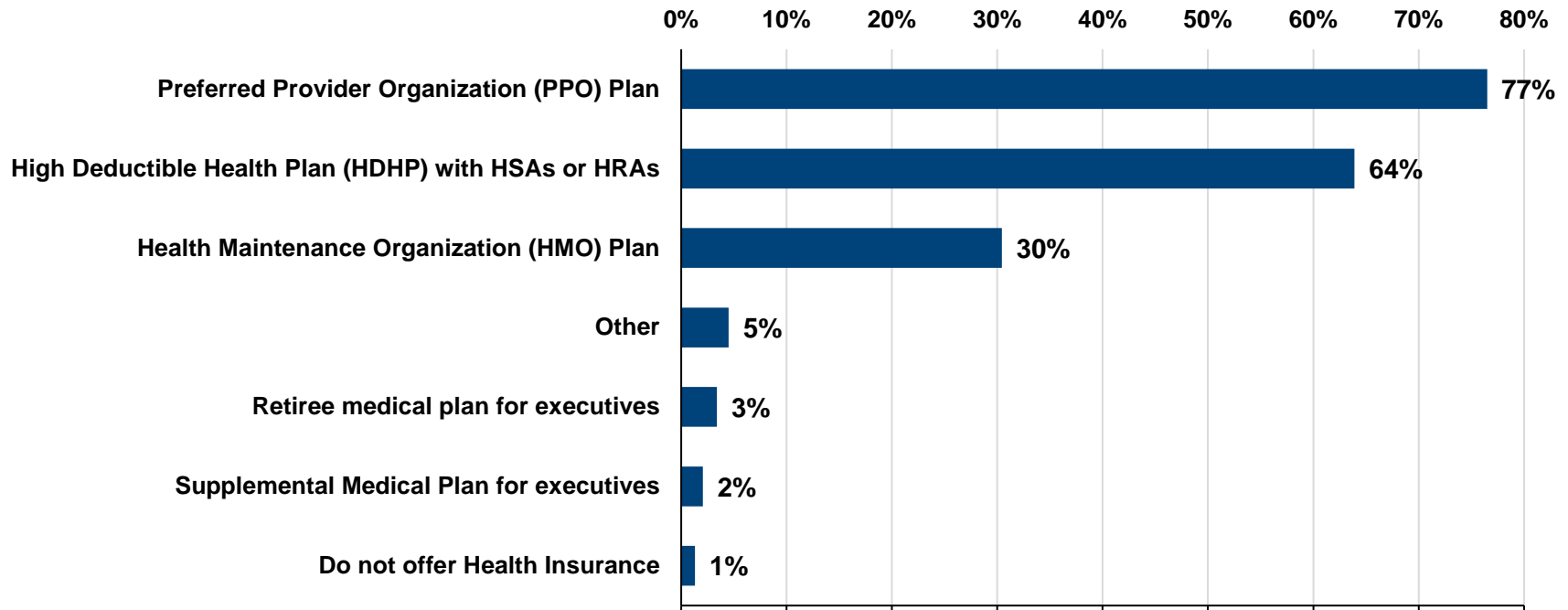
While most organizations offer health and welfare benefits, we are seeing an increase in benefits programs focused on wellness, flexibility, employee discounts and perks, and education across industries.

	Overall	Construction, Real Estate & Energy Utility	Finance, Banking & Insurance	Education, Government & Not-for-Profit	Healthcare	Manufacturing, Distribution & Transportation	Professional Services & Technology	Restaurant, Retail & Other Services
Employee Assistance Program (EAP)	72%	67%	80%	77%	74%	77%	61%	68%
Telehealth	63%	65%	72%	39%	55%	73%	61%	62%
Flexible Work Hours	62%	62%	64%	70%	50%	57%	76%	55%
Wellness Programs	59%	62%	70%	61%	61%	56%	54%	49%
Remote Work (regular, part-time)	55%	40%	70%	54%	52%	54%	59%	49%
Employee Discounts and Perks	53%	53%	65%	43%	50%	53%	46%	55%
Education reimbursement	51%	53%	66%	41%	53%	60%	34%	46%
Remote Work (full-time)	48%	33%	65%	41%	48%	39%	63%	45%
Financial Wellness Programs	44%	40%	63%	43%	44%	46%	37%	34%
Paid Parental Leave	41%	42%	59%	36%	24%	33%	52%	38%
Critical Illness Insurance	35%	25%	46%	34%	32%	43%	22%	38%
Identity Theft Protection	27%	16%	43%	20%	23%	32%	19%	30%
Pet Insurance	20%	13%	30%	16%	23%	19%	14%	22%
Adoption Assistance	17%	15%	24%	7%	18%	20%	13%	16%
Long-term Care Insurance	16%	13%	29%	7%	18%	18%	12%	14%
Discounted Auto/Home Insurance	15%	7%	22%	7%	16%	19%	16%	11%
Retiree Medical	13%	16%	28%	7%	8%	15%	4%	9%
On-site Health Center	11%	5%	11%	5%	18%	17%	5%	8%
Concierge Services	11%	15%	13%	5%	13%	8%	11%	11%
Student Loan Repayment Assistance	6%	5%	13%	7%	8%	6%	2%	3%
Sabbaticals	5%	7%	8%	4%	3%	0%	10%	7%
Education Savings Programs (e.g., 529 match)	5%	4%	11%	4%	6%	5%	2%	0%
On-site Child Care	3%	2%	5%	4%	3%	2%	2%	5%
<b>N =</b>	<b>532</b>	<b>55</b>	<b>83</b>	<b>56</b>	<b>62</b>	<b>119</b>	<b>83</b>	<b>74</b>

# Health Insurance Plan Options

**QUESTION:** *Which of the following plans do you offer as health insurance options?*

Preferred Provider Organization (PPO) plans remain the most widely available health plan, offered by 77% of employers in our survey. High Deductible Health Plans (HDHP) are the next most widely available option offered by 64% of organizations.



N=532

# Health Insurance Plan Options by FTEs

**QUESTION:** *Which of the following plans do you offer as health insurance options?*

The most widely available health plans offered by employers based on FTE size continue to be PPO Plans, High Deductible Health Plans (HDHP), and HMO Plans. Supplemental medical plans for executives and retiree medical are more typically offered by larger firms.

	Overall	100 or Fewer	101 - 250	251 - 750	751 - 1,500	1,500 or More
<b>Preferred Provider Organization (PPO) Plan</b>	77%	70%	75%	81%	87%	82%
<b>High Deductible Health Plan (HDHP) with HSAs or HRAs</b>	64%	46%	69%	63%	89%	82%
<b>Health Maintenance Organization (HMO) Plan</b>	30%	34%	23%	29%	34%	30%
<b>Supplemental Medical Plan for executives</b>	2%	1%	0%	1%	4%	4%
<b>Retiree medical plan for executives</b>	3%	1%	1%	4%	11%	5%
<b>Do not offer Health Insurance</b>	1%	3%	0%	0%	0%	1%
<b>Other</b>	5%	3%	5%	6%	2%	6%
<b>N =</b>	<b>532</b>	<b>211</b>	<b>80</b>	<b>70</b>	<b>47</b>	<b>124</b>

# Health Insurance Plan Options by Revenue

**QUESTION:** *Which of the following plans do you offer as health insurance options?*

The most widely available health plans offered by employers based on revenue size continue to be PPO Plans, High Deductible Health Plans (HDHP), and HMO Plans. Supplemental medical plans for executives and retiree medical are more typically offered by larger firms.

	Overall	Up to \$10M	\$11M - \$50M	\$51M - \$100M	\$101M - \$250M	\$251M - \$750M	Greater than \$751M
<b>Preferred Provider Organization (PPO) Plan</b>	77%	71%	73%	73%	75%	85%	85%
<b>High Deductible Health Plan (HDHP) with HSAs or HRAs</b>	64%	46%	57%	73%	66%	75%	83%
<b>Health Maintenance Organization (HMO) Plan</b>	30%	35%	30%	25%	25%	17%	36%
<b>Supplemental Medical Plan for executives</b>	2%	1%	2%	2%	0%	4%	4%
<b>Retiree medical plan for executives</b>	3%	1%	2%	4%	2%	6%	7%
<b>Do not offer Health Insurance</b>	1%	3%	1%	0%	0%	0%	1%
<b>Other</b>	5%	3%	3%	10%	4%	2%	7%
<b>N =</b>	<b>532</b>	<b>144</b>	<b>115</b>	<b>51</b>	<b>53</b>	<b>52</b>	<b>117</b>



# Health Insurance Plan Options by Industry

**QUESTION:** *Which of the following plans do you offer as health insurance options?*

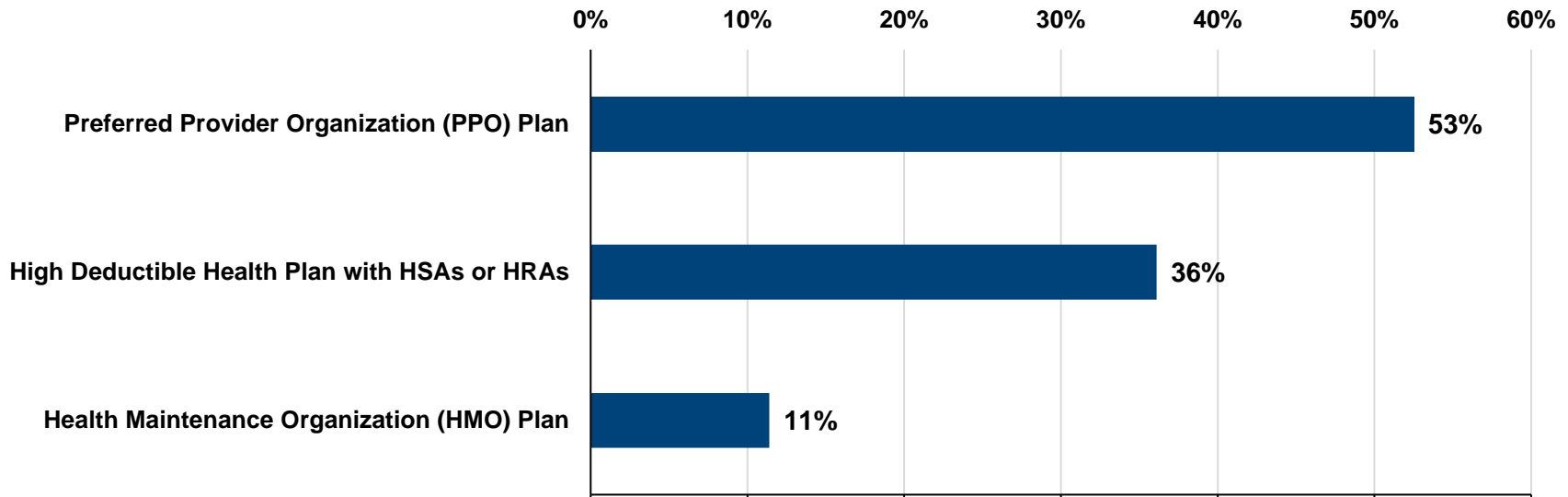
The most widely available health plans offered by employers across industries continue to be PPO Plans, High Deductible Health Plans (HDHP), and HMO Plans. Supplemental medical plans for executives and retiree medical are offered by few organizations. Healthcare industry organizations report the highest percentage of retiree medical plans for executives.

	Overall	Construction, Real Estate & Energy Utility	Finance, Banking & Insurance	Education, Government & Not-for-Profit	Healthcare	Manufacturing, Distribution & Transportation	Professional Services & Technology	Restaurant, Retail & Other Services
<b>Preferred Provider Organization (PPO) Plan</b>	77%	67%	81%	71%	79%	79%	73%	81%
<b>High Deductible Health Plan (HDHP) with HSAs or HRAs</b>	64%	62%	77%	55%	66%	65%	54%	65%
<b>Health Maintenance Organization (HMO) Plan</b>	30%	24%	39%	38%	35%	25%	27%	30%
<b>Supplemental Medical Plan for executives</b>	2%	2%	2%	4%	0%	3%	1%	1%
<b>Retiree medical plan for executives</b>	3%	2%	5%	2%	8%	3%	1%	4%
<b>Do not offer Health Insurance</b>	1%	2%	1%	2%	2%	1%	2%	0%
<b>Other</b>	5%	7%	6%	2%	5%	4%	5%	3%
<b>N =</b>	<b>532</b>	<b>55</b>	<b>83</b>	<b>56</b>	<b>62</b>	<b>118</b>	<b>84</b>	<b>74</b>

# Health Insurance Plan Preference

**QUESTION:** *For your most recent open enrollment, which of the following health insurance options was selected by the largest number of employees?*

Similar to recent years, PPO Plans continue to be the most popular option selected by employees during open enrollment. Overall, more than half of employees (53%) selected PPO Plans, followed by 36% High Deductible Health Plans and the fewest (11%) selecting HMO Plan options.



N=516

# Health Insurance Plan Preference by FTEs

**QUESTION:** *For your most recent open enrollment, which of the following health insurance options was selected by the largest number of employees?*

Across organizations by FTE size, PPO Plans continue to be the most popular option selected by employees during open enrollment, followed by High Deductible Health Plans and HMO Plans.

	Overall	100 or Fewer	101 - 250	251 - 750	751 - 1,500	1,500 or More
<b>Preferred Provider Organization (PPO) Plan</b>	53%	54%	59%	54%	45%	49%
<b>High Deductible Health Plan with HSAs or HRAs</b>	36%	29%	36%	36%	49%	44%
<b>Health Maintenance Organization (HMO) Plan</b>	11%	18%	5%	10%	6%	7%
<b>N =</b>	<b>516</b>	<b>200</b>	<b>78</b>	<b>70</b>	<b>47</b>	<b>121</b>

# Health Insurance Plan Preference by Revenue

**QUESTION:** *For your most recent open enrollment, which of the following health insurance options was selected by the largest number of employees?*

Across organizations by revenue size, PPO Plans continue to be the most popular option selected by employees during open enrollment, followed by High Deductible Health Plans and HMO Plans.

	Overall	Up to \$10M	\$11M - \$50M	\$51M - \$100M	\$101M - \$250M	\$251M - \$750M	Greater than \$751M
<b>Preferred Provider Organization (PPO) Plan</b>	53%	56%	47%	55%	56%	61%	47%
<b>High Deductible Health Plan with HSAs or HRAs</b>	36%	27%	38%	35%	33%	37%	46%
<b>Health Maintenance Organization (HMO) Plan</b>	11%	17%	15%	10%	11%	2%	6%
<b>N =</b>	<b>516</b>	<b>137</b>	<b>111</b>	<b>49</b>	<b>54</b>	<b>51</b>	<b>114</b>

# Health Insurance Plan Preference by Industry

**QUESTION:** *For your most recent open enrollment, which of the following health insurance options was selected by the largest number of employees?*

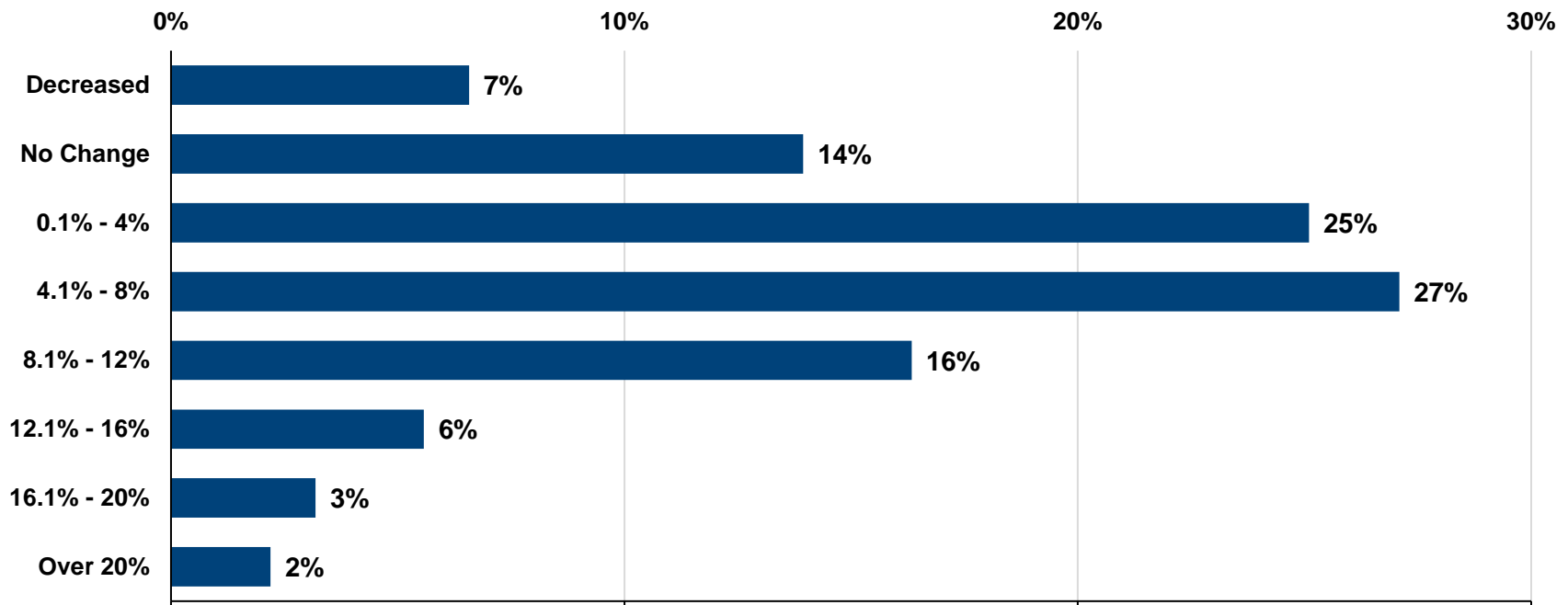
Across industries, PPO Plans generally continue to be the most popular option selected by employees during open enrollment, followed by High Deductible Health Plans and HMO Plans.

	Overall	Construction, Real Estate & Energy Utility	Finance, Banking & Insurance	Education, Government & Not-for-Profit	Healthcare	Manufacturing, Distribution & Transportation	Professional Services &Technology	Restaurant, Retail & Other Services
<b>Preferred Provider Organization (PPO) Plan</b>	53%	53%	46%	49%	47%	57%	56%	55%
<b>High Deductible Health Plan with HSAs or HRAs</b>	36%	38%	44%	28%	36%	34%	37%	34%
<b>Health Maintenance Organization (HMO) Plan</b>	11%	9%	10%	23%	17%	10%	6%	11%
<b>N =</b>	<b>516</b>	<b>55</b>	<b>82</b>	<b>53</b>	<b>59</b>	<b>115</b>	<b>78</b>	<b>74</b>

# 2022 Health Insurance Cost Change

**QUESTION:** *What was the average percentage change in your health insurance plan costs for the 2022 plan year?*

While most employers (79%) saw an increase in health plan costs in 2022, the largest percentage of employers (27%) reported increases from 4.1% up to 8%.



N=500

# 2022 Health Insurance Cost Change by FTEs

**QUESTION:** *What was the average percentage change in your health insurance plan costs for the 2022 plan year?*

While most employers saw an increase in health plan costs in 2022, the largest percentage of employers (27%) reported increases from 4.1% up to 8%. Organizations with 101 to 750 FTE were more likely to report no change in costs.

	Overall	100 or Fewer	101 - 250	251 - 750	751 - 1,500	1,500 or More
<b>Decreased</b>	6%	7%	6%	12%	7%	3%
<b>No Change</b>	14%	10%	18%	22%	16%	13%
<b>0.1% - 4%</b>	25%	24%	14%	22%	28%	37%
<b>4.1% - 8%</b>	27%	27%	18%	23%	30%	34%
<b>8.1% - 12%</b>	16%	22%	17%	12%	14%	11%
<b>12.1% - 16%</b>	6%	6%	13%	4%	0%	3%
<b>16.1% - 20%</b>	3%	5%	5%	3%	2%	0%
<b>Over 20%</b>	2%	1%	8%	3%	2%	0%
<b>N =</b>	<b>500</b>	<b>200</b>	<b>77</b>	<b>69</b>	<b>43</b>	<b>111</b>

# 2022 Health Insurance Cost Change by Revenue

**QUESTION:** *What was the average percentage change in your health insurance plan costs for the 2022 plan year?*

While most employers saw an increase in health plan costs in 2022, the largest percentage of employers (27%) reported increases from 4.1% up to 8%. Organizations with revenue between \$11M and \$250M were more likely to report no change in costs.

	Overall	Up to \$10M	\$11M - \$50M	\$51M - \$100M	\$101M - \$250M	\$251M - \$750M	Greater than \$751M
<b>Decreased</b>	6%	6%	6%	4%	12%	12%	3%
<b>No Change</b>	14%	7%	17%	24%	17%	12%	14%
<b>0.1% - 4%</b>	25%	22%	21%	24%	25%	20%	37%
<b>4.1% - 8%</b>	27%	29%	24%	20%	23%	33%	31%
<b>8.1% - 12%</b>	16%	20%	17%	18%	12%	18%	12%
<b>12.1% - 16%</b>	6%	10%	5%	0%	8%	2%	3%
<b>16.1% - 20%</b>	3%	4%	6%	4%	2%	2%	0%
<b>Over 20%</b>	2%	2%	3%	6%	2%	0%	1%
<b>N =</b>	<b>500</b>	<b>135</b>	<b>110</b>	<b>50</b>	<b>52</b>	<b>49</b>	<b>104</b>



# 2022 Health Insurance Cost Change by Industry

**QUESTION:** *What was the average percentage change in your health insurance plan costs for the 2022 plan year?*

While most employers saw an increase in health plan costs in 2022, the largest percentage of employers (27%) reported increases from 4.1% up to 8%. Reported health plan cost increases vary across industries.

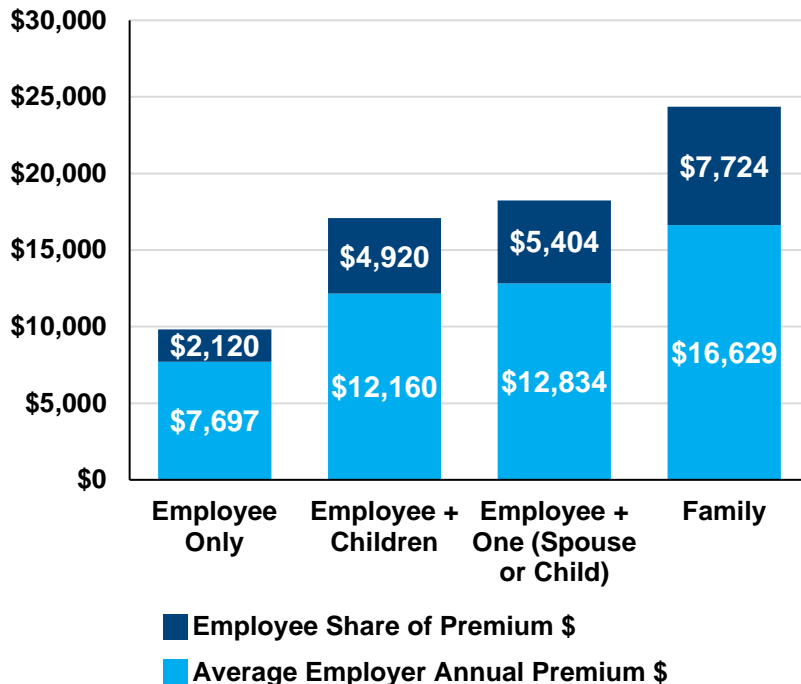
	Overall	Construction, Real Estate & Energy Utility	Finance, Banking & Insurance	Education, Government & Not-for-Profit	Healthcare	Manufacturing, Distribution & Transportation	Professional Services & Technology	Restaurant, Retail & Other Services
<b>Decreased</b>	6%	4%	7%	11%	7%	6%	7%	3%
<b>No Change</b>	14%	17%	16%	19%	9%	12%	15%	13%
<b>0.1% - 4%</b>	25%	19%	27%	31%	32%	27%	12%	30%
<b>4.1% - 8%</b>	27%	26%	26%	15%	30%	33%	32%	21%
<b>8.1% - 12%</b>	16%	20%	14%	17%	14%	14%	17%	21%
<b>12.1% - 16%</b>	6%	7%	4%	4%	7%	5%	9%	4%
<b>16.1% - 20%</b>	3%	2%	5%	2%	2%	2%	5%	4%
<b>Over 20%</b>	2%	6%	1%	2%	0%	2%	3%	3%
<b>N =</b>	<b>500</b>	<b>54</b>	<b>81</b>	<b>54</b>	<b>57</b>	<b>109</b>	<b>75</b>	<b>70</b>

# Health Insurance Annual Premium Costs

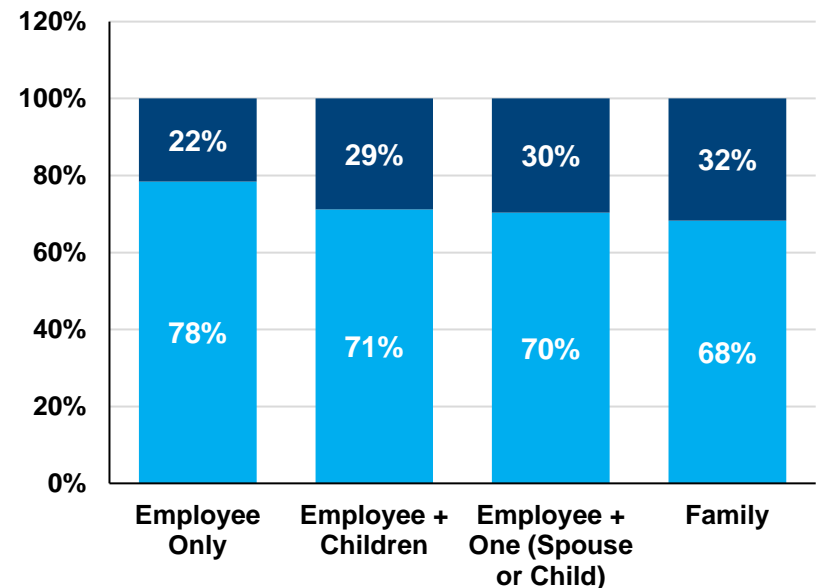
**QUESTION: For the health insurance option selected by the majority of your employees, what is the premium paid by the employer and the employee?**

Employers tend to cover more of the proportional cost of employee-only coverage. When dependents are included, employers share more of the premium costs with employees, increasing proportionately as the number of dependents increase.

Average Total Annual Premium (\$)



Average Total Annual Premium (%)

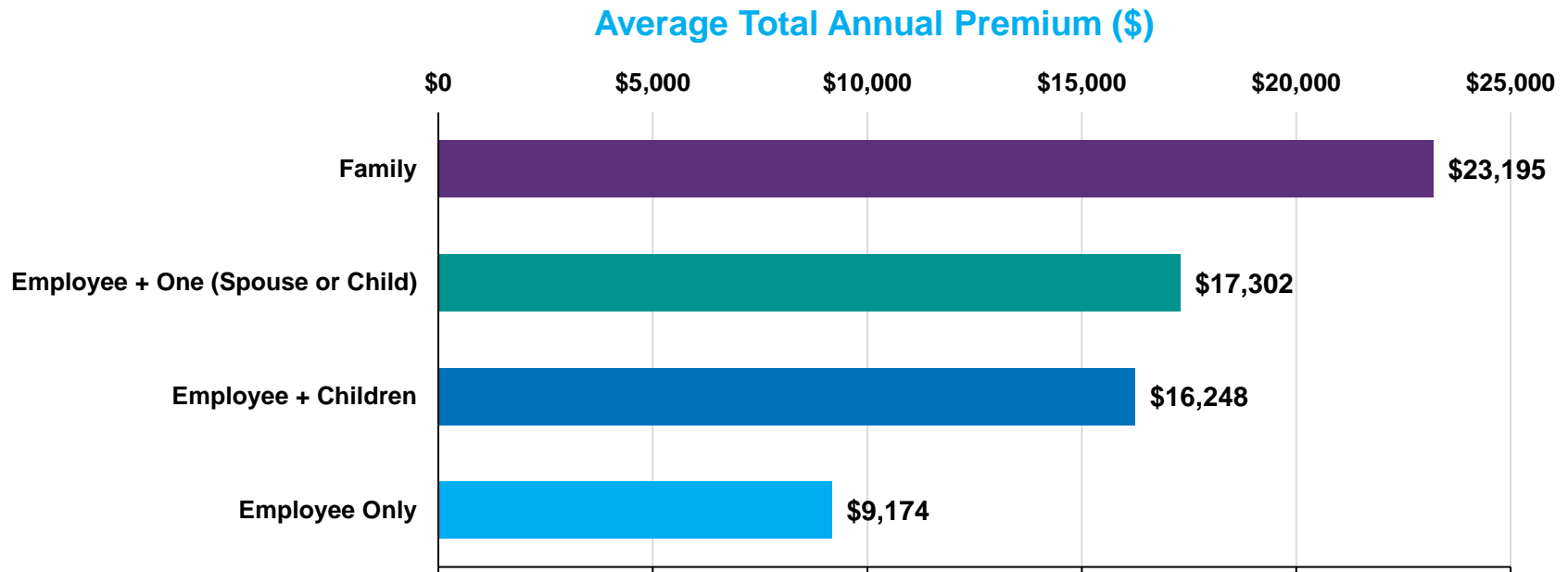


N=402

# Health Insurance Annual Premium Costs

**QUESTION:** *For the health insurance option selected by the majority of your employees, what is the premium paid by the employer and the employee?*

Employers tend to cover more of the proportional cost of employee-only coverage. When dependents are included, employers share more of the premium costs with employees. The chart below shows average total annual premiums, including the employer and employee costs.



N=402

# Health Insurance Annual Premiums by FTEs

**QUESTION:** *For the health insurance option selected by the majority of your employees, what is the premium paid by the employer and the employee?*

Average health insurance premium costs vary by level of coverage however, employers (by FTE size) share more of the proportional costs with employees when dependents are added to the plan.

	Overall	100 or Fewer	101 - 250	251 - 750	751 - 1,500	1,500 or More
<b>Average Employer Annual Premium</b>						
<b>Family</b>	\$16,629	\$14,658	\$17,854	\$18,900	\$18,325	\$17,566
<b>Employee + One (Spouse or Child)</b>	\$12,834	\$11,971	\$13,204	\$14,397	\$14,096	\$12,877
<b>Employee + Children</b>	\$12,160	\$11,334	\$12,604	\$14,039	\$12,835	\$12,008
<b>Employee Only</b>	\$7,697	\$8,404	\$7,996	\$8,035	\$6,414	\$6,639
<b>Employee Share of Premium</b>						
<b>Family</b>	\$7,724	\$9,757	\$7,072	\$6,335	\$7,708	\$5,668
<b>Employee + One (Spouse or Child)</b>	\$5,404	\$6,573	\$5,132	\$4,730	\$5,286	\$4,196
<b>Employee + Children</b>	\$4,920	\$5,981	\$4,585	\$4,220	\$5,801	\$3,559
<b>Employee Only</b>	\$2,120	\$2,249	\$1,812	\$2,387	\$2,747	\$1,703
<b>N =</b>	<b>402</b>	<b>161</b>	<b>68</b>	<b>58</b>	<b>37</b>	<b>78</b>

# Health Insurance Annual Premiums by Revenue

**QUESTION:** *For the health insurance option selected by the majority of your employees, what is the premium paid by the employer and the employee?*

Average health insurance premium costs vary by level of coverage however, employers (by revenue size) share more of the proportional costs with employees when dependents are added to the plan.

	Overall	Up to \$10M	\$11M - \$50M	\$51M - \$100M	\$101M - \$250M	\$251M - \$750M	Greater than \$751M
<b>Average Employer Annual Premium</b>							
<b>Family</b>	\$16,629	\$14,293	\$15,296	\$18,878	\$20,921	\$17,722	\$17,484
<b>Employee + One (Spouse or Child)</b>	\$12,834	\$12,812	\$11,033	\$13,899	\$17,003	\$12,830	\$12,777
<b>Employee + Children</b>	\$12,160	\$11,583	\$10,540	\$13,489	\$16,808	\$12,474	\$11,855
<b>Employee Only</b>	\$7,697	\$9,368	\$6,774	\$8,254	\$8,520	\$6,836	\$6,618
<b>Employee Share of Premium</b>							
<b>Family</b>	\$7,724	\$10,616	\$7,970	\$7,151	\$5,315	\$5,837	\$6,496
<b>Employee + One (Spouse or Child)</b>	\$5,404	\$7,463	\$5,274	\$5,040	\$3,780	\$4,018	\$4,881
<b>Employee + Children</b>	\$4,920	\$6,451	\$5,054	\$4,816	\$3,661	\$4,027	\$4,266
<b>Employee Only</b>	\$2,120	\$2,321	\$2,003	\$2,153	\$2,327	\$1,964	\$1,980
<b>N =</b>	<b>402</b>	<b>110</b>	<b>87</b>	<b>47</b>	<b>42</b>	<b>40</b>	<b>76</b>

# Health Insurance Annual Premiums by Industry

**QUESTION:** *For the health insurance option selected by the majority of your employees, what is the premium paid by the employer and the employee?*

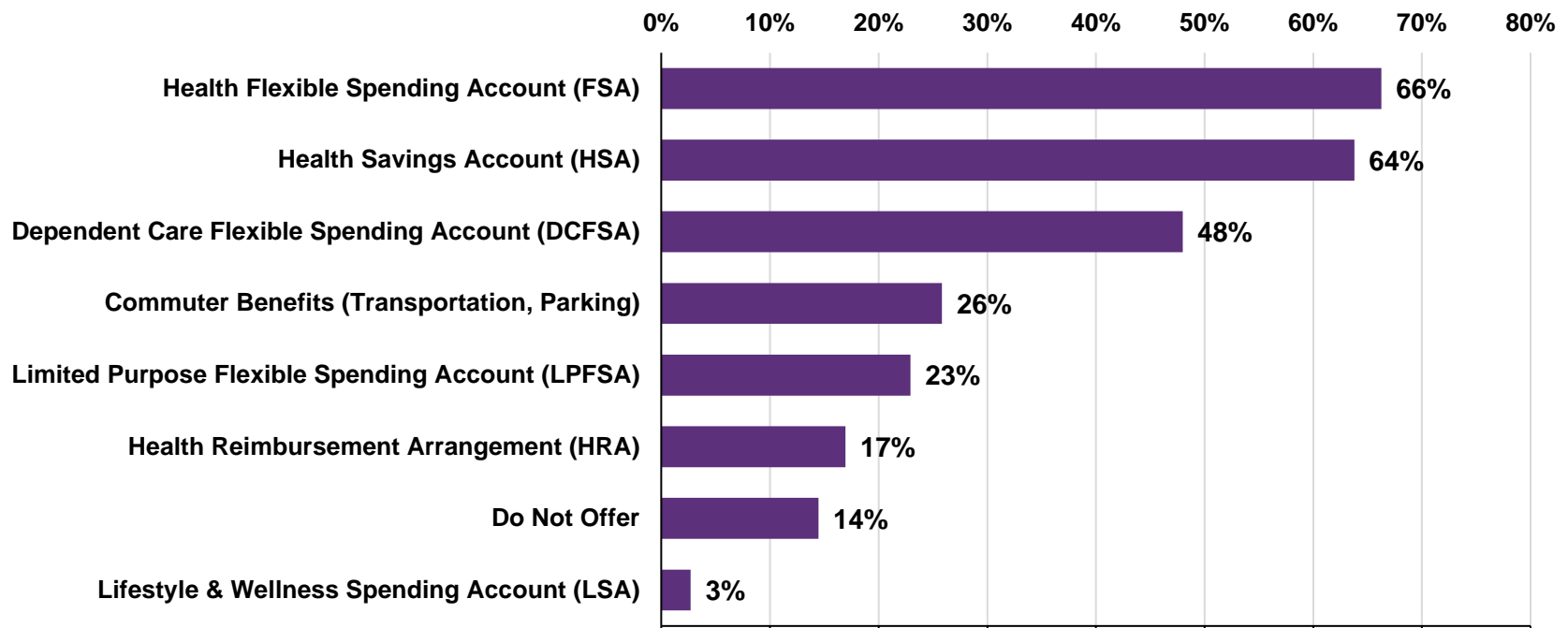
Average health insurance premium costs vary by level of coverage however, employers across industries share more of the proportional costs with employees when dependents are added to the plan.

	Overall	Construction, Real Estate & Energy Utility	Finance, Banking & Insurance	Education, Government & Not-for-Profit	Healthcare	Manufacturing, Distribution & Transportation	Professional Services & Technology	Restaurant, Retail & Other Services
<b>Average Employer Annual Premium</b>								
<b>Family</b>	\$16,629	\$14,768	\$17,206	\$19,464	\$16,331	\$16,726	\$15,479	\$17,409
<b>Employee + One (Spouse or Child)</b>	\$12,834	\$10,958	\$14,363	\$14,929	\$12,702	\$12,899	\$11,532	\$13,018
<b>Employee + Children</b>	\$12,160	\$10,750	\$13,271	\$14,960	\$10,943	\$12,587	\$10,474	\$12,381
<b>Employee Only</b>	\$7,697	\$6,455	\$10,742	\$8,160	\$7,100	\$7,503	\$7,110	\$7,125
<b>Employee Share of Premium</b>								
<b>Family</b>	\$7,724	\$6,787	\$7,153	\$7,740	\$11,768	\$6,303	\$8,129	\$8,202
<b>Employee + One (Spouse or Child)</b>	\$5,404	\$4,994	\$4,953	\$6,147	\$7,129	\$4,752	\$5,628	\$5,407
<b>Employee + Children</b>	\$4,920	\$4,544	\$4,344	\$5,278	\$6,614	\$4,487	\$4,712	\$5,468
<b>Employee Only</b>	\$2,120	\$1,853	\$1,889	\$2,220	\$2,624	\$2,390	\$1,593	\$2,342
<b>N =</b>	<b>402</b>	<b>49</b>	<b>64</b>	<b>48</b>	<b>47</b>	<b>85</b>	<b>56</b>	<b>53</b>

# Tax-Advantaged Savings and Spending Accounts

**QUESTION:** *Which of the following tax-advantaged savings and spending accounts does your organization offer?*

Health Flexible Spending Accounts (FSA) and Health Savings Accounts (HSA) are offered by more than 60% of organizations participating in our survey. Nearly one-half offer Dependent Care Flexible Spending Accounts (DCFSA).



N=519

# Tax-Advantaged Savings and Spending Accounts by FTEs

**QUESTION: Which of the following tax-advantaged savings and spending accounts does your organization offer?**

Health Flexible Spending Accounts (FSA), Health Savings Accounts (HSA) and Dependent Care Flexible Spending Accounts (DCFSA) are the top three tax-advantaged savings and spending accounts offered by organizations in our survey. Larger employers (by FTE size) are more likely to include these tax-advantaged accounts as part of their employee benefits program (while nearly 1/3 with FTEs of 100 or fewer do not offer these benefits.)

	Overall	100 or Fewer	101 - 250	251 - 750	751 - 1,500	1,500 or More
<b>Health Flexible Spending Account (FSA)</b>	66%	44%	72%	77%	84%	86%
<b>Health Savings Account (HSA)</b>	64%	47%	63%	59%	89%	84%
<b>Dependent Care Flexible Spending Account (DCFSA)</b>	48%	24%	54%	61%	76%	65%
<b>Commuter Benefits (Transportation, Parking)</b>	26%	15%	20%	26%	33%	43%
<b>Limited Purpose Flexible Spending Account (LPFSA)</b>	23%	10%	29%	32%	27%	33%
<b>Health Reimbursement Arrangement (HRA)</b>	17%	14%	23%	16%	9%	20%
<b>Do Not Offer</b>	14%	29%	9%	9%	0%	2%
<b>Lifestyle and Wellness Spending Account (LSA)</b>	3%	1%	1%	7%	9%	1%
<b>N =</b>	<b>519</b>	<b>203</b>	<b>79</b>	<b>69</b>	<b>45</b>	<b>123</b>



# Tax-Advantaged Savings and Spending Accounts by Revenue

**QUESTION:** *Which of the following tax-advantaged savings and spending accounts does your organization offer?*

Health Flexible Spending Accounts (FSA), Health Savings Accounts (HSA) and Dependent Care Flexible Spending Accounts (DCFSA) are the top three tax-advantaged savings and spending accounts offered by organizations in our survey. Larger employers (by revenue) are more likely to include these tax-advantaged accounts as part of their employee benefits program.

	Overall	Up to \$10M	\$11M - \$50M	\$51M - \$100M	\$101M - \$250M	\$251M - \$750M	Greater than \$751M
<b>Health Flexible Spending Account (FSA)</b>	66%	47%	49%	78%	71%	92%	87%
<b>Health Savings Account (HSA)</b>	64%	48%	55%	64%	65%	76%	84%
<b>Dependent Care Flexible Spending Account (DCFSA)</b>	48%	21%	38%	66%	50%	76%	68%
<b>Commuter Benefits (Transportation, Parking)</b>	26%	18%	17%	4%	31%	32%	47%
<b>Limited Purpose Flexible Spending Account (LPFSA)</b>	23%	11%	21%	26%	21%	30%	35%
<b>Health Reimbursement Arrangement (HRA)</b>	17%	13%	17%	32%	13%	8%	20%
<b>Do Not Offer</b>	14%	27%	22%	8%	10%	0%	2%
<b>Lifestyle and Wellness Spending Account (LSA)</b>	3%	1%	3%	4%	6%	2%	3%
<b>N =</b>	<b>519</b>	<b>139</b>	<b>112</b>	<b>50</b>	<b>52</b>	<b>50</b>	<b>116</b>

# Tax-Advantaged Savings and Spending Accounts by Industry

**QUESTION:** *Which of the following tax-advantaged savings and spending accounts does your organization offer?*

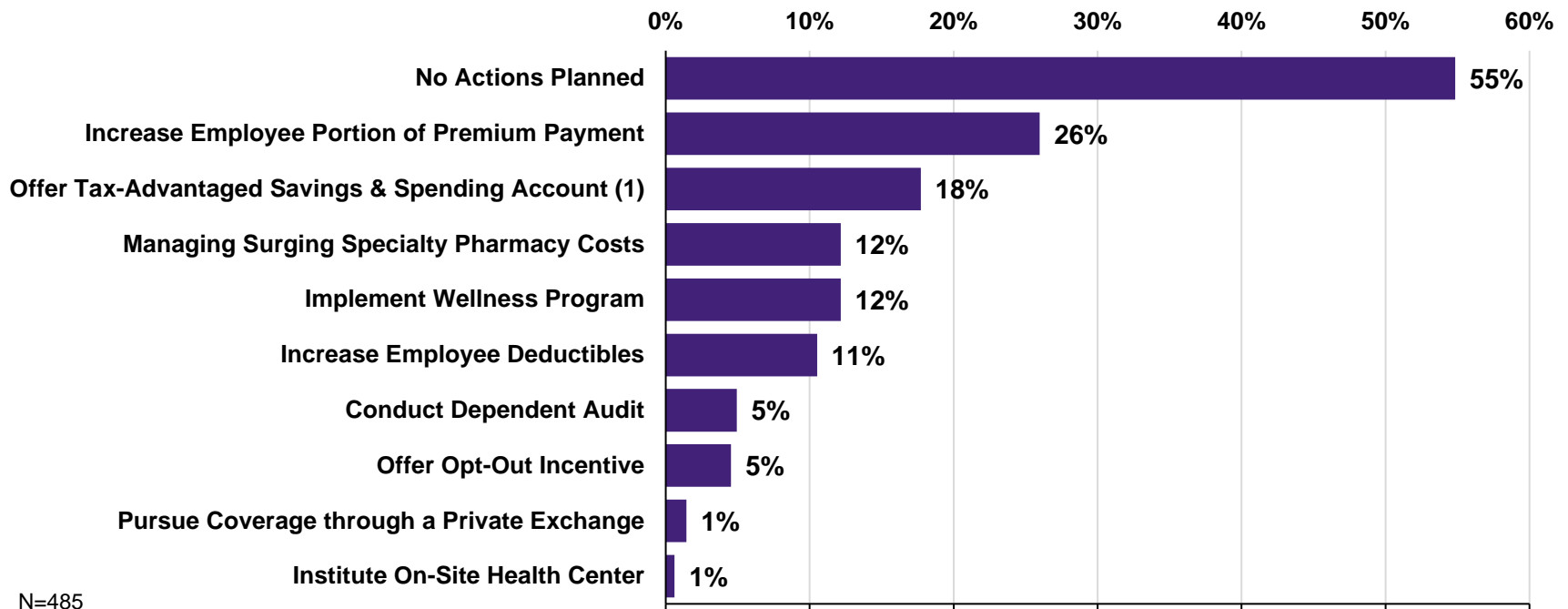
Health Flexible Spending Accounts (FSA), Health Savings Accounts (HSA) and Dependent Care Flexible Spending Accounts (DCFSA) are the top three tax-advantaged savings and spending accounts offered by organizations in our survey. We see comparable trends across most industries as well.

	Overall	Construction, Real Estate & Energy Utility	Finance, Banking & Insurance	Education, Government & Not-for-Profit	Healthcare	Manufacturing, Distribution & Transportation	Professional Services &Technology	Restaurant, Retail & Other Services
<b>Health Flexible Spending Account (FSA)</b>	66%	65%	79%	75%	65%	64%	57%	61%
<b>Health Savings Account (HSA)</b>	64%	65%	81%	53%	60%	61%	56%	68%
<b>Dependent Care Flexible Spending Account (DCFSA)</b>	48%	56%	62%	62%	38%	44%	37%	41%
<b>Commuter Benefits (Transportation, Parking)</b>	26%	24%	40%	31%	17%	12%	35%	27%
<b>Limited Purpose Flexible Spending Account (LPFSA)</b>	23%	20%	36%	22%	20%	17%	22%	23%
<b>Health Reimbursement Arrangement (HRA)</b>	17%	20%	16%	25%	17%	16%	15%	11%
<b>Do Not Offer</b>	14%	13%	4%	9%	18%	15%	22%	17%
<b>Lifestyle and Wellness Spending Account (LSA)</b>	3%	2%	5%	2%	2%	3%	1%	1%
<b>N =</b>	<b>519</b>	<b>54</b>	<b>81</b>	<b>55</b>	<b>60</b>	<b>117</b>	<b>81</b>	<b>71</b>

# Plans to Address Health Care Costs

**QUESTION: *What actions do you plan to take for the 2023 plan year to address health care costs?***

Approximately 55% of organizations reported no actions planned to address health care costs in 2023. For those organizations taking action, increasing the employee portion of premium payments is the most prevalent action, followed by offering tax-advantaged savings and spending accounts.



(1) Offer tax-advantaged savings and spending account (i.e., FSA, HSA, HRA, LSA, Commuter Benefits)

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# Plans to Address Health Care Costs by FTEs

**QUESTION:** *What actions do you plan to take for the 2023 plan year to address health care costs?*

More than half of organizations with up to 1,500 FTE have no actions planned to address healthcare costs in 2023. For those organizations taking action, increasing the employee portion of premium payments is the most prevalent action, followed by offering tax-advantaged savings and spending accounts.

	Overall	100 or Fewer	101 - 250	251 - 750	751 - 1,500	1,500 or More
<b>No Actions Planned</b>	55%	70%	52%	50%	52%	33%
<b>Increase Employee Portion of Premium Payment</b>	26%	17%	31%	29%	29%	36%
<b>Offer tax-advantaged savings and spending account (FSA, HSA, HRA, LSA, Commuter Benefits)</b>	18%	11%	17%	21%	26%	25%
<b>Implement Wellness Program</b>	12%	5%	11%	18%	24%	19%
<b>Managing Surging Specialty Pharmacy Costs</b>	12%	2%	12%	18%	17%	26%
<b>Increase Employee Deductibles</b>	11%	9%	5%	9%	21%	13%
<b>Conduct Dependent Audit</b>	5%	1%	1%	6%	5%	14%
<b>Offer Opt-Out Incentive</b>	5%	2%	11%	10%	0%	4%
<b>Pursue Coverage through a Private Exchange</b>	1%	2%	1%	3%	0%	0%
<b>Institute On-Site Health Center</b>	1%	0%	0%	1%	0%	2%
<b>N =</b>	<b>485</b>	<b>193</b>	<b>75</b>	<b>68</b>	<b>42</b>	<b>107</b>

*The following had a 0% response rate: Discontinue Coverage to Dependents, Discontinue Coverage to Part-Time Employees and Discontinue Coverage in State or Federal Exchange.*

# Plans to Address Health Care Costs by Revenue

**QUESTION:** *What actions do you plan to take for the 2023 plan year to address health care costs?*

More than half of most small and mid-sized organizations (by revenue) have no actions planned to address healthcare costs in 2023. For those organizations taking action, increasing the employee portion of premium payments is the most prevalent action, followed by offering tax-advantaged savings and spending accounts.

	Overall	Up to \$10M	\$11M - \$50M	\$51M - \$100M	\$101M - \$250M	\$251M - \$750M	Greater than \$751M
<b>No Actions Planned</b>	55%	66%	68%	40%	58%	57%	31%
<b>Increase Employee Portion of Premium Payment</b>	26%	20%	20%	30%	26%	21%	40%
<b>Offer tax-advantaged savings and spending account (FSA, HSA, HRA, LSA, Commuter Benefits)</b>	18%	13%	14%	26%	12%	15%	27%
<b>Implement Wellness Program</b>	12%	7%	7%	16%	16%	15%	20%
<b>Managing Surging Specialty Pharmacy Costs</b>	12%	3%	7%	18%	20%	15%	22%
<b>Increase Employee Deductibles</b>	11%	8%	8%	8%	12%	6%	19%
<b>Conduct Dependent Audit</b>	5%	2%	0%	8%	2%	6%	14%
<b>Offer Opt-Out Incentive</b>	5%	5%	5%	6%	8%	2%	3%
<b>Pursue Coverage through a Private Exchange</b>	1%	2%	1%	2%	4%	0%	0%
<b>Institute On-Site Health Center</b>	1%	0%	0%	0%	2%	2%	1%
<b>N =</b>	<b>485</b>	<b>131</b>	<b>105</b>	<b>50</b>	<b>50</b>	<b>47</b>	<b>102</b>

*The following had a 0% response rate: Discontinue Coverage to Dependents, Discontinue Coverage to Part-Time Employees and Discontinue Coverage in State or Federal Exchange.*

# Plans to Address Health Care Costs by Industry

**QUESTION:** *What actions do you plan to take for the 2023 plan year to address health care costs?*

More than half of most organizations have no actions planned to address healthcare costs in 2023. For those organizations taking action, increasing the employee portion of premium payments is the most prevalent action, followed by offering tax-advantaged savings and spending accounts.

	Overall	Construction, Real Estate & Energy Utility	Finance, Banking & Insurance	Education, Government & Not-for-Profit	Healthcare	Manufacturing, Distribution & Transportation	Professional Services & Technology	Restaurant, Retail & Other Services
<b>No Actions Planned</b>	55%	57%	47%	53%	63%	54%	59%	55%
<b>Increase Employee Portion of Premium Payment</b>	26%	19%	28%	31%	23%	27%	27%	25%
<b>Offer tax-advantaged savings and spending account (FSA, HSA, HRA, LSA, Commuter Benefits)</b>	18%	15%	16%	18%	16%	18%	14%	26%
<b>Implement Wellness Program</b>	12%	17%	13%	15%	7%	13%	8%	12%
<b>Managing Surging Specialty Pharmacy Costs</b>	12%	15%	17%	7%	13%	12%	8%	13%
<b>Increase Employee Deductibles</b>	11%	11%	13%	11%	7%	9%	10%	13%
<b>Conduct Dependent Audit</b>	5%	9%	5%	4%	7%	3%	1%	7%
<b>Offer Opt-Out Incentive</b>	5%	8%	5%	4%	5%	2%	3%	7%
<b>Pursue Coverage through a Private Exchange</b>	1%	4%	0%	0%	2%	1%	4%	0%
<b>Institute On-Site Health Center</b>	1%	4%	0%	0%	0%	0%	0%	1%
<b>N =</b>	<b>485</b>	<b>53</b>	<b>75</b>	<b>55</b>	<b>56</b>	<b>104</b>	<b>73</b>	<b>69</b>

*The following had a 0% response rate: Discontinue Coverage to Dependents, Discontinue Coverage to Part-Time Employees and Discontinue Coverage in State or Federal Exchange.*

# For More Information

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