

# The Definitive Guide to Pay and Benefits

## The Road to Systemic Rewards

What keeps workers up at night? Employers report that pay issues have risen as the top concern. To address this, many organizations have piled on programs to create what they call “total rewards.” However, the most successful organizations focus on “systemic rewards.”



High-performing companies are:



Lavish benefits and perks are less important than flexibility, career, and recognition.

*“I don’t need a yoga class after having worked 60 hours. I just don’t want to work 60 hours every week . . .”*

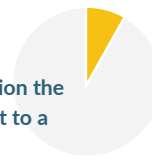
**just 18%**

of companies use bonuses or other variable pay elements to pay for performance.



**only 10%**

of surveyed companies question the 40-hour workweek and adjust to a four-day workweek.



**just 9%**

of companies have achieved the highest level of rewards maturity, balancing equity and performance.



Organizations with systemic rewards strategies are:

### Business Outcomes

**1.7x**  
more likely  
to exceed  
financial targets



**1.4x**  
more likely  
to delight  
customers



### People Outcomes

**2.4x**  
more likely  
to create a sense  
of belonging



**1.6x**  
more likely  
to attract the  
talent needed



**1.9x**  
more likely  
to engage and  
retain employees



### Innovation Outcomes

**2.8x**  
more likely  
to adapt well  
to change



**3.1x**  
more likely  
to innovate  
effectively



To learn more, see: *The Definitive Guide to Pay and Benefits: The Road to Systemic Rewards*. Our full report includes:

- 8 elements and 32 dimensions of the Rewards Framework
- 15 essential practices that matter most, as well as their impact on outcomes
- 6 key research findings
- 4 levels of the Rewards Maturity Model
- Action steps on how to advance to greater levels of maturity
- Examples of excellence
- Study methodology