

# 2023 Total Rewards Pulse Survey

## Employee Workforce



SullivanCotter recently surveyed 82 organizations on their total rewards practices. The findings indicate some stabilization or improvement in turnover and engagement – due in part to strategic compensation, benefits and workforce initiatives.

## Workforce Strategies and Insights

### Voluntary Turnover

- Median **turnover** is **15.6%**
- **57%** indicate **turnover is decreasing slightly**, while 26% indicate turnover has been stable over the last 12 months



### Strategic Reviews

- Many organizations reviewed **pay structures** (60%), **total headcount** (57%), and **pay equity** (48%)
- Organizations plan to review **job architecture** (48%), **job titling guidelines** (41%) and **pay equity** (39%)



### Engagement

- **85%** of organizations **conducted an engagement survey** in last 12 months
- **35%** indicate a **slight improvement**, 24% a slight decline, and 32% indicate stable engagement



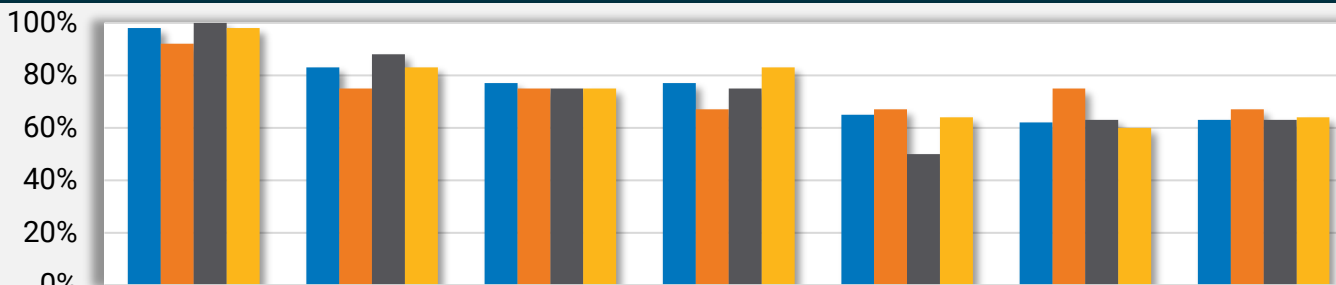
### Workforce Actions

- A majority of organizations are **not taking any action to reduce positions or headcount** (50%) or reduce or freeze hiring (57%)
- About a third of organizations **have taken action** in these categories



## Top Total Rewards Strategies Used In The Past 12 Months

By Organization Type

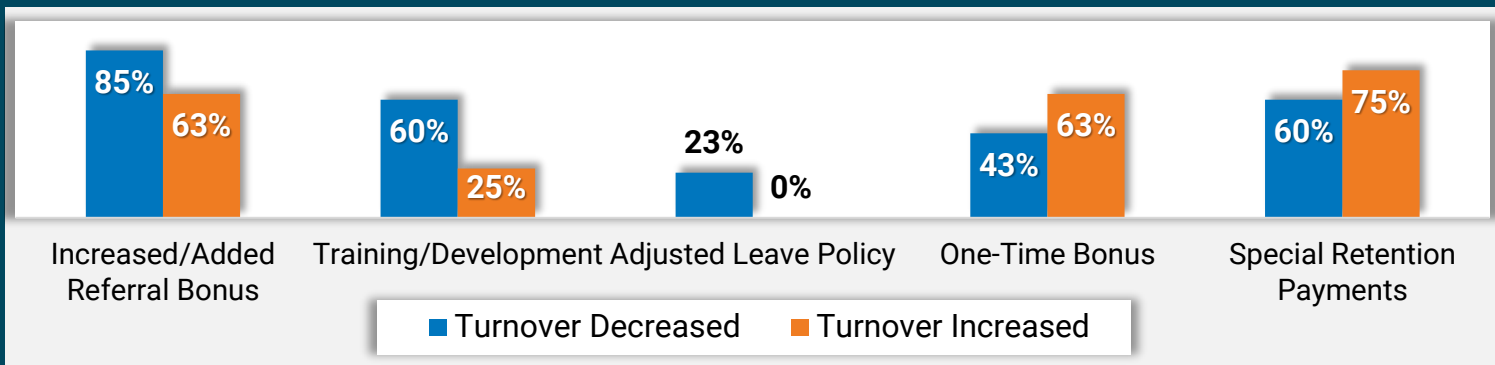


	Remote or Hybrid Work Opportunities	Increased/Added Referral Bonus	Adjusted New Hire Compensation	Sign-On Bonuses or Relocation Awards	Off-Cycle Pay Adjustments	Increase Minimum Wage	Special Retention Payments
All Organizations	98%	83%	77%	77%	65%	62%	63%
Pediatric Organizations	92%	75%	75%	67%	67%	75%	67%
Hospitals	100%	88%	75%	75%	50%	63%	63%
Health Systems	98%	83%	75%	83%	64%	60%	64%

Source: SullivanCotter 2023 Total Rewards Pulse Survey Report

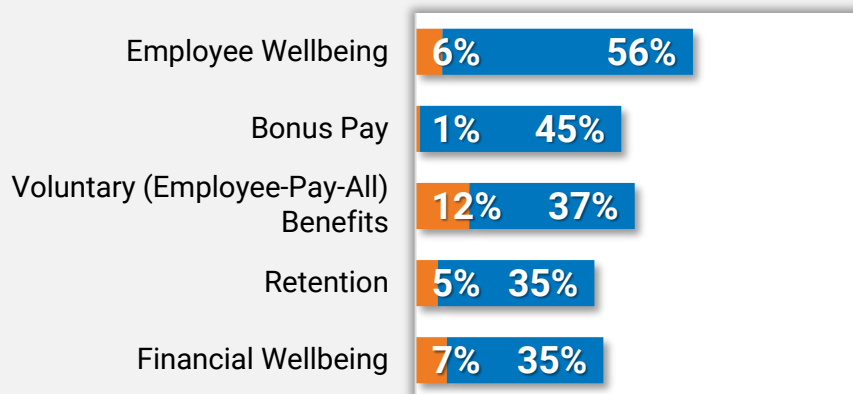
# Total Rewards Actions

Total rewards actions taken by organizations differed based on turnover.

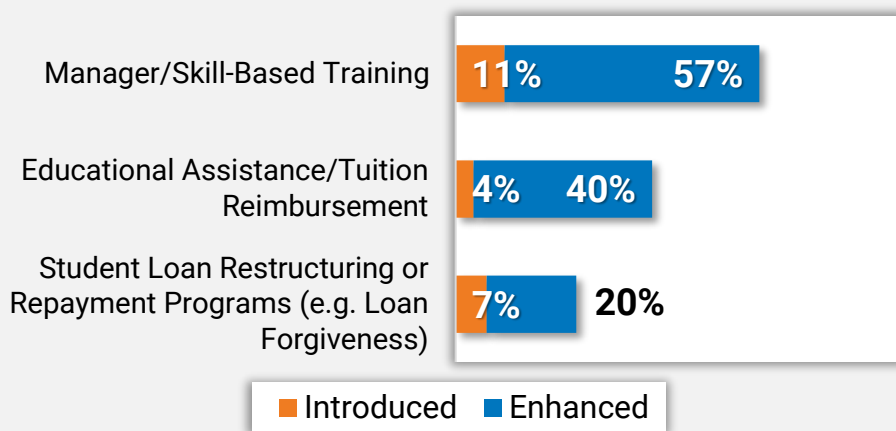


# Additions and Enhancements

## Top 5 Total Rewards Programs Added or Enhanced in the Past 12 Months



## Learning and Development Programs Introduced or Enhanced in the Past 12 Months



Health Care, Work/Life, and Paid Time Off benefits were **not identified as critical areas of change** for most organizations



Prevalence of reductions is **low** across all total rewards categories



Looking to re-evaluate your organization's approach to total rewards?

SullivanCotter can help.

[Contact us](#)

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