



WELCOA'S NATIONAL WELLNESS COMPENSATION REPORT

About WELCOA

For 30+ years, WELCOA has served as the source of information and inspiration to propel the workplace wellness profession forward. WELCOA provides a thriving community of wellness enthusiasts, comprehensive training led by the nation's top experts, and access to an expansive library of effective tools and templates. WELCOA's mission is to be a transformative force that improves the health and well-being of all working people. As a purpose-driven, nonprofit organization, we are squarely and solely focused on generating health and prosperity for our members, their companies, and the places we all call home.

Learn more at welcoa.org.

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Executive Summary

WELCOA's National Wellness Compensation Report shines a light on the key demographic, occupational, financial, worksite health management, professional development, and quality of life insights reported by survey respondents. The original survey, first conducted in 2012, was believed to be the first-ever compensation survey conducted on a cross-section of worksite wellness and affiliated health management personnel. Since then, the field of worksite well-being, and the professional roles and responsibilities of the career track, have changed dramatically.

It's time to take another deep dive.

This report includes a 10-year comparative analysis of the 2012 survey results, as well as implications and applications of the insights.

This report serves to establish wage differentials between roles and identify trends in both wages and the need for specific skills. It assesses not only base salary, but total compensation including incentives and benefits value.

Recruitment firms, career advisors in educational institutions, students and recent graduates, employers, and aspiring professionals alike are invited to use this report to understand the going wage, salary, and benefits scales of specific occupations and to achieve an equitable supply and demand equation.

Survey Design

WELCOA's National Wellness Compensation Survey consists of 32 questions. The original survey was subjected to a series of external peer reviews by outside experts including approximately 100 WELCOA Faculty. This process included various content revisions based on feedback obtained in the peer review process to ensure that the final survey had a high level of content validity and construct validity.

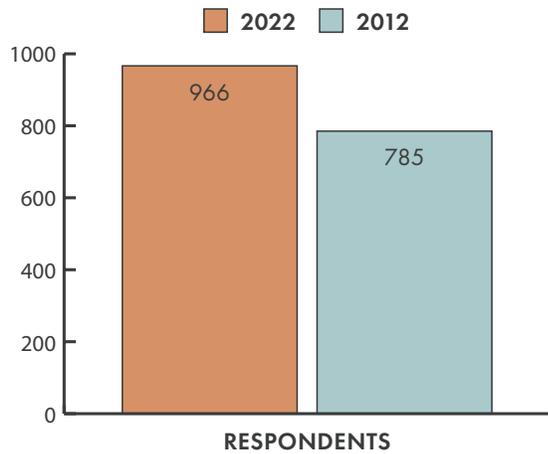
- » Content validity represents the degree to which a survey has included all of the variables that are likely associated with the key variable (salary).
- » Construct validity represents the degree to which a survey is actually measuring what it is supposed to measure (e.g. association of a person's salary with other variables)

TABLE 1. SURVEY QUESTIONS

Survey Question
What is your age? What is your gender? In what type of organization are you currently employed? In which region of the U.S. is your job position based? How many full-time employees currently work in your organization? Which best describes your job position (on-site, hybrid, remote)?
What is your current position: full-time or part-time? Which of the following would best describe your current position (entry-, mid-, senior-level)? In your current position, how many hours do you work per week? How many years have you worked in your current position? In which of the following areas is your primary type of work? In which of the following areas is your secondary type of work? In which of the following areas is your third type of work? How many employees do you supervise in your job position? Which best describes your role in the industry (internal vs external)?
How many years have you worked in the field of worksite health management? Which of the following titles best describes your primary job function related to worksite health management? What is the extent of your responsibilities for employee wellness in your organization (or those that you serve as a consultant)? If you work as an independent wellness/health/benefits consultant, do you own your own business? Which best describes your primary motivation for entering the field of worksite health management? In your current position, how many hours are devoted to worksite health management? In your worksite (or those that you serve as a consultant), how are employee wellness programs viewed by management?
In your organization (or those that you serve as a consultant), how is your position viewed by employees and management? What level of satisfaction do you feel in your current position?
What is the highest level of education you have completed? How often do you engage in professional development activities such as attending conferences and/or webinars, earning certifications, etc.?
What is your current salary without bonuses and incentives? When it comes to your current salary, what is your level of satisfaction? In your current position, how does your salary compare to others? In five years, what annual base salary would you like to earn? Last year, what was the annual value of your bonus and incentives? Last year, what was the annual value of your employee benefits package?

Survey Sample & Data Analysis

The level of response to both the 2012 and the 2022 surveys is associated with a confidence interval of 5% and a confidence level of 95%.



- » Confidence interval, otherwise known as the “margin of error,” represents the relative likelihood that a specific percentage of the sampled population would have answered a particular question similarly to that of the entire population.
- » Confidence level represents how often the true percentage of the population who would pick an answer lies within the confidence interval.

Survey data provided by the respondents were subjected to both (1) descriptive and (2) statistical analyses. Financial compensation (e.g. median annual salary) is the primary dependent variable. The statistical analysis determines which variable(s) in the descriptive analysis are directly related to financial compensation.

Chi-square analysis using the K Independent Sample Median Test was used to examine the difference in median annual salary across the sample of targeted independent variables. The Median Test is used to test for location differences between two or more independent populations (e.g. female vs male). The Median Test does not take into account the distance from the median; it only takes into account which side of the median the observations lie on (above the median or equal/below the median). Statistical analysis based on median (instead of mean or average) is preferred for compensation evaluation in which equity is of concern because it limits the impact of outliers on the interpretation of the data, resulting in more accurate analysis.

Median salaries were not included in the analyses in any category where there were fewer than five respondents, due to skewing effect. The thresholds established for statistical significance were set at the:

- » **p<.05 level:** the distribution of scores which appear above and below the median are due to chance or error in fewer than 5 of every 100 cases (e.g., 95% reliability).
- » **p<.01 level:** the distribution of scores which appear above and below the median are due to chance or error in fewer than one of every 100 cases (e.g., 99% reliability).
- » **p<.001 level:** the distribution of scores which appear above and below the median are due to chance or error in fewer than one of every 1,000 cases (e.g., 99.99% reliability)

Part I: Descriptive Analysis

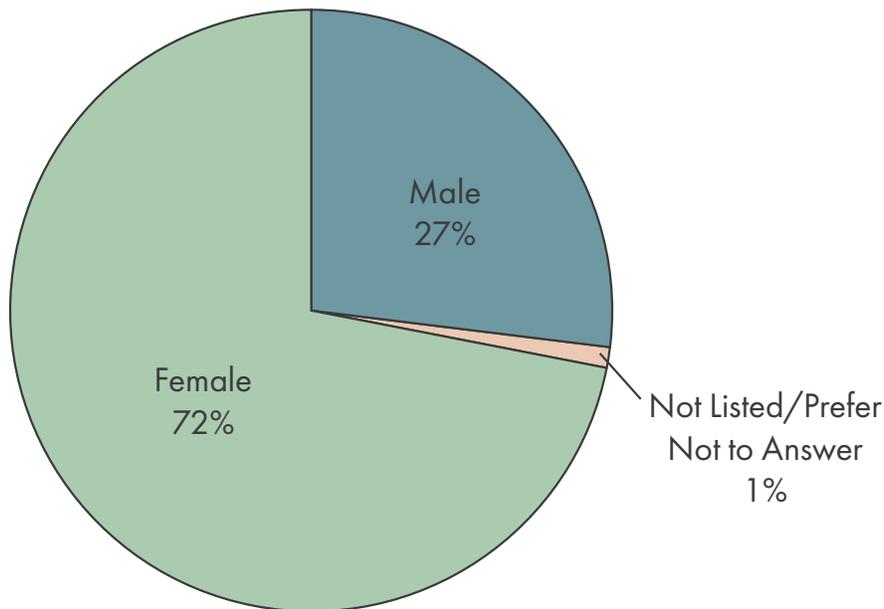
DEMOGRAPHIC PROFILE

- » What is your gender?
- » What is your age?
- » What is the highest level of education you have completed?
- » In what type of organization (industry) are you currently employed?
- » In which region of the US is your job position based?
- » Which best describes your job position? (on-site, hybrid, remote)
- » How many full-time employees currently work in your organization?

GENDER

Professionals who identify as male increased by 67% compared to 2012, from 16% of subjects in 2012 to 27% of subjects in 2022 identifying as male. Additionally, in 2022, 1% of subjects indicated they prefer not to answer or that their gender identity was not listed in the possible answers. In 2012, this survey question only supplied “Male” and “Female” as possible selections.

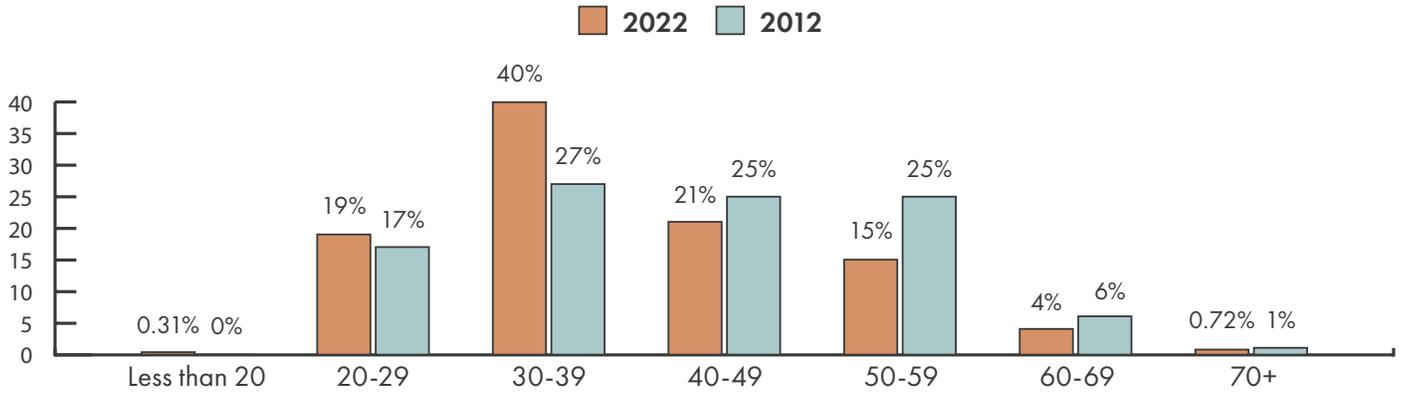
FIGURE 1. GENDER CLASSIFICATION



AGE GROUP

Distribution by age group skews significantly younger compared to results from 10 years ago, with nearly 60% of professionals under 40 years of age.

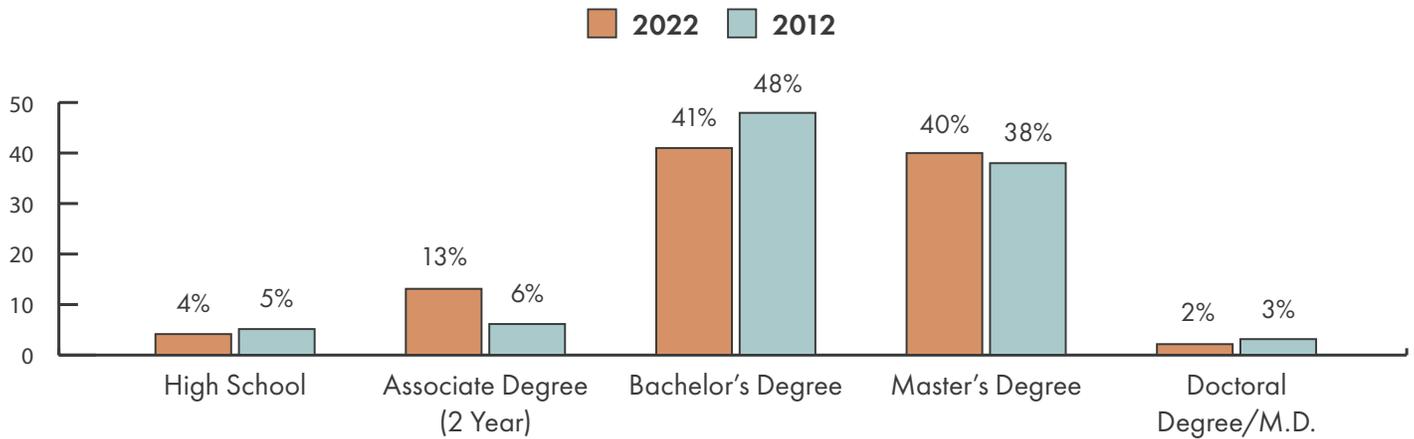
FIGURE 2. AGE GROUP IN 10-YEAR INTERVALS



LEVEL OF EDUCATION

Compared to 2012, more professionals have associate or master's degrees, although those with bachelor's or master's still represent over 80% of respondents.

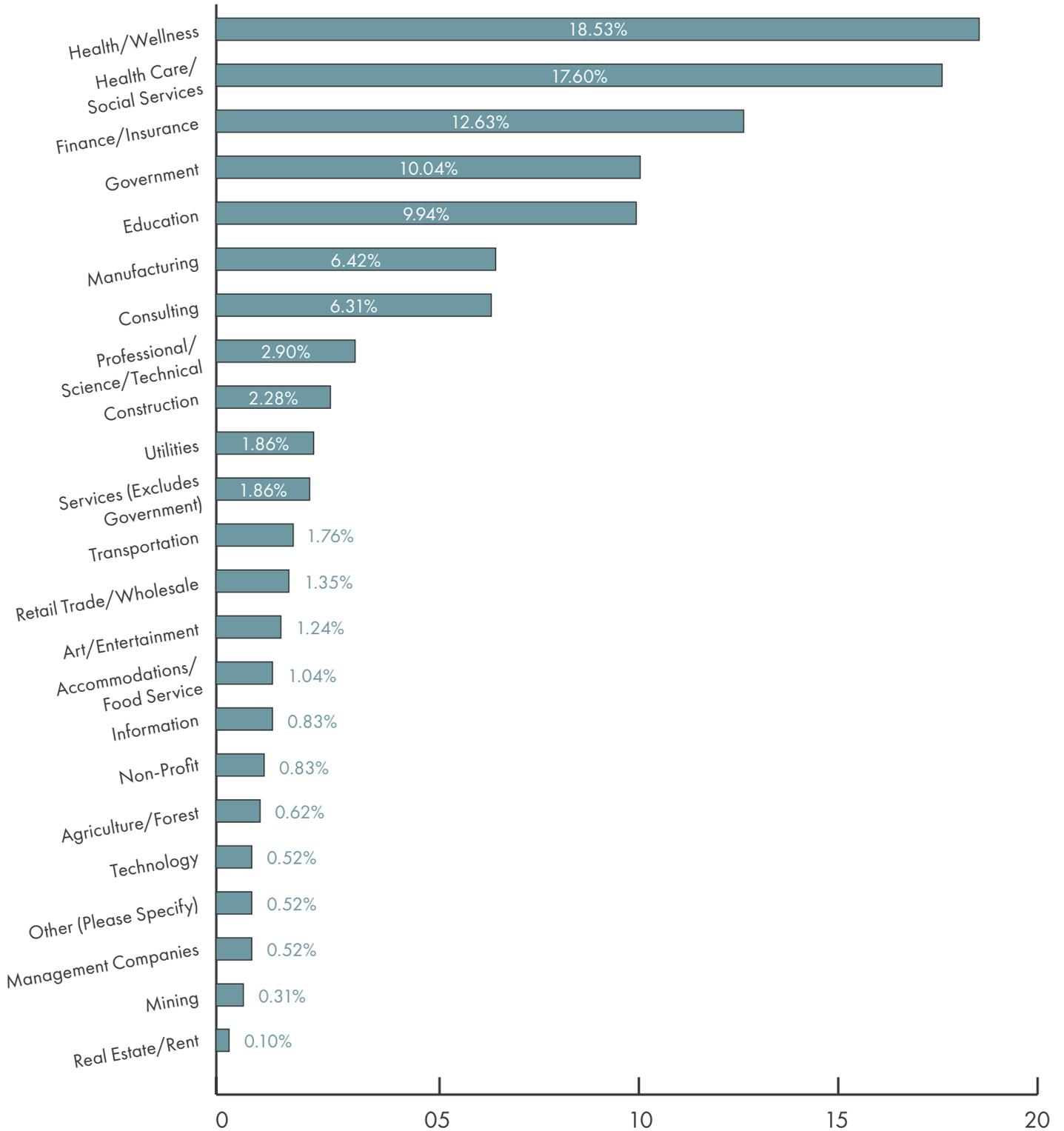
FIGURE 3. LEVEL OF EDUCATIONAL ATTAINMENT



INDUSTRY TYPE

Although there is considerable variability among type of organization, the top 7 have not changed since 2012.

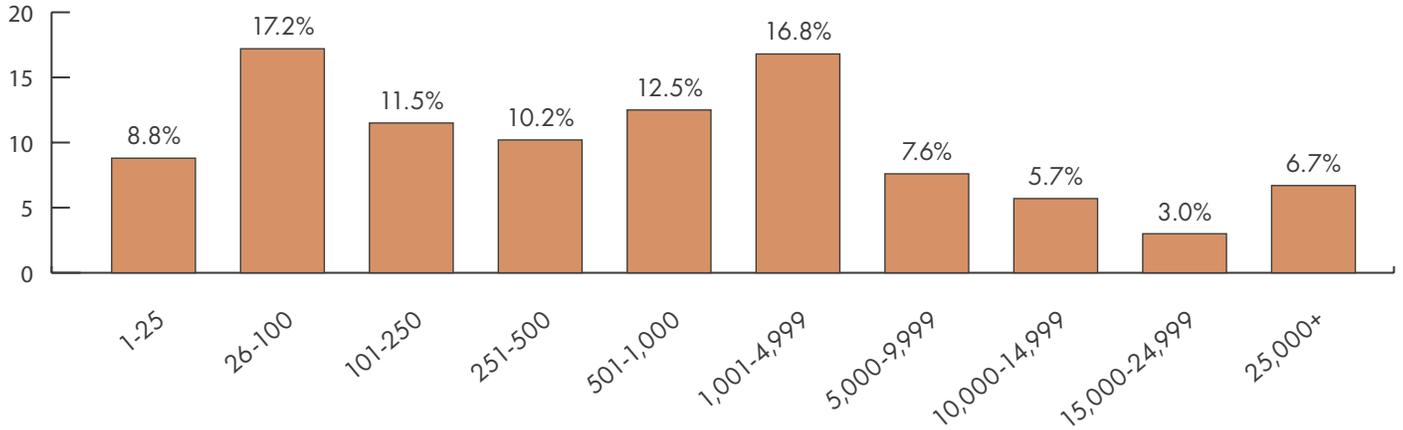
FIGURE 4. INDUSTRY OF EMPLOYED ORGANIZATION



ORGANIZATION SIZE

WELCOA's *Well Workplace Process* can be used to implement and develop an employee well-being strategy for any size organization. Over the last 10 years, more organizations with 5,000+ employees rely on WELCOA's framework.

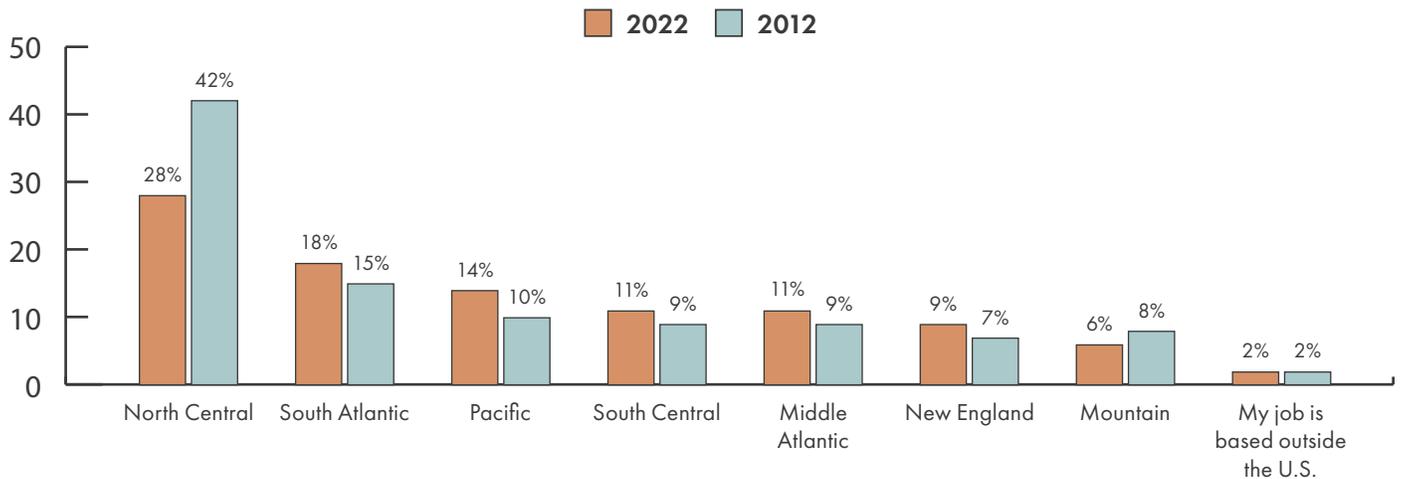
FIGURE 5. ORGANIZATION SIZE BY # OF FULL-TIME EMPLOYEES



GEOGRAPHIC REGION

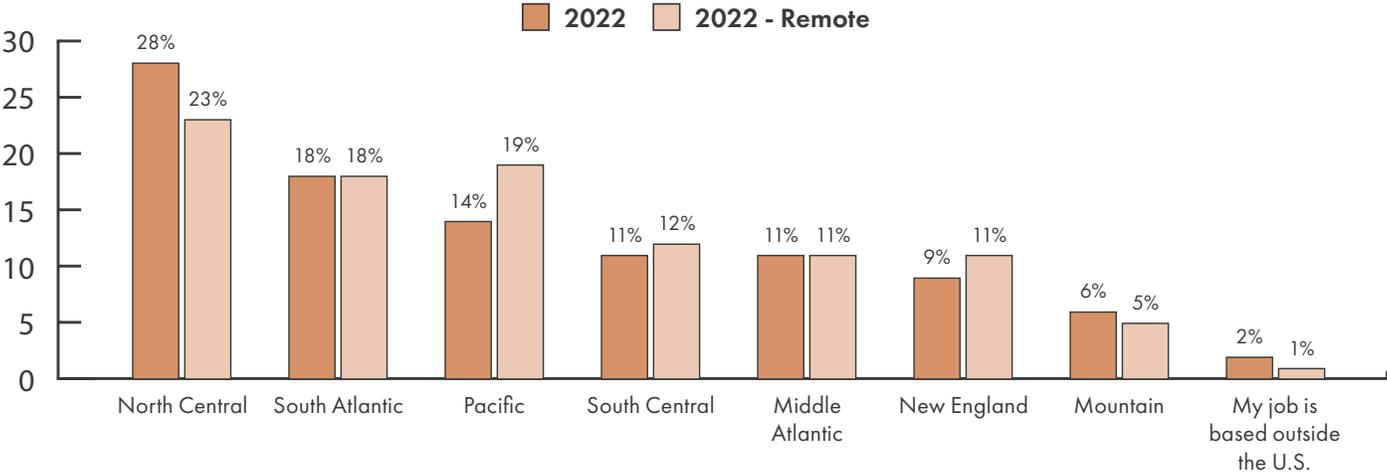
Generally speaking, WELCOA's network has grown nationally over the last decade resulting in more even regional distribution.

FIGURE 6. GEOGRAPHIC LOCATION BY JOB POSITION



However, the ability to work remotely from anywhere in the nation is a recent trend. When asked “In which region is your job position based?” the respondent is indicating their place of residence, which is not necessarily the same as where their employer’s regional office or headquarters are located. 23% of respondents indicated their position is fully remote. Another 37% are hybrid which in some cases may offer the ability to work and live in different regions. In fact, only 40% of respondents indicated their role is on-site. Through this lens of modern remote work, we see more distribution in the pacific and south-central regions of the United States.

FIGURE 7. GEOGRAPHIC LOCATION OF REMOTE PROFESSIONALS



North Central (Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota, Wisconsin)

South Atlantic (Delaware, District of Columbia, Georgia, Florida, Maryland, North Carolina, South Carolina, Virginia, West Virginia)

Pacific (Alaska, California, Hawaii, Oregon, Washington)

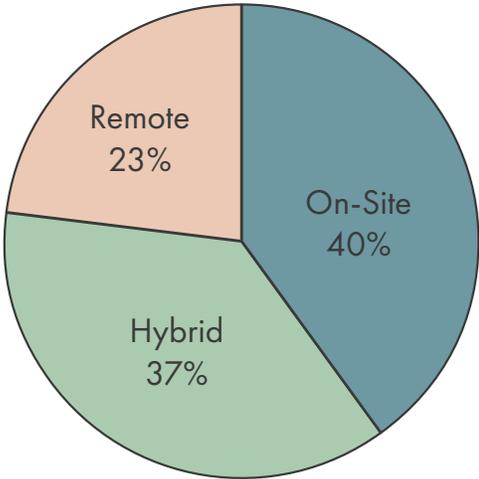
South Central (Alabama, Arkansas, Kentucky, Louisiana, Mississippi, Oklahoma, Tennessee, Texas)

Middle Atlantic (New Jersey, New York, Pennsylvania)

New England (Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, Vermont)

Mountain (Arizona, Colorado, Idaho, Montana, Nevada, New Mexico, Utah, Wyoming)

FIGURE 8. JOB LOCALE



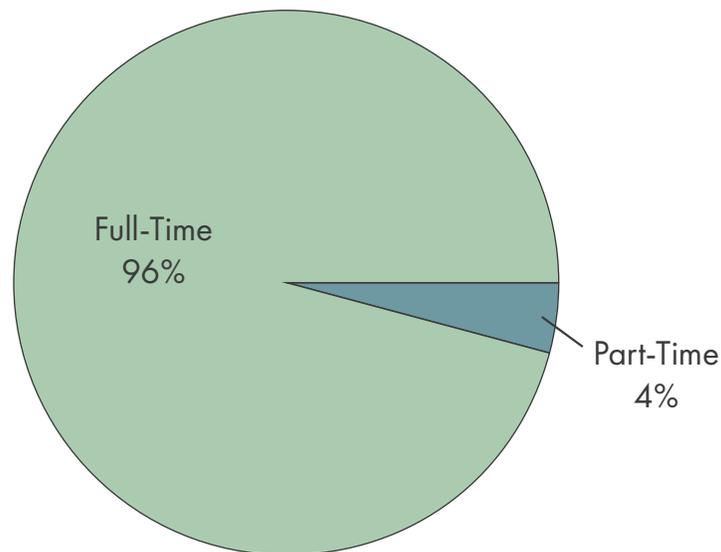
OCCUPATIONAL PROFILE

- » What is your current employment status: full-time or part-time?
- » Which best describes your current position: entry-, mid-, or senior-level?
- » How many years have you worked in your current position?
- » How many years have you worked in the field of employee health/wellness management?
- » How many hours do you work per week in your current position?
- » How many hours per week are devoted to employee health/wellness management?
- » Which occupational area is a primary, secondary, vs tertiary responsibility in your current role?
- » Which title best describes your primary job function related to employee health/wellness management?

EMPLOYMENT STATUS

Of the 966 subjects, 96% reportedly are full-time with the remaining 39 subjects classified as part-time.

FIGURE 9. EMPLOYMENT STATUS



LEVEL OF CURRENT POSITION

The expertise required of workplace well-being professionals has advanced over the last decade. In response, more subjects report being in mid-level or senior-level positions compared to 10 years ago.

FIGURE 10. LEVEL OF CURRENT POSITION



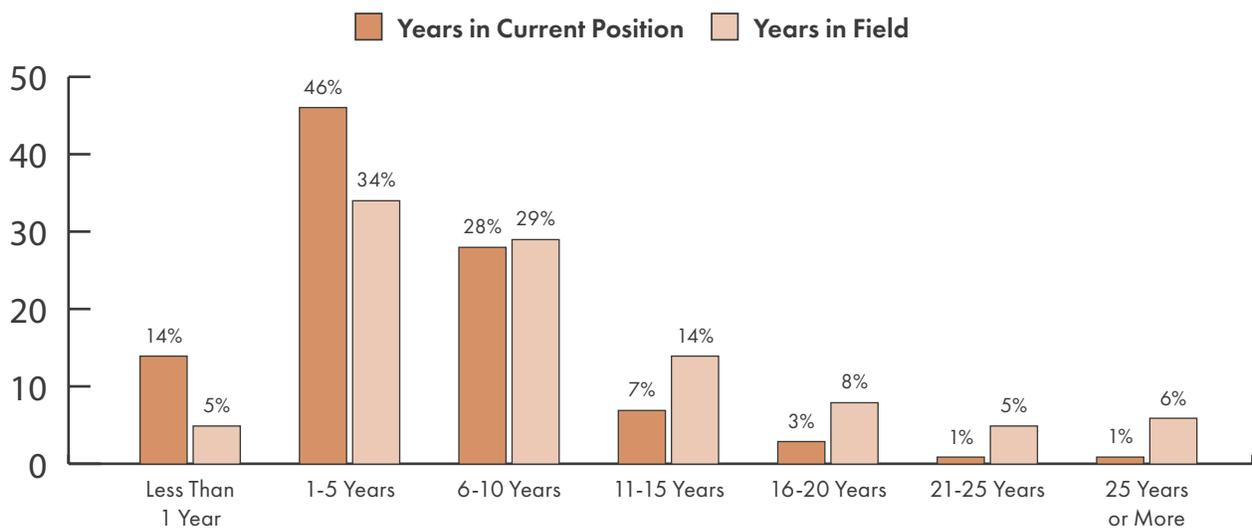
PROFESSIONAL TENURE

60% of professionals have been in their current position for 5 years or less.

11% of professionals who have been in the field for at least 6 years, changed jobs in the last year.

Compared to 10 years ago, the average professional in the field today has more tenure.

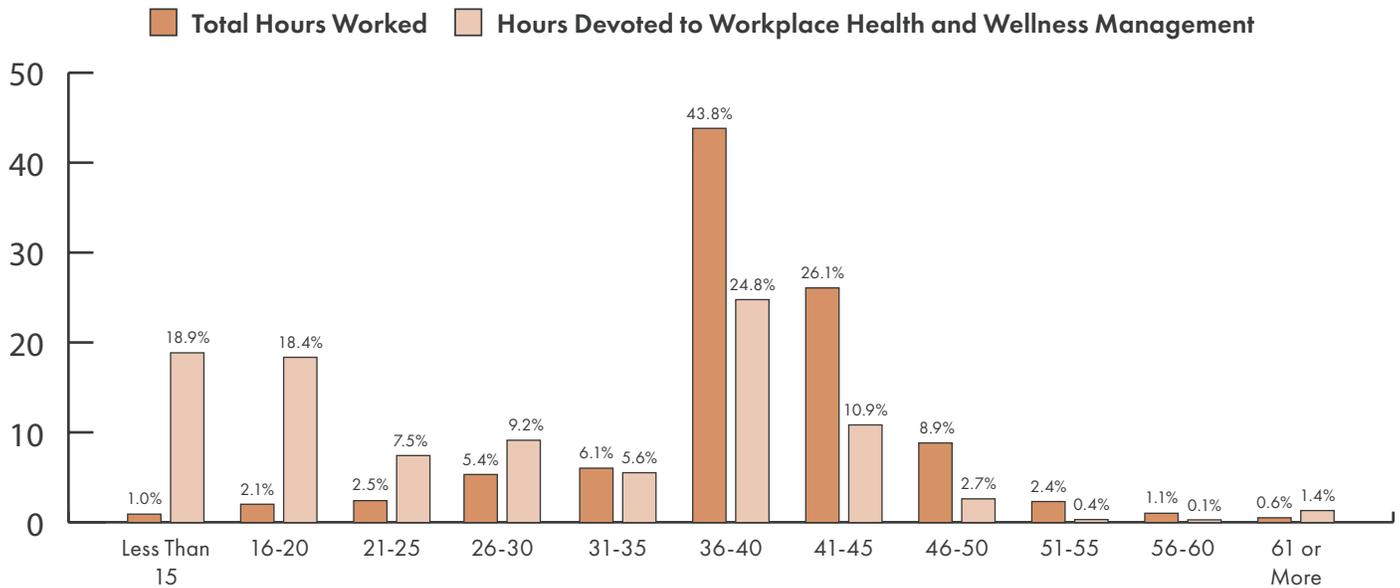
FIGURE 11. PROFESSIONAL TENURE



WEEKLY TIME COMMITMENT

Employee well-being professionals have a variety of responsibilities and, in many cases, are not fully dedicated to health and wellness management within their organization. Only 37% of respondents indicate that 100% of their time at work is dedicated to health and wellness management.

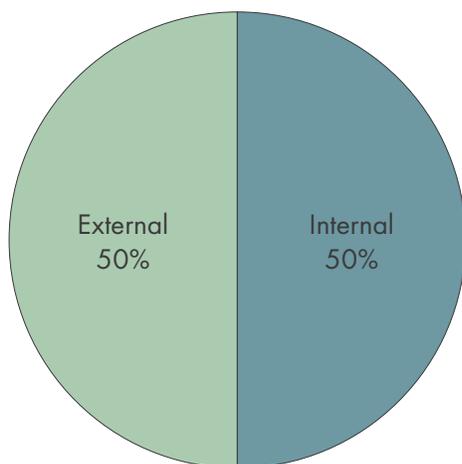
FIGURE 12. NUMBER OF HOURS WORKED PER WEEK VS OTHER DUTIES



INDUSTRY ROLE

External wellness professionals work with multiple organizations and focus on improving the health of multiple populations. They may work in insurance brokerages firms, for insurance or health plans, as independent consultants, or in government roles. In this study, there was equal representation from each audience segment. This question was not included in the 2012 survey.

FIGURE 13. INDUSTRY ROLE



External - I work with **multiple organizations** and focus on improving the health of **multiple populations**

Internal - I work directly with **one primary employer** and focus on **one employee population**

TITLE

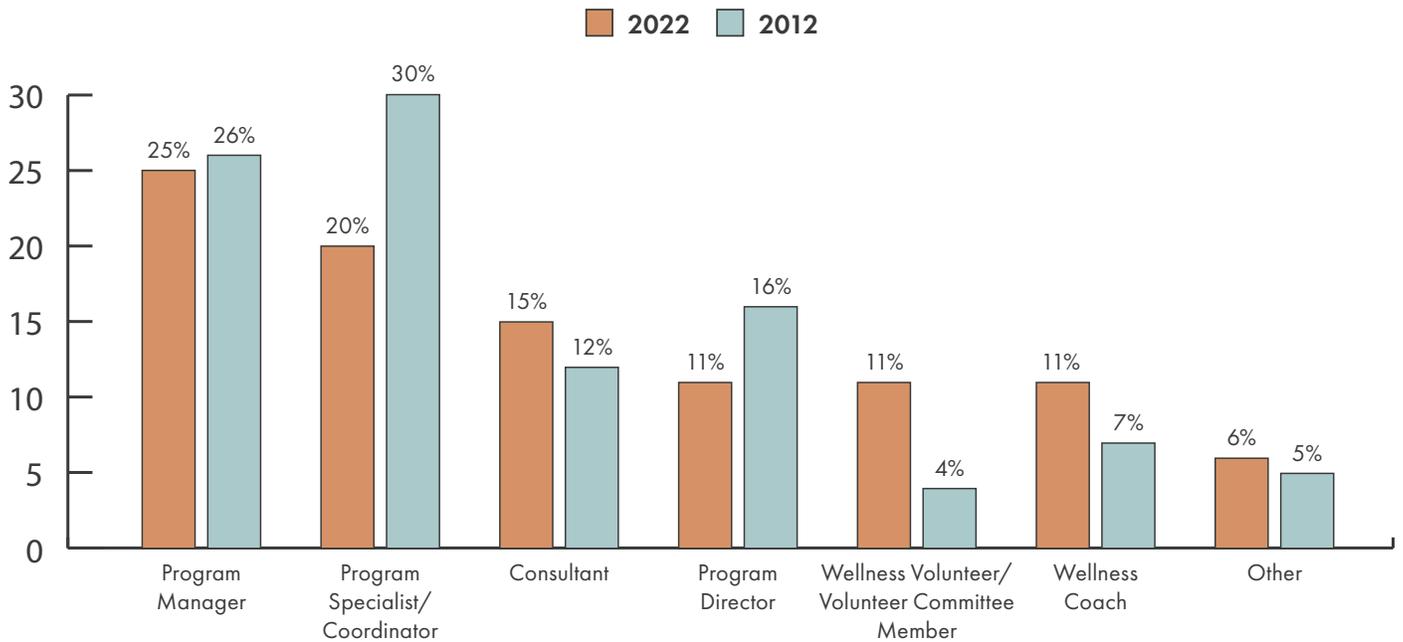
Elevated Leadership: Distribution in title has shifted away from the “specialist/coordinator” role and toward “program manager”. This shift is indicative of more responsibility and higher positional level.

External Wellness Professionals: Over the last decade, WELCOA’s resources and assessment tool – The *WELCOA Checklist* – has been increasingly leveraged by more consultants and coaches as the gold standard in how to design and measure organizational change management in support of employee well-being.

16% of consultants identify their role in the industry as “internal” consultants. This question was not included on the 2012 survey. While a trend cannot be identified, it is worth noting the demand for internal consulting.

Collaboration in Support of Well-Being: More wellness volunteers/volunteer committee members participated in the survey in 2022 compared to a decade ago. This trend is a good sign that well-being professionals are not only engaging cross functionally, but that the employees who volunteer to contribute their time and talents identify as being an integral part of the industry.

FIGURE 14. DISTRIBUTION BY TITLE

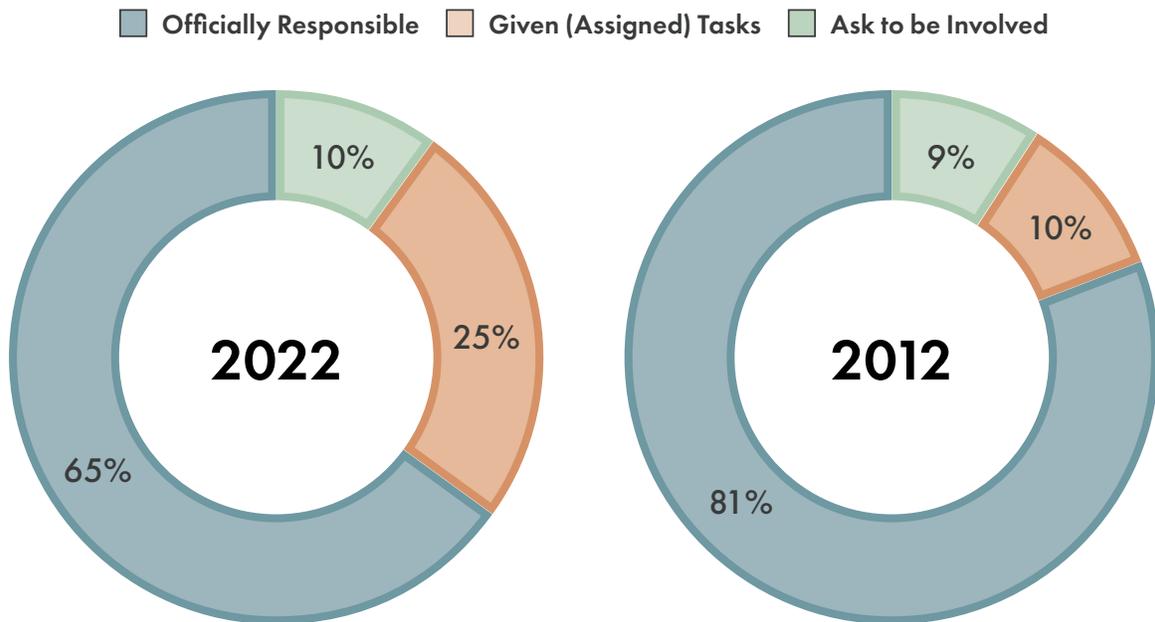


FORMAL RESPONSIBILITY FOR EMPLOYEE WELL-BEING

The increased percentage of professionals who are given (assigned) tasks relating to employee well-being (vs being official responsible) is additional clear evidence that workplace well-being is often delivered by an employee (or many employees) who wears many hats.

Although only 11% of respondents identified as wellness volunteers/volunteer wellness committee members, 53% of them identify as being officially responsible for employee wellness and another 35% are given (assigned) wellness program tasks. As it is best practice for employers to create safe spaces for employees to voice their opinions and to be a part of implementation of solutions, this is a healthy sign of systemic change within the industry.

FIGURE 15. RESPONSIBILITY FOR EMPLOYEE WELL-BEING



OCCUPATIONAL DISCIPLINE

While the trifecta of Wellness, Benefits, and Human Resources has remained the most common top-3 occupational disciplines of workplace well-being professionals, the likelihood of Occupational Health, Risk Management, Safety, and/or EAP being secondary or tertiary priorities has increased substantially in the last decade.

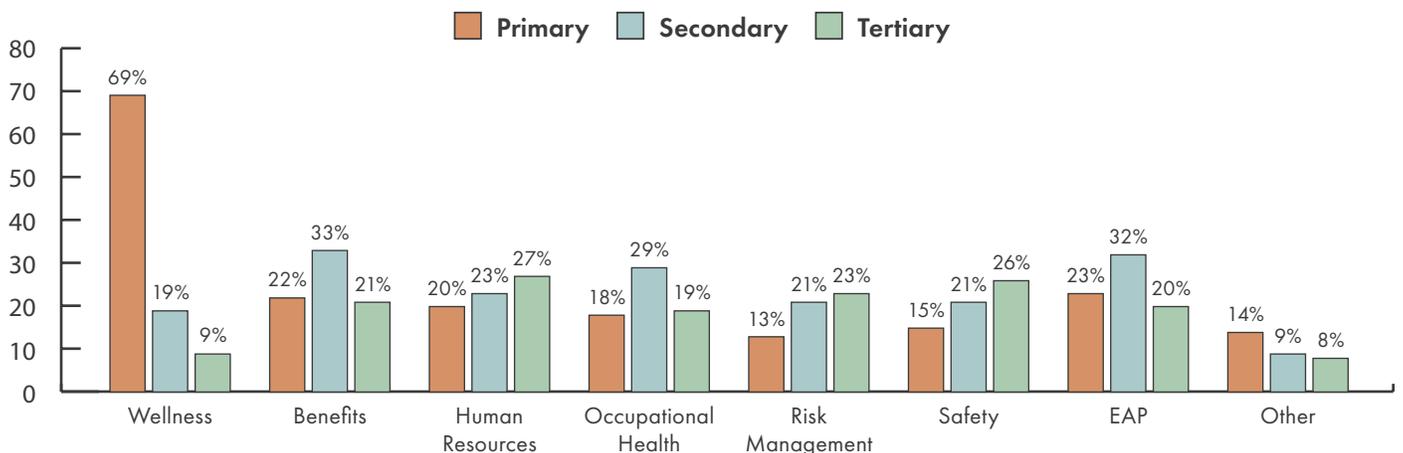
Of those who selected “Other”, these open-ended Occupational Disciplines were commonly described:

- » Diversity, Equity, Inclusion, and Belonging
- » Financial Care and Pay Equity
- » On-site Clinical Care
- » Work-Life Services beyond EAP (e.g. on-site child care centers, concierge, tuition reimbursement, lactation support, eldercare, etc.)
- » Social Responsibility
- » Data Analytics
- » Talent Development
- » Organizational Change Management & Business Strategy
- » Community Care

WELCOA’s *Well Workplace Process* establishes that Organizational Change Management and Business Strategy are best practice within the occupation of workplace well-being, as are many of the disciplines that respondents defined as “Other”. As the definition of well-being expands for employers and the employees they serve, the lines may blur between how occupational discipline is labeled.

In terms of community care, many respondents report that they are not only responsible for the well-being of employees, but also students in educational settings, and the community at large in healthcare, education, government and non-profit organizations. It’s important to note that all employers have the ability to influence well-being in the communities they serve, however, some industries have formally adopted that responsibility into their business model.

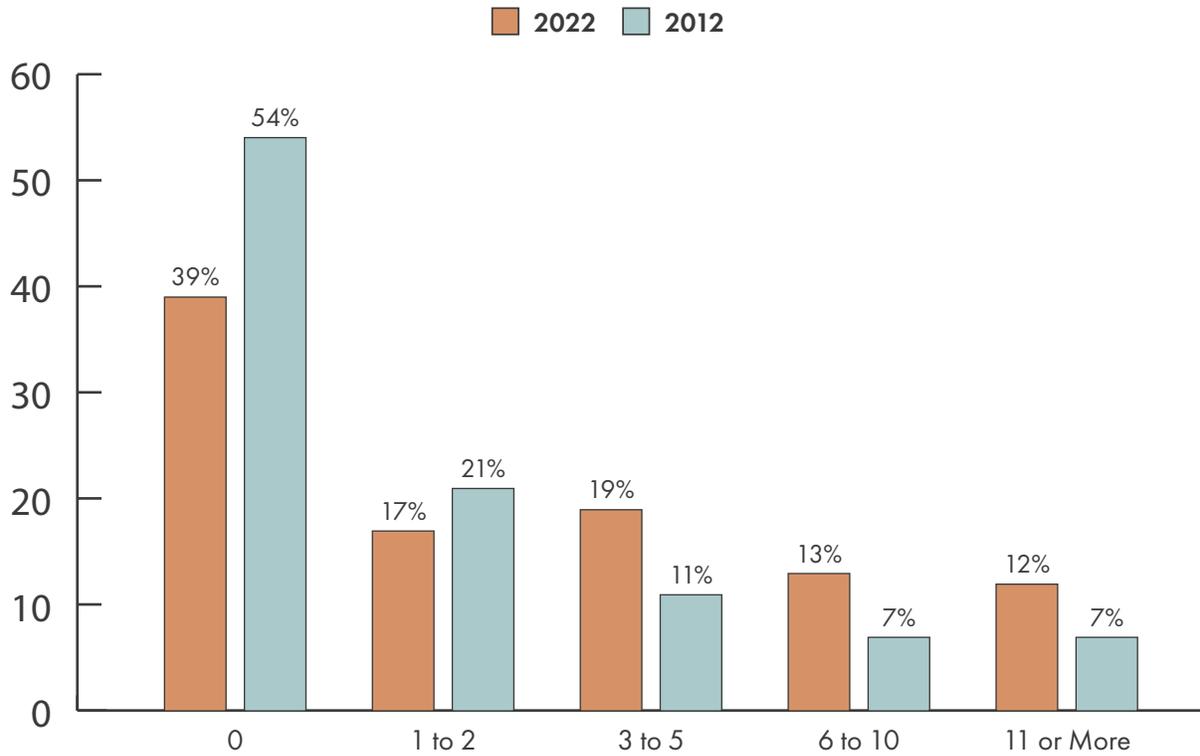
FIGURE 16. OCCUPATIONAL DISCIPLINE



SUPERVISORY DUTIES

The proportion of professionals with supervisory duties has increased as expected with more professionals who identified as mid-level managers and senior-level executives than a decade ago. Additionally, those with supervisory responsibilities are more likely to have a higher quantity of direct reports.

FIGURE 17. EXTENT OF SUPERVISORY DUTIES



INFLUENCE AND IMPACT

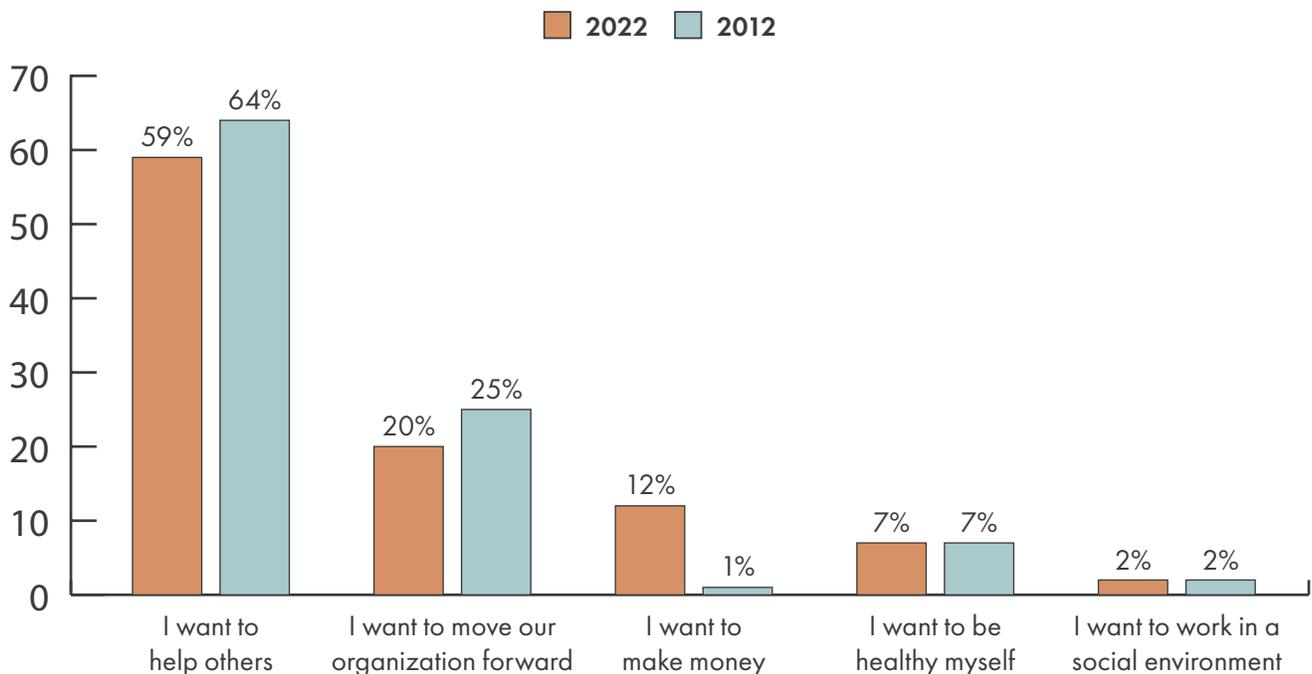
- » Which best describes your primary motivation for entering the field of employee well-being?
- » In your worksite (or those you serve externally), how are employee well-being programs viewed by management?
- » In your worksite (or those you serve externally), how is your position viewed by employees and management?
- » What level of satisfaction do you feel in your current position?
- » How often do you engage in professional development activities such as attending conferences and/or webinars, earning certificates, etc.?

MOTIVATION FOR ENTERING THE FIELD

Helping others and moving organizations forward are still leading motivations for entering the field of employee well-being.

However, it's notable that making money is a trending motivator compared to a decade ago. Interestingly, those who work externally (work with multiple organizations and focus on improving the health of multiple populations) are more likely to be motivated by money than those who work internally (work directly with one primary employer and focus on one employee population).

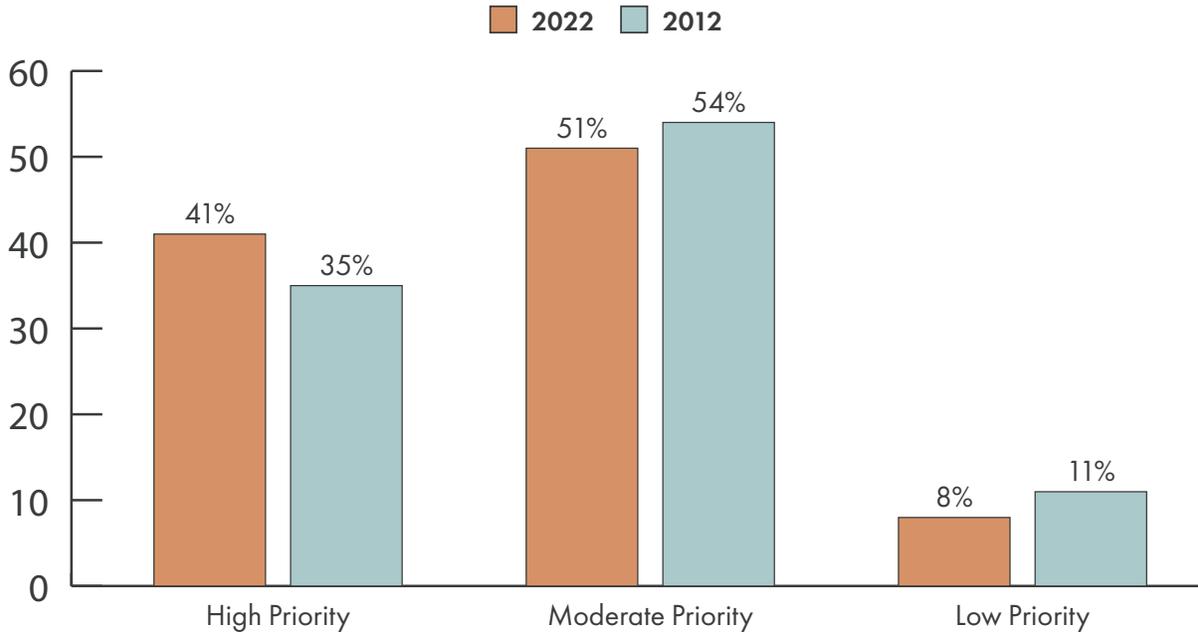
FIGURE 18. PRIMARY MOTIVATION FOR ENTERING FIELD



ORGANIZATIONAL PRIORITIZATION

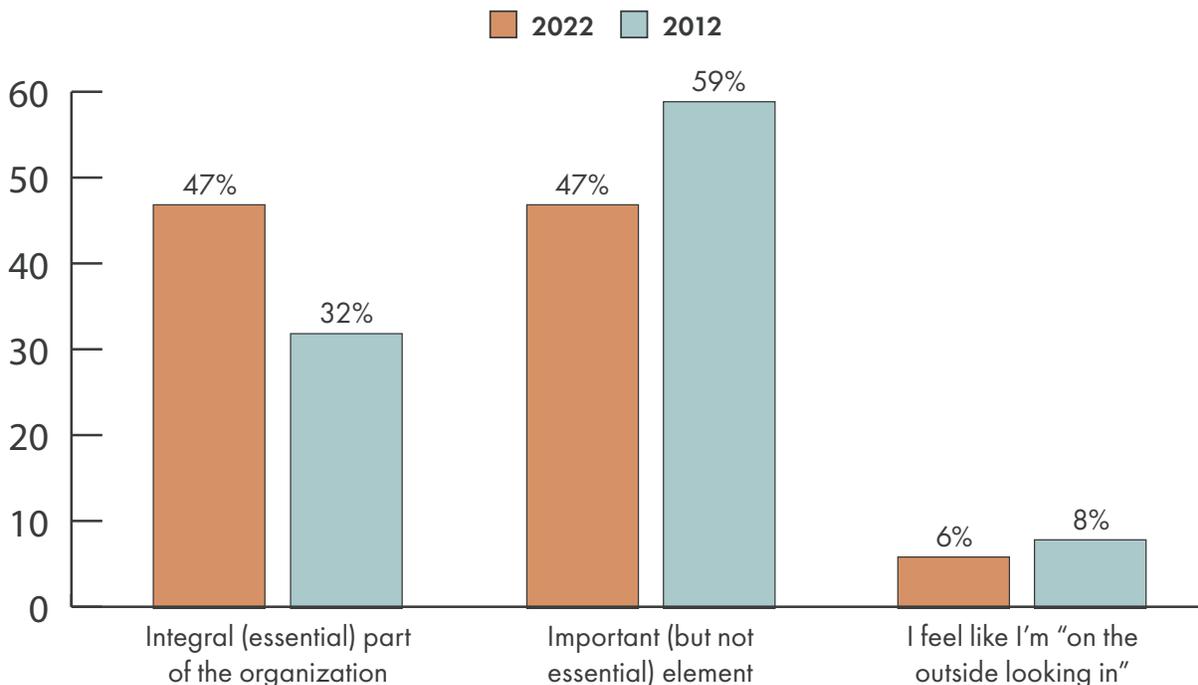
Effective employee well-being strategies have the power to positively influence business outcomes such as retention, recruitment, and productivity even during challenges such as economic downturn and global health crises. In response, over the last 10 years, we have seen this work take a higher level of priority and the professionals who execute this work have become a more essential part of the organization.

FIGURE 19. HOW MANAGEMENT PRIORITIZES EMPLOYEE WELL-BEING STRATEGIES



Nearly 1.5X more respondents agree that their position is viewed as an integral (essential) part of the organization compared to a decade ago. However, this sentiment is lower (42% vs 47%) among professionals who work internally and higher (51% vs 47%) among professionals who work externally.

FIGURE 20. HOW EMPLOYEES & MANAGEMENT VIEW YOUR POSITION



PERSONAL/PROFESSIONAL SATISFACTION

Generally, level of satisfaction in current position has decreased compared to 2012. Satisfaction increases for those who have been in their current position and in the industry longer.

FIGURE 21. LEVEL OF SATISFACTION IN CURRENT POSITION

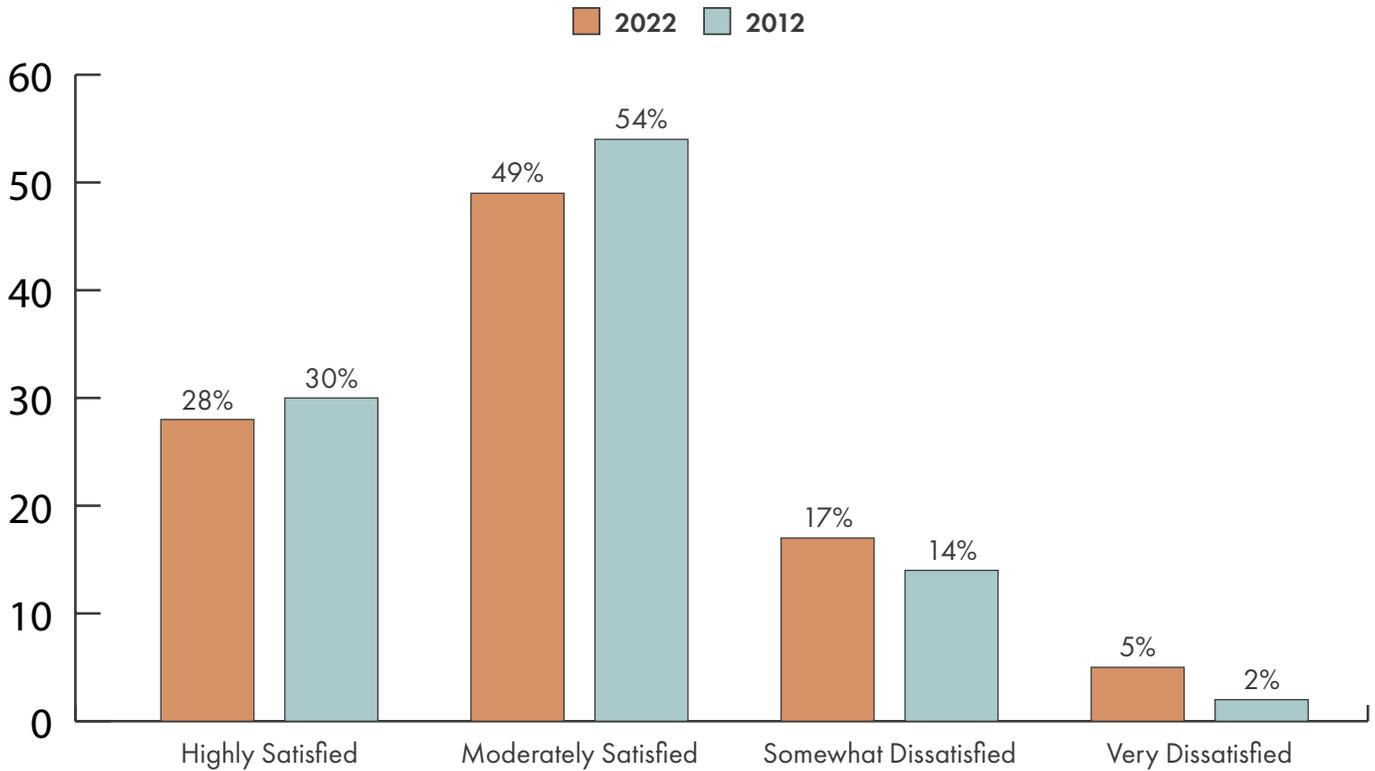


FIGURE 22. LEVEL OF SATISFACTION IN CURRENT POSITION VS. # OF YEARS IN CURRENT POSITION

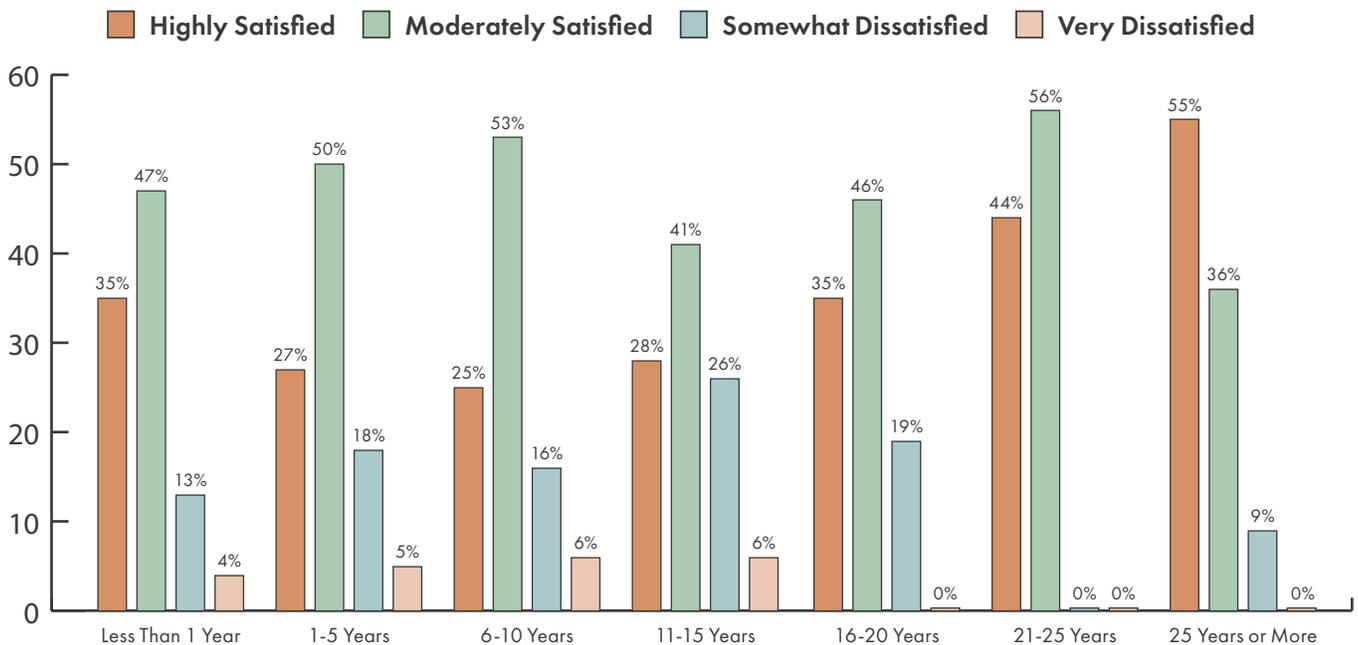
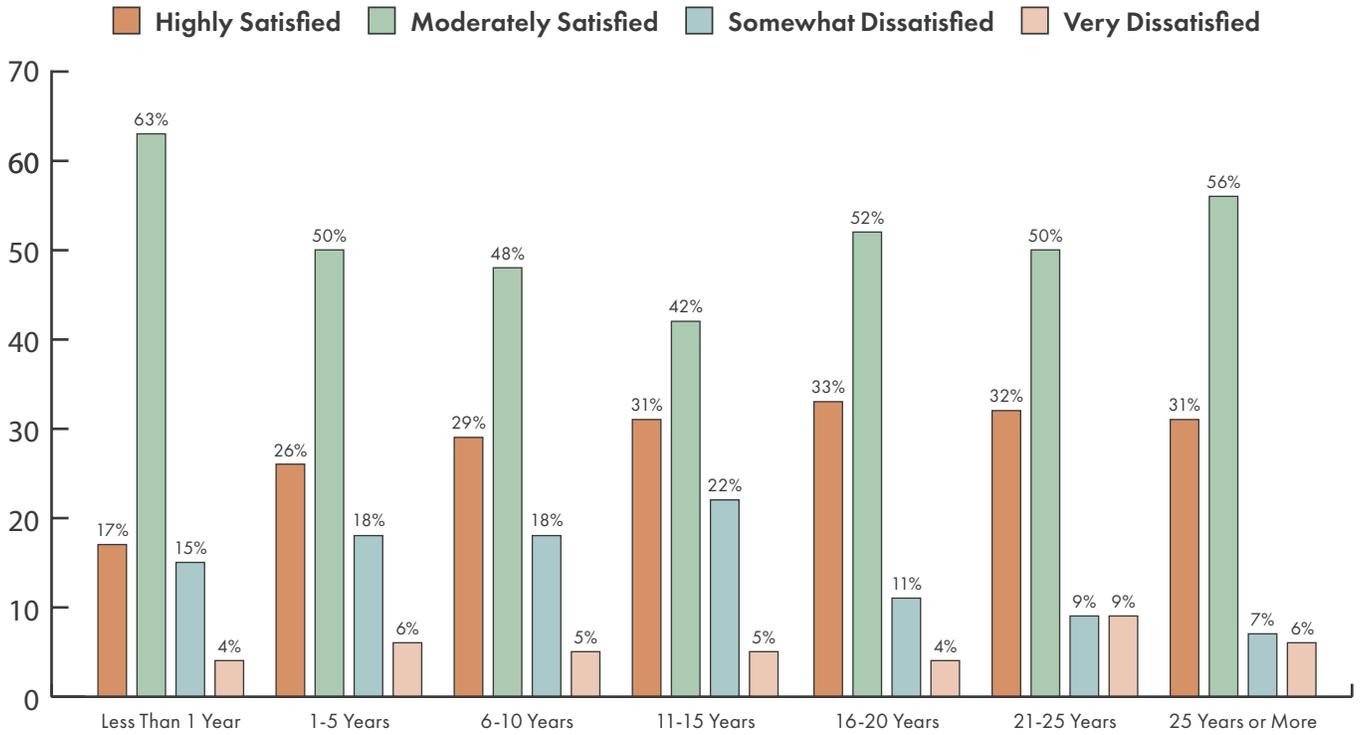


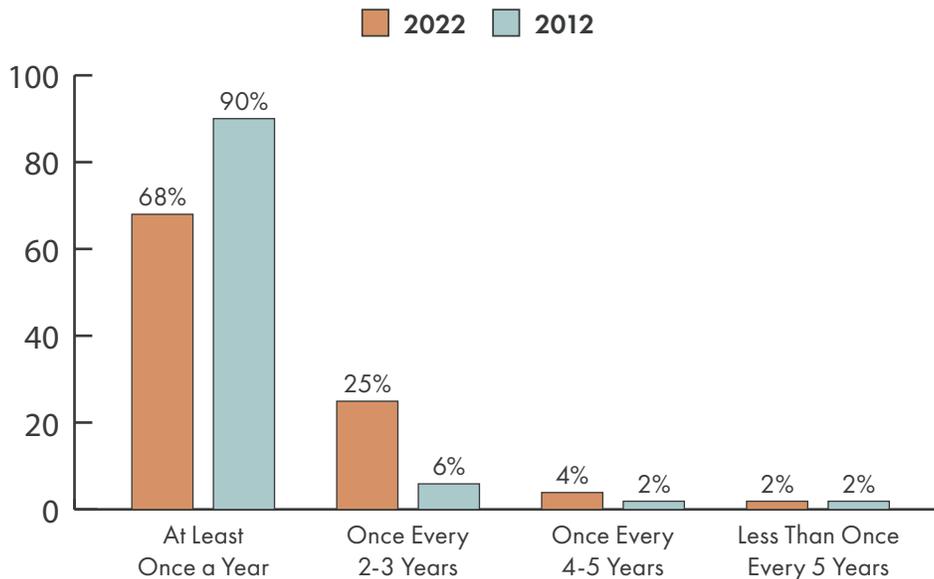
FIGURE 23. LEVEL OF SATISFACTION IN CURRENT POSITION VS. # OF YEARS IN THE INDUSTRY



PROFESSIONAL DEVELOPMENT

Given the sheer amount of content available on-demand and virtually, the dramatic decrease in frequency of professionals participating in development opportunities is striking. Noting the decrease in job satisfaction, it is likely that workload and subsequent burnout has impacted professionals’ capacity and willingness to participate in extracurricular commitments. In addition, there are fewer opportunities to attend live events as the professional development landscape evolves in response to the global COVID-19 crisis.

FIGURE 24. FREQUENCY OF PROFESSIONAL DEVELOPMENT



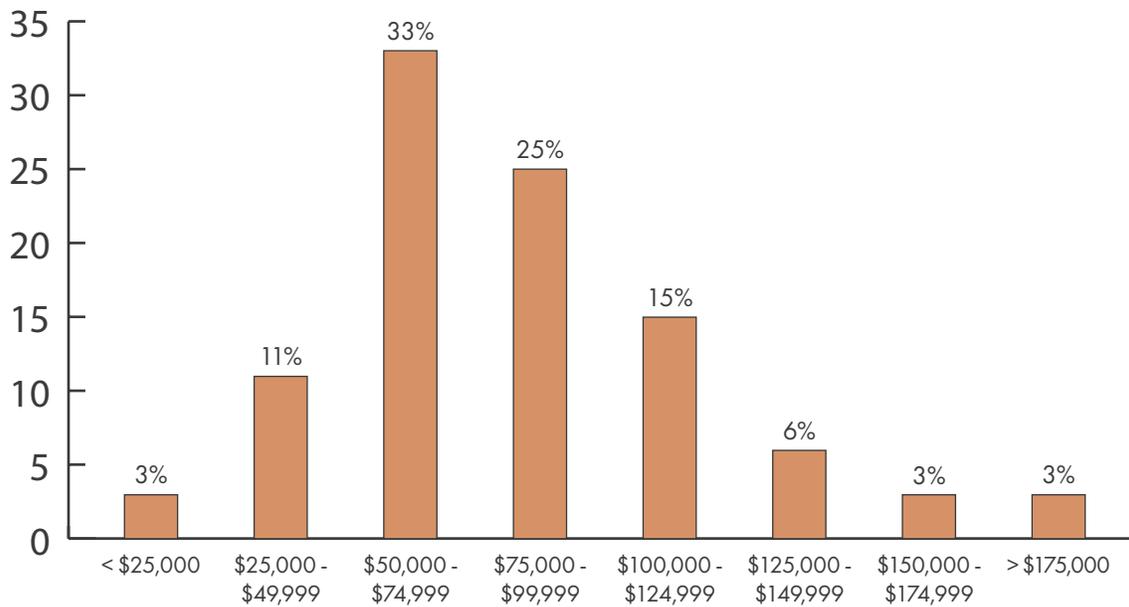
FINANCIAL PROFILE

- » What is your current salary without bonuses and incentives?
- » Last year, what was the annual value of your bonus and incentives?
- » Last year, what was the annual value of your employee benefits package?
- » When it comes to your current salary, what is your level of satisfaction?
- » In your current position, how does your salary compare to others?
- » In five years, what annual base salary would you like to earn?

DISTRIBUTION BY SALARY

Median salary across all variables is \$75,000. In 2012, the median salary was \$55,000. When adjusted for inflation (\$55,000 in 2012 is equivalent to \$71,030 today), today's median salary is \$3,970 higher annually compared to 10 years ago.

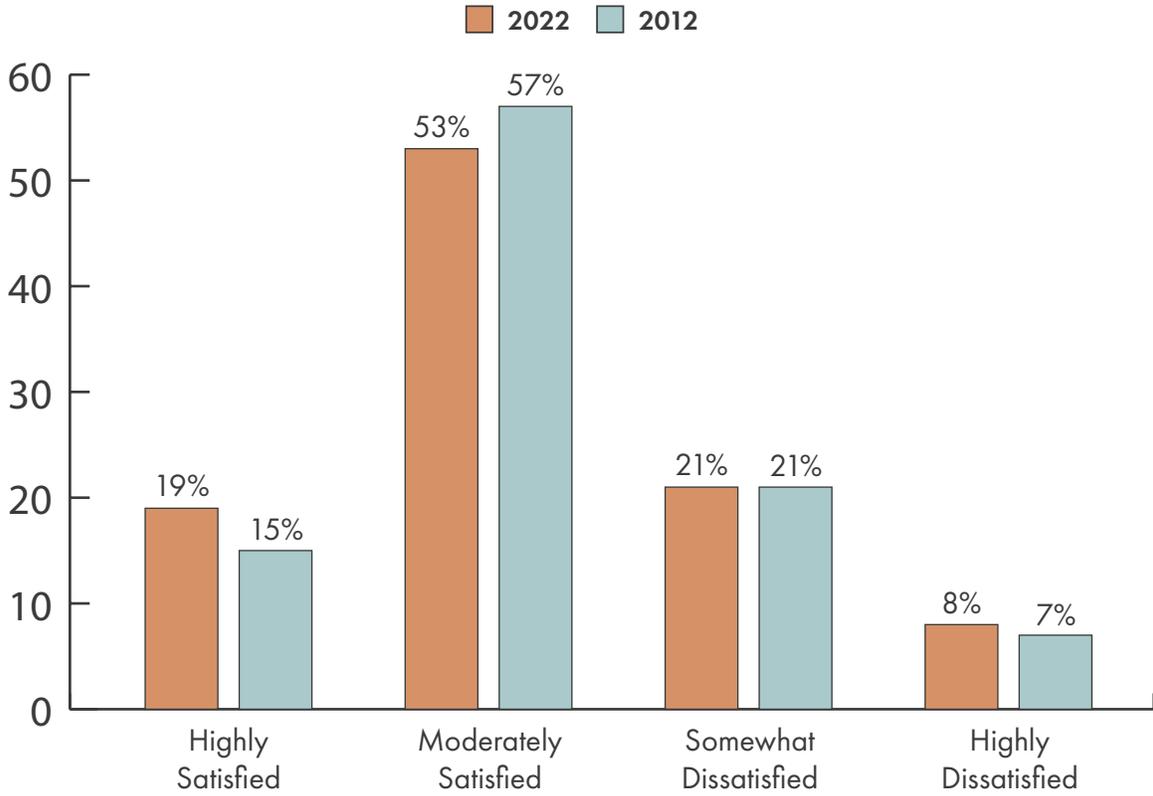
FIGURE 25. DISTRIBUTION BY CURRENT SALARY RANGE



SATISFACTION AND GROWTH

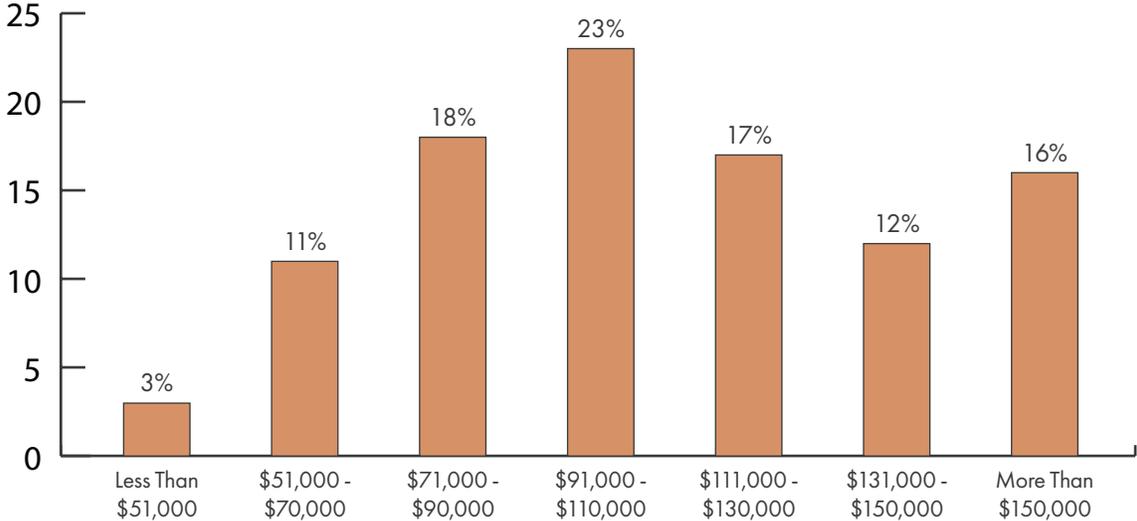
It is encouraging to see that professionals are more highly satisfied with their current salary today than they were 10 years ago. Perhaps those who are motivated monetarily (Figure 26.) have found success negotiating for the salary they feel is fair for their role.

FIGURE 26. SATISFACTION WITH CURRENT SALARY



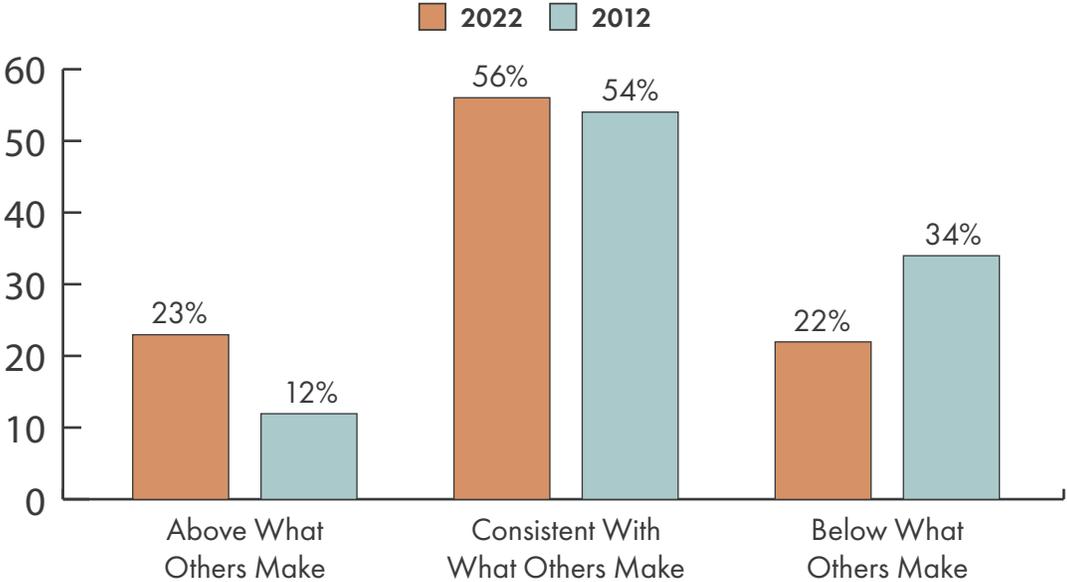
When asked about desired income in the next 5 years, the median desired increase is 34% more than the respondent's current salary.

FIGURE 27. LEVEL OF ANNUAL SALARY DESIRED IN 5 YEARS



While satisfaction with one's current salary is driven by many factors, perception of fairness is a key component. Only 22% of respondents feel their salary is below what others make, which is a substantial improvement compared to a decade ago.

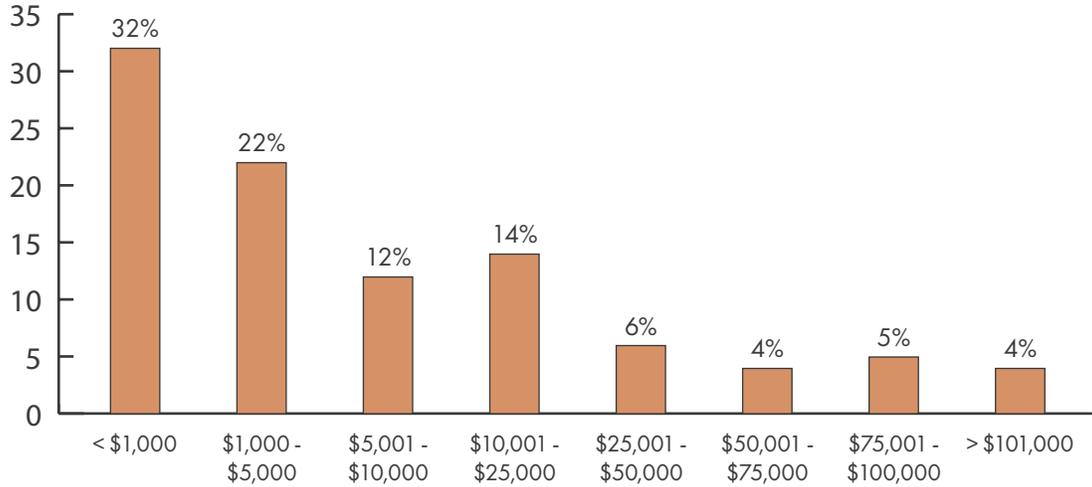
FIGURE 28. SATISFACTION WITH CURRENT SALARY



NON-SALARY COMPENSATION

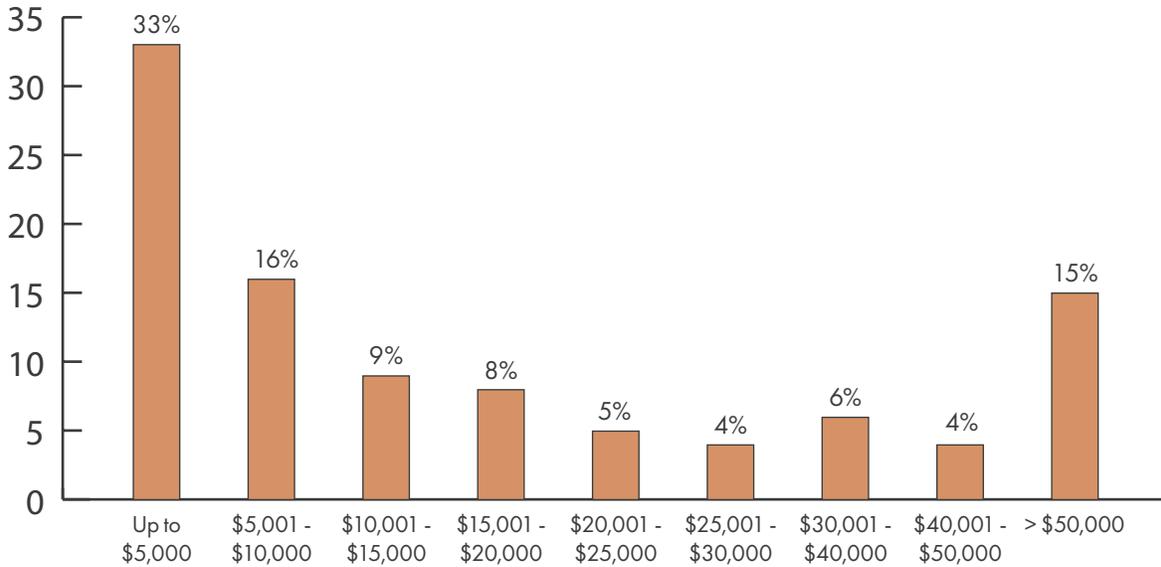
Nearly all respondents in both 2012 and 2022 indicated they received compensation in the form of bonus and incentives in the previous year.

FIGURE 29. LEVEL OF ANNUAL BONUS AND INCENTIVES



Value of employee benefits package had the widest range of responses of any question in this survey as evidenced by the average value being \$106,404 with a median of \$11,500 annually.

FIGURE 30. VALUE OF EMPLOYEE BENEFITS PACKAGE



10-YEAR COMPENSATION COMPARISON

The following 2012 values have been adjusted for inflation in order to make an accurate comparison in terms of today’s value. The CPI calculator available through the Bureau of Labor Statistics website was used to evaluate the 2012 data through the lens of the modern workplace. The calculator not only factors in the year being compared but also the month. In 2012, data was collected in May. In 2022, data was collected from June through December.

Table data is provided including both average and median salary. This data shines a light on how statistical analysis based on median (instead of mean or average) is preferred for compensation evaluation, as using median limits the impact of outliers on the interpretation of the data, resulting in more accurate analysis.

FIGURE 31. SALARY RANGE 10-YEAR COMPARISON

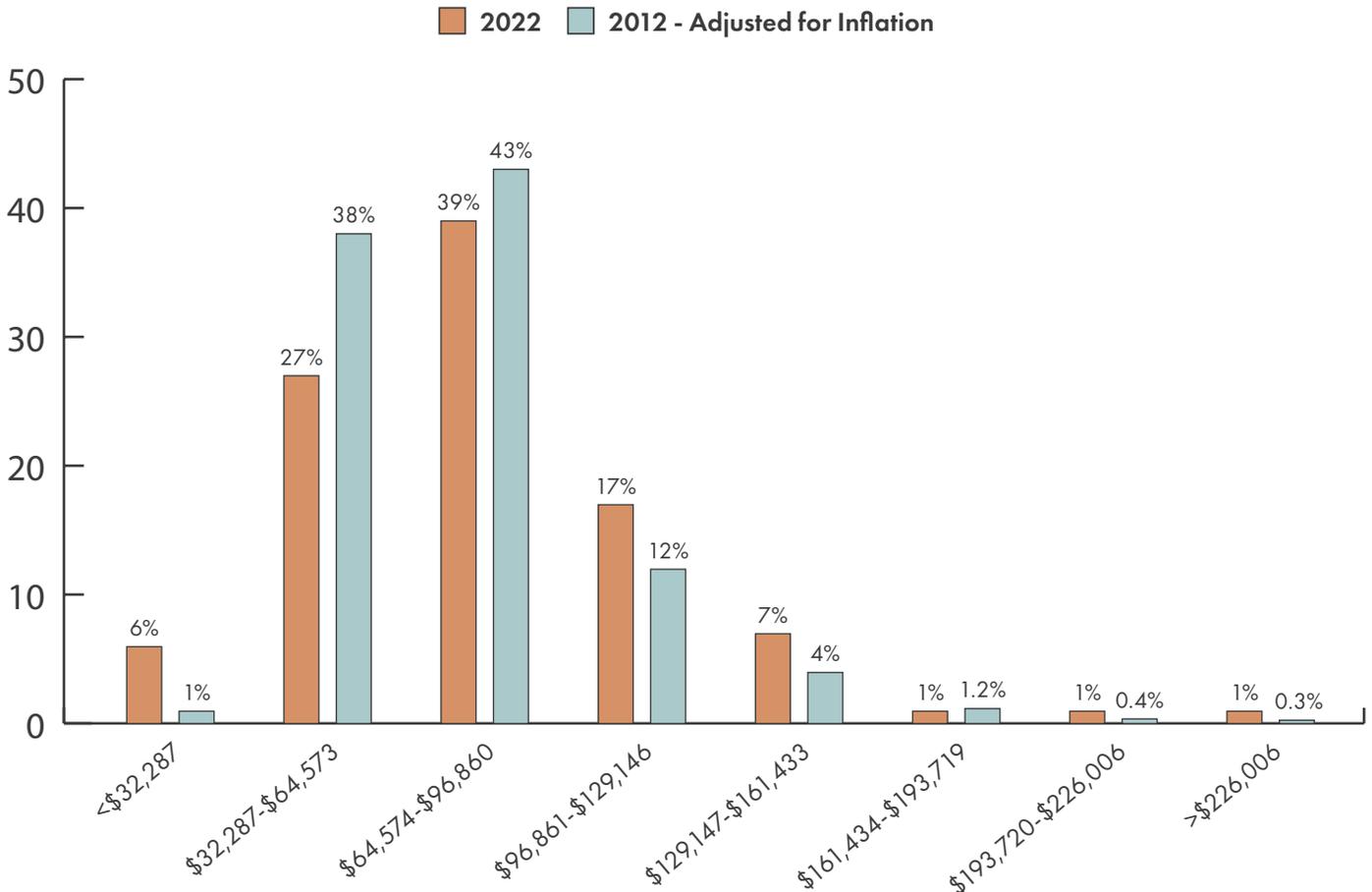


TABLE 2. 2022 VS 2012 ANNUAL SALARY

Year	Average	Median
2022	\$83,595	\$75,000
2012 - Adjusted for Inflation	\$74,351	\$71,030

FIGURE 32. ANNUAL BONUS AND INCENTIVES 10-YEAR COMPARISON

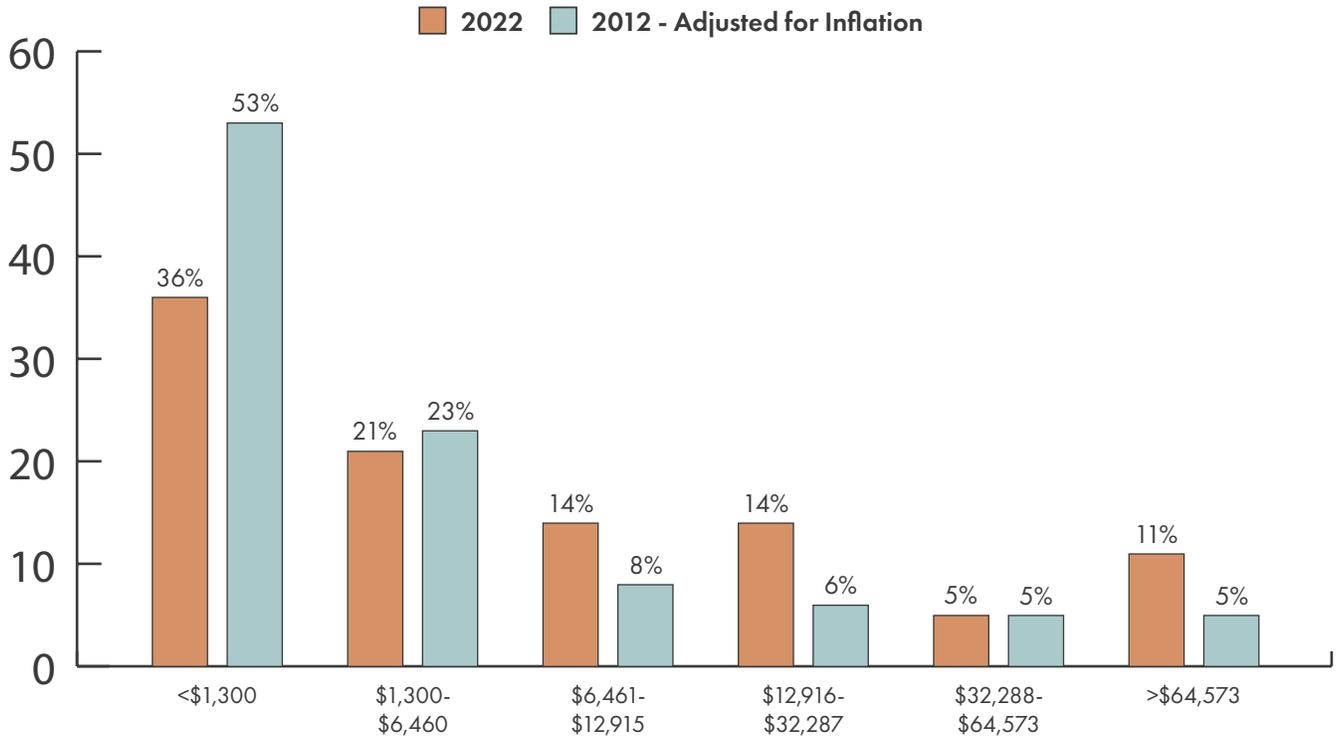


TABLE 3. 2022 VS 2012 ANNUAL BONUS AND INCENTIVES

Year	Average	Median
2022	\$21,689	\$5,000
2012 - Adjusted for Inflation	\$14,688	\$646

FIGURE 33. VALUE OF EMPLOYEE BENEFITS PACKAGE 10-YEAR COMPARISON

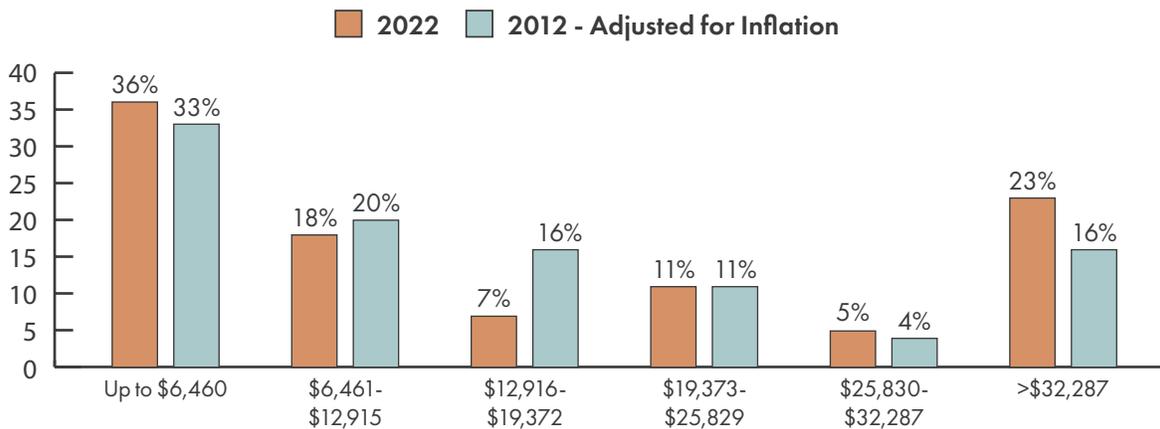


TABLE 4. 2022 VS 2012 BENEFITS PACKAGE

Year	Average	Median
2022	\$106,404	\$11,500
2012 - Adjusted for Inflation	\$14,654	\$12,915

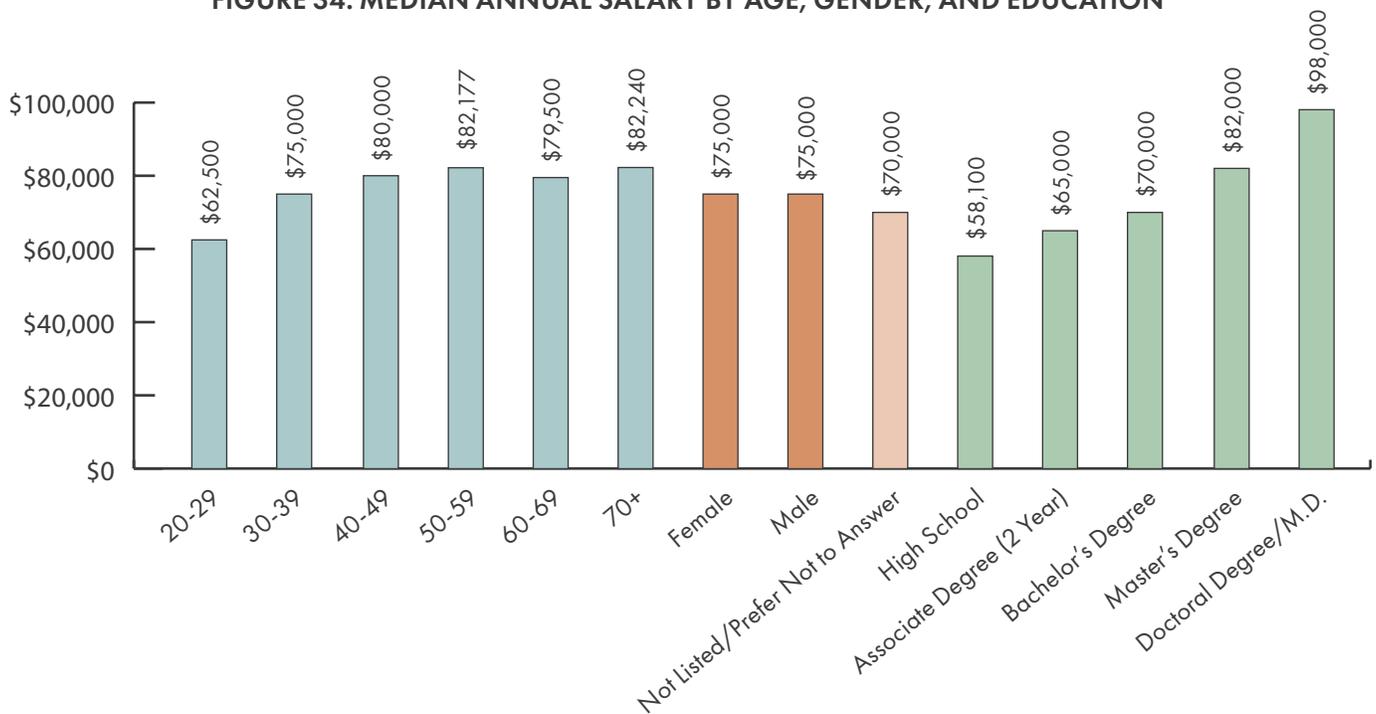
MEDIAN SALARY COMPARISONS ACROSS VARIABLES

In this section, median salaries for various demographic, geographic, and occupational variables were combined in order to easily compare how salary relates to selected variables.

AGE, GENDER, AND EDUCATION

Salary generally increases with age and with higher education. Unlike in 2012, there is no difference in median salary between men and women. There were 4 respondents who indicated their gender was “Not Listed”; the median for these individuals was \$56,500. An additional 7 respondents indicated they preferred not to answer the question relating to gender; the median for these individuals was \$80,000. In Figure 34., these non-binary responses were combined. Although the sample size is small, it’s worth noting that the median is less than those who selected a binary gender. A larger sample size is needed to determine statistical significance.

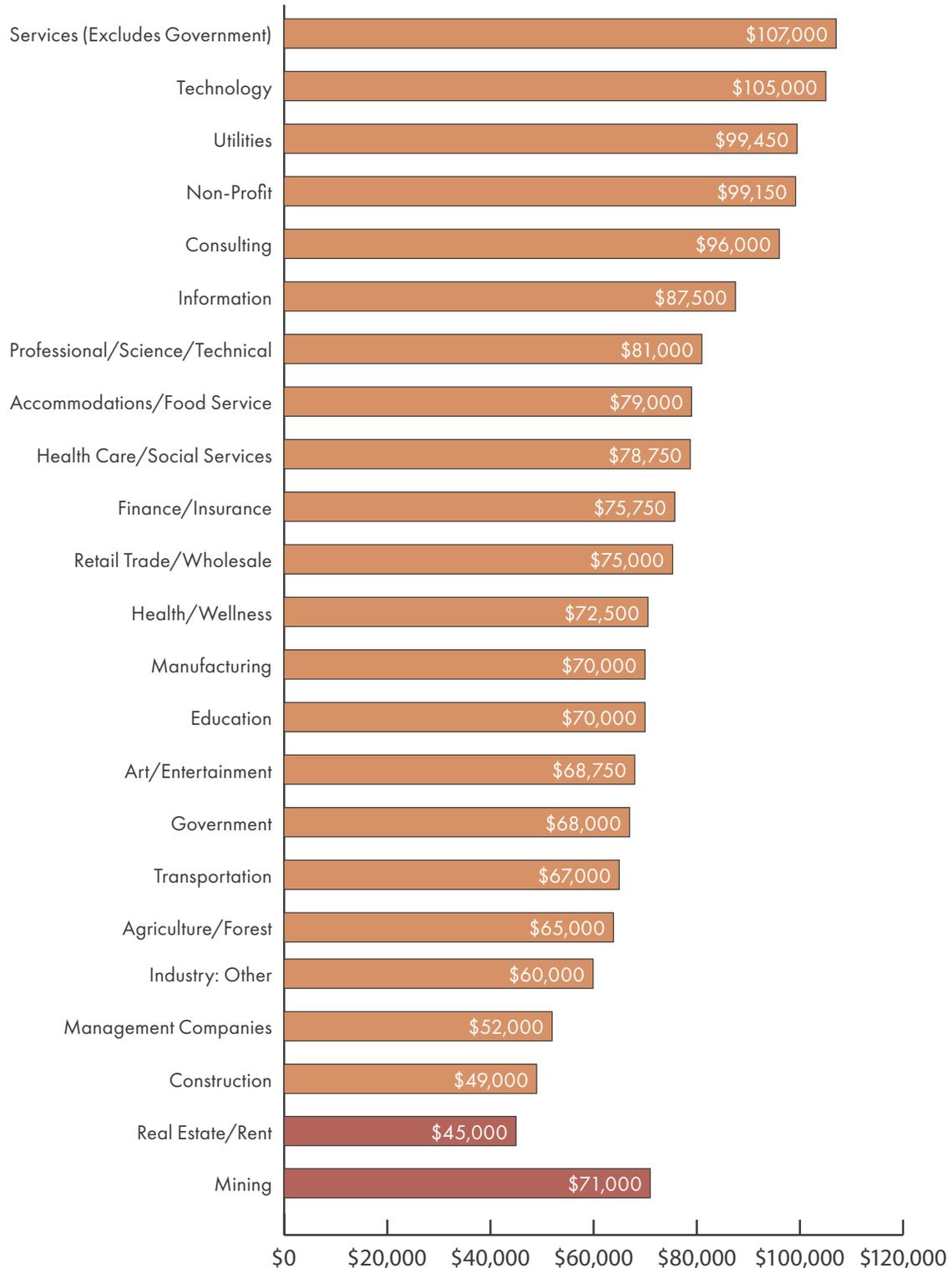
FIGURE 34. MEDIAN ANNUAL SALARY BY AGE, GENDER, AND EDUCATION



INDUSTRY TYPE

The industries at the top of the pay scale have shifted in the last 10 years. Services (excluding government), management companies, and consulting are among the industries that have shifted resources to well-being professionals. Construction, transportation, and professional/science/technical are among the industries that have shifted resources away from well-being professionals.

FIGURE 35. MEDIAN ANNUAL SALARY BY INDUSTRY TYPE



Mining & Real Estate/Rent had fewer than five respondents.

TABLE 5. 10-YEAR PERCENT CHANGE IN MEDIAN SALARY BY INDUSTRY

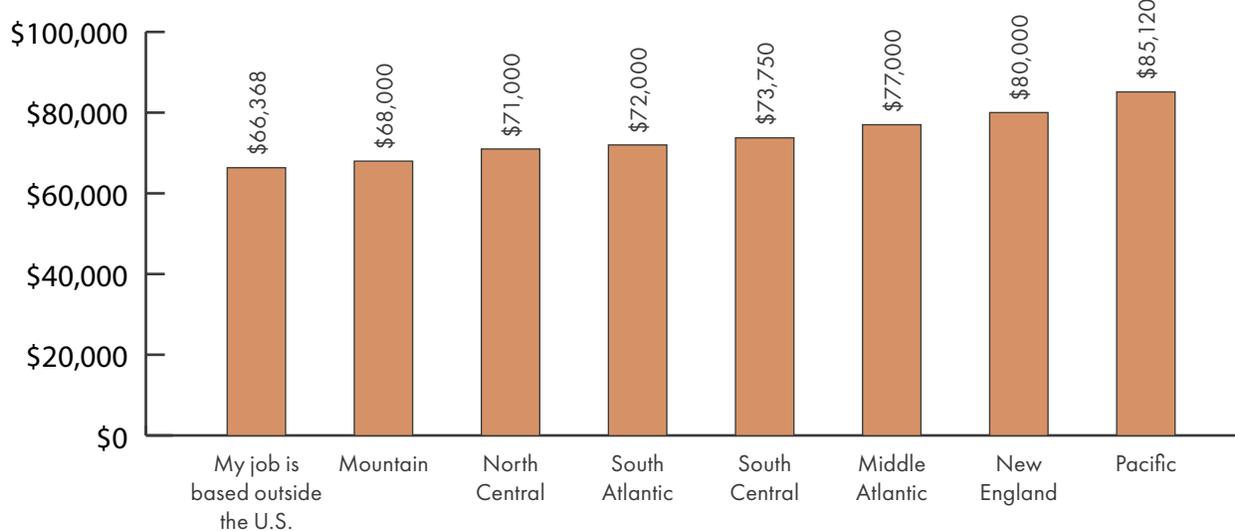
Industry	2022	2012*	Percent Change
Construction	\$49,000	\$72,241	-32%
Transportation	\$67,000	\$90,629	-26%
Professional/Science/Technical	\$81,000	\$105,077	-23%
Manufacturing	\$70,000	\$85,376	-18%
Accommodations/Food Service	\$79,000	\$91,943	-14%
Government	\$68,000	\$73,554	-8%
Finance/Insurance	\$75,750	\$78,808	-4%
Health/Wellness	\$72,500	\$70,927	2%
Information	\$87,500	\$85,376	2%
Education	\$70,000	\$66,987	4%
Health Care/Social Services	\$78,750	\$74,868	5%
Agriculture/Forest	\$65,000	\$61,733	5%
Retail Trade/Wholesale	\$75,000	\$70,927	6%
Art/Entertainment	\$68,750	\$61,733	11%
Utilities	\$99,450	\$88,003	13%
Consulting	\$96,000	\$80,122	20%
Management Companies	\$52,000	\$42,031	24%
Services (excludes Government)	\$107,000	\$80,122	34%

**2012 Median Annual Salary has been adjusted for inflation.*

GEOGRAPHIC REGION

The northeast and west coast remain the leaders in median salary. Salary by region remains consistent with the composite cost of living index regionally in the US. The respondents who indicated their job is outside of the US (n=16) were asked to provide their salary data in terms of US dollars.

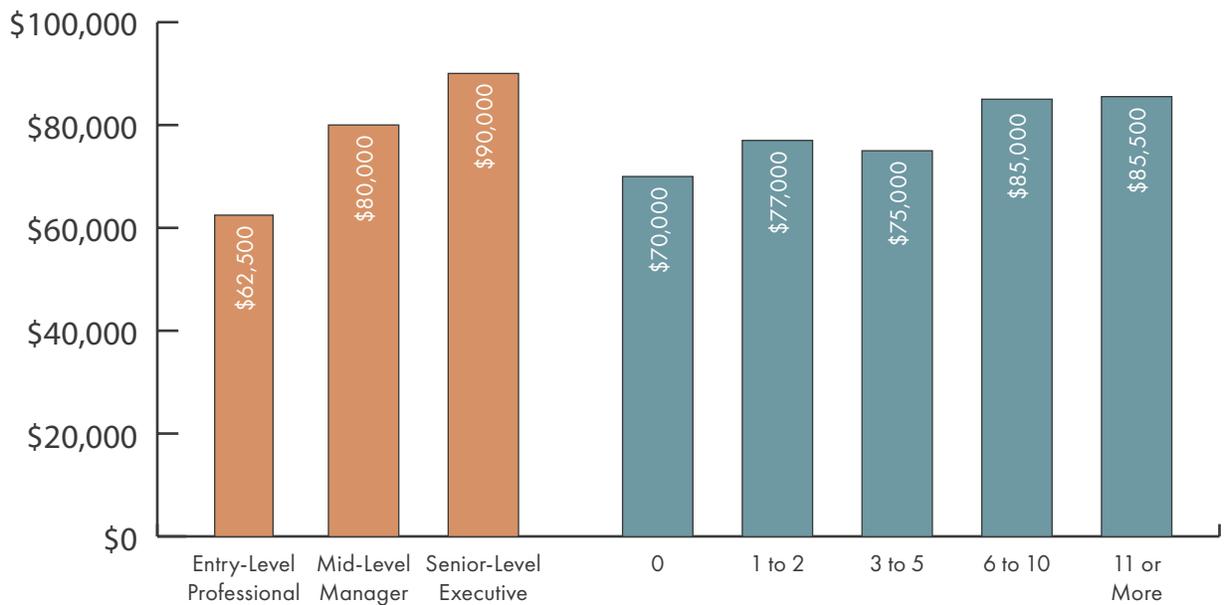
FIGURE 36. MEDIAN ANNUAL SALARY BY GEOGRAPHIC REGION



POSITION LEVEL AND SUPERVISORY DUTIES

Salary levels increase with an advanced level of position and more supervisory responsibility.

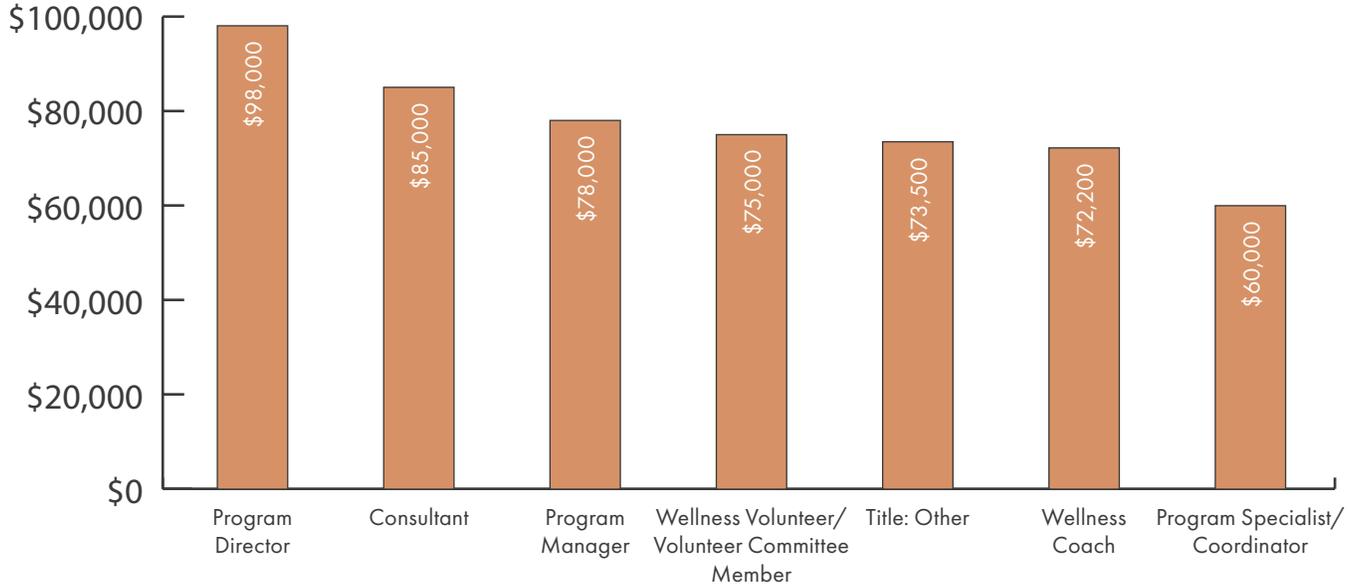
FIGURE 37. MEDIAN ANNUAL SALARY BY POSITION LEVEL AND # OF EMPLOYEES SUPERVISED



TITLE

As expected, higher titles command higher median annual salaries in general. However, the title of Program Specialist/Coordinator was the only title category to see a decline in pay compared to a decade ago, equating to a 29% decline.

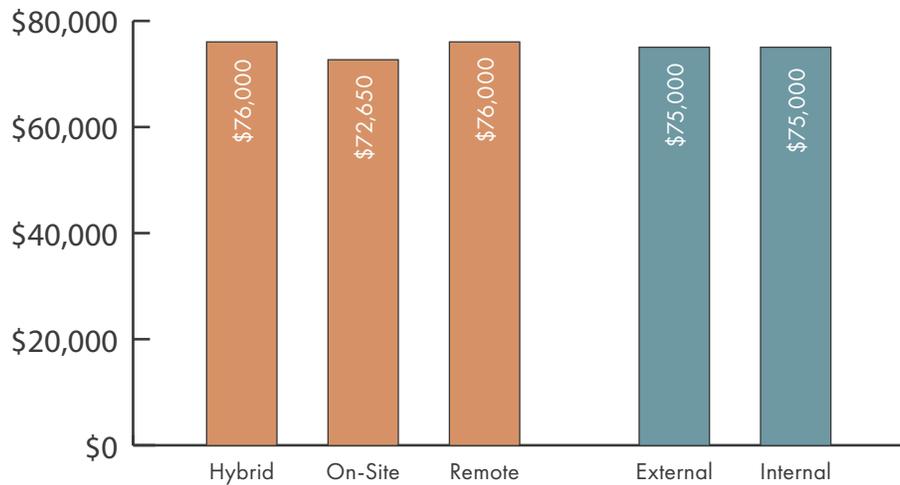
FIGURE 38. MEDIAN ANNUAL SALARY BY TITLE



JOB LOCALE AND INDUSTRY ROLE

These variables were not considered in the 2012 survey for comparison. The median annual salary of on-site professionals is about 4% less than their hybrid and remote peers.

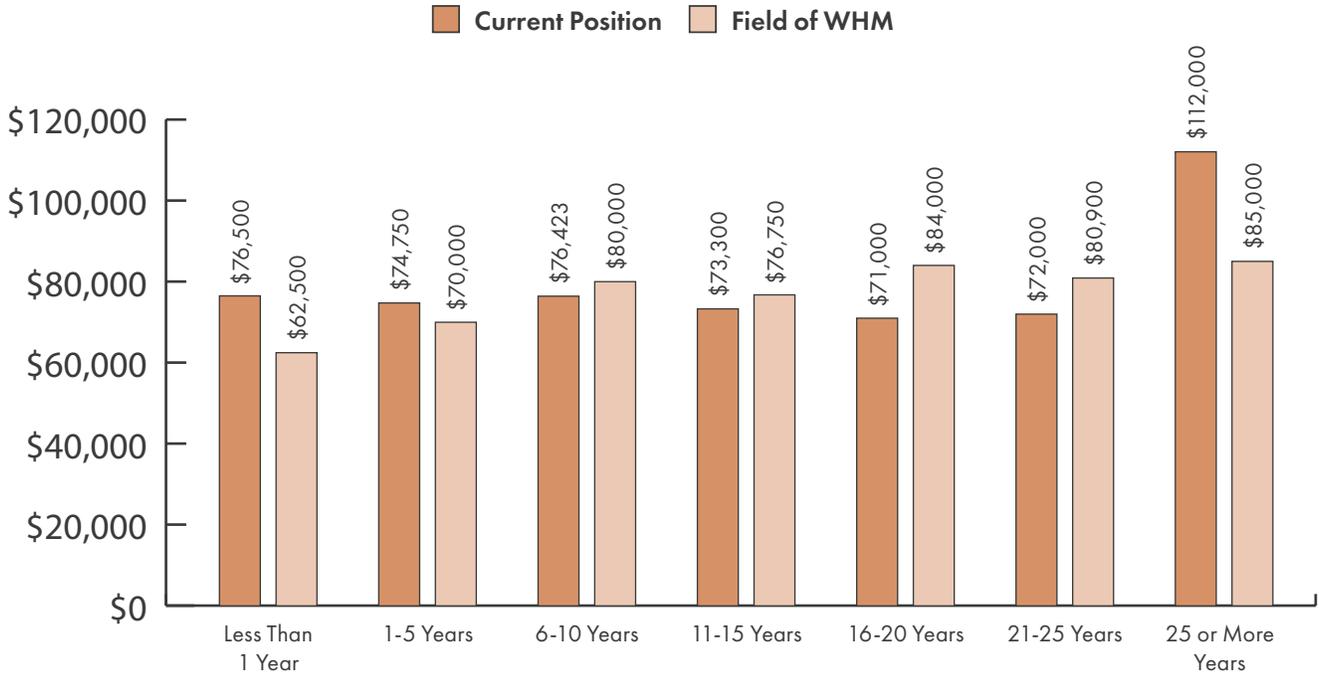
FIGURE 39. MEDIAN ANNUAL SALARY BY JOB LOCALE AND INDUSTRY ROLE



PROFESSIONAL TENURE

Generally, those who have been in the field of wellness and health management longer, have higher median annual salaries. Those who have been in their current position for 25 or more years see the highest pay.

FIGURE 40. MEDIAN ANNUAL SALARY BY # OF YEARS IN POSITION/FIELD



Part II: Statistical Analysis

AGGREGATE RESULTS

Statistical significance indicates if a variable has a legitimate influence on median salary. While a distribution chart in the previous section may indicate an increase or decrease in salary within a particular variable, statistical analysis is necessary to understand if that observed trend has a causal relationship to the variable.

Table 6. shows that most of the selected independent variables have some level of significant relationship with median annual salary. In particular, the findings indicate that salary levels among respondents tend to:

- » Increase with age and may level off thereafter
- » Increase with education level
- » Increase with number of years worked in the field of worksite health and well-being management, but show no statistically significant difference for years in current position
- » Show no statistically significant difference between males and females (unlike 10 years ago)
- » Correlate with cost of living indexes by region
- » Increase if employed by larger organizations
- » Be highest in organizations classified as Services (excluding Government), Technology, and Utilities
- » Increase as position level advances (entry, mid, senior)
- » Be highest for Program Directors and Consultants and lowest for Program Specialists/Coordinators
- » Increase as supervisory duties increase
- » Show no statistically significant difference between Internal vs External well-being professionals

TABLE 6. LEVEL OF RELATIONSHIP BETWEEN MEDIAN SALARY AND INDEPENDENT VARIABLES AMONG ALL RESPONDENTS

Independent Variable	Significance
Age	p<.001
Education Level	p<.001
Gender	p=0.774 (not significant)
Geographic Region	p<.001
Industry Role (External vs Internal)	p=0.602 (not significant)
Title	p<.001
Organization Size	p<.001
Industry ¹	p<.01
Position Level	p<.001
Supervisory Duties	p<.001
Years worked in current position	p=0.303 (not significant)
Years worked in field of WHM	p<.001

¹ Fewer than five respondents for industries: Mining, Real Estate/Rent

SALARY BY POSITION LEVEL

In addition to the chi-square analyses that were performed on each of the independent variables listed in Table 6. above, analyses were conducted by position level (see Table 7. below). This depth of analysis determines if there is any significant difference in median annual salary by (1) position level (entry-level professional vs. mid-level manager vs. senior-level executive) and (2) selected independent variables. Medians for annual value of last year’s bonus and incentive only and annual value of employee benefits package were not computed or compared because the values for those two variables had very wide variance and many inconsistencies.

The results in Table 7. show that mid-level management has the most statistically significant relationships between the selected variables. Education level, title, and organization size showed statistical significance among all three position levels. Industry role, supervisory duties, and years worked in current position showed no statistical significance in any of the three position types.

TABLE 7. LEVEL OF RELATIONSHIP BETWEEN MEDIAN SALARY BY POSITION LEVEL AND INDEPENDENT VARIABLES

Independent Variable	Entry-Level	Mid-Level	Senior-Level
Age ¹	Not significant	Not significant	p<.05
Education Level ²	p<.001	p<.001	p<.05
Gender	Not significant	Not significant	p<.01
Geographic Region ³	Not significant	p<.01	Not significant
Industry Role	Not significant	Not significant	Not significant
Title	p<.05	p<.001	p<.05
Organization Size ⁴	p<.05	p<.001	p<.05
Industry ^{5,6,7}	Not significant	p<.05	Not significant
Supervisory Duties	Not significant	Not significant	Not significant
Years worked in current position ^{8,9,10}	Not significant	Not significant	Not significant
Years worked in field of WHM ¹¹	p<.01	p<.01	Not significant

Median salaries were not included in the analyses in any category where there were fewer than five respondents, due to the skewing effect. The following were excluded from the analyses:

¹Age – 70+ | Entry & Senior levels

²Education – Doctoral Degree/M.D. | Entry & Senior levels

³Geographic Region – Outside the US | Senior level

⁴Organization Size – 5,000-25,000 employees | Senior level

⁵Industry – retail trade/wholesale, Construction, Agriculture/Forest, Services (excludes Government), Accommodations/Food Service, Transportation, Other, Technology, Utilities, Non-Profit, Art/Entertainment, Information | Entry Level

⁶Industry – Non-profit, Management Companies, Technology, Agriculture/Forest, Mining, Other, Real Estate/Rent | Mid level

⁷Industry – Art/Entertainment, Construction, Non-profit, Utilities, Retail Trade/Wholesale, Agriculture/Forest, Mining, Accommodations/Food Service, Transportation, Other, Management Companies | Senior level

⁸Years in Current Position – 16 or more years | Entry level

⁹Years in Current Position – 21 or more years | Mid level

¹⁰Years in Current Position – 21-25 years | Senior level

¹¹Years in Field of Worksite Health and Well-being Management – 21-25 Years | Entry level

Conclusion

WELCOA has a mission to develop the professionals of this industry, and an important component of that is ensuring fair compensation. This report centralizes the data that professionals need to understand how their role is – or is not – being valued in the marketplace, and even how the role is evolving to meet the demands of modern work.

Compared to a decade ago, a lot has changed.

Representation from men in the profession increased by 67% and the pay inequity observed between males and females in 2012 is not observed today. More than half of respondents work in positions that allow for a hybrid or remote arrangement. The average professional is younger, with more tenure, and more supervisory duties. More employers are engaging volunteer wellness committee members who, by design, identify as being an integral part of the strategy to create environments in which employees can thrive. Industries including Services (excludes Government), Management Companies, and Consulting value employee well-being expertise more than they did 10 years ago, while others have shifted resources away from this expertise overtime.

The expertise required in the field is evolving. The definition of well-being is broadening to encompass areas such as DEI&B, financial care and pay equity, safety, and community care. With that broadening scope, the priority of employee well-being is rising for managers and business leaders, and the professionals who execute this work are a more essential part of the organization. The broadening definition of employee well-being, along with a shift in who within the organization is assigned or officially responsible for change management, supports the growing movement to create a seat at the executive table for well-being in the form of a Chief Well-Being Officer (or equivalent). Organizational structures that provide clear leadership for strategic planning and execution across the organization will see the greatest beneficial impacts and related advantages in the marketplace.

Likely due to increased pressure and responsibility, professionals cite being slightly less satisfied in their current position compared to those surveyed in 2012. However, satisfaction with compensation has increased.

This report revealed how median annual salary is associated with specific variables such as age, education, geography, title, and others. Our hope is that this body of work will help organizations appropriately value the professional expertise that WELCOA's community has in the marketplace.

WELCOA[★]

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