



WORKPLACE WELL-BEING

Provide Meaningful Benefits to Energize Employee
Health, Engagement, and Performance

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1.888.415.8302

ABOUT THE AUTHORS



Natalie Hackbarth

Engagement Content Coordinator | Quantum Workplace

With a background in journalism and mass communications, Natalie partners with engagement experts and research analysts to create informative resources that you can leverage to increase employee engagement. Leveraging the health and wellness research, Natalie pinpointed 10 areas of opportunity for employers, as well as best practices for linking your wellness program to employee engagement.



Aaron Brown

Research Analyst | Quantum Workplace

Aaron analyzes and presents complex engagement data in a way that's meaningful and easy to understand. As one of Quantum Workplace's research analysts, Aaron crunched the data for nearly 2,000 health and wellness surveys and provided analytical insight on how health and wellness benefits impact employee engagement.



Henry Albrecht

CEO | Limeade

Henry founded Limeade in 2006 and has led the company from an idea in his basement to a high-growth, industry-leading SaaS health, well-being, and performance improvement company. Leveraging his expertise in wellness programs' positive impact on engagement and performance, Henry contributed rules for implementing a successful well-being program and a relevance quiz for employers.

CONTENTS

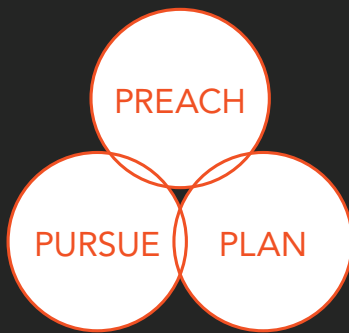
- 4** INTRODUCTION
- 6** THE IMPACT OF HEALTH AND WELL-BEING BENEFITS ON EMPLOYEE ENGAGEMENT
- 13** WHAT DO EMPLOYEES WANT?
 - 14** 10 Rules for Implementing a Program
 - 16** Financial Benefits
 - 21** Stress Management & Emotional Health Benefits
 - 27** Nutritional Benefits
 - 31** Physical Fitness Benefits
 - 36** Physical Health Benefits
 - 41** Work-Life Benefits
- 47** 10 AREAS OF OPPORTUNITY
- 59** IS YOUR WELL-BEING PROGRAM RELEVANT?
- 63** ANALYZING BENEFITS AND ENGAGEMENT: MAKING THE LINK IN YOUR ORGANIZATION
- 64** CONCLUSION



INTRODUCTION

Employee engagement is a crucial element in every organization; it drives productivity, profitability, and business success. Although crucial, it can be one of the most difficult workplace elements to understand and improve.

Quantum Workplace defines employee engagement using a three-part model:



Preach, or **employee advocacy**, refers to the degree to which employees speak highly of their workplace.

Plan, or **intent to stay**, refers to employees' interest in remaining at the organization.

Pursue, or **discretionary effort**, refers to employees' drive to put forth extra effort.

10 FACTORS THAT DRIVE EMPLOYEE ENGAGEMENT

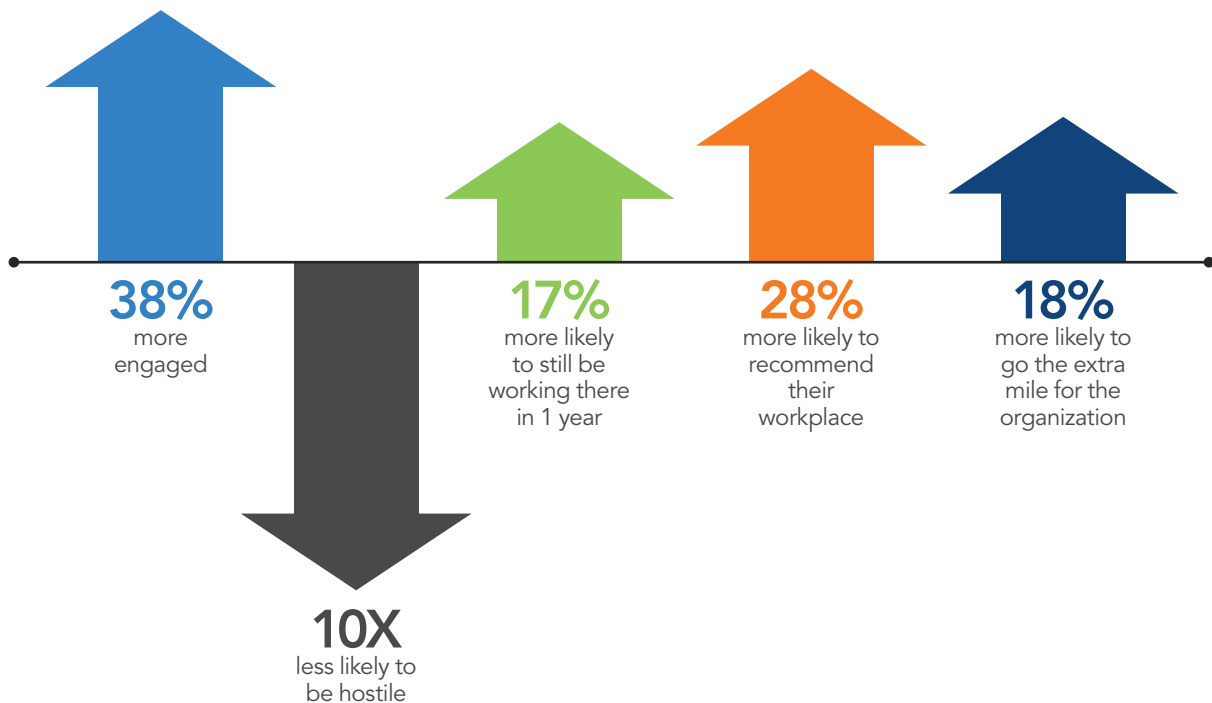
1. Teamwork
2. Manager Effectiveness
3. Trust in Senior Leaders
4. Trust with Coworkers
5. Retention
6. Alignment with Goals
7. Feeling Valued
8. Individual Contribution
9. Job Satisfaction
10. Benefits

Many factors impact employee engagement. Our traditional model examines the 10 core drivers on the left.

Benefits: Most uncertain survey category for the last three years.

Employee engagement research over the last three years shows that employees have the most neutral or unfavorable perceptions about benefits. This is concerning to many organizations that invest in employee benefits. At the end of the day, employee benefits are critical to competing as an employer. Wondering what health and well-being benefits would be most impactful to employee engagement, we partnered with Limeade to conduct this study. Here are some of the findings:

When employees believe their employer cares about their health and well-being, they are...



This ebook leverages employee perceptions to help educate employers on how to create and maintain a benefits program to increase employee health, productivity, and engagement.

THE IMPACT OF HEALTH AND WELL-BEING BENEFITS ON EMPLOYEE ENGAGEMENT



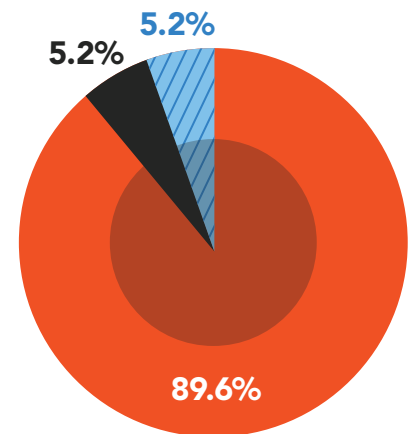
Employee Engagement Profiles

Before we analyze how health and well-being benefits impact employee engagement, we must first define our employee engagement profiles. In the analysis, employees responded to an engagement survey using a 6-point Likert scale. Based on the average of their answers, without factoring in skipped questions, they were placed in one of four groups: Engaged, Contributing, Disengaged, and Hostile.



How Many Organizations Offer Health and Well-Being Benefits?

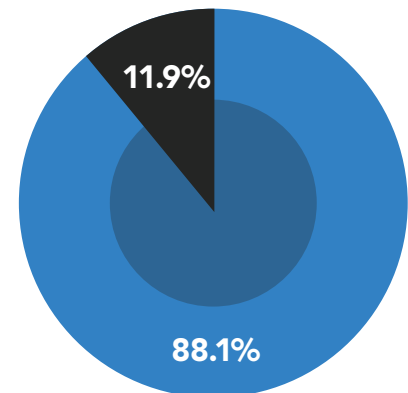
Almost 90 percent of employees surveyed said their organization offers some type of health benefits. Slightly more than five percent said they're organization doesn't offer benefits, and the other five percent were unsure.



- My organization does offer benefits.
- My organization does not offer benefits.
- I'm not sure.

Do Employees Have a Clear Understanding of the Benefits Offered?

Almost 12 percent of employees don't have a clear understanding of the benefits their organization offers.

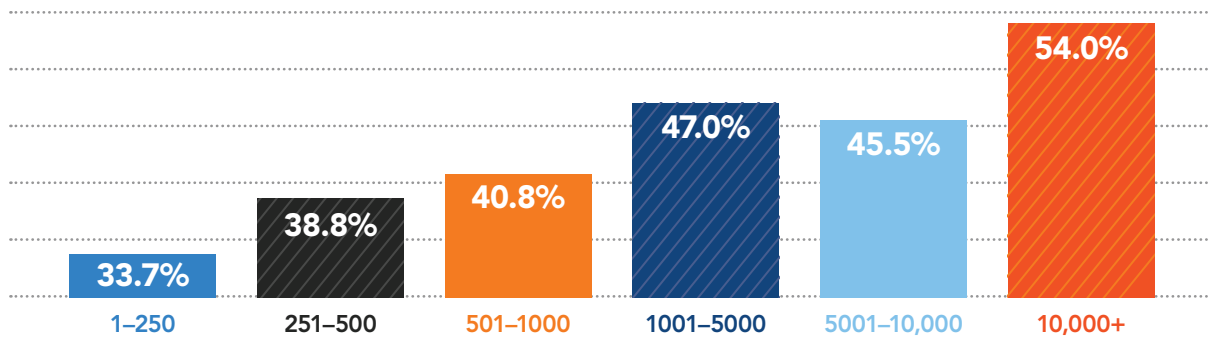


- I have a clear understanding of my benefits.
- I don't have a clear understanding of my benefits.

Large Organizations Offer More Benefits

The largest companies (10,000 employees or more) offered more benefits than any other size category. When considering the average number of benefits provided, across all 31 items on the survey, the largest organizations were more than 20 percentage-points likely to provide each than organizations that had less than 250 employees. Moreover, at least 10 percent of organizations with more than 5,000 employees offered each of the 31 benefits.

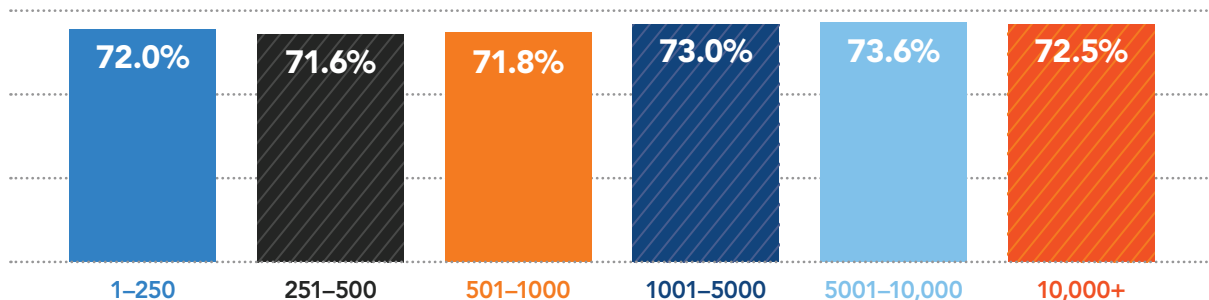
AVERAGE AMOUNT OF BENEFITS PROVIDED BY SIZE



Employees at Large and Small Organizations Are Equally Satisfied With Benefits

Regardless of size category, more than 70 percent of employees were satisfied with the amount of benefits they received.

EMPLOYEE SATISFACTION OF BENEFITS BY SIZE

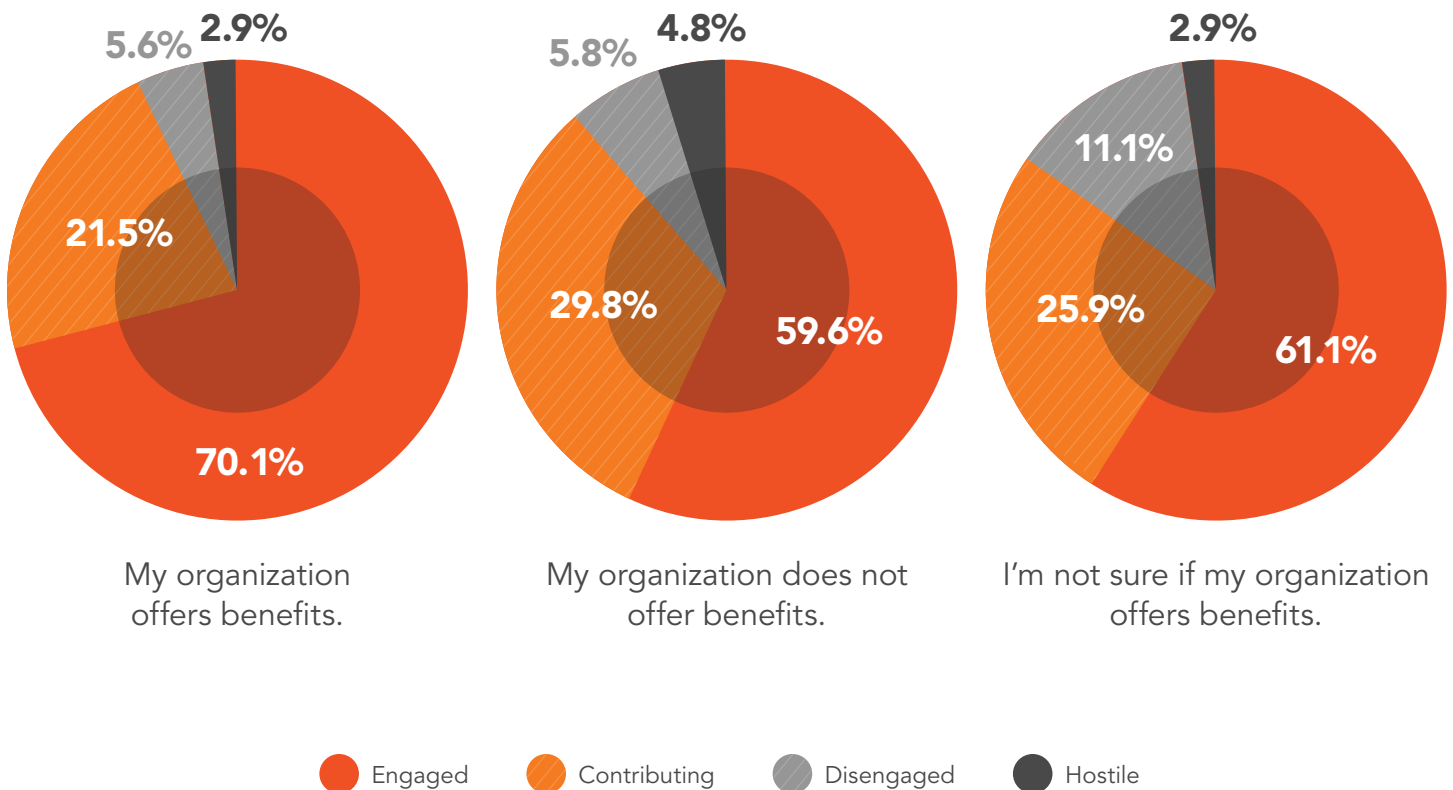


Employees Are More Engaged At Organizations That Provide Health and Well-Being Benefits

On average, employees who said their organization provided health and well-being benefits were **11 percent more engaged** than those that didn't.

Organizations that provide benefits measure almost **2 percent fewer hostile** employees than those that don't provide benefits.

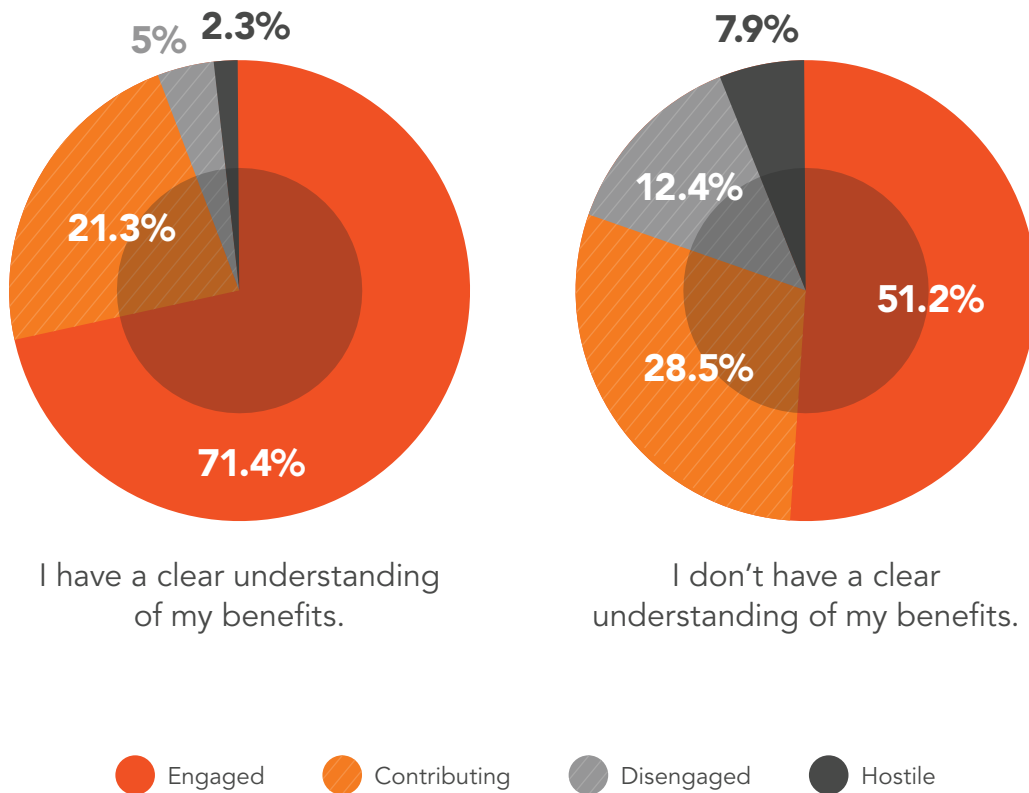
Interestingly, the number of disengaged employees was similar at organizations regardless if they provided benefits or not. However, when employees were unsure if they had benefits, they were almost **twice as likely to be disengaged**.



Employees Are More Likely to Be Disengaged When Communication of Benefits is Unclear

Employees who said they didn't have a clear understanding of the benefits provided to them were **20 percent less likely to be engaged** than employees who did have a clear understanding.

Furthermore, employees that didn't have a clear understanding of the benefits provided to them were **3.4 times more likely to be hostile**.



Employees Are Engaged When They're Satisfied With Health and Well-Being Benefits

More than three-fourths of engaged employees said they were satisfied with the health and well-being benefits their organization provided, compared to fewer than half of hostile employees. Engagement decreased when employees said they were less satisfied with the benefits their organizations provided. More than 76 percent of engaged, almost 65 percent of contributing, nearly 57 percent of disengaged, and less than 49 percent of hostile employees were satisfied with their benefits



More than $\frac{3}{4}$ of engaged employees are satisfied with their benefits.



Fewer than $\frac{1}{2}$ of hostile employees are satisfied with their benefits.

HEALTH AND WELL-BEING BENEFITS: WHAT DO EMPLOYEES WANT?



10 RULES

For Implementing a Successful Well-Being Program

Now that we've shared some interesting stats, we'll share how to boost health, well-being, and performance. We know that the three are inter-connected; and to improve companies need to establish a coordinated and culturally connected program (with just the right amount of tailoring). Bring the right experts into your corner and you'll see payoff in employee retention, performance, well-being, and health (and health costs).

Limeade has helped drive positive change, retain top talent and improve health and performance for some of the best (and biggest) employers in the world. Even though none of our programs look exactly the same, there are plenty of best practices we've learned along the way. Here are 10 worth sharing:



1

Position the C-suite as well-being champions. Your leaders (I'm talking the C-Suite) need to be accessible to employees and visibly participate and encourage others to do so. Data tells us that when employers genuinely care about the health and well-being of their people – engagement skyrockets.

2

Use all of your communication tools. Everyone feels the agony of email overload, so look for fun alternatives. Use simple, engaging communication that quickly answer the question "What's in it for me?" Make sure to use at least two additional channels – like social media or direct mail – to reach people where they are, and add some emotion by sharing [success stories](#) that show how your program is making a difference.

3

Start strong. You know what they say about first impressions. Make sure your program is easy to access (1-click from your intranet) and registration is seamless. Make sure your key stakeholders and managers sign up right away, so they can authentically challenge their teams to get fired up.

4

Play up local pride. Your employees chose to work at your company for a reason, so serve up the culture they know and love. Keep activities fresh, fun, and relevant to your company and community. Consider including volunteering and the broader meaning and teamwork it builds.

10 RULES

For Implementing a Successful Well-Being Program

5

Provide meaningful incentives. Reach out to employees to find out what motivates them – Recognition? PTO? Cash? Prizes? Cheaper insurance? The right to dump ice water on your CEO's head? Know what will work for your people – it may even vary by employee type or location.

6

Throw out the cookie cutter. This is your program. So design it to feel that way. The look and feel should emulate your brand and vibe. It has to feel like it's coming from within. Blend the familiar with something new and inspirational, and adoption will happen organically.

7

Keep it fresh. Sustained engagement is achievable if you give your people a reason to keep coming back. Choose at least five challenges or campaigns per quarter, and make sure there's something for everyone. Let real-time data and your participation and engagement vendor/partner's best practices be your guide.

8

Build a network of wellness champions. Online communication is a powerful tool, but personal connections are priceless. Recruit a community of employees who are passionate about well-being or have a knack for rallying the troops. Give them the tools to evangelize the program and publicly recognize their leadership.

9

Know what's working and change what's not. No program can succeed without consistent evaluation. The lifeblood of your program is setting measurable, relevant objectives and tracking metrics regularly – preferably with real-time engagement dashboards and strategic consultants to take action.

10

Share your story. Once your program starts driving positive outcomes, shout it from the rooftops. This will help justify your investment, highlight your department's innovation and best of all – spur a virtuous cycle of engagement from your people. Peer testimonials personalize your program and can give skeptics the proof they need to get involved. They also help you attract new, evangelical talent to your company.

FINANCIAL HEALTH BENEFITS



WHAT ARE FINANCIAL BENEFITS?

Financial benefits can help employees manage and save their money while ensuring they're fairly compensated for the work they do.

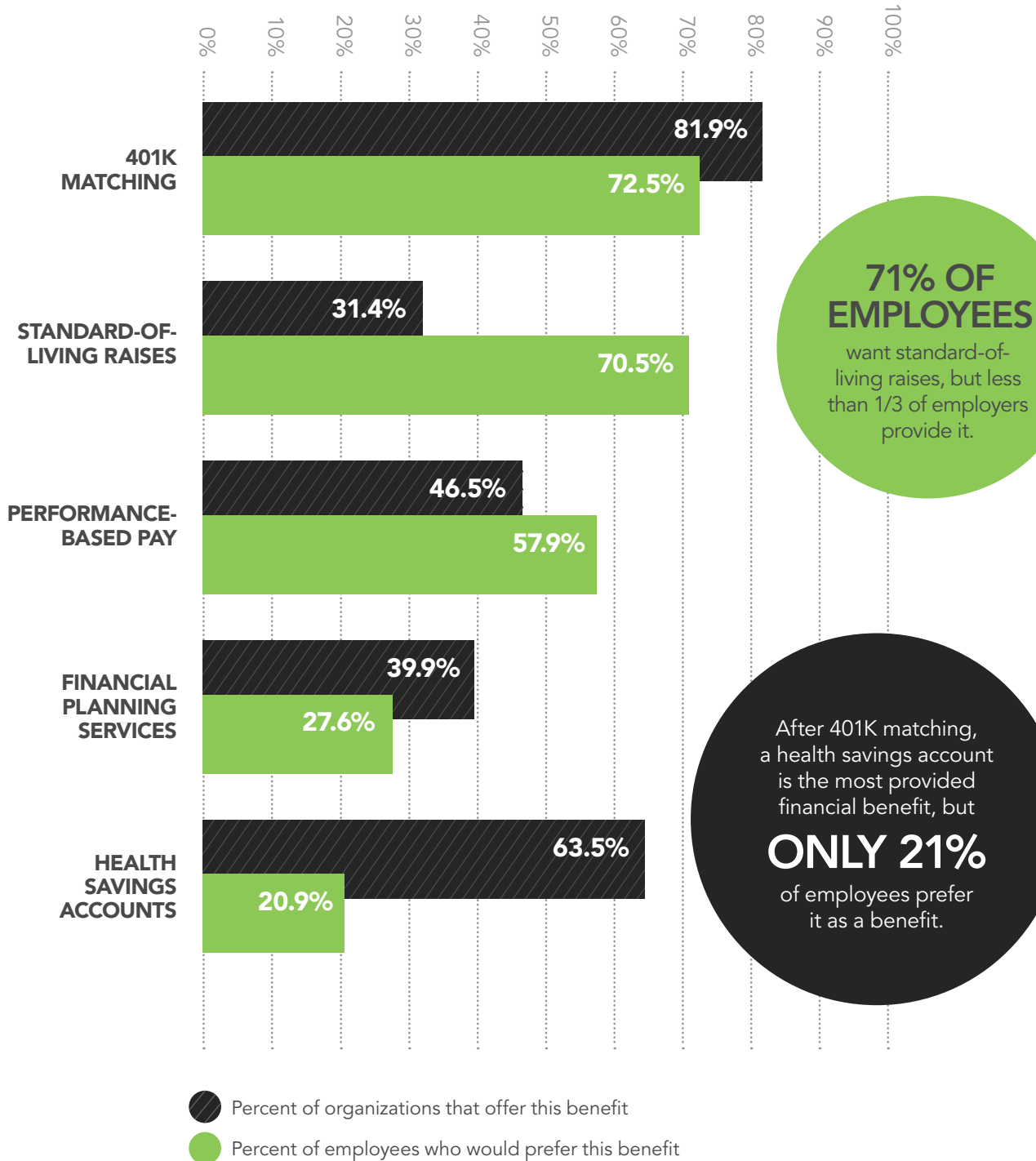
WHY ARE FINANCIAL BENEFITS IMPORTANT?

According to a [recent study](#), nearly half of American full-time workers say they spend work time worrying about personal finances. Twenty-nine percent said they manage financial issues on the job, and 46 percent admit to doing so up to 2-3 hours per week.

BENEFITS INCLUDED IN THE STUDY

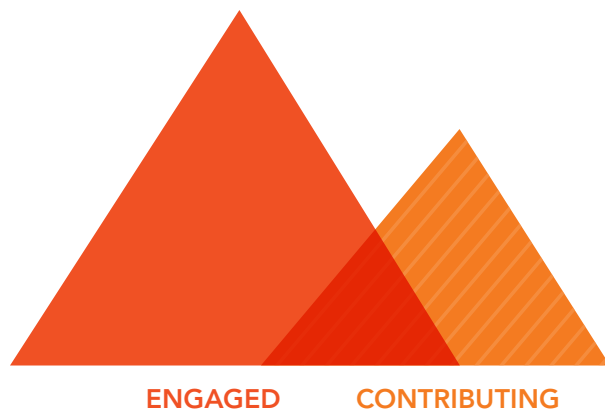
- 401K Matching
- Standard-of-Living Raises
- Performance-Based Pay
- Financial Planning Services
- Health Savings Account

What Employees Want vs. What Employers Provide



Engaged vs. Contributing Employees: Performance-Based Pay

Although 57 percent of both engaged and contributing employees said they'd prefer performance-based pay, engaged employees were 15 percent more likely to receive it. Fifty-three percent of engaged employees said their organization provided performance-based pay as a financial benefit, compared to 38 percent of contributing employees.



Contributing employees were nearly
**30% LESS LIKELY
TO BE SATISFIED**
with the amount of the financial
benefit they received.

Financial Planning: Important to Young Employees

Employees 25 years old and younger are nearly twice as likely to prefer financial planning services, compared to employees 56 or older. Almost 40 percent of the youngest employees said they preferred it compared to roughly 20 percent of baby boomers.

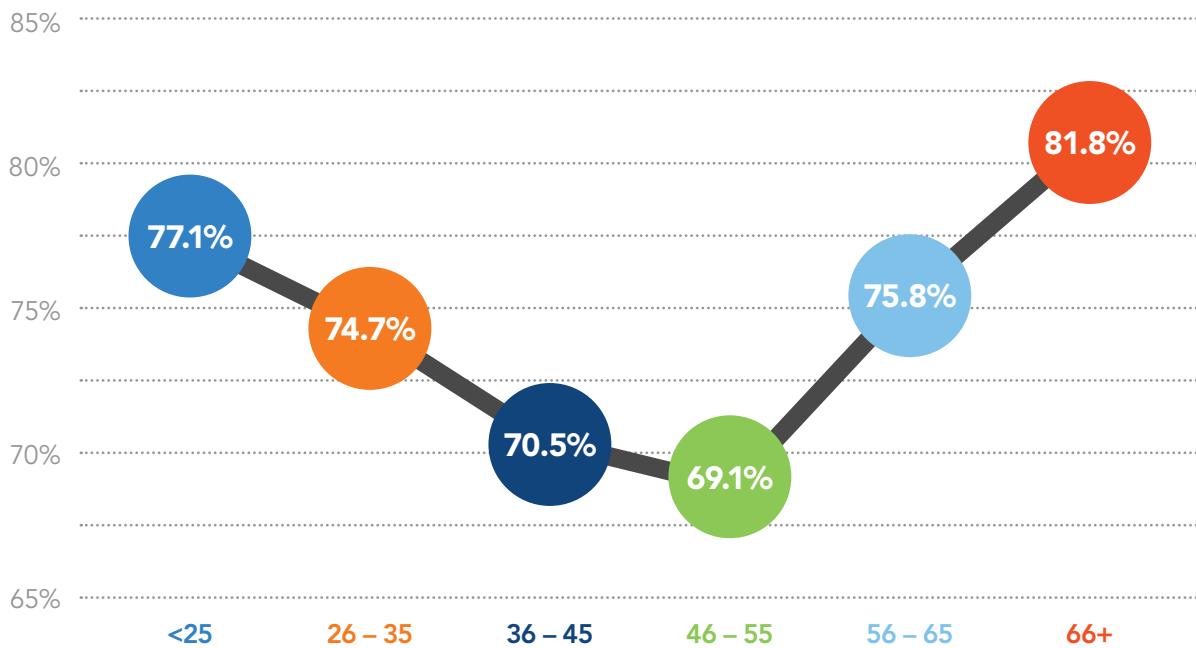


Oldest and Youngest Employees Want 401K Matching

401K matching is more important to the youngest and oldest employees when analyzing the financial benefit by age group. Three-fourths of millennials and baby boomers prefer it as a benefit. Less than 70 percent of the oldest Gen Xers (46 to 55 years old) preferred 401K matching as a financial benefit.



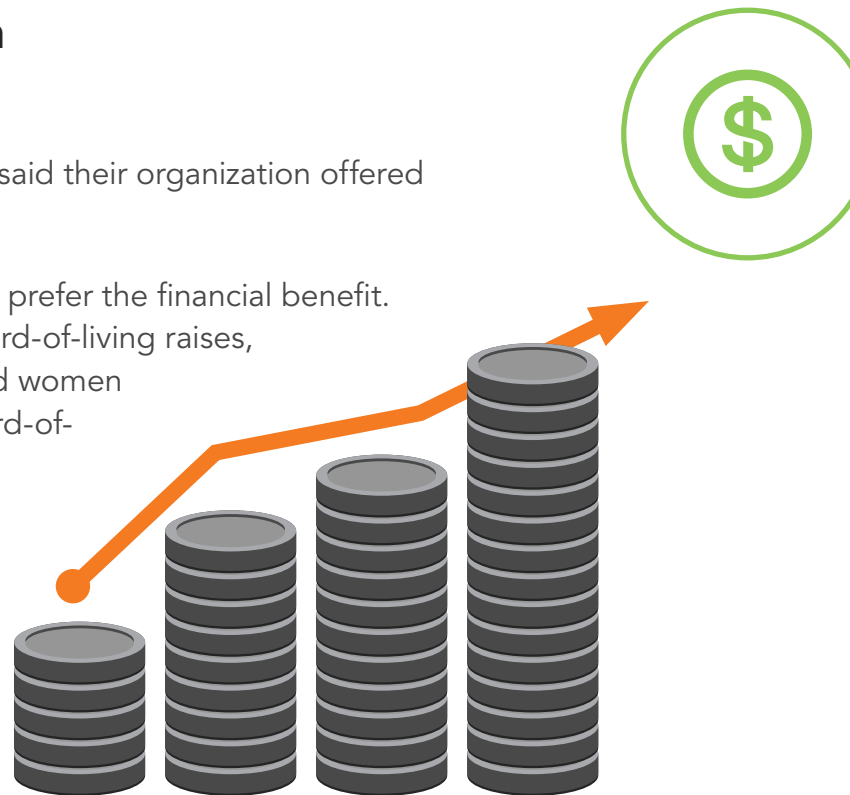
401K MATCHING PREFERENCE BY AGE



The (Lack of) Gender Gap with Standard-of-Living Raises

32 percent of both men and women surveyed said their organization offered standard-of-living raises.

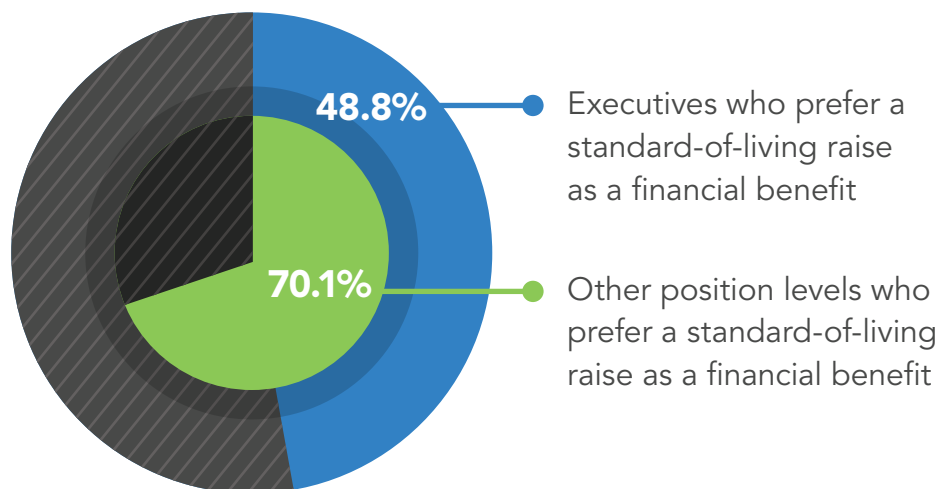
However women were 5 percent more likely to prefer the financial benefit. 72 percent of women said they'd prefer standard-of-living raises, compared to 67 percent of men. Both men and women were equally likely to say they received standard-of-living raises the right amount.



Standard-of-Living Raises: Less Important to Executives

Less than half of executives said they'd prefer a standard-of-living raise as a financial benefit, compared to more than 70 percent of all other position levels.

Roughly 60 percent of all employees, regardless of position level, preferred performance-based pay as a benefit.



STRESS MANAGEMENT & EMOTIONAL HEALTH BENEFITS



WHAT ARE STRESS MANAGEMENT & EMOTIONAL HEALTH BENEFITS?

Stress management and emotional health benefits can help employees maintain emotional stability and reduce stress that surfaces in either their personal or professional lives.

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WHY ARE STRESS MANAGEMENT & EMOTIONAL HEALTH BENEFITS IMPORTANT?

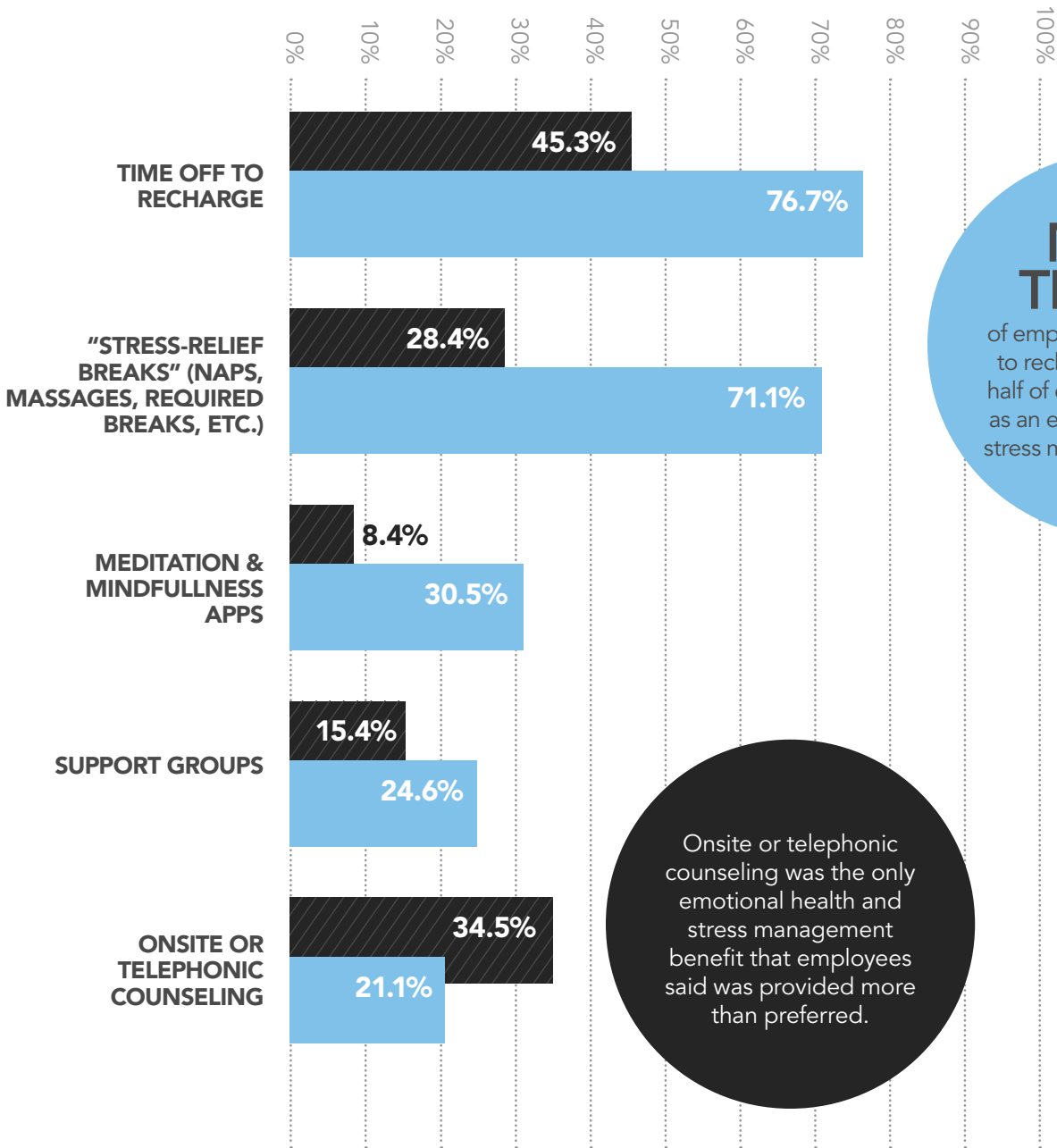
Stress is no stranger to the workplace. Employees put in more hours than ever before in an effort to fulfill consumer demands, climb the corporate ladder, or just make ends meet. When employers don't help their people manage stress that workloads, coworkers, and bosses can all pile on, employee motivation, engagement, and mental health will suffer.

.....

BENEFITS INCLUDED IN THE STUDY



- Time Off to Recharge
- Stress-Relief Breaks
- Meditation and Mindfulness Apps
- Support Groups
- Onsite or Telephonic Counseling

What Employees Want vs. What Employers Provide



MORE THAN $\frac{3}{4}$
of employees want time off to recharge, but less than half of employers provide it as an emotional health and stress management benefit.

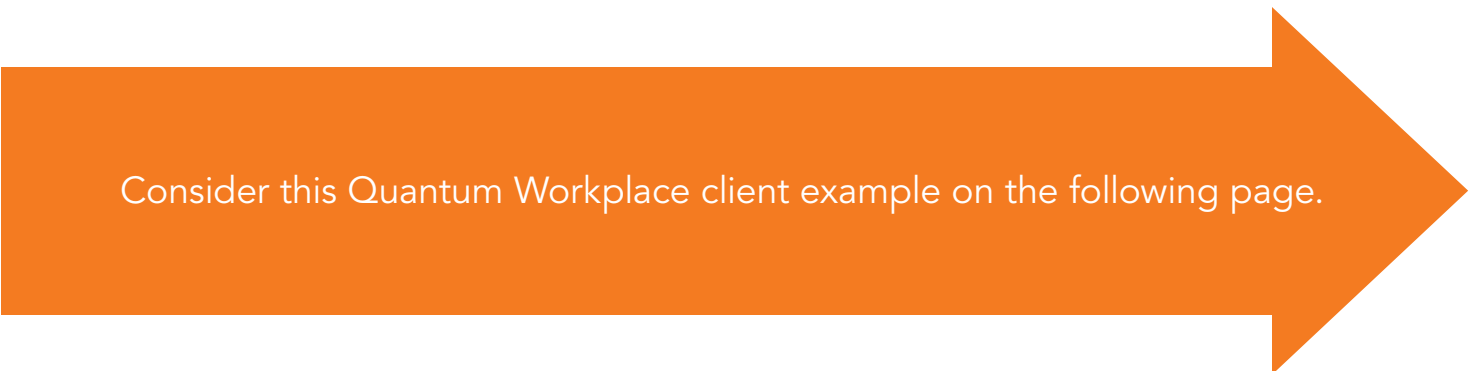
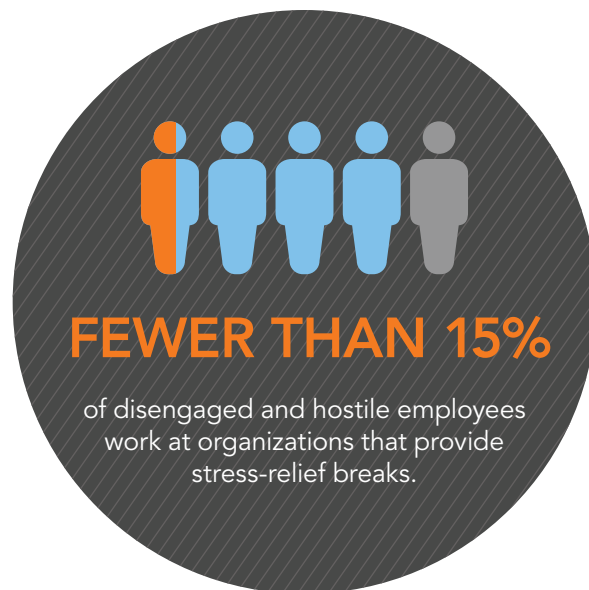
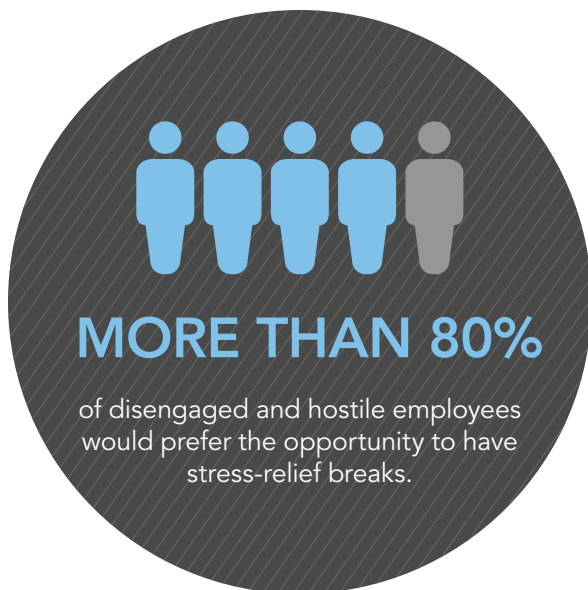
Onsite or telephonic counseling was the only emotional health and stress management benefit that employees said was provided more than preferred.

 Percent of organizations that offer this benefit
 Percent of employees who would prefer this benefit

Disengaged Employees Want Stress-Relief Breaks

More than 80 percent of disengaged and hostile employees would prefer the opportunity to have stress-relief breaks, such as a nap, massage, or required break.

However, fewer than 15 percent of the same engagement profiles work at organizations that provide it.

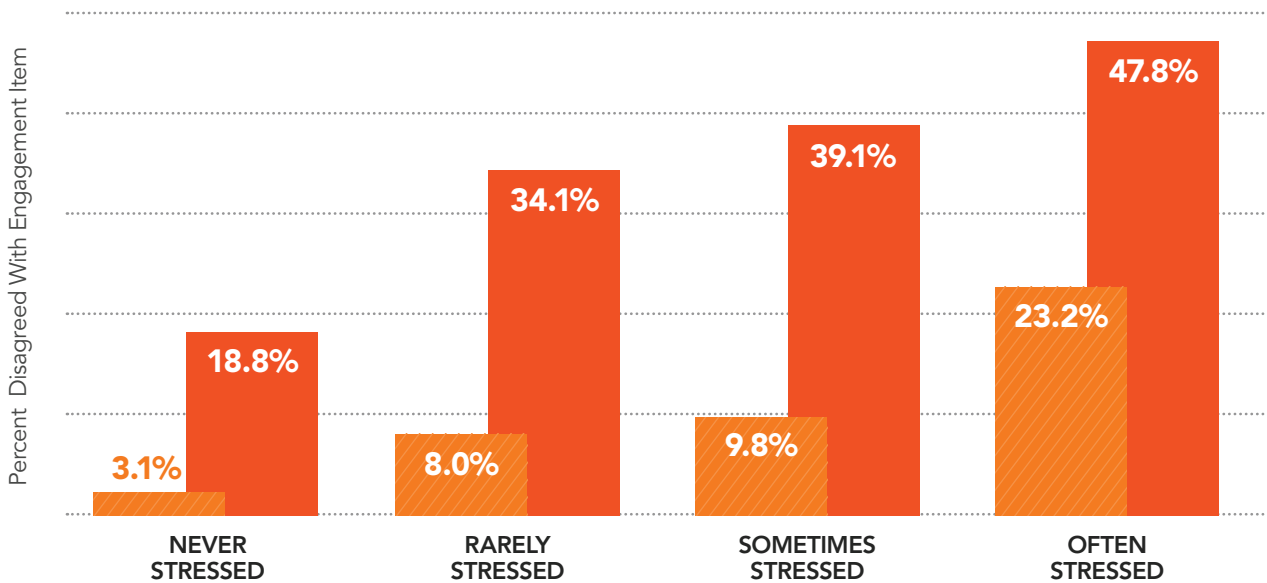


Consider this Quantum Workplace client example on the following page.

A Quantum Workplace client in the educational services industry with 4,000 employees wanted a better understanding about how employee engagement affects employee health. One example question from that study examined how often employees felt stressed.

Disagreement with two engagement survey items showed a strong correlation to employees having greater stress. The two survey items were:

- I enjoy doing my work.
- It would take a lot to get me to leave this organization.

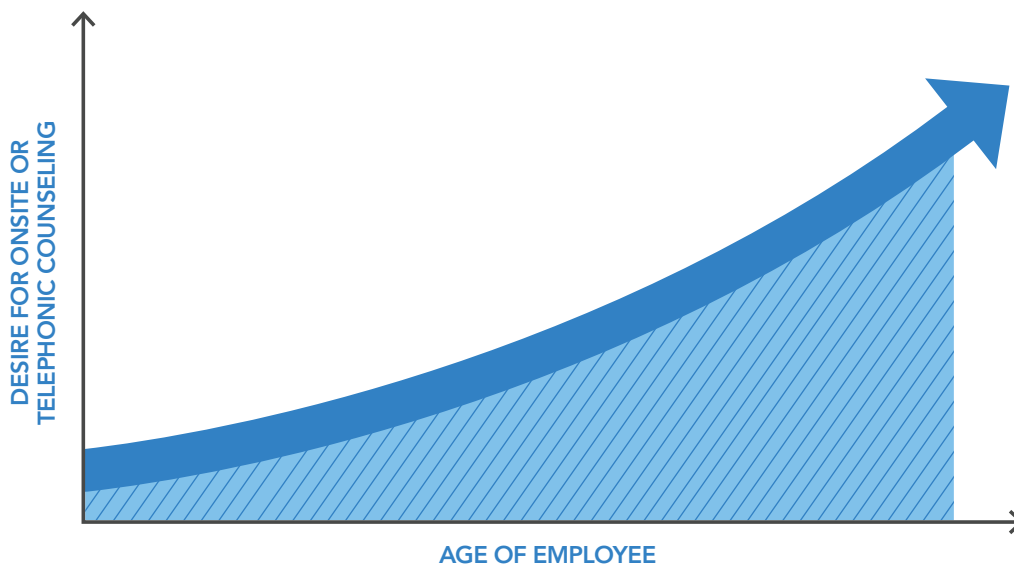


How often do you feel tense, anxious, or depressed?

This study originally published in one of our ebooks, [How to Rejuvenate Your Stale, Robotic Engagement Strategy](#).

Counseling: More Important as Employees Age

One-third of employees 66 years old or older want onsite or telephonic counseling as an emotional health and stress management benefit. The younger the employee, the less likely they are to prefer the benefit. Only 21 percent of employees between 26 and 65 years old and 13 percent of employees 25 years old or younger marked it as a preference.



Men Don't Want Meditation and Mindfulness Apps

Fewer than a quarter of men surveyed said meditation and mindfulness applications would be an emotional health and stress management benefit they'd prefer, compared to more than one third of women.

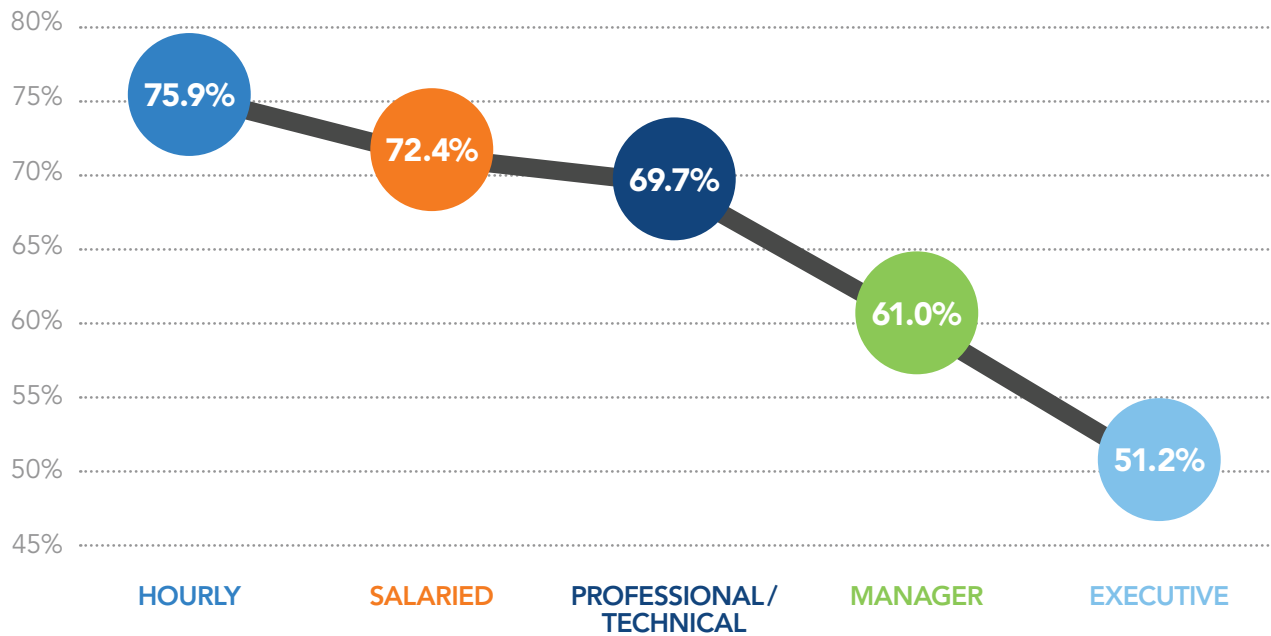
Meditation and mindfulness applications and onsite or telephonic counseling are men's least preferred emotional health and stress management benefit.

Stress-Relief Breaks: Most Important to Hourly Employees

Three-fourths of hourly employees said they'd prefer stress-relief breaks as a benefit, compared to half of executives. As employee position level increased, the likeliness to prefer the benefit decreased.



STRESS-RELIEF BREAKS PREFERENCE BY POSITION LEVEL



NUTRITIONAL BENEFITS



WHAT ARE NUTRITIONAL BENEFITS?

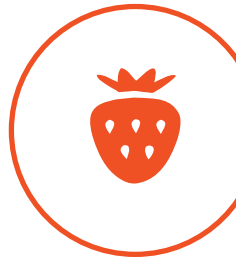
Nutritional benefits give employees the information and resources they need to make decisions about the food they eat.

WHY ARE NUTRITIONAL BENEFITS IMPORTANT?

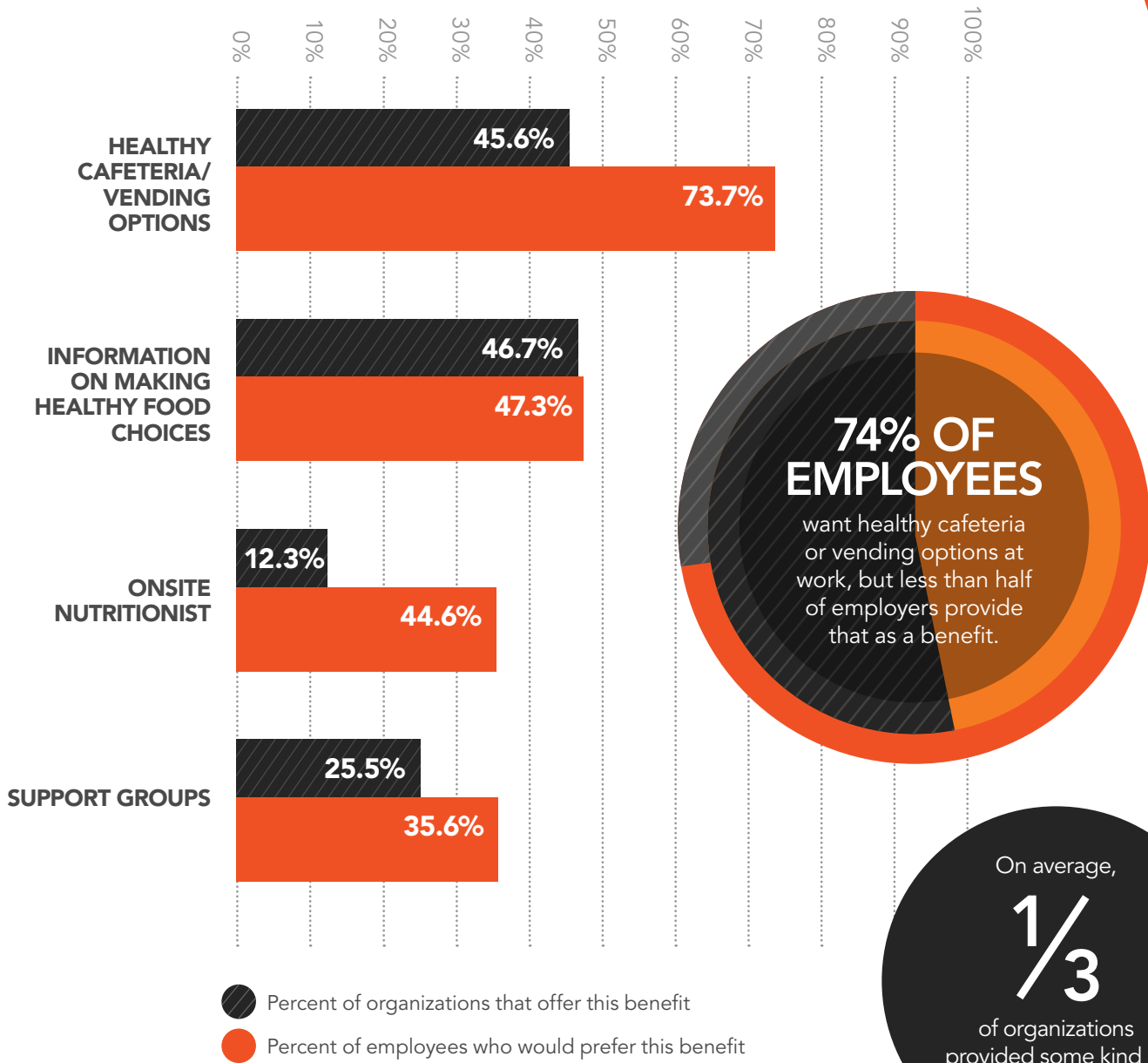
Various studies have shown that when employees' eat healthier their productivity increases. But the value of nutritional benefits go beyond that. When employers offer nutritional benefits as a part of their health and well-being programs, they can help improve employee health, decrease absenteeism and sick leave, and lower healthcare costs.

BENEFITS INCLUDED IN THE STUDY

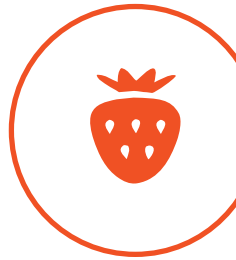
- Healthy Cafeteria/Vending Options
- Information on Making Healthy Food Choices
- Onsite Nutritionist
- Support Groups



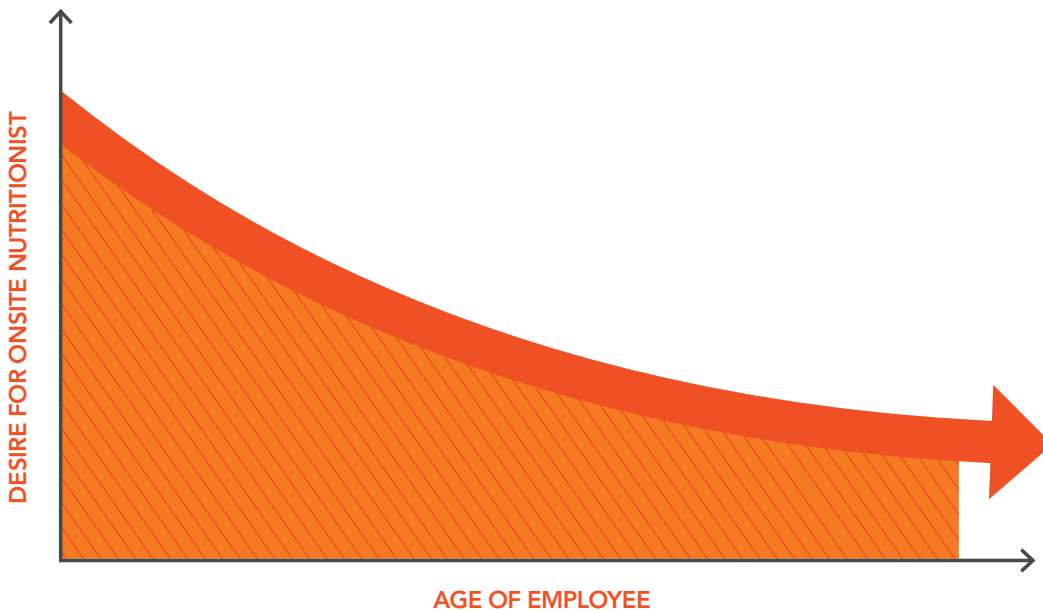
What Employees Want vs. What Employers Provide



Onsite Nutritionist Becomes Less Important with Age



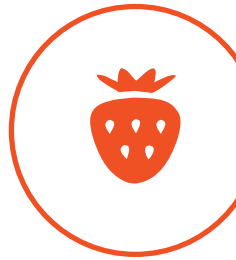
An onsite nutritionist was the second most important nutritional benefit for millennial employees, with half of the group marking it as preferred. For employees between 36 and 65 years old, it was the third ranked item. Employees 66 and older ranked an onsite nutritionist as the least important nutritional benefit.



Healthy Cafeteria/Vending Options: Most Preferred Across All Employees

Regardless of demographic, healthy cafeteria or vending options was the most preferred nutritional benefits across all employees. Seventy-four percent of employees said they'd like it as a benefit.

Fewer than half of employees said they'd prefer any other nutritional benefit. Support groups for weight management was the least preferred, as only 35 percent of employees said they'd want it as a benefit.



PHYSICAL HEALTH BENEFITS



WHAT ARE PHYSICAL FITNESS BENEFITS?

Physical fitness benefits help employees achieve and maintain their fitness goals.

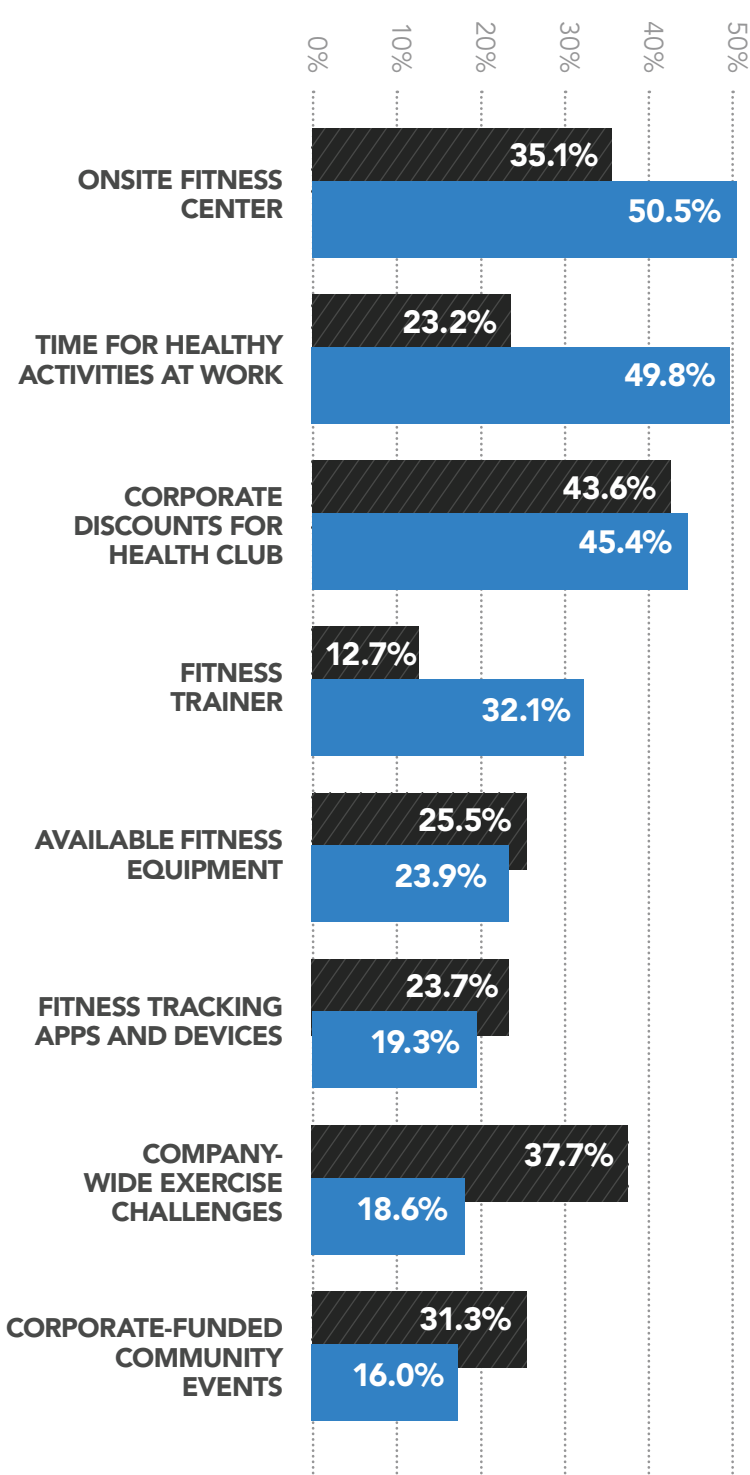
WHY ARE FINANCIAL BENEFITS IMPORTANT?

When employers offer physical fitness benefits as a part of their health and well-being programs, they show employees they care about them personally, as well as professionally. Physical fitness benefits allow employers to support employee health and interests while making employees feel valued.

BENEFITS INCLUDED IN THE STUDY

- Onsite Fitness Center
- Time for Healthy Activities at Work
- Corporate Discount for Health Club
- Fitness Trainer
- Available Fitness Equipment
- Fitness Tracking Apps/Devices
- Company-Wide Exercise Challenges/Competitions
- Corporate Funded Community Events

What Employees Want vs. What Employers Provide



1/2 OF EMPLOYEES
 want an onsite fitness center and time for healthy activities at work.

Corporate discounts for health club memberships is the most provided physical fitness benefit.
44%
 of employers provide it.

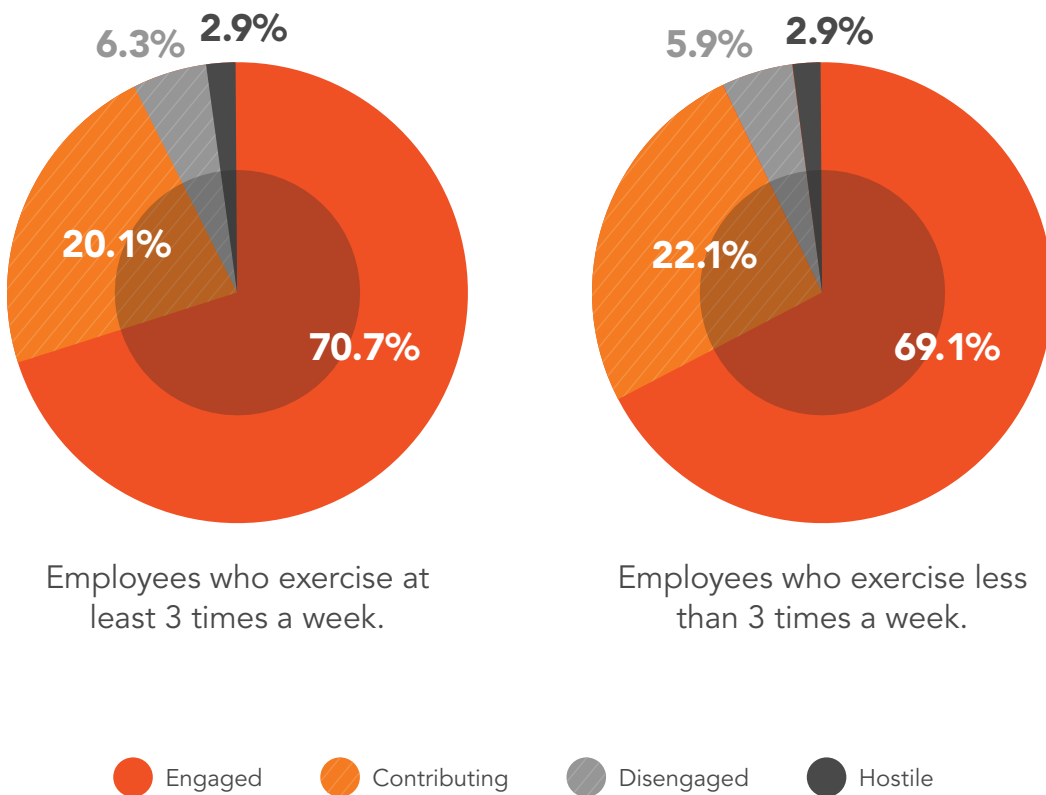
- Percent of organizations that offer this benefit
- Percent of employees who would prefer this benefit



Exercisers and Non-Exercisers: Equally Engaged

According to this study, regular exercise, three times a week or more, has little to no direct impact on employee engagement.

In fact, when comparing those who exercise at least three times a week and those who don't, there is less than a 2 percent variance for each engagement profile.

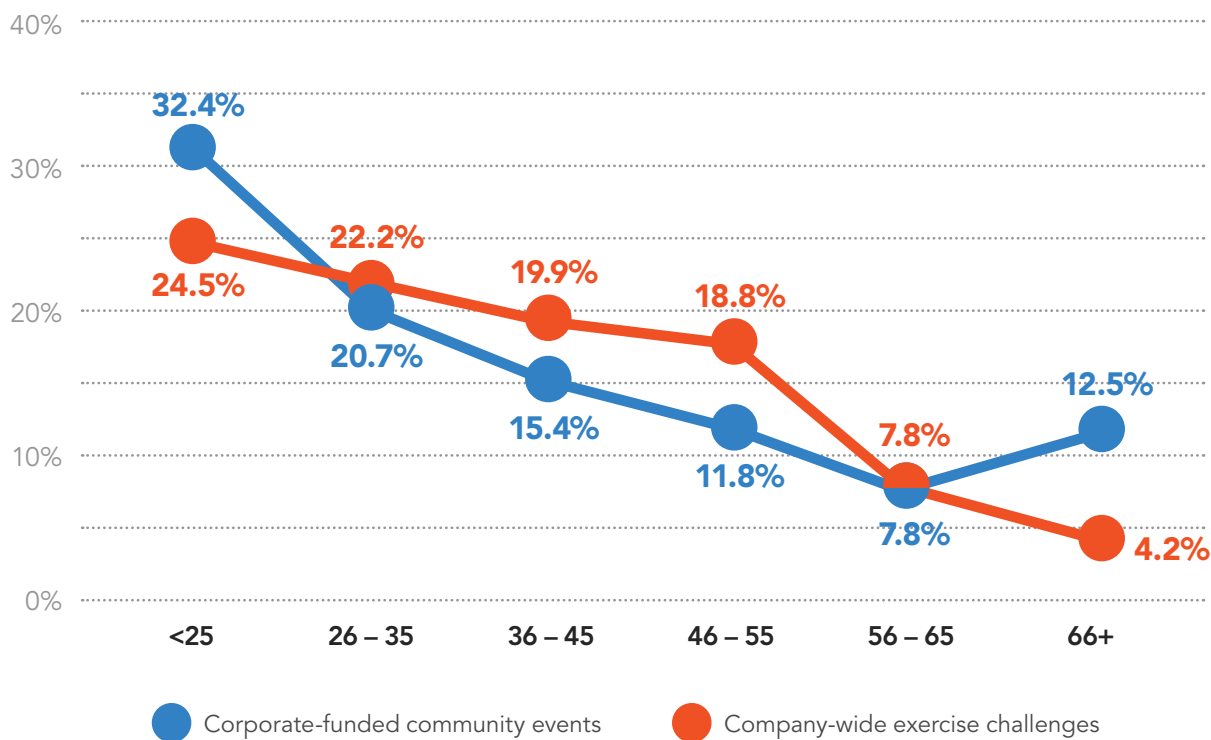


Millennials Want Corporate-Funded Community Events and Company-Wide Exercise Challenges



The youngest millennials, age 25 and younger, said they preferred corporate-funded community events and company-wide exercise challenges more than any other age group.

PHYSICAL FITNESS PREFERENCES BY AGE



More than 20 percent of millennials, age 35 and younger, preferred company-wide exercise challenges. Preference for this benefit steadily declined with age, until a drastic decrease in preference for employees 56 and older. Baby boomers, employees 56 and older, were four times less likely to prefer company-wide exercise challenges than millennials.

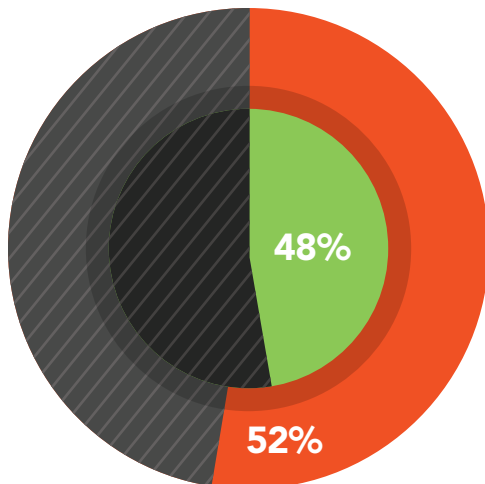
One-third of employees 25-years-old and younger said they wanted corporate-funded community events. Interestingly, preference for this benefit declined with age, with the exception of the oldest baby boomers. Almost 13 percent of employees 66-years-old and older said they'd prefer corporate-funded community events as a benefit.

Men Want to Exercise Offsite, Women Onsite

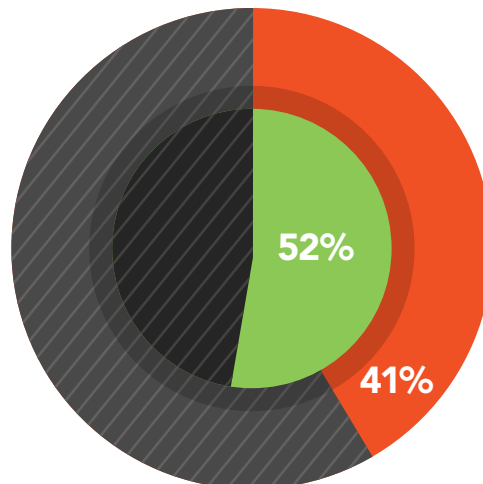
Women prefer physical fitness benefits they can utilize at the workplace, while men prefer their benefits offsite.

52 percent of women said they would prefer an onsite fitness center, compared to 48 percent of men.

Furthermore, men are 11 percent more likely to prefer a corporate discount for a health club membership. 52 percent of men said they preferred the physical fitness benefit, compared to 41 percent of women.



Those who said they would prefer an onsite fitness center.



Those who said they would prefer a corporate discount for a health club membership.

● Men ● Women

PHYSICAL HEALTH BENEFITS



WHAT ARE PHYSICAL HEALTH BENEFITS?

Physical health benefits aid employees with necessary health expenses and are often a make-or-break deal for top candidates entering your workforce.

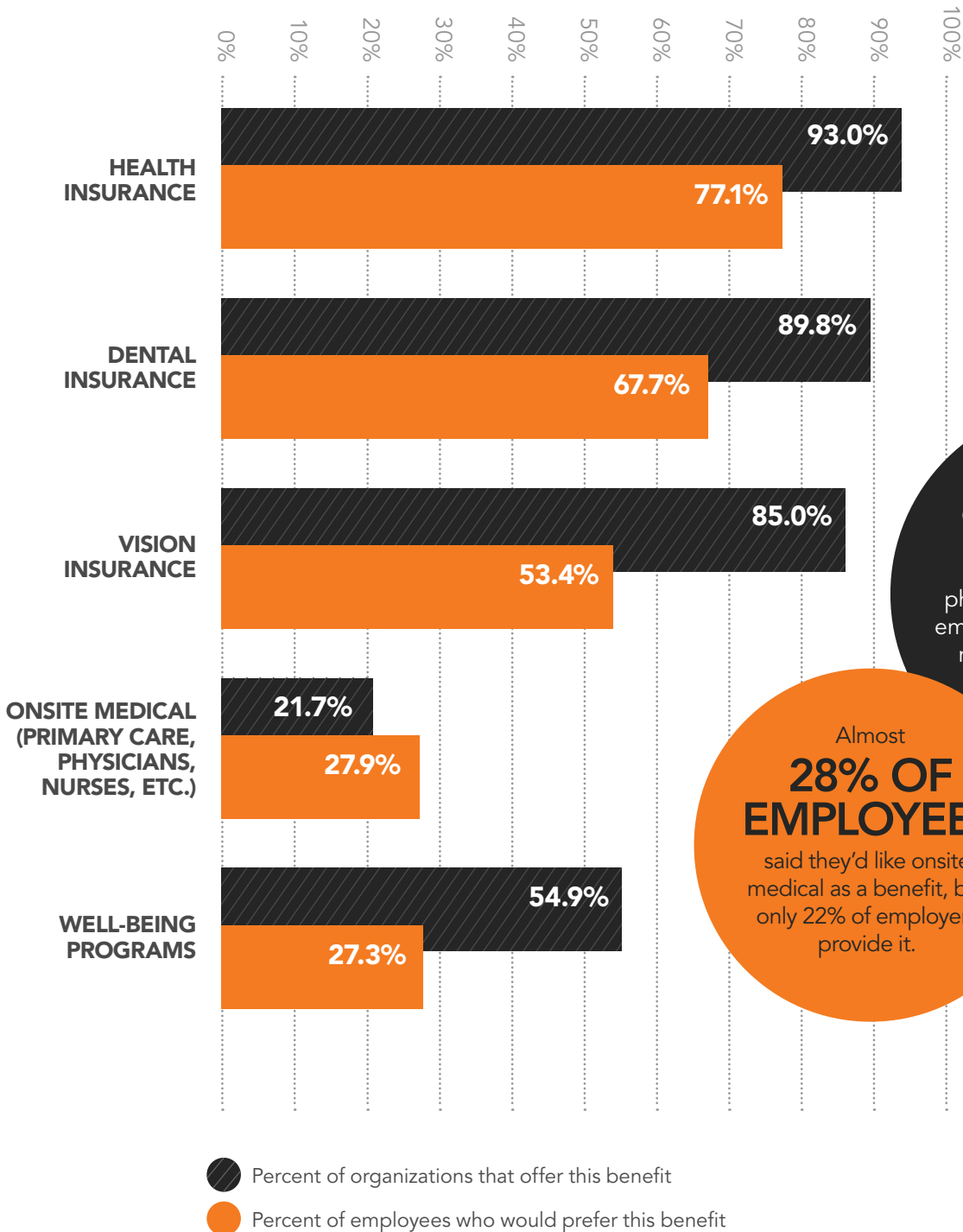
WHY ARE PHYSICAL HEALTH BENEFITS IMPORTANT?

Doctor visits, dental work, and eye care often arise as unplanned financial burdens on employees. When employers provide partial coverage or programs to help relieve that financial burden and show they care about employees' health, their people will be more engaged and more likely to stay.

BENEFITS INCLUDED IN THE STUDY

- Health Insurance
- Dental Insurance
- Vision Insurance
- Onsite Medical
- Wellness Programs

What Employees Want vs. What Employers Provide



Onsite medical, such as primary care physicians and nurses, is the only physical health benefit that employees said they'd prefer more than organizations provide it.

Almost **28% OF EMPLOYEES** said they'd like onsite medical as a benefit, but only 22% of employers provide it.

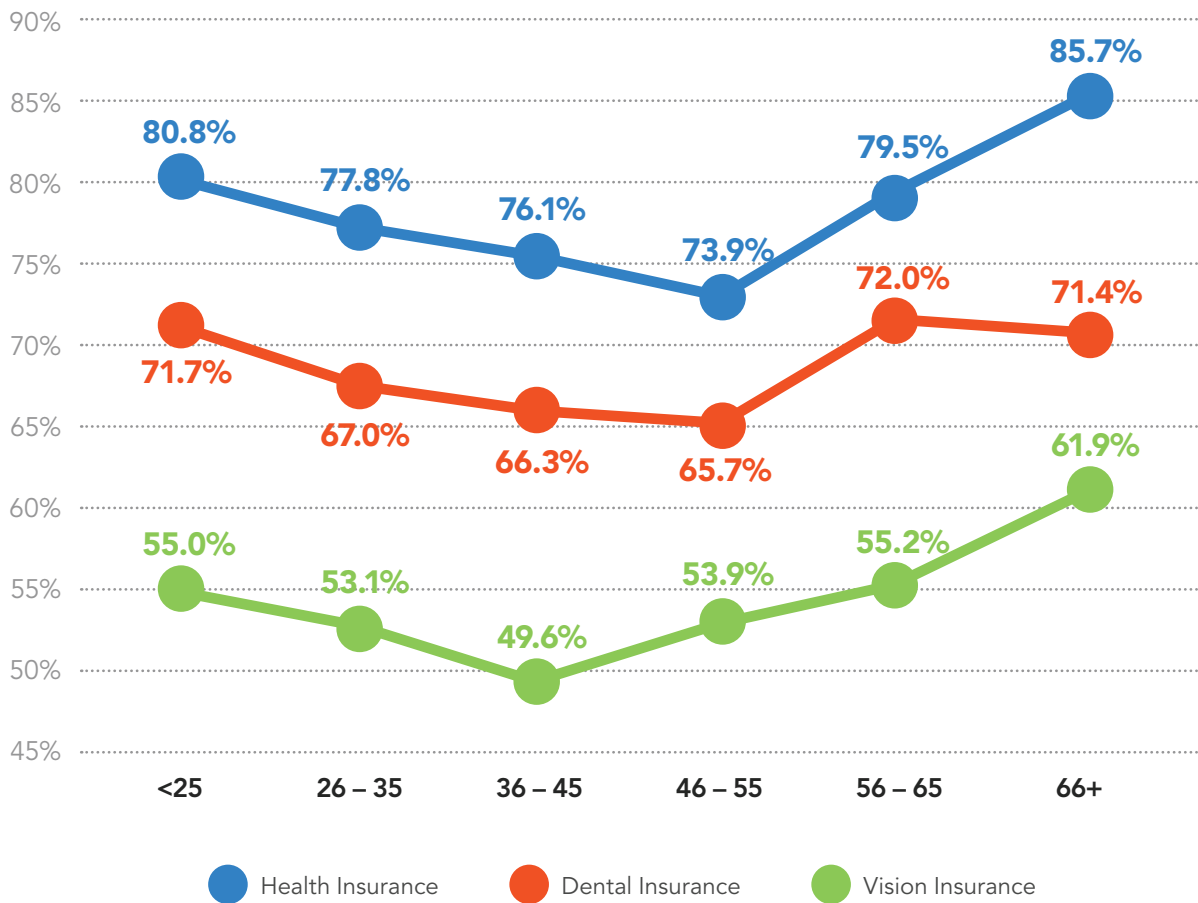
● Percent of organizations that offer this benefit
 ● Percent of employees who would prefer this benefit

Youngest and Oldest Employees Value Insurance Most

Health, dental, and vision insurance all followed similar trends in regards to benefit preference by age. The youngest and oldest employees were most likely to prefer the coverage.



PHYSICAL HEALTH PREFERENCE BY AGE



Consider this Limeade client example on the following page.



Cincinnati Children's Hospital Medical Center ranks third in the nation in U.S. News & World Report's 2014 Best Children's Hospitals. Yet in 2011 employee medical claims were increasing 16 to 17 percent a year – far above the national average. In partnership with Limeade, the organization launched *MyHealthPath*, the hospital's internal employee health, well-being, and engagement program. The solution?

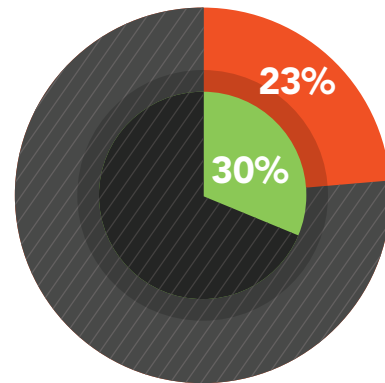
- Locally relevant challenges like attending "Fitness on the Field" an annual event at the Cincinnati Bengals Stadium designed to get employees and their families moving.
- Making healthy food choices simple by color coding cafeteria foods in red, yellow, or green.
- A highly engaged and visible CEO, who sponsored and participated challenges like "Zoo Walks" – a weekly group walk to the nearby zoo.

In the Cincinnati Business Courier, Director of Benefits Michael Stuart said Cincinnati Children's reported a \$5.4 million saving in individual participant healthcare costs. They also increased preventive care by 44 percent and improved participation in nutrition and coaching programs by 147 percent.

Women Prefer Onsite Medical

Women are 7 percent more likely to prefer onsite medical, such as primary care physicians and nurses, than their male coworkers. 30 percent of women said they would like it as a physical health benefit, compared to 23 percent of men.

Furthermore, women were more than 11 percent more likely to say their organization provided it. 25 percent of women said their organization offered it as a benefit, compared to 14 percent of men.



Those who said they would prefer onsite medical.

● Men ● Women



Hourly Employees Prefer Onsite Medical

Hourly employees are three times more likely to prefer onsite medical than executives. More than 30 percent of the hourly employees said they preferred it compared to 11 percent of executives. Roughly 25 percent of manager-level, professional and technical, and salaried employees said onsite medical was a physical health benefit they preferred.

WORK-LIFE BALANCE BENEFITS



WHAT ARE WORK-LIFE BENEFITS?

Work-life balance benefits help ensure employees maintain harmony between their personal and professional lives.

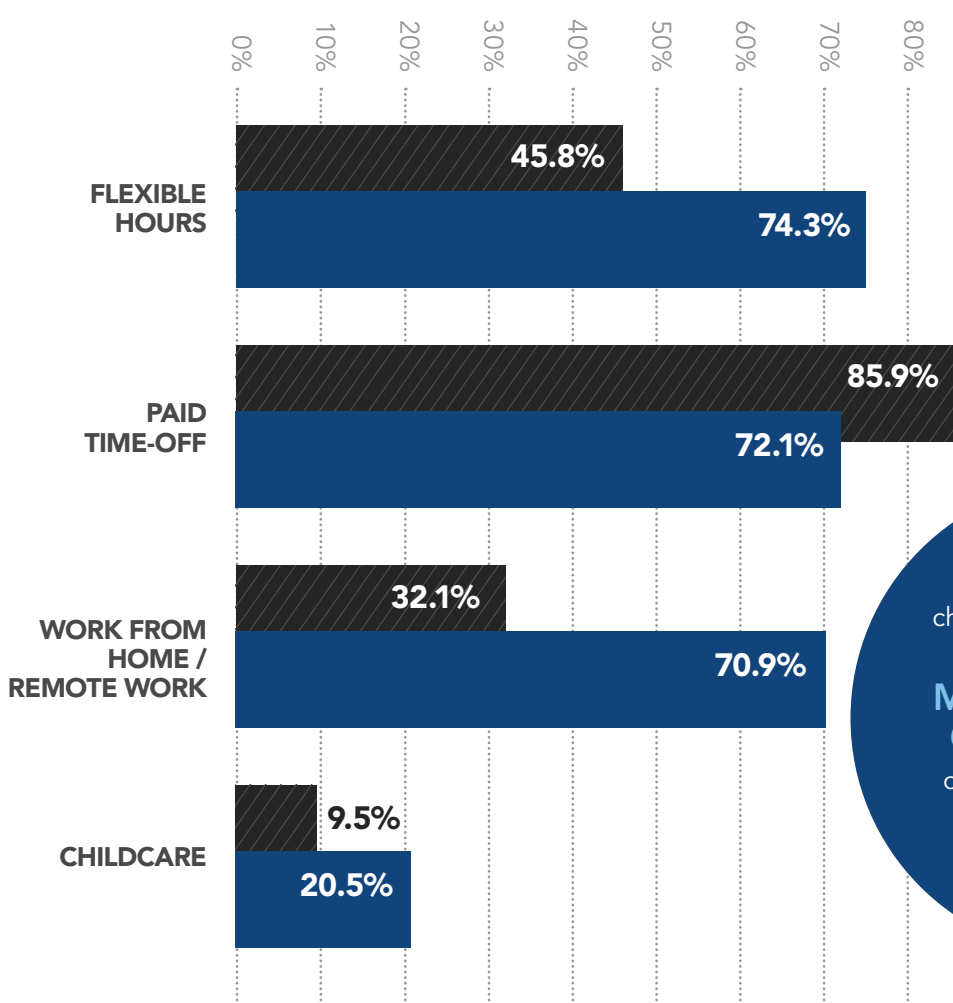
WHY ARE WORK-LIFE BENEFITS IMPORTANT?

When employees think they're work-life balance is out of whack, work is usually to blame. Employers can offer work-life balance benefits to help employees avoid stress and burnout, stay motivated and productive, and increase engagement.

BENEFITS INCLUDED IN THE STUDY

- Flexible Hours
- Paid Time Off
- Work from Home/Work Remote
- Childcare

What Employees Want vs. What Employers Provide



Paid time off is the most common work-life benefit, as **85% OF EMPLOYERS** provide it

When asked to choose 3 work-life balance benefits they'd prefer, **MORE THAN 70% OF EMPLOYEES** chose time off, flexibility, and the ability to work remote over childcare.

Less than half of all employers provide flexible hours, **1/3** provide the ability to work remote, and **1/10** offer employees childcare.

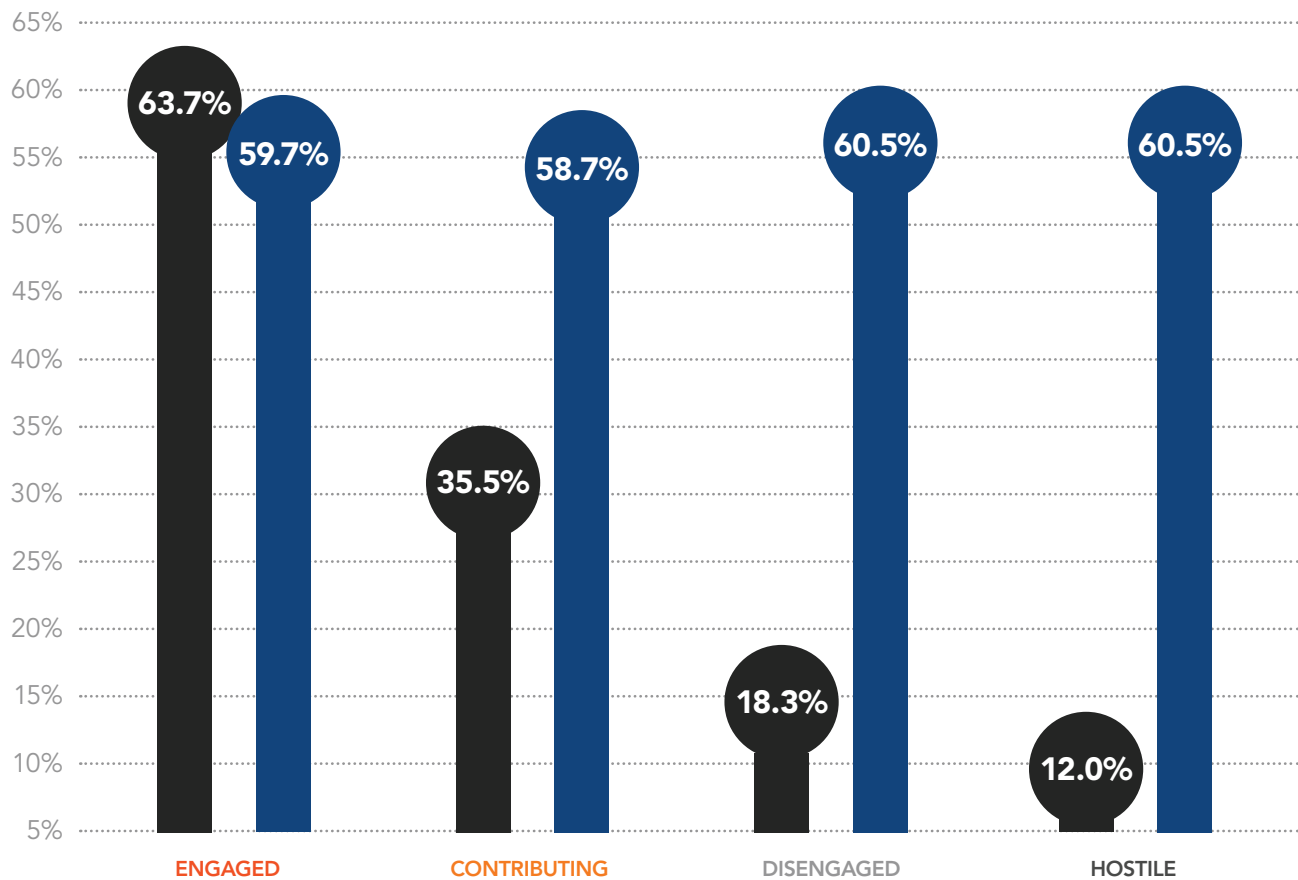
- Percent of organizations that offer this benefit
- Percent of employees who would prefer this benefit

60% of Employees Want Employers to Support Their Work-Life Balance



60 percent of employees, regardless of employee profile, prefer to have work-life balance benefits. However, engaged employees are the only profile that believes employers are accommodating these requests.

63 percent of engaged employees said they receive work-life balance support from the benefits provided to them. Only 35 percent of contributing, 18 percent of disengaged, and 12 percent of hostile employees said they get the support they need.



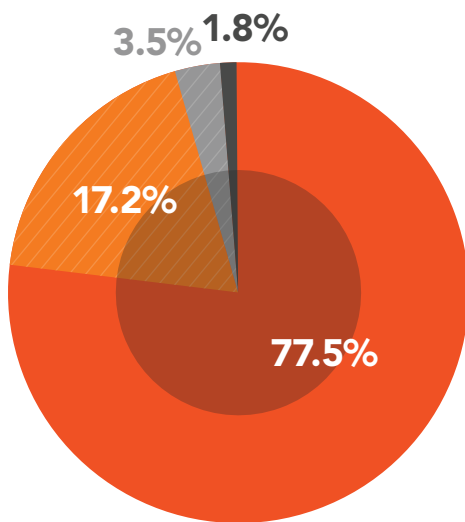
- My organization supports my work-life balance with benefits.
- I want work-life balance benefits.



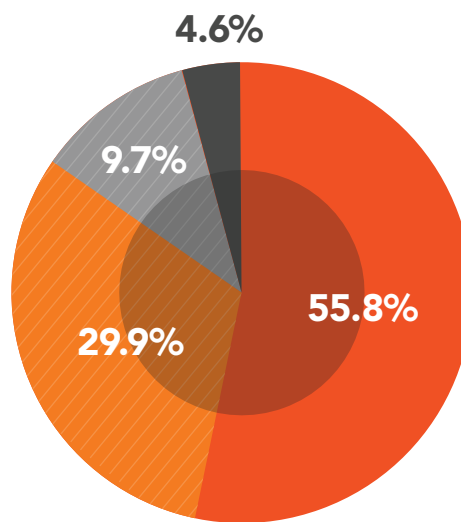
Engagement Increases When Work and Personal Life is Balanced

Employees are more than **20 percent more engaged** when they have the right amount of balance between their work and personal life.

Employees who don't feel like there's a balance are 2.5 times more likely to be hostile and 2.7 times more likely to be disengaged.



I am satisfied with the balance between my work and personal life.



I am not satisfied with the balance between my work and personal life.

- Engaged
- Contributing
- Disengaged
- Hostile

Only One-Fourth of Disengaged and Hostile Employees Are Satisfied With Paid Time Off



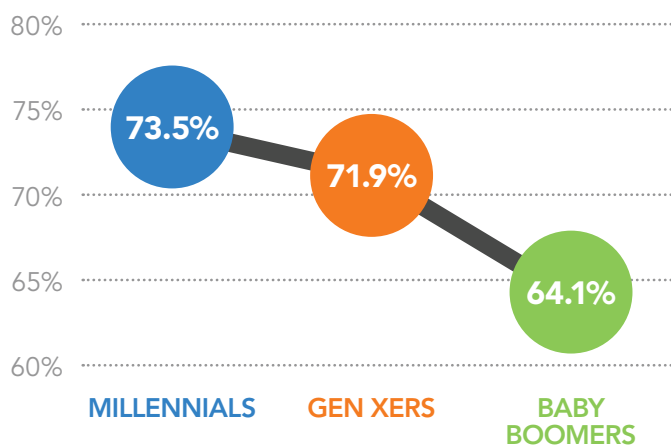
Twenty-three percent of hostile employees and 26 percent of disengaged employees were satisfied with the amount of paid time off they were provided, compared to 69 percent of engaged employees and 51 percent of contributing.



Millennials: Most Likely to Prefer Work From Home / Remote Benefit

On average 74 percent of millennials want the option to work remote. They are almost 10 percent more likely to want that benefit than baby boomers.

WORK FROM HOME / REMOTE PREFERENCE BY AGE



Women: Just As Likely to Prefer Childcare As Men

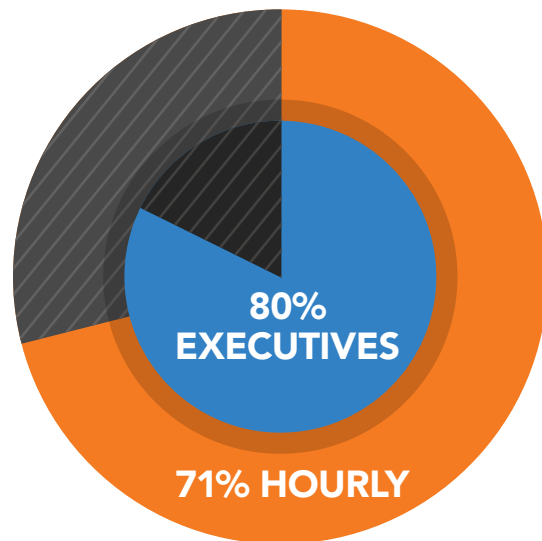
Twenty-one percent of women said they want childcare as a work-life balance benefit, while 20 percent of men preferred the benefit. Furthermore, men were 1.2 times more likely to say it was provided.

When analyzing satisfaction, 5 percent more of women were satisfied with childcare. More than 86 percent of women said they received the right amount of childcare compared to 81 percent of men.



Executives: Most Likely to Prefer Flexible Hours

More than 80 percent of executives surveyed said they'd prefer flexible hours as a work-life benefit, compared to 71 percent of hourly employees. Three-fourths of manager-level, professional or technical, and salaried employees said they wanted flexible hours.



Those who said they would prefer flexible hours.

10

AREAS OF OPPORTUNITY

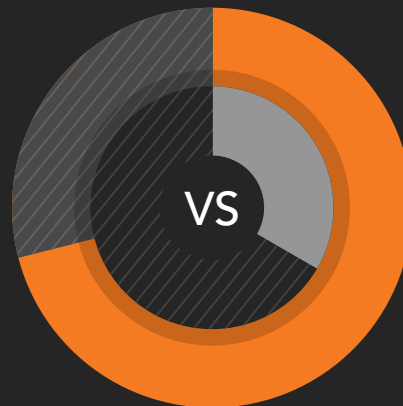
To create an engaging health and well-being program employees appreciate, employers need to make sure that the benefits they offer align with what employees want. Based on the research in this report, the next section targets eight areas of opportunity for your organization to improve its benefit offerings and increase employee engagement.



1. Standard-of-Living Raises

Standard-of-living raises, also known as cost-of-living adjustments (COLAs), reside on the premise that as the cost of goods and services increases, employees' pay increases as well. Unlike merit- or performance-based raises, standard-of-living raises are meant to compensate employees for increased living costs due to inflation. Standard-of-living raises is an opportunity for employers because:

**70.5% OF
EMPLOYEES
WANT**
standard-of-living raises



**31.4% OF
EMPLOYERS
PROVIDE**
standard-of-living raises



**EMPLOYEES ARE
14.8% MORE ENGAGED**
when provided standard-of-living raises



PRO TIP

NOTIFY EMPLOYEES: While standard-of-living raises will likely occur at the same time every year, be sure to notify employees of the compensation adjustment. (Example: "Inflation is estimated to be 1.4 percent next year. As a result, you will see a minimum 1.4 percent increase in salary for the next 12 months.")

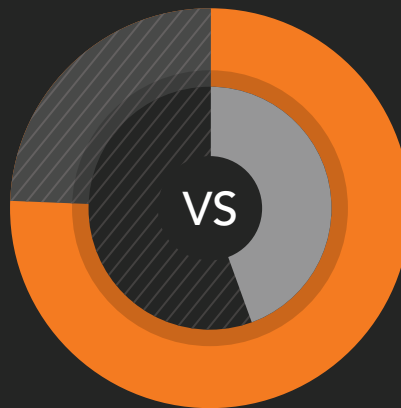


2. Time Off to Recharge

Time off to recharge gives employees the freedom to step away from work when necessary. It differs from paid time off, which traditionally includes a set number of days granted to all employees. Instead, time off to recharge relies on employees' and their managers' discretion and is normally used when employees are experiencing high levels of stress or burnout. Time off to recharge is an opportunity for employers because:

**76.5% OF
EMPLOYEES
WANT**

time off to recharge



**45.3% OF
EMPLOYERS
PROVIDE**

time off to recharge



**EMPLOYEES ARE
13.8% MORE ENGAGED**

when provided time off to recharge



PRO TIP

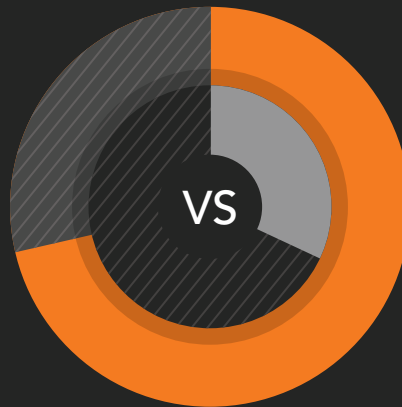
CREATE GUIDELINES: Before you implement time off to recharge as a benefit, set clear guidelines, including: who is eligible, how it's earned, how it gets approved, the maximum number of days allotted, etc.

3. Stress-Relief Breaks

Stress-relief breaks are short periods of time throughout the day where employees are able to completely step away from their work. These breaks, such as naps, massages, or moments of uninterrupted relaxation, allow employees to refresh, reset, and stay engaged in their work. Stress-relief breaks are an opportunity for employers because:

**71.1% OF
EMPLOYEES
WANT**

stress-relief breaks



**28.4% OF
EMPLOYERS
PROVIDE**

stress-relief breaks



**EMPLOYEES ARE
13.8% MORE ENGAGED**
when provided stress-relief breaks



PRO TIP

CHECK THE PULSE: Check in to see if stress-relief breaks are actually reducing stress. Send out regular pulse surveys to gauge employee stress level, measure employee engagement, and gather feedback on how to improve.

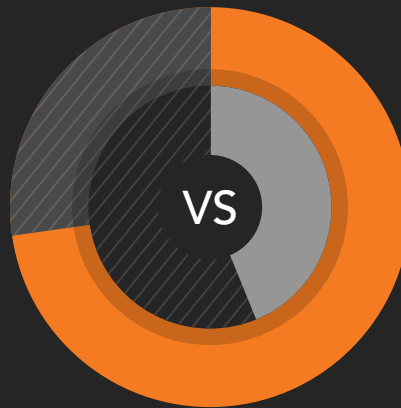


4. Healthy Cafeteria/Vending Options

Healthy cafeteria/vending options give employees more access to healthy food at work. Instead of having to plan and prepare healthy meals or snacks at home, this benefit gives employees access to the food they want. Healthy cafeteria/vending options is an opportunity for employers because:

**73.7% OF
EMPLOYEES
WANT**

healthy cafeteria/vending options



**45.6% OF
EMPLOYERS
PROVIDE**

healthy cafeteria/vending options



**EMPLOYEES ARE
9.8% MORE ENGAGED**

when provided healthy cafeteria/vending options



PRO TIP

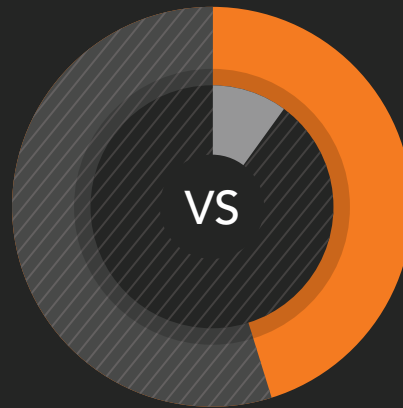
FIND OUT WHAT THEY WANT: Before you invest money and resources into healthy cafeteria and/or vending options, ask employees what they want. Send out a list of the items you're able or willing to provide, and ask employees to vote on the options they'd prefer.



5. Onsite Nutritionist

An onsite nutritionist can consult with individuals or groups of employees right at the office. Unlike general information on making healthy food choices, an onsite nutritionist is able to give employees information and recommendations based on their unique lifestyles and goals. An onsite nutritionist is an opportunity for employers because:

**44.6% OF
EMPLOYEES
WANT**
an onsite nutritionist



**12.3% OF
EMPLOYERS
PROVIDE**
an onsite nutritionist



**EMPLOYEES ARE
5.1% MORE ENGAGED**
when provided an onsite nutritionist



PRO TIP

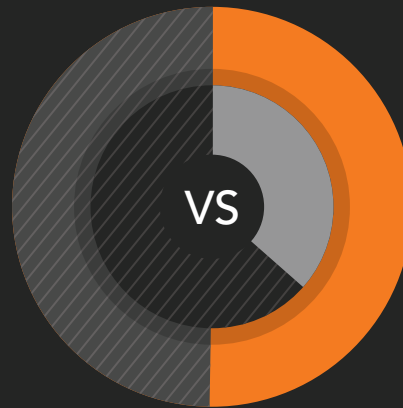
MAKE IT AVAILABLE: Create a schedule and sign-up sheet to make sure the onsite nutritionist is available to meet with every employee individually. If schedules don't allow that, organize group or all-company sessions where employees can opt to attend if they want.

6. Onsite Fitness Center

An onsite fitness center gives employees the ability to work out at the office. It's convenient location eliminates time wasted traveling to and from the fitness center, allowing employees to easily exercise before work, after work, or over their lunch break. (Not to mention the money they'll save on membership fees.) An onsite fitness center is an opportunity for employers because:

**50.5% OF
EMPLOYEES
WANT**

an onsite fitness center



**35.1% OF
EMPLOYERS
PROVIDE**

an onsite fitness center



**EMPLOYEES ARE
5.1% MORE ENGAGED**
when provided an onsite fitness center



PRO TIP

MAKE IT WORTH THE WHILE: If you're going to invest in an onsite fitness center, make it a place employees will actually want to utilize. At minimum, include basic exercise machines and free weights, and make the size of the fitness center proportional to the number of employees who will use it.

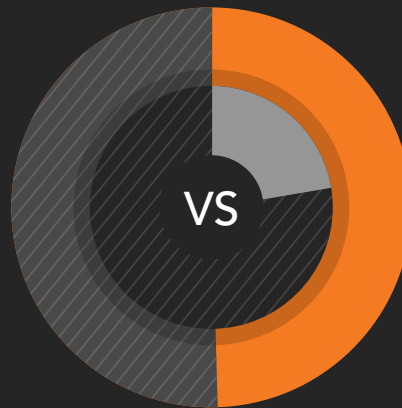


7. Time for Healthy Activities at Work

Time for healthy activities at work gives employees the opportunity to boost their level of physical fitness in short bursts throughout the workday. Healthy activities can include walks, yoga, or short individual challenges, like planks, push ups, or wall squats. Time for healthy activities at work is an opportunity for employers because:

**49.8% OF
EMPLOYEES
WANT**

time for healthy activities at work



**23.2% OF
EMPLOYERS
PROVIDE**

time for healthy activities at work



**EMPLOYEES ARE
18.1% MORE ENGAGED**

when provided time for healthy activities at work



PRO TIP

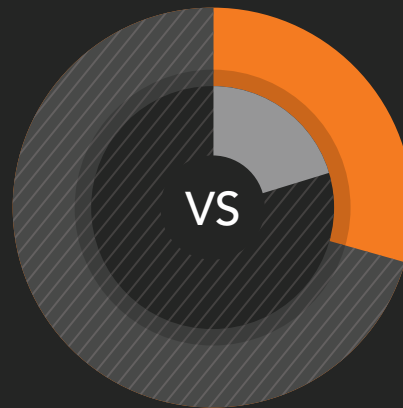
MAKE IT OPTIONAL: If your organization sets aside time for healthy activities at work, give every employee the opportunity to participate in that activity—but don't require it. If employees want to do something on their own, or choose not to participate at all, be careful not to make them feel like an outsider because of it.



8. Onsite Medical

Onsite medical gives employees the ability to see the doctor at the office. It's convenient location and maximum number of patients limits the amount of work employees will miss for doctor appointments (think commuting to and from hospital, sitting in the waiting room, waiting to hear results, etc.). Onsite medical is an opportunity for employers because:

**27.9% OF
EMPLOYEES
WANT**
onsite medical



**21.7% OF
EMPLOYERS
PROVIDE**
onsite medical



**EMPLOYEES ARE
1.6% MORE ENGAGED**
when provided onsite medical



PRO TIP

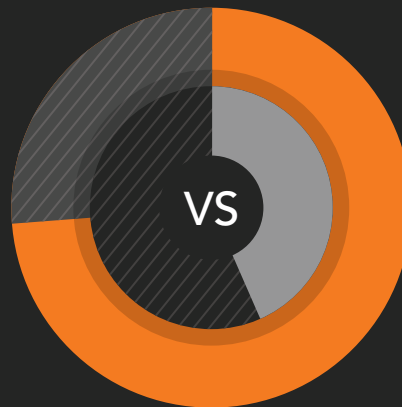
KEEP IT PRIVATE: Doctor visits are very personal events that most employees don't want to share with their coworkers. If you offer onsite medical, protect employee privacy by scheduling appointments, designating an area for visits, and utilizing a third-party medical professional.

9. Flexible Hours

While more commonly utilized by employees who don't have to be available to customers during business hours, flexible hours give employees the freedom to manage their time in a way that works best for them. When employees' work and personal lives conflict, this benefit allows them to arrange their schedule in order to make personal commitments, while still putting in a full work week. Flexible hours are an opportunity for employers because:

**74.3% OF
EMPLOYEES
WANT**

flexible hours



**45.8% OF
EMPLOYERS
PROVIDE**

flexible hours



**EMPLOYEES ARE
18.0% MORE ENGAGED**

when provided flexible hours



PRO TIP

DON'T MICROMANAGE: Offering flexible hours requires a great deal of trust in your employees. Allow them to determine when they put in hours and trust that they're working when they say they are. Only investigate the time they're putting in if you notice a performance issue.

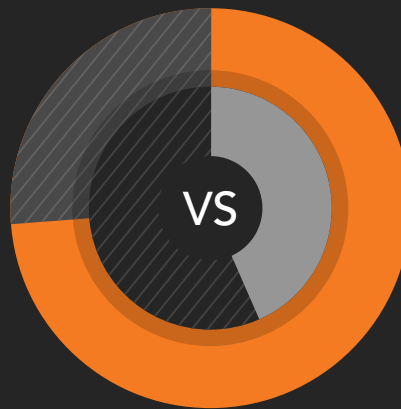


10. Work From Home / Work Remote

This benefit gives employees the opportunity to work outside the office when necessary or on a full-time basis. Instead of requiring all employees to work from a corporate office, organizations provide their employees with the equipment and resources they need to work from their house or a remote location. Work from home/work remote is an opportunity for employers because:

**70.9% OF
EMPLOYEES
WANT**

to work from home / work remote



**32.1% OF
EMPLOYERS
PROVIDE**

to work from home / work remote



**EMPLOYEES ARE
14.0% MORE ENGAGED**

when provided the opportunity to work from home / work remote



PRO TIP

KEEP IN TOUCH: One disadvantage of a work from home or work remote benefit is the loss of contact from employee to employee or employee to manager. Make an effort to increase personal touch — call instead of instant messaging and video chat instead of sending an email.



11. **BONUS!** Communication of Benefits

Just because an organization offers health and well-being benefits doesn't mean employees will be more engaged. Clearly communicating what benefits are available to employees — and the value of those benefits — is just as important as the benefits program itself in regards to employee engagement. Clear communication of benefits is an opportunity for employers because:



**EMPLOYEES ARE
20.0% MORE ENGAGED**

when provided communication about benefits



PRO TIP

COMMUNICATE EVERYWHERE: To ensure your benefit offerings are communicated to every employee in a way they understand, utilize every mode of communication. Hold an all-company meeting or video conference call, send an all-company email, send a personal letter in the mail, and offer to sit down one-on-one to discuss the details and answer any questions employees might have.



IS YOUR WELL-BEING PROGRAM **RELEVANT**?

Now that you know what the average employee wants in his or her well-being package, it's time to decide what's right for your organization. Simply copying and pasting this report's results into your own benefits plan won't cut it. You **MUST** create a custom approach that's relevant to your organization's culture and business goals.

Start by asking yourself this question: Is my program relevant to this organization's culture and mission?

To help answer this question, Limeade created a quiz.

10 CATEGORIES OF HEALTH & WELL-BEING RELEVANCE

Below are 10 types of relevance. When going through your relevance quiz on page 63, score your program (1-3 points) for each category, and then find your total.

The Important Basics

BEHAVIORAL: Does it recognize that people are not just bundles of health risks, but sentient, emotional beings capable of change? Does it use the best improvement ideas from the science of behavior change, gaming, and behavioral economics?

PREDICTIVE: Does it predict outcomes you care about in statistically meaningful and significant ways? Is it built using robust assessment design methodologies? Do you gather population-wide insights you can act on?

MEDICAL: Would the CDC, NIH and their ilk approve? Does it apply best practice risk scoring and stratification? Is it reviewed by experts not just in disease-care – but in prevention, health promotion, chronic disease avoidance, health benefits design, and the intersection between health and human capital?

The Essential Human Factors

PERSONAL: Does it antagonize your people – or treat them like people? Is it in tune with what matters to you? Does it ASK you what you want – or does it TELL you what it wants you to do to save someone else money? Does it make you think – and act if you are ready?

SOCIAL: Do your friends like to talk about it on their walks to lunch? Does your spouse chime in? Can you talk about it at a sports game, at a church or a bar? Does it change and reinforce social behaviors and norms?

ORGANIZATIONAL: Is it connected at its core to organizational and human capital goals (or is it a 'benefits only' thing)? Is it connected with the way you attract and retain top performers and keep them psyched and growing? Does it reinforce a culture of performance and profit growth?

CULTURAL: Does it connect with the ethos of the city, the region, the country? Does it match the vibe of your market?

.....

The Business Essentials

BENEFITS ECOSYSTEM: Does it connect benefit programs, interventions and communications in a cohesive way? Does it fluidly connect not just the data, but the user experience? Is it core connective tissue – like a central nervous system – or just “one more vendor to manage?”

FINANCIAL: Does it factor into how you address the 17 percent of costs we as employers (and as a country) spend on health benefits? Does it connect individual agency with meaningful incentives across a multi-vendor, complex system of employee goodies? Is it low-cost and high-value?

STRATEGIC: Is well-being tied directly to one of the top 5 strategic goals of the company? Is it an imperative to have employees with the energy, health, and sharpness to clear the high performance bar you set for them?

YOUR SCORE SHEET

Score your organization on the relevance of your health and well-being benefits.

RELEVANCE CATEGORIES	IMPORTANCE \times	SUCCESS $=$	SCORE
	How important is each relevance driver? 1 = Low; 2 = Medium; 3 = High	How is your wellness program doing? 1 = Poor; 2 = Good; 3 = Great	Importance x Success
BEHAVIORAL Does it recognize people are capable of change?	\times	$=$	
PREDICTIVE Does it predict outcomes?	\times	$=$	
MEDICAL Is it expert reviewed?	\times	$=$	
PERSONAL Does it treat your people like people?	\times	$=$	
SOCIAL Do people talk about it?	\times	$=$	
ORGANIZATIONAL Does it connect with your market?	\times	$=$	
CULTURAL Does it connect with your market?	\times	$=$	
BENEFITS ECOSYSTEM Is it cohesive?	\times	$=$	
FINANCIAL Is it low-cost, high-value?	\times	$=$	
STRATEGIC Is it tied to goals?	\times	$=$	

If your score is below 45, it's time to make a change.

Limeade can help!

TOTAL:

ANALYZING BENEFITS AND ENGAGEMENT:

MAKING THE LINK IN YOUR ORGANIZATION

How can you tell if your health and well-being program is impacting employee engagement? Below are four ways you can use your employee data to analyze the correlation between the benefits you offer and your employees' engagement.

1. Compare your year-over-year results.

Use your annual employee engagement survey to determine if your benefits initiative is headed in the right direction. Compare prior year's results to results you collect after you've announced the new benefits program. Ideally, you'll see favorability of benefits increase and uncertainty decrease.

2. Add custom items to your standard employee engagement survey.

Dig deeper into your employees' perceptions of the benefits they're provided. On your annual survey, ask open-ended and scaled questions to see if your program is working long-term to increase employee health, productivity, and engagement.

3. Administer pulse surveys.

Chances are, your new benefits program is going to need some tweaking. Include questions about your program on regular pulse surveys to find out what employees like and don't like, what's working and what's isn't, and how you can improve the program to fit their needs.

4. Create advanced reports with custom demographics.

Create custom demographics (based on participation in specific health and well-being benefits) on your annual employee survey, so you can see how your benefits are impacting employee engagement. (For example: Are employees who utilize your benefits package more engaged? Do employees who take stress-relief breaks feel less stressed? Are employees who utilize flexibility more likely to stay at your organization?)

Quantum Workplace can help you link your program's success to employee engagement.



CONCLUSION

Driving employee engagement requires real commitment. The type of commitment many employers aren't committed enough to give. But the work to create a coordinated and culturally connected program is always worth it. It pays off in employee retention, performance, well-being, and health (and health costs). And it makes heroes of its committed champions.

Because every organization is unique – from demographics to industry to business goals to culture – it's impossible to win with canned, cookie cutter solutions. But worry not – as long as you have the right experts in your corner to help you with a customized program and also to help you link it back to your employees' overall engagement, you can compete on culture with a great benefits package and engaged workplace.

About the Survey

Our research panel of nearly 21,000 employees, who were also surveyed through Quantum Workplace's Best Places to Work program, were invited to participate in a survey about health and well-being benefit preferences. Nearly 2,000 employees completed the survey, representing men and women from a wide range of ages, education levels, and company sizes. To develop the survey, Quantum Workplace partnered with Limeade for its expertise in leveraging health and well-being programs to increase employee engagement. Results in this report leverage the respondents' engagement profile that was determined via the Best Places to Work survey they previously completed.

ABOUT QUANTUM WORKPLACE

[LEARN MORE](#)[SCHEDULE A DEMO](#)

Quantum Workplace delivers smart tools for achieving and recognizing workplace awesomeness. When work is awesome, employees are engaged, clients are loyal, and business is good. Quantum Workplace serves more than 5,000 organizations annually through employee engagement surveys, action-planning tools, exit surveys, peer-to-peer recognition, performance evaluations, goal tracking, and leadership assessment. Founded in 2002, Quantum Workplace makes complex data understandable, so it's easy for organizations to take action. **Quantum Workplace can help you:**

- Conduct an employee engagement survey and analyze results
- Connect employee engagement to business outcomes and target areas for improvement
- Understand how workplace elements, such as benefits, impact employee engagement at your organization

ABOUT THE SPONSOR

[LEARN MORE](#)[CONTACT US](#)

Limeade is a technology company that delivers an employee engagement platform to Fortune 1000 companies. We inspire people and companies to improve their health, well-being and performance, bring company culture to life and deliver the fresh insights and innovations critical to business success. Headquartered in Bellevue, Wash., Limeade serves over 100 employers and top global brands. **Limeade can help you:**

- Improve employee well-being, performance, and health
- Build a purposeful and engaged culture
- Align personal choices with organizational goals
- Simplify how users and customers experience HR