



The whole employee:

WHAT EVERY CHRO SHOULD KNOW

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TABLE OF CONTENTS

4 | The whole employee: What it means and why it matters

5 | Why traditional work life balance is dead

7 | 5 things you can do right NOW to boost engagement



EMPLOYEE ENGAGEMENT

Employee engagement — and the sobering fact that **70 percent of employees are disengaged** — is a major concern in the American workplace. It's fairly well touted that the lack of engagement is bad news for retention, productivity and morale, but savvy enterprise organizations understand that engagement is also tied to business outcomes. [Gallup's State of the Global Workplace report](#) shows that **higher levels of employee engagement correlate with improved customer satisfaction scores and retention**. And [Towers Watson's study](#) of 50 companies over one year found that organizations with **high employee engagement had a 19 percent increase in operating income and a 28 percent increase in earnings per share**.

Although the impact of employee engagement is well documented, the roadmap to creating meaningful and sustained engagement is not. But it's not complicated — and we have the answer. Engagement is no longer just a matter of physical health or job satisfaction or managing stress. Simply put, to make sustained engagement a reality, employers need to address the *whole employee* — their **health, well-being and performance**.

So what does that mean?
Why does it matter?
LET'S DIVE IN.

... high employee engagement had a

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in earnings per share.

The whole employee:

WHAT IT MEANS AND WHY IT MATTERS

When you consider the whole employee — their health, well-being and performance — you're acknowledging that **what happens in one part of a person's life affects every other part of their life.**

This means you can't just administer health screenings at work and expect improvements the next year if you don't give people the time and resources to make lifestyle changes.

You can't encourage stress management while continually engaging employees on email during off hours.

You can't expect people to be focused and productive if you don't provide at least a standard-of-living raise.

And you can't implement an annual performance review process and assume it will affect engagement if you aren't thinking about how you approach performance every day of the year.

47%

of employees say that problems in their personal lives affect their job performance.

60%

of all illness and disease is caused by stress.

— American Medical Association

37%

of human resource professionals agree that employees have missed work due to a personal financial emergency.

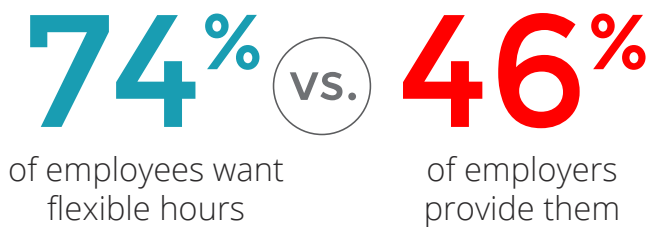
WHY TRADITIONAL WORK-LIFE BALANCE IS DEAD

You need to recognize that employees' work and personal lives are intertwined and leverage this. Our technology-enabled, increasingly mobile workforce means people work from home and manage home from work. This blurring between the personal and the professional can be a double-edged sword. If employees feel they're expected to work around the clock, they're more likely

to become stressed, depressed and disengaged. However, if you use this to provide employees with increased flexibility, they're more likely to find time to exercise, take breaks, believe the organization cares about them and feel good about their work.

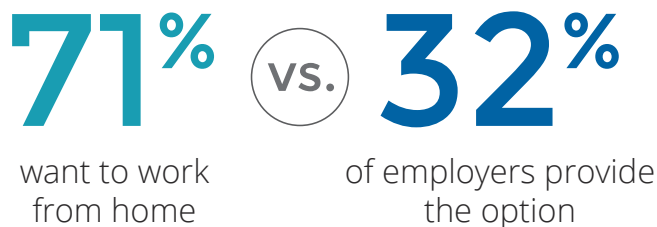
That is — they're more likely to be healthy, satisfied and engaged. That's good news for employee AND business performance.

AND THAT'S WHY THE WHOLE EMPLOYEE MATTERS.



FLEXIBLE HOURS

Those who get them are 18% more engaged.



WORK FROM HOME

Those who can are 14% more engaged.



When employees believe their
**EMPLOYER CARES
ABOUT THEIR HEALTH
AND WELL-BEING,
THEY ARE ...**

38%

more engaged

28%

more likely to recommend
their workplace

18%

more likely to go the extra
mile for the organization

17%

more likely to be working
there in one year

10^x

less likely to be hostile

5 THINGS YOU CAN DO RIGHT NOW TO BOOST ENGAGEMENT

When employees believe you care about their health and total well-being, they're 38 percent more engaged.

So how do you show you care?

By offering employees what they want, but rarely get.

**HERE ARE FIVE SIMPLE,
COST-EFFECTIVE PERKS
AND PROGRAMS YOU CAN
IMPLEMENT ASAP ...**

1

TIME OFF TO RECHARGE

Generous — even unlimited — paid time off, with permission to completely unplug.

77% want it. 45% get it.

**THOSE WHO DO ARE
14% MORE ENGAGED.**

2

STRESS RELIEF BREAKS

Get employees away from their desks to refresh, reset and recharge — try 15-minute massages, mindfulness apps,

71% want it. 28% get it.

**THOSE WHO DO ARE
14% MORE ENGAGED.**

3

HEALTHY ACTIVITIES AT WORK

The second most-wanted fitness benefit (behind a costly on-site gym) is time to pursue healthy activities. So incorporate fitness at work — like organized walks or yoga classes. Make participation optional and get your senior leaders involved to up the ante.

50% want it. 23% get it.

**THOSE WHO DO ARE
18% MORE ENGAGED.**





4

FLEXIBILITY

Allowing employees to work flexible hours or work from home costs the company nothing. So flex your trust muscle and let your employees show you how productive they can be when given some free rein. Develop a policy, communicate it clearly and only intervene if there's a problem.

Work from home
71% want it. 32% get it.

**THOSE WHO DO ARE
14% MORE ENGAGED.**

Flexible work hours
74% want it. 46% get it.

**THOSE WHO DO ARE
18% MORE ENGAGED.**

5

CLEAR, ENGAGING BENEFITS COMMUNICATIONS

Deliver culturally relevant communications that align with your company's brand, tone of voice and message. Communicate through a variety of channels — email, all-hands meetings, newsletters mailed home and through manager 1:1 meetings. Keep it simple and be honest about what's happening and why.

**EMPLOYEES ARE 20%
MORE ENGAGED**

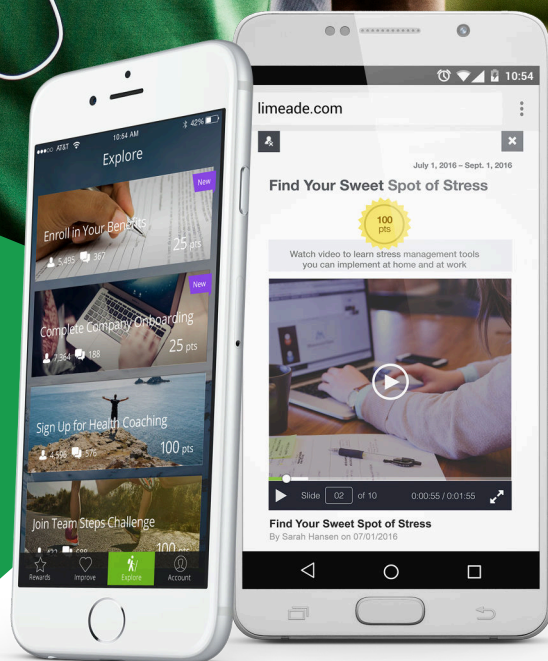
when they have a clear understanding of their benefits.



Want to learn more?

LET'S TALK

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