

Deloitte.



Total Rewards

March 2019



How are organizations helping their workforces perform and flourish?

Going beyond 'check the box'
when it comes to well-being

No one has ever won a marathon by sprinting. Rather, through careful planning, deliberate execution, and continuous monitoring, the world's greatest distance runners are redefining human endurance and capabilities every day.

The same analogy can be applied in the business world. That is, for those organizations that carefully plan, deliberately execute, and continuously monitor (and adjust), they find themselves setting the trends, rather than reacting to them...or worse, sprinting to catch up.



As noted in the [2018 Deloitte Global Human Capital Trends Report](#), the majority of responders (approximately 66 percent) indicated that well-being programs are critical to an organization's brand and culture. However, there are still significant gaps between what workers value and what organizations are delivering.

For those organizations that are setting the trend and addressing the gaps, in addition to the goal of having a high-performing, productive workforce, they recognize the following social imperatives to having a forward-thinking well-being program:

- The competitive landscape for talent has changed, and there is more information and clarity in the market on what a job is worth. As a result, offering impactful rewards and well-being programs is a differentiator to prospective workers and reflects the level of importance that organizations place on creating a relationship with their workforce.
- Well-being is not about creating a financial return on investment (ROI), and using that as a justification to either implement or not implement new programs fails to consider the broader business impact and the positive employee experience these programs can offer. That is, organizations that provide these programs recognize

that they are a critical element to creating a simply irresistible experience that helps the workforce engage, perform, and flourish. In fact, according to [Deloitte's High-Impact Rewards \(HIR\) research](#), high-performing organizations are 11 times more likely to have a broad employee well-being strategy that extends beyond traditional physical wellness than their lower-performing counterparts.

For organizations sprinting to catch up, more often than not they have addressed "the well-being trend" by providing activity trackers, hosting grass-roots step or weight-loss challenges, or supporting on-site fitness or health care facilities for workers to use. In short, they are still focused on physical wellness, and as the [2018 Deloitte Global Human Capital Trends Report](#) shows, these programs are only a small part of what workers need, value, and expect from their employers.

So, how can organizations pass the competition?

For today's workforce, organizations cannot win hearts and minds by simply implementing well-being programs and hoping that the workforce will take advantage. Programs are facilitators of well-being—not the drivers of well-being. To drive engagement, well-being, and business

results, organizations need to create a *Total Relationship* with the workforce and enable an environment where their workforce can perform and flourish.

This means providing a flexible and customized *experience* that recognizes that

personal and professional needs vary based on life and career circumstances, and providing an engagement structure and platform that allows workers to carefully plan, deliberately execute, and continuously monitor their well-being through those circumstances.

Then vs. now vs. tomorrow

Then	Now	Tomorrow
Wellness programs offered as a means of improving workforce health and driving down cost	Program offering shift to well-being, to address the workforce's physical, financial, mental, and social needs; single silo vendors provide services to address elements of these pillars	Purposeful workforce engagement strategy, highlighting rewards, well-being, and recognition programs that are customizable to meet personal needs
Programs are available for workforce utilization; impact is measured based on aggregate health care cost savings	Programs are delivered through a myriad of disjointed providers	An optimal worker experience is created and delivered through a single, connected platform that provides meaningful insights and "next step" action items to meet the worker's goals and business objectives
Primary driver in offering programs is return on investment (ROI)	Primary driver in offering programs is "check the box" responsiveness to the well-being trend	Primary driver is sustained engagement and long-term loyalty
Communications are broad and delivered as part of open enrollment	Communications are decentralized and driven by program and program providers	Communications are specifically branded, timely in delivery, holistic in approach, and personalized to the needs and interests of each worker

With each new day, as new workers enter the market, and as the needs of those workers evolve, creating sustainable relationships built on a foundation of long-term engagement will allow those workers and organizations to perform and flourish. If done right, workers will reward the organization with high performance, long-term loyalty, and brand recognition to attract and retain the high-talent workforce of tomorrow.

With each new day, as new workers enter the market, and as the needs of those workers evolve, creating sustainable relationships built on a foundation of long-term engagement will allow those workers and organizations to

perform and flourish. If done right, workers will reward the organization with high performance, long-term loyalty, and brand recognition to attract and retain the high-talent workforce of tomorrow.



How Deloitte can help

Organizations are no longer assessed based only on traditional metrics, such as financial performance, or even the quality of their products or services. Rather, organizations today are also judged on the basis of the relationships with their workers, customers, and communities, as well as society at large—transforming them from business enterprises to *social enterprises*.

So, how do organizations improve worker well-being and engagement?

Investing the right way in worker well-being is an important first step in building relationships. This means going beyond the “=check the box” activities. To accelerate meaningful workforce impact through well-being, Deloitte Consulting can help:



Validate that the strategy that underpins the well-being program aligns with broader business objectives (i.e., longer tenure, decreased absenteeism, increased productivity, higher engagement scores) and can be measured and reported on as needed.



Understand and evaluate the efficacy of the existing well-being programs based on worker preference, utilization, and cost.



Determine the efforts needed to either modify existing programs or implement net new well-being programs that meet worker preference needs and will drive engagement and long-term loyalty across the workforce.



Deliver worker well-being programs through a personalized, platform-enabled experience that allows them to monitor and measure utilization and performance against goals.

For those committed to offering high-impact rewards and well-being, Deloitte Consulting understands how to take organizations from *yesterday* through *tomorrow* and is the right strategic advisor to help create a simply irresistible environment.

Contacts

To learn more about how your organization can go beyond 'checking the box' please contact:

Authors

Jill Korsh

jkorsh@deloitte.com
Managing Director
Deloitte Consulting LLP

Mike Gilmartin

mgilmartin@deloitte.com
Senior Manager
Deloitte Consulting LLP

Contributors

Pete DeBellis

pdebellis@deloitte.com
Associate Vice President
US Bersin Research
Deloitte Consulting LLP

Melanie Langsett

mlangsett@deloitte.com
Principal
Deloitte Consulting LLP



This publication contains general information only and Deloitte is not, by means of this publication, rendering accounting, business, financial, investment, legal, tax, or other professional advice or services. This publication is not a substitute for such professional advice or services, nor should it be used as a basis for any decision or action that may affect your business. Before making any decision or taking any action that may affect your business, you should consult a qualified professional advisor.

Deloitte shall not be responsible for any loss sustained by any person who relies on this publication.

As used in this document, "Deloitte" means Deloitte Consulting LLP, a subsidiary of Deloitte LLP. Please see www.deloitte.com/us/about for a detailed description of the legal structure of Deloitte USA LLP, Deloitte LLP, and their respective subsidiaries. Certain services may not be available to attest clients under the rules and regulations of public accounting.

Copyright © 2019 Deloitte Development LLC. All rights reserved.