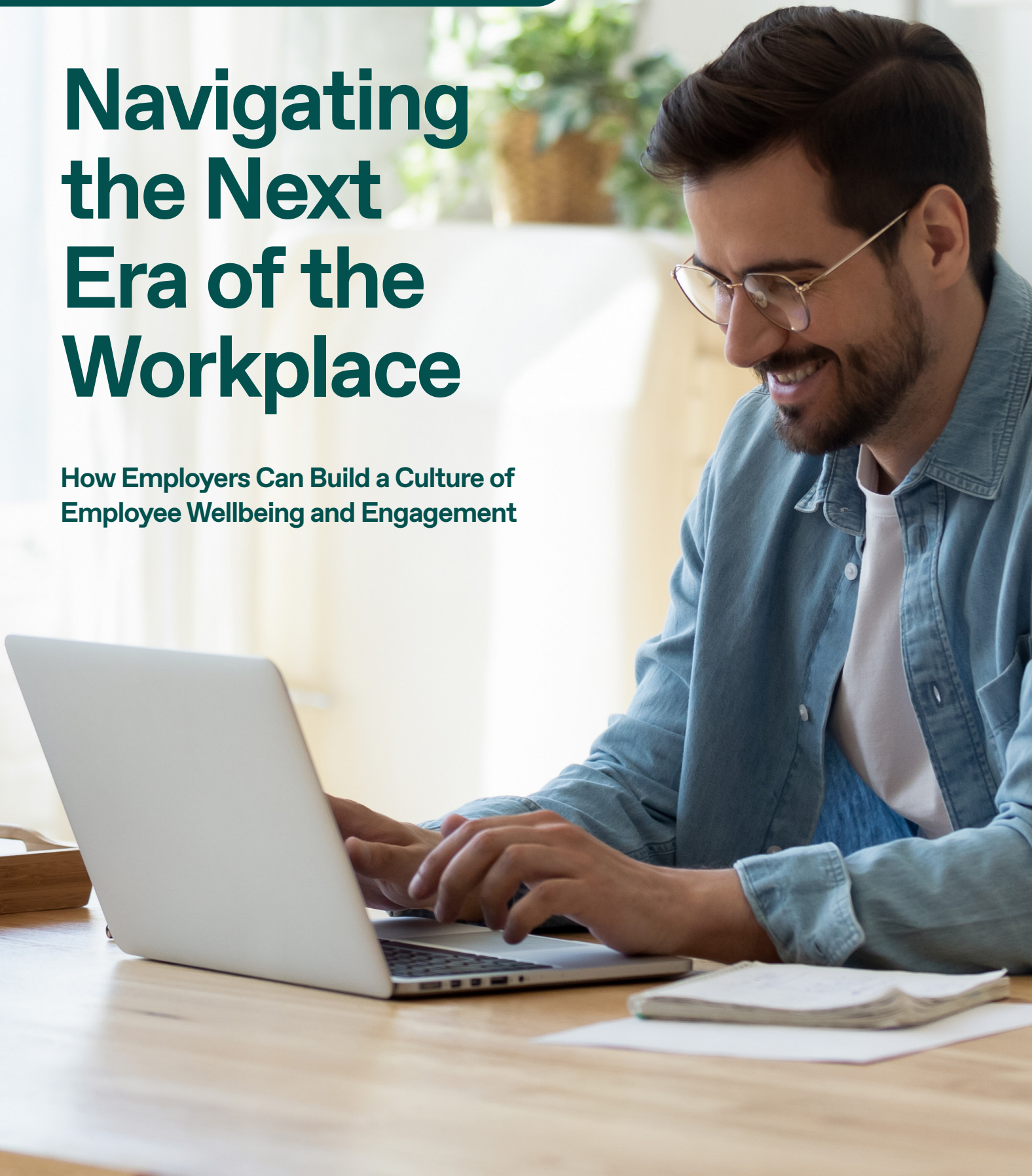


Navigating the Next Era of the Workplace

How Employers Can Build a Culture of
Employee Wellbeing and Engagement



What's in the guide:



1

How Work Culture Has Shifted

The past two years have changed our culture for good.

2

What Makes Employees Stay

What your team expects from their workplace has fundamentally changed.

3

What Leaders Need to Do to Keep Talent

Leaders shape the employee experience.

4

How Wellness Benefits Address Employee Retention Issues

Supporting your workforce requires a holistic approach.

5

Benefits of Having Healthy Employees

Health can have an across-the-board impact on your business.

6

Fueling Employee Satisfaction With Food-Based Benefits

Revamp your HR package with benefits employees crave.



1 How Work Culture Has Shifted

The pandemic has changed everything. For businesses. For leaders. For employees.

Now business leaders are faced with a major challenge: how to support employees in a radically changed work environment where their priorities and work preferences have changed. Trapped indoors, work-life bled into home life, parents juggled virtual school with zoom meetings, and employees had to deal with the added stress of not knowing how the pandemic would affect their lives and their loved ones.

In this time of struggle, many companies showed their true values in how they responded to the difficulties their employees faced. And for their staff, it became a time of reckoning and reassessing what they expect from their company. Now 80% of employees say having an employer who cares about their health and wellbeing will affect their future career choice.¹



As organizations confront the ever-evolving employment landscape, one thing remains constant: keeping your workforce connected and cared for - regardless of where, when, and how they work - is key to creating a happy and healthy workplace culture. An organization is only as good as the people it employs. Those organizations that want to survive and thrive in 2022 will need to respond accordingly, looking beyond financial goals to consider the needs of all their people.

80%

of employees say having an employer who cares about their health and wellbeing will affect their future career choice.²

If you are what you eat, then companies are the people and practices they employ. In this guide, we'll talk about:

- The new expectations employees have of their employers
- How leaders can implement new workplace values
- Why wellness is a keystone element to HR benefits
- How food benefits impact your bottom line
- The easiest way to offer meal benefits

We'll not only review recent trends in the market, but also recommend some expert-backed tactics leaders can use to implement their vision of a new workplace culture across their organization.

2

What Makes Employees Stay

In August 2021, Mercer conducted a survey with 2,000 American workers to see what they really wanted coming out of the pandemic.³ They found for low-wage employees, the top three concerns included: covering monthly expenses, mental/emotional health, and physical health & fitness. For high-wage employees, the main factors were: physical health & fitness, workload/life balance, and personal safety.



Across the board employees want employers who care about their health and wellbeing.

Regardless of income, health ranked as a top priority.



The key takeaway? All these top concerns are about wellbeing. While in the past, many concerns for employees were around their income, if they had a good boss, how long their commute was, job performance expectations, and more work-related concerns. Since the pandemic, however, employees prefer companies that not only provide a liveable wage, but go beyond and offer benefits that help employees live better. This is why physical and mental health are ranked as top factors regardless of income level.

Another survey conducted that same month by Bankrate found over 55% of job-seekers say they're likely to search for a new job in the next 12 months, suggesting that many employees don't feel their companies are accurately responding to these concerns.⁴ This means that while employee wants have shifted, many businesses' current employee experience and benefits have not. This gap in expectations v. reality is a chance for reactive employers to stand out in the market and attract and retain top talent that will help their business grow.



3

What Leaders Should Do to Keep Talent

Now that we know what employees expect from their employer, how can businesses meet those needs? It's not just about income, but about overall mindset. LuAnn Heinen, Vice President at Business Group on Health, a non-profit organization dedicated to representing large employers on health and benefits policy, has spoken to leaders across their 450 member companies, representing around 60 million employees and family members: "We're hearing really regularly throughout the pandemic that our member companies are making listening, caring, understanding, and being flexible a top priority. And not every company would have said that pre-pandemic."

Step 1:

Identify criteria for where your company culture needs to shift:

If your company is like the many that have lost employees during The Great Resignation, the first step is identifying why. Why are employees choosing to leave?

Top 4 factors for attracting and retaining talent.

Benefits and Perquisites

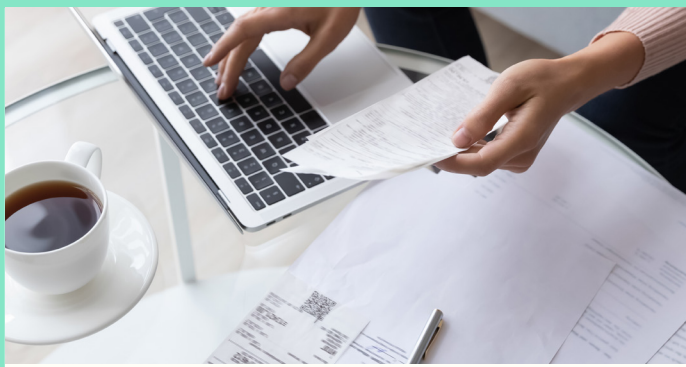
Work/Life Balance

Workplace Flexibility

Corporate Culture

"We're hearing really regularly throughout the pandemic that our member companies are making listening, caring, understanding, and being flexible a top priority. And not every company would have said that pre-pandemic."

- LuAnn Heinen, Vice President
at Business Group on Health



Benefits and Perks

Three out of four employees said budgeting, eating healthy, work/personal balance, exercise, and stress management are high or moderate priorities and 44% of employers have added or increased their wellness benefits in response to the pandemic.⁵ We'll go into specific benefits you should consider in more detail later.



Work/Life Balance

In a Conference Board survey, three out of four employees said they are struggling with stress and burnout.⁶ In response, many companies have added meal benefits to help those employees better manage their work/life balance by reducing the pressure of having to feed themselves and their families.



Workplace Flexibility

While 61% of employees said they would consider returning to the office if all their coworkers were vaccinated, 55% said they would consider quitting their job if forced to return to the office.⁷ With the hesitancy to return and the normalization of working from home, many employees do not want to go back and employers have reacted accordingly. In fact, 91% of employers have changed their benefits around working from home as a result of COVID-19.⁸



Corporate Culture

Employees who don't feel recognized are twice as likely to quit and yet only one in three employees said they've received recognition within the past seven days.⁹

On top of offering more supportive and inclusive environments, many businesses are realizing how powerful consistent employee recognition can be in making employees feel happy and appreciated at work.

Make sure your company has initiatives in place to improve your employee experience across these variables. What's the biggest issue that needs to be addressed first? Ask your employees.



Step 2:

Listen to your employees' needs

To create a baseline of how your company can improve your company culture, you need to create opportunities to receive feedback from employees on where your company culture currently stands and how you can improve it. Your new strategy and culture should be customized to your employees. This starts with listening. “Listening to employee needs and then continuing to listen through listening sessions and town halls can help leaders stay close to employee feelings about everything,” suggests Heinen.

“Listening to employee needs and then continuing to listen through listening sessions and town halls can help leaders stay close to employee feelings about everything.”

- LuAnn Heinen, Vice President
at Business Group on Health



And since wellbeing is such a major factor in job satisfaction, many companies have started implementing pulse surveys, which include short questionnaires on how their employees feel.¹⁰ By frequently polling employees, you can identify small issues that might become larger issues (and cause an employee to leave), track trends over time and if your efforts to improve your employee experience are having measurable positive outcomes, and show employees that you care.

Once you have a baseline of how your employees feel about working for your company and what they'd like to see more of in the future, it's time to create a strategy that addresses these concerns.

Step 3:

Implement a new policy to foster a more healthy work environment

Company values should not just be written down in your brand guidelines; they should be a fixture of your employees' everyday experience. Needless to say, this is easier said than done. Adrian Gostick, New York Times bestselling author of "All In," "Leading with Gratitude" and "Anxiety at Work," suggests starting with your team leaders:

The question is, "Do your senior leaders buy-in and what are they doing about this?" It's a different environment with culture right now. When a lot of people are remote, we have to make adjustments to our culture. And shaping culture has to come to the forefront if we want to get the best of people. When you think about culture, it really is how we behave with each other. And it's amazing how many organizations really haven't thought through this. You know, they may have a mission and a vision, but really nobody knows what they are. The values really are so aspirational that people giggle about them. How we behave with each other, this defines a company's values. And really when it comes down to the mission it's who we are, vision is where we are going, and values are how we get there and how we accomplish our mission and vision. So those were really very simple building blocks. And whether leading a team or leading an organization, that's really where you begin.

**"How we behave
with each other, this
defines a company's
values."**

- Adrian Gostick, Bestselling
Leadership Author

Once you've spoken with leaders on why the company culture needs to shift, hold them accountable by tracking how their team members respond to the ongoing pulse surveys. This data can be a starting point for conversations regarding the state of your work environment and create a safe space to discuss with leaders how they can make a change.

Step 4:

Reallocate your benefits package to focus on employee wellbeing and wellness

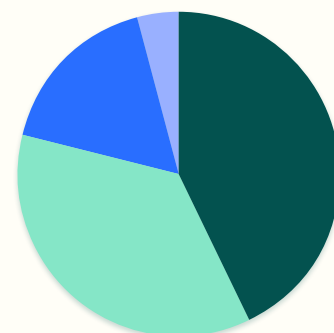
If wellbeing and wellness are the keystone to your employee retention strategy, you can show this upfront to new talent through your HR package as well as choose wellness benefits that convince current employees to stay long-term. Read on to learn more...



4

How Wellness Benefits Address Employee Retention Issues

Employees are actively seeking out companies with wellness benefits and many companies are recognizing how much of a game-changer these benefits truly are. In a recent Employee Benefits News Webinar: [Employee Gratitude & Appreciation: The Cornerstone of an Engaged Workforce](#), viewers were asked their top area of focus for their company and employees:



- 44% Improving workplace wellbeing & culture
- 28% Showing gratitude/appreciation/recognition
- 17% Supporting work/life balance & flexibility
- 11% Providing competitive benefits

Nearly 4 out of 5 benefits professionals see employee wellbeing as more of a priority now than in the past.¹²



Improving workplace wellbeing and culture ranked as the top priority. And within the HR space, 78% of benefits professionals see employee wellbeing as more of a priority now than in the past.¹¹ So what HR benefits are companies choosing?

Highest Ranking Wellness Programs According to Employers

- 54% Improving employee health
- 40% Controlling healthcare costs
- 32% Enhancing employee engagement

According to PwC's 2021 Health and Well-being Touchstone Survey, improving employee health was the highest priority when choosing wellness programs, followed by controlling healthcare costs and enhancing employee engagement. Thus, much like employees, health is also a top concern for HR leaders as well.

What should you consider when picking wellness benefits?

Along with this growth in demand, there has also been a growth in supply. In 2017, workplace wellness was already a \$48 billion industry, which is now projected to grow to \$66 billion by 2022.¹³ With more and more wellness benefits to choose from, here are some factors to keep in mind when choosing what to add to your HR package:



Inclusivity:

Will your employees use the benefit? For example, meditation apps are a trending benefit and yet only 14% percent of American adults meditated in 2018 and only 15% of remote employees say they would consider group or individual meditation sessions or apps.^{14 15} Meanwhile, food benefits are something your entire workforce will enjoy. And more than one in three employees of color, hourly workers, part-time workers, and those with financial challenges say they have trouble accessing healthy food/nourishment and clean water, health services, safe housing, transportation, and outdoor spaces.¹⁶



Work/Life Balance:

More than two out of three employees working from home are experiencing burnout.¹⁷ As we have started to work where we live, it's hard to differentiate between work time and free time. In addition, parents, caregivers, and even those living alone have the added stressors of meal prep, cooking, and dishes to deal with after every meal. Consider how your benefits give your employees the gift of time so they can properly recharge during their lunch break or after work.



Daily Impact:

Do your wellness benefits make your employees' lives better every day? While PTO is important, employees often only feel revitalized for a short period after their time off.¹⁸ More than 50% of employees have unused vacation days every year, with some stating they're too stressed to even take the time off. Your benefits should regularly show your gratitude by helping reduce the everyday stress of your employees.



Health:

As mentioned above, physical health and wellness comprised the top three biggest concerns for all employees.¹⁹ Working from home has made our lives extremely sedentary and with employees struggling with work/life balance, it can be easy for employees to slip into unhealthy habits. Studies show online fitness training can be overwhelming and less motivational.²⁰ And 1 in 3 employees have difficulty accessing healthy food and clean water, health services, safe housing, transportation, or outdoor spaces.²¹ On top of this, making it easy for your employees to eat healthy has many other benefits.

5

Benefits of Having Healthy Employees

✓ Attract and retain talent

According to a 2018 study, having a lunch break can improve job satisfaction, efficiency, and the likelihood of employees recommending their workplace to others as a great place to work.²²

✓ Improve productivity

Skipping breakfast decreases productivity by reducing short-term memory and cognitive performance.^{23 24} In addition, those who eat unhealthy foods are 66% more likely to experience lowered productivity.²⁵

✓ Improve performance

The brain uses about 20% of an employee's daily caloric intake and studies show that eating more fruits and vegetables can lead to greater happiness, life satisfaction, and wellbeing.^{26 27} This is why fueling employees with easily-accessible healthy food can help them feel and perform better.

✓ Reduce stress

We've all experienced that awful mix of hungry and angry, often termed "hangry." Studies found that what you eat can help your brain produce chemicals to promote better sleep, reduce anxiety, and increase feelings of calm.²⁸

✓ Build company culture

According to a 2018 ZeroCater study, 90% of employers say meals help their employees build stronger relationships with colleagues.²⁹

✓ Help employees recharge

The US Bureau of Labor Statistics found that of all household activities, Americans spend the most time on food and drink preparation.³⁰ By giving an easy meal solution, your team can spend more time relaxing and less time feeding themselves and their family.

✓ Improve team building

A Cornell study found firefighters who eat together were better at cooperating in the field than those who ate alone.³¹

✓ Reduce healthcare costs

Healthcare costs are expected to reach 6.5% in 2022, due to deferred treatment resulting from COVID-19, mental health issues caused by the added stress of our current climate, and because the average employee's health has declined during the pandemic. By making it easier for employees to eat healthy, you can reduce long-term healthcare costs with preventative health measures.

Ensuring your employees can effortlessly help themselves to healthy food options can have a daily impact on their lives. And furthermore, every time they use this wellness benefit, they're reminded of how much their company cares for their wellbeing.

The World Health Organization (WHO) discovered healthy employees are happier, calmer, more engaged, sleep better and get sick less often, resulting in a

20%
increase in national
productivity levels



6

Fueling Employee Satisfaction With Food-Based Benefits

Food has a daily impact on your employees' lives and, as many families are currently facing unprecedented hardship, subsidized meals show you support employees and their families. This sentiment can go a long way. With the ongoing challenges of the pandemic, employers who can show they are there for their employees will not only attract, but also retain, top talent.

Food is the missing piece of workplace wellbeing programs. Over 38 million Americans lack consistent access to affordable, healthy food. And 40% of employees say they feel they can't achieve a healthy lifestyle on their own and that their wellbeing goals feel overwhelming and unattainable.³² By offering subsidized meal programs, employers can help make it easier for employees to stay at the top of their game and fuel themselves with healthy food to get through the day.³³

With Freshly for Business, offering food benefits to attract, reward, and retain talented employees is now easier than ever. As the nationwide leader in convenient and nutritious prepared meals, Freshly for Business provides a scalable, affordable, reliable, and fully customizable mealtime solution for every member of your team.





Freshly began with a simple seed: To make eating better effortless, in a world where convenience equaled compromise. Freshly for Business is a continuation of that vision—a dedicated arm of Freshly that's tailored to holistic wellness & nourishment, at scale. Our affordable healthy meal delivery service has flexibility at its foundation, with personalized discount, subsidy, and end-to-end subscription solutions for all your needs—onsite, at home, anytime, anywhere—all powered by the leading fresh-prepared meal delivery service in the US.



Freshly At Home

Meal Subsidy

For organizations that want to provide a stipend/subsidy (full or partial) for healthy meals delivered to your employees at home - a nice perk/benefit to show your employees how much you appreciate them during these transitional times.

Discount Offer

For organizations that want to provide Freshly at a special discount rate to their employees via a unique co-branded landing page.

Freshly Onsite

Freshly Smart Fridge

For organizations that want to offer Freshly meals via grab 'n go onsite from our smart vending machine. This offer can be fully (or) partially subsidized by your organization.



[Get Started with Freshly for Business](#)



References

- 1 Employer Benefits News, [Next Year's Benefits Can Make or Break Employee Loyalty](#). 2021.
- 2 Employer Benefits News, [Next Year's Benefits Can Make or Break Employee Loyalty](#). 2021.
- 3 Mercer, [Inside Employees Minds Report](#). 2021.
- 4 CNBC, [The 'Great Resignation' is Likely to Continue, As 55% of Americans Anticipate Looking for a New Job](#). 2021.
- 5 PricewaterhouseCoopers, [2021 Health and Well-being Touchstone Survey](#). 2021.
- 6 The Wall Street Journal, [American Workers Are Burned Out, and Bosses Are Struggling to Respond](#). 2021
- 7 Morning Consult, [Tracking the Return to Normal: Work & Offices](#). 2022.
- 8 PricewaterhouseCoopers, [2021 Health and Well-being Touchstone Survey](#). 2021.
- 9 PricewaterhouseCoopers, [2021 Health and Well-being Touchstone Survey](#). 2021.
- 10 WebMD, [Is It Time for a Check-In? 50 Well-Being Pulse Survey Questions You Should Ask Your Employees](#). 2021.
- 11 Human Resource Executive, [Focus on Employee Health](#). 2021.
- 12 Human Resource Executive, [Focus on Employee Health](#). 2021.
- 13 Global Wellness Institute, [Wellness Industry Statistics and Facts](#).
- 14 CNBC, [More Americans are Meditating Than Ever Before, as Mindfulness Goes Mainstream](#). 2018.
- 15 Virtual Vocations, [Remote Health and Wellness Survey Results—Benefits Employees Want](#). 2020.
- 16 Forbes, [Nutrition: The Missing Piece of the Corporate Wellness Puzzle](#). 2019.
- 17 CNBC, [Remote Work Burnout is Growing as Pandemic Stretches On. Here's How to Manage It](#). 2020.
- 18 U.S. Travel Association, [State of American Vacation](#). 2018.
- 19 Mercer, [Inside Employees Minds Report](#). 2021.
- 20 Virtual Vocations, [Remote Health and Wellness Survey Results—Benefits Employees Want](#). 2020.
- 21 Alight, [2021 Employee Wellbeing Mindset Study](#). 2021.
- 22 Tork, [Take Back the Lunch Break Survey](#). 2018.
- 23 Journal of Adolescent Health, [Effects of Breakfast-Size on Short-Term Memory, Concentration, Mood and Blood Glucose](#). 1991
- 24 US National Library of Medicine National Institutes of Health. [The Effects of Breakfast on Behavior and Academic Performance in Children and Adolescents](#). 2013.
- 25 [Brigham Young University Study](#). 2012.
- 26 Missouri Medicine, [Food, Mood, and Brain Health: Implications for the Modern Clinician](#). 2015.
- 27 Am J Public Health, [Evolution of Well-Being and Happiness After Increases in Consumption of Fruit and Vegetables](#). 2016.
- 28 Vanderbilt University, [Good Mood Foods](#).
- 29 Facility Executive, [Can Office Food Improve Workplace Culture?](#) 2018.
- 30 U.S. Bureau of Labor Statistics, [American Time Use Survey](#). 2016.
- 31 Cornell University, [Groups that Eat Together Perform Better Together](#). 2015.
- 32 Forbes, [Nutrition: The Missing Piece of the Corporate Wellness Puzzle](#). 2019.
- 33 Feeding America, [Hunger and Food Insecurity](#).