

# Boost Employee Net Promoter Score<sup>®</sup> with health and well-being programs



If it's true that consumers are the lifeblood of any business, then it's also true that your organization's employees are its heart. They impact everything related to your customers' experiences through their personal or virtual customer interactions.

Companies that obsess over employee experience do so because they recognize its impact on their success. The better your employee experience, the more likely your employees are to propel your business forward.

Engaged, motivated and loyal workers can rev your revenue engine. Organizations with highly engaged employees experienced a three-year revenue growth rate 2.3 times higher than the average.<sup>1</sup> Organizations with engaged workers also tend to have employees who are 87 percent less likely to leave than organizations with low engagement.<sup>2</sup>

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## How do you measure engagement?

Measuring customer and employee engagement is critical to catalyzing business growth. One metric that helps businesses know if they are sufficiently customer-centric is the Net Promoter Score (NPS®). NPS is the gold-standard metric for businesses to gauge the experience their customers have with their brand. NPS determines how likely those customers are to recommend a brand to a friend or colleague. Harvard Business Review called it “the one number you need to grow.”<sup>3</sup>

A similar metric exists for employee experience: the Employee Net Promoter Score (eNPS). A variant of the NPS method, eNPS helps businesses measure employees’ experience with their company. eNPS is based on a similar question to the core NPS measure. Based upon their answers to the eNPS question, employees are categorized as promoters, passives or detractors.

*The Employee Net Promoter Score asks an impactful question (see below). Answers to this question separate employees into one of three groups. Promoters are those most likely to recommend their employer to their friends. Passives are satisfied but not enthusiastic. And detractors are unlikely to recommend the company as a place to work.*

**On a scale of 0–10, how likely are you to recommend this company as a place to work?**

Promoters  
SCORE: 9–10

Passives  
SCORE: 7–8

Detractors  
SCORE: 0–6

Optum® research, summarized in this paper, has found that great employee experience — as measured by eNPS — can be positively impacted by level of investment in employee well-being programs. Employees who have access to a high number of well-being programs, and who report active participation in these programs, are more likely to recommend their employer as a great place to work. Our research also found intriguing differences in the health and productivity of eNPS promoters and detractors.

Disengaged workers can be costly, both to the bottom line and to employee morale. In the United States, an estimated \$450–\$550 billion a year is lost to businesses due to less productive workers.<sup>4</sup>



Actively disengaged employees cost the U.S. economy between **\$450B – \$550B** in lost productivity each year.<sup>4</sup>

## The Employee Net Promoter Score: A key metric for employee engagement

Customers can be hard to please, but employees can be even more difficult. eNPS scores can be lower — by a substantial margin — than customer NPS.<sup>5</sup> It's easy to see why. Employees have 40-plus hours per week of experience with their employers. Their standard of living is largely controlled by where they work and the opportunities their job affords. Therefore, employees often hold the business that employs them to a higher standard than would the business's customers.

Employees do have advantages. Competition for good workers is fierce, and workers are moving from employer to employer more than ever. More than 20 percent of employees have switched firms in the last year,<sup>6</sup> while more than half of employees are looking for another job.<sup>7</sup>

But employees in general are less engaged today. Less than one out of five employees are enthusiastic about their future with their employer, while only one of three employees would recommend their company to a friend. A mere one of four employees would reapply for their current jobs.<sup>8</sup>

19%

OF EMPLOYEES

are enthusiastic  
about their future  
with their employer<sup>8</sup>

35%

OF EMPLOYEES

would recommend  
their company<sup>8</sup>

28%

OF EMPLOYEES

would re-apply  
for their job<sup>8</sup>

There are many levers employers can pull to improve the employee experience, from increasing compensation to improved office space. But an Optum analysis of employees at a variety of employers across the U.S. revealed a potentially overlooked yet significant contributor to eNPS — employee health and well-being programs.



### Could your eNPS use a boost?

See how investing in health and well-being programs can boost your Employee Net Promoter Score. Try our patent-pending tool at [enps.optum.com](https://enps.optum.com).

## Discover the link between eNPS and health and well-being programs

Optum research has found a strong correlation between eNPS and the availability of health and well-being programs a business offers. Perhaps even more importantly, the research also found employee participation in health and well-being programs increases the likelihood that they would promote the business as a great place to work.

Ultimately, simply offering programs is not enough. Employers need to have the right mix of programs to drive optimal engagement.

Program participation has  
**3X THE IMPACT**  
 on likelihood to recommend\*

\*When compared to program availability.

These findings were revealed from a survey of approximately 1,200 employees. Employees were also asked about their access to, and participation in, a variety of well-being program categories:

- **Assessing their health**  
(biometric screenings, health assessments)
- **Getting healthy**  
(wellness coaching, on-site medical clinics)
- **Getting the most value from their prescription drug plan**  
(discounted prescription prices, etc.)
- **Having a physical work environment that supports healthy decisions**  
(sit/stand desks, healthy food, on-site fitness centers)
- **Managing a chronic condition**  
(disease and case management)
- **Navigating the health care system**  
(health advocacy, telemedicine, health care cost tools, health accounts/financial health)
- **Optimizing their mental health**  
(Employee Assistance Program (EAP), stress or sleep programs)
- **Staying healthy and preventing illness**  
(flu shots, gym discounts, fitness challenges)

We found that employees who have access to 7–8 health and wellness program categories through their employers, compared to employees with no access to such programs, are:



### Study methodology

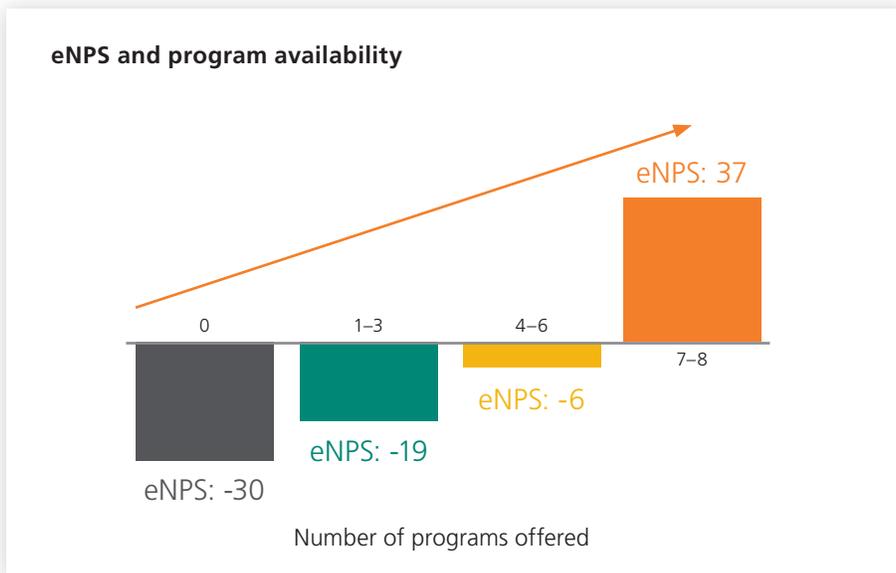
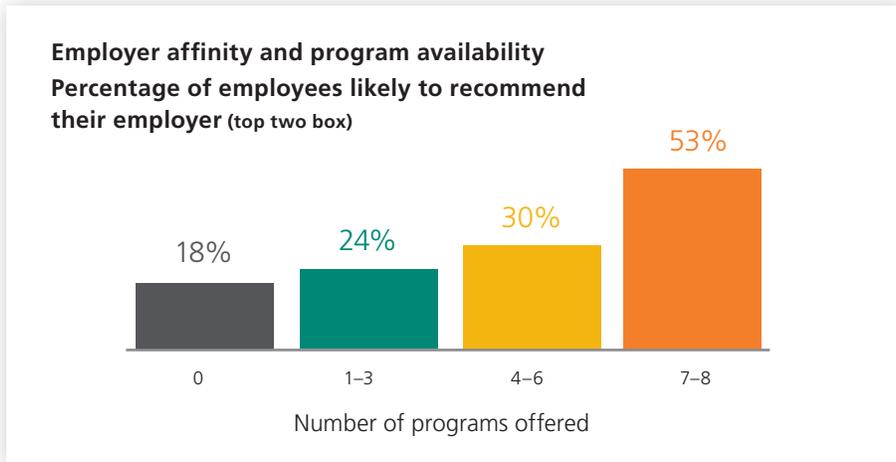
Web-based surveys with respondents who are members of an online panel.

Maximum margin of error for the sample:

**Promoters: n=422: ±4.8% points**

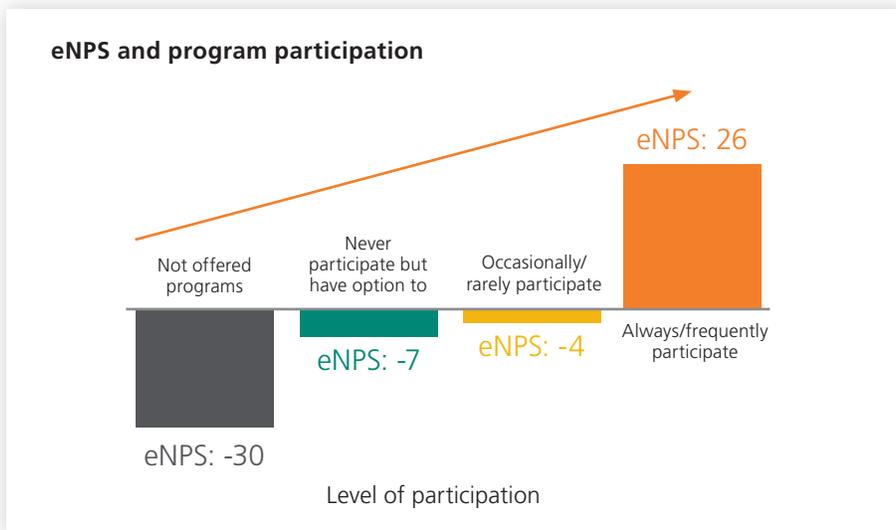
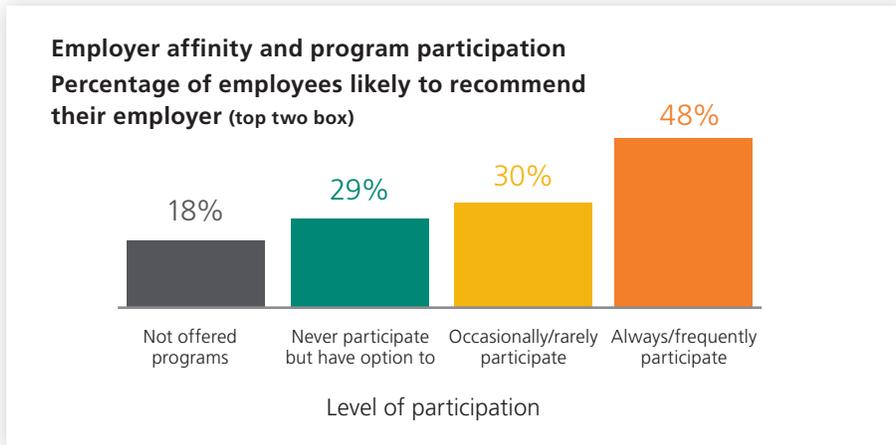
**Passives: n=402: ±4.9% points**

**Detractors: n=385: ±5.0% points**



Our research established a correlation between high eNPS and participation in health and wellness programs, too. The survey showed that one out of two employees who frequently participate in health and wellness programs are extremely likely to recommend their employer, versus one out of five employees who have no access to such programs.

## Employee engagement has the most significant influence on eNPS



The research also demonstrated evidence that programs that help manage a chronic condition and a physical environment that supports healthy decisions seem to have the most impact on eNPS of all the program categories included in the research.

### Most impact on eNPS

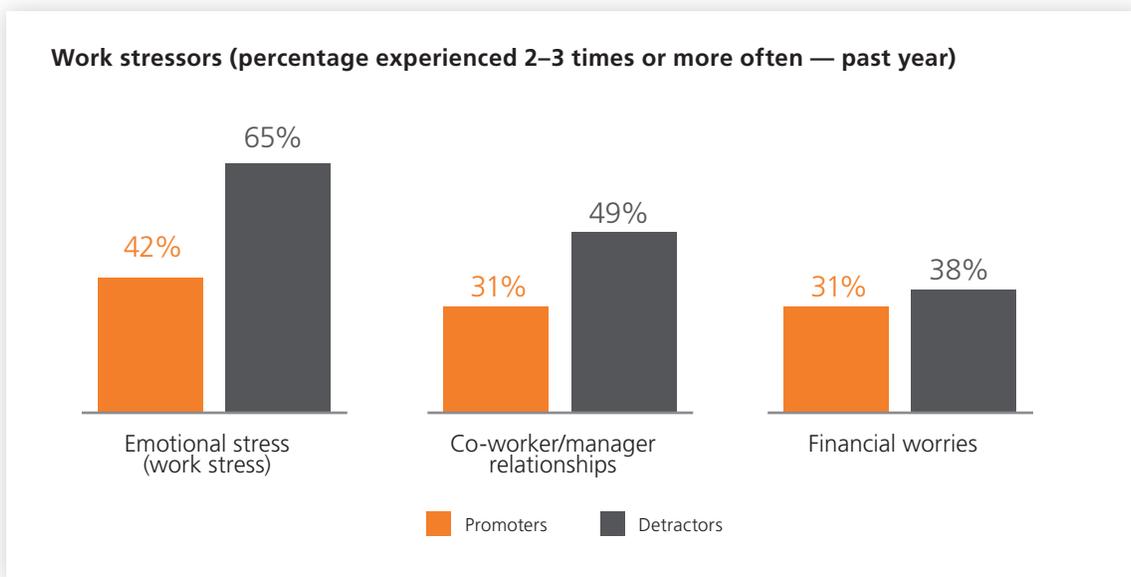
Programs to help manage a chronic condition

Physical work environment that supports healthy decisions

## The difference between employee promoters and employee detractors

If promoters and detractors participate differently in health and well-being programs, might they also be different in terms of their overall health? Optum research found variation in metrics for work-related health and well-being among promoters and detractors.

Detractors report more stress than promoters. When we asked how stressors at home or work caused their concentration or productivity to suffer, 65 percent of detractors reported work-related emotional stress, while 49 percent of detractors reported co-worker/manager relationship stress and 38 percent reported financial worries.



On the other hand, promoters are significantly more likely than detractors to participate in health and wellness programs, and they're more likely to report employer support for their well-being. Promoters are also more engaged in their health care, they're happiest with their workplace relationships and culture, and they're more productive.

It's unclear from the research whether health and wellness programs create promoters out of passive or detractor employees or whether they simply attract employees who are typically promoters. But one conclusion is clear: employees of businesses with a full complement of health and wellness programs are more likely to recommend that business as a great place to work.

## Make your investment in employee health pay off

Employee experience matters. It matters not only because it's the right thing to focus on, but also because it is directly linked to better business outcomes. The better you can make your employees' experience, the more likely you are to outcompete other businesses. eNPS, a reliable indicator of employee experience, can be improved through offering and engaging employees in a wide variety of health and wellness programs.

Based on our research, we recommend two key takeaways.

First, focus on increasing the number of promoters in your organization. Promoters are your most valuable employees. They're most likely to participate in your programs and, possibly as a result, they experience less stress and more satisfaction at work. Promoters respond positively to health and well-being programs.

Second, support the unique well-being needs of detractors with programs addressing their needs: emotional stress, financial health and relationships with their coworkers. Detractors need health and well-being services and support.

The connection between employee experience and employee well-being programs is clear. When you invest in your employees' health and well-being, your investment will pay off.

### Contributors

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#### Sources:

<sup>1</sup> <https://www2.deloitte.com/insights/us/en/focus/human-capital-trends/2017/improving-the-employee-experience-culture-engagement.html>

<sup>2</sup> Ibid.

<sup>3</sup> <https://hbr.org/2003/12/the-one-number-you-need-to-grow>

<sup>4</sup> McKinsey, Why Frontline Workers Are Disengaged, 2016.

<sup>5</sup> <http://netpromotersystem.com/about/employee-engagement.aspx>

<sup>6</sup> ADP Workforce Vitality Report, 2017.

<sup>7</sup> Gallup, State of the American Workplace.

<sup>8</sup> Optum/National Business Group on Health (NBGH) Consumer Engagement Study, 2017.

#### Additional resources:

<https://hbr.org/2003/12/the-one-number-you-need-to-grow>

NPS – Satmetrix, <https://www.satmetrix.com/nps-score-model>

<http://www.netpromotersystem.com/about/employee-engagement.aspx>

<http://www.workforce.com/2017/07/11/beyond-great-features-todays-legendary-companies>

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