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THE STATE OF FITNESS AND WELLNESS IN CORPORATE INDIA

2023-24 REPORT









DID YOU KNOW?



The WHO has categorically identified chronic inactivity as the main contributor to occupational burnout and increased stress levels in the workplace.

Carver Coleman, a renowned data scientist, equates switching from a sedentary lifestyle to a workout schedule to the difference between "smoking versus not smoking," as detailed in his study-establishing the link between exercise and longevity in The British Journal of Sports Medicine.

Considering the extensive hours spent at work, global research indicates that as little as 30-60 minutes of weekly strength training can lower mortality, cardiovascular, and cancer risks by 10-20%, underscoring the significance of consistent physical activity in leading a longer and better life.

According to the Harvard Business Review, investing in employee fitness yields a remarkable sixfold savings across any industry, highlighting the value of wellness initiatives.

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International Speaker on Workplace Wellness, & CEO of Motion Infusion

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Foreword

Shift the accountability from individual well-being to collective well-being

In the vast landscape of wellness initiatives, the prevailing paradigm within the corporate world has been predominantly reactive, centering on disease management and risk factors rather than embracing a proactive and holistic stance towards health and wellness. This well-intended, but misguided understanding about the essence of well-being, has led to ineffective health and wellness programs that have failed to help the very people they were intended for.

Traditionally, workplace health and well-being strategies have put the onus on the individual rather than the workplace itself. As a result, these programs have done little to improve workplace culture, which research shows plays a critical role in employees' overall well-being. At the same time, the pandemic has ushered in a new era of workplace expectations, especially around how employees view work. For many, work is no longer their only priority, but one of many competing priorities that must be balanced against the other demands in their lives. Consequently, employees are no longer willing to sacrifice their own physical, mental, emotional and overall well-being if it doesn't align with their values. This value-shift-mindset is transforming how employees view their jobs, and in turn, the value their employers place on their health and well-being. Wellness programs offered by companies are therefore and now at the center of their loyalty and necessitate job satisfaction. The off-the-shelf, cookie-cutter wellness programs that worked in the past are simply outdated and no longer serve the demands of employees in 2024.

As a result, there is growing pressure - and opportunity - for companies to rethink how they approach workplace well-being. This requires a critical reevaluation of the metrics we use to gauge employee well-being, understanding the role of workplace culture in cultivating a healthy and happy workforce, and empowering managers to be multipliers of well-being.

So where do we start?

The big question is, are we giving the employees what they need? Are we listening to them?
There is a clear gap between what is given and what is needed. Now more than ever, employees want more meaning, more flexibility, more inclusivity and more well-being. Above all, employees want to know that the company they work for cares about them. Employees want to feel like they actually matter.

The second step is taking a more holistic, “outside-in” approach. This requires employers to take an honest look at the company culture, gathered through quantitative and qualitative assessments. Does the company culture and way of doing business support well-being – or is it undermining it? Based on the findings, companies need to consider tangible ways in which they can optimize the environment and the culture to infuse well-being and vitality into the way the work gets done.

The key to successfully creating these desired changes in the workplace is empowering managers to become multipliers of well-being. While wellness may not be part of the job description, every manager plays a critical role in the well-being of their team members. The manager alone likely accounts for up to 70% of their team members’ engagement with both their work and their well-being – according to Gallup. Our own published research demonstrates that when managers model and actively support well-being for their team members, both they and their team members report higher levels of well-being, productivity and engagement with their work. A manager-driven movement of well-being can make a huge difference for the well-being of the workforce, especially during times of uncertainty.

The traditional understanding of individual well-being solely being an employee’s responsibility is undergoing a paradigm shift. The burgeoning importance of workplace wellness programs signifies a shared accountability between organizations and their workforce. By shifting the accountability from individual well-being to collective well-being, companies can send a strong signal to their employees that their health and well-being matters to them. Not only will this improve employee morale, boost productivity, and lead to higher levels of employee retention, it will ultimately lead to a better bottom line. This report offers the kind of comprehensive resource needed to positively impact employee well-being, productivity, and overall success.



LAURA PUTNAM
International well-being and Culture Expert
Author of “Workplace Wellness that Works”
CEO and Founder of Motion Infusion

Foreword

“Sitting is the new smoking”

In a world where this message is resonating loudly and clearly with each stakeholder, we embark on a transformative journey within the pages of “The State of Fitness and Wellness in Corporate India 2023-24.” This analysis transcends corporate walls, unraveling India’s prevailing wellness paradigm and sounding a universal call to recognise the needs of the world’s youngest workforce by moving away from the traditional outdated legacy programs that are falling short of yielding desired outcomes.

Historically, workplace health strategies have been a reactive shield, summoned only when health issues emerged. This unveiling reveals a universal truth – employees worldwide perceive health insurance, doctor consults, and pharma reimbursements as relics of a bygone time. The world’s youngest workforce, averaging 29 years, seeks a new narrative, a movement shaped by individual needs, marking the urgent need for proactive health and fitness management.

Consider the global impact of neglecting wellness initiatives – a domino effect from reduced productivity to escalated healthcare expenses, impacting the financial health of organizations worldwide. In an epoch dominated by remote and hybrid work, the need for proactive physical and wellness programs resonates globally, ensuring accessibility for every employee.

As we investigate this topic, it becomes evident that we stand at a crossroads, demanding a profound shift in our approach to corporate fitness and wellness initiatives. It doesn’t merely advocate for a transition from reactive to proactive wellness strategies; it narrates a story of collective realization, acknowledging the cost implications of neglecting wellness especially for a fast growing economy like ours.

In an era marked by the rise of remote and hybrid work, this study urges us to embrace proactive physical and wellness programs transcending geographical boundaries. Customization, a global mandate, empowers employees to engage in consistent physical activities, nutrition guidance, mental wellness, and health checkups on their terms – a narrative resonating globally. The principle of ‘your fitness, your way’ becomes a universal anthem.

Leadership commitment emerges not as an organizational challenge but as a global imperative. The discussion, quoting John F. Kennedy, poses a question

reverberating across continents – can leadership walk the talk and co-share the responsibility for fostering a proactive wellness culture?
This journey is about people, the heartbeat of organizations, telling the story of a workforce yearning for holistic fitness and wellness programs tailored to their needs. Picture an industry where fitness and wellness aren't one-size-fits-all prescriptions but adaptable solutions aligning with the diverse needs of the world's youngest workforce.

As we navigate the complexities of the modern workplace globally, this narrative isn't just a guide; it's a manifesto for change, a blueprint for a future where organizations thrive by prioritizing employee fitness and wellness. The findings, rooted in empirical evidence, draw parallels with global studies, such as the one by Harvard Business Review, reinforcing the notion that every investment in an employee's fitness and wellness yields a sixfold return for companies.

Via this initiative, we invite you to join our vision and remain steadfast in the pursuit of holistic wellness. By prioritizing the fitness and wellness of our global workforce, we collectively contribute to a narrative transcending borders – creating workplaces that inspire, empower, and thrive.

Get Up, Get Fit, and Embrace Proactive Wellness.
#YourFitnessYourWay #DefeatInactivity #HumFitTohIndiaFit



AKSHAY VERMA
Co-founder | FITPASS
MSc. (Oxford) | MPA (Columbia)
Times 40u40 | BW 40u40 |
Forbes Globalist 23 |
Entrepreneur of the Year

INTRODUCTION

Start your fitness & wellness revolution today: Your employees are waiting!

Is your company's wellness program falling behind the times, leaving employees feeling stressed, unhealthy, and unmotivated? This report by FITPASS and ETHRWorld serves as a wake-up call, exposing the startling disconnect between what employees crave and what organizations deliver in terms of fitness and wellness programs. Ditch the one-size-fits-all approach and step onto a revolutionary path that prioritizes personalization, proactivity, and impact.

Employees are screaming for change, with a staggering 77% dissatisfied with their company's wellness programs. This isn't a minor inconvenience; it's a ticking time bomb impacting productivity, engagement, and retention. They prioritize personalized fitness support, with 53% seeking access to fitness centers and 41% desiring nutritionist guidance. Generic one-off initiatives and infrequent sessions at the office like yoga, zumba and events like walkathons or marathons are no longer enough; employees want tailored solutions that address their unique needs and preferences throughout the year and help them get fit, stay fit and be well.

Proactive measures are crucial, yet only 24% of programs are proactive, leaving the rest stuck in reactive, often health insurance-centric approaches. It's like waiting for your car to break down before taking it for maintenance! The return on investment is undeniable, with 91% of employees believing comprehensive programs increase loyalty, highlighting a retention goldmine waiting to be tapped. Employees crave personalized support in achieving their well-being goals, with 53% seeking access to fitness centers and 41% desiring nutritionist guidance. But beyond individual preferences, the report highlights a crucial link between physical activity levels of employees and key business metrics. It's not just about feeling good; it's about smart business.

Leaders, it's time to act! Ditch the traditional cookie-cutter approach and embrace personalization with flexible benefits, diverse activity options, and digital tools that cater to individual needs. Become proactive, focusing on preventing health issues through early adoption, evidence-based intervention, healthy habits education, and support for those with pre-existing conditions. Leverage technology to boost engagement and impact through digital platforms

for personalized coaching, health tracking, and gamification. Finally, ensure employees understand and value your programs through clear messaging, leadership buy-in, and regular feedback loops.

Investing in your employees' well-being isn't just a feel-good perk; it's a strategic imperative. By prioritizing a personalized, proactive approach, you can unlock a healthier, happier, and more productive workforce, creating a win-win for both your employees and your bottom line. What are you waiting for? Start your fitness and wellness revolution today!



YASMIN TAJ
Editor - ETHRWorld &
Head - Branded Content,
The Economic Times

Forget talent wars, win the fitness and wellness war!

Is employee wellness just a feel-good perk, or a strategic driver of business success? The State of Fitness and Wellness in Corporate India 2023-24 Report by FITPASS and ETHRWorld, the largest of its kind in India, explores the needs and perspectives of the world's youngest workforce (Gen Z, Millennials) and organizational leaders (Gen X) - to bridge the gap between fitness and wellness initiatives and their contribution to corporate productivity, validating the correlation and causation of what was previously seen as an unclear connection.



METHODOLOGY

This report integrates data and diverse voices to provide actionable insights.

This comprehensive report goes beyond the surface, analyzing the needs and sentiments of over 3,000 employees across generations: **700+ Gen X (1965-1980), 1500+ Millennials (1981-1996), and 400+ Gen Z (1997-2012).**

The research doesn't just rely on numbers; it delves deeper **into how the corporate fitness and wellness landscape is evolving** via in-depth interviews with 10+ Chief Human Resources Officers and Chief Wellness/well-being Officers from companies collectively representing approximately 600,000 employees.

This unique combination paints a vivid picture of the current state, **need gaps, and opportunities for impactful** corporate fitness and wellness programs in India.

The top five findings from the report:

1. Employee loyalty hinges on improved fitness & wellness programs. Over **77%** are dissatisfied with their current programs, signaling an urgent need for comprehensive offerings.

2. A staggering **45%** of employees prioritize physical health and fitness memberships within their corporate wellness programs, nearly doubling the interest compared to mental health support (**22%**) and far outpacing the demand for outpatient (OPD) visits and reimbursements (**17%**).

3. While employees seek more physical fitness support, current wellness programs are primarily focused on mental wellness, hence painting a contradictory picture.

4. Post-COVID-19, while organizations have purportedly intensified their wellness efforts, **43%** of employees present a contrasting perspective, suggesting these initiatives may not meet employee expectations or needs. This need gap presents a critical challenge: the alignment of wellness programs with the actual requirements of the workforce.

5. About **69%** employees mentioned their organization does not offer access to a digital solution to personalize their health and wellness benefits. This discrepancy suggests that while the concept of tailored wellness programs is widely endorsed, companies fail to walk the talk with technology, compromising the experience and impact of wellness programs.



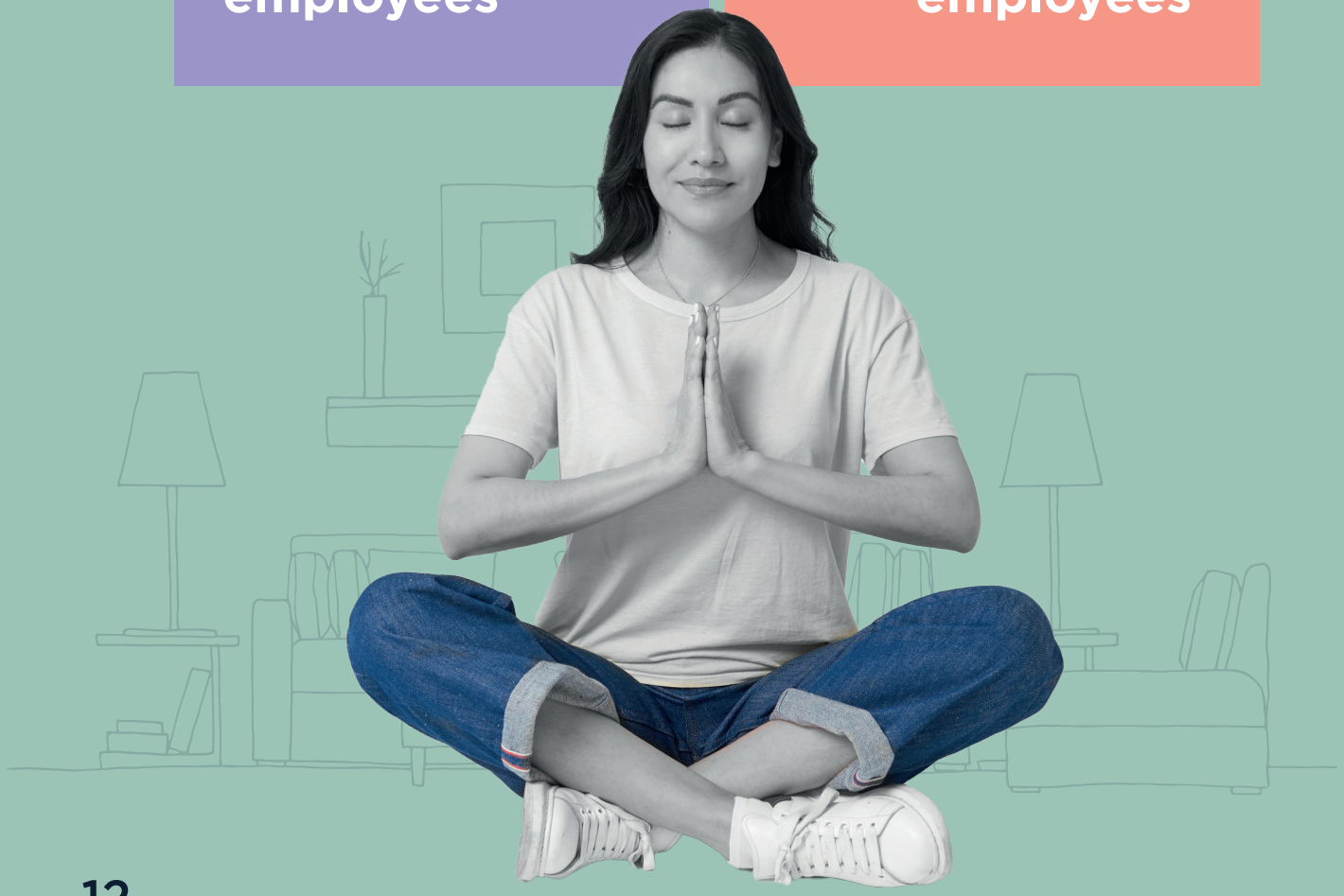
Inside the minds of India Inc. employees

A. 76% disconnected, 61% stressed: This isn't a wellness program, it's a ticking time bomb

According to the World Health Organization (WHO), chronic inactivity is the primary reason for burnout and increased stress. As per our report, sedentary lifestyle (52%), general inactivity (42%), and poor eating habits (41%) are the biggest factors negatively impacting health and wellness at work. Consequently, it has amounted to increasing stress levels (61%), Furthermore, 76% are disconnected with their current wellness programs. No wonder, these programs see poor participation amongst employees as they are not inline with what they are asking for.

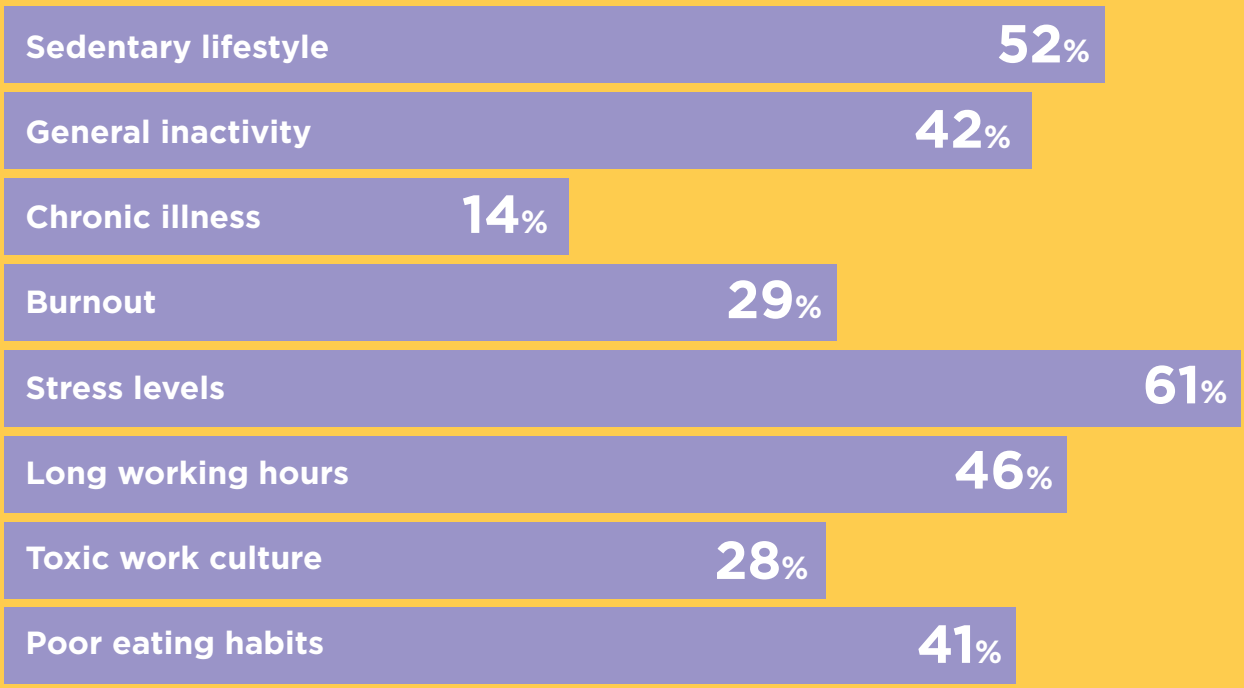
76%
disconnected employees

61%
stressed employees



Stress is a looming challenge among employees:

Research proves sitting is the new smoking. Which factors are negatively impacting your health and wellness at work?



Gap between offering and awareness:

Does your company extend health and wellness benefits to you?



- 30% Mostly health insurance and check-ups (or in case of emergencies)
- 28% Yes, I think they do something
- 24% Yes, it's fantastic. I love it
- 12% No
- 6% Maybe, I am not aware

B. Put your money where your mouth is: Employees say physical fitness fuels productivity

The top priorities for employees when it comes to their health include: Access to fitness centers (53%), nutritionists (41%), and regular health check-ups (40%), suggesting employees value personalized physical fitness support and guidance.

53%

access to fitness centers

41%

nutritionists



Fitness tops employee priorities:

What would you like to see your corporate wellness program prioritize more in the coming year?



- **45%** Physical health and fitness memberships
- **22%** Mental health programs
- **17%** OPD visits and medical expense reimbursements
- **11%** Higher sum insured in health insurance cover
- **5%** Other

Employees seek holistic solutions that help prevent poor health outcomes:

What would you want your corporation to include in a wellness program for you personally?

53%	41%	40%	36%	32%
Access to fitness centers and gyms (near the office, near home, while traveling, etc.)	Access to nutritionists and experts for personal assistance	Access to regular health check-ups	Access to group physical activities like dance, zumba, aerobics, pilates, kickboxing, MMA, etc.	Access to doctor consultations (GPs, psychologists, orthopedic, gynecologists, etc.)

A stitch in time saves nine:

Employees today are demanding proactive, not reactive, solutions to their well-being. They're tired of simply addressing issues after they occur and are actively seeking ways to prevent them in the first place. This shift aligns perfectly with a staggering 52% of employees who report a sedentary lifestyle negatively impacting their health. To combat this, a whopping 53% demand access to fitness centers, empowering them to take charge of their activity levels. Similarly, 41% point to poor eating habits as a major concern, and 41% seek access to nutritionists to address this proactively.

The message is clear - employees crave knowledge and agency over their health. They want to identify potential issues early through regular health check-ups (40% expressed this need) and take preventive action through exercise and nutrition. By offering proactive wellness programs that cater to these desires, you're not just providing a perk, you're investing in a healthier, happier, and more empowered workforce.

Global studies reveal similar sentiments. A 2021 study in the Journal of Business and Psychology demonstrated that companies with personalized and diverse fitness options had a 15% lower rate of employee turnover compared to those with limited options. This highlights the financial benefits of investing in employee well-being, physical fitness.



Leaders' Take: Why employee fitness and wellness should be a corporate's core KRA?

Diving deeper: Employee well-being as a core business strategy

A compelling shift is occurring: leading organizations are recognizing the critical role of employee well-being in their success. They're moving beyond reactive solutions to proactive strategies, championing well-being as a core business priority.

This strategic approach emphasizes prevention over treatment. Companies must invest in continuous engagement, personalized support, and programs that address physical activity, nutrition, and mental health, aiming to optimize the well-being of their workforce from day one.

Data reinforces this shift. Industries like service-based sectors are witnessing a direct connection between employee well-being and revenue, highlighting the tangible benefits of prioritizing employee health and fitness.

Across these diverse perspectives, key themes emerge:

Shift from reactive to preventive well-being: Companies must invest in proactive measures to prevent potential issues and promote holistic well-being.

Holistic programs: Recognizing the interconnectedness of physical, mental, and financial well-being, programs address all aspects employee welfare.

Personalization and empowerment: Tailoring support and fostering individual agency are crucial for long-term success.

Measuring impact: Quantifying the business benefits of well-being programs strengthens their strategic significance.

By implementing these insights and making fitness and well-being a core Key Result Area (KRA), organizations can create a culture that genuinely supports their people. This not only leads to a happier and healthier workforce, but also unlocks greater productivity, sustainability, and long-term organizational success.

Empowering individuals to thrive from day one



DR. ASHISH MISHRA
Chief Wellness Officer,
Unilever

We strive to instill a culture of health from the moment employees join, through continuous messaging, personalized engagement, and encouragement. This is the preventive phase, aiming to maintain optimal health and avoid the cycle of treatment and recovery.

Three key pillars are physical activity, nutrition and mental well-being. By actively addressing these areas, we set employees up for success in managing stress, maintaining energy levels, and preventing illness.

This holistic approach to employee well-being is not just about ticking boxes; it's about empowering individuals to thrive. By investing in their well-being, we invest in a healthier, happier, and more productive workforce, fostering a sustainable future for both our employees and our organization.

> ***This holistic approach to employee well-being is not just about ticking boxes; it's about empowering individuals to thrive.***

Investing in employee well-being is a smart business decision



SUMIT TANEJA
VP-HR, Global Rewards & HR Analytics Head, Wipro

In our service-based business, employees are directly linked to revenue. Imagine working on a high-value project and experiencing burnout. This doesn't just impact well-being; it creates a gap in earning potential. By the time a new employee is trained and approved by the client, we lose revenue between $10,000 and $20,000 per individual. Extrapolating this to our large workforce means burnout potentially costs us hundreds of millions. Investing in employee well-being isn't just about creating a positive work environment, it's a smart business decision. Unlike other industries where replacement might be easier, in our model, every individual holds significant value.

> ***Investing in employee well-being isn't just about creating a positive work environment, it's a smart business decision.***

Fuel your body, fuel your work: Investing in employee fitness and wellness



DR. RIMA GHOSE CHOWDHURY
Executive Vice President & CHRO, Datamatics

At Datamatics, we prioritize physical well-being as part of our holistic approach to wellness. We provide resources and information through digital platforms and physical boards in our offices. Our Annual Climate Survey includes questions on work stress and employee well-being, and our HRBP teams regularly engage with employees to improve their experience. We promote physical fitness through our rewards and recognition platform, and for long-service awardees, we have transitioned to digital watches to help them monitor their health. These efforts reflect our commitment to promoting well-being across all generations in our workforce.

> ***We prioritize physical well-being as part of our holistic approach to wellness.***

The great disconnect in corporate fitness and wellness initiatives

A. Lost in translation? 43% of employees confused about company wellness programs

Post COVID-19, organizations deepened their focus on wellness initiatives, however, a major chunk of employees give a contrarian viewpoint. Despite a perceived increase in corporate wellness initiatives (57% of employees report noticing this shift), a significant number (43%) disagree. This discrepancy hints at a potentially crucial issue - programs might not be aligning with the needs of the employees and their consequent expectations.

Digging deeper, Gallup data reveals only 44% of employees feel their company's programs meet their needs, mirroring our findings. This suggests two key areas for improvement: program design and communication. Are programs truly personalized and engaging? Are employees aware of all available resources and their effectiveness?

Bridging this gap requires action: gather employee feedback to understand preferences, offer diverse and personalized options, communicate clearly about program details, promote flexible and accessible formats, and continuously adapt based on employee input. Remember, well-being is not a one-size-fits-all solution. By prioritizing employee needs and preferences, organizations can create programs that resonate, building a healthier and happier workforce.

Perception vs. Reality of corporate health and fitness programs:

Has the focus on health and fitness programs deepened in your organization in the last two to three years?



Leaders' Take: How can organizations ditch the traditional approach and recognize what employees need?

Diving deeper: Beyond one-size-fits-all to employee-driven well-being

A call for transformation has emerged. Companies are leaving behind outdated, one-size-fits-all approaches to employee wellness, embracing a flexible and employee-driven model focused on personalization. Insights from expert voices paint a clear picture of this shift.

- ✓ **Recognizing diverse needs:** The need to cater to different preferences and requirements within the workforce takes center stage. Instead of imposing specific policies or supposed benefits, organizations are offering a varied menu of options, empowering employees to choose what resonates with them. This could encompass diverse fitness classes, remote programs, or subsidies for personalized activities.

- ✓ **Building a proactive approach:** Shifting the culture from reactive engagement to proactive well-being is crucial. Fostering open conversations and empowering employees to take charge of their fitness and wellness journeys is key. Creating a safe space for dialogue encourages a proactive approach.

- ✓ **Investment with value:** Recognizing the strategic nature of employee fitness and well-being is essential. Programs that improve fitness, reduce burnout, enhance financial security, and increase employee retention offer a tangible return on investment. Tracking participation, measuring impact on well-being and productivity, and utilizing feedback for continuous improvement helps quantify effectiveness.

By implementing these insights, organizations move beyond generic programs and empower employees to drive their own well-being. This shift leads not only to a happier and healthier workforce but also contributes to a more successful and sustainable organization in the long term.

Flexibility wins! Ditch the one-size-fits-all approach to employee well-being



ROSHNI WADHWA
HR Transformation Director,
MENA region, L'Oréal

Employees have diverse needs and requirements, which necessitates a high level of flexibility in how these needs are addressed. Organizations must be conscious of what they can and cannot manage.

For instance, when we organize activities like Zumba or yoga classes, we often find only a few participants. This could be because people either do not value such activities or the timing does not suit them. Therefore, it's crucial to offer these options with the flexibility for employees to participate at their convenience.

By providing facilitation, tie-ups, and subsidies, organizations can offer employees the freedom to make their own choices. This approach reflects the current trend of managing complexity in the workplace.

By providing facilitation, tie-ups, and subsidies, organizations can offer employees the freedom to make their own choices.

Can we cure the reactive mindset holding back employee fitness and wellness?



RAJIV NAITHANI
Chief People Officer,
Infogain

Shifting focus from employee engagement to holistic well-being, companies must adopt an integrated model that prioritizes wellness, experience, and engagement. This approach encompasses physical, emotional, mental, and financial well-being, fostering a culture of psychological safety and empowering conversations.

Initiatives beyond traditional Employee Assistance Programs (EAP) include counseling, mental health resources and gamified programs, but low utilization persists due to a reactive mindset and lack of awareness. Recognizing the importance of fitness and wellness is a positive step, but creating a culture of proactive engagement and measuring its effectiveness is key. Investing in fitness and wellness is not just an emotional concern, but a strategic investment in financial sustainability and long-term success, helping prevent burnout and other costly issues.

> ***Recognizing the importance of fitness and wellness is a positive step, but creating a culture of proactive engagement and measuring its effectiveness is key.***

Future-proofing employee wellness with proactive measures

A. 24% proactive, 44% reactive: Don’t wait for sickness, invest in proactive fitness and wellness

Our research found that there is a limited proactive focus when it comes to corporate fitness and wellness programs. While 24% offer proactive programs, 44% remain in reactive or purely health insurance-based approaches, highlighting a need for preventive and holistic strategies.

24%
proactive

44%
reactive





Limited proactive approach:

How would you classify your corporate wellness program?



- 21% Reactive
- 24% Proactive
- 20% Holistic
- 12% An adhoc combination of A and B
- 23% Only health insurance

The missing link - India Inc. still focused on reactive measures:

Which of the following programs does your organization offer ?



Medical insurance



Regular health check-ups



Access to gym and fitness centers (workout centers, yoga studios, pilates classes etc.)



Participation in sporting events such as cricket, badminton, swimming, marathons, etc.



Mental health counseling services



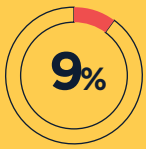
Access to doctor consultations (GPs, psychologists, orthopedic, gynecologists etc)



Nutrition consultation



Flexible wellness wallet that you can use to personalize the benefits offered



Access to personal training and coaching for fitness



All of the above

Leaders' Take: Future-proofing employee wellness with proactive measures

Diving deeper: Proactive revolution in employee fitness and well-being

In today's dynamic work landscape, prioritizing employee health and fitness has become more critical than ever. Companies are shifting away from reactive solutions and embracing proactive strategies that empower individuals to thrive. There is an urgent need for this forward-thinking approach that not only benefits employees but also paves the way for a more successful and sustainable organization.

- ✓ **A future built on prevention:** Leading voices unveil a vision where proactive measures revolutionize employee well-being. The focus shifts from reacting to issues to preventing them, empowering individuals to flourish by taking control of their health, fitness and well-being.

- ✓ **Beyond reactive solutions:** Only addressing problems when they arise becomes secondary to active prevention. A multifaceted approach, like educating and providing tools to adapt healthy habits and offering early intervention for those at risk, exemplifies this shift.

- ✓ **Holistic harmony:** The interconnectedness of physical, mental, and nutritional well-being takes center stage. Along with mental well-being, leaders need to put deeper emphasis on physical fitness and healthy food choices as essential components of a comprehensive strategy.

- ✓ **Empowerment, not handouts:** Simply offering programs falls short. Equipping employees with knowledge, tools, and choices allows them to make informed decisions and adopt healthy habits that resonate with their individual needs. Organizations must leverage technology to create a personalized experience, thus empowering employees to take control of their fitness and wellness.

- ✓ **A sustainable approach for long-lasting and consistent impact**: Moving beyond quick fixes, organizations embrace a sustainable approach to well-being through proactive strategies. This leads not only to a healthier and happier workforce but also to a more resilient, productive, and ultimately, successful organization in the long run.

From reactive to radical: Flip the script on employee well-being



DR. ASHISH MISHRA
Chief Wellness Officer,
Unilever

Unilever is transforming its approach to employee well-being, moving from reactive to proactive strategies. Traditionally programs addressed health concerns after they arose. Recognizing the limitations of this approach, Unilever is now focused on preventive intervention. The company's new strategy aims to educate and empower employees about healthy lifestyles and the long-term impact of their choice through its flagship program of Healthier U. Unilever provides opportunities for employees to engage in healthy activities, offers consultations with dietitians, and promotes healthy food options in cafeterias. The company also extends nutritional guidance to employees' families.

The company encourages medication adherence through regular follow-ups and reminders, tailoring interventions based on health data to ensure proactive support for those at risk. Unilever believes that by investing in proactive well-being initiatives, they can empower employees to make healthy choices, reduce healthcare costs, and improve overall quality of life.

Unilever believes that by investing in proactive well-being initiatives, they can empower employees to make healthy choices, reduce healthcare costs, and improve overall quality of life.

Join the proactive revolution, not the reaction brigade



AARTI SRIVASTAVA
Chief Human Resources Officer,
Capgemini

To promote well-being, we're shifting from reactive to proactive measures. This means creating a culture where awareness, education, and support are readily available. Our physical health initiatives go beyond on-site gyms and fitness classes. We are integrating physical activity into the workday, offering diverse options like yoga and marathons. In cafeterias, healthy food options and informative campaigns promote nutritional choices. We encourage employees to focus on health on a more regular basis and organize webinars to address health concerns like heart care and diabetes. In addition to this we have a wellness hub where employees can read about wellness topics, attend webinars and receive wellness support.

At Capgemini, we're fostering a culture where employees feel empowered to make healthy choices and build resilience. These proactive strategies aim to make well-being an integral part of daily life.

Our physical health initiatives go beyond on-site gyms and fitness classes. We are integrating physical activity into the workday, offering diverse options like yoga and marathons.

The road to personalized fitness and wellness initiatives

A. Digital detox or digital divide? 69% of companies leave personalized well-being on the digital doorstep

96% of employees lack access to flexible wellness wallets. Infact, about 69% mentioned their organization does not offer access to a digital solution to personalize their health and wellness benefits. This indicates a significant personalization gap in current programs, failing to cater to individual needs and preferences across medical, fitness, and emotional well-being.

Employees unequivocally seek a personal and customizable digital solution to their fitness and wellness programs. As per the findings, personalized fitness coaching and training (40%), access to a network of gyms and fitness centers - yoga, pilates, Zumba, etc. (41%), and nutrition and diet planning (45%) are the most valued features by employees in a holistic corporate wellness program that could reap dividends when deployed via a digital health and wellness application. This shift empowers employees to take charge of their well-being, crafting their own journeys to health and happiness. By embracing this personalization trend, organizations can attract and retain talent, fostering a thriving and healthy workforce.

96%

Lack of employee control

69%

Missing the digital connect



Lack of employee control:

Are you allocated a flexible wellness wallet that allows you to customize your medical health, fitness and emotional wellness needs as per your preference?



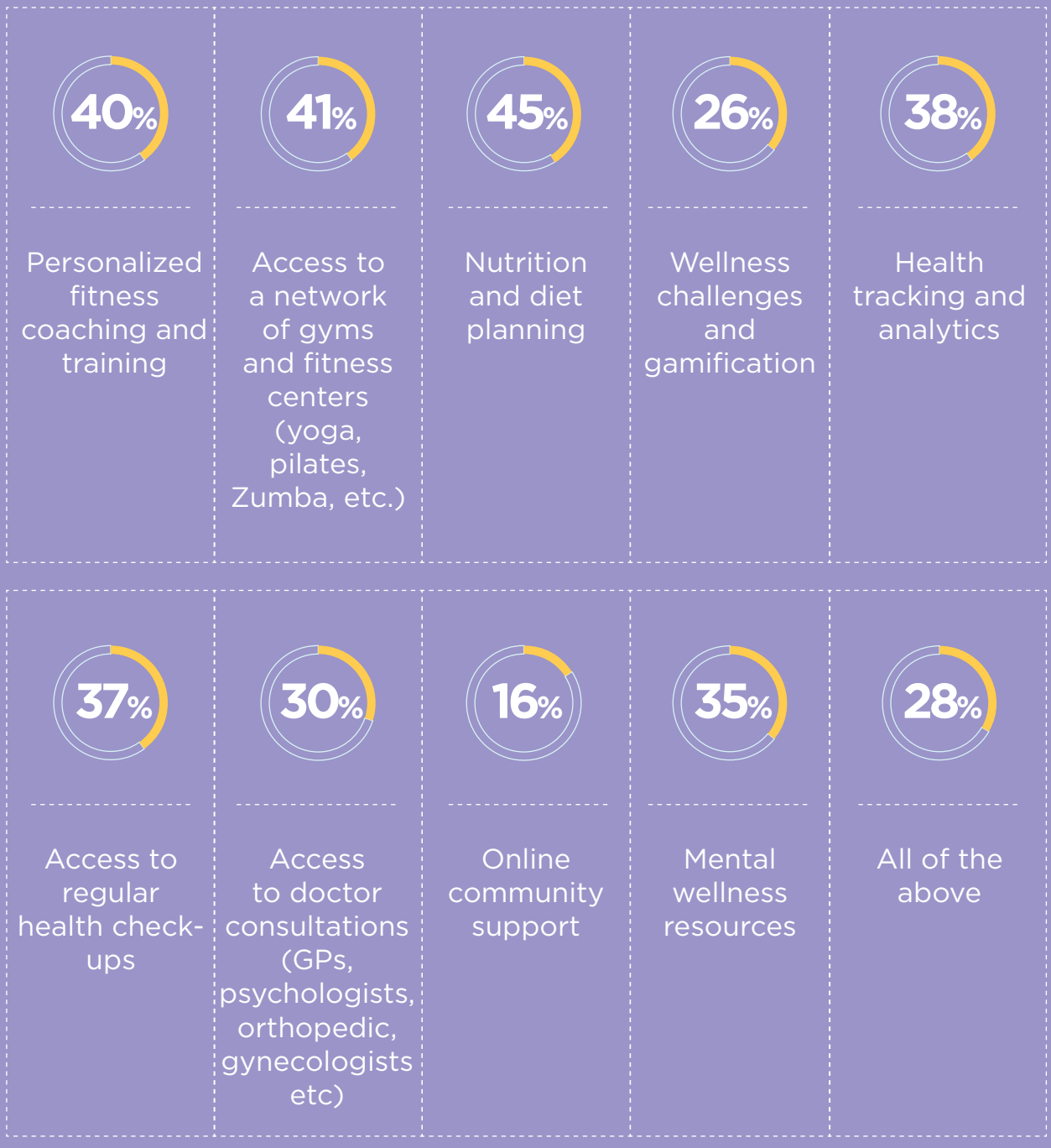
Missing the digital connect:

Does your organization offer access to a digital solution to personalize your health and wellness benefits as per your requirements?



Taking the personalized route with tech:

What features would you value most in a digital health and wellness application? (Select all that apply)



A global study conducted by Mercer in 2020 found that 48% employees would have more confidence in digital health tools if they are offered by their employers. 26% said they would be likely to stay with an employer that offered digital health tools.

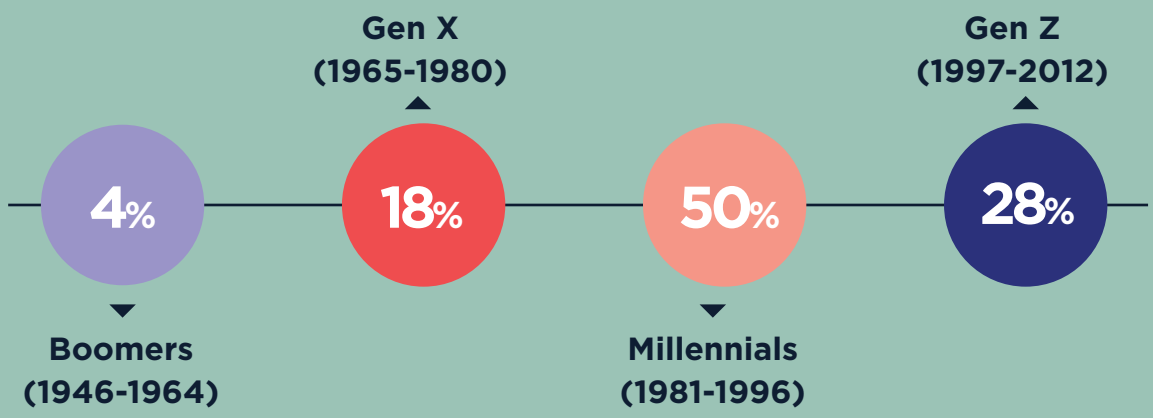
B. 50% feel programs are designed for millennials, but are they failing them?

India's Youth Crave More: Are Wellness Programs Missing the Gen Z Mark?
India boasts the largest Gen Z workforce globally, brimming with potential. Yet, a concerning gap exists - the focus of corporate wellness programs often skews towards millennials, leaving Gen Z underserved. This mismatch is further compounded by low program utilization even among millennials, raising the question - are traditional wellness offerings failing both generations?

While most of the leaders that shape corporate policy belong to Gen X, half of the employees see wellness programs as being designed keeping the supposed needs of the millennials in mind. Yet, these programs miss the mark. Stuck in traditional offerings like medical insurance and check-ups, they lack customization and flexibility, failing to address millennial needs as well as Gen Z needs, thereby alienating the majority of the workforce. This is alarming, considering 86% of millennials (tomorrow's leaders!) report facing a burnout according to WHO (which also identifies chronic inactivity as the primary cause for burnout). Time for a wellness upgrade!

Programs mostly cater to millennials:

Who do you think your organization's current health and wellness initiatives primarily benefit the most?



C. Unveiling the fitness gap: Why employees aren't joining wellness programs

While organizations claim to offer holistic fitness and wellness programs, adoption and participation show an alarmingly different side. Almost half of employees (41%) lack access to programs altogether, painting a stark picture of missed opportunities. Even when programs exist, time constraints (54%) and lack of customization (29%) act as roadblocks. Additionally, 27% are simply unaware of available options, highlighting communication gaps. By addressing these key barriers AKA lack of access, time concerns, personalization needs, and communication hurdles – through personalization and technology - organizations can unlock the potential of their well-being initiatives and empower employees to prioritize their health and well-being.

Personalization matters:

What are the main barriers to participating in fitness and wellness programs at your workplace?

41%	54%	29%	27%	24%
Employer does not provide fitness and wellness programs	Lack of time	Lack of customization in benefits offered	Lack of awareness	Lack of interest in benefits offered



Leaders' Take: Personalizing employee fitness and wellness initiatives

Diving deeper: Personalizing the path to well-being

The landscape of employee well-being is undergoing a transformation. Leaders are moving beyond "one-size-fits-all" approaches, instead paving the way for personalized journeys that cater to individual needs and preferences.

- ✓ **Variety is key:** Gone are the days of limited options. A diverse range of activities like yoga, Zumba, and Pilates, recognizing that different people connect with different forms of movement, is the need of the hour. Further, organizations need to offer both on-demand app workouts and instructor-led sessions, catering to solo and group preferences.

- ✓ **Tailored support:** It's not just about options, but targeted interventions. Personalized diet plans, exercise monitoring, and lifestyle guidance for at-risk individuals, demonstrates an organization's commitment to specific health concerns.

- ✓ **Empowerment through choice:** There is a strong emphasis on empowering employees to take charge. This means providing a variety of options, information, and support, allowing individuals to choose what resonates with them. This highlights the importance of perception, suggesting communication and varied engagement channels to attract participation.

- ✓ **Community with individuality:** While personalization is key, the value of community is crucial. While group sessions offer motivation and camaraderie that fosters connection and shared goals, organizations must also ensure inclusivity by offering recorded sessions and individual instructor options, ensuring everyone feels welcome and supported.

This shift towards personalized well-being initiatives, with its focus on variety, tailored support, empowerment, and community, holds immense potential. It not only fosters a healthier and happier workforce but also cultivates a culture of empowerment and promotes long-term well-being for all. Ultimately, it paves the way for a future where individual journeys take center stage, leading to a more engaged and thriving workforce.

No cookie-cutter wellness approach: Discover activities they love, tailored to their preferences



SUMIT TANEJA
VP-HR, Global Rewards & HR Analytics Head, Wipro

We offer access to a range of activities such as yoga, Zumba, Pilates, and more, allowing participants to choose what suits them best. We incorporate vendor suggestions, repeat popular sessions, and adjust based on participation levels to provide a diverse selection. Our goal is to offer variety without imposing limitations, acknowledging the diverse preferences within our organization.

By allowing employees to choose on their own terms, we've seen increased adoption rates. Polls have helped us gauge preferences and tailor our approach accordingly.

Creating the right perception is key, followed by offering variety and using different channels to ensure engagement. Whether through gamification, celebrity endorsements, educational blogs, or leadership inspiration, we aim to keep participants engaged and committed.

> ***Our goal is to offer variety without imposing limitations, acknowledging the diverse preferences within our organization.***

Empowering health choices: Flexible benefits & personalized support cater to individual needs

SHWETA MOHANTY
Head HR, SAP



Health and well-being are moving towards personalized, proactive approaches, departing from one-size-fits-all strategies. Employees now seek tailored solutions for their specific needs.

We're implementing targeted interventions such as personalized diet plans and exercise monitoring for employees. Our Flex Benefits program caters to our multi-generational workforce, offering coverage based on individual needs. This personalized approach promotes overall well-being across different life stages and fitness profiles.

In cases where concerns arise, we offer tailored interventions. Our leaders also share transformative stories to facilitate dialogue about coping mechanisms and interventions within high-stress roles. Through personalized approaches, we address individual needs based on life stage, ensuring our offerings align with what employees require at different points in their lives.

> ***Through personalized approaches, we address individual needs based on life stage, ensuring our offerings align with what employees require at different points in their lives.***

Community & camaraderie: Group fitness sessions boost motivation and fun



CHANDINI KAMAL
Global Head - Diversity, Equity and Inclusion and People & Culture (Employee Engagement & Experience, Wellness, Rewards & Recognition), HCLTech

Our wellness program promotes personalized fitness with expert guidance, diverse activities, and convenient access through an app and physical sessions. Employees choose activities based on their preferences, empowering them to take control of their well-being at their own pace.

While our app offers on-demand workouts, we also value community in fitness. Physical sessions led by instructors provide connection and motivation. For those who prefer group settings, these sessions offer energy and camaraderie. For those who prefer privacy, we offer recorded sessions and individual sessions with instructors.

This blend of virtual and physical options lets you choose what works best for you, empowering you to take control of your fitness journey. Whether you prefer group sessions or individualized workouts, our program caters to your needs.

> ***This blend of virtual and physical options lets you choose what works best for you, empowering you to take control of your fitness journey.***

Driving impact & ROI from fitness and wellness initiatives

A. Loyalty paradox: 91% see fitness programs as a boost to employer loyalty, 77% find current programs lacking

Nearly 91% Indian employees agree that comprehensive fitness and wellness programs increase loyalty, highlighting an opportunity to improve employee retention. Alarmingly, 77% of employees are not completely satisfied with the current programs their organizations offer.

91%

say it impacts their loyalty

77%

say they are not completely satisfied

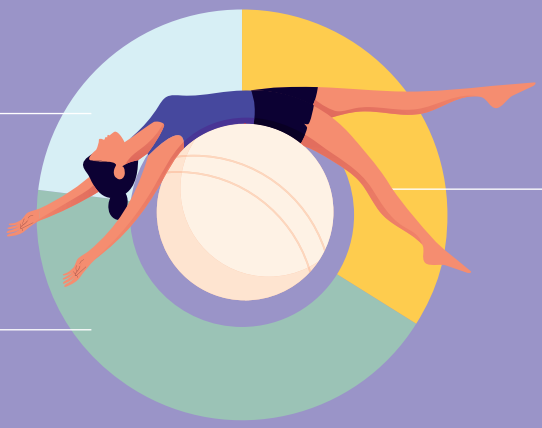


Dissatisfaction with current programs:

On a scale of 1-10 (1 being the lowest and 10 being the highest), how satisfied are you with the health, fitness and wellness initiatives currently offered by your organization?

23%
Satisfied (8-10)

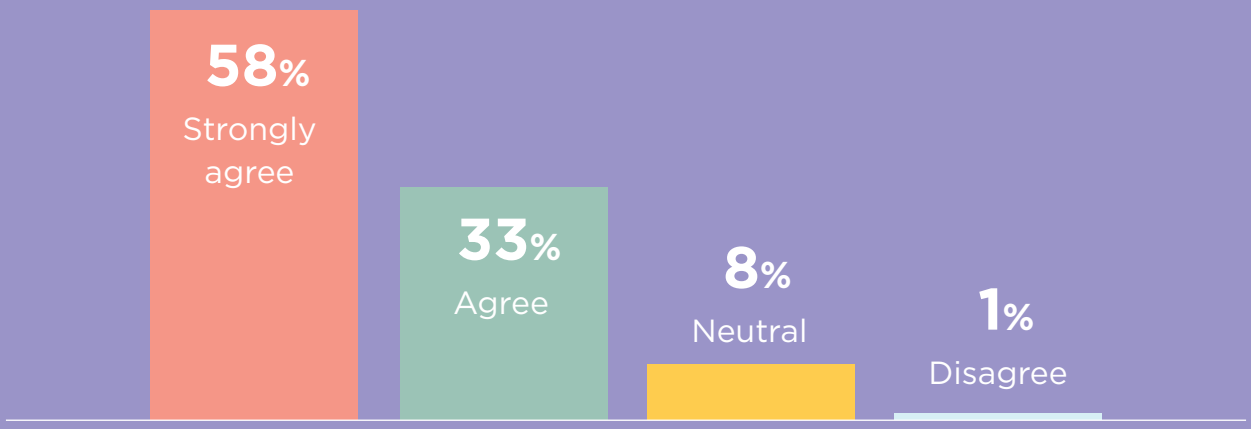
43%
Not completely satisfied (5-7)



34%
Completely Dissatisfied (0-4)

Fitness & wellness have a clear impact on employee loyalty:

As reported by Harvard Business Review, every dollar invested in employee fitness yields six dollars in tangible savings for the company. Do you think that a comprehensive fitness and wellness program increases your loyalty to your employer?



A survey conducted in 2019 by Wellable found that when compared to employees with no access to wellness programs, employees with seven to eight offerings were 2.9 times more likely to recommend their employer, 1.5 times more likely to continue working for their employer, and 3.3 times more likely to be proud to work for their employer.

Leaders' Take: Driving impact & ROI from fitness and wellness initiatives

Diving deeper: Cultivating a culture of well-being that pays dividends

Moving beyond traditional ROI models, leaders are unveiling a multi-faceted approach to employee wellness. This forward-thinking perspective emphasizes data, feedback, qualitative impacts, and engagement strategies for program success.

- ✓ **Continuous feedback loop:** Leaders prioritize ongoing feedback through surveys, app data, and employee forums. This ensures programs adapt and remain relevant to evolving needs. Additionally, leadership sets the tone by actively participating and acting as role models, motivating employee engagement.

- ✓ **Looking beyond numbers:** While acknowledging the importance of ROI, leaders recognize its limitations. They advocate for measuring qualitative improvements like reduced absenteeism, cultural shifts, and enhanced well-being, as these contribute significantly to long-term success. Adapting programs based on feedback ensures they resonate with the workforce and contribute to overall well-being.

- ✓ **Engagement drives results:** Engaging strategies are crucial for program adoption. Leaders utilize active communication, gamification, and facilitate connections among employees with shared interests, and tailor programs based on feedback. This fosters participation, a sense of community, and encourages active engagement.

- ✓ **The impact you can't measure:** While traditional ROI might not be readily apparent, positive impacts on retention, engagement, and productivity have been observed. This suggests effective programs improve work-life balance and create a healthier workforce, ultimately contributing to better business outcomes.

By prioritizing data-driven insights, continuous feedback, qualitative measures, and engaging strategies, organizations can create impactful wellness programs that go beyond traditional ROI calculations. This holistic approach fosters a positive culture, improves employee well-being, and contributes to sustainable business success.

Using data & feedback to fuel employee retention



SMITHA SUBHASH
Head HR, Technology India, Uber

When assessing retention and attrition, we take a holistic approach beyond benefits, focusing on program adoption and engagement. We use app-based tools and surveys for feedback and benchmarking. Vendor partners provide analytics for program efficacy. For example, when wellness webinars didn't resonate, we revamped based on feedback. We prioritize active communication, leader role modeling, and fostering connections among employees with shared wellness interests. We remain committed to refining our programs based on feedback, ensuring a responsive approach to wellness promotion.

> ***We prioritize active communication, leader role modeling, and fostering connections among employees with shared wellness interests.***

Beyond money, beyond numbers: The qualitative ROI of well-being initiatives



MAI TLAU
Head of Wellness - Health Risk Management, Prudent

Our fitness and wellness programs for corporates have led to reduced attrition rates, lower absenteeism, increased participation and a culture of health promotion across the clients we serve. While the ROI is measured qualitatively, we focus on holistic benefits. To encourage engagement, we use interactive marketing collateral and tailor programs based on feedback. Senior leadership involvement and incentives are used to motivate participation. We track metrics to assess impact on employer branding, candidate attraction, and employee retention. Our programs have led to higher engagement and productivity, promoting a healthy work environment.

> ***Our fitness and wellness programs have led to reduced attrition rates, lower absenteeism, increased participation, and a culture of health promotion.***

Craft a winning fitness & wellness program: Your checklist for success

In today's competitive talent market, employee well-being isn't just a nice-to-have, it's a crucial business strategy. Studies show a direct link between comprehensive fitness and wellness programs and increased employee loyalty, engagement, and productivity. However, creating a program that truly thrives requires more than just throwing darts at a board of generic activities. Are you ready to move beyond the "one-size-fits-all" approach and craft a winning program that resonates with your unique workforce? Let's dive into the key ingredients you need, unlocking the potential to not only boost employee fitness and wellness but also fuel your organizational success.



Shift to a holistic approach: Move beyond health insurance and offer a wider range of personalized programs encompassing physical, mental, and emotional well-being.



Implement flexible wellness wallets: Allow employees to choose benefits that cater to their individual needs and preferences in healthcare, fitness, and mental health.



Develop a digital wellness platform: Provide a user-friendly app or tie up with a tech-first fitness partner for personalized program access, health tracking, progress monitoring, and community support.



Offer diverse fitness options: Include gym memberships, group classes, virtual workouts, and outdoor activities to cater to various interests and abilities.



Provide flexible program participation: Offer various access points and timings to accommodate diverse work schedules and preferences. Partner with fitness and wellness providers such as gyms, fitness studios, mental health professionals, and nutritionists to create a comprehensive network of resources.



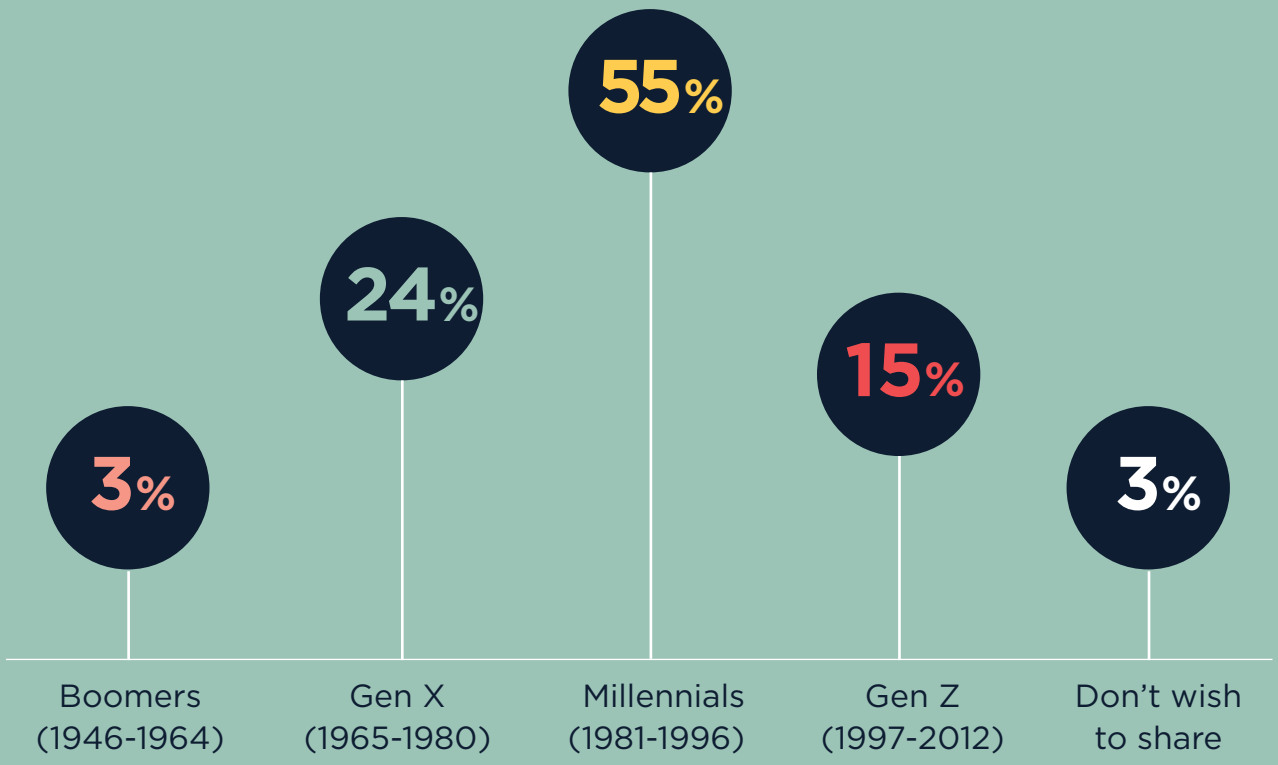
Communicate benefits effectively: Clearly explain program offerings, accessibility, and usage procedures through multiple channels (email, apps, workshops, etc).



Promote program participation: Organize awareness campaigns, incentivize program engagement, and recognize employee achievements to foster a culture of well-being.

Demographics

A. Age Profile



B. Gender



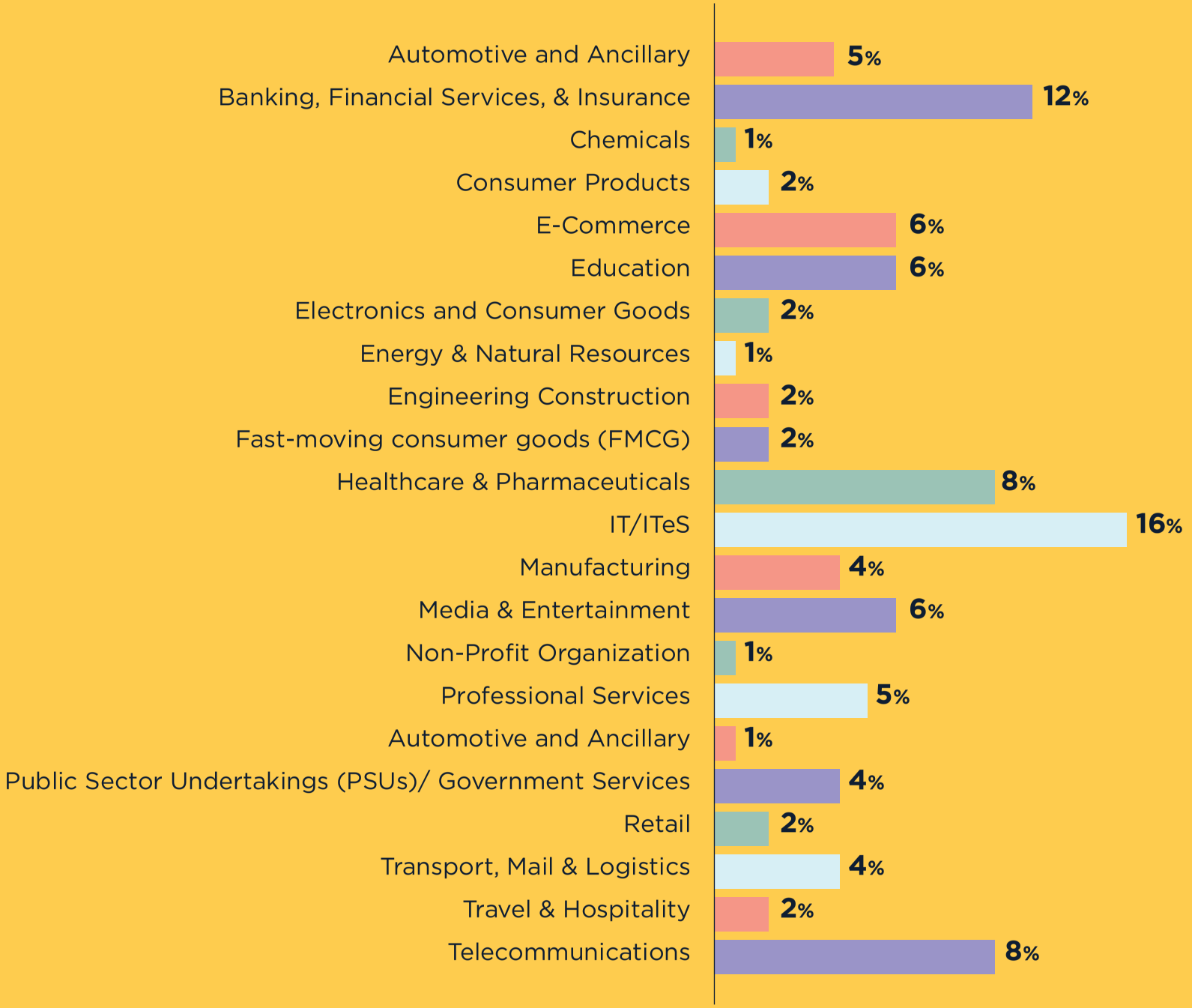
70% Male

29% Female

1% Don't wish to share

Responses (%)

C. Industry


Automotive and Ancillary 5%
Banking, Financial Services, & Insurance 12%
Chemicals 1%
Consumer Products 2%
E-Commerce 6%
Education 6%
Electronics and Consumer Goods 2%
Energy & Natural Resources 1%
Engineering Construction 2%
Fast-moving consumer goods (FMCG) 2%
Healthcare & Pharmaceuticals 8%
IT/ITeS 16%
Manufacturing 4%
Media & Entertainment 6%
Non-Profit Organization 1%
Professional Services 5%
Automotive and Ancillary 1%
Public Sector Undertakings (PSUs)/ Government Services 4%
Retail 2%
Transport, Mail & Logistics 4%
Travel & Hospitality 2%
Telecommunications 8%

About FITPASS & ETHRWorld

FITPASS®
#YourFitnessYourWay

As India's largest fitness and wellness player, FITPASS is mission driven to make holistic fitness and wellness affordable, accessible and personalized for everyone. They believe that fitness and wellness is not a one-size-fits-all journey, and their new brand series, comprising 8 films, reflects this core belief. Leveraging technology and intelligence, FITPASS ignites, fuels and personalizes each individual's personal journey to feel good and be well.

FITPASS is a full-stack ecosystem solution for each individual's holistic fitness and wellness needs – offering a smart universal membership that provides its members with access to a network of 7500+ top gyms and fitness studios across India, in-app A.I. led personalized fitness training, personal nutritionist services, mental wellness services, doctor consultations, health checkups, pharmacy, diagnostic benefits, health data, insights, wearable integrations and more.

Building on their message "Sitting is the new smoking" and promoting the concept of "**Your Fitness Your Way**", a flexible approach towards fitness and wellness that is being championed everyday by their tribe of "Fitsters", FITPASS is single-handedly transforming the traditional views about one's fitness by making fitness inclusive, economical, and personalized for every individual.

Commanding 52% of India's market share, FITPASS caters to both, individual consumers (D2C) and corporate clients (B2B2C + B2B) with a fast-growing community of more than 4.5 million Fitsters who have chosen to prioritize their fitness in their own way, on their own terms. FITPASS is committed to making good health and fitness affordable, accessible and flexible for 100 million Indians by 2030.

FITPASS https://fitpass.co.in/corporate-wellness
https://fitpass.co.in/fitsters
https://fitpass.co.in/app

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