



Your DOST

Wellness Across Ages

Tailoring Employee Engagement And Wellness
Across Generations In Indian Workplaces

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Your DOST

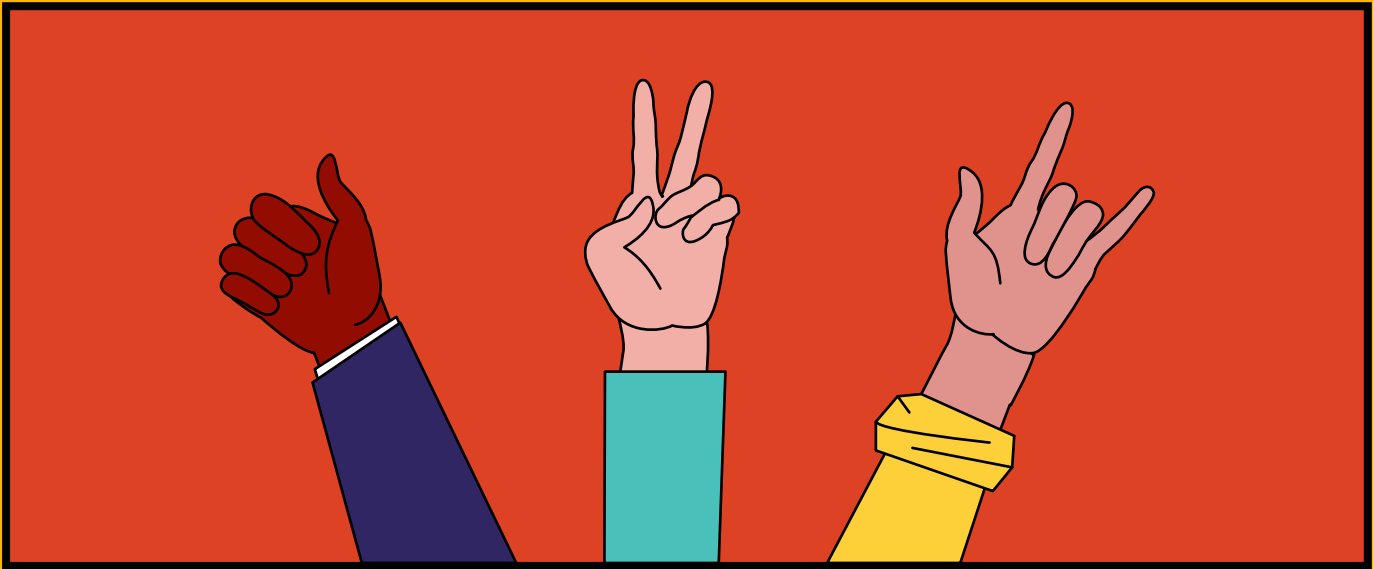
YourDOST Health Solutions Private Limited

#2739, 1st Floor, 15th Cross, 27th Main Road
Behind Domino's Pizza, Sector 1, HSR Layout,
Bengaluru, 560102

Email: learn@yourdost.com

Design, Illustrations & Layout by YourDOST team

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About The Book

In today's dynamic workplace, employees from different generations—Gen X, Millennials, and Gen Z—bring unique characteristics, values, and wellness needs, which, if not addressed effectively, can lead to disengagement, misunderstandings, or even ageism. Hence, this book explores these generational distinctions, especially in an Indian context, encouraging readers to see diversity as an opportunity rather than a divide.

Packed with industry best practices, insights from HR leaders, and real-world examples, the book offers actionable strategies for tailoring employee engagement and wellness programs to meet the needs of a multigenerational workforce. From mental health to career development, it emphasizes creating inclusive spaces where employees feel valued and supported.

Put on your seat belts and get ready to embrace and unlock the potential of this generation of talent!

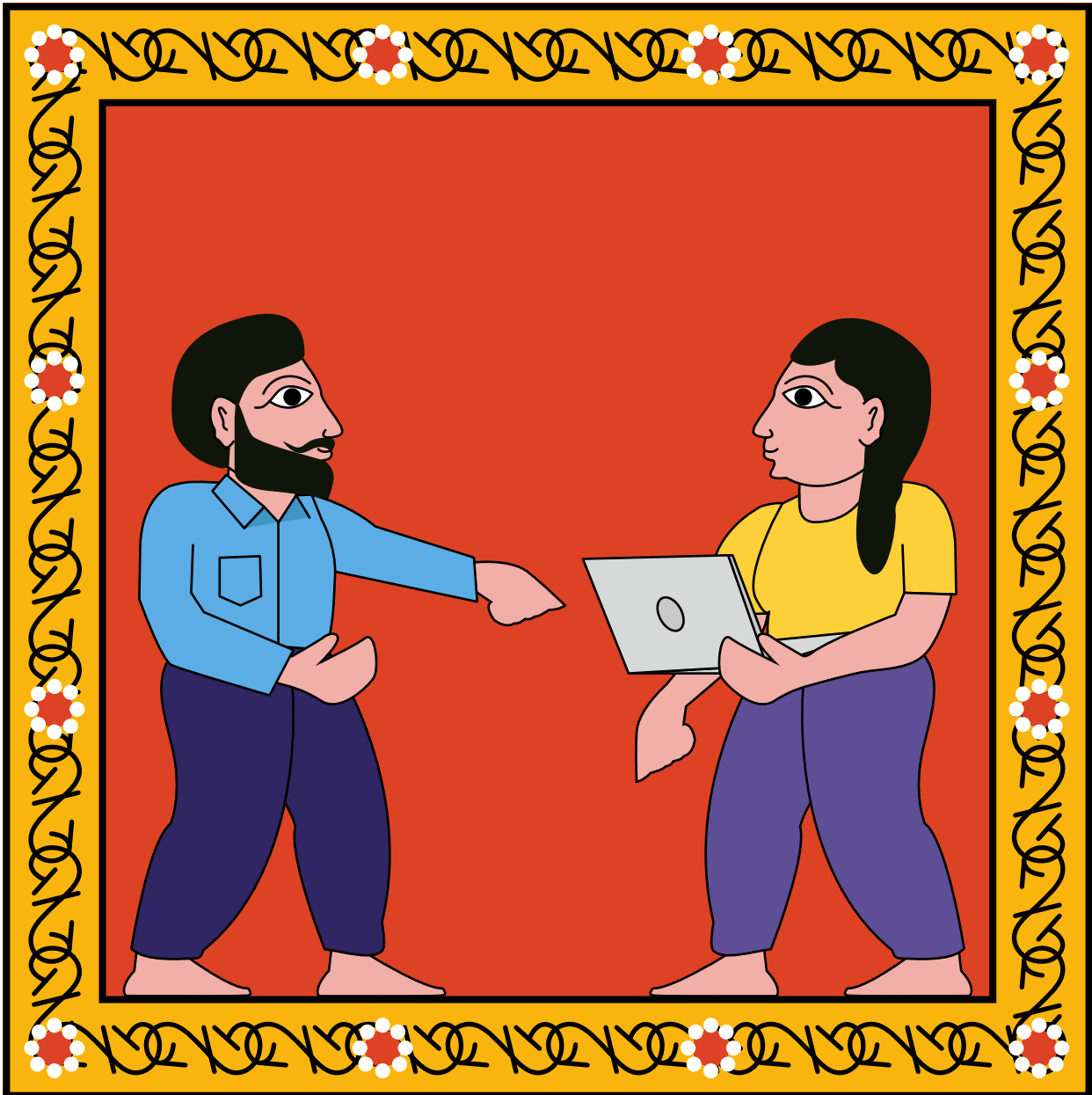
With practical tips and reflective exercises, 'Wellness Across Ages: Tailoring Employee Engagement And Wellness Across Generations In Indian Workplaces' is a valuable resource for HR professionals who want to champion diversity while fostering overall well-being in their organizations.

Put on your seat belts and get ready to embrace and unlock the potential of multigenerational talent!

Warm Regards,
YourDOST

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Chapter 1:

Understanding Generational Diversity

Millennials (Generation Y) have become the foundation of many Indian companies, accounting for 70% of the workforce, as highlighted by the Great Place To Work Report (2023). While much of the world faces an ageing population, India is growing younger. A 2022 Nasscom report revealed that Gen Y and Gen Z together represent 52% of India's population, compared to the global average of 47%. Gen X, often considered the 'forgotten generation', plays a vital role in the workforce, bringing valuable experience and leadership despite their smaller numbers.

What makes the generational cohorts unique?

In the Indian landscape, workplaces have evolved with multiple generations working together, and each generation brings unique perspectives and values. Each generation is shaped by its social, technological, economic and political circumstances.

Characteristics of Gen X (Born between 1965 - 1980)

- Gen X grew up in an economically challenging environment before economic liberalisation in the 1990s, along with political emergencies, shifts, technological advances such as computers, and the expansion of the telecom industry.
- Growing up during economic instability, this generation embraced frugality and developed a cautious approach to spending and saving. As the economy grew post-liberalization in the 90s, many adapted to consuming premium goods but still valued quality. They invest in luxury experiences that offer durability and satisfaction. Their saving and investment choices often lean towards safer options like real estate, gold, and fixed deposits. You might hear these as dinner table conversations as well!
- This generation values job loyalty and stability highly due to the economic uncertainty early in their careers. They often prioritize job security over work-life balance, seeing their jobs as central to their identity. As a result, many stay with the same organization for most of their careers, reflecting a culture that emphasizes long-term employment.

Characteristics of Gen Y (a.k.a Millennials: Born between 1981 - 1996)

- Millennials, or Generation Y, grew up during India's IT boom and globalization, experiencing stability and economic growth alongside educational advancements. They witnessed the IT sector's rapid development and the arrival of multinational companies, shaping their career aspirations and outlook.
- These situations enabled a focus on career growth, financial stability, and work-life balance as they navigated high competition and high-stress work environments during India's fast economic expansion.
- Millennials seek instant gratification and experiences, influencing their spending and investing habits. With access to financial literacy and digital tools, they prefer investing in stocks, mutual funds, and other instruments. Digital convenience and credit cards are essential in their financial habits, emphasizing ease and efficiency.

Characteristics of Gen Z (Born between 1997 - 2010)

- Technological advances have significantly shaped Gen Z's values, perceptions, and lifestyle preferences. Exposure to diverse people and perspectives challenges traditional societal norms and constraints related to caste, gender, race, and religion, making them more open-minded and less conventional.

- With access to numerous e-learning courses and educational apps, Gen Z prefers flexible, self-paced learning. They are highly engaged in global issues like climate change, mental health, and gender parity, both online and offline. This generation values diversity, inclusion, and representation and expects these principles to be reflected in the workplace.
- GenZ has grown up with a relatively stable political and economic condition, making, etc., depending on them prefer meaningful and purpose-driven work and an inclination towards work-life balance with the flexibility to ensure personal well-being over the traditional ideas of job stability and only-career focus.

Insider Secrets: Exclusive Insights From Industry Leaders

“At its core, wellness is about fostering an environment where individuals can thrive and perform at their best. However, how wellness is valued and expressed varies across generations—not just based on age, but also shaped by their unique experiences, values, and life stages. For Baby Boomers, wellness might center around preventative health measures, health insurance, or retirement planning. Gen Xers, balancing family responsibilities and work priorities, often prioritize work-life balance and mindfulness. Millennials may focus on flexible working hours and career development, while Gen Z tends to emphasize physical and mental health, digital well-being, and a sense of purpose and community in the workplace. I have seen that the younger folks usually needs assistance seeking help, practising self-care, speaking up, etc. Whereas more senior folks or employees into managerial or leadership roles find it hard to devise boundaries between work and life, especially while working from home.”

Pradeep Arora, VP-HR at Eclerx

“Before the pandemic, wellness wasn’t as widespread, especially in mental health, as people didn’t fully grasp its importance. While working with a Big Four firm, I saw this firsthand. One of the biggest challenges was helping older employees, particularly those in their 40s and 50s, understand and accept mental wellness initiatives. In cultures like India, mental health issues were often dismissed as temporary phases that would pass, leading to reluctance to seek help, like counselling.

Older workers resisted such programs, especially if they were involved in technology. For example, they avoided using digital wellness apps. In contrast, younger generations, particularly Millennials, are more open to embracing these initiatives. However, bridging the gap in understanding between generations remains challenging, especially in workplaces navigating diverse age groups.”

Deepti K S, Strategic HR Partner

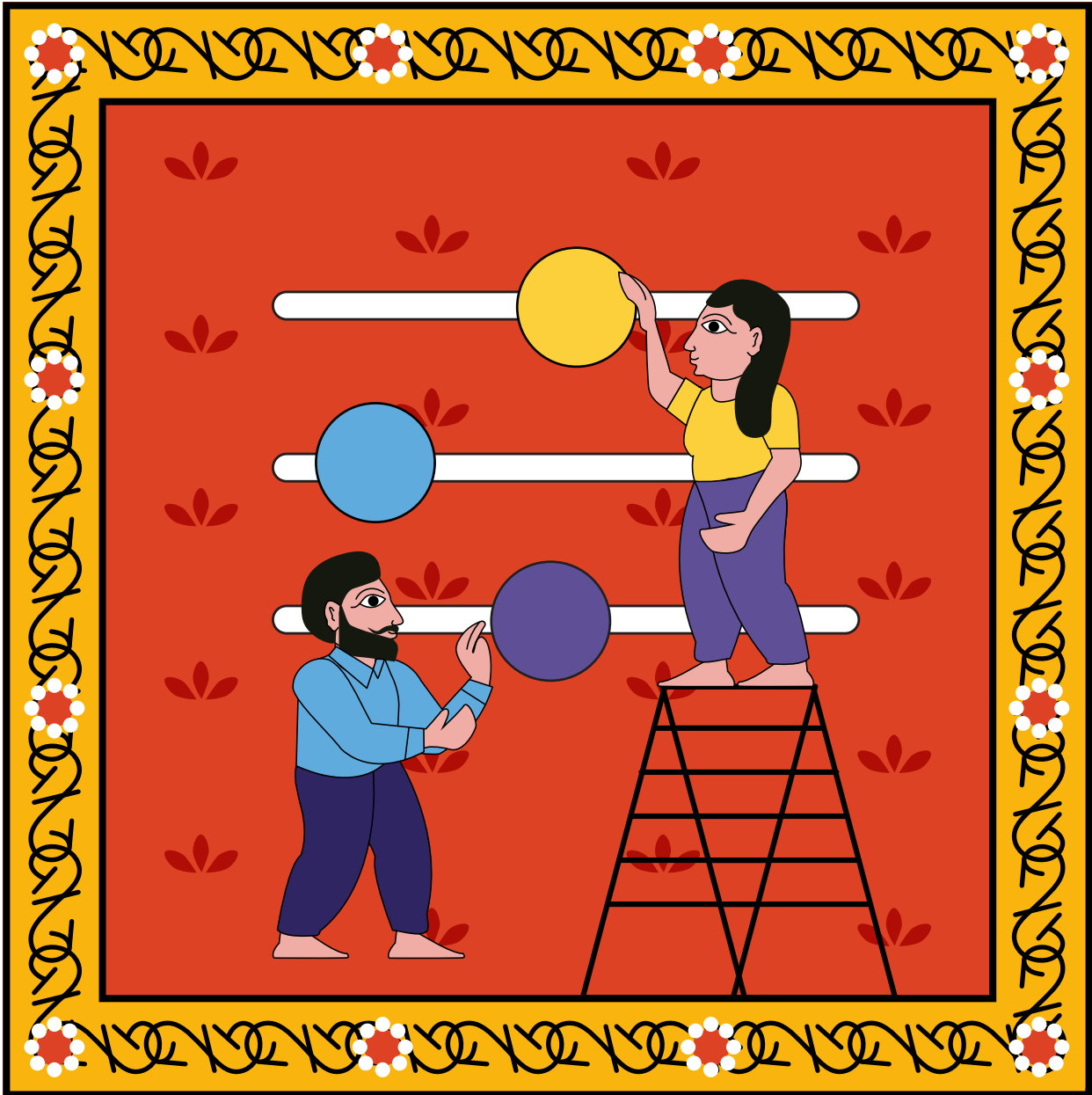
Here's All You Need To Know About Multigenerational Workforce

	Gen X	Gen Y	Gen Z
Perception Of Wellness	Wellness is considered a tangible concept – the priority is physical and financial health.	Wellness is considered a holistic concept – physical, financial, and emotional.	Wellness is considered a holistic concept - higher priority is given to mental and emotional health.
Communication Preferences	Prefers in-person communication, print-outs and handouts; less reliance on social media updates. Too many emails can seem cluttering.	Prefers instant messaging or emails, video conferences, and time-saving methods; may follow social media updates.	Prefers digital, instant communication over chat, Whatsapp, or emails; actively follows the organisation's social media presence.
Work Preferences	Witnessed long working hours at the start, open to work-life balance	Work-life balance, with openness to hustling for career advancement.	Strong emphasis on work-life balance.
Work-Related Values And Expectations	Job loyalty and security; respect and recognition	Flexibility, advancement and fulfilment; purpose-driven work and learning opportunities	Diversity, inclusivity and social justice; mental health support and opportunities for career advancement
Health Priorities	Insurance for security as they age	Access to mental health support as well as health insurance	Access to mental health support
Financial Management	Tend to save more, focus on security and retirement planning	Tend to spend more on lifestyle, experiences & families; also focuses on financial planning	Tend to spend more on experiences, technology and personal growth
Stressors	Health, family balance and responsibilities, caregiving responsibilities, future financial planning, etc	Family expansion and responsibilities, financial obligations, burnout / work-life balance etc.	Job market competition, career confusion, social media pressures, etc

In the Indian context, we can see the nuanced differences across generations regarding their work preferences, values, health priorities, financial habits, and mental health challenges. Therefore, organisations working with employees of different generational cohorts must be mindful of other needs to ensure engagement and wellness across generations.

Reflection Time!

- What does generational diversity look like in your workplace?
- Which teams tend to be more generationally diverse?
- What is hampering generational diversity in your workplace?



Chapter 2: Why Customization Is The Key

Each age cohort has unique needs and preferences. For example, what works for older employees who value job stability might not resonate with younger employees who prioritize flexibility and work-life balance. Customizing initiatives helps ensure that each group feels supported and understood, leading to better participation and effectiveness of the initiatives. This, in turn, impacts the engagement and wellness of your workforce. It can also help organisations attract, engage, and retain diverse talent pools.

Relationship between employee engagement and wellness

Employee engagement refers to employees who are actively involved, committed, and enthusiastic about their work. In contrast, disengaged employees are often mentally disconnected, unmotivated, and working to earn a paycheck. They tend to be unhappy and may contribute to a hostile atmosphere in the workplace. On the other hand, employee wellness refers to the overall well-being of employees, encompassing their physical, mental, emotional, and financial health. It involves creating a work environment and offering programs that support and enhance these aspects of employees' lives.

Employee wellness is closely tied to employee engagement. When employees are physically, emotionally, or financially unwell, staying engaged and focused at work is challenging. Issues in these areas can lead to distractions and decreased productivity. Gallup found that 78% of engaged employees feel their work positively impacts their psychological well-being, compared to only 48% of disengaged employees.

Reflection Time!

- Are you aware of the different needs of your employees?
- Are you putting your best foot forward with your wellness offerings?
- Have you considered the various areas that impact an employee's well-being?
- How are you addressing the generational differences at the moment?

So, how does a wellness program help in driving employee engagement?

Employees feel more engaged when work feels like a community rather than a factory, and wellness programs help create that sense of belonging and community. Effective programs encourage psychological safety, team building, healthy habits, and a happier culture while showing employees care about their employees' well-being. Investing in wellness is investing in employee happiness. A Virgin Pulse survey found that 85% of companies believe wellness programs boost engagement. Additionally, such programs reduce sick days, increase happiness, and improve work quality, demonstrating a company's genuine care for its people beyond their job roles.

Need For Tailor-Made Initiatives

Managing a generationally diverse workforce opens the door to innovation and positive change. To engage employees and leaders from all age groups, companies must embrace the evolving realities of globalization, technological advancements, and the growing demand for work-life flexibility, all while preparing for the workforce of tomorrow.

For example, younger employees, raised in a world of rapid technological shifts and global awareness, might not connect with traditional workplace programs addressing gender equity or talent management like older generations. With demographic changes and an increased focus on team-based work, employees from different generations are now collaborating more than ever.



These trends raise awareness of age diversity within the workforce and highlight shifting attitudes among clients and customers. Companies now face the challenge of meeting a broader range of employee needs and career goals. While younger workers seek fast-paced, inclusive workplaces with customizable career paths, older employees are delaying retirement and continuing to contribute. As a result, professional development, once reserved for entry-level roles, is now a priority for employees at all stages of their careers.

Hence, a one-size-fits-all approach may not work no matter how well thought it might be.

Insider Secrets: Exclusive Insights From Industry Leaders

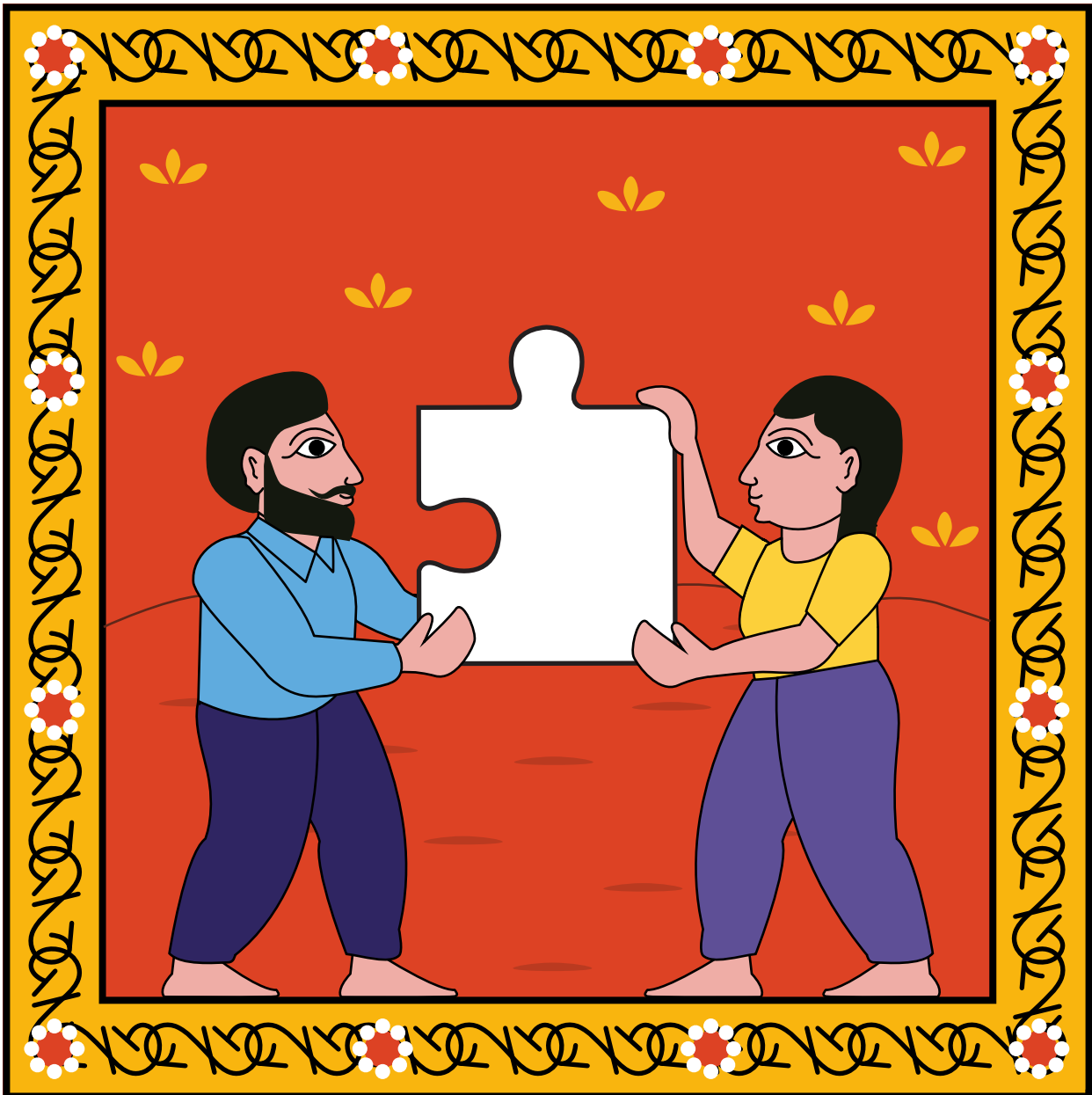
"Different generations bring unique strengths and priorities, shaped by their experiences more than their age. It's really about their diverse perspectives rather than just their age range. For example, I've noticed Gen X tends to focus more on physical health and wellness, which many reports back up. On the other hand, reports like those from Deloitte show Gen Z's focus on mental health, which is why we're seeing so many apps and platforms in this space. At Fujitsu, we understand that each generation has different needs. So, we make sure to offer flexible opportunities for everyone—whether they're looking to improve their physical health or focus on mental wellness."

Sumit Sabharwal, VP-HR at Fujitsu

"I have seen that generally Gen Z seeks social connectivity and work-life integration. They are looking for educational resources, upskilling and doing something different. Hence, it is not only for mental health but also for organizations to drive social engagement. It seems tough, but this is where programs need to be tailored to cater to different needs of different groups."

Dakshdeep Singh, Senior Vice President at PeopleStrong

What may not work across generations	What may work across generations
Only physical health programs and challenges	Holistic wellness programs that cater to physical, emotional, financial and social health.
Standalone gym memberships for everyone	Flexible physical health programs such as step challenges, desk yoga, gym memberships, etc
Uniform financial advice for everyone	Personalized financial wellness programs for early career professionals & retiring professionals include investments, managing debts, etc.
Only digital or offline support for mental health	Hybrid approaches include face-to-face counselling services, digital solutions, workshops/webinars, etc.
Rigid employee assistance programs	Unique offerings include maternity/parenthood programs, caring for caregivers, leadership wellness programs, etc.
Overemphasis on social / team building activities	Balanced focus on one-on-one, group, and cultural interventions



Chapter 3: Fostering Employee Engagement

Engaged employees are often characterized by their involvement, commitment, and enthusiasm for their work. In managing a multigenerational workforce, it's crucial to recognize and respect each individual's unique needs and preferences. However, just as we avoid stereotyping based on race, ethnicity, gender, or sexual orientation, we must also be cautious not to fall into the trap of age-based stereotypes. While understanding generational differences can be valuable, ensuring that this knowledge fosters inclusion rather than ageism is equally essential. Regardless of their generation, every individual has their preferred way of engaging with their work and organisation. This chapter focuses on best employee engagement practices across generations concerning different dimensions of employee engagement.

Gallup offers a comprehensive framework for understanding and enhancing employee engagement in organizations. This model is widely recognized for its evidence-based approach and focus on the key factors that drive employee satisfaction and performance, as represented below:

Gallup's Four Levels Of Employee Engagement



Based on Gallup’s model, here’s what organisations can do to enhance employee engagement:

1. Basic Needs: What Do I Get (Clarity in expectations, resources & support)

<p>Develop Comprehensive Role Descriptions</p>	<ul style="list-style-type: none"> • HRs must ensure that job descriptions are clear, detailed, and up-to-date. This includes defining specific roles, responsibilities, and performance expectations. These descriptions must also be regularly reviewed and updated to reflect changes in job functions or organizational goals. • For instance, outlining the required technical & behavioural skills, educational qualifications, and critical performance metrics.
<p>Offer Comprehensive Onboarding</p>	<ul style="list-style-type: none"> • Develop a robust onboarding process that provides new hires a clear understanding of their roles, access to necessary resources, and introductions to key team members. Include training modules that cover job-specific skills, company policies, and available support systems. • For instance, sharing a comprehensive guidebook on the company values, employee directory, etc.; providing access to online onboarding portals with training videos, FAQs, and interactive modules or in-person training and printed material as per employees’ needs; organising virtual or in-person office tours, etc.
<p>Ensure Access to Necessary Resources</p>	<ul style="list-style-type: none"> • Conduct regular audits to ensure employees can access the tools and resources to perform their jobs effectively. Address gaps promptly and ensure employees can request additional resources or support. • For instance, it depends on one’s needs, such as updated software, educational subscriptions, ergonomic equipment, etc.
<p>Implement Support Systems</p>	<ul style="list-style-type: none"> • Create support structures such as mentorship programs, peer support networks, and access to professional development resources. Ensure that employees know where to turn for help and that support is readily available. • For instance, pairing new employees with mentors for the first three months to guide them and help them acclimate to the company culture and their specific role; establishing an internal online forum where employees can connect with peers for advice, share experiences, etc.; organizing one-on-one mentoring for senior employees with senior leaders, etc.



Insider Secrets: Exclusive Insights From Industry Leaders

“We have a robust ‘Campus To Corporate’ program for freshers who join us straight from the campus or are early career professionals. We aid them in acclimatizing to the new corporate environment, learning work-life balance, prioritization and time management, shifts and leaves planning, etc.

As our business runs 24*7, rotational shifts can take a toll on one’s health. Hence, we help employees take care of themselves. We have communities where employees help each other practice self-care and build healthy habits. We also offer sessions with psychologists, nutritionists, industry experts, etc., and publish content via internal communication channels. So, there are a lot of avenues available to everyone!”

Pradeep Arora, VP-HR at Eclerx

“As a leader, I focus on the three C's to drive effective work environments:

1. **Clarity:** Communicate what is expected from each role. Lack of role clarity adds stress, so setting clear deliverables and expectations is crucial.
2. **Compassion:** Demonstrate empathy and understanding toward your team. Compassion helps create a supportive work environment.
3. **Courage:** Be transparent about expectations and stand by your team. It’s important to set boundaries and avoid the pressure of constantly being available outside of work hours. This helps in managing both accountability and insecurity.

Focusing on these three principles can reduce stress and enhance clarity and team effectiveness.”

Sumit Sabharwal, VP-HR at Fujitsu

2. Individual Contribution: What Do I Give? (Recognition, Care, etc.)

<p>Implement A Recognition Program</p>	<ul style="list-style-type: none"> • Create a structured recognition program that includes both formal and informal methods of acknowledging employee contributions. Establish formal recognition programs such as monthly or quarterly awards for outstanding performance or innovative ideas. Encourage managers and peers to regularly give shout-outs through a dedicated platform or internal communication channels for informal recognition. This program should include various recognition types, such as peer-to-peer awards, manager awards, and team-based accolades. • <i>For instance, recognizing star performers, sending Thank-You notes, featuring someone on the Kudos Wall, providing exclusive mentoring opportunities, arranging award ceremonies, or giving social-media shout-outs based on generational preferences.</i>
<p>Facilitate Meaningful Work</p>	<ul style="list-style-type: none"> • Align employees' roles with their strengths and interests to ensure their contributions are meaningful and fulfilling. Encourage managers to discuss employees' passions and career aspirations during performance reviews and adjust responsibilities accordingly. • <i>For instance, mentoring or strategic planning can help employees leverage their experience and plan social impact opportunities for younger generations that align with career aspirations or their desired social causes</i>
<p>Install Feedback Processes</p>	<ul style="list-style-type: none"> • Set up a system for providing regular, constructive feedback to employees. This could include monthly one-on-one meetings where managers discuss performance, contributions, and areas for growth. • <i>For example, organize face-to-face meetings, share detailed performance reviews, provide data analytics, etc.</i>

Employee Engagement Best Practices: Recognition Programs at Randstad India

At Randstad India, employee recognition is pivotal in fostering career development and engagement. A standout initiative in their recognition program is the **CEO Club Awards**, where high-performing employees are celebrated for their contributions. Each year, 15-20 employees are nominated for this prestigious honour based on their exceptional performance.

What makes this recognition unique is that the winners get to spend an entire day with the CEO. This exclusive interaction offers recognition and provides employees valuable face

time with senior leadership and exposure to the CEO's day. It allows them to observe, discuss ideas, share feedback, and gain insights from top management. This program not only boosts morale but also strengthens employee morale and fosters a connection between employees and leadership, creating a culture of transparency and growth.

They also execute a thoughtful recognition initiative by placing thank you cards on each employee's desk. This practice allows team members to personally acknowledge and express gratitude for their colleagues' help and contributions. Employees can use these cards to highlight specific instances of support or outstanding performance.

As a managers' led practice, managers on the spot recognize and appreciate a job well done via emails and CC the skip managers.

3. Teamwork: Do I Belong? (Interpersonal relationships at work, space for opinions, etc.)

<p>Promote Cross-Generational Dialogue</p>	<p>Organize programs and activities that support cross-generational dialogue, such as:</p> <ul style="list-style-type: none"> • Mixed-level networking opportunities; • Leverage technology that allows different teams and groups to interact through virtual networks, intranet applications, communities, blogs, Ask-Me-Anything sessions, peer-learning sessions, retreats, coffee-catch ups, lunch-and-learn, etc
<p>Adopt A Flexible Language Style</p>	<p>Avoid setting rigid communication rules to prevent the generation gap from exceeding. Take the standard period, for example. Communicating in more than one style can leave some generations out of touch. Hence, communicate using multiple methods and mediums, with varying degrees of personalisation. Good managers also note how each individual responds to different communications.</p> <p>For instance, Gen X may view sentences without 'periods' as unprofessional. Younger generations might consider 'periods' passive-aggressive, impersonal, or cold. Older generations might prefer traditional face-to-face conversations, and younger generations might be instantly available via messages.</p>
<p>Promote Two-Way Mentoring</p>	<p>Younger generations excel in digital fluency, like social media, which older generations can learn from. However, knowledge exchange goes both ways. For Gen Z, who entered the workforce remotely during the pandemic, interpersonal skills like negotiating, networking, and speaking confidently in front of crowds are proving challenging. Older colleagues can provide valuable mentorship with their years of experience in these areas.</p>

<p>Provide Networking Opportunities</p>	<p>Organize programs and activities that utilize technology to promote organizational citizenship behaviour; host knowledge-sharing activities across employees at different levels and among alumni, etc. For instance,</p> <ul style="list-style-type: none"> • Alumni touch points, return to work programs • Social media, alumni websites • Virtual knowledge hubs • Peer-learning sessions
<p>Celebrate Personal</p>	<p>Celebrate the diverse life experiences of employees, recognizing them as an essential and valued aspect of diversity. Highlight these unique journeys by featuring employee profiles from various levels and career stages on the company intranet / social media profiles. These profiles can serve as role models, inspiring others.</p>
<p>Plan Volunteer Days</p>	<p>Organize poll-based volunteer days for social or environmental initiatives and encourage employees to volunteer. This creates opportunities for multi-generational teams to interact and engage in meaningful conversations.</p>

Employee Engagement Best Practices: Relationship Building At Microsoft Corp

At Microsoft Corp, relationship building and teamwork are among the most essential pillars of employee engagement. Below are some well-known, successful initiatives:

Building community through communication: The company creates a strong sense of community by enhancing internal communication across departments. Introducing a “CEO Connection” page in their internal communications strategy allows employees to connect with staff and leaders, making leadership communications more accessible and encouraging dialogue from top to bottom.

Pulse surveys: Microsoft conducts a series of pulse surveys called ‘Daily Pulse’ to gauge employees’ feelings. Regularly surveying employees through pulse checks can easily measure employee engagement and employee engagement trends over time.

Team-building activities: The company organizes various team-building events and employee bonding opportunities. These activities foster stronger connections among colleagues and emphasize the company’s core values. For example, social responsibility is promoted through regular community outreach initiatives

Employee Engagement Best Practices: Community Service & Networking At Tech Mahindra

For over a decade, Tech Mahindra has encouraged its associates to dedicate at least 10% of their free time each month to volunteering. Participation in Tech Mahindra Foundation's CSR programs, which focus on education and skills development, has significantly boosted associate engagement and created a lasting social impact.

These initiatives foster collaboration among employees from different age groups and teams, facilitating networking opportunities while contributing to societal good. By aligning employees across generations with a joint mission, Tech Mahindra promotes natural networking through shared purpose.

Employee Engagement Best Practices: Play Day At Krafton India

A best practice from which others can draw inspiration is Krafton India's unique initiative of dedicating time each month for employees to participate in a 'Play Day.' This initiative encourages teams to come together and engage in crafting games, fostering team bonding and face-to-face interactions. By creating a space where employees can relax, chit-chat, and enjoy the games that the company offers globally,

Krafton India enhances team cohesion and promotes a culture of collaboration and enjoyment. This innovative approach is a model for integrating play into the workplace to strengthen relationships and engagement.

3. Growth: How Do I Grow? (Opportunities, career development, etc.)

Create Mentoring Opportunities	Mid- and senior-level leaders play a crucial role in shaping the structure and culture of a workplace. For these leaders, engagement is often fueled by recognizing their experience and contributions and offering opportunities to mentor and train younger employees. Strong mentoring and anchoring initiatives can complement talent development efforts, engaging employees from different generational cohorts.
Create Spaces For Horizontal Movements	Historically, employees have primarily focused on vertical growth and promotions (career ladders). However, the younger workforce today is increasingly interested in horizontal movement. This shift reflects their desire to learn, acquire new skills, and become well-rounded professionals. HRs could: <ul style="list-style-type: none"> • Plan job-rotation programs • Encourage cross-functional projects • Make lateral transitions easier & smoother • Promote cross-functional projects

<p>Conduct Regular Pulse Checks</p>	<p>When developing work-life programs, it's essential to survey and consider the needs of employees at various life and career stages. This ensures that the programs address diverse needs and keep everyone engaged. Check-ins can be work and non-work-related.</p> <p>Understanding what happens in each employee's life will help build trust and enable HRs to offer benefits tailored to their specific circumstances rather than a one-size-fits-all solution. For instance,</p> <ul style="list-style-type: none"> • Providing parental leaves and childcare support • Offering eldercare assistance and flexible hours for those caring for ageing parents.
<p>Conduct Strength-Based Assessments</p>	<p>Use strengths-based assessments to help employees identify their unique talents and align their roles with their strengths. For example,</p> <ul style="list-style-type: none"> • Provide tools, workshops and resources for employees to discover their strengths and use this information to develop their careers.

Employee Engagement Best Practices: Career Development at Hindustan Unilever

Hindustan Unilever exemplifies career development best practices with its flagship learning program, Leading The Unilever Way (LTUW). In 2023, this program engaged over 400 leaders, with more than 18,000 hours dedicated to various meticulously designed learning sessions, including leadership and functional capability workshops.

On the shop floor, Unilever has set an ambitious goal to transform the skill mix from a 30:70 ratio of skilled to unskilled workers to a 70:30 ratio over five years. This initiative aims to enhance the engagement of blue-collar employees by automating more repetitive tasks and fostering a more skilled workforce.

In response to the evolving market landscape, Unilever has prioritized upskilling its frontline salesforce for an omnichannel future. This forward-looking approach ensures that employees are proficient in the General Trade channel and well-versed in Modern Trade and e-commerce.

In 2023, the company achieved a significant milestone by having 100% of its Field Force complete 15,000 learning hours to obtain certifications in two critical future-fit skills: data-driven decision-making and channel expertise.

Considerations While Designing and Executing Engagement Strategies

- Know Your Employees Formally and Informally:** Build relationships with employees through formal channels (like surveys and performance reviews) and informal interactions (like casual conversations and team activities) to better understand their needs and preferences.
- Test and Tweak:** First, try out new ideas on a small scale and adjust based on what works or doesn't.
- Create Actionable Feedback Loops:** Implement systems to and act on employee feedback regularly, ensuring their voices influence engagement initiatives.
- Integrate with Existing Programs:** Align new engagement strategies with existing HR programs to create a seamless experience and avoid overlap or confusion.
- Monitor and Measure Impact:** Regularly evaluate the effectiveness of engagement strategies using key performance indicators (KPIs) like employee satisfaction scores, retention rates, and productivity metrics.
- Choose the Right Channels for Communication:** Use communication tools that employees use and prefer, such as email, instant messaging, or the company intranet. Don't rely on just one medium. Combine emails, meetings, and digital platforms to reach everyone effectively.

	Gen X	Gen Y	Gen Z
Basic Needs: <i>What do I get?</i>	Offer access to personalized financial planning programs, preventive care, family support, and access to specialised health services, etc.; recognize long-term contributions; allow for premium memberships in industrial groups, etc.	Provide customized wellness plans across domains; offer scope and allowances for learning and development; allow them to participate in high-impact projects; recognize contributions in internal features etc.	Provide mental health support; offer short-term recognitions to maintain morale; allow scope for creative workspaces to make them feel home; organize regular in-person networking and mentorship events; invest in learning and development, etc.
Individual Contribution: <i>What do I give?</i>	Recognize contributions and plan stretch assignments in areas they're passionate about; provide spaces to lead projects or programs in the areas of their expertise.	Create spaces for cross-functional contributions and challenging opportunities to learn vertically or horizontally; assign roles in culture-building initiatives; offer opportunities to represent the company in the industry.	Organize hackathons/ innovation labs / think tanks to create space for creative inputs; offer peer recognition programs to recognize desired performance and work-related values or behaviours.

Teamwork: <i>Do I belong?</i>	Enable mentoring opportunities, introduce networking lunches with alumni, senior leadership or board councils, etc.	Plan team-building retreats, listening circles or employee resource groups, peer-learning sessions, employee-driven social groups, inter-team exchange programs for cross-functional bonding, etc.	Encourage social engagements, inclusive communication, and peer bonding through digital mediums, assign responsibilities for social responsibility initiatives, offer diverse employee resource groups, etc.
Growth: <i>How do I grow?</i>	Organize Ask-Me-Anything sessions; support pursuing advanced certifications relevant to their career stage; organize career planning workshops for diversification and growth.	Facilitate and smoothen lateral transitions, offer executive coaching for succession planning, and plan leadership pipelines and rotational programs across different functions.	Offer flexible, on-demand, self-paced learning resources and certifications;

Note: Understanding each generation's specific needs and preferences is crucial to implementing these strategies effectively.

Insider Secrets: Exclusive Insights From Industry Leaders

“We’ve reduced email communication because it can add stress and alertness in the working environment. Instead, we focus on pull-based communication methods, exploring various ways to engage employees beyond just phone and email. To encourage engagement, I have seen that it’s effective to highlight the benefits through testimonials. Many people are willing to share their stories! Also, creating a psychologically safe environment where they can do so is key. By fostering an atmosphere where employees feel comfortable sharing their experiences, you can drive adoption and engagement, even though it may take some time to establish fully.”

Sumit Sabharwal, VP-HR at Fujitsu



“It is not about creating different programs for different people, but considering the needs of different work groups. While running mental health initiatives, people start chasing attendance metrics. However, 1000 people attending a Yoga session does not mean their lives will change overnight. Hence, it is more about consistency and frequency of the engagement with the workforce on different topics, without worrying about the participant turnover.”

Furthermore, timing your engagement is crucial. If you choose the wrong day or time, especially during busy hours, participation will inevitably be low.”

Pradeep Arora, VP-HR at Eclerx



“In many Indian organizations, there's a tendency to overwork employees, and I admit, I sometimes push my team too. However, organizations must remember that if they don't take care of their employees, those employees won't take care of the organization.

I was fortunate to work in a place where the philosophy was “employee first, customer second.” The idea is simple: when you provide benefits and genuine care for your employees, they will be motivated to go above and beyond for the organization. It's all about demonstrating the impact of their efforts and valuing their well-being.

Additionally, you should respect employees' personal time, including weekends, and avoid intruding into their lives. Giving them space is crucial for maintaining a healthy work-life balance and the key to a happier workplace”

Dakshdeep Singh, Senior Vice President at PeopleStrong



Chapter 4:

Championing Employee Wellness

Championing employee wellness involves more than perks; it's about fostering a supportive work environment that addresses all aspects of employees' lives. Investing in comprehensive wellness programs demonstrates a genuine commitment to their overall health and satisfaction, paving the way for long-term success and a resilient organization. By adopting a holistic framework that addresses the multifaceted needs of employees, companies can significantly impact their workforce's health and satisfaction, leading to a more engaged and productive team.

YourDOST's Model Of Wellness: Culture Compass

The Culture Compass is a comprehensive and holistic framework and tool designed to establish a baseline for enhancing employee experience, guiding individual journeys, and overall organizational wellbeing. It comprises 2 primary dimensions: Individual Wellness & Cultural Wellness.

Cultural Wellness encompasses creating an inclusive workplace environment that fosters psychological safety, belongingness, and overall well-being among employees, promoting a sense of community and shared values.

Individual Wellness focuses on the holistic health of each employee, addressing their personal dimensions such as career development, family life, health and fitness, financial stability, and personal growth, enabling them to thrive both professionally and personally.

Cultural Wellness	1	Psychological Safety
	2	Belongingness
	3	Wellbeing
Individual Wellness	1	Career
	2	Family
	3	Health & Fitness
	4	Finances
	5	Personal Development
	6	Love & Relationships
	7	Friends & Social Life
	8	Recreation

By integrating these components, organizations can plan and execute comprehensive wellness initiatives that support employees' overall health and well-being, leading to a more engaged, productive, and satisfied workforce.

Individual Wellness Best Practices: Part 1

	Wellness Domain	Wellness Across Ages Best Practices
1.	Career	<ul style="list-style-type: none"> • Offer development programs addressing the specific needs of specific groups. For example, skills for freshers from campus; managerial skills for first time managers; art of managing up for middle managers; coaching for career advancement, career path mapping, etc. • Facilitate reverse mentoring programs to encourage collaboration and learning across generations.
2.	Family	<ul style="list-style-type: none"> • Plan work-life integration days and organize events such as picnics or family recognition days for Gen X; Family Letters or Parenthood Programs for Gen Y; Virtual game evenings or events for Gen Z, etc. • Provide family-off days or leave days to cater to diverse needs such as childcare, eldercare, spousecare, petcare, etc.
3.	Health & Fitness	<ul style="list-style-type: none"> • Customized meal planning or dietary consultations that fit various lifestyles and health conditions such as lifestyle or age-influenced diseases, new mothers, etc. • Personalized literacy workshops concerning healthier diets for different life stages such as – independent living, parenthood, caregivers etc. • Tailored fitness challenges such as desk yoga, StepUp Challenges or ergonomics for GenX; gym memberships and/or on-demand short workouts; gamified sleep, step or digital detox challenge for Gen Y or Gen Z.
4.	Love & Relationships	<ul style="list-style-type: none"> • Conduct theme based workshops for different ages and needs such as building safe relationships or digital dating etiquettes for Gen Z; Building trust with spouses, navigating relationships in midlife; rebuilding midlife connections; or raising confident children for Gen Y & X. • Host group discussions or facilitate peer groups such as social media and relationships, single parenthood, loneliness in midlife etc.



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“As people leaders, one of our most important roles is to act as enablers in the well-being journey of our teams. We must create avenues where our colleagues feel supported, whether in their emotional, physical, financial, or relationship well-being. In one of the organizations I worked with, we specifically focused on relationship well-being, which is often overlooked but equally vital to overall wellness.

One of the unique approaches we took was to help employees actively navigate their relationship challenges. These relationships could be with their children, partners, parents, or professional acquaintances. We focused on the entire spectrum of relationships, recognising that support in this area is crucial for overall well-being.”

Saurabh Shah, Director, Head of People Ops at Krafton India

Employee Wellness Best Practices at HCL Technologies

Through diverse programs and initiatives, HCL Technologies demonstrates a robust commitment to employee well-being. Their Employee Assistance Program (EAP) offers confidential counselling services for mental health, financial wellness, and legal support, reflecting a holistic approach to employee care. The HCL Wellness Program also emphasizes physical health with on-site fitness centres, yoga classes, health screenings, and wellness challenges designed to promote healthy living.

The company also supports work-life balance through flexible work arrangements, including options for remote work and adaptable schedules.

“At PeopleStrong, we encourage employees to use gym memberships and offer bonuses and discounts for checking in regularly. We encourage employees to maximise these benefits and stay engaged by providing reward points for their visits. We also focus on mental well-being and conduct annual sessions, including a two-day silent retreat at a wellness centre, held four times a year. The best part is that people can nominate themselves. We have been doing this for 5 years now!

We focus on physical and mental health and overall lifestyle by offering nutrition consultations. We offer a six-month program focusing on food and lifestyle changes for weight loss and maintaining a healthy lifestyle. This program also addresses high blood pressure, stress, and back pain, showing how a proper diet can remedy various health concerns. These programs are organization-led and sponsored.”

Dakshdeep Singh, Senior Vice President at PeopleStrong

Individual Wellness Best Practices: Part 2

1.	Finances	<ul style="list-style-type: none"> • Personalized workshops and consultations to cater to diverse audiences such as retirement planning, debt and lifestyle management, student loans repayment, investments for starters, etc. • Create programs/challenges to use apps or platforms that gamify savings and financial goals. For instance, financial literacy challenges, trivia quizzes, budgeting simulation, savings challenges, no UPI challenges, etc • Offer health and life insurance policies, critical illness insurance, and superannuation plans.
2.	Personal Development	<ul style="list-style-type: none"> • Designate specific days and hours for emotional wellness sessions or retreats to address topics such as self-care, emotional intelligence, work-life balance after 40s, goal - setting, assertiveness, etc. • Provide confidential counselling and mental health resources. The service areas can vary from career, relationship, or sexual wellness to marital adjustment, self-improvement, retirement planning, or psychological disorder concerns. Provide hybrid modes—digital and traditional face-to-face- to cater to the preferences of different generations. Offer a range of mediums—chat, audio, or video services—for best access. • Leverage digital communities for younger workforce for healthy habit building; offer peer-learning spaces for common interest themes for older workforce.
3.	Friends & Social Life	<ul style="list-style-type: none"> • Organize formal networking events with structured activities for Gen X; Encourage interest-based clubs (e.g., book clubs, sports) for Gen Y; Use apps for organizing spontaneous social meetups among Gen Z. • Promote social days or social hours to encourage face-to-face interactions or virtual networking across functions.
4.	Recreation	<ul style="list-style-type: none"> • Organize hands-on relaxation sessions or DIY projects for older workforce. • Offer virtual relaxation sessions or communities for Gen Y. • Organize social - impact events and involve Gen Z in social initiatives.

Employee Wellness Best Practices at Infosys

Infosys takes a distinctive approach with its Infosys Wellness Program, which combines physical and mental health support with innovative practices. They offer programs such as 'Healthy Workspaces', which focus on ergonomics and physical well-being, and 'Mindful Moments', designed to integrate short mindfulness practices into the workday. Infosys also emphasizes emotional well-being through regular mental health workshops and access to professional counselling services.

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“Use town halls or all-hands meetings to focus on financial well-being. Invite experts to speak on saving, investing, and preparing for emergencies. By making these sessions a regular part of company meetings, leaders can show their commitment to employees' financial health and inform them about available resources. This approach helps create a culture where financial wellness is valued, and employees feel supported.”

Deepti K S, Strategic HR Partner

Employee Wellness Best Practices at Cognizant

Cognizant offers financial wellness counselling as part of its employee benefits program. This includes workshops on financial literacy, debt management, and long-term financial planning. The goal is to empower employees with the knowledge and tools needed to achieve financial stability.

It is noteworthy how they make it generationally diverse. Cognizant offers retirement plans to help employees with their financial security, discount programs to help them with their financial well-being, banking relationships, and education related to estate planning, retirement, education, budgeting, and investing.

Key features include interactive webinars, expert advice on financial management, and resources for financial goal-setting.

“I recently came across an article in the Economic Times that mentioned how one out of every four employees in India is struggling with stress, anxiety, or some form of mental health issue. Unfortunately, many fear speaking up, largely out of fear of being judged. Our managerial sensitization and development programs emphasize creating an environment



where employees feel comfortable discussing their issues. If someone feels burned out or stressed, they should feel safe enough to open up, even if it's just a one-on-one conversation with their manager. Regular check-ins and discussions that go beyond just work are essential for fostering this openness.

The second most important thing is for managers and leaders to lead by example and practice self-care, model healthy behaviors for their team to seek inspiration."

Pradeep Arora, VP-HR at Eclerx



"A key strategy is to find a platform that offers a variety of options, whether online or offline, app-based, through webinars, in-person sessions, or even face-to-face support. The platform should also be innovative in engaging multiple generations. This diversity of formats is essential for creating an inclusive and adaptable well-being experience."

Saurabh Shah, Director, Head of People Ops at Krafton India



While we are increasingly accepting of mental wellness, there's a tendency to overuse terms like anxiety, stress, and depression for minor inconveniences without a clear understanding of their meanings. There's a need for more knowledge-based training to clarify what constitutes anxiety, depression, and other mental health conditions. It's important to educate on scenarios that warrant professional help and appropriate remedies, such as consulting a counsellor or discussing concerns with a manager. Older generations may struggle with acknowledging the importance of mental well-being, while younger individuals might not fully grasp the seriousness of these terms.

Deepti K S, Strategic HR Partner

Cultural Wellness Best Practices

	Dimension	Best Practices
1.	Psychological Safety	<p>For GenX, focus on creating structured feedback mechanisms and formal communication channels, such as regular one-on-ones and performance reviews, where they can express concerns without fear of repercussions.</p> <p>For Gen Y, conducting workshops on vulnerability and active listening can encourage sharing of ideas and feelings. Creating safe spaces for brainstorming and innovation can foster a more supportive culture.</p> <p>For Gen Z, leverage technology to facilitate feedback and communication. Utilize apps or platforms that allow anonymous suggestions and discussions.</p> <p>Conduct organisation wide sensitisation and training programs for psychological safety.</p>
2.	Belongingness	<p>Curate team building activities that recognize the efforts and contributions of everyone.</p> <p>Offer flexible care-policies to cater to emotional or family needs of employees, reinforcing care and support.</p> <p>For younger workforce, focus on virtual or social connections, allowing them to connect with like-minded individuals. Encourage participation in community service and activism, aligning with their values of social justice and inclusivity, to cultivate a sense of belonging.</p> <p>Organize culture days to encourage diverse sharing of backgrounds, norms, cultural practices, etc.</p>
3.	Wellbeing	<p>Offer wellness retreats or programs such as work-life balance, mindfulness, self-leadership, stress-management etc.</p> <p>Execute 'Wellness-Champion' Programs to train select volunteers to identify and offer support or emotional assistance to peers and colleagues in distress; or to drive wellness initiatives.</p> <p>Prioritize wellbeing for all, and formally recognize the designated wellness hours or wellness days.</p> <p>Equip all managers and leaders with suicide prevention toolkit, to spot the signs of distress and provide the first-hand support.</p>

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“At Turtlemint, we’ve extended wellness beyond the HR team by creating a dedicated group called “Social Turtles,” responsible for running various initiatives across the organization, which works really well for us. We have also identified event captains in different offices who are trained to handle sensitive topics. With a top-down approach, where our leaders prioritize wellness, we achieve roughly 60% participation in any initiative we launch.

We also gamify about 50% of our wellness programs, integrating quizzes and rewards. For example, during our Yoga Mudra Challenge, employees were rewarded for successfully performing specific yoga poses. We’ve hired an expert who helps design customized programs covering self-care, mindfulness, parenting, anxiety management, and mental health awareness.

Our communication strategy is all-encompassing, leveraging emails, WhatsApp, Slack, & vibrant office posters. In fact, wellness is embedded into the Key Result Areas for the HR team, ensuring it is a focal point during one-on-one HR-employee conversations.”

Chaitali Gala, Associate Director HR at Turtlemint Group

How To Create A Pull Factor To Ensure Employee Participation?

- Smart Use Of Data Insights:** Use data analytics to tailor wellness programs to individual employee preferences and needs. For example, analyze participation data and feedback to create personalized wellness plans. Offer personalized health and wellness challenges based on employees' interests and health goals, such as customized fitness programs or mental health workshops.
- Integration with Daily Workflows:** Seamlessly integrate wellness activities into employees' daily routines to make participation effortless. For example, incorporate short wellness breaks into the workday, like 15-minute guided meditations or quick stretch sessions during team meetings.
- Appoint Wellness Champions and Peer Supporters:** Select enthusiastic employees from different teams, functions, age groups and genders to act as wellness champions who lead by example, organise wellness events, and share success stories to inspire others.
- Answer ‘What’s In It For Me’:** Through clear communication, spread awareness about the objectives and benefits of a program or a service to ensure maximum employee buy-in.
- Provide Flexible and Accessible Options, Choose The Right Days:** Offer various wellness program options to cater to different schedules and preferences. Any activity hosted on a busy day, at an inconvenient time, or in a busy month will likely attract less participation.

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“The key is to focus on spreading awareness about why self-care is important. Once people truly understand its value, they will naturally seek opportunities to participate in the events, sessions, or interventions you create. Addressing the “why” builds genuine interest and motivation. At Eclerx, what also proves effective is having your employees share their experiences. Employees are your strongest advocates. When they actively participate in a program and have success stories to tell, their firsthand accounts of how they benefited can be incredibly influential.”

Pradeep Arora, VP-HR at Eclerx

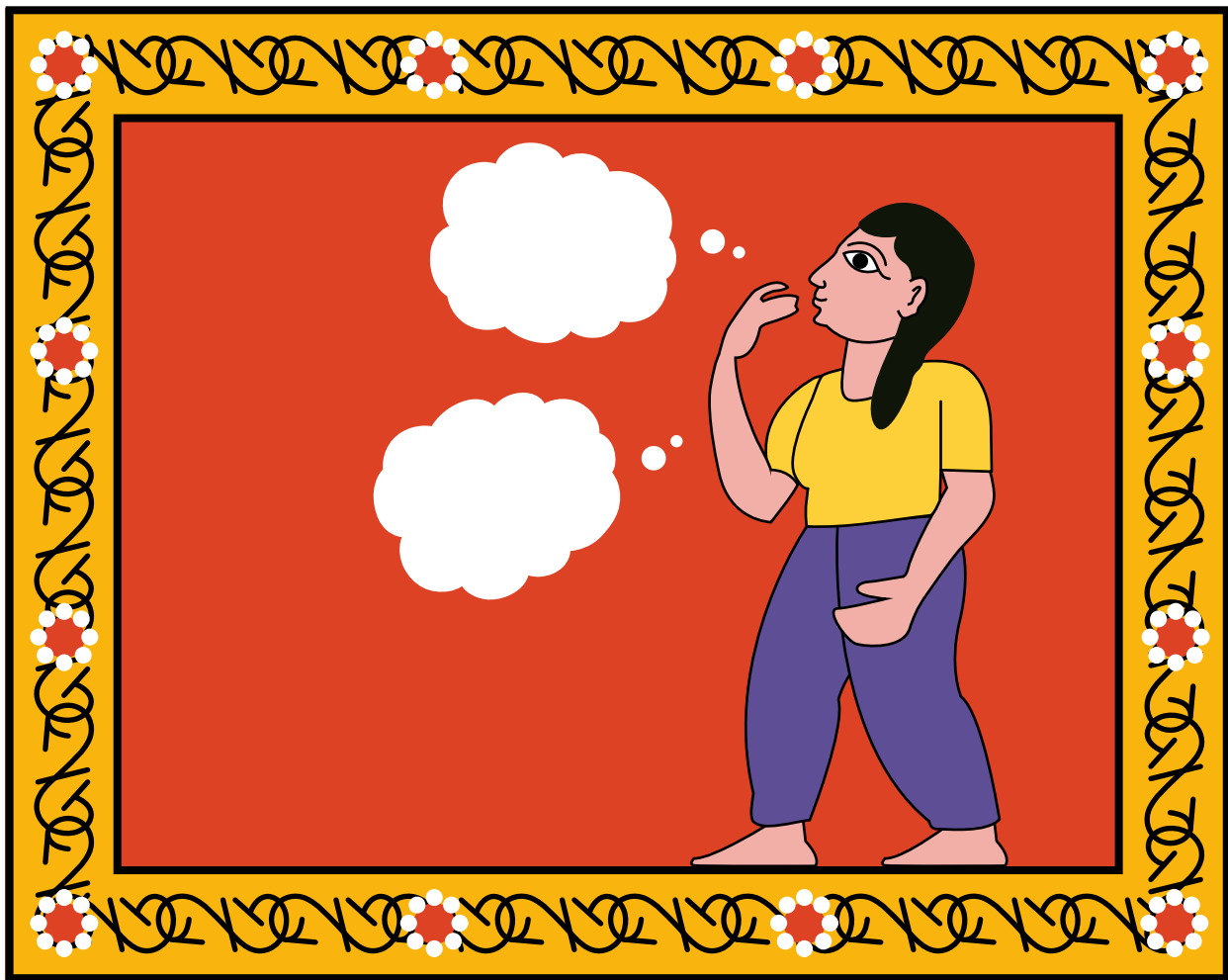
“We use multiple channels to communicate with employees. This includes our native mobile app, which functions like a messenger for real-time updates, email communications, in-person HR meetings, and visual reminders like danglers and handouts. Additionally, we collaborate with the IT team to push banners or wallpapers on employees' laptops to keep them informed about upcoming events and initiatives. Another practice we follow to engage employees is partnering with vendors or program providers to design inclusive programs tailored to the audience's needs. It's also crucial to communicate the benefits and value of the program to ensure employees understand what they stand to gain.”

Dakshdeep Singh, Senior Vice President at PeopleStrong

“To measure the success of an initiative, both objective and subjective metrics should be considered to gain the fuller picture of the initiative's effectiveness. Objective metrics could include participation rates, the effectiveness of training programs or well-being initiatives, and changes in employee engagement scores, particularly in areas focused on well-being and the resources provided. Metrics like NPS (Net Promoter Score) and similar measures are also clear, quantifiable indicators. However, subjective metrics are equally important, especially when it comes to the long-term shift in the mindset of your workforce. This isn't something that can be measured immediately but instead over time as the organization evolves. It's about observing how the collective mindset changes.

For instance, how do leaders and employees respond to change initiatives? How do they handle transformative experiences or challenging projects? How do they approach failures, and how do they celebrate successes? These are the moments where we can gauge the more profound, more lasting impact of well-being initiatives.”

Saurabh Shah, Director, Head of People Ops at Krafton India



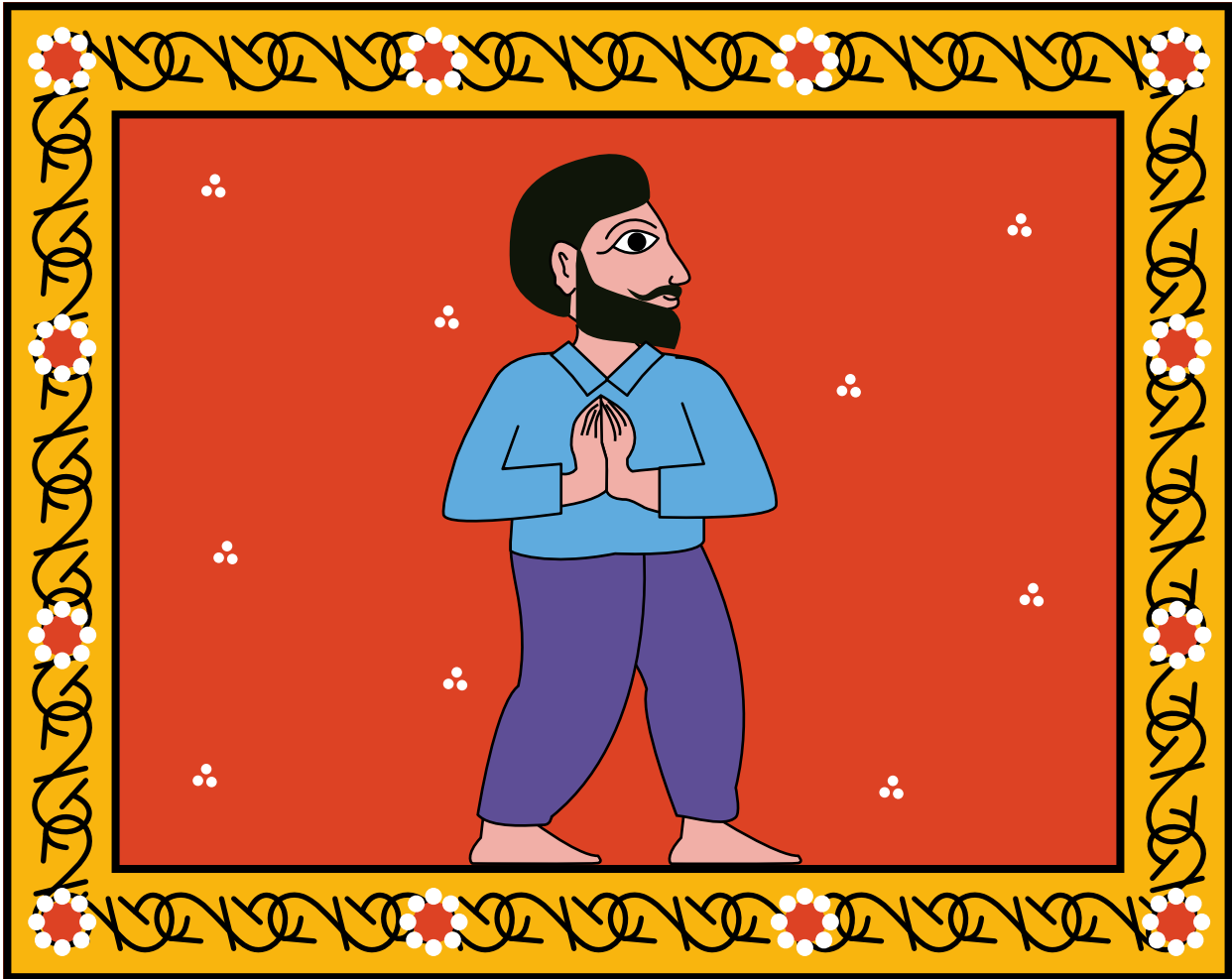
Final Thoughts

As we conclude this exploration of *Wellness Across Ages: Tailoring Employee Engagement And Wellness Across Generations In Indian Workplaces*, it's evident that fostering a supportive and inclusive work environment requires a nuanced understanding of our workforce's diverse needs and expectations. The journey through this book has highlighted HR professionals' critical role in designing and implementing wellness programs and engagement initiatives that resonate with employees at every stage of their careers.

A one-size-fits-all approach falls short of addressing the unique challenges faced by multiple generations and sub-groups, such as caregiving employees, working parents, freshers entering the workforce, and pre-retirement individuals. Instead, tailored strategies that consider generational diversity and evolving wellness needs are key to creating a thriving workplace.

By embracing these insights and applying the best practices outlined in this book, HR leaders can drive meaningful change and enhance employee well-being across all levels of the organization. The commitment to continuous learning and adaptation will improve individual health and satisfaction, and contribute to the organization's overall success and resilience.

Thank you for joining us on this journey. May the principles and practices shared here guide you in creating a healthier, more engaged, and more inclusive workplace.



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Sincerely,
YourDOST



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