



THE ROAD MAP TOWARDS A TRANSFORMATIONAL WELL-BEING CULTURE

WHITE PAPER

HEALTH *to* WEALTH

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The report begins with an Executive Summary which outlines the eight key findings, and then follows this with a more detailed section on each.

Throughout you will find the following symbols designed to aid navigation and further reading on the topic:



These are the **key takeaways** from the White Paper: a distillation of what you need to know on this viewpoint, and any actions you should take. You'll find this sign at the end of each section.

Click here to go direct to podcasts on the **Health to Wealth website**. There you can learn more about our speakers, listen in on the original podcast, and take a deep dive into this topic.

To **find out more about the companies who are leading the well-being transformation**, click here. You'll go straight to the Health to Wealth website and meet our partners and the innovation stars who took part in the Accor Health to Wealth Challenge at VivaTech — helping people take action for their well-being.



Quotable quotes. Beside this sign you'll find some of the **compelling and memorable quotes** that are unique to this report and to Health to Wealth. Remember where you heard it first.

And look out for the **clickable navigation panel at the top right-hand** side of each page — it will help you find your way around quickly!

For those with limited time, the fastest and simplest way to get onboard with this White Paper is to read the **Executive Summary**, especially the eight **key insights**, followed by the conclusions at the end of each section.

HEALTH *to* WEALTH

EXECUTIVE SUMMARY

WELL-BEING is set to become the transformational driving force in business, society and leadership. That is the simple premise of Accor's Health to Wealth programme, which takes as its starting point the new priorities confronting the world as we face a future shaped by such diverse challenges as the Covid pandemic, the threat of climate change and the ongoing advancement of technology. From micro to macro, from our personal quest for good health to the way we govern society and the global community, the relevance of well-being is set to make an influential and unprecedented impact on the decisions that we make everyday.

This White Paper highlights key pathways in navigating that transformation: insights that will help businesses plot their own road-map towards a well-being culture while enabling them to thrive in the future economy. These findings draw on the rich body of insights shared by our guest speakers during the Health to Wealth podcast series.

In overall terms the conclusion is that well-being must now be recognised as a priority for everyone, one of the vital threads which maintains the equilibrium of our lives, our society and our planet. That means reaching into almost every area of our lives — from finance to nutrition, from personal fitness to data privacy — to understand what well-being means in that context, and to find a way towards its fulfilment. If well-being is the destination, then wellness translates to the choices that we all make in the pursuit of that end.

For Accor and its brands, well-being is much more than a component of hospitality; it means an earnest desire to help people and communities achieve a balance of healthy body and mind in their own lives as well as in a wider sustainable society, our global economy and our planet. As a group, Accor is committed to fully playing its part in the emerging well-being economy.



As we move towards a future where human well-being and fulfilment are key priorities, Health to Wealth will be the custodian of that transformative well-being culture.

Here are the eight key insights that the White Paper introduces:

1. Well-being must bring together body and mind;
2. Measurement is the route towards optimising well-being;
3. Our well-being starts with our finances;
4. Access to well-being needs to be fully democratic;
5. Joined-up thinking is required to make a true transformation;
6. Technology must become a positive force in our lives;
7. Our own well-being is entwined with that of our planet;
8. Well-being transcends cultural differences: it is a universal aspiration.



#MindBody

HEALTH *to* WEALTH

WELL-BEING ENTAILS BODY AND MIND

We are still learning about the linkages between our physiological and psychological states, and disciplines such as neuroscience are revealing how powerfully each can influence the other.

Well-being means looking after your mental and physical health. The ancient Greeks recognised the connection and believed that mind and body should be in harmony. The World Health Organisation's first director general Brock Chisholm wrote more than 70 years ago that **"without mental health there can be no true physical health"**⁽¹⁾ and today we also know that physical fitness and exercise can have a powerful impact on our mental well-being.

There are relationships between mind and body that we are still learning about. Well-being cannot be neatly broken down into separate compartments; to nurture ourselves, we need to look after both, including our emotional and spiritual side.



“
EVERY CHOICE YOU
MAKE - LIFESTYLE,
NUTRITION,
FINANCIAL - HAS
A CONSEQUENCE.
”



Health systems around the world are struggling to cope, and so the primary responsibility for our own well-being, and especially to nurture our health, falls to each of us individually. That means educating ourselves (starting with the Health to Wealth podcast series); taking proactive measures such as eating well and maintaining physical fitness; and using what is naturally available to us to take care of ourselves. **Harry Jameson of FuturePractice** uses a metaphor:



“If you have a garden and you make the soil as fertile as it can possibly be, whatever you plant in that soil will grow better.”



Today, we face an epidemic of poor health across the board. In the US, the Preventive Services Task Force has recommended **that all adults under 65 are routinely screened for anxiety**⁽²⁾.



In the UK, a study by University College London identified a huge surge in stress, worst of all among women where **generalised anxiety disorder tripled in those aged 18 to 24 between 2008 and 2018**⁽³⁾.



The WHO reports that **global obesity has also tripled since 1975** and that **in 2016 more than 1.9 billion adults were overweight**⁽⁴⁾. And **diabetes caused largely by poor diet** is also soaring, with more than one in ten of the US population now affected⁽⁵⁾.

We need to develop personal strategies to cope with the pace of change, avoid burnout and navigate the complexities of the 21st century. We need coping mechanisms to help kids deal with social media and all of us to deal with any relationship challenge. And by focusing on the well-being of our minds and bodies, we can become more resilient.

Taking personal responsibility means nurturing your soul as well as your body, finding time to meditate as well as being physically active everyday.

Responsibility means that every choice you make — lifestyle, nutrition, financial — has a consequence. Over-indulge on alcohol and you'll suffer a hangover. Exercise daily and you'll feel better for it.



That extends from being kind to yourself to what you do for others.

Saasha Celestial-One,
Co-Founder of food sharing
app OLIO has a similar take on how well-being can come from helping other people:



“Sharing food and household essentials is a way of reconnecting with our common humanity.”

The link between mental and physical well-being has been widely documented. Studies in the US have found that students who are overweight or less physically mobile under-perform academically, while aerobic exercise can boost attention and cognition.

Cardiovascular exercise releases chemicals including serotonin and dopamine that suppress stress and anxiety and boost positive mood. An even more graphic illustration: **therapeutic expert Wim Hof** told us how he started to immerse himself in ice-baths after the death of his wife, to relieve the pain he felt: a physical condition alleviating a mental one.

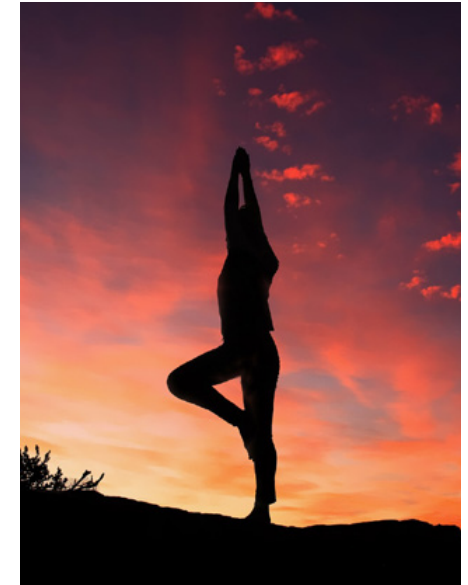
The nature of this connection is being explored by neuroscience.

Olaf Blanke uses the examples of phantom limb sensations and out of body experiences to explain how our brain creates a perception of our body that is separate but overlaps with the physical body. Olaf describes how haptic and soundscape technology can be used to leverage our perception of the body and invoke meditative states that are deeper and more rewarding.

These learnings are yielding exciting real-world technology with both psychological and physiological benefits. **French start-up Rebalance Tech** leverages neuroscientific principles in its Impulse machine, using stimulation and cognitive training to help users relax and improve the quality of their sleep.

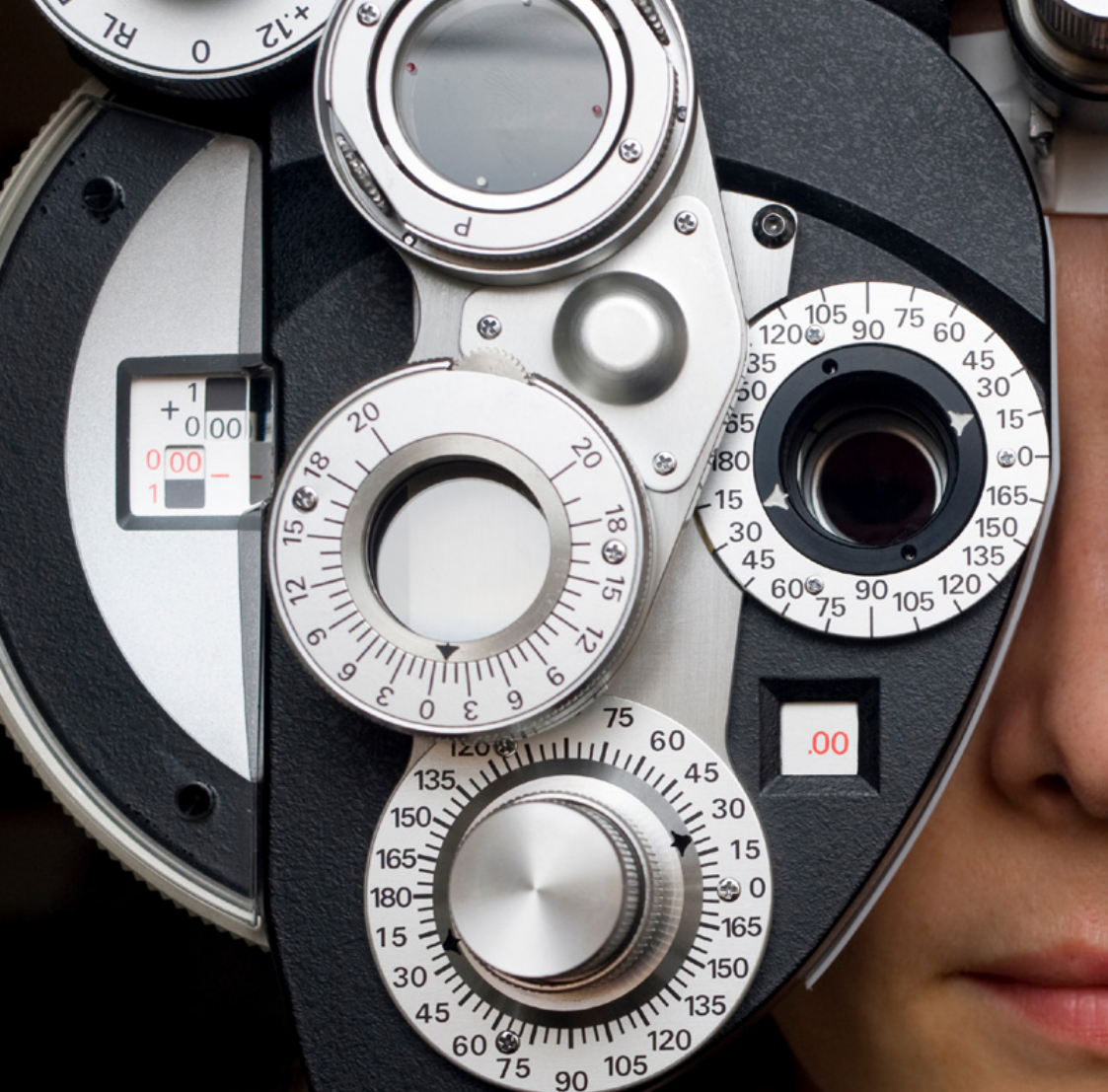


Olaf **BLANKE**



What all of us must do is forget siloed thinking: **everything is connected when it comes to health and well-being.** It's your responsibility to make the choices and take the right steps in preventing illness, maintaining fitness, eating healthily, developing resilience, and cultivating contentment that will nourish your well-being rather than undermine it.

HEALTH*to***WEALTH**



#MeasuringWell-being

HEALTH *to* WEALTH

YOU CAN'T MANAGE WELL-BEING IF YOU CAN'T MEASURE IT

In the world of corporate management, the maxim that you can only manage what you can measure is commonplace. But it is equally true in the field of personal health. Finding ways to quantify all dimensions of well-being is the key to unlocking enhancement and improvement.

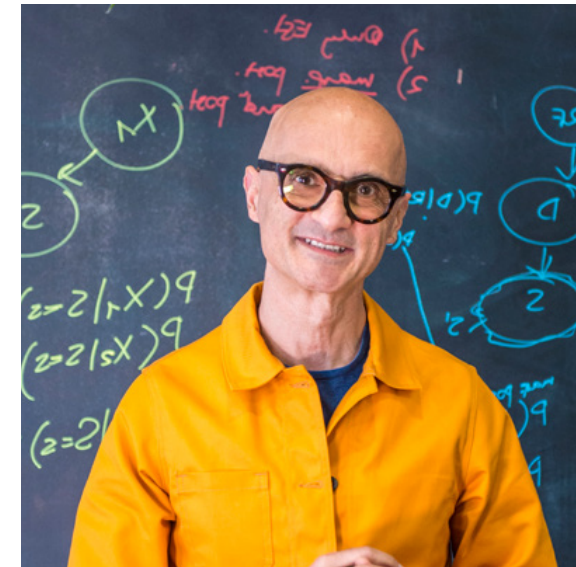
Management thought leader **Peter Drucker** and scientist **Lord Kelvin** have been variously credited with the idea that **to make something better, you need to measure it first**. That means starting with a baseline, then collecting data to know whether you are moving in the right direction. Measuring well-being has always been considered challenging, partly because it is a multi-dimensional state and people can't always agree what the dimensions should be. But if you want better outcomes, it's something that needs to be invested in.

At a personal level, we are used to having vital data like our blood pressure or our heart rate measured by medical practitioners; Fitbits and similar wearables can expand on that by measuring your daily exercise routine and recording key information such as sleep patterns.



In any corporate entity, you can capture a lot of data (with consent) from your people which can be anonymised and then aggregated to give a snapshot across the organisation. That might cover obvious parameters such as their job satisfaction; but also measures such as how well people are sleeping or how much exercise they do weekly, with a view to providing support in these areas. Enabling technology such as the **app Digi.me** facilitates this, operating from the premise that everyone can and should own their own data. At a societal level, health authorities routinely collect data giving insight into the big picture of how communities or the entire nation is doing. And increasingly governments are moving beyond physical health data to other measures relevant to well-being: on finances, relationships and working hours to pick a few examples.

Biological data sets are at the heart of healthcare, and yet the way they are used is almost entirely reactive, says **Ali Parsa, Founder of Babylon Health and a champion for e-medicine**. **"It is actually absurd to wait for you to get sick until you have to see a doctor. We should collect so much data from you that we're able to have continuous insight from you, to monitor you so you never have emergencies and crises,"** he says. Continuous collection of health data could be used to monitor and send alerts when discrepancies are spotted, leading to a far more preventative approach to medical treatment. **"How hard is it to give everybody devices that can monitor their health, their heart rate, their COPD (chronic obstructive pulmonary disease), their diabetes, you name it?"**



ALI PARSA

How can tech play a part?

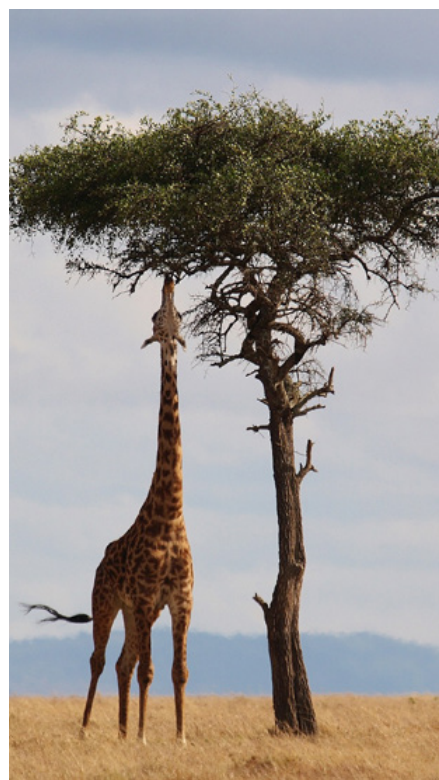
Technology has an obvious role to play when it comes to measuring well-being. **VivaTech finalist Sensae's haptic technology** enables people to manage stress and anxiety by monitoring physiological data that are indicative of emotions, and then providing stimulation accordingly. **Bordeaux-based Lumm's platform** helps companies monitor the mental well-being of their people and turn this into positive strategies for coaching and improvement. Wearables of many varieties, meanwhile, help all of us collect our own health data. Wearables of many varieties, including pre-seed innovation **Byosen**, co-founded by a Station F incubator participant, will help all of us collect our own health data.





Physiologist Oli Patrick (above) and well-being coach Harry Jameson base their PILLAR well-being practice around a data-led approach to preventative health and personal optimisation. Stress is at the heart of both. **Says Oli:** **“We can measure internal nervous system activity to say how often someone is stressed, as in a physiologically stressed state, be that fight or flight, and how often someone’s in a physiologically recovered state, be that rest and digest.”** So measurement is key to creating strategies for improvement.

At a corporate level, measurement is essential to secure investment in well-being. But Oli says it is challenging to precisely demonstrate the reduction in health costs that results from spending in areas such as nutrition, sleep, movement and clean environment. **“We know it’s there, but we can’t mathematically prove it in the same way as I can prove that building a new hospital will impact on the healthcare of my nation”.** Nutritionist **Kate Cook** says that companies that take a strategic view towards the nutrition of their people, “are basically auditing the issue, then putting in the program, and then measuring it afterwards”. She explains: **“Unless you audit it, you won’t know what you’re looking for and unless you measure it, you won’t know if you’ve been successful.”**



Kate **COOK**

Meanwhile, as the **World Happiness Report** ⁽⁶⁾ points out, social media provides an exciting new avenue to assess emotions through analyzing text and data: **“Social media continuously captures communication between millions of individuals and large groups over long periods of time. Data from these platforms provide new opportunities to trace emotions and well-being of individuals and societies at new scales and resolutions.”**

Put that together with governmental initiatives to collect data on a raft of measures and the real opportunity is for well-being data to drive policy and improvement — albeit that hasn’t happened yet.

Measurement can also play an important role in joined-up thinking: it should be no surprise that health outcomes are worse in locations with poor nutrition and poverty.

The **WORLD HAPPINESS REPORT**



In other words, if you want to improve well-being, whether personal, for employees or in communities, it’s no longer good enough to smile and put out some good vibes. **Well-being means collecting data and acting on it. Get the numbers and you can make it better.**

HEALTH*to***WEALTH**



#FinancialHealth

HEALTH *to* WEALTH

WE CAN'T LIVE WELL IF WE CAN'T AFFORD TO LIVE

Economic and financial sufficiency is a prerequisite for physical and mental health and a precursor to more enhanced forms of fulfilment.

Financial health isn't always thought of as an intrinsic part of well-being — but it should be. Money may not equal happiness, but it does open the door to many aspects of well-being, whether that's relaxation, good nutrition, autonomy or excellent healthcare. And the converse is certainly true: lack of money can have a debilitating effect on mental health and constrain your ability to lead a lifestyle of your choosing.

At a time when millions of people in the most developed countries are facing the most severe cost-of-living crisis in decades, that is especially true. **Economist Thierry Malleret says:** “The world is becoming so unequal that wellness becomes an impossible aspiration for people who don't make a decent living.”

The positive correlation that exists between financial wealth and physical health has a number of root causes. People with more money can afford to eat more nutritious food; they can choose to live in better locations — with better air quality and less noise; they can spend more time relaxing and less time working, and in many cases, they enjoy a better quality workplace. What's more, they can afford the best private healthcare if they need it.

The relationship between money and mental health is more complex. People who don't have enough to live on face stress — because of the uncertainty about how they will pay for their needs — and often experience depression and low self-esteem. They show significantly lower levels of confidence in their own

ability to succeed, **according to the Joseph Rowntree Foundation** ⁽⁷⁾. Debt is not intrinsically bad, but when people struggle to keep on top of it — for example due to rising interest rates — then it risks spiralling out of control and causes intense stress.



At the same time, according to charity **MIND** ⁽⁸⁾ poor mental health can suppress your earning potential and can even cause some people to spend more in order to feel better.

People who are struggling financially are less likely to pursue well-being strategies that could help alleviate their stress. As **Damien Perrot, Global Senior Vice President in Design & Innovation at Accor** points out, advising someone in this situation to do some yoga misses the point. “How can I do yoga when I am thinking about how I won't be able to pay my taxes? How I won't be able to pay for the food for my kids? When you do yoga, you need to be free of mind.”

“**MORE EQUAL DISTRIBUTION OF WEALTH WOULD BE THE BIGGEST STEP SOCIETY COULD TAKE TO PROMOTE GREATER FINANCIAL WELL-BEING.**”





More broadly, there is direct evidence that overall experience of well-being rises along with income — so the more financially secure you are, the better you feel about life. Latest research from **the University of Pennsylvania's Wharton School** ⁽⁹⁾ suggests this is true even beyond a previously identified 'plateau' of \$75,000 per annum.

These components lead to the concept of 'financial well-being'. Paradoxically some people are happy but poor, whereas others are rich and extremely unhappy. That's largely about living within your means. **The US Consumer Financial Protection Bureau** ⁽¹⁰⁾ says: **"Financial well-being is a state of being wherein a person can fully meet current and ongoing financial obligations, can feel secure in their financial future and is able to make choices that allow them to enjoy life."** In other words, it's not just about absolute wealth; it's about managing your expectations and your liabilities to meet your level of wealth. And it's also about managing your finances efficiently — paying bills on time, understanding your financial situation, and making sound decisions.



Yann LE FLOC'H

There are many apps available to help with running personal finances. Enabling companies to help their employees financially is another way to promote well-being. **Stairwage** does just that: its app allows employees to get an advance on their salary, when they need it, in a wholly transparent, autonomous and innovative way. **Founder Yann Le Floch** says: **"We launched Stairwage with one clear and defined mission, that is to improve the financial well-being of the employees and to help them to absorb financial shocks by providing them with real time access to earned wages."**



Ultimately a more equal distribution of wealth would be the biggest step society could take to promote greater financial well-being. Until that time, **the focus needs to be on helping people to manage their money better, adopt affordable well-being solutions — and find ways to manage the stress that comes from financial problems.**

HEALTH*to***WEALTH**



#EquitableAccess

HEALTH *to* WEALTH

A HEALTHY SOCIETY MEANS WELL-BEING PRIORITISED FOR ALL

Well-being should not be a luxury reserved exclusively for one section of society; it should be democratically open to everyone. Equality based on gender, race, sexuality and other factors supports this principle.

It is a simple humanitarian principle that **everyone, whatever their gender or their sexual orientation, their ethnicity or beliefs, should be equal in terms of the opportunities open to them in life.** Many would also include factors such as age, disability and how rich or poor you are. Our contention is that the principle of equal opportunity should be extended to include access to well-being. For many, it remains aspirational, but that goal underpins the very notion of well-being as a global priority.



First of all, societal equality should be regarded as an important component of well-being. **The Equality Trust** ⁽¹¹⁾ has compiled evidence that **countries with lower levels of income disparity experience fewer health problems, both physical and mental. In terms of social equality** — which includes gender, ethnicity and disability — a variety of studies shows a strong link with well-being. Europe's Nordic countries — Sweden, Denmark, Norway and Finland — as well as Netherlands, Canada and New Zealand, all rank among the most equal countries for gender ⁽¹²⁾ and race ⁽¹³⁾, as well as being in the top tier of happiest countries ranked in the **World Happiness Report** ⁽¹⁴⁾.

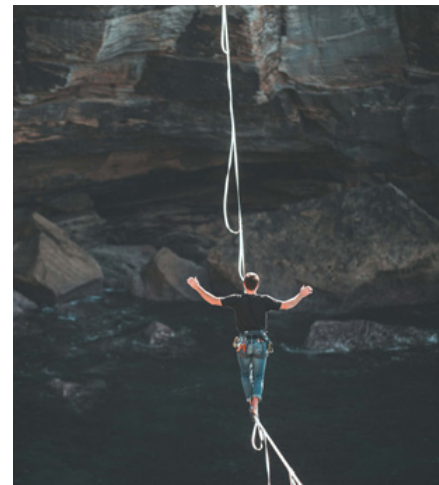
The goal of equality of access to well-being would mean an availability of optimised wellness support and services that is not dependent on how much you earn, where you live or what you do — and leads to equally good outcomes for everyone.

The first step to achieving that is a much greater awareness that the pursuit of well-being should be a universal rite of passage. As **Wim Hof** puts it: **“We all can do it. We only need to get back to Mother Nature’s gift to us, our ability to control our mind and to be the captain of our soul.”** He is personally committed to an objective of reaching ‘billions’ of people around the world with his therapeutic recipe of cold water baths and deep breathing.



Wim HOF

The thirst for well-being at all levels is evident. **Emlyn Brown, Global Vice President of Well-Being for Accor, says:** “Almost four out of five of our guests, 77% globally, irrespective of demographic, age group, country, are making a daily step every day to improve their health and well-being ⁽¹⁵⁾. That’s not just within luxury or ultra-luxury, but also in our eco- and mid-scale hotels.” He adds: “Everyone can do this. Everyone can take a step on a daily basis to improve their health and well-being.”



Governments around the world have been promoting both agendas — equality, and health and wellness — for many years. In the case of equality that's through public policy in areas as diverse as employment, transport and access to personal finance and civil rights; for well-being it's in areas such as healthy eating, and physical exercise.

The corporate world is increasingly playing its part on equality, particularly through adoption of **Diversity, Equality, Inclusion (DEI) measures**. Businesses also have a huge opportunity to contribute towards well-being; the starting point is to help their people lead healthier lives through providing workplace benefits such as fitness equipment, nutritious food or yoga sessions. The bigger challenge is improving mental health. DEI contributes to that through creating a culture of fairness, openness, and psychological safety — the knowledge that you are valued and won't be punished or humiliated for speaking up



Diversity and inclusion make business sense, says management consultancy McKinsey ⁽¹⁶⁾. The firm has identified a positive correlation between diversity and inclusion and out-performance and explains: **“There is ample evidence that diverse and inclusive companies are likely to make better, bolder decisions — a critical capability in the (Covid) crisis. For example, diverse teams have been shown to be more likely to radically innovate and anticipate shifts in consumer needs and consumption patterns — helping their companies to gain a competitive edge.”**

Companies can demonstrate their commitment to DEI in many ways. **Virgin Atlantic's decision to scrap gendered uniform ⁽¹⁷⁾** and allow staff to choose what they wear is one example. In another example, **banker NatWest now offers all of its staff 12 months' paid parental leave ⁽¹⁸⁾, irrespective of gender.**

Embracing diversity and inclusivity should be applied to investment too.

Allie Burns, CEO of venture firm Village Capital points out that less than 10% of companies that receive venture capital investment are founded by mixed gender teams; less than 2% of venture capital goes to all-women founding teams. If it was easier for anyone to create a business, she believes, that would contribute towards a better quality of life because people would build the businesses that would actually make a difference in their lives. **Village Capital** aims to address the existing inequality by focusing on purposeful ideas from overlooked groups. **“Some of the biggest societal challenges are being experienced by communities that have been systematically and historically excluded,”** says Burns.



Allie BURNS



Democratic access to well-being is not a given. It depends upon acceptance that everyone has a right to aspire to good physical, mental, emotional and spiritual health. **It is contingent upon people being treated equally, regardless of their status. And it requires policies — whether from government or business — that seek to encourage well-being and give everyone an equal chance to realise it.**

HEALTH *to* WEALTH



#InterconnectedThinking

HEALTH *to* WEALTH

TRANSFORMATION TO A WELL-BEING CULTURE NEEDS AGILITY & JOINED-UP THINKING

There are many strands to well-being, and they are all interconnected. Organizations need to be agile, adaptable and understand how they are connected to the wider eco-system.

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BUSINESS
NEEDS TO
PRIORITISE
MAKING
WELL-BEING
PART OF
ITS DNA.



We've all heard about digital transformation, but **what the world needs now is for companies and other corporate bodies to undergo a well-being transformation** — a re-engineering of culture that places the holistic health of their employees, their customers, society and the planet at the top of their priorities. It is no longer tenable to operate a business model that causes employee stress, that is exploitative of the local community or that unnecessarily damages the environment.

To effect that change, it is necessary to understand the impact a company has in the many areas that influence well-being, and to find ways — whether that

be processes, employment conditions or new products and services — that improve the well-being of individual stakeholders and of society. You also need to understand how these areas are both interconnected, and interdependent. No solution exists in a silo — this is why recognition of well-being as an encompassing symbiotic culture is so crucial.

Underpinning the imperative for transformation is the concept of the well-being economy. There are many definitions but at the heart of these is the recognition that the purpose of the economy is to deliver well-being in its many forms, including good mental and physical health for everyone and the welfare of the planet; rather than delivering financial wealth and power to a small minority of individuals and other vested interests. In the words of **Angel Gurría, Secretary-General of the Organisation for Economic Cooperation and Development (OECD)** ⁽¹⁹⁾: **“The Economy of Well-being is defined as the capacity to create a virtuous circle in which citizens’ well-being drives economic prosperity, stability and resilience, and vice-versa....”**



The need for this corporate transformation is in response to the rapid pace of change in society itself.

Manuel Muñiz, Provost of IE University in Madrid, says: “One of the defining features of our era is simply the velocity of technological and social transformation.”

He points to the expansion of the global population in the last two centuries, the rapid growth in data and the explosion in CO2 emissions as three significant examples. **This poses a macro challenge, says Muñiz, “which is, we’re not very well built as individuals, but also as communities and as societies, to navigate this rate of change”.**

Society — including governments, communities, and businesses — needs to become more adaptive and more agile to do so.



Emlyn BROWN

For companies, there are powerful reasons why well-being should be placed firmly at the center of their transformation effort. **“Accor’s own experience in hospitality has shown a strong demand for well-being delivery that extends way beyond spa and fitness into areas such as health, nutrition and technology,”** says

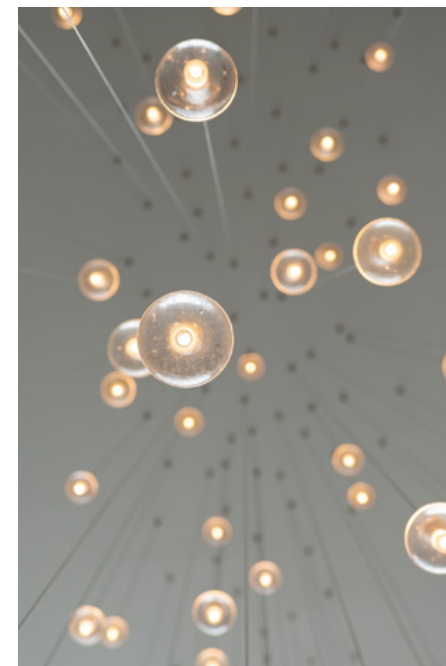
Emlyn Brown, Global Vice President of Well-Being. For all businesses, he argues, “well-being uniquely exerts a ‘push’ and a ‘pull’ factor. The push is societal stress: concerns about the environment and individual stresses that push people to improve their own health and wealth. The pull is the aspirational dimension. Why would any company not want to be embracing and supporting people transforming to a healthier way of living?”

The connections inherent in the well-being economy are manifold. Just as the health of mind and body is linked at a personal level, similar connections hold true at a company level. The nutrition of your people plays a key role in their performance. A positive stance on the environment will contribute to the mental well-being of your people and your customers. Treating people fairly and with compassion suggests you are a company people and institutions will want to do business with, as well as reducing stress internally. Some enterprises manage to embrace this interconnectedness in an instinctual way: **food waste app OLIO addresses environmental concerns, helps feed those in poverty, and brings together the community in doing so.**



Data provides a powerful tool to realize these connections. **As Julian Ranger, Founder of data privacy company Digi.me argues, companies can develop better products and services if they have access to personal data.** **“We can’t take advantage of all the digital economy has got to offer us if we can’t do it — we can’t move to personalized medicine, we can’t have personalized services,”** he explains. But that is only consistent with well-being if individuals can be persuaded to trust that company and to share their data voluntarily. And they will only do that if they trust that the company will use their data for their benefit — or for the wider benefit.

Further, to invest in well-being, companies need to know that there will be a return on investment (ROI). **As Oli Patrick, physiologist and Co-Founder of FuturePractice puts it: “You’ve got to transpose well-being into economic benefit, first and foremost. I think anyone at the top of an organization will feel a duty of care for their people, but they’ll also be held accountable to the numbers that are recorded.”** That means identifying, and where possible, measuring the benefits that investment brings, and aligning it with the overall business strategy. Leadership needs to make well-being part of the company culture and to communicate that for the full benefit to be realized.



With the enormous pressures on individuals and companies to perform, the damaging impacts of stress and poor health, and the urgent need to achieve sustainability, ‘business as usual’ is not an option. **Business needs to prioritize making well-being part of its DNA.**

HEALTH *to* WEALTH



#DigitalOpportunities

HEALTH *to* WEALTH

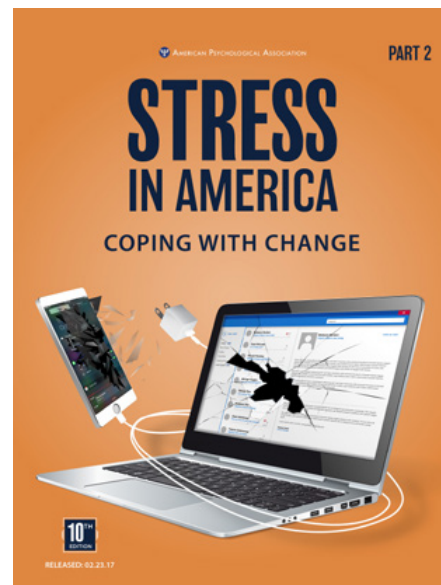
TECHNOLOGY SHOULD PROVIDE INSPIRATION FOR WELL-BEING, NOT A THREAT

Tech has become an enormous source of stress and ill-health in our lives. Yet digital innovation can unlock unparalleled opportunities to improve physical, mental and emotional health in the future; the challenge is to make the impact of technology overwhelmingly positive.

We need to forge a new relationship with technology, one in which it works on our behalf to improve our well-being, rather than putting our health at risk.

Digital technology has made us more productive; it has dramatically increased our ability to communicate across boundaries and borders; it has given rise to new forms of entertainment; and it has created exciting new possibilities in almost every area of human endeavour. In addition, it has furnished a wealth of tools and assets that enable us to improve our well-being. Yet there has also been a price to pay. Intensive use of digital technology is a key factor in the rise in stress in society and has been blamed for deterioration in our physical fitness; abuse, especially on social media, is responsible for a tidal wave of mental health problems in society; and issues around data privacy and AI raise fundamental questions about our agency as human beings, and the extent to which we have become servants to technology, rather than its masters.

In a 2017 study by the **American Psychological Association** ⁽²⁰⁾, before the pandemic, almost 18% of Americans saw technology as a significant source of stress in their lives. For some groups the impact was higher; among Millennials, 48% worried about the negative effects of social media on their physical and mental health. Other studies have since shown that Covid-19 has made smartphone addiction worse.



Individual use of technology causes stress in many different ways. Specific causes of techno-stress include slow connection speeds and lost passwords, while the longer-term effects range from perpetual distraction and disruption of sleep, to fear of missing out (FOMO) and the breakdown of work-life boundaries.

Everyone must work out personal strategies for coping — not just with self-induced stress, but also with abusive use of technology such as trolling. Coping strategies can range from setting rules about time spent online to avoiding some sites altogether. Government legislation also has a part to play. For example, **the UK's mooted Online Safety Bill** ⁽²¹⁾ promises to make tech platforms protect children from harmful content such as eating disorders, porn, or self-harm, as well as tackling legal but harmful content for adults.

“OUR PERSONAL DATA IS INHERENTLY VALUABLE TO EACH OF US AND SOCIETY WHEN IT IS USED FOR OUR BENEFIT AND WELL-BEING.”

The main issue with personal data is when it is collected and used without the individual's knowledge or consent. Consumers who surrender their data in return for access to services don't always understand how it will be used. That can undermine the consumer's sense of being in charge of their own life and can lead to situations where algorithms make use of personal data in extremely harmful ways — for example feeding vulnerable teenagers information about self-harm. An important coping mechanism for everyone is learning which online brands — including platforms and websites — they can trust.





Julian RANGER

Yet our personal data is inherently valuable to each of us and to society when it is used for our benefit and well-being, argues **Julian Ranger, Founder of the company Digi.Me.** The key is that it is collected in a moral and ethical way. **“The real question is: how do we make more data, better data, but with privacy, security and consent at its heart?”** says Ranger. His solution is a ‘one of a kind’ technology platform that empowers an individual to take control of their own data, sometimes referred to as the ‘personal data economy’, and to only share it with brands and people they trust.

In the case of our physical and mental health, data has a massive potential to aid diagnosis and prevent disease or illness before it develops. **Ali Parsa, Founder and CEO of Babylon Health** points out that telemedicine can provide healthcare to billions of people around the world who otherwise wouldn’t have it. **“According to the World Health Organization ⁽²²⁾, 50% of the world’s population has no access to primary care or almost any kind of healthcare. Which is more dangerous? Having no access or having a machine that can do that?”**

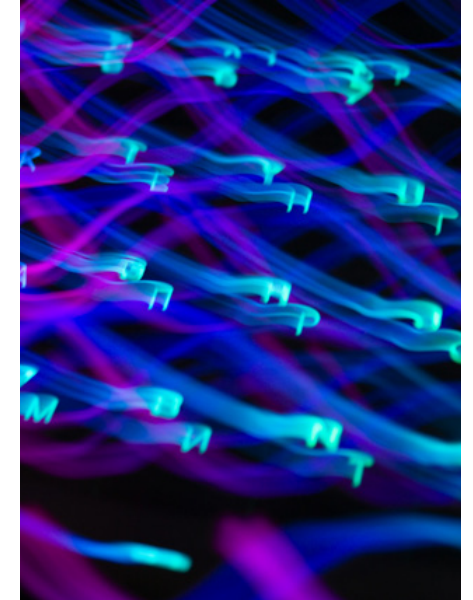
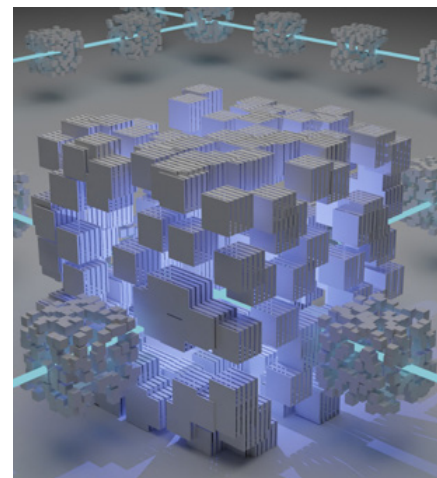
Telemedicine is just one example. The number of apps that are working to support our well-being is innumerable, from meditation and mental health apps to those which support financial health or even building relationships. The **VivaTech Health to Wealth Challenge** — and the companies that emerged from it, illustrates some of the innovative ways technology is being harnessed to promote well-being.

In the case of **E-Kids**, that’s about promoting inclusive access to technology through a psychotherapy-based butler service that helps older adults to get to grips with IT.



Looking at some of the key questions technology poses to society, **Manuel Muñiz, Provost of IE University** in Madrid, says the automation of jobs represents a threat to our communal well-being, while uneven access to technology threatens to exacerbate social inequality. **“If we do not determine how technology is deployed and distributed, it will empower some and not others,”** says Manuel Muñiz.

To turn technology into more of a force for good, society needs to become more confident and assertive in how it is directed and controlled, he argues. **“Why do we have this sense that we are unable to regulate and direct technological development in a way that is consistent with democratic values and norms, and that leads to individual fulfilment and well-being? We need the right type of public leadership, to take technology in the right direction.”**



The increasing power of AI makes this challenge more urgent. If we don’t take the driving seat now, AI and machine learning have the potential to wrest our agency away further and make myriad decisions on our behalf. Digital technology is one of mankind’s greatest inventions — and could provide the solution to many of our greatest challenges. **The time for making tech unambiguously a positive force for well-being is long overdue.**

HEALTH *to* WEALTH



#SustainableLiving

HEALTH *to* WEALTH

WE CAN'T BE HEALTHY IF OUR PLANET IS NOT

Mitigating climate change, conserving our limited resources, and protecting biodiversity are all ways to ensure our planet is sustainable. Without achieving that, well-being is an illusion.

The environment we inhabit is an intrinsic part of our well-being.

Sunlight, fresh air and clean water are all prerequisites for physical health; spending time in nature has been shown to improve our mood; and a thriving eco-system provides nutrition and the means to sustain ourselves. **But more important than all of these is the health of the Earth itself.**

The knowledge that we are damaging and potentially destroying our planet has existential connotations for humanity and is a source of immense stress.

The single biggest threat to our environment is climate change. The Earth's rising temperature is causing glaciers to melt, the warming of oceans, rising sea levels, and disruption to weather systems. In some parts of the world, that will lead to intense drought and threaten crops, wildlife and freshwater systems. Ultimately, it will make many places in the world uninhabitable. These effects are already manifesting, whether it be through unprecedented forest fires in Europe or the prolonged drought that threatens famine in Somalia.

Climate change also has a profound impact on mental health, according to the World Health Organisation ⁽²³⁾.

Among the many possible mental health and psychosocial consequences the WHO identifies are anxiety and depression; helplessness, fear and grief; ideas of self-harm; and emerging concepts such as ecological grief and eco-anxiety.

The climate crisis demands an unprecedented response in terms of switching to renewables, using less energy, diverting investment to low-carbon enterprises and in effect transforming our economy. And it has spawned the push towards net zero.

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BECOMING
SUSTAINABLE
IN HOW WE USE
THE WORLD'S
PRECIOUS
RESOURCES
IS EQUALLY
ESSENTIAL TO
OUR SENSE OF
WELL-BEING.
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Economist **Thierry Malleret** describes environmental wellness as one of the three dimensions of wellness, alongside individual wellness and societal wellness. All three are “completely interconnected, integrated and interdependent with each other,” he explains.

Thierry MALLERET



Every small step we take individually against climate change can make us feel more positive — whether that be through adapting our lifestyle to consume less energy or using a food sharing app such as OLIO. **Food waste contributes to almost 10% of carbon emissions, says Saasha Celestial-One, Co-Founder of OLIO.** “So a very large part of the climate emergency that we’re facing is driven by inefficiencies in our food supply chain and the food that goes to waste,” she adds. Everybody can make a difference through the fundamental belief “that lots of small actions at scale can lead to transformational change.”



The fight against climate change will progress further in the next few years than it has over the last few decades as the world puts its foot on the accelerator.

But our connection to the planet operates at many levels. Individually, our immediate environment — the place where we live or work — can have a profound effect on our physical well-being and its quality can be measured primarily in terms of the extent to which different forms of pollution are found. **Air pollution is described by the European Environment Agency as “the single largest environmental health risk in Europe”⁽²⁴⁾; it is associated with heart disease, stroke, lung disease and lung cancer and estimated to result in over 300,000 premature deaths in the EU each year.** Noise pollution is also highly damaging, leading to hypertension and sleep disturbance; while artificial light at night is responsible for disrupting the body clock and increases risks for conditions including obesity, depression, diabetes and breast cancer. Hazardous chemicals pose another wide-ranging risk to human health.

Our everyday environment also impacts our mental health in different ways. For example, intensive, noisy urban environments lead to stress. On the other side of the coin, there's extensive evidence that natural environments confer a range of mental health benefits. Spending time in nature — whether that's gardening, interacting with animals or walking in the mountains — has been found to help treat conditions such as anxiety and depression.

There are steps each of us can take to improve the quality of our own environment, from switching to eco-friendly cleaning materials to spending more time in natural settings. **Physiologist Oli Patrick says: “We know if people have a less toxic environment, be that (less) polluted air, (less) polluted water, cleaner food, it has an impact on health.”**



But our individual health is interdependent with that of the world in which we live. **Thierry Malleret** sums this up: **“You cannot be individually well, if you live in a society that is profoundly unwell and in an environment that is equally unwell, due to biodiversity loss, due to pollution, due to climate change, due to catastrophe of all sorts.”**

Loss of biodiversity is accelerating across the board, with around one million species threatened by extinction, according to the UN⁽²⁵⁾. More than 40% of amphibian species, almost 33% of reef-forming corals and more than a third of all marine mammals are threatened.

This has profound implications for human health and well-being. Biodiversity makes a fundamental contribution to the food we eat, the medicines we rely upon, the quality of the air we breathe and the water we consume.

Becoming sustainable in how we use the world's precious resources is equally essential to our sense of well-being. As the circular economy acknowledges, we only have what is on the earth to live with forever; to deplete resources unsustainably is to sacrifice our children's future.



In facing each of these environmental challenges, governments and international bodies have the major role to play. But it is also down to each of us individually to take action to mitigate the effects of environmental challenges on our physical and mental health, by doing what we can to live in a more sustainable way. **We each have a part to play and, in protecting our environment we are, in effect, looking after ourselves.**

HEALTH*to***WEALTH**



#GlobalRelevance

HEALTH *to* WEALTH

WELL-BEING IS NOT CULTURE-SPECIFIC; IT IS UNIVERSAL

The underlying conditions necessary to leading happy, healthy and fulfilled lives are the same throughout the world and permeate every major sphere of human activity.

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WELL-BEING,
IN SHORT,
IS THE ENGINE
THAT CAN
TRANSFORM
SOCIETIES AND
ECONOMIES
AROUND THE
WORLD,

The idea of well-being as a framework for how we live our lives has existed in almost every major human civilization since ancient times. Confucius espoused a philosophy of well-being based on virtues, sagacity and joy. Socrates reflected deeply on what makes a good life and the end goal of happiness. And in India the Sanskrit Vedas emphasized the merit of living well.

In the 21st century, a growing number of countries around the world have set out to measure well-being as a way to inform their policy-making.



These include Ecuador, France, Italy, New Zealand, Scotland and Sweden. That's in contrast to other countries such as India and China where there is still a deeply embedded instinctive well-being culture.

The ubiquitous nature of well-being is sometimes disguised by the fact that when it is viewed in economic terms, many commonplace activities that contribute towards well-being are not recognised. **Walking, for example, is an essential wellness practice that increases our well-being but it contributes relatively little to GDP, according to economist Thierry Malleret.** People are walking all over the world every day, he explains, **“but you cannot capture the economic value of a walk. So it's not being properly counted as wellness and yet it's a very fundamental part of the wellness world.”**

Evidence of well-being at a macro level can be found in many measures — for example, life expectancy, health outcomes, access to clean water and biodiversity. But what's most important in one country will be different in another. In the developing world, food security, sanitation and clean water, which are largely taken for granted in advanced countries, are a high priority. **In Africa, access to energy and the waste of 30-40% of all food harvested ⁽²⁶⁾ are among the key issues.**



Key issues in Africa



Access to
ENERGY



30 to 40%
of all food harvested
is wasted



In 2011 the United Nations General Assembly adopted a resolution recognising that **gross domestic product (GDP) does not provide an adequate reflection of the happiness and well-being of people in a country** ⁽²⁷⁾. It invited member states “to pursue the elaboration of additional measures that better capture the importance of the pursuit of happiness and well-being in development with a view to guiding their public policies.” The Himalayan Kingdom of Bhutan is one state that has done so ⁽²⁸⁾. Bhutan’s Gross National Happiness Index, measures nine domains, including psychological well-being, health, community vitality and ecological diversity and resilience.

For governments and public authorities, well-being provides a lens through which to understand and change human behaviour. **The LSE’s Department of Psychological and Behavioural Science explains** ⁽²⁹⁾: “Well-being plays a major role in our experience of the world and our interactions with it. It underpins many if not all of our behaviours. Experiencing higher well-being after a change in behaviour, for example, makes it more likely that people change their behaviour for good.”



That means well-being plays a significant role in development. **The Organisation for Economic Cooperation and Development (OECD) says: “We can measure societal progress in all countries in terms of human well-being.”** ⁽³⁰⁾ Measuring well-being is an effective way to better understand poverty, says the OECD, and there is growing convergence around how that should be done.

True well-being is about much more than the individual, says **Malleret**. “If you want to properly enjoy well-being in a non-exclusive fashion, it has to permeate holistically all those spheres in which we operate as human beings, which is society and our planet,” he explains.

In fact, well-being plays a significant role in almost every field of human activity and endeavour: including

science, culture, sport, politics, business and more. In science, it underpins our attempt to understand life on our planet. In the arts it is about expressing our common humanity. In the workplace it is key to unlocking the performance of the workforce and to providing a competitive edge in the war for talent as well as providing an incentive for investors and reassuring the concerns of consumers. In business generally, well-being is a driving force for innovation in the search to create products and services that improve people’s lives. “**The ultimate goal is that essentially all investing is impact investing,**” says **Allie Burns, CEO of venture capital firm Village Capital**. Depending how impact investing is defined, that can mean screening out companies that are extractive or damaging to society and the environment, or it can mean a much more proactive stance towards investment that enhances well-being.



Well-being, in short, is the engine that can transform societies and economies around the world: a universal aspiration that needs to be treated as a ubiquitous and cornerstone priority. Our health is not just connected to that of our planet, but to the well-being of every one of us.

HEALTH *to* WEALTH

TECHNOGYM

Wellness legacy epitomised

Technogym is a hand in glove partner for the Health to Wealth series and a close ally of several brands within the Accor portfolio. Why are they such a perfect partner? One thread in particular, epitomises the innovation and measured responsiveness that Technogym has shown since its inception; **The transformation to a well-being culture needs agility and joined-up thinking** - Technogym is both a brand and a way of life for millions of people around the globe thanks to its connected ecosystem that allow people to enjoy their personalized training experience anytime and anywhere

They are the de facto leaders in products and digital technologies for fitness, sport and health. They reach over one hundred countries and inspire a culture that cultivates fitness, a focus on health and inspiration for sport. Their mission is to help people live healthier, happier lives — as a brand, they believe the more people they inspire to make movement a habit and a life choice, the better the quality of life on the planet.



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Nerio ALESSANDRI

Technogym is synonymous with wellness. In the early '90s in an industry dominated by the concepts of bodybuilding and fitness, Nerio Alessandri, Technogym's Founder, launched the concept of 'wellness', a more inclusive lifestyle that includes regular physical exercise, a healthy diet and positive mental approach. Further to that, the life-long ambition of Nerio Alessandri has been to create a legacy that serves and inspires for decades to come by helping people, businesses and society, prioritise wellness in their lives.

Agility, along with meeting people and businesses where they are, has been a vital identity and calling card for Technogym, particularly amidst the pandemic. And now, as we navigate through the cost of living crisis and other societal pressures, keeping ourselves well is an essential investment that Technogym is an expert in supporting.



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