



GLOBAL CENTRE FOR
**HEALTHY
WORKPLACES**

Featuring
Top Ten
Healthy
Workplaces

Insights

2025

Trends, Challenges, and Opportunities in
Workplace Health and Wellbeing



About the Global Centre for Healthy Workplaces

The Global Centre for Healthy Workplaces (GCHW) advocates a unified global response to workplace health challenges, recognizing that **“Good Health is Good Business.”** By fostering innovation, resilience, and collaboration, stakeholders can create a future where workplace well-being becomes the foundation of sustainable growth and prosperity.

Established in 2012, GCHW has been at the forefront of advancing workplace health and well-being worldwide. Through a diverse array of initiatives, the GCHW aims to enhance shared learning, recognition, and the replication of effective practices, fostering healthier and more productive working environments. Its mission is to support employers and employees across all sectors, regardless of size, location, or circumstances, in achieving sustainable and equitable workplace health outcomes.



Check out the **Top Ten** Global Healthy Workplaces in SME, Large, and Multinational categories. **See pages 6-8.**



In 12 years, it has delivered:

- **12 Global Summits** across nine locations worldwide, with three conducted virtually due to the COVID-19 pandemic, welcoming over 1,250 delegates from 50+ countries representing 550+ organizations.
- **Three Regional Seminars** and **13 Global Alliance Roundtables** that have fostered dialogue and collaboration among international stakeholders.
- **Healthy Workplace Awards**, with over 370 applications from six continents, leading to 35 winners and 38 runners up finalists across three categories; small and medium-sized enterprises (SMEs), large enterprises, and multinationals.
- **25 Globally Certified Companies**, serving as benchmarks for excellence in workplace health practices.
- The publication of **reports and surveys**, alongside **online training programs**, **over 30 webinars**, and a repository of **140+ presentations** to support continuous professional development and knowledge sharing.

This report draws from this experience and seeks to inspire insights for on-going improvement towards the universal adoption of a *Healthy Workplace*.

Barry Crisp
Tommy Hutchinson
Wolf Kirsten

April 2025



It is necessary to understand the past and the present, if one is to prepare for the future.

This report is a culmination of over a decade of experience and analysis derived from employer contributions to the work of the Global Centre for Healthy Workplaces. Drawing from its Global Awards Program from 2013 onwards, it identifies emerging trends, challenges, and opportunities, for businesses, governments, and civil society on how best to align their efforts toward resilient and sustainable workplace practices. Recommendations are made for these stakeholders as well as employers.



Emerging Trends over the decade

Technological Advancements:

Artificial Intelligence, Internet of Things, and automation will reshape workplaces, offering enhanced efficiency but it will require robust policies to manage data privacy, work-life balance, and review of ethical considerations.

Climate Change: Rising environmental challenges will necessitate the adoption of green workplace initiatives, such as energy-efficient practices and climate-resilient infrastructure as well as employer strategies to address the health impact of climate change.

Global Instability: Conflict, pandemics, and socio-economic disparities will demand coordinated responses to ensure continuity and equity in workplace health.

Holistic Approaches: Successful programs incorporate physical, mental, financial, and social well-being.

Diversity and Inclusion: DEI-focused programs enhance equity and employee engagement, creating inclusive work environments.

Challenges

Increased mental health issues due to labour-market uncertainty and digital burnout.

Supply chain vulnerabilities and workplace safety risks amid geopolitical tensions.

Incidence of global pandemics burdening healthcare systems and business continuity.

Inequitable access to resources in underserved regions, widening health and productivity gaps.

Resistance to adopting technological solutions in resource-constrained settings.

Uncertainty around the **governmental prioritisation of sustainability**.

Opportunities

- ✿ **Leveraging technology** including AI to foster hybrid work models and personalized health interventions.
- ✿ **Collaborative policymaking** to support the business case for workplace health.
- ✿ **Strengthen resilience** through education, shared learning, and recognition programs.
- ✿ **Support global frameworks** for workplace health and wellbeing standards tied to the UN Sustainable Development Goals (SDGs).
- ✿ **Creating a 'Culture of Health'** through aligning health initiatives with sustainability goals to enhance organizational reputation and impact.



Each year organizations from all over the world ranging from multinationals, large employers and SMEs apply to be recognized as having the best programs as selected by an independent panel of judges. Several themes have emerged from these best practice programs:



Integrated and Holistic Health Approaches

- ✦ Successful organizations implement comprehensive frameworks that address physical, mental, financial, and social well-being.
- ✦ Programs such as [Chevron's Culture of Health](#) and [Tata Consultancy Services' \(TCS\) Wellbeing Framework](#) integrate physical health, mental well-being, and compliance into unified systems.

Leadership Commitment and Accountability

- ✦ Top-down support is essential. Programs like [EDP's Healthy Leadership Behaviours](#) emphasize the role of senior leaders in driving health initiatives.
- ✦ Leaders are increasingly held accountable through Key Performance Indicators (KPIs), as demonstrated by the [National University of Singapore](#).

Data-Driven Decision-Making

- ✦ Organizations prioritize evidence-based approaches, leveraging surveys, health assessments, and analytics to shape programs.
- ✦ For example, [Mars Inc.](#) uses data evaluation to identify gaps and refine initiatives, while [GSK](#) integrates health metrics into leadership expectations.

Employee Engagement and Co-Design

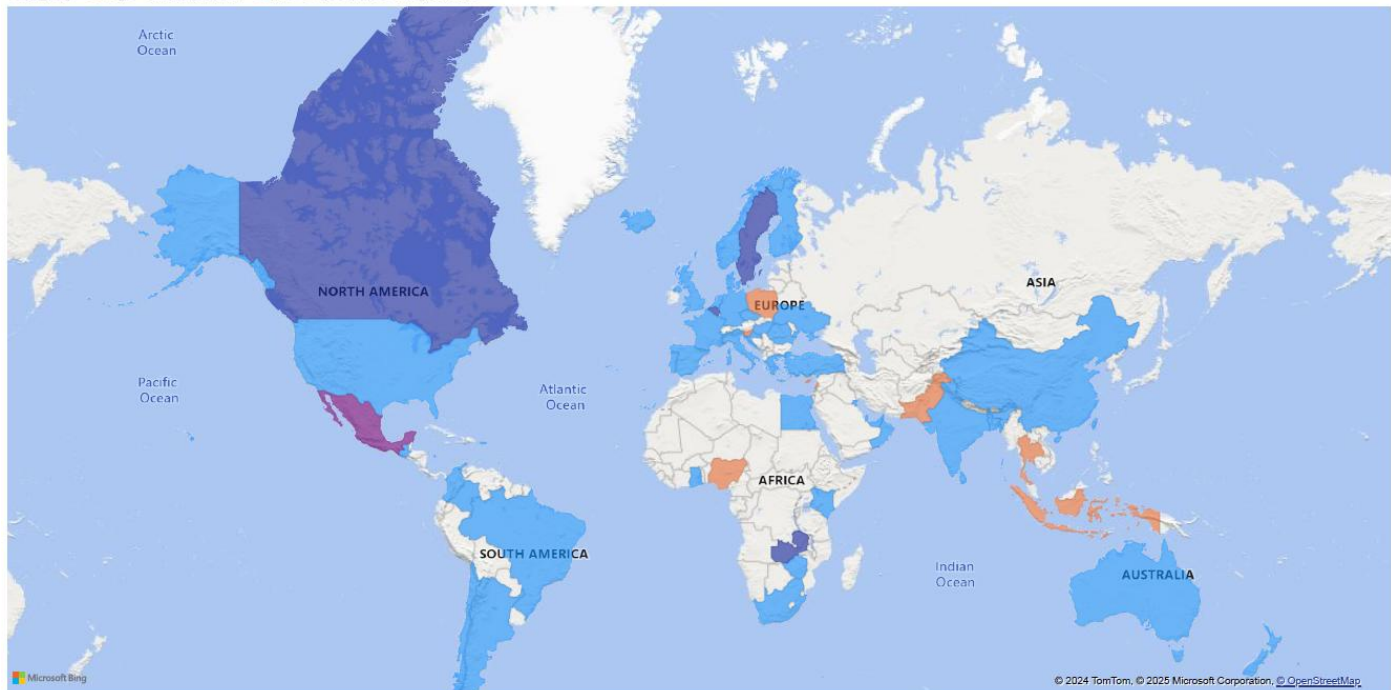
Actively involving employees in program design increases participation and effectiveness. Mars Inc. and [A.B. May](#) highlight the importance of co-design in creating impactful initiatives.

Technological Integration

Leveraging technology for health monitoring, virtual wellness programs, and digital health platforms is a growing trend. For instance, [Indian Oil](#) developed a telemedicine app to support employees and their families.



Category ● Large ● Multinational ● SME ● Specialized Programme



Focus on Mental Health and Work Organization

- Mental health is a critical focus area, with programs such as [Dalin Tzu Chi Hospital's Clinical Psychology Center](#) providing resources to address workplace stress and burnout.
- Companies like [HSBC](#) incorporate mental health into their ESG strategies, showcasing its alignment with global sustainability goals.
- Flexible Work Models that support remote and hybrid work arrangements are increasingly valued.

Global Alignment with Local Adaptation

Multinational organizations like [Unilever Brasil](#) and Chevron adapt global health strategies to local workforce needs and culture, ensuring relevance and effectiveness

Community Engagement and Social Responsibility

Many organizations, such as [Copel Foundation](#), include family and community members in their health initiatives, creating a ripple effect beyond the workplace.

Sustainability Integration

Health initiatives tied to climate action and sustainability are gaining attention with organizations like TCS addressing the impact of climate change.

Focus on Small and Medium-Sized Enterprises (SMEs)

While SMEs often face resource challenges it is feasible to create a healthy workplace like the [African Population & Health Research Center](#) has demonstrated.



Small & Medium Enterprises



African Population and Health Research Center



In alphabetical order

A.B. May

African Population & Health Research Center

Avail Carshare

CareGroup

Copel Foundation

Global Prairie

Swiss Wellness

Tradedoubler

VitaS

Wolfpack



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Large Enterprises



In alphabetical order

Godrej Industries Group

Haleon

Indian Oil

National University of Singapore

Petrobras

Procter & Gamble

Reliance Industries

Singapore Power Group

TLC Healthcare

Volkswagen Truck & Bus Brasil



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Multinational Enterprises



In alphabetical order

CGI
Chevron
DHL
EDP
GSK
HSBC
Lendlease
Mars Inc.
Tata Consultancy Services
Xero

 Click folder icon for best practice case studies



Future Global Healthy Workplace Award Applicants

- ✿ Develop integrated, holistic health programs that are inclusive of diverse employee needs.
- ✿ Emphasize innovation, such as leveraging AI and telemedicine, to stand out.
- ✿ Use data to demonstrate measurable outcomes (e.g., ROI, reduced absenteeism).

New & Developing Workplace Health Programs

- ✿ Embed health and safety into business strategies and ESG frameworks.
- ✿ Train leaders to champion health initiatives and foster an inclusive workplace culture.
- ✿ Regularly evaluate programs using employee feedback and engagement metrics.

Governments and Policy Makers

- ✿ Provide incentives for businesses to implement workplace health programs (e.g., tax benefits or grants).
- ✿ Mandate mental health support as part of occupational health regulations.
- ✿ Foster partnerships with the private sector to address global health challenges like pandemics and climate change.



Researchers

- ✿ Focus on scalable solutions that cater to both SMEs and large enterprises.
- ✿ Advocate for benchmarking and certifications to enhance program credibility.
- ✿ Highlight the importance of cultural adaptation in program design.

Global Organizations

- ✿ Establish standardized guidelines for workplace health programs that align with the UN Sustainable Development Goals (SDGs).
- ✿ Promote knowledge-sharing platforms for cross-border learning and best practices.

Investors

- ✿ Pay attention to the latest trends and best practices in workplace health and wellbeing.
- ✿ Request standardized health and wellbeing data from the company of interest.

Join us by participating in our Global Awards, Certification, and Summits. Share your story!





The Global Centre for Healthy Workplaces (GCHW) stands firm in its commitment to promoting workplace health and well-being as a cornerstone of sustainable progress. By fostering shared learning, celebrating best practices, and encouraging collective action, the GCHW underscores the principle that **“Good Health is Good Business.”**



The GCHW calls for a multi-stakeholder approach with the following actions:

- **Companies and employees** must embrace flexible and inclusive practices that support mental and physical health while leveraging technology to enhance productivity and engagement.
- **Governments and communities** must prioritize policies that incentivize workplace well-being, promote equitable access to resources, and support resilient public health systems.
- **Local, regional, national, and international collaboration** is essential to address global challenges, ensuring that workplace health and safety remains a shared priority across industries and borders.



By acting decisively today, we can create a future where workplace health not only mitigates risks but also empowers individuals and organizations to thrive in an increasingly complex world.



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View a selection of case studies.
See pages 11-18.



Chevron, Singapore (multinational enterprise)

Chevron, a global energy company operating in the oil, gas and geothermal industries is one of the largest oil companies in the world with a presence in over 180 countries. Chevron Asia Pacific healthy workplace is a comprehensive initiative designed to promote the health and well-being of its employees and aligns with our global health strategy. It offers programs and services that provide health, wellbeing and worklife resources to improve productivity and promote a safe, healthy work environment. Key unique elements of Chevron's healthy workplace program include:

Integrated approach: the program takes a Culture of Health approach that maximizes health and well-being, enhances health policies and benefits, and addresses social and economic factors. The focus depends on cross-functional partnership and integration.

Personalization: the program offers health assessments provides employees convenient access to health resources, tools, and support.

Inclusive culture: the Culture of Health approach highlights inclusivity, values diversity, and supports employees in achieving their health and wellness goals.

The Asia Pacific health and well-being goals for its employees include:

Promoting healthy lifestyle: employees are encouraged to adopt healthy habits such as regular exercise, nutrition, and stress management.

Preventing illness and injury: employees receive on-demand access to information about preventive measures to reduce risk of illness and injury in the workplace and beyond.

Supporting mental health: resources and support for mental health issues and promotes the importance of a positive work-life balance.

Enhancing productivity: employees' improved well-being enhances overall job satisfaction, engagement, and productivity.

Community engagement: The program encourages community engagement through wellness challenges, team building, and social outreach opportunities that are closely connected to the company's corporate social responsibility agenda.



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DHL Group, Germany (multinational enterprise)

DHL Group is the world's leading logistics company headquartered in Germany. The company's ambition is to foster a work environment that enables and motivates employees to be well in their professional and personal lives. Since 2015 a cross-divisional program has focused on health impact. Each year, the programs are submitted in 4 dimensions:

- ✿ Organizational Culture
- ✿ Behavioral Change
- ✿ Prevention & Screening
- ✿ Chronic Condition Management.

Program offerings are evaluated, how business units communicate the program, what motivational strategies they implement and how they evaluate it resulting in a Gold, Silver or Bronze achievement. The program has grown to include 260 business units in 111 countries as of 2024.

Through this program incentives are provided to local management to offer health-promoting programs to employees and their families via a discount on the medical insurance premium. Health projects and local initiatives to create a health-promoting work environment and raise awareness of a healthy lifestyle among employees are supported.

The comprehensive Group-wide global Health & Wellbeing Framework is titled Healthy & Well@DHL. Mind, Body, Connection are the guiding pillars, enabling and motivating people to care for their bodies, take care of their mental and emotional health and strengthen positive connections to their environment and society. It is a globally consistent supporting concept and frame of reference that can be easily operationalized locally.

The three pillars of the Health & Wellbeing Framework are interconnected and equally important to live a healthy life. They build on each other and are further developed through their interaction.



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Godrej Industries Group, India (large enterprise)

Godrej is a diversified conglomerate with a significant presence in sectors such as consumer goods, real estate, agriculture, chemicals, and non-banking finance. Godrej recognizes that a thriving workplace transcends mere productivity. A holistic approach to well-being integrates physical health, mental resilience, inclusivity and sustainability. Key elements include:

1. **Comprehensive Well-Being:** the program extends beyond physical health prioritizing mental wellness, work-life balance, and a sense of belonging.
2. **Inclusive Policies:** celebrating diversity and actively supporting LGBTQ+ employees. The policies are progressive, ensuring gender neutral policies to elder care policies to queer affirmative surgery support.
3. **Leadership Commitment:** a top-down approach involves leaders who champion well-being. Regular feedback channels foster transparency and alignment.
4. **Medical leave:** medical leave is uncapped and trust based.
5. **Hyper-personalisation of health care:** specific end to end campaigns to empower our employees for a healthier lifestyle with specific behavioural change nudges and medical support.
6. **Technological transformation of health care services:** establishment of a health kiosk to an exclusive digital application for Godrej employees and their family both for personal and mental wellness resources.

The goals are:

- ✿ **Empowerment:** Empower employees to prioritize their health and thrive both personally and professionally.
- ✿ **Resilience:** Equip the workforce with tools to manage stress, build resilience, and maintain mental equilibrium.
- ✿ **Inclusivity:** Foster an inclusive environment where every voice matters, regardless of background or identity.
- ✿ **Sustainability:** build a more employable and greener world and put people and planet alongside profit.



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MARS

Mars, Incorporated, USA (multinational enterprise)

Mars Inc. is a global, family-owned business with a diverse portfolio of quality confectionary, food, and pet care products and services. Mars prides itself on long-term commitments that deliver Five Principles through action. The company recognizes its Responsibility to support the health, safety and wellbeing of its workforce and community; and in doing so deliver a Mutual benefit.

Actions are top down through global commitments embedded in the business strategy, supported by dedicated resources and expertise, and senior leader engagement and sponsorship; and bottom up through engaging workers in the co-design and delivery of health, safety and wellbeing solutions.

Delivering evidence-based practices, best 'processes' are embedded, focusing efforts on core enablers that make the programs successful, maximizing reach and impact. From implementing and assessing Site Health Fundamentals, scaling best practices, and embedding healthy leadership behaviours at all levels that advocate, model and empower healthy and safe behaviours. A highly engaged, listening-to-act culture, is supported by data evaluation and insights to drive continuous improvement.

Building on core occupational health and safety practices, the Mars wellbeing program recognizes the individual needs of all Associates. Through the Associate designed, holistic, Be Well Together framework all Associates are engaged and supported in both short- and long-term actions that are individually tailored to *Energize Your Day*, *Boost Your Health* and *Live Your Purpose*.



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National University of Singapore, Singapore (large enterprise)

NUS aims to achieve the following health and wellbeing goals:

- ✿ Vision - To be a global practice leader in health and wellbeing, shaping compassionate and thriving communities
- ✿ Mission - To educate, equip and restore - one connection, one conversation, one intervention at a time.

To do so, NUS believes the responsibility to care for the wellbeing of staff requires a whole-of-organisation approach, and thus strategic moves were made to allocate resources and delegate accountability beyond HR functions:

1. Wellness Unit at the University Health Centre to look after general employee physical health;
2. Health and Wellbeing Unit to look after employee mental health & wellbeing;
3. Healthy Campus Initiative to drive a culture that values healthy living;
4. Leaders are held accountable for their employee wellbeing through Wellbeing KPI metrics and balance score cards.

NUS's initiatives are driven by data and research findings:

1. Programmes are organised using the WellNUS framework, which systematically categorizes staff needs based on their current state of wellbeing - thriving, facing challenging times, or returning to work - and identifies appropriate resources for them.
2. Annual staff wellbeing survey, with analyses of results to identify gaps and assess impact of our mental health initiatives and strategy at both the organisational and departmental level.
3. Compulsory departmental level psychosocial risk assessments to reduce and manage employee's exposure to psychosocial risk factors.



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Petrobras, Brazil (large enterprise)

Petrobras is a publicly traded corporation operating in an integrated and specialized manner in the oil, natural gas, and energy industry. Petrobras has been in business for 70 years, during which time it has implemented strategies for the health, safety and well-being of its employees.

Many initiatives have been implemented mainly over the past four years, including 2024. As an example, the Commitment to Life Program, a structured program for HSE actions, commenced in 2016 and is currently in its eighth cycle. This programme, along with the others outlined in the submission, as Petrobras Well-being Program (PPBEM), forms part of a series of initiatives being implemented across the company, which collectively contribute towards achieving the health-related targets set out in the Petrobras Strategic Plan 2024-2028+.

These targets are based on the company's ESG positioning, which one of the core values is "Caring for People".

By 2030, we aim to achieve more than 50% of physically active employees, thereby contributing to a healthier and more productive workforce. Furthermore, we intend to implement 100% of the commitments of the UN Global Compact Mind in Focus Movement by 2030.



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SP Group, Singapore (large enterprise)

Since its corporatization in 1995, SP Group has implemented a Workplace Health Program (WHP) primarily centered on physical health. In response to the COVID-19 pandemic and the government's enforcement of safe management measures in 2019, the WHP has broadened its focus to encompass initiatives that promote the mental health and overall well-being of its workforce. The WHP is overseen by the Management Safety & Health (MSC) Committee and is integral to our corporate strategy aimed at enhancing the safety and well-being of both employees and contractors. Notably, in 2021, SP Group further enhanced its Workplace Health program by benchmarking and aligning it with ISO 45001 and the WHO model.

SP Group's Workplace Health Plan focuses on three key goals:

- ✿ Promoting Healthy Lifestyle: SP Group actively encourages its employees to adopt a healthy lifestyle. This includes initiatives such as promoting physical activity, healthy eating, and stress management. The company's office design, with ergonomically designed workstations in an open concept, contributes to a conducive environment for well-being.
- ✿ Preventing Occupational Diseases: SP Group takes preventive measures to safeguard its employees' health. By complying with the Workplace Safety & Health (WSH) Act, the company ensures a safe working environment. This involves risk assessments, training, and implementing safety protocols.
- ✿ Compliance with WSH Act: SP Group's commitment extends to adhering to the Workplace Safety & Health (WSH) Act. By doing so, they prioritize the safety and health of their workforce, ensuring compliance with legal requirements.

The workforce, spanning various levels, actively participates in designing and implementing health and well-being programs through the Workplace Health Program committee and the ReCharge committee. These committees comprise members from both management and non-management employees across various departments within SP Group.



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Tata Consultancy Services, India (multinational enterprise)

Tata Consultancy Services (TCS) is an IT services, consulting and business solutions organization with over 600,000 employees worldwide. The WWSC (Welfare Wellness and Statutory Compliance) program at TCS is designed to prioritize the holistic health and safety of our associates while ensuring compliance with relevant regulations. The vision of the Healthy Workplace Program at TCS entails:

- ✿ Create holistic lifestyle initiatives that are designed to promote a resilient and therefore healthier mind, body, and spirit.
- ✿ Programs aim at the physical, emotional, societal, personal and community-based health and wellbeing interventions.
- ✿ This was done through the key principles of Positive Psychology, which is promoting Positive Emotions, Engagement, Relationships, Meaning, and Achievement through each well-being aspect.

WWSC's unique elements include:

- ✿ Integrated Approach: WWSC integrates various aspects such as physical health, mental well-being, safety, and compliance under one comprehensive framework.
- ✿ Proactive Measures: TCS focuses on proactive measures to promote associate well-being rather than just reactive responses to issues.
- ✿ Technology Integration: leveraging technology, innovative solutions to monitor and enhance workplace safety and employee health are employed.
- ✿ Employee Engagement: the program emphasizes active participation and engagement from employees, fostering a culture of responsibility towards one's well-being and safety.

Continuous Improvement: regularly evaluating and refining the WWSC program, incorporating feedback and best practices to ensure its effectiveness in addressing evolving needs and challenges.

Overall, the WWSC program underscores the commitment to creating a healthy, safe, and compliant work environment for employees, thereby fostering productivity, satisfaction, and overall organizational success.



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