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## Guidebook

# Work, Move & Perf project

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# 1

## Executive Summary

**Work, Move and Perf (WMP)** is a European Cooperation Partnership co-funded by the Erasmus+ Sport Programme and coordinated by the French Federation for Company Sport. Implemented between January 2022 and December 2025, the project addresses a critical yet underexplored challenge in Europe: the integration of **physical activity and sport into the workplace as a lever for employee well-being and organisational performance.**

Despite growing awareness of the benefits of physical activity, only **11% of EU citizens currently engage in sport or physical activity at work (Eurobarometer, 2022).** This figure highlights a significant gap between public health recommendations and everyday professional practices. WMP was designed to respond to this gap by providing robust evidence, practical tools, and strategic recommendations tailored to decision-makers in both the public and private sectors.

The core objective of WMP is to demonstrate, through reliable quantitative and qualitative data, the positive impact of workplace physical activity on employee well-being, individual performance, and overall organisational outcomes. By translating scientific evidence into operational guidance, the project supports decision-makers in designing, implementing, and sustaining workplace sport programmes that generate measurable benefits in terms of productivity, engagement, health, and social cohesion.

### WMP adopts a structured four-stage approach.

1 

It consolidates existing knowledge through research and the definition of relevant indicators linking physical activity to performance.

2 

It produces original data via a large-scale European survey and in-depth qualitative case studies in three countries.

3 

It transforms these findings into concrete recommendations, guidelines, and educational resources.

4 

It ensures wide dissemination and uptake through targeted communication activities and stakeholder engagement.

As the first EU-level study specifically examining the relationship between workplace sport and company performance, WMP provides decision-makers with an unprecedented evidence base. Its outputs include study reports hosted by the European Observatory of Company Sport, an open-access online educational platform, and a set of practical toolkits and learning modules. In parallel, the Company Sport Supporters Network has been launched to connect organisations and institutions committed to promoting active workplaces across Europe.

**The WMP gathers a consortium involving a combination of organisations from sport, research, public authorities, and companies' area:**

**ORGANISATIONS SPECIALISING IN SPORT:**

- French federation for Company Sport (France)
- French National Olympic Committee (France)
- European Federation for Company Sport (France)



**ACADEMIC PARTNERS TO GUARANTEE THE SCIENTIFIC QUALITY OF THE STUDY:**

- University of Copenhagen (Denmark)
- University of Murcia (Spain)



**ASSOCIATIONS PROMOTING PHYSICAL ACTIVITY IN EUROPE – PILOT CASE STUDIES:**

- Association for Sport in the Free Time (Bulgaria)
- Sports Association of Bank of France (France)
- Authority For Integrity In Maltese Sport (Malta)



**DIGITAL EXPERT IN ONLINE TRAINING**

- European Network for Innovation and Knowledge (Netherlands)



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# Project background and policy context

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Promoting physical activity in daily life is a recognised priority at both European and international levels. **The World Health Organisation’s Global Action Plan on Physical Activity 2018–2030 identifies the workplace as a strategic setting for reducing sedentary behaviour and increasing overall levels of physical activity among adults.** Given the amount of time spent at work, workplaces offer a unique opportunity to integrate movement into daily routines through active commuting, activity breaks, adapted work organisation, and structured sport programmes.

The relevance of this issue has been further reinforced by the COVID-19 pandemic and the widespread adoption of teleworking and hybrid work models. These evolutions, while beneficial in many respects, have significantly reduced incidental movement and increased sedentary time. According to the Special Eurobarometer on Sport and Physical Activity (2022), **almost 45% of Europeans never exercise or practise sport**, a proportion that has steadily increased over the past decade.

Scientific evidence consistently shows that physical inactivity and prolonged sedentary behaviour are **major risk factors for non-communicable diseases, mental health disorders, and reduced quality of life.**

In the workplace, employees may spend up to **ten hours** per day in sedentary positions, with direct consequences for **musculoskeletal health, cardiovascular function, cognitive performance, motivation, and stress levels.** These factors translate into tangible costs for organisations, including increased absenteeism, presenteeism, staff turnover, and reduced productivity.

Against this backdrop, WMP positions workplace sport not as an optional “well-being add-on”, but as a strategic investment in human capital. The project supports decision-makers in understanding how physical activity can contribute to healthier, more resilient, and more efficient organisations, while aligning with broader public health, employment, and social cohesion objectives.

# 3

## Who is this Guidebook addressed to?

### Company decision-makers

in both the private and public sectors : senior managers, human resources and occupational health professionals, CSR and quality-of-life officers, communication managers, and employee representatives.

### Public decision-makers

and institutional stakeholders at local, regional, national, and European levels : municipalities, regional authorities, national ministries responsible for sport, health, labour, or the economy, as well as relevant services of the European Commission.



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## Definitions: Physical activity, workplace and productivity

### Physical activity:

Physical activity is defined as any bodily movement produced by skeletal muscles that results in energy expenditure. It can be categorised into occupational, treatment-related, household (cleaning) or other activities. Sport is also considered physical activity. In company sport, this term is used to define an activity that involves body movements accessible to everyone.

### Sedentary lifestyle:

A sedentary behaviour refers to any activity involving sitting, reclining or lying down for long periods, therefore using very little energy.

### Company sport:

Physical activities accessible to all, aimed at improving the health, well-being and social inclusiveness of all coworkers in order to improve the global efficiency of a company.

### Workplace well-being:

It relates to well-being in all aspects of working life, from the quality and safety of the workplace in itself, to how workers feel about their work and tasks, their working environment, as well as management.

## **CSR:**

Corporate Social Responsibility is a concept that can take many forms depending on the company and industry. Thanks to CSR programs, businesses can help society while boosting their brands. There are four main types of corporate social responsibility: environmental responsibility, ethical responsibility, philanthropic responsibility and financial responsibility. A company may choose to engage in any of these separately or not.

## **Productivity:**

At the corporate level, productivity refers to the efficiency with which a company converts inputs (such as labor, capital, and materials) into outputs (goods or services). It is commonly measured as the ratio of total output (expressed in physical units or net sales) to total labor input, often represented by the total number of employee working hours.

## **Absenteeism:**

Absenteeism is when employees miss work due to preventable health or stress issues. Long sitting hours, poor posture, or repetitive tasks increase absenteeism. Regular physical activity can reduce absenteeism by strengthening the body and preventing pain.

## **Presenteeism:**

Presenteeism refers to the situation in which employees attend work despite being ill, stressed, or otherwise physically or mentally unwell, resulting in reduced performance and productivity. Unlike absenteeism, which involves missing work, presenteeism reflects being physically present but functionally impaired.

## **Return on Investment (ROI)**

ROI measures the financial benefits of wellness programs. Workplace physical activity programs can save money quickly by reducing absenteeism and improving morale.

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## The hidden costs of sedentarity

Sedentary behavior, or sitting for long periods without physical activity, has serious consequences for employees and organisations.

### Health impacts:

- Inactivity leads to muscle pain, fatigue, poor mobility, and chronic conditions like obesity, diabetes, and hypertension (Hasni & Bedhioufi, 2025; Jiménez Díaz-Benito et al., 2022).
- These health issues increase absenteeism and reduce overall productivity (Hallam et al., 2023).

### Mental impacts:

- Low physical activity is linked to anxiety, depression, burnout, and lower cognitive performance (Marens et al., 2025; Kitano et al., 2025).
- Employees who are inactive are less creative, less motivated, and less engaged.

### Social impacts:

- Inactive teams have weaker communication and collaboration, especially in hybrid or remote work settings (Ojo et al., 2024).

### Economic impacts:

- Sedentary workplaces can lose up to 25% of productive potential annually due to absenteeism, presenteeism, and turnover (Braun et al., 2022).
- Healthcare costs, insurance claims, and compensation for musculoskeletal issues also rise (Jiménez Díaz-Benito et al., 2022; Petrovic et al., 2022).

**Promoting physical activity at work is not just about wellbeing, it is a strategic investment that improves health, productivity, creativity, and team performance.**

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## Physical activity, Quality of Life at Work and Working Conditions measures

### 1. General data — Physical Activity

**45%**

of Europeans say they never exercise or play sports (Special Eurobarometer 525, 2022)

**38%**

of Europeans play sport or exercise at least once a week or more, while 17% exercise less than once a week (Special Eurobarometer 525, 2022)

**4th**

According to the World Health Organization: physical inactivity is the 4th leading risk factor for global mortality (World Health Organization, Physical Activity, 2022)

### 2. Fatigue and mental health at work

**1 in 2**

employees are feeling tired. 55% that do not practice any physical activity feel even more tired (Harmonie Mutuelle, ASO, Baromètre du Sport d'entreprise, 2023)

**1.8 times**

Employees with low physical activity (<600 METs/week) are 1.8 times more likely to report depressive symptoms or reduced engagement (WMP D3.1, p. 53).

**70%**

of employees who engage in recreational or transport-related physical activity reported fewer limitations due to mental or physical problems (WMP D3.1, p. 52).

## Physical activity benefits on individual health

Physical activity improves both the body and mind, helping employees concentrate, think creatively, manage energy, and handle stress.

### Physiological benefits:

- Short or regular bouts of exercise increase blood flow and oxygen to the brain, supporting attention and decision-making (Kitano et al., 2025).
- Regular aerobic activity produces BDNF, a protein important for memory and learning (Hasni & Bedhioufi, 2025).
- Better cardiovascular fitness helps employees stay alert, energized, and less fatigued during the workday (Hallam et al., 2023).
- Preventing physical illness: Employees in workplace sport programs report:
  - **27% fewer sick days**
  - **25% reduction in productivity losses**
- Meeting  $\geq 1200$  MET-min/week  $\rightarrow$  higher vitality, lower fatigue
- Regular exercise reduces risk of: obesity, type 2 diabetes, hypertension, cardiovascular disease
- Preventing Musculoskeletal Disorders (MSDs): MSDs affect muscles, tendons, joints, nerves
  - **60% of European workers report musculoskeletal problems**
  - Company sport helps: Improve posture and flexibility, Reduce repetitive strain injuries, Increase comfort during work hours

**Key takeaway: Regular movement protects against pain, disability, and productivity loss.**



## Mental health & psychological benefits:

- **Reducing burnout & stress**
  - 46% of Europeans experienced psychosocial problems (Eurobarometer, 2023)
  - Regular exercise → lower resting heart rate, better emotional resilience
- **Enhancing wellbeing**
  - Exercise reduces stress by balancing cortisol and boosting resilience against burnout (Hasni & Bedhioufi, 2025).
  - Movement increases dopamine and serotonin, enhancing mood, motivation, and creativity (Kitano et al., 2025).
  - Employees who exercise regularly feel more confident, satisfied with their job, and engaged in their work (Casimiro-Andújar et al., 2022).



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## Why is implementation of physical activity valuable for companies?

### 1.Reduction of workplace accidents, absenteeism, presenteeism

Workers who reach the WHO-recommended 1200 METs/week show on average **11–15%** lower absenteeism and **9–12%** lower presenteeism, improving productivity and reducing company losses (WMP D3.1, p. 53).

Corporate wellness programmes integrating daily movement can lead to an estimated **1–1.5 days fewer absences per year per employee**, representing measurable economic savings (WMP D3.1, p. 58)

## 27%

fewer sick days among employees participating in company sport or organized workplace physical activity programs (WMP D3.1, p. 15).

## 6 months

is the average time to achieve positive ROI from corporate sport programs, primarily due to decreased absenteeism and improved morale (WMP D3.1, p. 14).

On average, every euro spent on wellness programs returns **€1.50–€3.00** through increased productivity and lower healthcare costs.



## Reduction in absenteeism presenteeism



**5–10%**

of lost productivity due to presenteeism



**€180–€250/day**

of average cost of one day of absence per employee, including wages, benefits, and productivity loss.



**15–27%**

of reduction in absenteeism due to Physical Activity (PA) programs

**11–15% lower absenteeism and 9–12% lower presenteeism** are observed among workers who reach the WHO-recommended 1200 METs/week, resulting in improved productivity and reduced company losses.

**1–1.5 days** fewer absences per year per employee can be achieved through corporate wellness programmes integrating daily movement, representing measurable economic savings

## 2. Impact on engagement, cohesion, wellbeing, motivation

**15–20%**

higher happiness at work and affective commitment among active employees (WMP D3.1, p. 51).

**70%**

of employees involved in company sport report higher energy, focus, and motivation throughout the workday (WMP D3.1, p. 47).

**79%**

of working people say they would like to work in a company that encourages sports. (Harmonie Mutuelle/AOS, 2023)

**59%**

of employees with higher physical activity levels report higher job satisfaction and engagement (Salvador Angosto & Guillermo Felipe López-Sánchez, Work, Move & Perf quantitative study, D3.1, p. 48, 2025).

**4 in 5**

organizations implementing company sport initiatives report stronger team cohesion, improved collaboration, and higher employee retention (WMP D3.1, p. 58).

**18–22%**

increase in psychological wellbeing (WHO-5 index) is observed among employees achieving  $\geq 1200$  MET-min/week.

### 3. Impact on individual productivity and health

#### 5- to 10-minute

Workers who engaged in 5- to 10-minute active breaks during the workday experienced improvements in processing speed, alertness, and emotional regulation

**64%**

of participants with regular physical activity reported feeling "more energetic and focused" during workdays compared to inactive employees

**30 to 40%**

less accidents and absenteeism at work thanks to the implementation of company sports

### 3. Impact on overall company performance



**10–18%**

of productivity improvement rate following PA programs.

**6 months**

is the average time to achieve positive ROI from corporate sport programs, primarily due to decreased absenteeism and improved morale

**€3 to €6 saved per €1 invested** : the estimated return on investment (ROI) of APS programs, particularly in organisations with regular program monitoring and management support.

**4% to 14%**

represents the increase of profitability of the company linked to the practice of physical activities and sports organised by a company.

Group exercise strengthens teamwork, communication, and trust (Petrovcic et al., 2022; Marenus et al., 2025).

**+21%**

Companies that promote physical activity see higher engagement (+21%) and lower turnover (-18%) (Ojo et al., 2024).

Movement supports a positive culture where wellbeing and performance go hand in hand.

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## Win-Win outcomes for employees and employers

### Benefits for employees:

OUTCOME	EVIDENCE
Physical health	94% report improved health
Mental health	91% report better wellbeing
Productivity & creativity	+6–14% productivity, more creative
Life expectancy	+3 years for active employees

### Benefits for employers:

OUTCOME	EVIDENCE
Productivity & performance	Up to +14% productivity, +12% profitability
Team cohesion	Stronger collaboration and trust
Employer branding	51% managers use sports for external image; 89% employees feel cared for
Healthcare savings	€10 billion potential savings vs. €9.5 billion inactivity cost (France)

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## MEMO

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### 1. Physical Activity (PA)

Regular movement at work – from active breaks to structured programs – initiates physiological and psychological benefits.

### 2. Well-being

PA improves energy, mood, stress regulation, and mental resilience. Employees feel healthier, more alert, and more capable of managing work demands.

### 3. Engagement

Higher well-being leads to stronger commitment, motivation, and affective attachment to the organisation. Engaged employees invest more effort in their tasks and team interactions.

### 4. Productivity

Engaged and healthy employees perform better: higher accuracy, faster execution, and fewer days lost to absenteeism or presenteeism.

### 5. Overall Performance

The combined effect of PA, well-being, engagement, and productivity enhances individual and team performance.

## Tools to measure needs and evaluate actions

### Key Performance Indicators (KPI)

Indication: for each indicator, create a description-how to evaluate-evaluation timeline

#### **KPI 1: Absenteeism: Measures the reduction in workdays lost due to illness, reflecting improved employee health and attendance.**

- **Description:** Absenteeism measures the number of workdays lost due to illness or health-related absences, reflecting the overall physical and mental well-being of employees. It serves as a key indicator of organizational health and workforce stability.
- **How to evaluate it:** Use HR administrative data to record the number and duration of absences per employee. Complement these data with the iMTA Productivity Cost Questionnaire (iPCQ) to translate time lost into economic value. Baseline data should be compared to results at 6- and 12-month intervals post-intervention to assess change trends.
- **Evaluation:** A 10–25% decrease in absence days within 6–12 months post-intervention is considered a meaningful improvement.

#### **KPI 2: Presenteeism: Captures productivity maintained while at work, indicating enhanced focus and reduced fatigue.**

- **Description:** Presenteeism refers to reduced employee productivity while physically present at work due to illness, fatigue, or psychological distress. It captures hidden costs that absenteeism fails to reveal.
- **How to evaluate it:** Measure using self-reported productivity scales or the iPCQ, which quantifies performance loss in monetary terms. Evaluate semi-annually to monitor how physical activity programs improve concentration, energy, and functional capacity at work.
- **Evaluation:** A 10–20% improvement in self-reported productivity or focus compared with baseline levels indicates positive program impact.

### **KPI 3: Engagement: Assesses employees' energy, enthusiasm, and commitment to their roles following physical activity initiatives.**

- **Description:** Engagement represents an employee's enthusiasm, involvement, and commitment to their job. It directly influences innovation, retention, and productivity levels.
- **How to evaluate it:** Assess using validated instruments such as the Utrecht Work Engagement Scale (UWES) or Shortened Happiness at Work (SHAW) scale. Conduct surveys before implementation, after 6 months, and annually thereafter to identify shifts in energy, dedication, and absorption levels.
- **Evaluation:** A 5–10% point increase in high engagement scores (e.g., UWES, SHAW) following APS implementation is a strong result.

### **KPI 4: Turnover intention and retention: Evaluates the influence of well-being programs on employee loyalty and talent retention.**

- **Description:** Turnover intention measures employees' likelihood of leaving the organization, while retention assesses the organization's capacity to maintain talent. Both are influenced by workplace culture, satisfaction, and well-being.
- **How to evaluate it:** Combine HR turnover data with results from engagement and affective commitment surveys. Evaluate annually to determine whether PA programs enhance loyalty and reduce voluntary exits.
- **Evaluation:** A reduction of 5–10% in voluntary turnover or an equivalent rise in retention rates within one year reflects measurable cultural change.

### **KPI 5: Well-being: Monitors improvements in physical and psychological health, resilience, and overall life satisfaction.**

- **Description:** Well-being encompasses both physical and psychological dimensions, reflecting employees' overall health, mood, and resilience.
- **How to evaluate it:** Use the WHO-5 Well-being Index or Warwick–Edinburgh Mental Well-being Scale (WEMWBS) for psychological assessment, and occupational health metrics (e.g., BMI, blood pressure, musculoskeletal symptom checklists) for physical health. Evaluate at baseline and annually to track sustained benefits.
- **Evaluation:** A 10–15% increase in WHO-5 or WEMWBS scores, or a 1–2 point drop in BMI, are typical post-program outcomes in active workplaces.

## **KPI 6: Social cohesion and team climate: Indicates stronger teamwork, communication, and interpersonal trust fostered through collective activity.**

- **Description:** Social cohesion measures the quality of relationships, communication, and collaboration among employees, which influence engagement and performance.
- **How to evaluate it:** Conduct team climate or organizational culture surveys assessing perceived trust, communication quality, and peer support. Compare pre- and post-intervention scores to gauge the impact of group-based PA programs.
- **Evaluation:** A 10–15% increase in team cohesion or climate survey scores is associated with improved engagement and collaboration.

## **KPI 7: Mental health and stress regulation: Measures reductions in stress, anxiety, and depressive symptoms associated with increased physical activity.**

- **Description:** This KPI captures the psychological stability and stress management capacity of employees, reflecting how PA contributes to emotional balance.
- **How to evaluate it:** Administer validated mental health questionnaires (e.g., WHO-5 or Perceived Stress Scale) or DISS-21 that analysis in a short form (stress, anxiety and depression). Assess changes at 6 and 12 months post-program to monitor reductions in anxiety, stress, and depressive symptoms.
- **Evaluation:** A 15–25% reduction in reported stress or anxiety scores, or a comparable rise in WHO-5 indicators, suggests significant benefit.

## **KPI 8: Economic impact and return on investment (ROI): Quantifies the financial benefit of physical activity programs through productivity gains and cost savings.**

- **Description:** ROI quantifies the financial benefits of PA interventions relative to their costs, connecting employee health improvements to organizational profitability.
- **How to evaluate it:** Calculate using the formula:  $ROI = [(Productivity\ Gains + Absenteeism\ Savings) - Program\ Costs] / Program\ Costs$ . Combine HR, finance, and productivity data annually to evaluate cost-effectiveness and program sustainability.
- **Evaluation:** ROI ratios between 3:1 and 6:1 are considered strong returns in workplace physical activity programs across European organizations.

## General measurement tools

### Physical Activity (GPAQ)

Global Physical Activity Questionnaire measuring work, transport, and recreational activity. Quantified in MET-minutes/week with cutoffs at 600 and 1200 METs based on WHO guidelines.

Link: <https://www.who.int/publications/m/item/global-physical-activity-questionnaire>

### Happiness (SHAW)

Shortened Happiness at Work Scale assessing engagement, job satisfaction, and affective commitment using 9 items on a 5-point Likert scale.

### Wellbeing (WHO-5)

WHO-5 Wellbeing Index evaluating positive wellbeing and depression risk over 14 days. Scores below 50 suggest depression risk.

Link: <https://www.who.int/publications/m/item/WHO-UCN-MSD-MHE-2024.01>

### Productivity (iPCQ)

iMTA Productivity Cost Questionnaire measuring absenteeism, presenteeism, and unpaid work limitations with 4-week recall period.

Link: <https://pmc.ncbi.nlm.nih.gov/articles/PMC8275498/>



## Key correlations Implications and recommendations for decision-makers

INDICATOR	OR (<600 METS)	INTERPRETATION
Depression risk	1.503	+50% higher likelihood of poor well-being
Global happiness	1.839	+84% significantly lower happiness
Work engagement	1.795	+80% reduced energy and motivation
Affective commitment	1.839	+84% lower sense of belonging
Productivity	1.624	+62% more days with work limitations

**Conclusion:** Achieving  $\geq 1200$  METs/week is the critical threshold for maximizing mental, emotional, and work-related benefits.

### For companies and policymakers:

Integrate physical activity programs in workplaces (e.g., active breaks, incentives, wellness infrastructure).

- Tailor interventions by age and gender to maximize participation and impact.
- Promote active transport and healthy work environments.
- Set  $\geq 1200$  METs/week as a corporate benchmark to reduce depression risk and improve productivity.
- Invest in active workplace environments → a cost-effective strategy for well-being and organizational sustainability.

Evidence from the WMP project confirms that regular physical activity:

- Enhances mental health and emotional well-being
- Increases engagement and job satisfaction
- Reduces absenteeism and presenteeism
- Strengthens productivity and organizational sustainability

**Key takeaway:** Promoting an active lifestyle at work is a strategic investment in employee health, happiness, and organizational performance across Europe.

**Quantitative evidence from the WMP study:** the study offers statistically significant quantitative data illustrating how physical activity levels affect productivity, absenteeism, and presenteeism.

The comparison between sedentary employees (<600 MET-min/week) and active employees (>1200 MET-min/week) revealed major differences in work efficiency and health costs.

INDICATOR	SEDENTARY (<600 METS/WEEK)	ACTIVE (>1200 METS/WEEK)	% CHANGE
Presenteeism (days/year)	1.93	1.56	-19%
Presenteeism cost (€)	113.82	83.92	-26%
Absenteeism cost (€)	48.68	6.63	-86%
Total productivity loss (€)	221.10	180.66	-18%
WHO-5 Wellbeing Index	62	74	+19%

These figures clearly demonstrate the economic and health benefits associated with higher levels of physical activity.

**In particular, the 86% reduction in absenteeism costs and the 26% reduction in presenteeism costs provide a quantitative foundation for modeling ROI outcomes.**

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## Potential ROI (opportunity): workplace physical activity programs

This formula estimates the potential Return On Investment (ROI) or opportunity gains from implementing PSA programs in the workplace. It integrates costs, employee numbers, and productivity metrics derived from absenteeism and presenteeism data, comparing scenarios with and without PSA intervention.

### 1. Formula for potential ROI

The general formula for ROI in workplace PSA programs is expressed as:

$$\text{ROI} = ((\text{Total savings from PSA} - \text{Total PSA program costs}) / \text{Total PSA program costs}) \times 100$$

Where **Total savings from PSA** = Savings from absenteeism + Savings from presenteeism + productivity gains

### 2. Component estimations

- **Savings from absenteeism (€)** = number of employees × average annual absenteeism cost per employee (without PSA) × % reduction in absenteeism after PSA implementation.
- **Savings from presenteeism (€)** = number of employees × average annual presenteeism cost per employee (without PSA) × % reduction in presenteeism after PSA implementation.
- **Productivity gains (€)** = number of employees × average value of annual output per employee × % improvement in productivity due to PSA.
- **Total PSA program costs (€)** = number of employees × annual PSA program cost per employee (including facilities, trainers, and incentives).



### 3. Example

Assume a company with 500 employees implements a PSA program costing €200 per employee per year.

Without PSA, average annual absenteeism cost = €2,000/employee, and presenteeism cost = €1,600/employee.

After PSA, absenteeism drops by 25%, presenteeism drops by 15%, and productivity improves by 5%.

#### Step 1: Calculate total savings

- Savings from absenteeism =  
 $500 \times €2,000 \times 0.25 =$   
€250,000
- Savings from presenteeism =  
 $500 \times €1,600 \times 0.15 =$   
€120,000
- Productivity gains =  
 $500 \times €40,000 \times 0.05 =$   
€1,000,000
- Total savings =  
 $€250,000 + €120,000$   
 $+ €1,000,000 = €1,370,000$

#### Step 2: Calculate program costs

- Total PSA program costs =  
 $500 \times €200 = €100,000$

#### Step 3: Calculate ROI

- $ROI = ((1,370,000 - 100,000) / 100,000) \times 100 = 1,270\%$
- For every €1 invested in PSA programs, the company gains approximately €12.7 in savings and productivity gains.

### 4. Interpretation

This model provides a framework to estimate both actual and potential ROI depending on input variables such as absenteeism, presenteeism, and productivity rates. Adjusting these inputs allows organizations to perform sensitivity analyses and forecast outcomes under different participation or cost scenarios.

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## Guide: “Creating an active workplace culture in 5 steps”

### 1. Align with strategy

- Physical activity should support HR and corporate objectives: well-being, engagement, retention, and efficiency.
- Treat PA programs as strategic initiatives, not optional perks.

### 2. Leadership and role modeling

- Leaders should actively participate and visibly endorse programs.
- Encourage manager-led initiatives like walking meetings or team challenges.

### 3. Infrastructure & environment

- Apply active design principles: central staircases, standing desks, centrally located coffee and water stations.
- Provide safe and appealing spaces for movement: green areas, walking routes, or fitness zones.

### 4. Inclusive & adaptive programs

- Offer a mix of activities suited to different ages, genders, and physical capacities.
- Include digital and gamified options for younger employees, and structured, moderate-intensity programs for older staff.

### 5. Measurement & feedback

- Track participation rates, engagement, productivity, and well-being indicators (WHO-5, SHAW, IPAQ).
- Use feedback loops to adapt programs to employee needs and organizational context.

## Ressources & next steps

Join the Company Sport  
Ambassador Network :



European Observatory of  
Sport and the Workplace:



Work, Move & Perf  
Online Course (MOOC):



Active Workplaces  
certification:



Discover the company sport  
federation from your country:



To know more about the  
WMP project:



Co-funded by  
the European Union

To know more about PA programs and company sport:  
European Federation for Company website: [efcs.org](https://efcs.org)  
<https://workmoveandperf.com/>

# Annex - Employee survey: Work, move and perf – Physical activity, wellbeing & productivity

## Introduction

Dear colleagues,

As part of our ongoing efforts to improve working conditions and quality of life at work, we invite you to complete this survey. The goal is to better understand your mobility, physical activity, and wellbeing at work, so that we can implement concrete actions to support your health, engagement, and performance.

The survey takes approximately 10 minutes. Participation is voluntary, and your responses will remain completely anonymous and confidential. Data will be used solely for internal evaluation and research on workplace wellbeing. You may withdraw from the survey at any time.

If you have any questions, please contact: [Name / HR contact or internal project manager].

## Consent:

- I give my consent
- I do not give my consent

Remark: This questionnaire was developed by the University of Murcia as part of a European study conducted between January 2024 and December 2025, under the Erasmus+ project Erasmus+ Sport – Work, Move and Perf (ID:101134048).

## Section 1 – Physical activity at work

Think about your work, including paid/unpaid work, study, household chores, or other tasks.

1. Does your work involve vigorous-intensity activity (hard physical effort, large increases in breathing/heart rate, e.g., lifting heavy loads, digging, construction) for at least 10 minutes continuously?

Yes  No

2. On how many days per week do you do vigorous-intensity activities at work? \_\_\_\_\_ days

3. How much time do you spend per day doing vigorous-intensity activities? \_\_\_\_\_ minutes

4. Does your work involve moderate-intensity activity (moderate effort, small increases in breathing/heart rate, e.g., brisk walking, carrying light loads) for at least 10 minutes continuously?

Yes  No

5. On how many days per week do you do moderate-intensity activities at work? \_\_\_\_\_ days

6. How much time do you spend per day doing moderate-intensity activities? \_\_\_\_\_ minutes

## Section 2 – Physical activity during free time

Include sports, fitness, or recreational activities outside work and travel.

1. Do you do vigorous-intensity sports or activities (e.g., running, football) for at least 10 minutes continuously?

Yes  No

2. Days per week? \_\_\_\_\_

3. Time per day? \_\_\_\_\_ minutes

4. Do you do moderate-intensity sports or activities (e.g., brisk walking, cycling, swimming) for at least 10 minutes continuously?

Yes  No

5. Days per week? \_\_\_\_\_

6. Time per day? \_\_\_\_\_ minutes

7. How much time do you usually spend sitting or reclining during a typical day? \_\_\_\_\_ minutes

## Section 3 – Travel to and from places

Think about walking or cycling for commuting, shopping, etc. (exclude work activity).

1. Do you walk or cycle for at least 10 minutes continuously to get to/from places?

Yes  No

2. Days per week? \_\_\_\_\_

3. Time per day? \_\_\_\_\_ minutes

## Section 4 – Wellbeing and happiness at work

Please indicate your level of agreement on a 1–5 scale (1 = Strongly Disagree / 5 = Strongly Agree).

1. I feel strong and vigorous at work.

2. I am enthusiastic about my job.

3. I get carried away when I am working.

4. How satisfied are you with the nature of your work?

5. How satisfied are you with your pay?

6. How satisfied are you with opportunities for advancement?

7. I would be happy to spend the rest of my career with this organization.

8. I feel emotionally attached to this organization.

9. I feel a strong sense of belonging to this organization.

Happiness over the past 2 weeks – select one for each:

0 = At no time → 5 = All of the time

- Cheerful and in good spirits
  
- Calm and relaxed
  
- Active and vigorous
  
- Woke up feeling fresh and rested
  
- Daily life filled with interesting things

## Section 5 – Workplace physical activity programs

Does your company offer programs to encourage physical activity?

- Yes
- Only prevention programs
- Only sports programs
- No

## Section 6 – Productivity and workload

1.Occupation: \_\_\_\_\_

2.Type of organization:  Private  Public  Non-profit

3.Country of organization: \_\_\_\_\_

4.Company size:  1–10  11–250  251–1000  1001–5000  5000+

5.Field of activity: \_\_\_\_\_

6.Do you have paid work?  Yes  No

7.Hours worked per week: \_\_\_\_\_

8.Days worked per week: \_\_\_\_\_

9.Absences in the past 4 weeks due to illness?  Yes  No

10.Number of days absent: \_\_\_\_\_

11.Physical/psychological problems at work in the past 4 weeks?  Yes  No

12.Days affected: \_\_\_\_\_

13.Productivity on affected days (0–10, 10 = normal): \_\_\_\_\_

Unpaid work affected

●  Yes  No

● Days affected: \_\_\_\_\_

● Average hours helped by others: \_\_\_\_\_

## Section 7 – Sociodemographics

1. Gender:  Woman  Man  Non-binary  Prefer not to say

2. Date of birth: \_\_\_\_\_ / \_\_\_\_\_ / \_\_\_\_\_

3. Education level:  No formal education  Primary  Middle/High  Vocational  
 University  Master/Doctorate

4. Occupation status:  Student  Paid work  Self-employed  Homemaker  
 Unemployed  Disabled  Retired

5. Civil status:  Single  Cohabiting  Married  Separated  Divorced  Widowed

6. Do you have children?  Yes  No



# Exploring Physical Activity's impact on Workplace Performance.

