

GLOBAL WELLNESS INSTITUTE

New Frontiers in Fitness, MindBody & Wellness Roundtable

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[START RECORDING]

NANCY: Take your coffees in the back and come take your seat please. Some of you are around the roundtable and others around the perimeter. Please get comfortable. Take your seats. Here comes Annbeth. Excellent. I saw Claudia downstairs. We're 3 minutes to starting. We did say 2:30 and it's 2:27. We'll let everybody get upstairs, but if you are up here, please do get settled in. Appreciate it. Then I will introduce your moderator. Please come on in. Take your seats nice and close. Alexia and Madelyn are going to be a few minutes late because they're doing an interview.

We're back here. This looks a little different than it did if you were here this morning. Was that this morning? I have that summit feeling. Welcome to those of you just joining for this. This is our now kind of famous roundtables that we do all over the world. We gather thought leaders, business leaders around a particular topic usually related to research we're doing, in this case related to some research we're interested in doing next year.

We're thrilled to have as moderator for this roundtable Jared Weiner. He's the Executive Vice President and Chief Strategy Officer of the Future Hunters, one of the world's leading futurist consulting firms. As you can tell, there's really a future theme for the whole day.

As Futurist, the Future Hunters Team identifies and analyzes long-term trends that impact business. They have a client roster that anybody would be envious of. Jared and his colleagues have been collaborating with us for years, which is a great joy to us at summits and at roundtables and part of the institute as well. He will keep this conversation provocative, informative, and sometimes entertaining. He will also I hope contribute because his ideas are as valid and brilliant as all of yours. I give you Jared.

MR. JARED WEINER: Can everyone here me? Is it on? First of all, thank you for that very generous introduction, Nancy. I want to thank you both Susie and Nancy for allowing me to be part of this conversation today. It's an honor. Quick show of hands. This is almost like extended family at this point. I

recognize and know so many of you, including at this table. Quick show of hands. How many of you were at the previous Global Wellness Summit just a few months ago? Most of you. How many of you sat in on or participated in at least one of the roundtable discussions that we had during the event? Many of you as well.

As Nancy said, this is a format that really seems to spark great conversation. It worked really well at the event. I was honored to monitor a few of those roundtables.

We have a group of very heavy hitters today. This is a topic that is very, very important, very broad. We're calling this "New Frontiers in Fitness, Mind, Body, and Wellness," which of course in and of itself is a theme which probably could be the subject of its entirely own summit. But we're going to try to cover as much as we can in 75-90 minutes here today. Welcome everybody.

I know that this morning you heard about a couple of things. I unfortunately wasn't able to join this morning. But I know we talked this morning about the Wellness Moonshot, which anyone who was at this past year's Global Wellness Summit heard a lot about. I think Dr. Carmona you talked a little bit about the Wellness Moonshot this morning as well. Didn't you?

Well, the Wellness Moonshot, as many of you know, was a call to action to eradicate chronic preventable disease worldwide by uniting the health and wellness industries, many of whom the top people in those industries are here in this room today.

The Global Wellness Institute launched the Wellness Moonshot at the 2017 Summit with immediate support from global wellness leaders, medical professionals, and committed organizations. That to me is kind of the overall backdrop to having a conversation like this. There was a more targeted conversation at this summit this year that was moderated by Sally Frankel. Is she in the room? Do we have Sally here? There you are, Sally. Good to see you.

It was called "Forecasting the Future of Fitness." That was a great conversation. We want to build on that conversation today and continue to move our thinking forward. Again, as a futurist, I'm always interested in trying to keep the conversation moving forward with an eye towards the future.

I am not a wellness expert, although we look at a lot of different areas within wellness. But this is what all of you are here for today. We want to look towards the future of the wellness economy and really where this space is going to be going in the years ahead.

Before we get started, I want to do what we're calling a lightning round introduction. I underscore lightning round. We want to keep this very quick. If everyone would introduce yourselves, your name, what you do or what your business is very, very quickly, where you're coming in from, where you're located. Then in one or two words, something that you have integrated into your life as an indispensable wellness practice or behavior. That's something that's very important to you that is not related to your particular business.

I will get it started. As you know, my name is Jared Weiner. I am a futurist and a consultant based here in New York. My favorite wellness-related activity is to go hiking very actively. Unfortunately, I live in New York City, so I do not get to do the kind of hiking I really like all that often, but I engage in a lot of urban hiking. Now we have a 7-month-old son whom many of you have met, and at least once a day we get him started on his wellness regimen of a nice urban hike either to Central Park or down the East River. That is my wellness activity. I swear by it. I live my life by it.

With that being said, why don't we start with you, Susie, and we'll work our way around the table this way.

MS. SUSIE ELLIS: Susie Ellis, Chairman and CEO of the Global Wellness Institute and the Global Wellness Summit. I exercise about four times a week. I do my cardio. I do my weights, some stretching, and I do massage about once a week, pretty regularly. Then I also now more than before take time for myself and make a little more of a priority having relationship with whether it's husband, sister and so on. I'm making the social connections more important.

MR. WEINER: Thank you.

MS. ANNBETH ESCHBACH: I'm Annbeth Eschbach, and I'm the CEO and founder of Exhale. I move almost every single day, whether it's yoga, barre, cardio, HIT, whatever it is, one of our classes. But I have more recently in my life started doing chill, which is basically a 55-minute nap. It's yin yoga,

but we call it chill. It's become a real defining thing for me. It recharges my brain. It's done a lot for me both professionally and personally.

When my son got a concussion from hockey, he became very depressed because they took his electronics away. He wasn't able to do anything and had all his hormones going off. So I dragged him into a chill class and he walked out of it, this gangly teenager, and said, "Mom, my brain is back. I feel so much better." Now he brings all of his friends to chill, so it really has been a transformative addition to my life.

MR. WEINER: That's great. Thank you.

MS. ELLIS: That's fantastic.

MS. KIMBERLY FOWLER: Hi. I'm Kimberly Fowler. I'm the founder of YAS Fitness Center. I just recently started a corporate wellness consulting company. Basically after the summit, a number of companies reached out to me and they want to do corporate wellness in their companies. I've always worked out. I just did the New York Marathon.

The thing that I've added or is probably the most important to me is my meditation practice. I started TM in the early 80s after being diagnosed with a brain tumor. The doctor had suggested that I do that and actually I've kept the practice with me. That's very important to me.

MR. WEINER: Thank you.

MR. TONY DE LEEDE: My name is Tony de Leede. I'm here in the capacity as founder of Gwinganna Lifestyle Retreat in Australia. I do have a few other businesses. The one I'm most proud of, the one we launched a week ago today in Sydney is something called Club W, which is the world's first women's communal center that's underpinned by virtual wellness and lifestyle activities. I know that's a mouthful and I won't go any further.

I do exercise four times a week maybe, three or four. I still teach body pump occasionally. Spinning is my favorite activity. But a few months my wife convinced me to come to a transcendental meditation course, and I have been attempting to meditate with reasonable success.

MS. TRACY MIDDLETON: Hi. I'm Tracy Middleton. I'm the Health Director of Women's Health Magazine. I work out regularly as

well with strength training, yoga, and cardio. I was going to say meditation, but our colleagues here I feel like have covered that.

I try to do at least 5 minutes a day, every day. I think the other thing that I have recommitted to in the last few months is nutrition, because it's so easy to think that we eat healthy, and if you really kind of boil down and look at it, I started noticing there are points throughout the week that I wasn't making the choices that I thought I was making. So really getting back into making with every meal good choices, breakfast in particular, and more vegetables.

MR. JAY MULLER: Good afternoon. My name is Jay Muller. I'm the Director of Sales for hospitality for Technogym. We are the wellness company promoting a wellness lifestyle, which is a routine physical exercise, positive mental approach, and proper nutrition.

Probably going into global wellness at the early part of September I wanted to make it a personal commitment to join the summit basically prepared, thinking about my own personal nutritional journey the beginning of September where I also had found a way to incorporate the proper nutrition into my routine physical exercise.

I found for the first time in my life--because I normally had always trained and exercised and said I could eat whatever I want. That's been great, but now when I have the two married essentially--I'm eating well, I'm thinking about what I put into my body, the effects of what goes into my body, and also the routine physical exercise--I've seen exponential results, not only just shape-wise, but really more so the mental approach. It's all come together now and I really see working for Technogym and what we've promoted, how once you marry this all together, as a hospitality director traveling a lot, it's just part of what I do every week. I'm trying to find ways to stay healthy and committed and being disciplined while on the road is certainly a task. Thank you.

MR. PAUL PRICE: Thank you, Jay. I'm Paul Price. Hi everyone. I'm Group CEO of CoCreativ. We are a digital commerce group. We design, build, integrate, take digital platforms and the content of those experiences for a lot of companies you'd have heard of.

After taking the red eye from L.A. this morning, I'm not going to take the red eye again. That's my undertaking. But having learned from the ice man at the wellness summit, I do endorse cold showers.

MS. TRACEY VINCEL: My name is Tracy Vincel. I'm the co-founder of KIMA, Center for Physiotherapy and Wellness, which is here on 22nd and 5th. We have a movement health philosophy. We really looked at movement as being optimal or non-optimal. We help people to find that. We're very passionate about prevention. We look at more than just the body. That's where my personal journey has started to take me, away from the body and looking at the mind.

I also have a meditation practice. I do 20 minutes every morning, every afternoon. Vedic, also transcendental meditation practice. I learned from Tom Knowles. I also incorporate other--I'm always curious about other ways of using it, so I've incorporated a lot of sound into that, so looking at the research behind sound, stress resilience, and looking at the telomere effect and all those things, so bringing that together and living that lifestyle. Because I think it's important that we as practitioners understand it and feel it in our own bodies so that we can disseminate that and educate our patients.

DR. CLAUDIA AGUIRRE: Hi. I'm Dr. Claudia Aguirre. I'm a neuroscientist. I advise companies in the wellness world, in particular those that intersect technology and wellness, whether in beauty, skincare, fitness, nutrition, etc. I've become a bit of a professional traveler in a sense where that's my home base now, is an airplane or an airport. My wellness take, I also live in Venice Beach, which is basically the hub of wellness I think in the world. I have access to my green juices, yoga, and meditation within two blocks from where I live, which is great.

But when I'm not there, I try to have everything on my phone. Whether it's meditation, any tips, yoga, movement, all of that, if it's on a phone or iPad, it comes with me. The first question that I ask where I'm staying is, "Do you have a spa? Do you have a pool? Do you have good room service?" I basically now have to make sure that everything where I stay is incorporated into that one setting because I might not leave that place.

MS. WENDY BOSALAVAGE: Hi. I'm Wendy Bosalavage and I'm president of LIVunLtd. You might find this unusual, but I'm going to read off our website what LIV is, because we change every day. I want to make sure I'm really on point here. Just so you know, I was part of American Leisure for 32 years. The cornerstone of our business was to work with real estate developers back in the 70s and 80s to do architectural programs and design lifestyle centers. We were really ahead of the curve and we operated those.

Three years ago my partner and I sold the business, and we are now the happy merger of a concierge company with American Leisure and we are not LIVunLtd. We are a unique single-source solution, global luxury brand specializing in the management of all 360 degrees of service, experience, in residential commercial properties, spas and hotels. As I said, we're a happy merger of Abigail Michael Concierge and American Leisure. We take great satisfaction in the knowledge that our hand-tailored service packages now augment some of the world's most iconic properties. I hope everyone understood what that was.

On a personal note, I can say first of all thank you. I'm so thrilled and grateful to be part of this tribe. Because of this tribe, Liz Terry [phonetic], I was driving her to the airport, to me about her meeting with Shel Pink [phonetic]. Shel Pink told her about a meeting with the gentleman, the foundation that does TM because of their relationship with formerly and incarcerated individuals and said, "You need to tell your daughter about TM."

Two days later my daughter and I went to go get trained and I do TM, as Sally knows, every morning. When I wake up, I'm doing 20 minutes of TM. That's what I do to relax. Also, hanging out with friends. Thank you.

MR. JAMES BREWER: Good afternoon. My name is James Brewer. I work for Steelcase. My role or my expertise as Steelcase centers around the intersection of the built environment and well-being. We consult with organizations on how to design their environment, which is to support the well-being of the individuals and ultimately the well-being of the organization.

What do I do for relaxation or fun or my own well-being? I have incorporated a running practice that is more about

meditation than it is about running. Then I pair that with yoga and strength training and I call that the perfect trifecta.

Nutrition aside, which had its own challenges, I find that if I can live in the space between running, yoga, and my strength training, then I have done a lot to inform my own health and wellness. We encourage others to explore the same.

I'm very curious about the transcendental meditation though. I have been looking at that on the outside for several years now, but haven't jumped in yet. I think after hearing so many people participating in that practice, I think I might start jumping in now. Thank you and welcome.

MS. LYNNE BRICK: Hi everyone. My name is Lynne Brick. I'm the founder and owner of a couple of different health club brands. Our own health club brand, which my husband Victor and I started 35 years ago, Brick Bodies, is located in the Baltimore market. We also own the franchise rights for Planet Fitness, and they're all over the country. We have about 60 of those, so we're one of the largest franchisees for Planet Fitness.

What really attracted us to the Global Wellness Summit was our passion about mental health and mental illness. We have a foundation named in honor of my husband's brother who died due to complications of mental illness. We are so passionate about learning how to advance learning on how exercise benefits mental health. We sit on the board of psychiatry at Johns Hopkins Hospital and like I said, we're very passionate about embracing all there is to embrace with that.

We had the luxury also of personally meeting Lim Hough [phonetic] at the Global Wellness Summit and have embraced not only the cold showers, Paul, every single day--and the water is very cold here in New York--but also embracing the breathing techniques. It's amazing what your body can do to help heal itself. In addition to that, practice variety as a spice of life when it comes to movement and also embracing every one of the 8 cornerstones of the wellness wheel. Thank you.

MS. ALEXIA BRUE: Hello. My name is Alexia Brue. I'm the co-founder of Well+Good, along with Malese Galula [phonetic], my partner, who's very sorry not to be here today. Malese and I

have known Susie Ellis for many years, and more recently the rest of the incredible team at the Global Wellness Summit.

Well+Good for those of you who don't know it is a wellness-focused media company. We launched in 2010 and now we're happy to reach 10 million people every month and be part of this to see change that we're all so excited about. We really cover all the ways that wellness intersects with life, so obviously food and fitness being really core, but more recently we've launched verticals in travel and just this month home. It's so exciting to see the trends today, the Clean Air Act and so on. We see so much happening in the home category.

Are we supposed to share two of our wellness habits? Was that it?

MR. WEINER: Any wellness habit, but if you have multiple that are important--

MS. BRUE: [Interposing] Working out is definitely my stress relief. I love my Peloton bike that is made fitting in a workout the easiest thing in the world. Then smoothie-making; that's my culinary talent.

DR. RICHARD H. CARMONA: I'm Rich Carmona, 17th Surgeon General of the United States, representing Canyon Ranch here, but also representing all things global, wellness and institute, being one of Susie's board members and friend and admirer of Susie. For the last decade I've had the opportunity to work with her and help to grow this most important organization that is an aggregator of thought leaders and really is going to change the world based on our value proposition that we announced at the Global Wellness Summit, as far as creating a world free of preventable disease.

My personal commitment, as many of you know, I'm a recovering surgeon. You ask a surgeon to name the best three surgeons in the world, they always have trouble naming the other two. I left clinical medicine because I saw that most of what I was caring for was preventable. I ran hospitals and health systems and I saw the disease and economic burden coming, and the wave of wellness quite a while ago. I figured I'd rather be there and set the trend and chase it like everybody else is doing today.

I practice what I preach, working out every day, but really I marvel at the diversity of approaches that I just heard around the table and in the room. What it tells you is there's no single prescription for everybody. There's a big shopping market out there of options, and we all have to choose from those. Every single one of them adds some value to optimizing your health and your wellness.

We have an understanding now that started out at a macro level and now we're at a molecular level talking about neural networks, neural plasticity, and now every one of the inputs that all of you have described is actually an epigenetic input that programs your genes in a different way to express themselves positively to achieve that optimal health and wellness.

I think that's what the beauty of the Global Wellness Institute and the programs that Susie has championed is. We see that it really is going to take a team to change the world, and why Susie and I are so confident that this new value proposition of a world free of preventable disease is achievable, with each and every one of you contributing as part of the team.

MR. WEINER: That's great. Thank you. Then we had one additional participant join us. Madelyn?

MS. MADELYN FERNSTROM: We've already gone around the table. I'm Madelyn Fernstrom. I wear a number of hats. I'm the NBC News health editor, but I come from a background that is academic and clinical. I'm a neuroscientist and clinician. I always enjoyed that work and thought I could do something more scalable. I wanted to get that message out and about 13 years ago connected with NBC Universal.

I think the ability to get a lot of information that's evidence-based and translate that to the public--I think evidence base is a key word and that's why I'm so thrilled to be part of this whole initiative of Susie's team. Because evidence base in this area of health and wellness is huge. There's so much riff raff and bad information and things going on, especially celebrity driven--no offense to any celebrities in the audience. People will listen to that. I think the constant quest to have good information about the fundamentals of lifestyle and how to take care of yourself is huge.

I'm going around the table hearing about what people are doing and nervously thinking, "What's something clever to say?" I would say what I learned over decades is I have a mantra of everything in moderation. I try to eat well, eat a lot of color. I don't belong to a gym. I probably should, but I live in Manhattan. I walk 4 or 5 miles a day. I am lifting packages. I eat chocolate. I eat red meat not all the time, but I do things in moderation. That includes moderating stress, getting enough sleep, and trying to balance this with some happiness every day.

I think what I have found is that life is good, despite everything that's going on, having the positive attitude that we had a good day and a lot of things went right and not always wrong. I think I've gotten more philosophical and less prescriptive as I hear the group saying that one size does not fit all with any of this stuff. I think finding a happy spot for yourself where you can moderate your eating and activity and not be as influenced by what other people are doing...

But I am thrilled to be part of this group. I learn a lot. Every meeting, every roundtable is always something that's stimulating. I think as Rich had been saying earlier, together getting this group to have the strength to really impact millions of lives is something that brings out the do-gooder in all of us. Thank all of you for what you do.

MR. WEINER: Thank all of you. That was great. As everyone in the room can see, we have convened some of the most influential thought leaders in the wellness space here today. We're honored to have everybody. They're not the best at taking direction about lightning round answers, but we're working through that. We'll temper our expectations for future questions, but that was actually really interesting.

I want to go back to something you just said, Dr. Carmona. As you listen to everybody around the table talk about just one or two wellness behaviors in their lives that sort of define who they are, it's not a one-size-fits-all approach. You're talking about what I heard there was physical activity, fitness, exercise, movement--in some cases, lack thereof, being chill. I love that answer. I love the idea of basically stepping away and doing nothing. Transcendental meditation, nutrition, and basically everything that we could roll up into this category was effectively mentioned by all

of you in one way, shape or form organically as we did that round of introductions. That was actually really, really useful.

I'm basically going to combine two questions I was going to ask into one here. This is probably going to be the broadest question I ask today, but I think it's a good way to start. I want to thank Ophelia and Katherine for also sending some question ideas in advance because I think those are very helpful.

Our theme today again is a very good one. New frontiers in fitness, mind, body, and wellness. In your view, how do these areas fit together or not, with the understanding being that when we think about this issue or these issues, the language we use is really, really important. How do we describe this? How do we talk about it? How do we encapsulate it? Are we talking more often than not about fitness? Is it exercise? Is it mind-body approaches?

Is it wellness, which in my opinion was the word that sort of came into the mainstream vernacular over the last 10 or 20 years to encapsulate a lot of this, but now I don't think a lot of people think that even wellness in and of itself is getting all of this. Is it movement? Is it physical activity? What are we really talking about here?

Before I thought it out to you, I will say that one of the things that we do as futurists is we have to identify things that are newly emerging that don't actually have existing language for them at this point in time. One of the things that we have to discipline ourselves to do is to actually create a name for everything that we see, so that people can attach to it and understand what it's all about.

I want to put that out to the table. How do these areas integrate together in your estimation? Do they not integrate together? How do we have to frame the language so we have the most productive conversation about what we're talking about here today, moving into the future? Does anyone want to jump in and take that? I feel like you're chomping at the bit here, Dr. Carmona.

DR. CARMONA: I think everybody is. I think it's a great question, Jared. I'll start by saying that one of the challenges we have today before us is the most complex science that the world has ever known. The real challenge

is: how do we take that science, translate it into culturally competent, health-literate manner, deliver it to an end user to affect sustainable behavioral change? That's really the equation, from whatever discipline you come from. Because a sustainable behavioral change is that they will start making lifestyle decisions in everything that they do.

As to the other part of your question, all the dots are connected. They all connect, as I said, from a macro level to a molecular level now down to understanding that each and everything we choose to do or not do has an effect on your genes. Your genes are simply your software packages that code for who you are.

Whether it is the food you're eating, the meaningful relationships you have--Madelyn and I had a long discussion today on an NBC interview on this. Every single discipline gets mediated by the brain and the genes that interact with one another. We talked about the microbiome today. We talked about the human genome. All of these systems coordinate and talk to each other. Genes talk to genes and they basically are watching what we do. That's our surveillance system. They act accordingly. To give it bad information or bad stuff, it doesn't work as well. If you give it good stuff, you optimize your wellness.

I think the dots are all connected. I think that we have a much better understanding of why this is important today. I gave Madelyn an example. One day at Canyon Ranch I'd given a lecture and there was an older lady--although she seems younger now. As I said, older lady who was listening to me talk. I was doing one on brain health and the importance of exercise.

I told Madelyn about it because at the end she said, "Can I talk to you, sonny?" I said yeah. She said, "I want to tell you something. When I get the urge to exercise, I lie down until it goes away." I realized in the word "exercise," sometimes it's a four-letter word for some people. But when I dug a little deeper to her and I asked her what her activity is, she said, "Well, I walk my dog every day. When my grandkids come to see me, I walk with them and I swim with them."

I said, "How far do you walk?" She said a couple of miles. I said, "Are you able to walk a couple of miles more?"

Without using that word that was more or less irritating to her, she was actually engaged in activity, meaningful relationships, her kids, her grandkids, loving relationships. In her, all of the things we mentioned around this table were there. But to your point, she didn't understand it that way. So how do we articulate it so that it resonates with those people that we have a privilege to serve, affect that sustainable behavioral change, and not scare them away with terminology that's just too complex?

MR. WEINER: That's a great point. Thank you. Before we take another comment, I just want to say that after we go through maybe three or four questions, we're going to open it up to audience Q&A. We want to get everyone involved a little bit sooner than just the end of the session so that you all have a chance to ask some questions to the group.

MS. ELLIS: I will not be able to articulate this in any of a brilliant manner like you did. I think the way that I've always looked at it is what pulls all of these dots together is well being. In the old days, 15 years ago, the market or all of these experiences were really narrowly defined. Its gyms and fitness and hard body or whatever. Or it was beauty and pampering spas. Or it was woo-woo meditation. But all of these things were really, really broken apart.

I think thanks to the work that you're doing and for a lot of other reasons, things are starting to come together under this umbrella of well-being. There are lots and lots and lots of activities and experiences that can make you better and happier. One of them is community, for goodness sakes. That's not necessarily movement or whatever.

Neither one might be mindfulness. Another might be mental resilience. Another might be whatever, all different kinds of movement. Make sure that you're doing a variety of things instead of the same darn thing every day. It's all of these things combined that will help transform, improve, engage, and elevate your well-being.

But what excites me is I think that the future, which is actually here right now, is all about the mind. We've been in the body. Not we, but I mean the world has really been living in the body and living in the disease part of the body. It's time for everybody to really get more mainstream

and excited about rewiring the brain and allowing the brain to impact well-being.

MR. WEINER: Thank you.

MS. FERNSTROM: Can I make one quick comment? I think one thing we can all strive for is the idea that this seems so daunting to so many people. When we look at this, it seems so easy. The bar is set too high for so many people. They go, "How do I even get started?" I think one thing that we're doing by changing the terminology, by just doing the easy things, if you eat, forget five fruits and vegetables a day. Eat one fruit. Do a little more than you're doing now in a baby step.

Because I think most people I can say from NBC News and Jane from Today.com, my colleague who came later but will introduce herself when she speaks, is that doing anything is better. But people just can't get started. I think that's a big issue because no matter where you are, I think it's our obligation to meet people where they are.

MR. WEINER: Other comments, yes.

MR. BREWER: I would piggyback off of what Annbeth said in terms of well-being being a term that pretty much encapsulates all of wellness, if you will, or wellness plus those other aspects. I have found in my work that framing it in a way that democratizes the language so that everyone can rally around it and everyone can connect to it is the winning formula.

I'm working with a colleague of mine Kate back there and we're actually going through this process right now of taking the evidence base out there and translating it in a way that everyone can talk about. In a couple of initiatives that we're involved with, we're actually framing well-being as the overall encompassing word. I can't tell you over the past year how many events I've either ran or attended that have talked about from wellness to well-being.

I think that the community is getting there if they're not there already. We're moving in that direction. But framing around the conversation around eight aspects of well-being that inform well-being holistically: physical, cognitive, social, emotional, financial, community and so on. There are

eight factors that we've identified in our research that everyone can relate to.

Everyone when you talk to them about their physical health, it doesn't take a lot of thinking to understand and be able to relate that to yourself when you're talking about your emotional health. Again, it doesn't take someone a long time to get to understand what emotional well-being is.

Framing the strategies, framing our approach, framing our conversations around language in a framework that democratizes it so everyone can understand it is key. Then that allows them to take that framework into their own daily lives and start looking at it and applying it as they move through their day and say, "This is my cognitive well-being. This is related to my financial well-being." That then empowers them to start looking for ways to take action because it makes it real and tangible for them.

MR. WEINER: Again, why this conversation is really important to have is because we're not just talking about terminology. Terminology effectively frames everything we think about in the space. I look at the future evolving at this table as we speak, which is why this is so important that we have these conversations. You look at who's being convened together. You have doctors, you have researchers, you have entrepreneurs, you have people who are holistic health practitioners.

You have people all sitting together having a conversation under an umbrella of well-being or however you want to define it. I think that even going back into recent history, a lot of the types of specialists that we have at this table would probably be playing in their own silos, they're own sandboxes, now playing together in what is a fully-encompassing space here.

This to me is the future evolving right before our eyes, is having all of you at the table at this conversation today. Does anyone have a last comment on this before we move on? Yes, Tracy.

MS. VINCEL: I just want to comment to say that strategic partnerships amongst all of us are going to be critical. Each of us has a piece to play. There's going to be the neuroscientist that's going to work with the cognitive side of things, the physical therapists who are really good at

movement and analog movement. Patricia and I have worked together to create a movement health assessment. We're going around. We've gone to lots of different places, spas, and retreats around the world. Not everyone's got that piece.

If we could all work together, I think we could help to pull it all together. Because not all of us are going to be experts in all of these things, and I think that's a problem. Sometimes from a business perspective you want to do it all. We started with that idea. We want to bring a nutritionist into our practice. Then we're like, "Actually, maybe we should strategically partnership with Dr. Littman [phonetic] across the street because he's doing that really well from a functional medicines perspective." We don't need to do all of it. But I think when we all work together that's how we're going to make the change.

MR. WEINER: Thank you. Yes, I had one more comment down here before we move on. Do we have a microphone? I'll just pass this one down. If everyone could, just hold the microphone a little closer to your mouth so we could all hear you. That would be great. Thanks.

DR. CARMONA: I just wanted to make a comment about something I heard this morning during the presentations. It's the issue of scalability. One of the challenges we look at today with the social determinative health being before us and truly understanding how zip codes are predictive of your ultimate outcome in life is that as we convene these groups--and often it's the people who need it the most aren't at the table and don't have the understanding and we leave them further behind.

One of the things we did at Canyon Ranch years ago, and it's because of Susie's leadership when I spoke about a decade ago, we reached out to the dozens of companies that were there at the Waldorf that day and spoke about that issue, although it wasn't as well defined as it is today. But to say, "What do we do for the have-nots, the ones that are not with us?"

At Canyon Ranch, we committed a lot of resources to working with communities around the United States and even internationally to figure out how to take this great intellectual property we have and bring it to underserved communities and actually measure it and show that we can

affect sustainable behavioral change that improves their health, even though they're poor, have less access to food and so on.

I think it's something that I was happy to hear was brought up again this morning, that we're being socially responsible. Not just looking to build our own businesses, but especially Susie believed in it as well and allowed me during that presentation to challenge the group. Susie will tell you that right after that we had calls for months from many of these corporations, businesses, and individuals from around the world asking, "That's a great idea. How do we do it?"

I saw that spark back then of people wanting to be involved and really do socially responsible things, as well as being responsible for their business and growing their business. I think it's an important aspect of what we're talking about now, to bring the less fortunate with us as well, scale it appropriately when and if we can do it.

MR. WEINER: That's a great point. I think that when we think about this Moonshot concept, I think the idea of fully democratizing all of the stuff we're talking about becomes vital. Yes, Wendy.

MS. BOSALAVAGE: To dovetail on what Dr. Carmona said, one of the initiatives is social impact. We've recognized that we have a responsibility for the have-nots. I've been writing notes. Annbeth, you must've been reading my mind because I wrote community. This is what we need to do.

Very interesting that this morning someone sent me an article. It says, "Reebok envisions gas stations transforming them into fitness hubs, and they've partnered with Gensler." Think about how brilliant that is. Because of all the electric cars, they're going to repurpose gas stations. It's all about making places of community and talking about the mind/body.

It's not just going to be a place to get a workout, but there'll be a place to have meditation. I'm going to contact Gensler, whom I work with, and I want to learn more about this. They're calling them the oasis and the network and the community center. Very interesting talking about scaling and reaching the communities in the underserved who really need to understand about taking care of themselves. I don't have to go into it. I'm preaching to the choir here.

MR. WEINER: This is all really important though, and I want to segue that into a question which is related to that. You mentioned community, and that's the second time community has come up during this conversation. I know at this morning there was some discussion around the topic of loneliness and how detrimental loneliness can be to someone's health. The fact is, we know all the research that's there.

As we think about the future of this space, however we define it--wellness, well-being, the integration of wellness and all of this--will it be social? Will it be increasingly social? Will it return to individual practice? Will it be a hybrid approach where for example, people can effectively be in their own homes, but piped in through technology to be working out let's say with other people.

Will it be the opposite of that where people are actually collocated with other people, but effectively focusing inward on themselves doing whatever the practice might be? How do you view the future of this space as we define it today, as being social or not? Or is it a hybrid model? What do you believe? Yes, let me take a comment from someone who hasn't spoken yet and then we'll come back around. Jay.

MR. MULLER: For sure. We believe Technogym as the new frontier is going to be the connected wellness and the connected wellness experience, being able to track your exercise, connecting with your personal trainer, and at the same time, social. We heard even today the me-to-we bringing in that social communitization aspect.

Technogym's in its fourth iteration of a let's move for a better world campaign with connected equipment being able to inspire people to move. Clubs or essentially forming groups that are exercising and capturing their exercise data, and ultimately providing whatever club might have the most moves throughout the course of the given time period, being able to donate fitness equipment to a local school of your choice.

I think social aspect is super important. That's what the connectivity is doing, bringing to you a leaderboard, the work week challenges that we see people entering today. The weekend flow, the weekend hustle, this is what motivates. I've got family members that may not otherwise have ever exercised routinely, and they're starting to track their moves, track their steps, and compete amongst themselves.

We're seeing some great results and having a much different conversation at our dinner tables even. It's shifted from pizza, pasta, wine, to maybe some salads too now. A lot of it's become a lot of fun and I think that's that social communitization.

MR. WEINER: You just hit on another topic, which is really gamifying the experience, the idea of creating leaderboards or putting some kind of metric or a dashboard in place which allows people to either compete at a friendly level with other people or at least compete against themselves, but to incent repeat behavior so that they engage in what we want them to. Tony, I believe you have a comment, and do we have one at this side of the table? We'll start with Tony and then we'll come down here to Lynne.

MR. DE LEEDE: Loneliness. The fitness health club environment as we know it today, whether it be Planet Fitness to Equinox to CorePower yoga, to Inscape meditation, to the plethora of options, the amount of the American population, which I think is still about the highest in the world, is still less than 20% that indulge in one of those and the thousands of other options. This means 80% don't.

Millennials are brought up it's not, "Do you exercise?" It's just, "What do you do and where do you go?" People in our generation, being the baby boomers, didn't grow up with any of what's available. There are tens of billions of people in this country, women and men, who don't have that second home, that third place, that community.

You look at how fitness, wellness, the verbiage absolutely needs to move from workouts and exercise and cardio to activity, movement, and just softer words in order to get that 80%. Will it be offered in the future? Because we're looking at where things are headed. It's not just the exercise or the movement itself, how that's going to evolve into what I call fusion, which it is. I mean we had food fusion come on decades ago and now fitness fusion. YAS stands for yoga and spinning. There are not two more opposite ends of the spectrum. Kimberly's been doing it successfully for a decade or more.

MS. FOWLER: Seventeen years.

MR. DE LEEDE: Seventeen years, so she was a pioneer infusing I guess steak and fish or whatever you want to call it successfully.

The actual environment. A few months ago--let me just backtrack. What's impacting the world today in lots of different ways, in positive ways, is Amazon. You look at the places that Amazon is affecting. In this city, every department store is being affected by Amazon. I think Wal-Mart is the only one that's barely holding its ground as far as the value of the company. Every other major company, whether it's from K-Mart to Macys to Kohls to whoever...

A few months ago, Macys experimented with something called the Wellery. It was a small--

MS. ELLIS: [Interposing] Saks.

MR. DE LEEDE: It was Saks, sorry. The environments that are comfortable environments, you want community. Kids belong to tribes, so millennials want to be part of tribes. Millennials want to be parts of tribes. Soul cycle's a tribe. Orange Theory's a tribe. Inside Equinox there are tribes. The older generation calls them communities, but they don't exist.

The future, which is what we're talking about of locations, I believe it's happening now and it's happening in Australia and we're engaged with the largest department store in Australia called Myer's, which is the equivalent of the Saks or Macys in putting in lifestyle centers that are substantially underpinned by all the various flavors of wellness and activity. Then how is it delivered? I touched before on the whole virtual.

Again, it's a large conversation, but here you can do things virtually so that you can have them in a community center where people can go and interact with each other, but it's also available at home on your app that you could flick it up to your TV when it gets very cold in New York, which I know it was last week. Because I came from the hottest temperature in Sydney last week.

I guess how it's delivered, all the things we've been talking about. But I think the physical spaces, which are more comfortable. The 80% of the population will never walk into a health club. My sister who's 63 will never. She's never

had up until now. She never will. Where do you deliver activity? But she goes to department stores all the time. Whatever these activities are, whatever they're made up of, if they sit inside Target or Saks or Macys or K-Mart, these people all have an excess of space and they have a shortage of foot fall. Because my sister will by default still buy her cups and saucers and towels at home off Amazon unless she goes to that place to do her activity and then she'll pick it up on the way out.

I see that as one of the areas of evolution as far as all the different things we're talking about in the physical spaces and attracting the masses, which is the other piece we talked about, is how we get the masses. Because it can be delivered at an affordable price.

Most of what's in New York is high priced. New York is just on its own anyway. The rest of the population obviously can't afford--

MR. WEINER: [Interposing] We sit in a city like New York here and many of you in this room are from different large cities around the world. Even though the majority of the global population now lives in cities--and that's only going to increase--we talked before. Going back to something you just said, Dr. Carmona, about democratizing this and thinking of all populations, we have to also understand that not everyone is in a metropolitan area with access to the same sorts of things that let's say we have access to here living in New York.

When you think about the future of social versus individualized wellness practices, I'm very excited personally about some of the technologies that exist now that can take someone who lives in a remote area and can in theory link them up with other people who are doing something similar to what they're interested in, whether it's a live streaming technology or anything like that.

Does anyone have any comments on that where they see the future of that headed? Lynne, I know you've been waiting for a while, so let me get your take on this.

MS. BRICK: Thank you. Yes, there is a huge merge of fitness, mind, body, and wellness. While technology is super strong and king, I would say human design is king and technology is queen. They need to work together, but the need for humans

to be with other humans is still number one. The whole concept of socialization is critical. Instead of us thinking about well-being, let's talk about human being and humans connecting with other humans. The size, the shape, the scope of the wellness delivery or the multitude of options, we need to fuse the fusions.

Like Tony mentioned, we're in the health club market, in the industry. We're already combining different experiences. But it's all about that end user experience that helps them to connect not only through technology, but also with other human beings is the critical key that's really going to be sustainable. As Tony mentioned, it's got to be affordable for everyone so we can really think of the end user. Not think of us and our individual industries, but the end user and how they're going to feel most comfortable moving or being engaged.

MR. WEINER: Thank you, Lynne. A couple of more hands around the table, so I'll go to Claudia first.

DR. AGUIRRE: Just to your point about technology, something that's already in existence is virtual reality. I think that's going to be a big part of the fitness space as well, where you can be somewhere where it's snowing and cold, but you put your VR headset on and you're in this warm place and you can run a marathon with a thousand other people. You feel like you're there and your brain accepts a lot of that. Even if you have some sensory, you drop in some sounds or smells through the headset, it can really immerse you in that space.

I think that's already here in a lot of ways. That will bring a lot of the community components to it as well. Even if you're alone in the prairie somewhere, you can feel like that's part of your group and you feel connected to them. I think technology has disconnected us, but it can also very much connect us.

One other comment just from what I'm listening, I hear this a lot of the labels and the breakdowns of generations. I'm not a fan of the labels and even breakdowns of generations. Because I think we always repeat them. Young people that are 20 fifty years ago are similar to young people that are 20 now. It's just technology that's changed.

Instead of thinking of like we're millennials and we think this way or whatever, somebody that's 20 isn't going to be Equinox and they don't think that's cool. Because that's the same mindset that is just going on and on and on. When you mentioned working out in Macy's, it just reminded me of I've been to malls when I was young and the grandparents were always working out at the malls. They still do?

MR. WEINER: I think they still walk the mall. Don't they? Is that still a thing?

DR. AGUIRRE: Yeah, they walk the mall. That was the morning thing. I don't think that's changed. I don't think we change as humans. The technology changes. I think if we start to think of it more as younger, middle age, and older groups and then try to apply the technologies to each of them in a different way, rather than breaking down people into generations, I think we might start to see things from a different perspective and think of people in mindsets, rather than age sets.

MR. WEINER: I appreciate that comment because that actually is a lead-in to a question I am going to ask a little bit later. That was great. I'm going to take two more comments and then we're going to open it up for some Q&A.

MS. ELLIS: Let's hear from Paul.

MR. WEINER: But I know Paul you've been chomping at the bit, so I'd like to get to you, yes.

MR. PRICE: I guess we're a little bit of an outlier here. Our business is not grounded in wellness. It's grounded in digital experiences at very large scale. We are fastidious about user experience or UX as both a philosophy, but also as a very important outcome. You have about 3 seconds in order to ensure engagement.

There are a variety of other limitations. Our advice to folks--and it strikes me particularly for the wellness community or will be, which what I quite like--is we need to make it very simple. This is very complicated. It is too complicated for Gen Z, much less Gen X or Gen Y. That in my opinion is why we're not reaching the goals that we should be reaching.

What we also spend a lot of time to address is finding the stories that resonate quickly enough in the heart, not in the

head. Digital is driven very emotionally. It's also one more tip for UX before I hand it on, Jared, is digital, because it is very much the commercial window through which most of you will succeed, whether you choose to or not.

But the other very important tip is we're in this very important phase of what we call the visual web. This is another consistent with the simplicity thing. We are wired to learn visually. We don't like reading. Our brains really--about the neurologists here, but came in and many others well-founded this idea that we like imagery. We particularly like moving imagery.

To the extent that as a practical form of advice, you can use things like video. I read recently we absorb 60 seconds of video the equivalent around a million words. That's roughly how video is. Simplicity, emotion, and stories, these are the things that will help well-being get somewhere. Complexity and--I'm ranting.

MR. WEINER: It's a great point. It's a very important point, the idea that a picture literally does tell a thousand words now. We've been talking for years about the move towards image-based communication and the different formats of media that that's taking.

MR. PRICE: Before and after is a perfect example. Once a market is still used, it's very effective. It could be better, but yes.

MR. WEINER: We think also this is a segue into another topic I was going to bring up a little bit later. But it's worth commenting on this now. We've talked a lot about for example the first thousand days. We've talked about how we start to shape or influence even during the first days of life. We know that a lot of babies who do not yet have the ability to speak, to write, to communicate in the traditional ways that we would communicate with them can actually communicate through imagery.

It's why many of you have probably seen kids or maybe some of you have your own children who are better at manipulating the ichnography on a tablet than we are. Because they immediately learn that visual processing is how their brains work. They understand the ichnography. They see a string of letters basically as a symbol. They're able to basically break into your iPad to get to whatever they want to get to

even before they actually understand languages we define. This idea that we are almost viscerally wired to learn or to understand things visually is a very important one, so I appreciate that comment.

I also just want to speak for a second. I wanted to thank you, Claudia, for talking about virtual reality. We define virtual reality as tricking your brain into doing it's something else somewhere else in real time, the idea being that truly effective virtual reality could effectively bridge that gap, as you were talking about. I think it's still a fairly nascent technology. In the next few years we're probably going to see that explode to have even more application than it does today.

Let me take one last comment. I'll take two quick comments and then we'll open it up to audience. Because then we've got to get them involved. Who has not spoken yet? Jane, you have not spoken yet, so let's get you in here.

MS. JANE WEAVER: I apologize for being late. The news was happening. I really appreciate what you said about simplicity because when there was talk about the mantra of the year, my mantra is simplicity and honesty. I'm Senior Health Editor for Today.com. We communicate with women who are middle America mainstream. They are conservative, but they are very hungry for simplicity and honesty.

When Dr. Carmona was talking about walking, that was exactly what our readers, our audience responds to. We have a lot of stories of women who share their experiences of how they lost 120 pounds. What was that thing that triggered it? Not one of them has told us it's about technology. Yes, they're very dedicated to their FitBits, but they are walking with their friends. They're not competing. They're sharing. They're finding each other to find the inspiration.

What I heard Madelyn saying before is they don't even know the first thing to do. If you're talking about technology, to them you're going to lose them. These are women of all ages. These are women in their 20s and they're up to their 60s. It's really about simplicity and honesty. One thing that I think is very important in the talk of wellness, there is a lot of twisting medical science, twisting Western science to adapt it to traditional Eastern things because people are suspicious of modern medicine and they are

gravitating to more of the traditional. But we should not be twisting the science to say if you like these crystals, if you like this, it feels good, but we shouldn't be saying there is this medical reason for it. That's my final rant on that.

MR. WEINER: That's great. Thank you. I know we have some more comments here, but I'd like to take one or two questions from the audience to get them involved and I promise we'll get to you. Right here. Do we have a roving microphone?

MS. ELLIS: I'm going to borrow one of the mics.

MR. WEINER: We'll just pass that right back here to Mary. The first question is yours.

MARY: Hi. I'm Mary. I'm really listening to this conversation and I'm thinking it's not generational. But I want to pick up on what you just said and what Lynne said. People need people.

I have to tell you, you can be alone without being lonely. But you do need to be with other people. To keep saying we can do this, I'm sorry, virtual reality doesn't do anything for me. I don't mean to be rude; it just doesn't do a thing for me. Because it's not real. I mean my brain knows it's not real.

I'm having trouble with the contradiction. Do we need to be attached to this? I mean unfortunately I'm checking with my family. But do we need to be attached to this or do we need to be with people? We've got to get it together. I mean have you ever taught had had 15 people like this? Okay? I mean we really have to figure out what the way is to do this. Sorry.

MR. WEINER: In synthesizing that, I think what you're basically saying--I appreciate how passionate you are about this. I think what we're trying to get at here is that there are definitely different schools of thought about effectively the integration of technology or lack thereof in a lot of these approaches.

I think in that one comment/question, we're getting at the heart of what I think a lot of people disagree about here. Some of it might be generational, but I think a lot of it is up to the individual. I appreciate that. We'll take comment to that. Yes, over here.

MS. FERNSTROM: I want to bring something that's a fundamental concept. I think about this all the time. In looking at what we are trying to do by engaging people, whether it's technology, no technology, virtual reality, it is changing for those with the behavioral background. You know this well. It is changing, motivating the intrinsic view. What is it that is worth it to you? It doesn't matter if you are making it simple, hard, you want to go to a gym, you want to do nothing.

Engaging socially is a way to do that. Virtual reality is a way to do that. If you want to do digital exercising, that's a way to do that. You can read Today.com and get that. The main issue is you have to have something that is of value to you. It's not telling people, "Walk every day; it's good for your heart." It's more about, "If you walk every day, you can play with your grandchildren."

There is an internal motivation that is the key driver, whatever any of these modalities are. I'm kind of above the whole, "Is it VR technology or not?" It really doesn't matter because one size does not fit all. But I think we should remember the key to any engagement is just the intrinsic motivation. What is driving the individual? I think that's what we all strive for in whatever we do to have it be of importance to that person.

Jane brought that up with these walking clubs. I just wanted to bring home that foundational. It's the same for everyone no matter what you live or what your age is. What is motivating to you?

MR. WEINER: I think that's a great point. Again, it's not one size fits all. For example, you can do something like meditate with the integration of zero technology and have it be totally effective to you or you can use a meditation app or something that is in that space.

I think ultimately what's exciting about technology is that it has given us additional opportunities to reach people, to connect people. But again, it's different strokes for different folks. Let's take one or two more comments here. Alexia has been waiting for a while.

MS. ELLIS: Can we go to the--

MR. WEINER: [Interposing] Yes, but let me just take a comment from Alexia. I know you've been chomping at the bit. Then we go to the next question. Can we get a mic down here? Thanks.

MS. BRUE: I think Mary's absolutely right that people need people. I don't think it's an either/or thing when we think about digital versus live experiences. I think a lot of the wellness brands that are poised for the most success and growth are combining this really well. A couple of examples come to mind.

Peloton is one example where it's obviously a digital community, but they have something called the home rider invasion. Every year they meet in New York and whether or not a Peloton rider makes it here, it brings that virtual community very much to life.

I think Weight Watchers does a fantastic job of this with their meetings, which are obviously really core to their culture. But then on their app they have a really vibrant community of people really supporting each other in really powerful ways, so there's that live experience and connection that's so core to the brand and then the online community.

The Wing and We Work, these are also communities that have a lot of wellness included where there's an in-person piece, but then there's also you're in a community, so there's that trust there. All of people's contact information is available if you're a member of the Wing or if you're at We Work you can get in touch with people.

I think these are four companies that do a really beautiful job of bridging digital and live. I think that all companies will have to think that way because as amazing as digital is, you do need a physical flag in the ground to bring it to life.

MR. WEINER: Thank you for those examples.

MALE VOICE: Phygital.

MR. WEINER: Phygital. That's right. Very good. That's a word I've hear before, phygital, physical and digital blended together. We have a question back there.

MS. WHITNEY AUSTIN GRAY: Hi everyone. Whitney Austin Gray. I'm with Delos and also with the Well Building Standard and Stay

Well. A lot about health and well-being is it's something optional. It's something we do at the end of the day. I'd like to hear your thoughts on taking something from optional to easy, the thoughts on how you have to go somewhere in order to get it, whereas wellness could be everywhere.

I'd like to ask the panel to respond to the question of if the office could be the new healthcare or wellness center. You spend 90,000 hours at work and we're seeing innovation such as meditation Mondays. We know that BuzzFeed's doing drum circles.

There are a lot of innovations out there where it's not at the end of the day you get wellness or you as an individual gets wellness outside of your community. We're creating community at work and I think work could be a new wellness center. I'd like to hear innovation, strategies or thoughts on how the workplace could be that.

MR. WEINER: Great question.

FEMALE VOICE: Is that 90,000 hours a week? That sounds familiar. Susie?

MR. WEINER: Ladies, take this outside. Come on. James, I think you had a comment on this one.

MR. BREWER: At Steelcase, our central question that we ask when we're engaging a client around well-being or researching this topic is exactly to your point. It is possible to leave work healthier than when you arrived? That question drives our research, our collaborations, our consulting engagement. We believe the answer is yes.

We're at a place in society where it's understood that you go to work and they'll provide you a safe environment. You won't die at work. That's pretty much where we've been at for eons. Then ergonomics came in and maybe if you're dealing with some hazardous chemicals, we started wrapping our heads around that. But ultimately what we're driving towards is creating a work experience where the built environment has cues in it that nudge people towards particularly behavior, cues that require you to get up from your desk and walk to throw something away. You're seeing design strategies where they're removing waste baskets from the individual's desk.

Choice architecture is used in cafeterias to display food, so the healthier food is at eye level and easier to reach and the unhealthier food is placed back and made more difficult to reach. There are these nudges that you can design in the work experience that move people slowly towards healthy choices.

But we also need and integration of the well-being strategy across the country. Typically that well-being strategy lives within the HR community, but really it's a multi-stakeholder approach to effectively integrating well-being throughout the organization by building a culture of well-being, by getting leadership behind and engaging ever single department from healthy procurement habits, to site location, to building design, to the policies and procedures that support those other tools in place.

It's a long-winded answer to say yes. There are several different approaches. There are several different ways that you can leverage the experience to support well-being. I think that's what a lot of us are here trying to figure out today.

MR. WEINER: We have a couple of more comments over here. Let's get to you Kimberly. Then we'll get to you, Paul. Then the next question. Do we have a microphone? We'll just pass it around there. Thank you very much.

MS. FOWLER: Actually it's interesting because a number of corporations had recently reached out to me about starting wellness programs. It's interesting to get the buy-in from the employees. I was trying to teach about a thousand employees at AEG about meditation. The owners wanted to give the employees time to meditate, so you had to get their buy-in. It's not just, "we should do this" at the top. It's the employees are looking like, "Meditation?"

Then there are some people you talk about apps. "Oh, I get that." HeadSpace. There are lots of great apps out there. But then there are some people that are older, boomers. I'm a boomer. I need facts. Like TM, there are lots of facts about how it actually works. I'm sitting there looking at everybody and I've had to break it down. Because even though there is an initiative at the top going, "This would be wonderful for my employees," how do you get their buy-in? That's been an interesting thought process for me. That's

something that I'm working on right now. How do I get this wellness buy-in from the employees.

MR. WEINER: Paul, I think you had a quick comment and then I'm going to go back to you for a question, yes.

MR. PRICE: I just want to tie the knot on technology and how it might help answer this question too. Talk about a technology that is far more likely to be much more prevalent than VR, which is AR, augmented reality.

The best example I can think of in terms of gaining mass appeal was the Pokémon game. There are still hundreds of millions of users, believe it or not. There are still people out there finding Pokémons.

MR. WEINER: I hear some people buzzing. You're referring to the Pokémon augmented reality game.

MR. PRICE: Correct.

MR. WEINER: Can you just talk for 5 seconds about what the concept was?

MR. PRICE: Pokémon Go. Pokémon Go was enabled by this magical device, the most important technology since electricity. I'm not kidding. By the way, the power of this technology is again its simplicity. This is a simplicity device.

Bridging back to that, how does the workplace start to bring about a convergence of wellness and work and so on, this device probably has the answer. I made this point at the summit, which is that this device is an enabler of rituals. That for me is what matters.

The wellness industry still has a lot of discretionary behavior. I can choose to do it or not, but you find yourself compelled to go to Facebook. You find yourself compelled to read emails. There's something going on here with this device because of that quite extraordinary power to simplify access to something which you enjoy a great deal of. I just wonder. Someone here is going to crack that code. It may well be augmented reality of this device and just the idea of feeling better about doing it through an application.

MR. WEINER: It's very important. I've heard people use terms like dopamine moments, the idea that basically people are

getting certain types of reactions or responses that are happening even subconsciously--

MR. PRICE: [Interposing] The insiders at Facebook are telling us that. That's exactly what's going on.

MR. WEINER: They talk about the positive and negative ramifications of that all the time now.

MR. PRICE: Absolutely. That to me is a little bit of a side show. VR is coming. It's a big deal. We're working on some quite extraordinary VR experiences. But augmented reality is easier because this device enables it quicker. If you can crack it like the Peloton, I'm sure--Peloton in a way is a little bit of an AR experience.

MR. WEINER: Many companies are now talking about the intersection of the two. They call it blended reality, virtual with augmented. Question, yes.

MS. SUE HOMSWITH: Sue Homswith, S-Spa [phonetic]. Just to put it in context, I have 700 spas in 65 countries. We have huge data obviously because of that. I take you back to when spas started and the vulnerability of people to go to spas at all. Never mind take their clothes off and have treatments. I think we're in a point now where we, because we have converted, are a very small percentage.

I think the terminology, somebody was very good on simplicity. I go back to we've had the greatest demographic change in the last 35 years and the greatest and fastest change in technology. We as individuals haven't caught up with that where a lot of this happened and a lot of generations happened. I don't think it's generational. I've got six grandchildren from 6 to 21 and we observe all of that all the time.

But I do think we've got to make it very simple. I think we've got to change the wording because the general population is not understanding the wording. It was bad enough making them understand the different types of massage, never mind an osteopath and a chiropractor and a tai-chi practitioner. People are scared. They're nervous.

If you're going to make physical and mental changes, I do think that all these things have a holistic approach and they're all coming together. I think we all know that and we talk about this daily. We're talking about it in our lives.

But I don't think the general population is and I don't think they get it. I think it's up to us to simplify it to change the words, to personalize it.

I think the personal thing is the thing. Every individual has different personal needs, whether it is anxiety, mindfulness, resilience, all the things we're all talking about now. Physical, mental, so many things. I really think we've got to take a different approach and we've got to move it on much quicker for it to be effective.

MR. WEINER: Thank you. That's a great point. That actually ties into why we asked the question we did to start off, which is the language, the lexicon, how we frame thinking in this case so that it is more simple and in other cases so that people just have a better sense of what we're trying to get at. Yes, do you have a comment back there or follow-up question?

MALE VOICE: Yes, just to connect a little bit. How do people learn? We know that people learn through experience. Information not necessarily brings people to a change. We have learned with experience. Experience then with a rationale behind, an explanation that makes sense to people, helps them to get conscious about the situation and then make choices. Transformation comes through this process.

If we begin with information, we always get stuck. If we begin where people are and invite them to experience, then people ask about rationale way. Then we help them to decide through consciousness into a transformational transformation. It's a paradigm we use La Pia [phonetic] in south of Brazil. Maybe you want to comment. I think it helps because it takes us back. Each generation has its way to experience things and each person has a different way of experiencing things.

If you are in touch with people, how is this group specifically learning, having experience? That may help us also. Could you help to comment? Would you like to comment on it?

MR. WEINER: Does anyone have a comment on this? Wendy? I see Tracy. Want to go first? Pass the microphone. Do you have a microphone in front of you? You do.

MS. BOSALAVAGE: I really didn't want to comment on that. I kind of wanted to bring us back to the topic at hand, if you're

okay with that, Tracy. Did you want to speak and comment on what he was saying? Why don't you do that first?

MS. VINCEL: I just wanted to comment on I think it's extremely important what you just said. I think that we have to balance our level of knowing with our level of being. The more we can get people to feel and actually experience something, that's going to be critical. Reading about it in a magazine is great, but we've got to figure out how to get them to feel it.

Maybe it's through our communities. Maybe we build in opportunities for people to actually experience it. Because once they feel it and once they know what it feels like to be in a meditation where they're calm and they walk out of that, they're going to want to do it again. Same with the feeling in the body. When we show them what it feels like to connect to a different group of muscles that gets them out of pain, they're like, "Okay, I'm going to do that again." I really think that's a very important point.

[Crosstalk]

MR. WEINER: Let's pass a microphone here.

MS. ESCHABH: Love, love, love what you said, but I actually think the bigger problem is this. I have a relationship with my phone. I'm addicted to my phone. If somebody flushed my phone down the toilet or I lost my phone, I'd be a wreck. What does that tell you? I spend more time on my phone than I do exercising, meditating, taking care of my family. How do we create that kind of relationship with all of these modalities that really help people?

Well of course maybe we make it simpler. Maybe we make it more fun. Maybe we add the community.

[Crosstalk]

Yeah, maybe we add the community thing. Maybe we add a whole bunch of nudges in the office, whatever, all these things together. But at the end of the day, it's a relationship. That's why I keep coming back to, "How do we get people addicted to and coming back?" Yes, they may love the first experience, but 80% of America is not coming back.

How do we do that? Maybe it is through technology. Maybe it is through communities. Maybe it is through nudges. Maybe

it's through about a hundred things combined with making it more simple. But I don't know the answer.

MR. WEINER: This is one of the themes that came up specifically. Again, I go back to that forecasting the future of fitness roundtable that took place at the summit, this concept of adherence. Not just engagement, but how do we actually get large populations to adhere or stick with a lot of the things we're talking about.

Again, it's not an easy question to answer, but it's something we have to think about. Wendy.

MS. BOSALAVAGE: Yes, I think this has been addressed around the table. Kimberly mentioned it. Think about it. Whitney, from Delos. Think about what we do during our week and how many hours we do spend in the office. LIVunLtd was just engaged by a pretty large corporation, but it was also about ego and also driving to become the employer of choice.

We were approached and the guy said to us, "I'm not Google. I'm not Apple. I'm in the fashion industry. How can you make us the employer of choice?" We sat down and we brainstormed. It's all about community, engagement, meeting people where they are no matter where they are. Then finding what it is that they can tell their coworkers, "I did this. You should come with me."

Technology will help all of this and I don't say we should push technology away, but it's really about the human touch and recognizing that we really are all the same and we all have anxiety and we all have this and that. It's being authentic with ourselves and really just meeting people where they are. If we can access that through the workplace, if we can make it easy, I think that's a great starting place.

MS. BRICK: I'd just like to make one more additional comment. I agree 100%, Wendy. But there's still so much we don't know. Once we can figure out the tipping point for each individual person--maybe it's based on this concept of human design, that people are going to be attracted to the wellness activities that are going to turn them on like sex. It's going to turn them on like a light bulb. But to figure out what the best meeting people and where they are is individually where they are and what the best way is to move them forward like you do in psychology or psychiatry. That is the missing ingredient, the secret sauce.

MR. WEINER: Just real quick, again, I was reminded I'm trying to get everyone involved here. Tracy, did you have any comments on any of the conversation going on? I want to make sure everyone has a chance to contribute to the conversation.

MS. MIDDLETON: Yeah, I've been thinking about what Madelyn was saying and a little bit what Paul was saying as well. I think we have to make things a little bit less punitive. We still have a little bit of a punitive idea about wellness. What do they get out of it and how can we make that more immediate?

We say you will get lower rate of heart disease out of this or you're going to lose weight down the line out of this. How do we get a more immediate result that people can latch on to that will have them come back to it more than that one time? They feel good for the short term. How do you get that hit of dopamine, that feel-good feeling right away and not have it be down the line? I'd love to hear people's thoughts not that because I don't know what the answer is.

MR. BREWER: We've been experimenting with the secret sauce here at Steelcase for a couple of years now. What we found is, again, we're talking about an engagement issue. There's engagement around your work and engagement around well-being. What we have found is that there are three specific areas that we can look at to help a person become more engaged, understanding what they're passionate about and connecting whatever we want them to get engaged with around their passion. Understand what they aspire to and show them how for example with well-being, well-being can help support those aspirations.

Then understanding their personal situations. It's been reframed here meeting them where we're at. Understanding what's going on in their lives that may be hindering them from reaching those aspirations or living that passion that is so innate inside us all. That passion is that energy. It's that feeling what pushes us and motivates us to go. The aspiration is that compass, that direction that points us in the direction that we want to go or that we need to go or that we desire to go.

But it's those personal situations that are either hindering us or helping us get there. So we've been playing around with this secret sauce for a while and finding some real

success that if we can engage people around their passions, if we can engage them around their aspirations and we can understand those personal situations that are going on in their lives, we can move the needle in their lives around well-being or engagement around any other area, more so than any other approach that we've found. I would throw that out there as maybe not the perfect formula, but certainly formula that we're finding success with.

MR. WEINER: Let's take a couple of more comments and then we'll move on. Claudia?

DR. AGUIRRE: To your point, to get a little more granular on that dopamine hit, to me it's as simple as the "bing" on your phone. When you hear that bing it means something and it either triggers anxiety or it could be very positive.

I've worked with actually Headspace, so they deliver meditation through an app. That was one of the problems that we were facing, is people started to do a free program, which is a 10-day program. Then they would drop off. How do we get people to meditate for 100 days?

We had to gamify it, so we gamified it. Also as a content creator, that's a big part of it, is being people with their journey every single time. When they reach milestones, you give them their bing of trophy. People still love those pins and trophies. That's a really easy way to motivate people, very simple and intuitive too.

Then getting people along the way, giving them little bite-sized things, like you're doing so great. This is what's happening right now. I think we don't do a good job about explaining what happens in the body and brain when we just tell people and expect them to see results in 3 years. We should tell them what's happening in 2 minutes.

When you've meditated, your brain has gone through some changes and you can talk about those changes, whether it's lowering cortisol on the body or activating the DMN system of the brain--any part of that--or the limbic system. A lot of this is already there and this is research, but I think a lot of companies aren't doing so great really a job at communicating what's happening to people along the way and expecting them to wait for the results.

MR. WEINER: Thank you.

DR. AGUIRRE: Just a quick comment to continue with this is the problem that it could lead to, which is if you ping people all the time and they become addicted, then they become addicted. Then what do we do with orthorexia?

FEMALE VOICE: You take their phones--

DR. AGUIRRE: [Interposing] Mushrooms can help. You get to orthorexia and you get to this fitness fanatic and pathology, the pathology side of things. Then as a society we contributed to that and what are doing to prevent that? I wanted to just also point that out to be controversial again.

MR. WEINER: We will explore the mushroom topic another day. That's a very interesting one for sure. We have two last comments down here and then I want to wrap up with another kind of lightning round question. We'll go Alexia and then Dr. Carmona. I know you've been waiting for a while.

MS. BRUE: As you were talking about workplace wellness and how to make it more habitual, I think that Reebok is a really interesting case study. We at Well+Good have gotten to be introduced to a lot of different companies and how they look at wellness within their corporate culture.

I can't think of an example of a company that's committed more. They were in Canton and they just moved into Boston, but they have a huge wellness facility. Obviously crossfit is something they're really into, so there's a massive crossfit facility, but there's also spinning, barre, all types of equipment. It's the best gym you could ever dream to belong to is in their workplace.

They have looked at the work of Dr. John Rady. The CEO, Matt O'Toole [phonetic], made a very calculated decision that the productivity is enhanced by working out in the middle of the day. There is real social pressure for better to leave your desk at 12 or 12:30 and take 60 to 90 minutes in the middle of the day and go workout. The CEO is there doing his workout of the day during the lunch hour.

They truly walk the walk. They built the facility and made it possible for their team to do that each and every day. They also took out sodas and a lot of other processed foods from their cafeteria. They got a lot of negative publicity for that being a little bit nanny state. But they decided

that they really believed in it and have continued to do that.

I think they're a really powerful example of what a workplace can do. Obviously they have a huge team and they can afford to do that. It's not within the realm of possibility for every company, but I think it's an amazing example.

MR. WEINER: Did you have something to add to that?

MR. MILLER: We heard about community earlier in one of the presentation. I mean that's the transfer or transition to wellness communities, not only for the workspace, but also for your surroundings, 360 degrees. I mean Technogym's working with Lake Nona, where their epicenter is around corporate wellness, but at the same time the whole aspect of living a well life through the community and being able to move.

Lastly, I think there are three fears. I mean people don't carve out time to do enough, I mean finding the time to chill, finding the time to meditate or just move. It's intimidating too and that's where the simplicity comes in to factor. I think technology can help aid in that intimidation, whether you're moving for the first time, whether you're moving routinely and you're trying something new, going to a boot camp.

It can be intimidating walking into these environments and learning something completely new. It can open your eyes to some of the most fun experiences you'll have. Then just also the fear of dropping off. what happens once you begin this program and all of a sudden you catch a cold? You've got the flu or you go on vacation, how hard is it to come back after you've gone on vacation, you've had a week away, maybe a little bit more. That vacation just continues on and before you know it, you're not back to your physical routine.

MR. WEINER: Thank you, Jay. Lynne, when he talks about intimidation, I think about Planet Fitness. I think about everything around that messaging about how it's trying to make people less intimidated about doing what they're doing. Dr. Carmona, last comment and then we're just going to do one more table round and then wrap up.

DR. CARMONA: Thanks Jared. I love coming to these meetings. It reminds me of when I was Surgeon General and I had the

privilege to work with NIH, CDC, and many of the people that work for me embedded in all of these organizations. You sit around a table with people that are a lot smarter than you on specific areas.

As I look at these issues, I'm trying to always think how these dots get connected. How does this come to something that's tangible that we can move and maybe had in our next conference and describe it? It did. Because I think the overarching theme of everything I heard was about socialization and engagement as it relates to pursuing wellness, all of it. Every single comment relates to that.

What was interesting when I looked in the audience earlier and I saw my friend Whitney back there--she's still there from Delos--I said my friends at Delos look at this and say, "How do I build an environment that enhances this engagement in socialization, whether it's workplace, whether it's a school, whether it's a business, whether it's Steelcase?" How do I get people to stay interactive and moving all the time?

Then we talked about technology as it relates to socialization and engagement. Of course the big debate there is it's been in the literature quite often in the last year about the addictive nature, and we've talked about that. But to a neuroscientist looking at this, you always want answers. You want metrics. How do I measure this? Well, technology connects us and it helps and engages us, but is too much technology bad? How much technology is good to the neuroscientists looking at this?

As a scientist myself, I would say okay, if I can engage with this tool? Is an emoji as good as a hug and holding somebody's hand? Probably not. It's good, but we know that if we go over and as you said, you're addicted to it, that probably becomes deleterious to your health. But if I use it appropriately, which our society hasn't defined yet and the sociologists and neuroscientists are all trying to define this now, how much is enough that it enhances my connectivity, social engagement, allows my neural networks to stay nimble?

Because I know if I disengage and I'm not socially connected, that is a kiss of death. That's cognitive decline. Because just as you get sarcopenia when you get older in your muscles

you're not working and you lose muscle mass, you lose brain size and neural networks when they don't stay stimulated. We need brain gyms. What are all these elements that in fact enhance the neural networks to prevent cognitive decline because one of the most important factors that seniors are worried about, they know they can live to be 100, but they don't want to start remember they're living to 190.

That is the problem. The big fear is the loss of cognitive ability. All of what we're talking about really is how we preserve and enhance cognitive ability in a wellness society throughout the lifespan.

MR. WEINER: That's actually a great point. Many of you in the room know my mom, Edy [phonetic] Weiner. Her partner unfortunately passed away a few years ago, Arnold Brown. He was working effectively until the day he passed away at 87 years old. He was the sharpest guy that any of us ever knew. He would complete the New York Times crossword every single day up until he was 87, within about 10 minutes' time.

What he was doing was he was proactively effectively using his own brain gym to keep himself from experiencing the kind of cognitive decline you were talking about. I have a feeling everyone in this room knows people at a personal level who have had those kinds of experiences, so thank you.

Rather than doing a lightning round to finish up--and I learned my lesson before because that wasn't quite a lightning round--we are very interested in making sure we optimize time here for everyone. I do want to be courteous to Katherine and Ophelia over here, who spearhead all the research. We would be doing you a disservice if we did not get to your question. Please, one more question for the group.

MS. CATHERINE JOHNSTON: I'm Catherine Johnston, Global Wellness Institute. I wanted to bring this back to fitness and the industry of fitness. Because when I think of fitness as an industry, we're asking people to spend money to get say equipment, training, a teacher, a value-added service to do something that's actually very simple, which is to move my body.

I have a choice to spend a lot of money on cycling. I can spend 40-plus dollars on a Soul Cycle class or I can ride my bike out my front door. I can have a fancy gym membership

and have a really great Technogym treadmill or I can go take a walk in the park down the street.

My question is when we're talking about the future of this industry and especially democratization and bringing wellness to the 99%, how do we see the interplay of fitness as something that's an industry and a money-making business versus the imperative, the need for physical activity as something that should be dealt with from public policy, from better infrastructure, and just from societal and cultural change?

MR. WEINER: I think that's a fantastic question to kind of wrap up on because you're talking about moving the conversation from fitness to movement, in many cases to play. Because we have to talk about how we're going to do this with the youngest populations and get them out there. I think there are a lot of philanthropic organizations right now developing around this concept of just getting kids to be active and move.

I look at someone like you, Patricia. I mean you have a dance background. I have no dance background whatsoever, but I know a lot of people who do, and they would not necessarily consider that to be fitness in a traditional sense. But it's movement, and they're in some of the best physical shape of anybody imaginable.

The idea of, again, changing our lexicon. That's a very important question you ask. Does anyone around the table have any thoughts on Katherine's question? Wendy. Microphone around? Thank you.

MS. BOSALAVAGE: There's been a big shift in fitness. I think most of you in this room understand that it's now all about functional training. What does that mean? It means as we age, being able to do all the things that we did at 60, to do them at 70. It's all about movement and Planet Fitness has no judgment.

I think that I'm going to keep going back to helping people to understand what the benefit can be and I'm not sure if that will be done through technology. But if people don't have a feel-good feeling when they're doing something, they'll never continue this. People like to do something with a friend or they get envious if they see someone doing

something or someone brags about something and say, "Come join me."

Talking about fitness and movement, I think what's great about the fitness industry is that there are so many choices that if you can spend \$35 for a class and go to Soul Cycle, great. If you can buy a Peloton bike, great. But if you have a bicycle and you can go out with your family, you can do that too. It takes on many different looks. I think we need to understand that. It's going to be lots of things for lots of people with lots of choices and that's how I think we can expand and bring fitness out to the masses.

MR. WEINER: I want to go back to this concept of play. It's something that we haven't really discussed. One of the things we actually coach some of our clients on--these again are very large companies that are very regimented in many ways, is how to embed principles of play not only because they enhance creativity and innovation amongst your people, but because it actually does make a difference in the brain and it does stimulate people.

We're not talking about putting a pool table or a slide in like a lot of technology companies have done. We're talking about actively trying to incentive play and being more playful. For some reason, we've almost had play coached out of us as adults. After a certain age it's like this is not socially acceptable anymore. You have to get serious. What we're now learning is that it's an inborn instinct that we have to play from the day we're born until the day we die.

This idea of getting people moving, getting people playful, I think it ties back to the workplace question we had before. I think it ties a lot of the things we're talking about together. We have a couple of more comments. If you could, just raise your hand before I call on you. Tracy down at the end. We have time for maybe three more and then we'll wrap. Lynne, I have you down here, and Claudia. Yes.

MS. VINCEL: I want to say I really appreciate Dan Siegel's work where he looks at the Healthy Mind Platter. I think it all comes together with that idea that we need the play time. We need the in time. We need the move time. We need all of these things to be a healthy, functioning nervous system. When we look at it that way, then we see we can bring those kinds of things into and make it simple for people.

I mean that was a very simple way to kind of understand we need all these things. It's not one or the other, but maybe it's about getting in. You figure out for that person, like James said, what is going to motivate them the most. What are they passionate about? You start there. They get the feeling of it and then they feel better because of what they're doing. Then they just start adding the next piece on. They don't have to do it all at once. You start one thing at a time. That's what we do. We layer those things in. I just wanted to point that out.

MR. WEINER: Thank you. Claudia, you had a comment. Then Lynne.

DR. AGUIRRE: It was to your question about nature. I think we're only beginning to understand the true effects of nature on the brain and body. I think right now there's no way to replace that with technology. The fight inside that's seeping out of the tree leaves and affecting our immunity and our cognition, our creativity, everything, that is very real.

I think I was going to segue into play actually because I think that's something we learn as kids also. While we're outside, spend more time outside--if it's not too polluted. Spending more time outside in nature is going to help us connect to it. If we can do that more as children and play outside as children in green space, then we'll hopefully take that with us into adulthood. I think it's really critical to have children play in green spaces and to be around nature.

MR. WEINER: That's something which everyone in theory does have access to. Now we go back to the fact that the majority of people are living in cities. I've seen presentations all about what's called nature deprivation disorder or sort of these related newly-identified disorders that have to do with not being around or in nature enough. It's a very important point.

DR. AGUIRRE: Just a quick statistic, right now it's more than half of the global population lives in an urban setting. That's billions of people. In 30 years it's going to be closer to 60% of more than 7 billion people living in an urban setting.

I think it comes back to the infrastructure of the cities and society. We need to actually build this in not at the consumer gym level, but actually at the society level.

MR. WEINER: We're wrapping up here. I'm getting the hook. The going is out. Lynne, and you keep this comment to under 20 seconds?

MS. BRICK: It's just a case in point that physical education should be mandated back in the schools again. We really have to be committed on a policy level.

The other thing is that play doesn't refer to just children. It's every single one of us. The more we incorporate into our lives--it doesn't matter whether it's at work, at home, in the third space--it's all about "funness," not necessary defining it as "fitness." Thank you.

MR. WEINER: Thank you. I have to say this is a huge topic. Again, I think this could be the theme of its own 3-day summit. As you can see, we had a very good problem to have here, which is that we have about 15 brilliant people around the table, all of whom we tried to hear a little bit from. Sorry we couldn't give you guys a little bit more time. But I'd like everyone in the room who's sort of attending this session to join me in giving a nice round of applause to these great folks around the table here.

NANCY: I'd like to thank Jared for moderating and being so terrific in trying to get this done. I'd like to give Susie the last word. Then wine.

MS. ELLIS: That is my last word about the fun and the wine. I'd say let's just go have some.

[Crosstalk]

[END RECORDING]