

Promoting Work Wellbeing

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**A VISION
FOR THE FUTURE**

THE DECISION

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Zefiv Fizz is a European beverage company that has progressively expanded, with presence now in 15 countries of the region. The company stands out not only for their market leadership and their 10-brand diverse portfolio, but also for their innovative approach to talent management and their staff wellbeing.

Zefiv Fizz's organization strategy materializes in the ZV program, an integral proposal that goes beyond the traditional scheme of financial compensation. This model, focusing on employees' physical, emotional, professional, and financial welfare, aims at positioning the company in the forefront of human capital management.

In today's context, marked by a growing global regulatory pressure on sugar that includes a relevant internal turnover (18% in critical areas), and the urgency to innovate on sustainability (25% reduction goal in plastics by 2030), a central question arises. To what extent does the ZV program really influence Zefiv Fizz's capacity to attract, develop, and build the loyalty of key talent to maintain their competitiveness and innovation?



Image. Freepik, 2025.

The company acknowledges their employees as their most valuable resource.

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The ZV program goes beyond a conventional set of benefits; it symbolizes a holistic philosophy of human capital management whose objective is to promote their employees' integral wellbeing.

Zefiv Fizz makes an annual investment of one million euros (€) in full medical insurance, prevention programs for over 85% of the staff, easy access to health services, and the promotion of healthy habits through sports events and subsidies for physical activities.

In a parallel effort, psycho-emotional wellbeing is addressed through confidential access to professional psychological

Stress management and emotional intelligence workshops have an average of 40% staff participation.



Image. Freepik, 2025.

counseling, 24/7 emotional support services, and stress management and emotional intelligence workshops. Professional development constitutes another basic pillar. Fifteen percent of the Human Talent

budget is allotted to continuous formation programs, with an offer of over 20 courses per year, mentoring, and internal & global mobility opportunities, contributing to talent growth and motivation.



The following two tables illustrate the challenge in the evolution of the ZV program, 2000s – 2020s of how the company has increased and diversified their investment in the key foundations of wellbeing and development throughout time.

The last three foundations consolidate this integral strategy. Work and personal conciliation are based on flexible work policies and extended parental leaves that exceed an annual 12%; 60% of the workforce take advantage of adapted schedules or hybrid models.

INVESTMENT AND SCOPE IN WELLBEING AND DEVELOPMENT

Decade	Wellbeing annual investment (millions of euros)	Percentage of employees covered by full medical insurance	Percentage of employees with access to psychological counseling (confidential)	Training and development annual budget (Percentage of investment in HR)
2000-2009	5	70	N/A (Only basic assistance)	5
2010-2019	12	80	20	8
2020-2025	25	85	40	15

Source. Own elaboration, 2025.

Image. Freepik, 2025.



Zefiv Fizz also focuses on encouraging a solid organizational culture based on clear values that promote a safe, inclusive, and respectful atmosphere, reflected on a 90% approval reached in work environment surveys. Finally, recognition and rewards act as key elements, with an annual incentives program that benefits 75% of employees and a reward system that has generated over 10 ideas implemented in the last year. This closes the cycle of this initiative aimed at ensuring loyalty and a sense of belonging.

The following table displays the emerging challenges of how the investment on the ZV program has resulted in an improvement of operational metrics and talent.

IMPACT ON OPERATIONAL EFFICIENCY AND HUMAN CAPITAL COMMITMENT

Decade	Staff general turnover(%)	Sick leaves (% of lost work hours)	Percentage of internal promotions (versus external recruitment for leadership)	Percentage of employees participating in job flexibility programs
2000-2009	22	4.5	40	5 (only special permits)
2010-2019	15	3.0	60	25 (beginning of partial teleworking)
2020-2025	10 (with recent peaks of 12% in R&D)	2.0	75	60 (hybrid models and flexible schedules)

Source. Own elaboration, 2025.

Image. DC Studio in Freepik, 2025.



A VISION FOR THE FUTURE

The company's strategy is based on the belief that by investing in the integral wellbeing of their employees, they are making a long-term investment generating, precisely, a strategic return.

Zefiv Fizz does not only aim to mitigate burnout, but also to build a long-lasting competitive advantage in an increasingly volatile global market.

Despite significant progress, this vision faces the complex situation of a market in constant evolution. For instance, in the last quarter, key talent in critical R&D roles turnover increased by an additional 12%, and commitment surveys presented a 3% fall in the employees with less than two years in the company segment. These data could be signals of potential gaps in integration and "emotional salary". Candidates no longer value financial compensation only; they also seek wellbeing and comprehensive value.

Zefiv Fizz's strategy, crystallized through the ZV program, aims at cultivating not only a highly productive and committed work environment, but also a happy one. This proactive approach has achieved reducing general turnover by 10% in the last two years and decreased the costs associated with recruitment and training of new employees by up to 15%, loyalty and commitment of the existing workforce have increased.

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Despite these accomplishments, there are tangible challenges: new competitors are entering the Asia-Pacific region (APAC), offering 7% more attractive salary packages, and there is a growing demand for new digital skills that Zefiv Fizz has still not covered for 100% of their staff.

Before the growing pressure for efficiency, specialized talent retention, and the need for constant adaptation, the management faces a significant challenge. How can Zefiv Fizz innovate and recalibrate their ZV program to maintain leadership in talent wellbeing and guarantee the loyalty of their most valuable employees, while they sail through the growing economic pressures and demands of a global market in constant change?

