

Not Fragile. Fluent.

The first Indian cohort that names emotions out loud — and leaves when employers can't. What Gen Z expects from workplace emotional support, and how to design reps they will actually do.

Dr Atul Aswani; Mumbai Psychiatrist and trained as a Results Coach
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01

Executive summary

Nearly 90 per cent of workplace mental-health support usage on one large Indian platform in 2025 came from people aged 18–35. Emotional fluency — the habit of naming emotions precisely and out loud — is the skill underneath that number. This paper treats Gen Z workplace mental health India as a design problem, not a character problem. The cohort already uses the language. A new analyst in Pune reworks another deck, then messages her team lead: 'Not tired. Deflated.' He replies with a link to next month's resilience webinar. By the next appraisal she is interviewing elsewhere. Deloitte's 2026 India cut finds that 48 per cent of Gen Z respondents have rejected a potential employer on beliefs. Campus hires from Top-10 and Tier-1 institutes still leave at 15 per cent in the first months and 19 per cent by year one. That is Gen Z retention India: they name what they feel, and they go when the workplace cannot answer.

Most current offers miss them. Resilience programmes still sound like toughening-up. Benefits still look written for a 45-year-old. The assistance number sits on a poster by the lift. It is a crisis tap, not a daily practice, so almost no one dials it. Gen Z employee expectations India are simpler than the brochures: a precise word, in the language they think in, on the channel they already open. A single word on WhatsApp, typed in Hindi between client calls. EmotionApp delivers positive-psychology techniques as countable daily reps. The entry rep is Name It to Frame It. The employer dashboard holds no clinical data. EmotionApp does not offer diagnosis, treatment or therapy. Crisis care is Tele-MANAS 14416.

02

The problem in India

The story CHROs are told about Gen Z workplace mental health India is that younger employees are fragile. The data says something else. They show up to name what they feel. They use the tools that let them do it. They leave employers who treat that as a risk to be managed rather than a skill to be built. Gen Z emotional intelligence at work starts with vocabulary, not grit lectures.

They already use the language

MindPeers' 2025 Employee Wellbeing Report analysed 52,445 anonymised support sessions run between January and December 2025 across corporate, start-up and SME employees in metro, Tier-1 and Tier-2 Indian cities. Employees aged 18–35 accounted for nearly 90 per cent of mental-health support usage on the platform. Participation among professionals aged 35–55 fell from 34 per cent to 5 per cent across the year. This is a usage figure, not a prevalence figure. It does not say that 90 per cent of young India is unwell. It says that when a workplace channel exists, this age band is the one that walks through the door.

1to1help's State of Emotional Wellbeing Report 2024, built on more than 83,000 counselling sessions, 12,000 elective screenings and 42,000 assessments between January and November 2024, finds the same tilt in a help-seeking sample. Among people under 35 who chose to seek counselling, more than 90 per cent screened positive for depression, anxiety, or both. These numbers describe people who already asked for help. They are not a census of the Indian workforce. They are a signal about who is willing to put a name on a hard week.

They also leave

Deloitte India's Campus Workforce Trends 2025 report, covering more than 200 organisations and 500 campuses, put infant attrition at Top-10 and Tier-1 institutes at 18 per cent, one-year attrition at 23 per cent and two-year attrition at 25 per cent in the 2024 cycle. MBA hires from those campuses were higher still: 37 per cent at one year and 32 per cent at two years. The 2026 cycle improved the headline. Infant attrition at the same tier fell from 18 per cent to 15 per cent. One-year attrition fell from 23 per cent to 19 per cent. Two-year attrition fell from 25 per cent to 21 per cent. The direction is better. The leak is still expensive.

Deloitte's 2026 Gen Z and Millennial Survey in India, 806 respondents of whom 506 were Gen Z, adds the reason they walk. Forty-eight per cent of Gen Zs have rejected a potential employer that did not align with their personal beliefs. Ninety-nine per cent say a sense of purpose is important for job satisfaction. Seventy-six per cent describe their mental health as good. Twenty-four per cent still feel stressed all or most of the time. In the 2025 India cut of the same survey (809 respondents, 505 Gen Z), 33 per cent of Gen Zs felt stressed or anxious all or most of the time, and 36 per cent said the job contributed a lot to that stress. Ninety-four per cent named on-the-job learning as the most helpful career-growth tool. Sixty-two per cent wanted more guidance from their manager. Only 44 per cent felt they received it.

The wider floor they walk onto

Gallup's India country data for 2025 describes the whole workforce, not Gen Z alone, and must be read that way. Twenty-three per cent of Indian employees were engaged, down seven points from the prior three-year average. Seventeen per cent were thriving. Twenty-eight per cent felt a lot of stress the previous day. Fifty-nine per cent were not engaged — present, not invested. Gallup estimates the productivity cost of Indian disengagement at about \$351 billion a year. That is the floor a campus hire steps onto. A first-90-days programme that ignores how the hire names a hard Tuesday will not hold them on that floor.

Table 1. What the primary sources actually measure

Source and year	What it measured	The number	How to read it
MindPeers Employee Wellbeing Report, 2025	Platform usage, 52,445 sessions, Jan–Dec 2025	18–35 ≈ 90% of usage	Help-seeking channel mix, not prevalence
1to1help State of Emotional Wellbeing, 2024	Elective pre-screen among people who sought counselling	>90% of under-35s screened positive for depression, anxiety or both	Help-seeking sample. Not the general workforce
Deloitte Gen Z & Millennial Survey, India 2025	809 India respondents; 505 Gen Z	33% of Gen Zs stressed all or most of the time; 36% say the job contributes a lot	Self-report survey of employed young professionals
Deloitte Gen Z & Millennial Survey, India 2026	806 India respondents; 506 Gen Z	24% stressed all or most of the time; 48% rejected an employer on beliefs; 99% say purpose matters	Self-report survey. Beliefs and purpose, not clinical scores
Deloitte Campus Workforce Trends, 2025 cycle	200+ organisations, 500+ campuses	Top-10 / Tier-1 infant 18%, 1-year 23%, 2-year 25%	Named industry source for campus-hire attrition
Deloitte Campus Workforce Trends, 2026 cycle	257 organisations, 505 campuses	Same tier: infant 15%, 1-year 19%, 2-year 21%	Improvement of 300 bps still leaves a first-year leak
Gallup State of the Global Workplace, India 2025	National employee sample, all ages	23% engaged; 17% thriving; 28% daily stress	All-ages India workforce. Not a Gen Z cut

Every row is a primary document. None of these numbers is a diagnosis of a generation.

Put the table in one sentence. Young Indian professionals already use emotional language at work. They already vote with their notice period when the workplace cannot answer. Attrition among campus hires remains a first-year event. The problem is not that they feel. The problem is that most employers have no daily practice for the feeling once it has a name.

03

Why current approaches fail

Resilience, sold as toughening-up

Resilience entered the corporate vocabulary as a virtue. In practice it is often taught as a thicker skin. Handle the criticism. Absorb the hours. Do not bring the feeling into the room. That frame treats naming an emotion as a leak in professionalism. The science runs the other way. People who can tell frustration from disappointment, or restlessness from dread, regulate more precisely when the feeling is intense. Lisa Feldman Barrett, James Gross and colleagues showed this in a 14-day diary study in 2001: finer differentiation of negative emotion went with more regulation, especially at higher intensity. Todd Kashdan, Barrett and Patrick McKnight reviewed the evidence in 2015 and called the skill emotion differentiation, or emotional granularity. Putting a precise word on a feeling is not fragility. It is the start of a usable response.

A programme that tells a 22-year-old to be more resilient, without giving them a word and a rep, is asking them to lift with no grip. Some large employers have even built the first six months of graduate life around resilience-as-grit: how to take feedback, how to survive office politics. That is a design error wherever it appears. It trains silence. It does not train fluency.

Gen Z employee expectations India, and the mid-career benefits pile

Most workplace benefits still assume a 45-year-old life stage. Family floater. Annual health check. A counselling hotline that opens in office hours. A wellness day that needs a form. A 24-year-old campus hire does not live that week. They live on WhatsApp. They think in English and in a mother tongue. They will reject an employer over beliefs before they will read the insurance booklet. Deloitte's 2026 India cut is blunt on the point: work-life balance and financial independence outrank 'reach senior leadership' as a primary goal. Only 9 per cent of Indian Gen Zs named leadership as their primary goal, even though 96 per cent said they were interested in senior roles. The offer and the ambition are not the same thing.

A 2026 commentary in The Hindu Business Line, drawing on MediBuddy and CII work on multi-generation workplaces, put the design failure in one line: most corporate wellness programmes are designed for one generation and inflicted on all four. A tool that feels ordinary to a 24-year-old can feel clinical to a 60-year-old, and the reverse. One programme cannot carry both, if it was never written for either.

A crisis tap that almost no one opens

Employee assistance in India is scarce and, where it exists, lightly used. A 2025 study of expert interviews, published in Cogent Business & Management, noted that only 0.09 per cent of India's roughly 1.1 million registered companies have an employee assistance programme. 1to1help, citing Mental Health First Aid India, puts typical utilisation where a programme does exist at about 5 to 10 per cent. Availability is not use. Confidentiality fear, a phone-in-office-hours model, and a crisis framing keep daily practice out of the channel. The same literature finds younger employees prefer digital and chat immediacy. A number on a poster is not a rep.

Onboarding still leans on policy PDFs, insurance booklets and a week of presentations. Unstop's 2026 talent work, reported in Business Standard, found that only 36 per cent of HR leaders feel fully ready to hire and manage this cohort, and that a quarter of freshers sit on the bench for three to six months before meaningful work. A hire who has no real task and no daily practice will name the emptiness out loud. Then they will leave.

04

The emotional-fitness model applied

PULL QUOTE

Sixty-two per cent of Indian Gen Zs want more guidance from their manager. Only 44 per cent feel they receive it.

Emotional fitness is a training load, not a mood. The unit is a rep. The session is ninety seconds. The score is a count, never a confession. EmotionApp is built that way on purpose. It is a non-clinical coaching platform for Indian professionals. Positive-psychology techniques arrive as countable daily reps. An AI coach holds the practice. A human coach takes over when a person asks. Delivery is WhatsApp-first, because that is where the day already lives. English and Hindi are live. Twenty-three Indian languages sit in the brew. Data stays in India. The company states that the product is DPDP-compliant and built under ISO 9001 and ISO 13485. The legal boundary is clean. This is not diagnosis, treatment or therapy.

Name It to Frame It, the entry rep

The first rep is the smallest one that changes the week. Name It to Frame It asks for one precise word when a feeling shows up — one gem family, one word — so the feeling registers and lasts. The count is emotions named plus a granularity score. The reason is the Barrett-Kashdan line, written in product English: a precisely named feeling becomes a registered event. Finer emotional vocabulary travels with steadier self-regulation.

This is emotional fluency as a daily habit, not as a workshop slide. The hire does not have to perform vulnerability in a circle. They name one thing, out loud or in the thread, and the streak moves. That is Gen Z emotional intelligence practised as a skill, the way a coder practises a shortcut until it is automatic.

Share cards, counts and badges

People keep habits they can see. EmotionApp turns the rep into a ledger. The Thank-You Ambush counts thank-yous delivered and sends them through the user's own share sheet, so the message leaves on a channel the person already trusts. Match the Firecracker keeps a weekly rating of good-news responses. Tiny Wins logs a streak. Reps Till It's Automatic counts habit days toward the roughly 66-day mark where context-stable practice starts to need less willpower. The house line on the technique pages is the measurement philosophy in five words: counts, never confessions.

A share card is not a clinical note. It is a badge for a behaviour the person chose to log. Peers see a count. They do not see the feeling underneath it. That distinction is what makes the practice safe enough to do at work.

Peer community, WhatsApp, the bilingual coach

Practice holds when it has a room. EmotionApp groups the reps so a campus cohort can work the same week of the programme without comparing private content. WhatsApp is the door. The bilingual coach can work in the language closest to the feeling, which is often not the language of the offer letter. When a rep is not enough, the same thread hands off to a human coach, and then to a specialised professional. The person does not have to leave the channel to find the next step. The employer never joins the thread.

05

The first-90-days rep programme for campus hires

The first 90 days decide whether a campus hire becomes a colleague or a statistic. Deloitte's own campus work still shows a first-year leak of 15 to 19 per cent at the top tier. Mentorship and meaningful work are already on the retention list. Emotional fluency is the missing daily layer. The programme below is a training plan, not a clinic.

Days 1–14 — name the week

One rep a day. Name It to Frame It after the first stand-up, the first confusing email, the first good lunch. The target is seven named emotions in week one and a vocabulary of at least twelve words by day 14. The manager's only job is to ask, once, 'what is the precise word for today?' and then to stop talking. Watch infant-attrition risk signals: no-shows at the second-week check-in, silence in the cohort thread, a streak that dies before day ten.

Days 15–45 — make the rep social

Add two peer reps. Match the Firecracker when a teammate shares a win. The Thank-You Ambush once a week, sent through the hire's own share sheet. Warm-Wishes Rounds for five minutes on a Friday. The metric is participation, not sentiment. A cohort that logs firecracker responses is a cohort that still has a bond. Watch 30-day survival and the first internal-mobility conversation. People who cannot name frustration at week four often name 'this place' at week eight.

Days 46–90 — attach the rep to the work

Tie fluency to the role. Follow the Thread once a week: name the human a task actually serves. Call Out Your Own Strength after a real piece of work. Half-Won Is Still Won on Friday, so a 6 out of 10 is visible progress rather than a fail. The bilingual coach holds the streak on WhatsApp. A human coach is one tap away. Watch 90-day retention, time-to-first-meaningful-task, and manager-guidance scores. Deloitte's 2025 India cut already told you the gap: 62 per cent want more guidance, 44 per cent feel they get it. The rep programme does not replace the manager. It gives the manager a question that takes ten seconds.

Retention metrics to watch

Do not watch mood. Watch behaviour and tenure.

- Infant attrition at 30, 60 and 90 days, against the Deloitte campus benchmark for your institute tier.
- Share of the cohort with a live streak of five days or more at day 30.
- Emotional-vocabulary breadth at day 45: distinct emotion words logged, not the words themselves.
- Participation rate: per cent of the cohort who completed at least three reps in the past seven days.
- Manager-guidance pulse at day 60: a single item, 'I get usable guidance from my manager each week.'
- Time-to-first-meaningful-task. A hire on the bench cannot practise fluency on work they have not been given.

These are leading indicators. They will not prove that fluency 'caused' a retention lift. They will tell you, early, whether the cohort is still in the practice. That is enough to manage.

06

Measurement

If the dashboard holds a feeling, you have built a clinic by accident. The rule is the product's own line: counts, never confessions. The employer sees four numbers. The employer never sees the words, the chat, or anything a regulator would treat as health data.

What the employer sees

- Rep counts. How many reps the cohort completed this week, this month, this quarter. A volume metric, like learning hours.
- Streaks. Share of the cohort with a current streak, and the median streak length. Habit, not mood.
- Emotional-vocabulary breadth. A count of distinct emotion words used by the cohort. Breadth only. No lexicon dump. No individual's list.
- Participation. Active users as a share of the enrolled campus cohort. The denominator is the hire class, not the whole company.

What the employer never sees

- The words a person used for a feeling.
- Chat content with the AI coach or the human coach.
- Any score that resembles a clinical instrument.
- Individual-level anything that is not an opt-in, shareable count-card the person chose to send.

India-resident data and DPDP compliance are the floor, not a marketing line. The Digital Personal Data Protection Act, 2023 treats identifiable personal data as something you process on consent or another lawful basis. A dashboard that stores named feelings about a named employee is a data-protection event waiting for a bad week. A dashboard that stores '14 reps, 6-day streak, vocabulary breadth 11' is a training record. Design for the second object.

Technique pages on EmotionApp already state the personal-side rule: what you do on the screen stays on the screen unless you choose to send it. The employer dashboard must obey the same rule at cohort scale. Counts travel up. Confessions never do.

07

Implementation

Ninety days. Four owners. One metric per week. Campus hiring owns enrolment, starting with the offer-letter pack. The CHRO owns the rule that the dashboard holds no clinical data. Learning and development owns the weekly prompt. The manager owns one question, asked after the morning stand-up. EmotionApp holds the channel.

Table 2. A 90-day plan

Week	Owner	Action	Metric
0	CHRO + Legal + DPO	Write the boundary: non-clinical, no named feelings on the employer dashboard, Tele-MANAS in every footer. Confirm India-resident processing.	Signed data-processing note
1	Campus hiring	Enrol the incoming hire class. Send the WhatsApp opt-in in English and the cohort's strongest other language.	% of class opted in
1–2	L&D + EmotionApp	Run Name It to Frame It as the only required rep. Manager asks the ten-second question once.	7 named reps / hire
3–4	People manager	Add Match the Firecracker. One thank-you sent through the hire's own share sheet.	Participation $\geq$ 60%
5–6	Campus hiring	Pulse: 'I can name how the week felt in one precise word.' Do not collect the word.	% yes, and 30-day retention
7–8	L&D	Attach Follow the Thread and Call Out Your Own Strength to real work. Kill any hire still on the bench.	Time-to-first-meaningful-task
9–10	CHRO	Read the dashboard: reps, streaks, vocabulary breadth, participation. Do not ask for a mood report.	Four-number review in the talent meeting
11–12	Campus hiring + brand	Close the 90 days. Keep the streak alive into quarter two. Publish nothing that identifies a person.	90-day retention vs Deloitte tier benchmark

Give a week no owner and its pulse sits in drafts. Give it two owners and they book a meeting about it.

08

One-page checklist the reader can run this week

Do these ten things before the next campus cohort lands. None of them needs a new budget line. All of them need a decision.

- Write one sentence that says the offer is emotional fitness, not diagnosis, treatment or therapy. Put Tele-MANAS 14416 under it.
- Name the owner of the 90-day plan. One person. Not a committee.
- Take last year's campus-hire infant attrition and put it next to Deloitte's 15 per cent Top-10 / Tier-1 benchmark.
- Ask three recent campus hires what word they used for their worst week. Do not correct the word.
- Open your current EAP page. Time how many taps it takes a 22-year-old to start a conversation on their phone. If it is more than two, it will not be used.
- Strike 'resilience workshop' from the induction calendar. Replace it with a 90-second naming rep on day one.
- Tell managers the only new question they owe the hire: 'What is the precise word for today?'
- Decide, in writing, that the employer dashboard will show four numbers and no feelings.
- Confirm with the DPO that named emotional content will not sit on company servers.
- Put the WhatsApp opt-in in the offer-letter pack, in English and in one other language the hire actually speaks.

09

FAQ

Q1 Is this generation just more fragile than the last one?

No. Nearly 90 per cent of support-platform usage in the MindPeers 2025 set came from people aged 18–35. That is use, not weakness. They name the feeling and they expect a practice. Fragility would look like silence. This looks like fluency.

Q2 Will a daily rep actually move Gen Z retention India?

Deloitte still records 15 per cent infant attrition and 19 per cent one-year attrition at the top campus tier. The first 90 days are where that leak lives. A rep programme will not buy loyalty on its own. It gives you a leading indicator — streaks and vocabulary breadth — before the resignation arrives.

Q3 What do Gen Z employee expectations India actually look like on Monday morning?

Deloitte's 2026 India cut: 99 per cent say purpose matters for job satisfaction, 48 per cent have already rejected an employer on beliefs, 93 per cent already use AI in the day's work. They expect a channel that works like the rest of their tools. WhatsApp. Ninety seconds. A precise word. Not a 45-minute webinar.

Q4 Can the company read what people type to the coach?

No. The employer dashboard holds four numbers: rep counts, streaks, vocabulary breadth, participation. It holds no named feelings, no chat, no clinical scores. EmotionApp's own technique pages already say the personal work stays on the screen unless the person sends it. That is the product and the DPDP position.

Q5

When is this the wrong tool?

When someone is in crisis. EmotionApp is not diagnosis, treatment or therapy. One in four Indian Gen Zs in Deloitte's 2026 cut still feel stressed all or most of the time. If a colleague cannot keep themselves safe, stop the rep and call Tele-MANAS on 14416. The hand-off is the feature, not a failure of the feature.

10

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NOTE

EmotionApp is a non-clinical emotional-fitness coaching platform. This paper describes practices, techniques and coaching. It is not therapy, treatment, diagnosis or medical advice.

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SAFETY NOTE

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