



Unlocking employee wellbeing: reduce burnout and enhance productivity with an evidence-based wellbeing strategy

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Global trends



3.3 billion people globally want a great job but only 300 million have one

1

Poor health is stifling economic growth

Economic inactivity rate (age 16-64) has risen to 21.7%.

2.8m due to sickness.

1.4m increase across the last decade.

(Office for National Statistics, 2024)



2

Helping UK employees thrive could **boost the economy** by up to £130-370 billion, or £4,000-12,000 per employee.

(BITC, Prioritise People: Unlock the value of a thriving workforce, 2023)



3

Gen Z report higher prevalence of mental distress

UK study: people aged 16-24 have a 10-percentage point higher prevalence of diagnoseable MH conditions than 20 years ago.



4

An extensive study found that **workers are 13% more productive when happy**

(Jan-Emmanuel De Neve, Saïd Business School, University of Oxford, et al., 2019)



What is the C-suite agenda?

With change coming, focus on productivity.

98% of companies are planning a transformation with the primary driver being an increase in **workforce productivity**.

66% of executives say that more actively **measuring human capital risks** (e.g., early warning signs of burnout, health outcomes, etc.) will have a significant impact on their business performance.



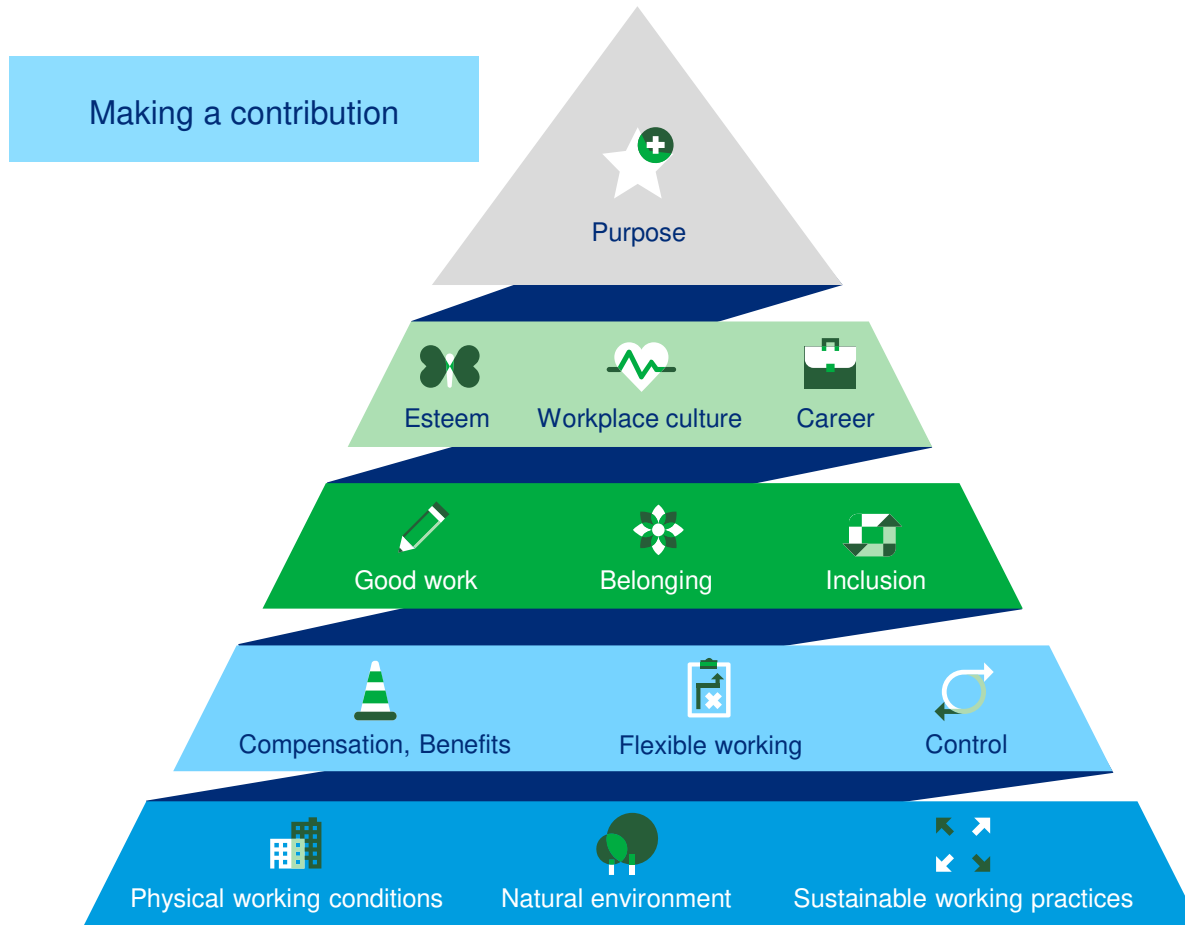
What HR says has proven to **improve productivity**

- 1 Training and up/reskilling
- 2 Process optimization and workflow management
- 3 Simplified org structures
- 4 Workforce monitoring and feedback
- 5 Health and well-being initiatives
- 6 Work redesign efforts
- 7 Cyber security to prevent disruption



Resilient organizations are 1.8x more likely to have HR that advises on human capital risks

Organisational culture and work design



Wolfgang Seidl 2024



Economic impact by organization



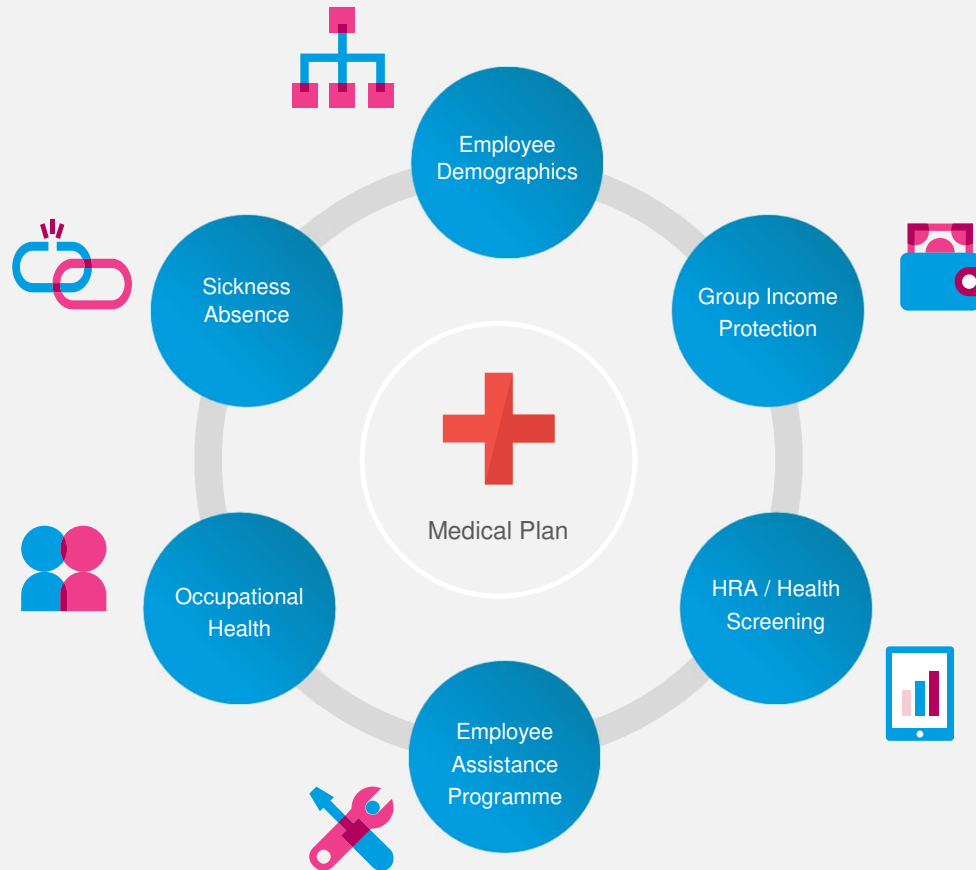
Data-driven analysis and strategy



Medical plan



Data-driven analysis and strategy



SAMPLE DASHBOARD

MAIN RISKS

	SEVERITY RATING	PMI	QIP	ABSENCE	HRA	EAP	OH
Musculoskeletal (MSK)	High				N/A		
Mental Health (MH)	High				N/A	N/A	
Cardio-Vascular Disease (CvD)	Medium				N/A	N/A	
Cancer	Low				N/A	N/A	

INSIGHTS

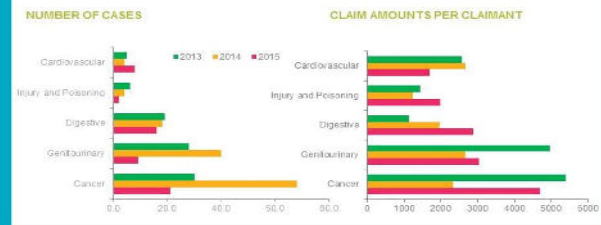
The highest priorities for action are mental health, musculoskeletal disorders, and cardio-vascular lifestyle risks as reported across most health-related criteria. This reflects industry norms.

BENCHMARKING



SUPPORTING DATA

HEALTH INSURANCE (PMI)

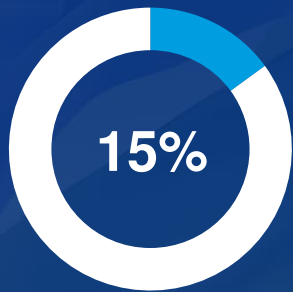


Risk stratification

The wellness barrier

The well

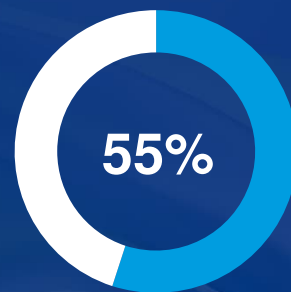
No health risk factors.
normal productivity



By accident
or design?

The at risk

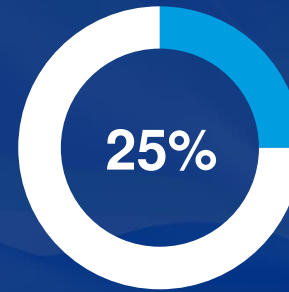
Living (either consciously
or unconsciously) with
health risks. Productivity
affected or potentially
affected



Key risks, e.g smoking,
obesity, stress

The ill

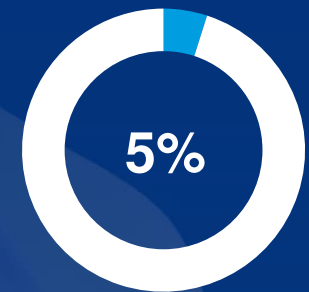
Health issues:
Productivity affected
but largely on a
temporary basis



Disease states, e.g.
Diabetes, heart disease

The long-term disabled

Health issues:
productivity affected
for significant periods



Appropriate care for
condition

Key Drivers: Why focus on prevention?

Diabetes prevalence is predicted to increase to **11% of the global population** by 2030

Heart Disease is the **leading cause of death** globally

1 in 5 people **develop cancer** in their lifetime, approximately 1 in 9 men and 1 in 12 women die from it.

Top reasons for **burnout**:
#1 - Financial strain
#2 - Exhaustion
#3 - Excessive workload

7 million people worldwide have **IBD**.
Diagnosis of **IBD** has been increasing over the last 20 years.

Approximately **1.7 billion** people globally live with **musculoskeletal conditions**

1 in 8 people in the world are living with **obesity**

6 in 10 Gen Z employees report being comfortable discussing seeking **mental health support** with their **managers** or colleagues

COPD is the third **leading cause of death** worldwide.

Smoking and air pollution are the most common causes of COPD

46% of employees would give up a 10% pay rise for **more well-being benefits**

18% of employees do not feel **psychologically safe** in the workplace and have witnessed or been subject to **bullying**

Depression is about **50% more common amongst women** than men.

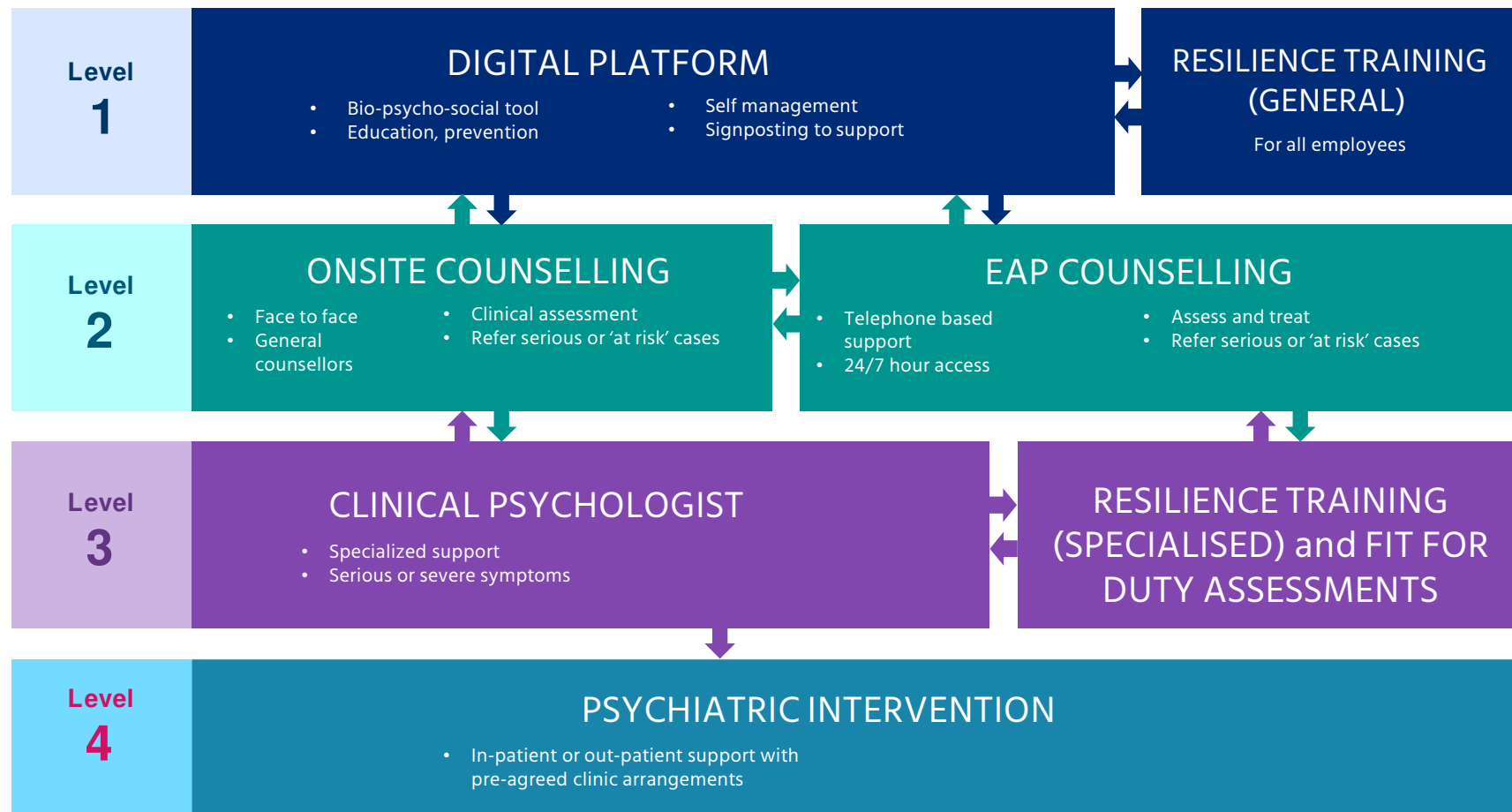
Employees spend up to **6 hours** a month during working hours **worrying about their finances**

Annually, **15 million** people worldwide **suffer a stroke**. Of these, **5m die** and another **5m are left permanently disabled**.

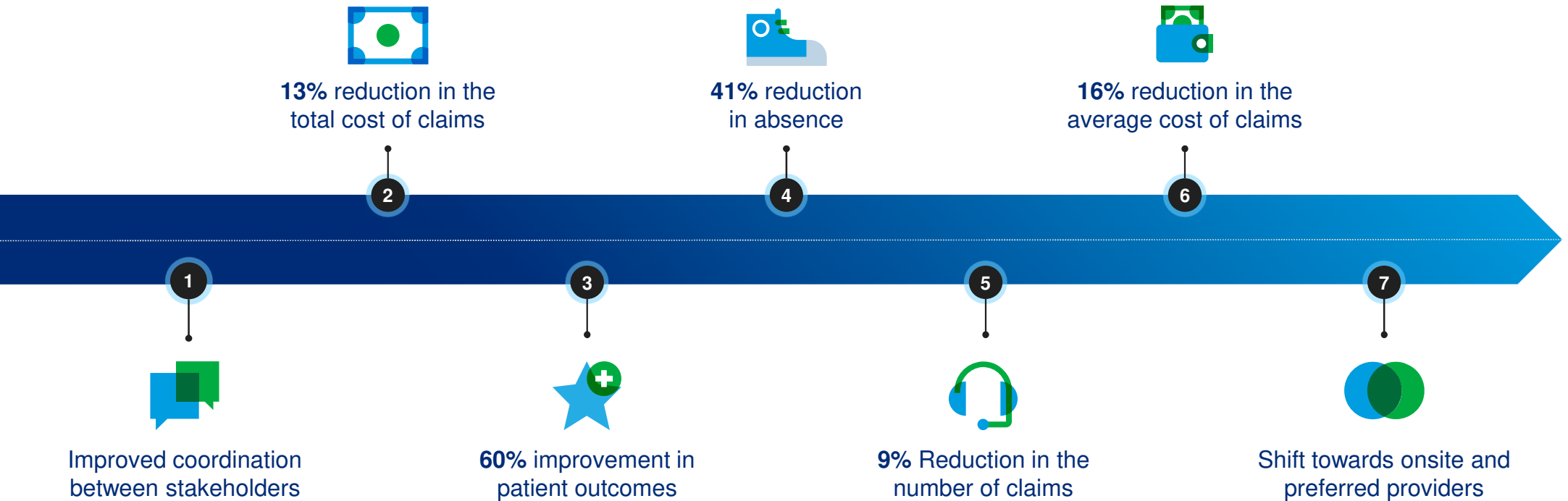
Worldwide, **3 million** deaths every year result from **harmful use of alcohol** (5.3% of all deaths)

Suicide is the fourth **leading cause of death** in 15-29 year-olds

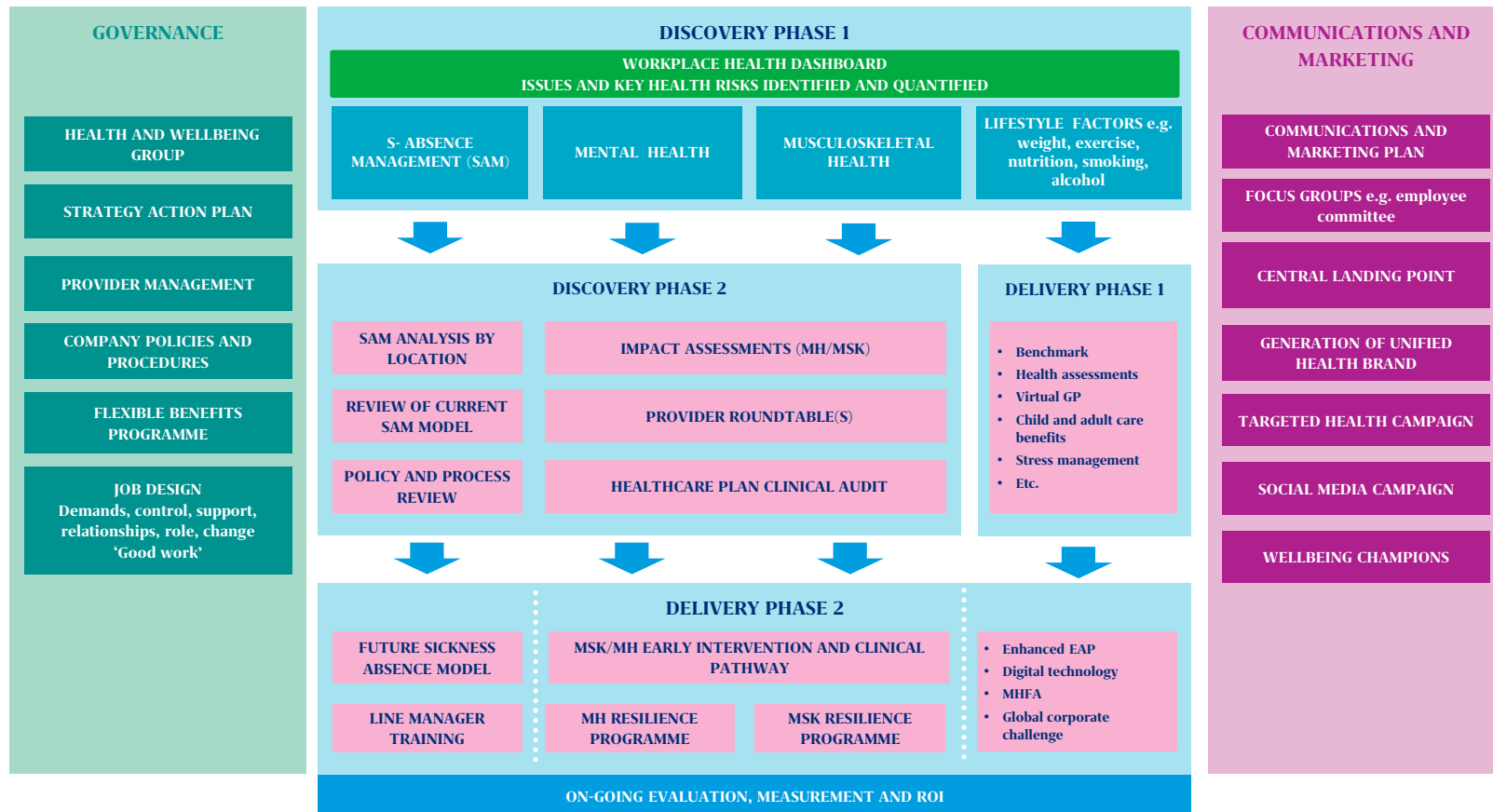
Example Mental health — stepped care pathway



Mental health pathway — ROI



Health and wellbeing strategy - a worked example



ROI is not rocket science



Demonstrating program value (examples)



Story telling and case vignettes

A person is standing on a grassy mountain peak, looking out over a vast landscape. In the distance, there is a large lake surrounded by forested hills and mountains under a blue sky with some clouds. The overall scene is serene and majestic.

**People will forget what you said,
people will forget what you did, but
people will never forget how you
made them feel**

Maya Angelou

Define success: workforce impact and business health

Individual Impact

Physical health

Mental health

Financial wellbeing

Social health

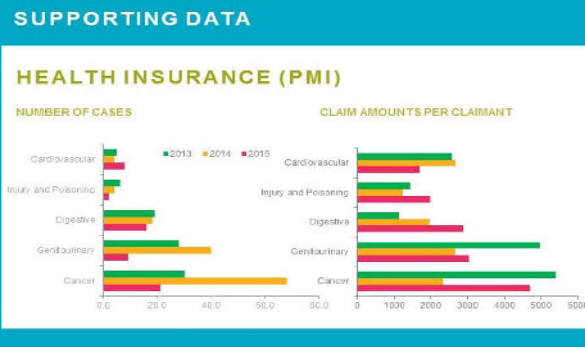
Career health

Engagement

Work / Life

Loved ones
Caregivers

SAMPLE DASHBOARD



Organisational Impact

Healthcare cost

Absenteeism

Productivity of individuals and teams

Team culture

Team mental health

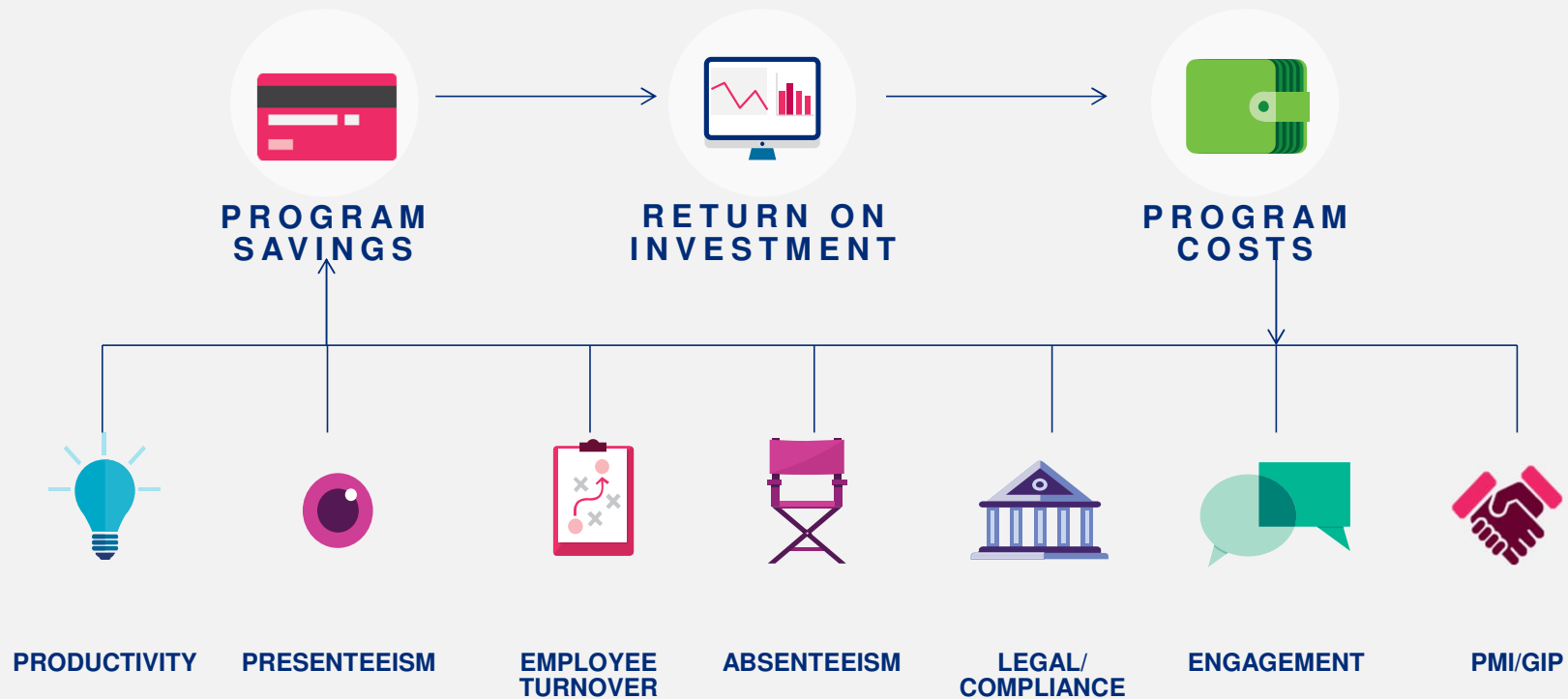
Skills availability

Succession planning

Inclusivity and equity programs

Return on investment: key variables

What KPI should be reported to the Board?



Macroeconomic trends

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View from the boardroom: CFO insights

- Helping UK employees thrive could **boost the economy** by up to £130-370 billion, or £4,000-12,000 per employee.
- Capturing even 20% would lead to a substantial improvement in GDP.
- Opportunity to respond to **investor pressure** by proactively investing in employee health and wellbeing (H&W)

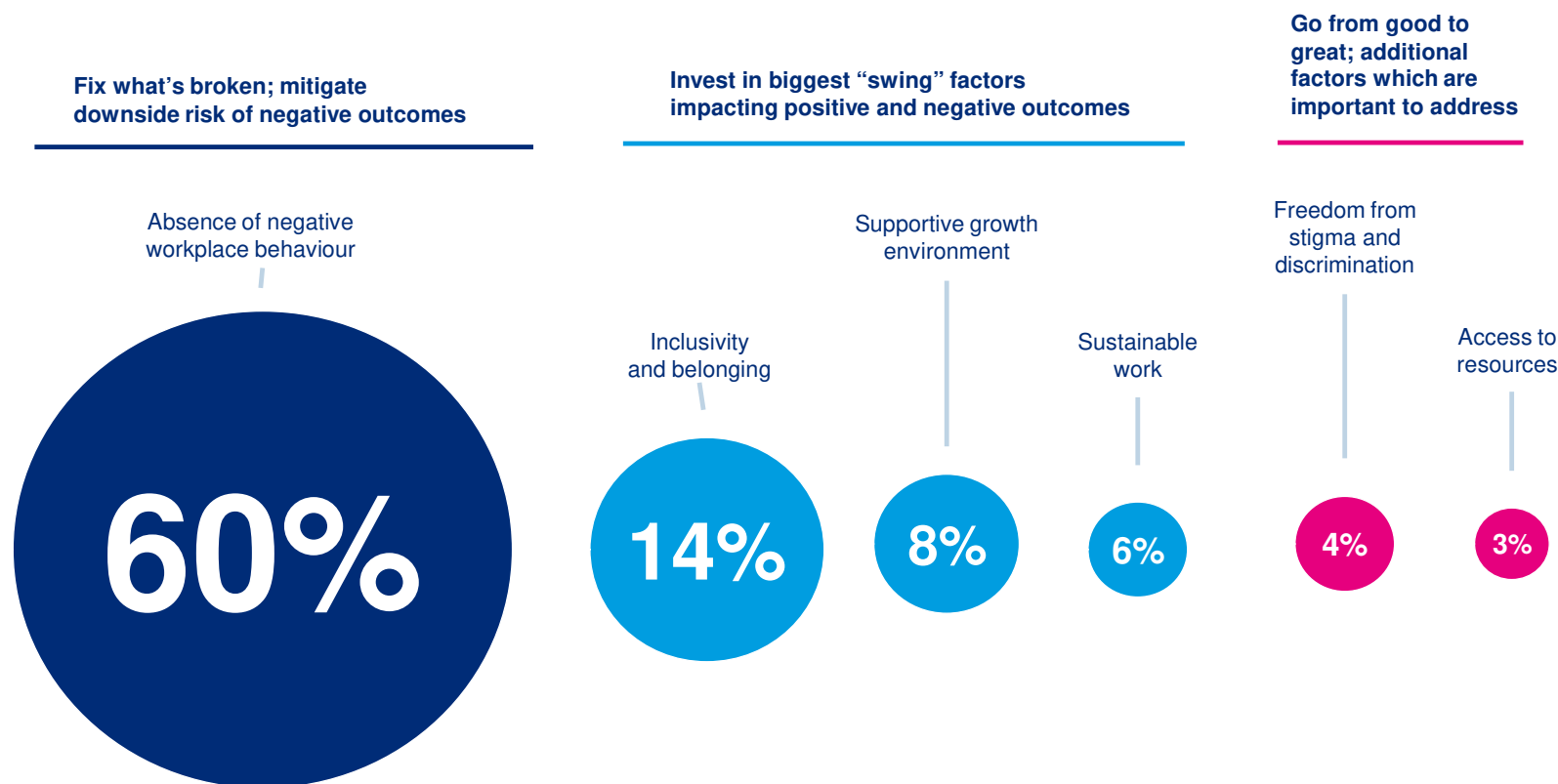


Economic value proposition framework



- <https://www.gartner.com/en/human-resources/glossary/attrition>
- <https://www.aihr.com/blog/absenteeism/>
- <https://dictionary.cambridge.org/dictionary/english/presenteeism>
- <https://blog.mindmanager.com/202005202003what-is-productivity-in-the-workplace/>
- <https://www.netsuite.com/portal/resource/articles/human-resources/employee-retention.shtml>
- <https://www.dmu.ac.uk/business/work-with-our-students/make-diversity-your-business/attraction.aspx>
- Selected variables studied from academic literature

Outcomes explained by relative variance of workplace factor

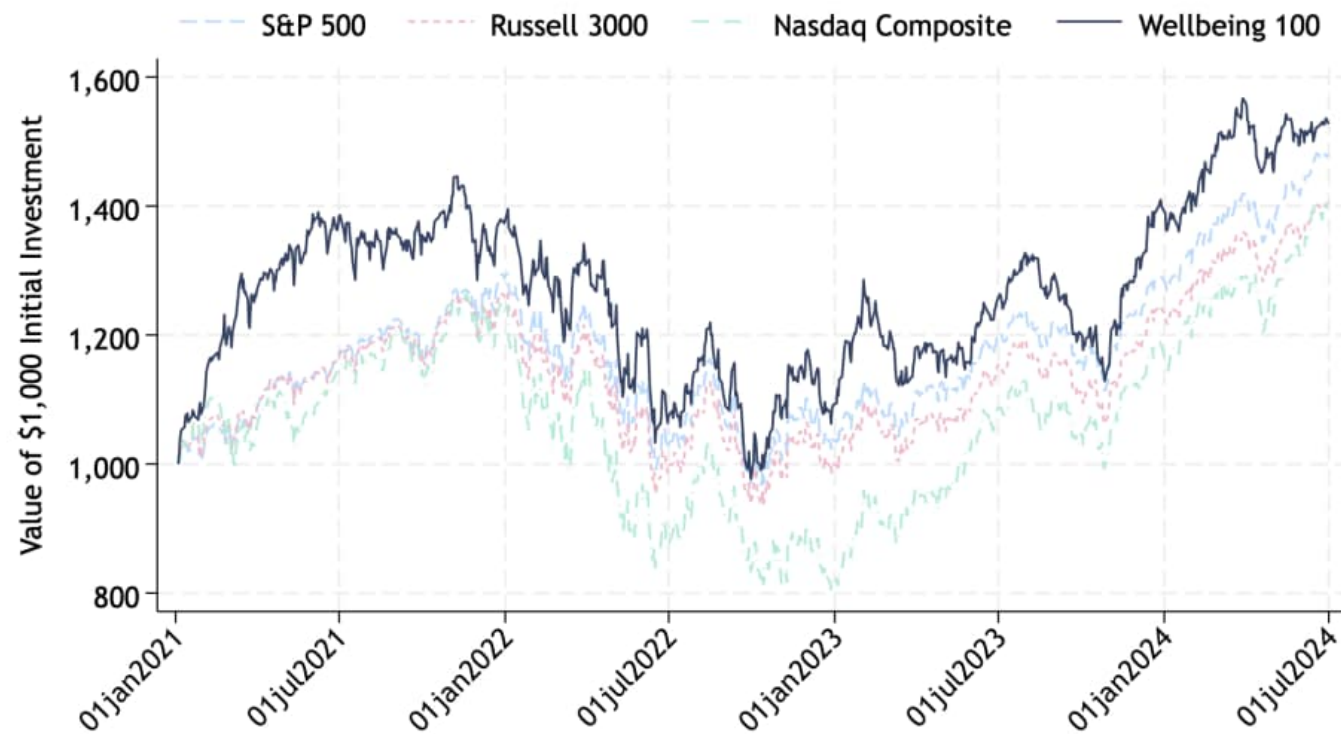


1. Based on linear regression and relative importance analyses of workplace factors influencing employee outcomes
Source: McKinsey Health Institute Employee Mental Health and Well-being Survey 2022 (n= 14,509)

Measuring stock market performance

The background of the slide is a dark blue gradient. It features several thick, wavy lines in shades of green and blue that flow across the frame. Scattered throughout are numerous small circles and dots in green, white, and blue. Some of these points are connected by thin white lines, forming a network-like structure. There are also some faint, larger circles and lines that suggest a more complex data visualization or a stylized map. The overall aesthetic is modern and technological, fitting for a presentation about stock market performance.

Figure 4: Highest wellbeing workplaces and stock performance

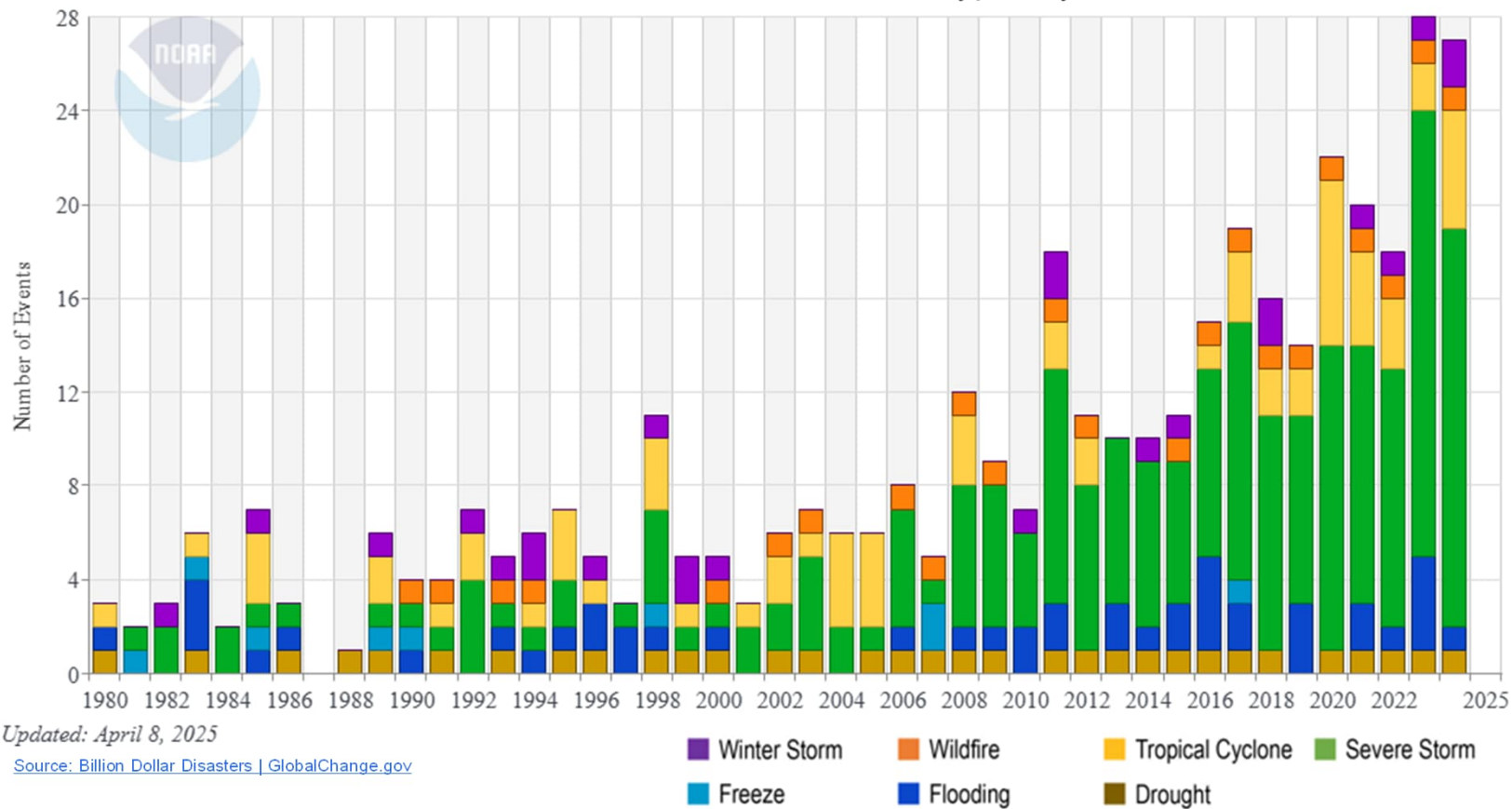


Weather disasters and people risk



The frequency of billion-dollar weather disasters is increasing

U.S. Billion-Dollar Disaster Event Types by Year



Billion-dollar* weather disasters in the U.S. occur on average:

1980s

One every 4 months

2020s

One every 3 weeks

*inflation adjusted
Source: <https://doi.org/10.7930/NCA5.2023>

The impact of extreme weather events on health



Heat Waves

Increasingly frequent heat waves can cause **dehydration, heat stroke**, as well as aggravate **cardiovascular and respiratory illnesses**.



Wildfires

More wildfires due to drought lead to air pollution and health risks including increased **allergy and respiratory related issues**.



Hurricanes

Stronger and wetter hurricanes cause property damage, accidents, **vector-borne diseases and waterborne illnesses**.



Flooding

More flooding leads to **waterborne diseases, injuries**, and chemical hazards.

Broader Health implications:

Access to care



Mental health



Health equity

Employers face rising healthcare costs from climate risks

New forecasting tool helps assess the impact



Employees working in climate-controlled environments experience **approximately 40% lower healthcare costs** on average compared to their counterparts in non-climate-controlled settings



Certain industries, including agriculture, utilities and construction, face **up to double the healthcare cost risks** due to climate-related factors

Employer results will fluctuate depending on industry and portion of workforce in a climate-controlled environment

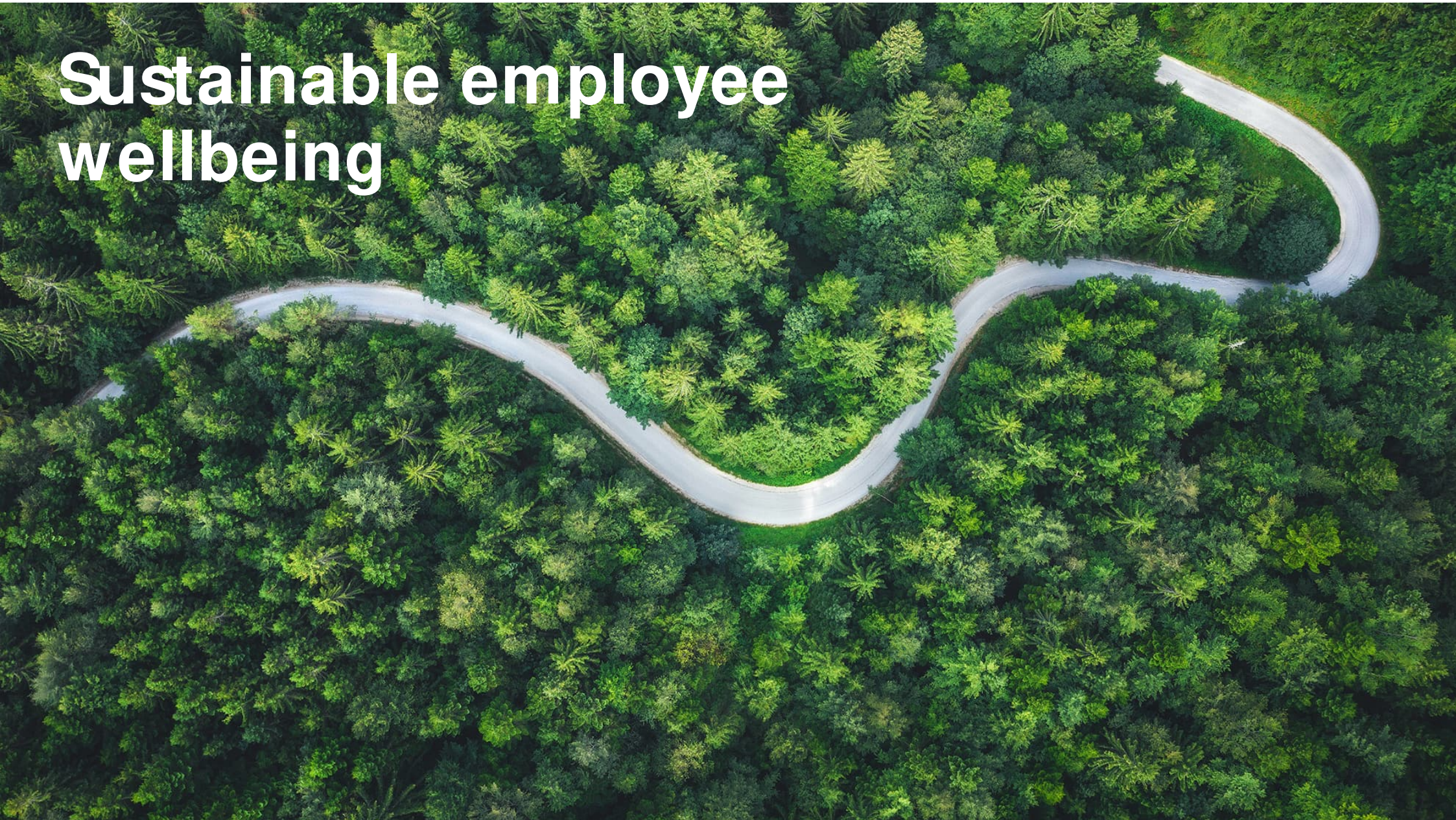
Climate Health Cost Forecaster

Estimated climate-related health claims cost

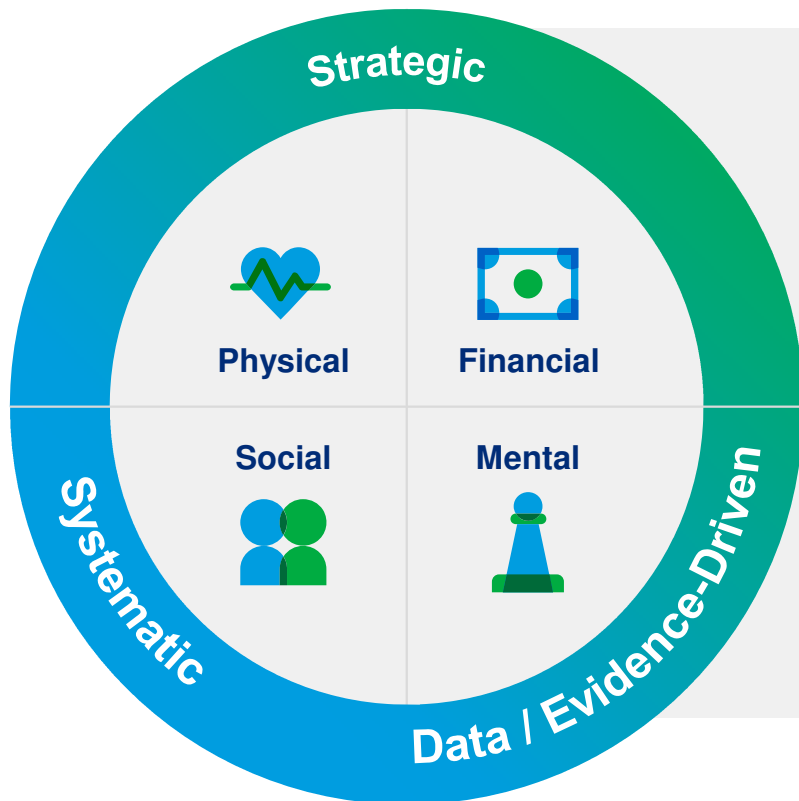


<https://www.climate.mercer.com/>

Sustainable employee wellbeing



Sustainable Employee Wellbeing



Enablers

Culture of Health

Leadership role modelling

Design work for wellbeing

Enable Line Managers

Communication



Leadership Training: Mental Health

- Workplace culture: the cornerstone of a healthy and productive workforce
- How to discharge your duty of care
- Distinguishing between health issues and HR issues
- Psychological safety and diversity, equity & inclusion
- How to have an empathic conversation
- The EQ, Empathy, Psychological Safety Continuum
- Maintaining boundaries
- Knowing about referral routes
- What can I do to build resilience (in myself and others)
- Communicate with authenticity and trustworthiness



Advanced Module: Psychology of High Performance

- Unlocking the value of a thriving workforce
- The impact of wellbeing and mental health on business performance
- Motivation, passion and purpose
- The cycle of renewal
- Biology of reward
- How much autonomy is needed to be most productive
- EQ, Empathy, and Psychological Safety revisited
- Distinguishing between health and performance issues
- Cultivating a growth mindset
- Learning hacks, mastery and self-esteem
- The journey to peak performance

Mental health awareness for all

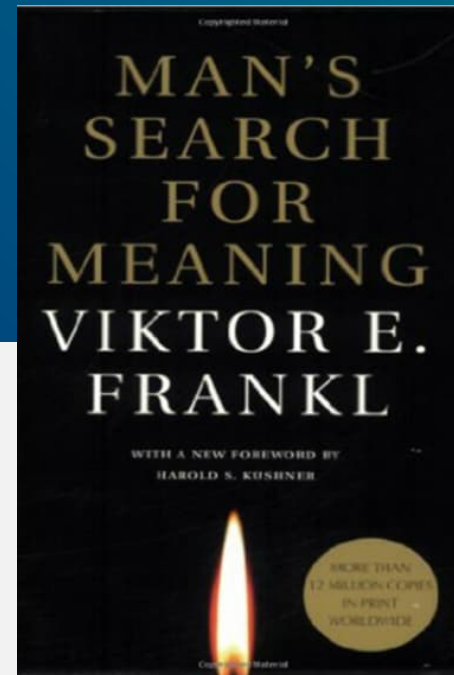
Digital training program: Plug & Play on your LMS platform



Concise training program on:

- Resilience
- Empathy
- Self-care
- Engagement

Q & A





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