

# MIND THE PRODUCTIVITY GAP



MAKE TOMORROW, TODAY



# TODAY'S SPEAKERS



**MIKE NAULLS**

**Regional Growth Leader**  
Mercer Marsh Benefits

[mike.naulls@mercermarshbenefits.com](mailto:mike.naulls@mercermarshbenefits.com)

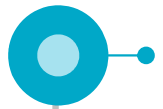


**DR WOLFGANG SEIDL**

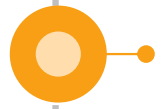
**Workplace Health Consulting Leader**  
Mercer Marsh Benefits

[wolfgang.seidl@mercermarshbenefits.com](mailto:wolfgang.seidl@mercermarshbenefits.com)

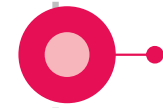
# WHY WE CAN NO LONGER IGNORE THE IMPACT OF HEALTH ON PRODUCTIVITY?



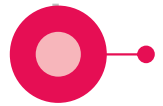
How does UK productivity compare with the rest of the world?



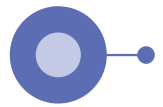
What is the impact of Health on productivity?



How do we measure presenteeism?



The Top 1- causes of lost work time



Top tips and Q&A

# HOW DOES THE UK COMPARE WITH THE REST OF THE WORLD?



UK went from being  
best performing productivity  
among G7



**15.7 %**

lower than average post downturn

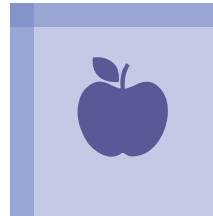
# BRITAIN'S HEALTHIEST WORKPLACE

## % OF PEOPLE AT RISK



17.9%

**BMI:** Body mass classed as obese (body mass index  $\geq 30$ )



45.5%

**Nutrition** – do not eat at least 5 fruit or veg per day



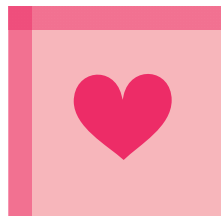
35.9%

**Physical activity:** 150 minutes or less moderate to high-intensity sessions per week



10.1%

**Currently Smoking:** Cigarettes/cigars/pipes



28%

**Chronic conditions:** At least one chronic condition



29.4%

**Alcohol:** Exceeding recommended units

## VITALITY AGE

4 years  
and 2 months  
older than their  
chronological age.

90.9%

of employees were older than their actual chronological age

## LOST PRODUCTIVITY

- Days lost per employee per annum due to health related absence and presenteeism
- Average 30.4 days lost per employee
- Healthiest workplaces 19.8 days lost

# THE SCIENCE BIT



# DEFINE & ASSESS WORK PRODUCTIVITY AND ACTIVITY IMPAIRMENT (WPAI) QUESTIONNAIRE

## STEP 1

**Absenteeism** –  
work time missed  
**Presenteeism** - reduced  
on-the-job effectiveness  
due to health problems

## STEP 2

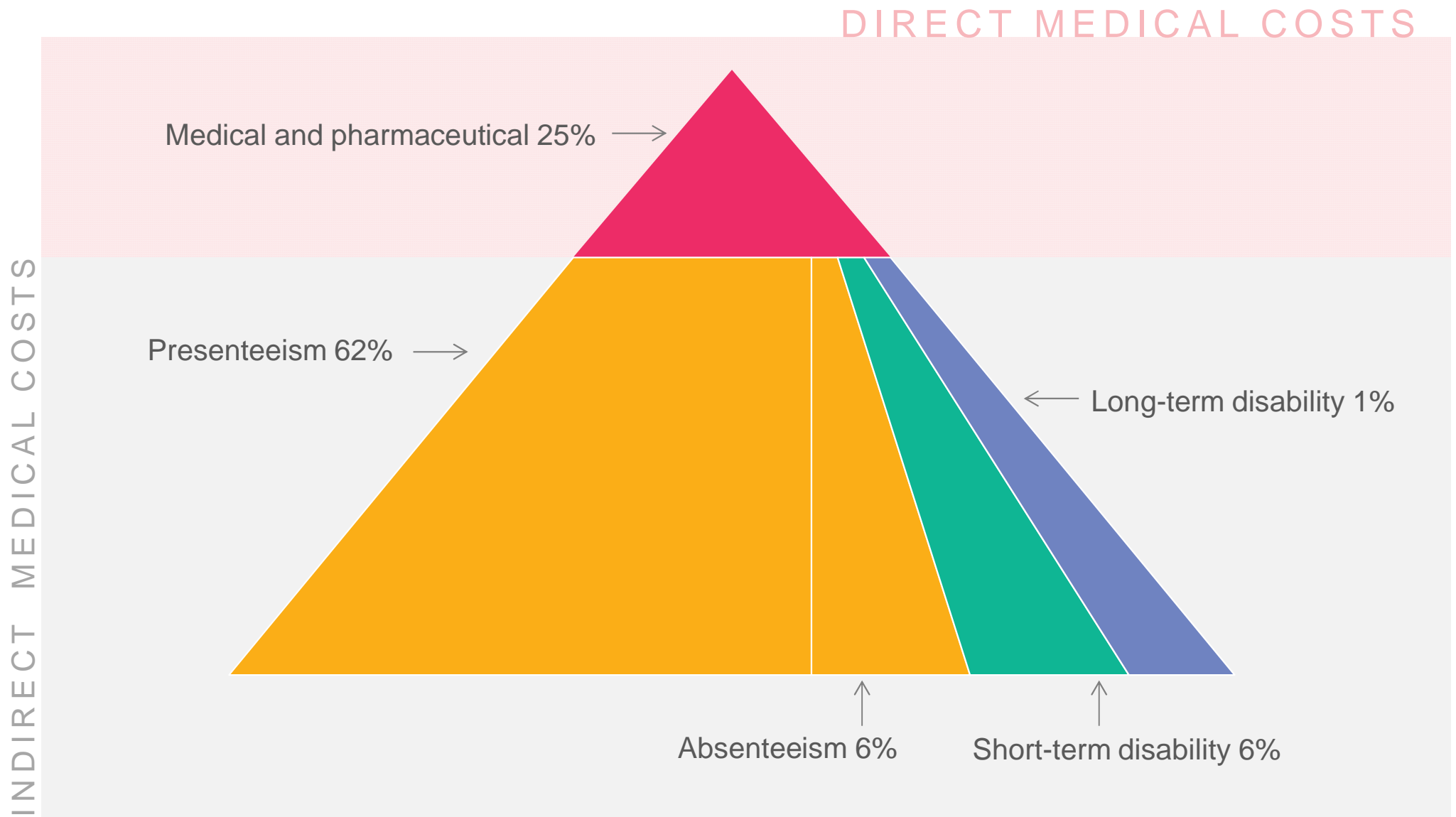
The WPAI was created by Reilly Associates as a patient-reported quantitative assessment of the amount of absenteeism, presenteeism and daily activity impairment attributable to general health (WPAI:GH) or a specific health problem (WPAI:SHP).

## STEP 3

Validated questions quantifying:

- How much time was missed due to health problems
- How much time was missed due to other reasons
- How many hours were actually worked
- How much did health problems affect productivity while working
- How much did health affect ability to do regular daily activities

# PRESENTEEISM



Source: Harvard Business Review – Presenteeism: At Work – But Out of It

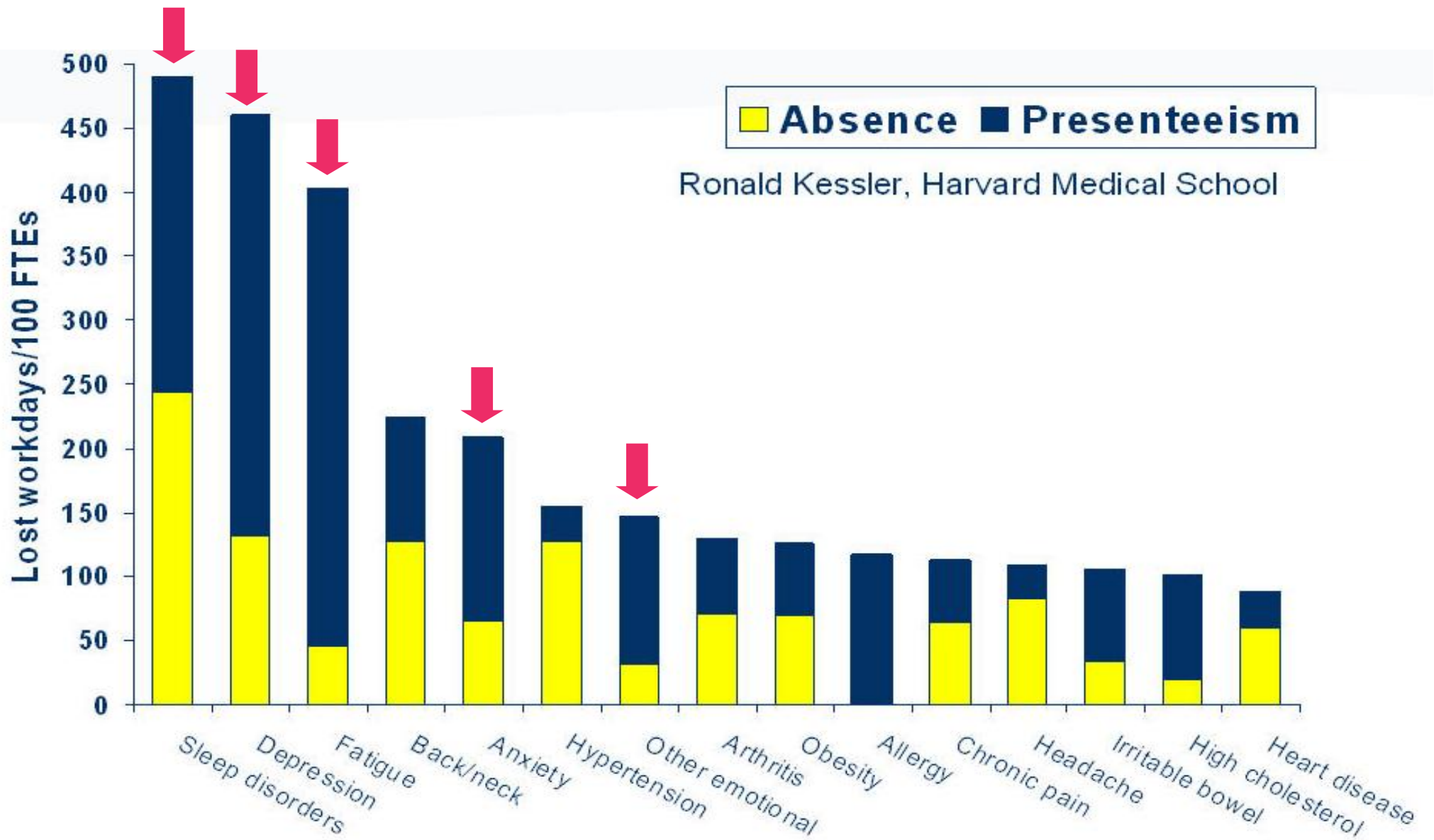


# RISKS

## SQUEEZING THE BALLOON



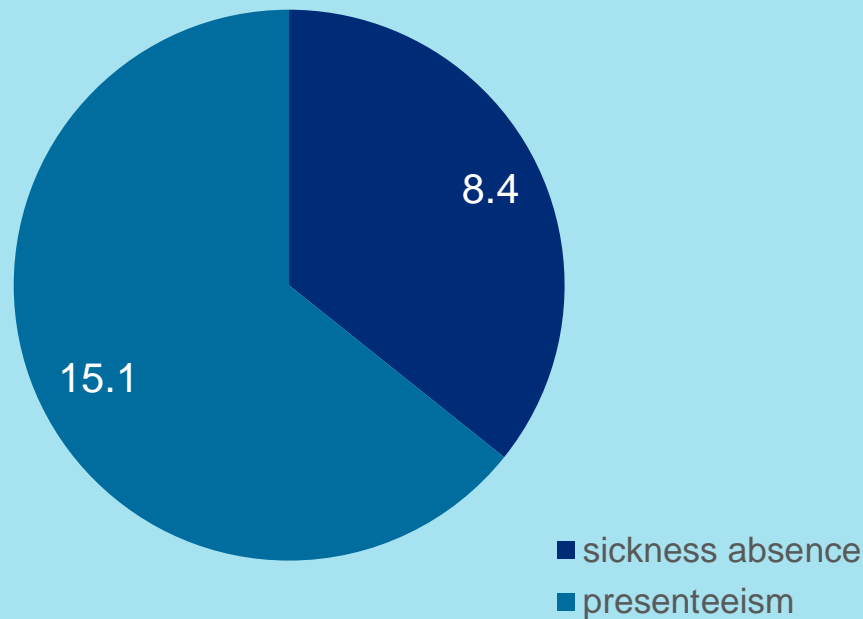
# TOP 15 CAUSES OF LOST WORK TIME



# PRESENTEEISM COST IS RISING

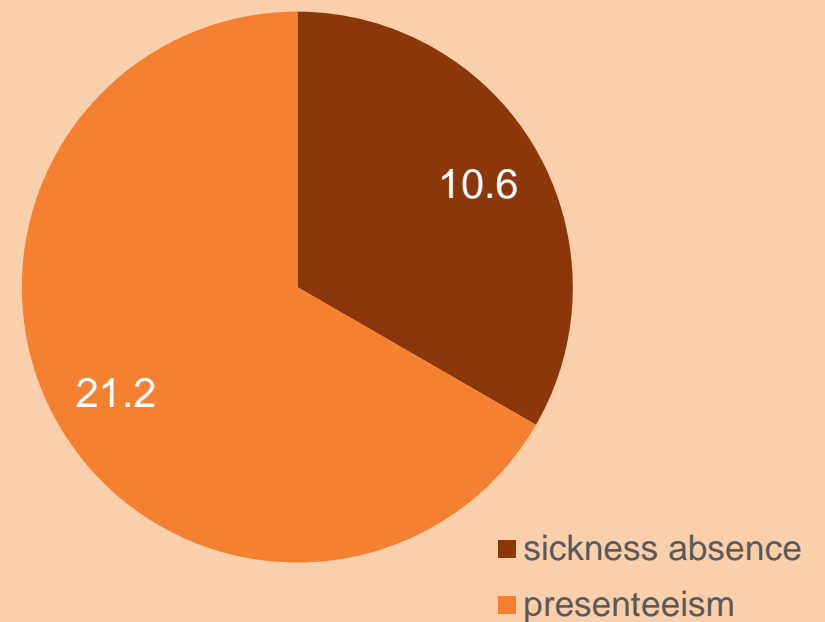
## 10 YEARS AGO

The Centre for Mental Health calculated 10 years ago that mental health problems in the UK workforce cost employers



## SEPTEMBER 2017

Their updated figures in September 2017 highlight that mental health problems in the UK workforce cost employers:



# THE IMPACT OF HEALTH ON PRODUCTIVITY



33 Productive days are lost per year to moderate to severe depression by the 5.6% of employees who suffer from it. They can reduce their work impairment by 31 days if they no longer suffer from depression.



48% of employees indicate they have at least some financial concerns and lose an average of 6 days of productive time at work each year.



47% of employees over 55 do not take sufficient exercise. Employees of all ages can reduce work impairment by 3.2 days a year if they go from no exercise to 150 minutes per week

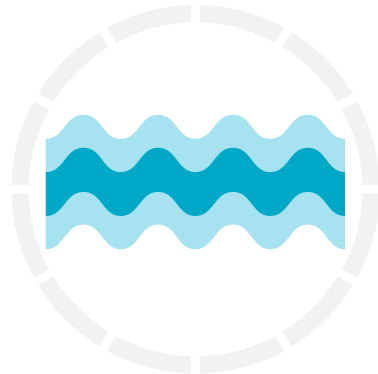


3.5 Productive days a year are lost by employees with poor diets. Reducing fat intake to a healthy range reduces work impairment by 2.5 days per year.

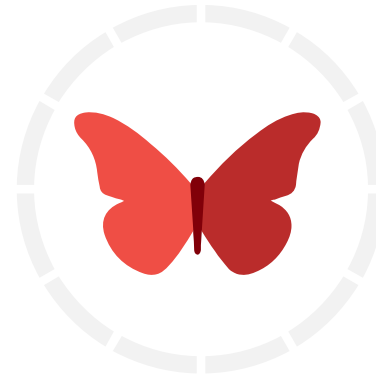
# THE EIGHT DIMENSIONS OF WELLBEING



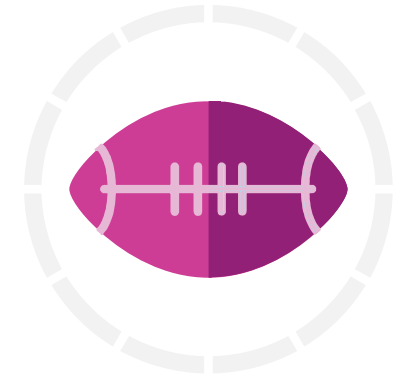
**PHYSICAL**



**EMOTIONAL**



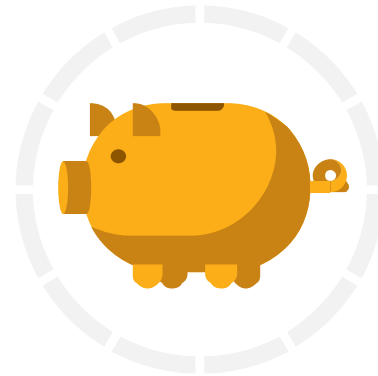
**SPIRITUAL**



**SOCIAL**



**INTELLECTUAL**



**FINANCIAL**



**ENVIRONMENTAL**



**OCCUPATIONAL**

# WORKPLACE HEALTH

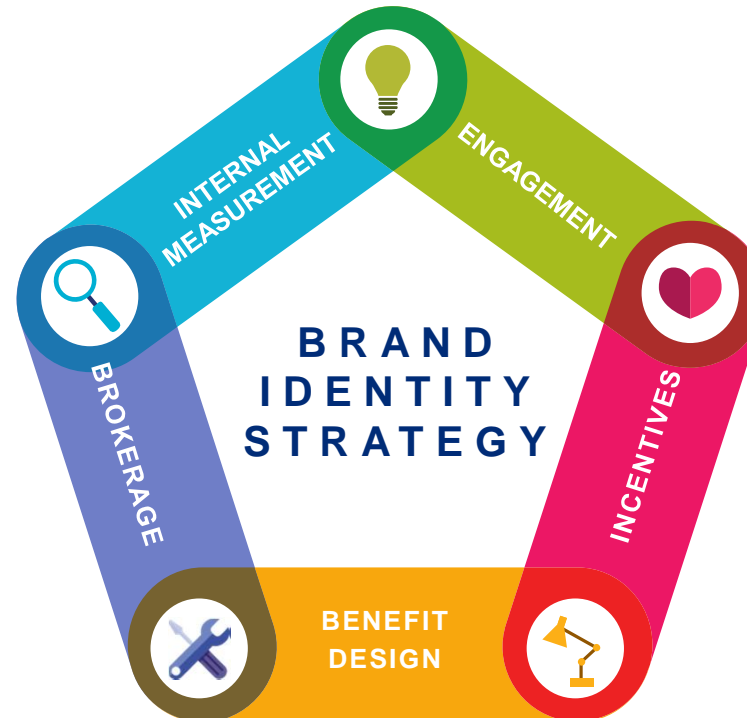
## DATA STREAMS

- Health & Wellbeing Dashboard
- Diversity & Inclusion
- Performance
- ROI / VOI
- Heat Map of Life / Happiness



## PREMIUM CLAIMS PREVENTION PATHWAY

- Strategic best fit
- Cost sharing
- Pooling
- Vocational Rehabilitation
- Early Interventions



## D&I AND PERFORMANCE PATHWAYS

- Gender / Race / Ethnicity
- Ageing / Multi-generational Workforce
- Sexual identity / LGBTQPLUS
- Health & Wellbeing – Performance Reviews
- Life stages



## HEALTH & WELLBEING PATHWAYS

- Cardio-vascular
- Mental Health
- MSK
- Maternity Care
- Primary Care
- Cancer / including genetics
- Onsite Clinics
- Resilience
- Cognitive Health



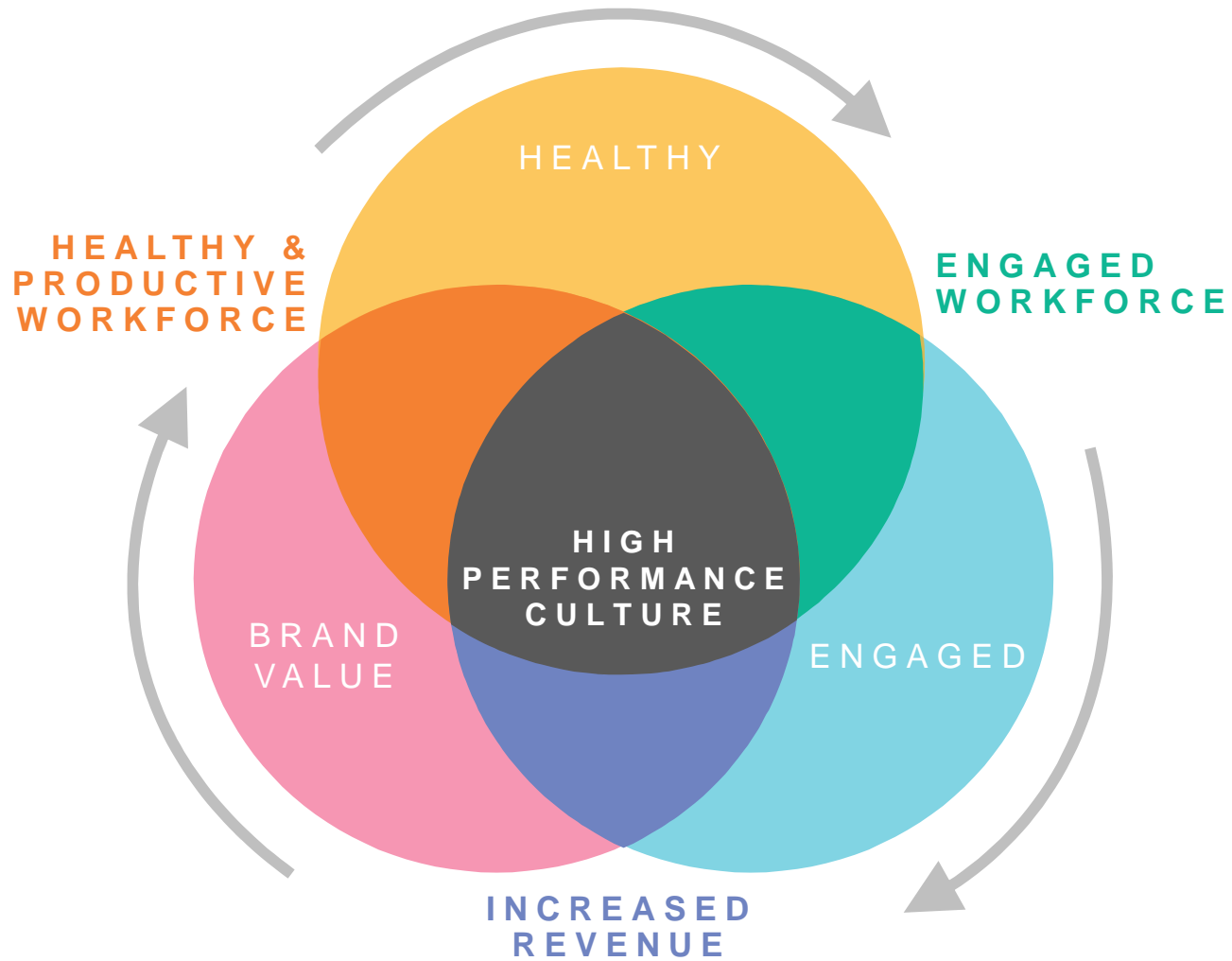
## WHOLE PERSON PATHWAY

- Health - Wealth - Career
- Bio – Psycho – Social
- Proactive – Reactive
- Behaviour change / Gamification
- Quality of Life / Wellbeing / Happiness
- Future of Work



# BENEFITS VALUE

HEALTH + ENGAGEMENT = PRODUCTIVITY



## TOP TIPS

# DON'T

- Don't just look at physical or mental health in isolation
- Don't copy one-off tactics that might have worked for others.
- Don't expect employees to take responsibility for their health on their own.
- Don't take a generic view to your people when it comes to their health and wellbeing.



# DO

- Do design a health and wellbeing program for the whole person, including lifestyle factors, mental wellbeing, physical activity & biometric factors.
- Do create strategic joined-up solutions based on your own data.
- Do support employees to make healthier choices. It's a critical part of any productivity management strategy.
- Do employ a people shaped strategy to personalise the particular needs of your workforce.





## NEXT IN OUR WEBINAR SERIES

- Engaging an increasingly diverse workforce.
  - What impact is the rise of the individual having on UK business?

**Tuesday, 15th May, 10:00am – 10:30am**



### MERCER LIMITED

1 Tower Place West, London  
EC3R 5BU  
+44 20 7626 6000  
Email: [mercer.uk@mercer.com](mailto:mercer.uk@mercer.com)  
Website: [www.uk.mercer.com/](http://www.uk.mercer.com/)



**MERCER**

**MAKE TOMORROW, TODAY**