

The Global Productivity Report: 2022

Uncover what's draining your
people's productivity.

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CHAMPION
HEALTH



We're all high performers



Jack Green

Double Olympian and Head of Performance
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For too long, wellbeing and performance have been viewed as being at opposite ends of a spectrum. The data in this report shows that they go hand in hand.

Everyone is a high performer - but only if they're given the platform to perform at their best. Employees who are tired, or overly stressed, or struggling mentally, can't perform at their best.

On the flip side, if an employee's human element is thriving, then their professional element will as well. As employers, make sure you're giving your people that opportunity to thrive personally.

Most of us strive to be the best we can be – and wellbeing is a non-negotiable foundation of that high performance.

If organisations can put that foundation in place, then they will not only create a healthier and happier working environment - but also a more productive one. I truly hope the information in this report helps you create that environment for your people.

A handwritten signature in black ink, appearing to read 'Jack Green'.

Jack Green





The Quick Read

5 Key Findings

Short on time? Read these five key findings from the report.

1. Presenteeism costs £775 per employee per month

The average cost of presenteeism to UK organisations stands at **£775** per employee per month (or £175 per week).

2. 49% rate their productivity as average or worse

This reveals the opportunity for organisations to benefit from **productivity gains**.

3. Tiredness is reducing productivity in 63% of employees

Tiredness is the top cause of presenteeism followed by high stress (**34%**).

4. Mental health is draining productivity for 23% of employees

The data reveals a clear relationship between **mental health** and **performance**.

5. 27% of employees have poor sleep quality

By improving sleep quality and reducing tiredness, employers can boost performance and productivity.

With insight from



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ABOUT THE DATA

The data in this report was gathered between January 2022 and August 2022. It comprises 2,441 employees from organisations across the globe and consists of over 1,000,000 data points covering all areas of wellbeing. The participants represent a range of demographics and work in a variety of employment sectors. All data is gathered anonymously.



The cost of presenteeism

Spotlight on the UK

Presenteeism is lost productivity that occurs when employees are not fully functioning in the workplace, usually due to illness or injury. Despite the employee being physically at work, they are not able to perform at their best and are more likely to make mistakes on the job or become burnt out.

Long-term, presenteeism is associated with poor wellbeing, reduced employee engagement and increased employee turnover – among other things. Employers must therefore act early to identify and address the drivers of presenteeism.

Unlike absenteeism, presenteeism is hard to detect, difficult to measure, and its effects often go unnoticed. However, it is an issue that organisations cannot afford to ignore. Using validated measures, we calculated the average cost of presenteeism to be £775 per employee per month or a cost of over £9000 per employee per year.

This data point is shocking and represents a huge cost to employers. However it's important to consider that employee productivity is currently significantly below its full potential – as the data in this report shows.

The lessons to be taken from the data are clear. Proactive initiatives to prioritise employee wellbeing are a 'no brainer' decision for every organisation, of every size, in every sector.

How presenteeism is calculated

Participants in the sample were asked the degree to which health problems affect their productivity, taken from validated questionnaire WPAI-GH. This outcome is expressed as a score alongside number of hours worked per week at an average hourly salary of £13.57 – as reported by the [Office for National Statistics](#) in 2021.

Presenteeism costs **£775** per employee, per month. Here's how those costs stack up monthly for organisations.



How to secure leadership buy-in with wellbeing



Dr Richard Heron

Health, Work, Wellbeing and Performance Consultant
Former Vice President, Health BP

The significant cost of presenteeism highlighted above presents a compelling business case for investing in employee wellbeing. However, you may still find getting senior leadership buy-in with wellbeing to be challenging.

Securing this buy-in is always a journey. Luckily, this journey can be expedited. When it comes to leadership buy-in, think about it in terms of **zealots** and **converts**.

In every senior leadership team I've worked with, I've found that there is almost always someone already on board with wellbeing. This is your zealot.

Your zealot is already bought-in to wellbeing and they know how decisions are made at the top. Talk to them to understand the who, the how and the decision-making points you need to get wellbeing embedded across the whole organisation.

Now you know what to do, your next challenge is to convince everyone else. Do this by identifying the most sceptical member of the senior leadership team when it comes to investment in wellbeing. This your convert.



Your convert is familiar with profit and loss accounts. But they are less familiar with the factors that increase or decrease the 'wellbeing accounts' of their people.

Your convert needs to visualise the return on investment – and this means providing data. Luckily, the data in this guide presents a strong business case for even your toughest convert.

Search online and you'll find plenty more studies showing that when leaders invest in wellbeing, business outcomes improve. These outcomes include increased long-term stock price, higher retention rates and an improved ability to recruit top talent.

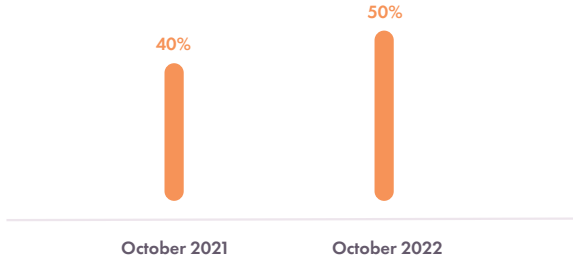
Present your business case and work that space until your convert is convinced – and converted. When your convert is talking about wellbeing and why your company should invest – the entire senior team will listen.

We're not really here

The top 10 productivity drainers

Presenteeism and employee productivity is intrinsically linked. In this section, you'll discover how employees rate their own productivity, including the issues that hinder them from performing at their best.

Percentage of employees who rated productivity as 'average' or worse



When compared with data from [The Workplace Health Report: 2022](#), these results show a significant decrease in employee productivity.

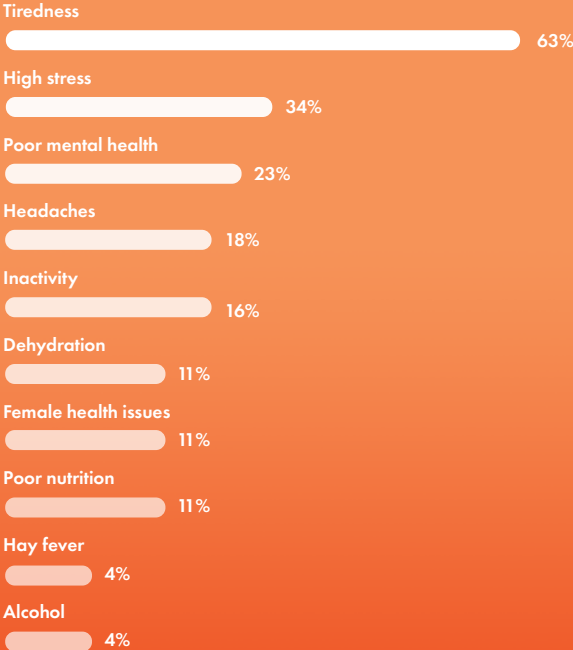
Average productivity level score

When asking our sample: 'How would you rate your current productivity levels?'

6/10

The 10 most common health issues impacting productivity

The 10 most frequently selected issues impacting productivity at work. Employees could select multiple health issues.



The power of wellbeing data



Laura Dallas

Head of Product
Champion Health

Wellbeing data does more than tell you what's going on for your employees. When applied to productivity, it also tells you how your business's bottom line is being affected. So, from a business perspective, it should be a no-brainer for leaders to invest in the power of data.

And I've seen some positive change – the tide is slowly turning on the number of businesses using data to inform their wellbeing strategies.

But one mistake I see regularly is businesses approaching data collection as a 'one and done' task; that once a survey has been shared and data collected, that box has been 'ticked' and the focus moves on elsewhere.

To maintain the power of the data, it should be collected regularly and consistently, ensuring you're targeting the issues that really matter.

We've all seen over recent years how the state of employee wellbeing can change quickly – as can the challenges facing your people. Whether it's the pandemic, cost of living crisis, or something else – an employee's wellbeing priorities can change at any time.

To understand how this is changing, look to implement regular touch points and review what your data is saying – either through wellbeing platforms or internal surveys.

For example, Champion Health's clients are encouraged to utilise our health assessments at least every 3-6 months. We find this frequency strikes the balance between understanding the current wellbeing picture and avoiding 'survey fatigue'.

So, by being consistent and regular in your approach to data collection, it will ensure your wellbeing resources are being allocated in the most effective way – providing a positive return on your wellbeing investment.



Poor productivity: how causes combine

Areas of health rarely operate in silo. Increases or decreases in productivity is typically the result of multiple areas of wellbeing interacting with each other.

Each professional in our sample was asked to identify every area of wellbeing impacting their productivity. Their answers reveal the areas of wellbeing that most commonly interact to impact performance.

The most common wellbeing combination of wellbeing areas impacting productivity is tiredness, poor mental health and high stress. The next two most common combinations are headaches, high stress and tiredness – and poor mental health, headaches and tiredness.

These results reveal how multiple areas of wellbeing interact to contribute to presenteeism. Therefore, to reduce the costs of impaired productivity, employers must develop and utilise holistic workplace health strategies that address every area of wellbeing at once.

Find out what's draining productivity in your business

DISCOVER CHAMPION HEALTH

The most common health issues combining to reduce productivity



The foundations of holistic wellbeing

Look up the word “wellbeing” and you will find countless definitions. Behind each of these definitions is subjectivity and a sense that many competing factors are at play. At any one time, an employee’s health, wellbeing and performance is impacted by innumerable factors.

To enable your people to perform, you must consider how you define wellbeing. This will determine how you support it through your workplace health strategy. Champion’s data highlights the different combinations of factors at play when it comes to wellbeing. For example, some employees report that tiredness, high stress and poor mental health is impacting their productivity. Others are struggling with headaches, dehydration and inactivity.

There are just as many combinations of factors as there are definitions of wellbeing. How you define wellbeing within your organisation will determine how you go about addressing it. Each of your employees have unique wellbeing wants and needs. Therefore, to support them is to address wellbeing holistically – through strategies that encompass every area of wellbeing, based on the foundations of how you as an organisation define it.

Your definition of wellbeing must enable this holistic approach. It must be broad enough to capture all the factors at play when it comes to employee health.

Defining health and wellbeing like this lays the foundation for a workplace health strategy that improves employee health and boosts performance.



Arti Kashyap-Aynsley

Global Head of Wellbeing & Inclusion
Ocado Group



Tiredness takes its toll

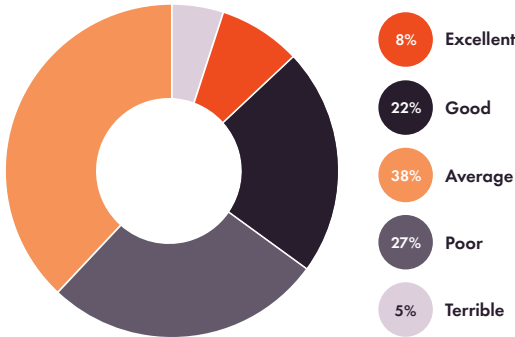
The effect of employee fatigue

Your people are tired and it's affecting their performance in work. Over 3 in 5 employees report that tiredness is impacting their productivity. Our data also shows that this fatigue is prevalent during the afternoon.



Tiredness and sleep are closely linked; our research also reveals that employees are struggling with their sleep. When asked to rate their sleep quality, 70% of employees responded with "average" or worse. Almost 1 in 3 employees report their sleep quality as "poor".

Sleep quality



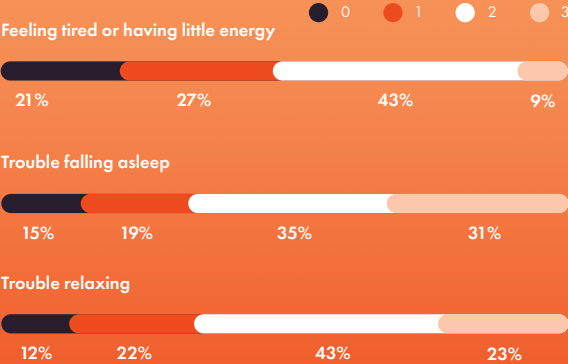
Further exploration of the data provides an insight into the experiences of employees reporting that tiredness is affecting their productivity (63%).

These employees appear to have particularly troublesome relationships with both sleep and relaxation.

Over 90% report feelings of low energy, 77% report difficulty relaxing and 68% cite challenges with falling asleep, remaining asleep, or sleeping more than intended.

Over the last 2 weeks, how often have you been bothered by any of the following: (scale 0-3)

Employees answered on a scale of 0 (not at all) to 3 (nearly every day).



These results were collected from employees who report tiredness is impacting their productivity.

Breaking the cycle of presenteeism



Harry Bliss
Co-founder and CEO
Champion Health

Presenteeism is often the result of employees working in ways that don't align with when they are most productive.

If your people are working through challenging or tiring tasks at times of low energy or poor health, it will come at the cost of productivity and quality – as well as their own wellbeing.

Rigid working behaviours contribute to a cycle of presenteeism that's costing organisations millions every year. So how can we, as leaders and employers, break that cycle?

Firstly, I'm calling on all leaders to role model the behaviours that you need your team to embody.

There must be congruency between what you say and what you do. This includes simple actions like taking breaks, leaving work on time, and fully utilising annual leave. When you role-model these behaviours, you will build trust and give your people permission to behave in the same way. By doing so, you will reduce presenteeism.

I'm also calling on leaders to create the conditions for people to perform at their best. In this report you've learnt that workload is the top cause of harmful workplace stress.

This must be a wakeup call for leaders to act. Because when your people are experiencing negative stress, they are not performing at their best.

It's therefore crucial that workloads allow space for wellbeing and as much flexibility as possible, while also providing enough challenge for employees. Create these conditions by working closely with your people to set clear expectations, work towards realistic deadlines and support them in managing their time productively.

With 3 in 5 employees reporting that tiredness reduces their performance, simple steps like these are crucial performance-boosting measures that employers must take. Empower your people to work in ways that work for them - and break that cycle of presenteeism.



Redressing the balance

Stress and productivity

Stress is an unavoidable part of life. And a healthy amount of stress sparks productivity, supports motivation and drives your people forward.

However, there is a tipping point. This is when stress stops sparking productivity and instead becomes detrimental to it. When that happens, stress becomes a risk factor for both wellbeing and performance. Employers must therefore strike the balance between pressure and productivity.

According to 1 in 3 employees, that balance is currently off – and high stress is negatively impacting their productivity.



34% of employees report that high stress is affecting their productivity

Our data also found that 37% of employees are experiencing negative stress at work. For those employees workload is by far the most common cause of stress, followed by lack of control and lack of support.

Causes of negative stress at work

Reasons for negative stress at work. Multiple options could be selected.



To boost performance, employers must manage employee stress, to maintain a healthy balance of pressure and productivity. Employers that do this successfully will foster employee wellbeing while simultaneously improving business performance.

Pressure into productivity



Dan Craig

Wellbeing Lead
Champion Health

Over the last century, we've come to better understand the intricate relationship between pressure, stress and performance.

The Yerkes-Dodson law states that when we are under a very low amount of pressure, our performance is low due to boredom.

However, if we are under high pressure, we move right up towards the other end of that spectrum, leading to burnout.

At both extremes, we see a sharp drop in individual performance and productivity.

Somewhere between these states, lies a band of pressure which helps us to perform optimally. A balance of stress that helps us to perform better.

Finding this zone, as an individual or an organisation, is a challenge. That's because, as human beings, we have differing levels of resilience and capability to deal with stress.

It's critical we can identify the level of pressure that helps to boost productivity and performance, while also reducing those high-level stressors that can overwhelm our ability to thrive and flourish. This applies to the organisation, the leader or manager, and you as an individual.

For me, this highlights the importance of the employee-manager relationship. As an employee, being able to identify your own stressors and possessing the security to share these with your manager is vital.

As a people leader, it's vital to create an environment of safety and trust which allows this feedback to take place. When these are both in place, both employees and people managers can turn the right amount of pressure into the optimal level of productivity and performance.



Showing up when you're feeling down

Mental health & productivity

Our research adds to the growing case for mental health support at work. Our data reveals that poor mental health negatively impacts the productivity of almost 1 in 4 professionals.

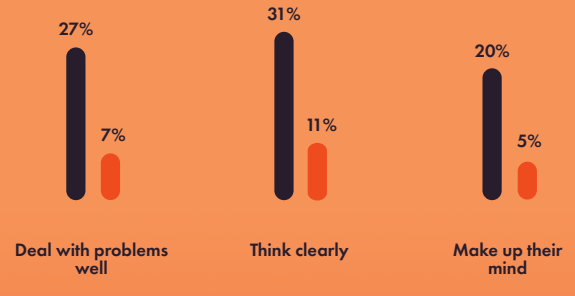


23% of employees report that poor mental health impacts their productivity

A deeper dive into the data also reveals how employees whose productivity is impacted by poor mental health perform on performance-related aspects of work – compared to other employees.

As the bar chart shows, employees whose performance is affected by poor mental health find it significantly more difficult to deal with problems, think clearly and act decisively.

Percentage of employees who “rarely or never” feel able to:



- Employees who reported that poor mental health impacts productivity
- Employees who did not report that poor mental health impacts productivity

These results highlight how poor mental health will impact an organisation's bottom line – as well as the wellbeing of its people.

Therefore, employers must cultivate cultures of positive mental wellbeing and psychological safety. As well as improving your employees' mental health, this will also maximise their performance and drive your business forward.

Building a culture where mental health and performance flourish



Dr Stephanie Fitzgerald

Former Senior Business Partner, Mental Health
Rolls-Royce

Mental health and workplace productivity go hand in hand. If your employees are struggling with their mental health – then their performance will reflect that.

Equally, how employees feel about their jobs – and their performance – will impact their mental health.

Employees who are disengaged or disinterested with their work will not only perform worse, they'll also struggle more mentally. As leaders, it's therefore crucial that you create an environment which enables both mental health and performance to flourish.

Your people must feel stretched and challenged by their work – but within a psychologically safe environment where mistakes are allowed, and support is there if they need it.

Ask how your people are doing, and make it clear you're there to support if they need you. Work alongside them to set expectations and give them autonomy over their workloads. Make it clear to your people how much you value them and the work they're doing.

It's these elements that will enable you to create a cultivate a culture of wellbeing and productivity, where your employees feel positive about their work and their performance.

Employees are feeling the effects of a truly relentless few years. Therefore, as leaders, you have to the chance to make a hugely positive difference to both your people's work performance – and their lives in general.

Creating the right culture for your people to thrive in is crucial to this. Discover more actionable ways of building this culture by reading this guide: Psychological safety at work.





The cost of showing up when you're down



Harry Bliss

Co-founder and CEO, Champion Health

I believe that health and wellbeing is everyone's business.

Almost every area of your health influences your performance at work and beyond. The same is true for every person in your organisation.

If your mood is low, you're less creative. If you're tired, you'll make more mistakes. And if you're highly stressed, you can't concentrate. But anecdotal evidence isn't enough to convince anyone. That's why the Champion Health team have produced this report.

The business cost of poor employee wellbeing has been highlighted throughout – as have the different areas of workplace health that are impacting your employees' performance.

The lessons to be taken from the data are clear. Every organisation must prioritise the health of their people – because improved wellbeing will lead to higher productivity and a more successful organisation.

But more importantly – it's the right thing to do. Thank you for taking the time to read this report.

A handwritten signature in purple ink, appearing to read 'H Bliss'.

Harry Bliss

Discover Champion Health

Champion Health enables businesses like yours to thrive through our digital wellbeing platform.

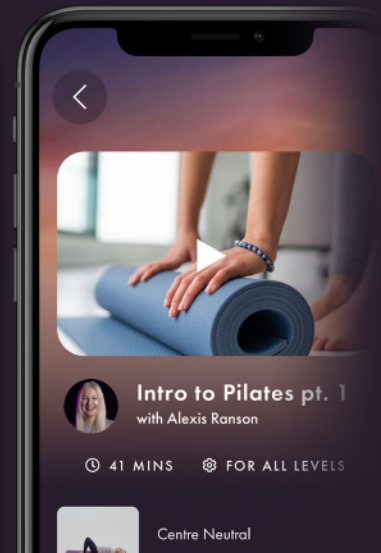
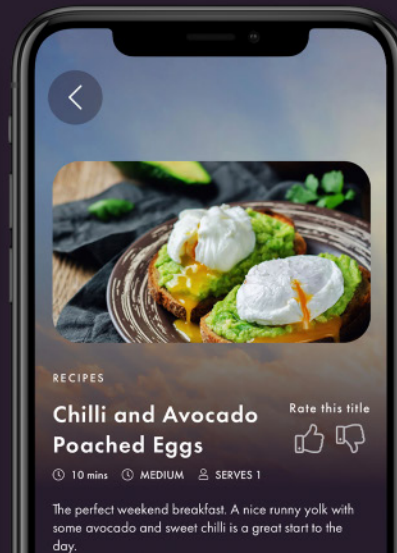
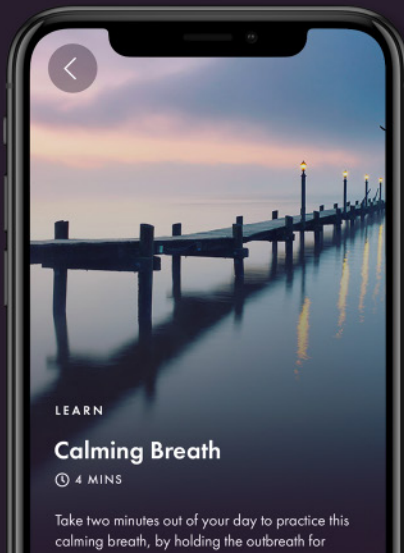
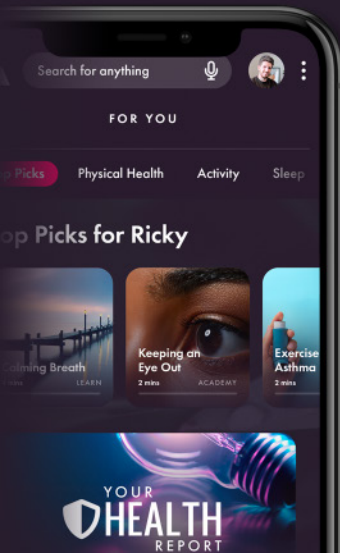
The platform empowers employees to improve their wellbeing through digital health assessments, personalised wellbeing action plans and tailored workplace health content.

Meanwhile, you'll get the support, resources and data-driven insights you need to develop impactful wellbeing strategies.

Find out how you can support your people and generate record engagement by talking to us today.

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