



# Updating the business case for Mental Fitness

Capturing the relationship between mental health,  
employee resilience and business performance



# Contents

<b>3</b>	<b>Foreword</b>
<b>4</b>	<b>Mental Health</b> – The Magnitude of the problem
<b>3</b>	<b>The Cost of Doing Nothing</b> – The impact on the economy and business of not doing enough on mental health
<b>6</b>	<b>The Tip of the Iceberg</b> – The Potential Impact of Mental Ill Health, Stress and Burnout on organisations
<b>12</b>	<b>The Benefits of taking action</b> <ul style="list-style-type: none"><li>• Benefits to the Economy</li><li>• Benefits to Business</li><li>• A Mentally Fit Workforce</li></ul>
<b>16</b>	<b>How Can Mental Fitness Help Your Team</b>
<b>23</b>	<b>Appendices</b>



**Jodie Rogers**  
Leadership &  
Mental Fitness expert

## Jodie Rogers MD Symbia Partners

The topic of mental fitness is close to my heart, I've seen people in my personal and professional life struggle with an absence of basic tools to support them not only manage their mental health but stretch it into a state of fitness. I was driven to write the book 'The Hidden EDGE: why mental fitness is the only competitive advantage that matters in business' during the pandemic after the death of my father – death is always challenging, but this is magnified when the world is shut down and you can't be or do the very things that would help you emotionally navigate the chaos. They say you write the book you need to read, not only did I do that, I had to walk my talk at the same time. I'm privileged, at Symbia, to work with leaders in the world's biggest companies every day, through this work I get to bring in these essential tools to help us manage and enhance our inner game. But it's not an easy sell – off course not, because mental fitness feels intangible, it's something you experience – you can observe the resulting behaviours in others, but it's hard to attribute.

### **If I had a penny for every time we heard...**

- Can you demonstrate the ROI of mental fitness and why it's worth our investment?
- Can you show me the business case?
- How will we know it has worked?

... I'd be able to shut Symbia and retire. Not only where we picking this up with our own clients but [according to a global survey by Virgin Pulse/YouGov in 2023, 32% of HR professionals say their job would be easier if "I could more easily demonstrate ROI to my leadership team"](#)<sup>(1)</sup>

So, instead of retiring, we decided to give people what they needed. We analyzed countless reports, data points, longitudinal studies and so on. Then we created our first 'Business Case for Mental Fitness' in 2020. Since then we've been laser focused in bringing mental fitness into all of our leadership work.

I'm happy to say that since 2020 34,000 people across 5 major corporates (Google, Unilever, Johnson & Johnson, AtlasCopco, Danone) have been through our mental fitness course. Approx 20,000 people have been through our training programs from Coca-Cola to Lego. I've spoken on stages reaching audiences of 12,000 execs and a further 7,000 teenagers (yes, the younger we get to people the better!). Finally, 10,000 people have read the book *The Hidden Edge* and 40,000 have watched my Ted X – *The stories we tell ourselves*. We're getting there slowly but surely.

In 2024, we decided it was time for a refresh and the good news is, there is so much MORE data post-pandemic than there ever was. It's richer and more insightful.

This updated paper builds a case for how mental fitness contributes to the bottom line in any work organisation. Symbia has collated evidence from over 25 different sources across the globe to help you build your mental Fitness (or wellbeing) business case. The sources combine to represent a sample of 3 million employees and HR professionals across the globe, this paper can be a valuable tool for Leaders, L&D professionals, HR & Wellbeing practitioners or managers who need to make the case in their own organisations.

### **In 2024 there are some significant changes since 2020**

- Mental Health issues are affecting more and more of the global workforce. In 2020 we reported that 1 in 4 have suffered a mental health condition at some point in their lives. In 2024, we uncovered research that says this is closer to 1 in 2!<sup>(4)</sup>
- Post-Covid, the working world is different.
  - Hybrid working is widespread now for remote-capable employees – with it comes problems and issues. Gallup

reports increasing levels of sadness and loneliness in remote workers.

- Burn-out and stress is more prevalent now – 59% of the global workforce now suffer symptoms
- Young employees are impacted more by mental health challenges – McKinsey reports 3 in 4 Gen Z have at least one mental health challenge. The Covid years have certainly impacted young people's mental health more than other generations – with mental illness [increasing globally by 12%](#) in the under 40's<sup>(5)</sup>
- A significant number of employees have caring responsibilities that impact their mental health and their performance at work – A study by Deloitte<sup>(6)</sup> shows 46% of parents concerned about their child's mental health & for half of them, this worry impacts their performance at work.

All of these challenges increase the need for a mentally fit workforce – and the provision of holistic wellbeing programmes, & pro-active wellbeing initiatives that improve the resilience of employees so they are better able to cope with adverse life events, and they can thrive at work & at home.

At Symbia, we could have kept this work to ourselves just to use with our private clients, but for anyone determined to see positive shifts in this space you will know that it's going to take an army. That's why we're making this available to the public, to all practitioners and anyone out there doing the good work. Our only ask is if you use this report in your own work that you give us a mention on linkedin [@Symbia](#) as a team of researchers put a lot of effort into this and deserve a little thank you.

**We hope you find this valuable**

## Presenteeism and Leaveism are increasingly prevalent in the workplace as communication advances mean we are unable to 'switch off' from work.

- A CIPD study found that **77%** of organisations say they have observed presenteeism and **67%** have observed employees working outside contracted hours/using annual leave/hols to complete work. <sup>(12)</sup>
- **73%** of British workers feel they are expected to be available for work at all times. <sup>(13)</sup>

- **39%** of workers in the UK who have no experience of mental health problems agree that 'distress has left them less productive than they would like'. <sup>(13)</sup>
- In the US, **49%** of workers say they typically work at least an hour a day while on vacation.
- While on vacation, **31%** say they are expected to answer phone calls or texts, 27% are expected to respond to emails or messages and 20% are expected to be online. <sup>(14)</sup>
- When asked the question: "When I am struggling with my mental health and would benefit from time off", **85%** of UK respondents agreed they would still "always or mostly go to work". <sup>(15)</sup>



**1 in 3**

have a "Fear of Switching Off" even on holiday <sup>(17)</sup>



**67%**

Feel immense pressure to check in with work when taking time off <sup>(16)</sup>

# Mental Health –

## The magnitude of the problem

The World Health Organisation (WHO) defines good mental health as:

“A state of wellbeing in which every individual realises his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to her or his community.”

In other words, good mental health isn't just the absence of ill health, just as good physical health isn't the absence of disease. Many arguments have been made (and often fallen on deaf ears) for the importance of addressing mental illness in the workplace and enhancing wellbeing. This work is foundational and fundamentally important. But there is another opportunity here. What if we went beyond illness and wellness and also began to work on fitness? Being **mentally fit** is about strengthening and enhancing, and just as peak physical fitness might see you through a marathon, peak mental fitness can help people to achieve extraordinary things - to become adaptable, more engaged, more resilient and more creative in their work. With those sorts of results – why isn't everyone doing it? Well, because the whole topic of 'mental' anything is largely still taboo. But beyond that, it's intangible in many ways. How do we know if we are doing it right? How can we stakeholders to invest in something we can't really measure? What IS the ROI? Do we know how it effects the bottom line? Is there a

business case that lays out all the facts and figures in a simple digestible way that I can use to first, convince myself, then convince my company? Well, the answer is YES – this is it.

**What we've done is look at the argument in a number of different ways:**

- **What is the cost of doing nothing?**  
e.g. the negative impact of acute stress, anxiety, burn out, depression (mental illness) on business?
- **What's the benefit of doing something more?**  
e.g. how does investing in mental wellness positively effect engagement, retention, productivity.
- Finally, we look at **the further positive impact of investing in mental fitness** – strengthening and enhancing the mental and emotional wellbeing of our workforce.

Every year, the impact of poor mental health costs the world's economy \$130 per person, that's

**\$1 trillion  
USD per year!**

Source:  
World Health Organization, 2021 <sup>(2)</sup>



And every year low employee engagement costs are equivalent to 9% of Global GDP

**that's \$9 trillion  
USD per year!**

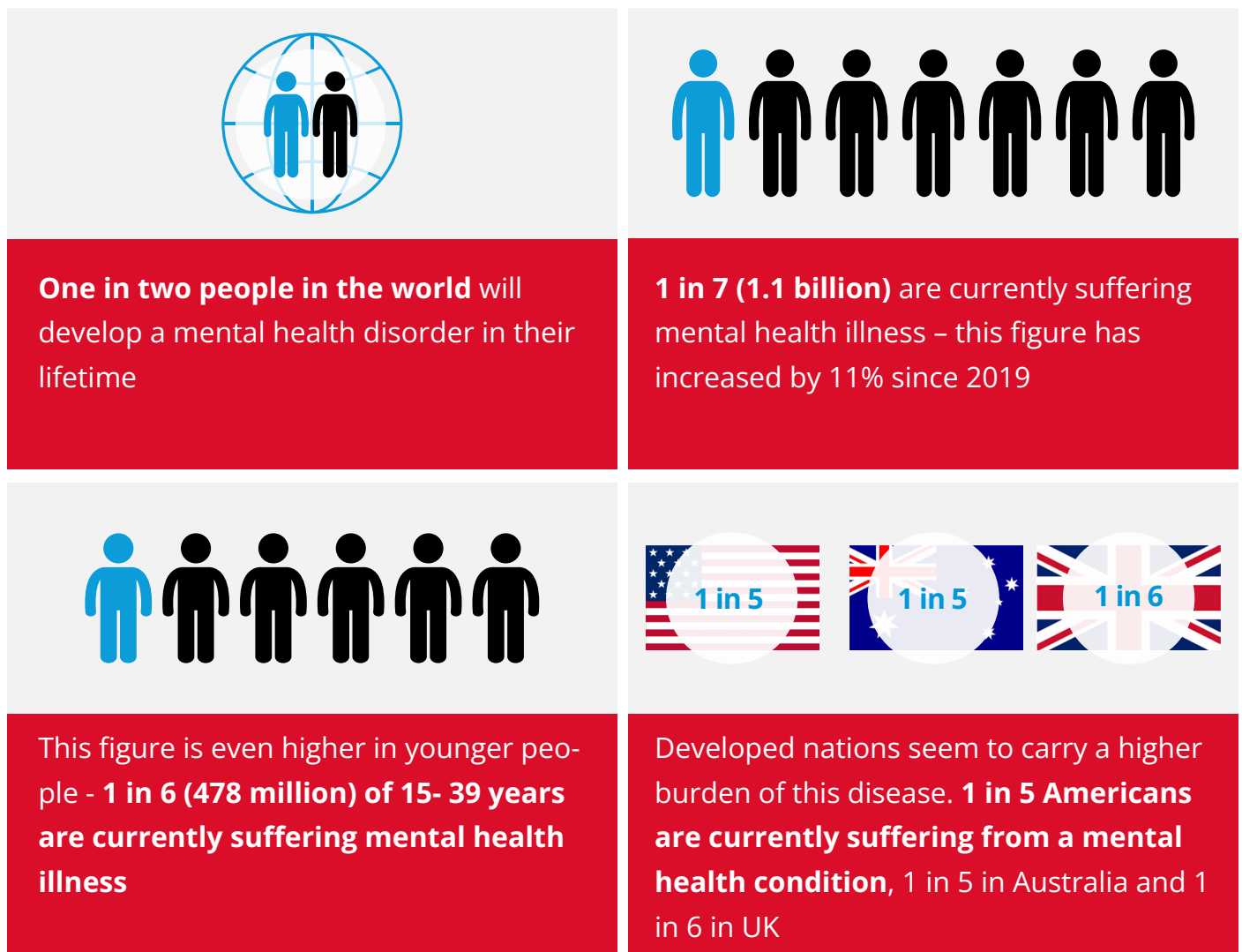
Source:  
Gallup- State of the Global Workforce 2024 (3)

# The cost of doing nothing (or not doing enough)

Poor mental health is a huge cost to businesses and the economy, **According to WHO, twelve billion working days are lost every year to depression and anxiety and the world economy loses about \$1 trillion USD per year in productivity.** That's the equivalent to \$130 per person on the planet! <sup>(2)</sup>

A recent study by Harvard and the Queensland Brain Institute <sup>(4)</sup> estimates that by age 75, one in two people will develop at least one of 13 mental health disorders – the most common being Depression, Phobias, PTSD & Alcohol Abuse. A Global Study by McKinsey <sup>(9)</sup> in 2022 reported that 59% of the Global Workforce reports at least one Mental Health Challenge, or symptoms of Anxiety, Burn out or Stress.

**Figure 1 Global Statistics on the scale of mental health illness**





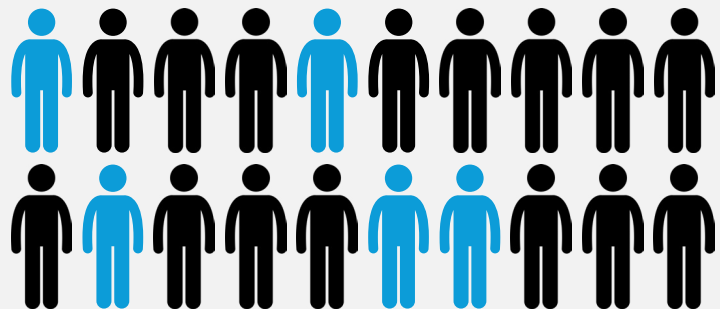
**According to a recent Deloitte UK report in 2024, 24% of working adults have been diagnosed with a mental health condition such as depression or anxiety & 63% of respondents have experienced at least one characteristic of burnout - feeling of exhaustion, mental distance from their job, or decline in performance at work <sup>(6)</sup>**

Therefore, if we overlook (or under support) our people and their mental issues, we risk overlooking a significant proportion of the working population. Now, look at your team and think about the potential you could unlock with a mental fitness programme.

Not only could you support these people now, you would also enhance and strengthen their mental and emotional wellbeing for the future. But not just for those people suffering mental health issues now, for all 30 of your figurative team. You would create a culture of understanding within your team so they could support one another while being self-empowered to help themselves. You would also build resilience, adaptability and creative thinking, all useful tools in the face of an ever changing world Isn't that something worth investigating? We think so.

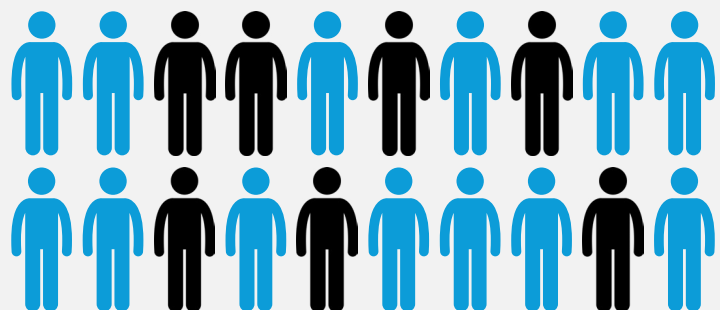
**24%**

of the UK workforce have been diagnosed with a mental health condition



**63%**

of the UK workforce have experienced a symptom of burnout



# The tip of the iceberg

Diagnosed mental health issues are only the tip of the iceberg. Mental health at work is not just limited to diagnosed conditions. We should consider any mental health problems at work – as any mental health problems which are brought to, experienced at, or caused by work. This is more common than you might think. A bad night's sleep, or a domestic argument, problems with school can all contribute to days where employees are performing at a 'less than optimum' level. Using this definition makes the problem more widespread and the solution more essential. It arguably can also make the solution more attainable. If you can educate and empower people with the knowledge and tools to, for example, effectively manage conflict (at home or at work) to acknowledge when their physiology (e.g. lack of sleep, hunger, feeling ill) is impacting their cognition and decision making power – that already feels both tangible and

achievable, never mind valuable. This insight and skillset can also keep people from slipping down the slope of mental ill health.

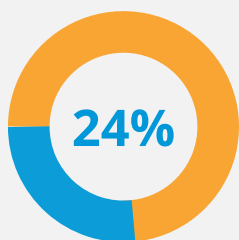
It's important to acknowledge that any mental health problem, however small may have impact on employee performance in the workplace, just like being physically unfit may have an impact on their ability to work. Figure 2 (below) highlights the scale of the issue in the UK.

**Thinking of your team of 30 again, 19 will have experienced symptoms of burnout and up to 28 members who have experienced stress related absence in the past year.**

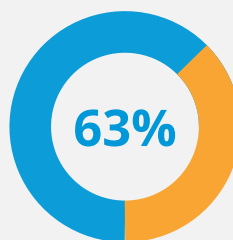
We can't completely eradicate stress from the workplace, but we can certainly help our employees with how they react to stress.

**Figure 2 UK statistics on the scale of mental health illness and work related stress**

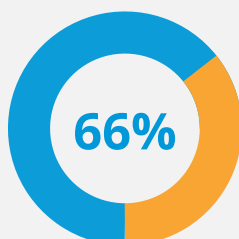
**Of the UK workforce:**



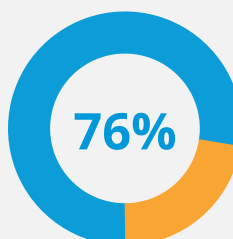
have been diagnosed with a mental health condition



have experienced a symptom of burnout



of employees have experienced poor mental health in their lives



report some stress-related absence over the last year, rising to 92% of organisations with >250 employees



### Absenteeism

Where employees take time off due to ill health. The numbers recorded though are often underestimated as people do not always disclose the real reason is due to mental health.



### Presenteeism

Where employees work, but are under-productive due to poor emotional wellbeing.



### Leaveism

The growing tendency of individuals to be unable to 'switch off' from work. Also as working remotely has become increasingly common thanks to technology, it can lead to overworking, a reduction in workforce morale, and burnout.



### Labour Turnover

The increased costs of training & recruitment, plus the costs of temporary staff to cover a role when vacant.

When a member of your team is experiencing stress or anxiety at work, we should be striving to create an open environment where workers are able to get help within the workplace before they report sick. However, in an increasing number of cases, this just isn't happening. **According to data from the MIND Workplace Wellbeing Index 2022/23 <sup>(7)</sup>, only 33.5% of employees would feel comfortable talking about it with their employer.**

The cost to business is huge. **Data from a Global McKinsey study in 2022 <sup>(9)</sup> illustrates that Employees facing mental-health or well-being**

**challenges report more negative experiences at work – they are 4 x more likely to want to leave, 3 x more likely to report low job satisfaction 3 x more likely to experience toxic workplace behaviour and 2 x more likely to report low engagement. All these result in costs to the business.** The Lancet estimates 12 billion days worldwide in lost productivity are attributable to depression and anxiety every year. That's the equivalent of taking the ENTIRE UK workforce out of production for a year. This is equivalent to \$925 billion <sup>(10)</sup>. The costs are due to 4 main factors: Absenteeism, Presenteeism, Leaveism, and Labour Turnover.

**A 2024 study by Deloitte <sup>(6)</sup> in the UK, estimates the costs to private sector business is estimated up to £51 billion per year. This is made up of:**

- £24bn in presenteeism
- £20bn in turnover costs – up by £11bn since 2019
- £7bn in absence – up by £2bn since 2019

**The Mental Health Network (UK) <sup>(11)</sup> estimates the cost to the UK economy as a whole in 2024 is £110bn.**

Research from iCompario in 2022 <sup>(16)</sup> shows how difficult it is for employees to switch off – and how prevalent Leaveism is. A staggering two-thirds of British workers – just under 10 million people – feel ‘immense’ pressure to check in with work when taking time off. 3.5 million UK workers<sup>2</sup> feel ‘very pressured’ to check their work emails and other job-related correspondence outside of their contracted working hours. Our “Always on” technology means many workers have developed “FOSO” or Fear of Switching Off. New research from Priority Pass shows one third of people experience FOSO – and when on holiday 73% of travellers admitted to feeling worried about missing messages when not looking at their phone.

Gallup’s “State of the Global Workplace 2024” <sup>(3)</sup> measures & correlates employee engagement and wellbeing. We know that just 23% of Global workers are ‘engaged’ at work. (This drops to just 10% of UK employees). This engagement at work has a knock on effect on Employee Wellbeing. On average, Global employee wellbeing is at 34% - yet of dis-engaged employees this drops to 17%.

So what does this mean for employers? Happiness and engagement at work is key for mental health in and out of the workplace. But improving employees mental fitness involves a holistic approach. Imagine having a workforce with purpose, with good work relationships, feeling part of a community. That’s what consciously and positively investing in a wellbeing (and better still mental fitness) programme can bring to your business. Engaged, thriving employees who are less likely to take time off, more productive at work, more resilient and happy to embrace change. Enough of the costs of doing NOTHING. Let’s look at the benefits of doing something.



# The benefits of taking action – The Bottom Line

## To the **Economy**

People with mental health problems should not be written off as they deliver significantly more benefits than costs for the global economy. People with mental health problems – working in a wide range of industries, from construction to entertainment – made an estimated £226-billion gross value added contribution to UK GDP in 2015. To put this into perspective, without them, the economy would shrink by 12.1%. <sup>(13)</sup>

## To **Business**

**The BITC <sup>(18)</sup> estimates that if businesses invest in the right initiatives it could unlock £130-370 billion in savings (absenteeism, presenteeism, turnover) - equivalent to up to 17% of UK GDP.**

Employers who do embark on wellbeing programmes believe there will be benefits to investing in this way. **According to a global survey by Wellhub in 2024 <sup>(19)</sup>, 99% of HR leaders say wellness programs increase employee productivity. 89% of HR leaders see employees take fewer sick days as a result of their wellbeing program and 87% of HR leaders say their wellbeing program improves Mental Fitness i.e.–it is a ‘very’ or ‘extremely’ important part of increasing employee resilience to work-related challenges.**



**17%**  
**of UK GDP**

**Wellness Programmes are intrinsically linked with increased Employee engagement. The EIU <sup>(20)</sup> demonstrates that Employees in organisations with an established wellness culture are more than twice as likely (that's 67% vs 31 %) to be engaged with its mission and goals.**

Increasing the number of engaged & thriving employees at any one time will ultimately impact the bottom line. In a 2024 meta-analysis <sup>(21)</sup>, the largest study of its kind that includes data from more than 183,000 business units across 53 industries and 90 countries, Gallup has found that high-engagement business units are likely to see significantly higher employee wellbeing — as well as higher productivity, profitability and sales.

Businesses performing in the top levels of engagement experienced the following benefits: the highest levels of engagement have:

- **78% less absenteeism**
- **21% lower staff turnover**
- **70% increase in employees who say they are 'thriving'**
- **23% increase in profitability**

Studies around the world have started to yield real-world evidence that workplace programmes focusing on enhancing the mental and emotional wellbeing of employees are an investment that yields valuable returns, rather than a cost.

However, it's important that businesses consider wellbeing across the whole of the employee lifecycle and don't just put reactive wellbeing programmes in place. A recent study by Deloitte<sup>(6)</sup> found that reactive wellbeing interventions drive a lower ROI (4:1) than universal or holistic programmes (6.3:1). The type of intervention is also important. Training (5:1) provides a higher ROI than reactive therapy (3:1). Proactive Mental Health Awareness & Education provides employees with resilience to cope with challenges in and out of work and provide an ROI of 6.3:1.



# More and more companies are investing in holistic wellbeing programmes around the world – and this means there’s more evidence to build our business case for investment. Here’s a few examples from selected studies:

**1. WELLHUB 2024**<sup>(19)</sup>. Wellhub surveyed 2,000 HR managers in 2023 – and their reports highlights some impressive statistics. Of those companies who measure ROI of their wellbeing programmes:

- **95% see positive returns**
- **56% see over a 100% return (\$2 back for every \$1 spent)**
- **Holistic Wellbeing programmes have a 22% higher return than reactive/ piecemeal programmes**

**2. SYMBIA 2024**. The Edge from Symbia is a mental fitness programme that cultivates and develops the mindsets, skills and capabilities required for the rapidly-changing future. Following 6 months on the programme, 89% of participants improved their performance at work and there was a 26% increase in those who believe they were able to manage their stress & performance.

**3. Johnson & Johnson**, a multinational pharmaceutical and consumer goods company, reported an ROI of \$8.81 for every dollar spent on their wellness programs. This impressive return on investment was attributed to a decrease in absenteeism and an improvement in overall productivity. They offer all of its employees access to a course called Energy for Performance. After completing the course, 91% of graduates say they anticipate gains in their productivity. And studies have proven them right: Workers who finished the training were 25% more likely to nab a promotion the following year. It’s estimated that Johnson & Johnson’s Wellness Programs: ‘saves the company between \$9.10 – 9.43 million per year.

**4. Virgin Pulse Global Survey 2023**<sup>(23)</sup> surveyed 600 HR managers globally. (71%) agreed that they can clearly see ROI from their program, meaning wellbeing is seen as vital to financial success through an outcome-driven wellbeing approach. top health and wellbeing program priorities of these companies were Mental Health and Stress Management. 57% of the companies surveyed said they planned to increase their employee mental health programmes in 2024.



## Organisations where health & wellbeing are actively promoted are perceived as:

**2x**

more likely to be a best performer in their field

**3x**

more likely to be productive

**3.5x**

more likely to encourage creativity and innovation

**4x**

less likely to lose talent within the next year

**8x**

more likely to have employees who are engaged



# The Benefits of Taking Action - A Mentally Fit Workforce

What do we mean by a mentally fit workforce? Employees who display resilience, adaptability, agility; a workforce that isn't resistant to change, that will actually be a positive force in the face of adversity. What we mean by mental fitness is the same as optimum physical fitness. A sports team that has the best physical fitness has members who are in fantastic physical shape, not just because they are able to train for hours, but they have a team around them who look after their body, so it is resilient and less prone to injury. This is exactly what we mean by mental fitness. Employees who not only perform well, but are more likely to bounce back from periods of ill health, and are more likely to embrace change and be creative in the face of adversity. The ROI in the studies referenced above look at the quantifiable returns of employee wellness programmes in terms of reductions in absenteeism, increased productivity and reduced turnover. But what of the other benefits? How can we quantify the benefits to an organisation

willing to invest beyond the absence of illness and strive for enhancing the mental fitness of their employees. A study conducted for The World Economic Forum <sup>(24)</sup> highlights this perfectly. Their survey spoke to employees across multiple organisations and asked their view on how their company performs. According to employees in organisations where health and wellbeing are actively promoted:

- **Organisations are seen as 2.5 times more likely to be a best performer (in their field)**
- **Organisations are seen as 3 times more likely to be productive**
- **Organisations are seen as 3.5 times more likely to encourage creativity and innovation**
- **Organisations are seen as 4 times less likely to lose talent within the next year**
- **Employees are 8 times more likely to be engaged**



So, we can take from this that thriving employees (those who have benefited from such programmes) are **8 times more likely to be engaged employees**. Engaged employees bring multiple benefits to organisations.

The results from the **2024 GALLUP Global Meta analysis** <sup>(21)</sup> shows that having highly engaged teams results in more positive outcomes and fewer negative outcomes – and greater success for your organization.



**78%**

**in absenteeism**



**18%**

**increase in productivity**



**17%**

**increase in wellbeing**



**10%**

**in customer loyalty**



**23%**

**increase in profitability**

Let's take the last point about adaptability and think about how this might benefit a company embarking on a restructure. An alarming statistic from research conducted by McKinsey <sup>(25)</sup> shows that there's a **70% rate of failure in business transformations**. One of the key reasons stated by McKinsey is "People throughout the organization don't buy in, and they don't want to invest extra energy to make change happen. In our case study on Unilever, where 300 employees went through one of our bespoke Mental Fitness programmes, it was reported that employees embraced the change so successfully that **77% of participants claimed an increase in performance and increased their overall motivation by 15%**.

In the UK, the 2023 CIPD Health and Wellbeing at work study<sup>(8)</sup> analysed the impact of wellbeing initiatives in the private sector. This study found that 35% of organisations had better engagement/morale, 31% a better culture, 29% a better work-life balance, 21% lower sickness absence, 20% enhanced employer brand.

All these benefits ultimately lead to benefits to shareholders too. According to a new study by Academics at Oxford and Harvard University, <sup>(26)</sup>



Unilever

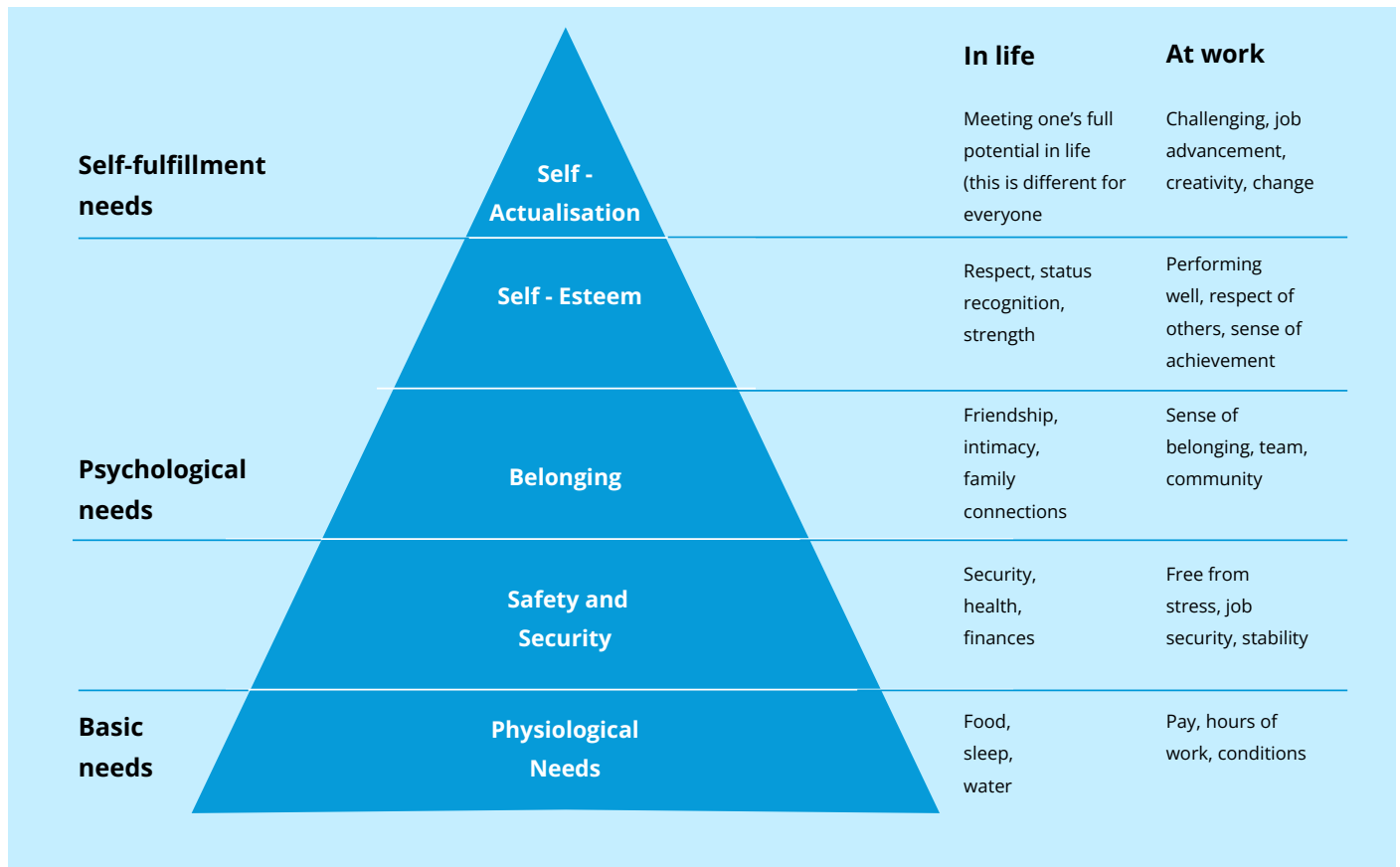
**Case Study:** A Mental Fitness Programme for employees that improved their resilience, their motivation and their confidence at work

In 2019 and again in 2021 Unilever launched a Mental Fitness Programme with Symbia. This programme is unique in that it began with a "pulse check", an upfront diagnosis stage – assessing key challenges and training needs to ensure the programme is relevant and engaging for employees. The programme delivered a Mental Fitness training course – designed to nurture participants personal development. This was followed by a professional development – putting theory into practice. Over the duration of the programme, respondents reported increases in their mental fitness.

At the end of the programme 86% of respondents felt well or very well-equipped to handle pressure and stress & 88% were very or extremely motivated in their role.

**"Mental Fitness" has helped participants to truly discover what makes them tick, what drives them, what doesn't and what they can do about it"**

# Self-actualising employees



Think of your employees in terms of Maslow's Hierarchy of Needs. For optimum productivity, creativity and agility, employees need to be near the top of the hierarchy. For that, the lower needs should be satisfied. A good wellbeing programme provides the needs at the bottom of the hierarchy: physiological, safety and social.

**A Mental Fitness programme pushes employees further up the hierarchy and ensures employees are resilient, creative and agile, so they can strive for personal success.**

# Conclusion

Through this report, we have put forward the huge costs of mental health in the workplace, to the world and national economies. We have also put forward that for every \$1 spent on wellness programmes in business, returns on that investment are calculated to be anywhere from \$2 - \$14. We have also spoken about Mental Fitness, and how having employees that don't merely exist, but thrive in the workplace will help your organisation transform; will help its creativity and its innovation. Mental Fitness isn't just about reducing the costs associated with mental illness, it's about enabling people to access all of their inner resources - equipping people to make the most of their talents and skills.

Mental fitness really matters for the future. More now - post COVID, than ever. We need our employees to be agile, resilient and able to cope with what the new normal throws at them.

We face a turbulent future. We face a future where companies will have to re-evaluate the skills their employees need to survive in what's going to be a very tough market over the next few years. A mentally and emotionally fit workforce will be essential to succeed.

*"This belief that we have inner resources and this can give us an edge, that's a great and exciting thing... Accessing the inner resources of a human being. This is the source of competitive advantage."*

**Tim Munden**  
**Chief Learning Officer, Unilever**

The organisations that are more likely to succeed in this new environment are those with good, authentic wellness programmes – and those programmes will have to include elements of mental fitness. We've shown in this chapter that a company with a good wellness programme will have employees that are engaged and feel looked after. In return, the employees care about the company they work for, their boss and they want to keep going because they feel 'we're in this together'.

"This isn't just for the wellbeing of our people it's for the wellbeing of our organisations so we are strong, fit and ready for the future."

**Nathalie Slechte**  
**Chief Human Resources Officer, JDE**  
**(Jacobs Douwe Egberts)**

We face a turbulent future. We face a future where companies will have to re-evaluate the skills their employees need to survive in what's going to be a very tough market over the next few years. A mentally and emotionally fit workforce will be essential to succeed.

The current global crisis has had a very personal impact on our teams individually — finances, family, future plans, and goals — all enormous things to be coping with while trying to work towards contributing to the survival of companies and businesses.

"You've got to look at successful organisations in the time of crisis. They've been successful because the people are engaged, they want to be there... Because someone within the organisation has done something for you, to make you engage to go the extra mile."

**Marcus Hunt**  
**VP Health and Wellbeing EMEA,**  
**Johnson & Johnson**

As our businesses pivot to survive, scenario plan, and innovate, our employees come under even more pressure. This is the reality that we and our teams will be dealing with for the foreseeable future. And while leaders may not have much control over deadlines and targets, what we DO have control over is how we can help our teams take on these gargantuan challenges.

Companies need to ensure that their employees and teams are best equipped with the mental skills to face the challenges that uncertainty brings and the right mindset to thrive in the way the world is changing — that's where Mental Fitness comes in.

Our programmes and content are all rooted in Mental Fitness and designed to empower your team to skilfully navigate their thinking and emotions to approach challenges and setbacks with agility, patience, and a positive mindset. This in turn has been proven to give people security in their roles, and make them more valuable in the workplace in leading companies around the world.

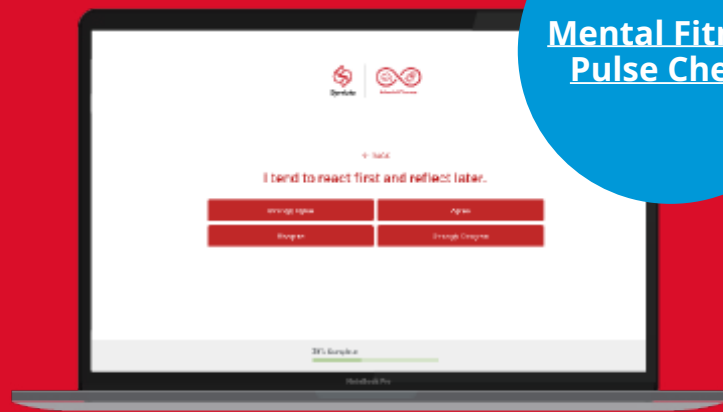
If you're interested in exploring how we can help your team, contact us at **[team@symbiapartners.com](mailto:team@symbiapartners.com)**.

### Clients who have already embraced Mental Fitness:

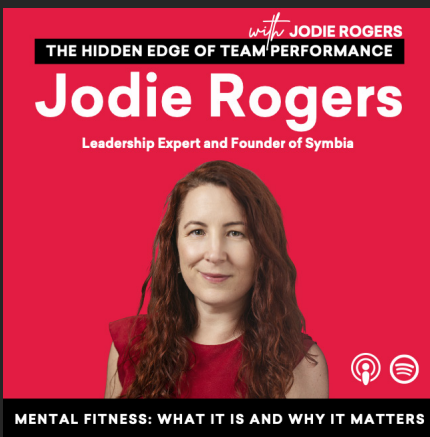


## How mentally fit are you?

Take our online **Mental Fitness Pulse Check** and find out how to optimize your mindset and potential in under 4 minutes.



**Mental Fitness Pulse Check**

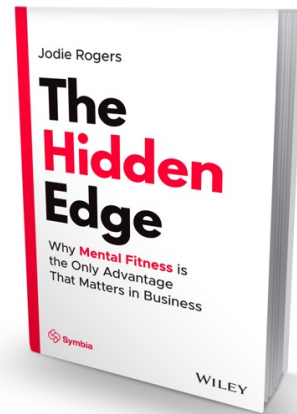


Listen and subscribe to The Hidden Edge podcast [here](#) for discussions with C-suite leaders of global companies, entrepreneurs and special guests.



## Amazon #1 Bestseller

**The Hidden Edge** is loaded with engaging stories, real case studies, and over 24 tools and resources to help you improve your performance and manage your most important asset: your mind.



Subscribe to our Symbia newsletter [here](#)

## Follow us on:



for inspiring conversations and insights on mental fitness and team effectiveness.



Next cohort starts Feb 2025

A 10 month 'always on' development journey to fit into your teams busy schedule. Join us for a 2hr live training once a month delivered by a team of experts in their fields.

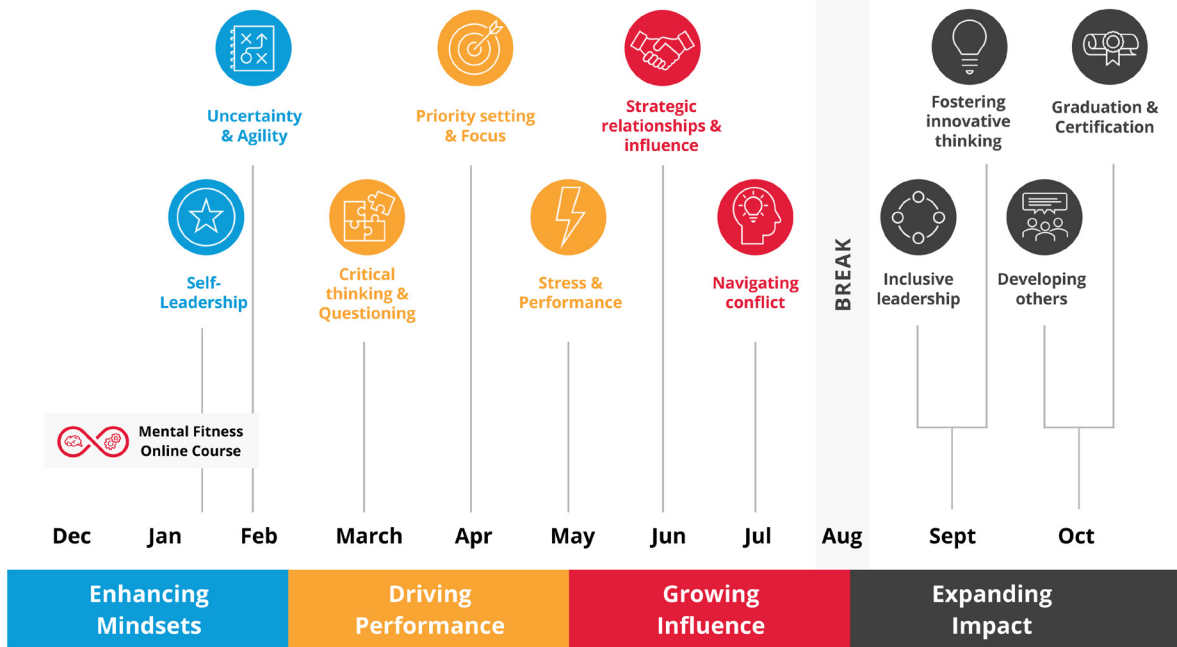
The EDGE was born from the knowledge that businesses need to upskill their people to work in a challenging and constantly changing world.

With commodity prices going through the roof, the pandemic, constant uncertainty - we need agile and adaptable people.

But we also know that we need to be able to **develop the leaders of the future affordably and at scale** - that's why we created the EDGE.



The **EDGE**



Click [here](#) to learn more about The EDGE

To learn more about our programs & content for teams and leaders, send us an email: [team@symbiapartners.com](mailto:team@symbiapartners.com)

# References

- **(1)** Virgin Pulse/YouGov Global HR survey 2023: [https://community.virginpulse.com/hubfs/051023\\_EWM\\_Global%20Survey\\_002.pdf?hsLang=en](https://community.virginpulse.com/hubfs/051023_EWM_Global%20Survey_002.pdf?hsLang=en)
- **(2)** World Health Organisation 2021: <https://www.who.int/teams/mental-health-and-substance-use/promotion-prevention/mental-health-in-the-workplace>
- **(3)** Gallup- State of the Global Workforce 2024: <https://www.gallup.com/workplace/349484/state-of-the-global-workplace.aspx>
- **(4)** Harvard Medical School and QUEENSLAND BRAIN INSTITUTE 2023 : <https://hms.harvard.edu/news/half-worlds-population-will-experience-mental-health-disorder>
- **(5)** Global Burden of Disease Study (IHME) 2021: <https://www.healthdata.org/research-analysis/gbd>
- **(6)** The Deloitte UK Mental Health Report 2024 : <https://www2.deloitte.com/content/dam/Deloitte/uk/Documents/consultancy/deloitte-uk-mental-health-report-2024-final.pdf>
- **(7)** MIND Workplace Wellbeing index 2022/23 : <https://mind.turtl.co/story/workplace-wellbeing-index-brochure-202223/page/1>
- **(8)** CIPD Health and wellbeing at work 2023 : <https://www.cipd.org/globalassets/media/knowledge/knowledge-hub/reports/2023-pdfs/8436-health-and-wellbeing-report-2023.pdf>
- **(9)** McKinsey Health Institute : Prioritizing mental health and well-being for all 2022: [McKinsey Global 2022](https://www.mckinsey.com/industries/healthcare/our-insights/prioritizing-mental-health-and-well-being-for-all)
- **(10)** WHO & The Lancet Psychiatry 2016 : [Scaling-up treatment of depression and anxiety: a global return on investment analysis](https://www.thelancet.com/journal/S0143-9841(16)30451-9)
- **(11)** Mental Health Network - the economic and social costs of mental ill health 2024: [https://www.centreformentalhealth.org.uk/wp-content/uploads/2024/03/CentreforMH\\_TheEconomicSocialCostsofMentalIllHealth.pdf](https://www.centreformentalhealth.org.uk/wp-content/uploads/2024/03/CentreforMH_TheEconomicSocialCostsofMentalIllHealth.pdf)
- **(12)** CIPD Health & Wellbeing at work 2020: <https://www.cipd.org/uk/about/press-releases/270421-health-wellbeing-working-unwell/>
- **(13)** Mental Health Foundation (2016), [Added Value: Mental health as a workplace asset](https://www.mentalhealth.org.uk/additional-value)
- **(14)** Qualtrics 2022: <https://www.qualtrics.com/news/half-of-u-s-employees-say-they-wfv-work-from-vacation/>
- **(15)** MIND (UK) Workplace Wellbeing Index (2018-2019)
- **(16)** iCompario Survey 2022- the Right to Switch off: <https://www.icompario.com/en-gb/guides/right-to-switch-off/>
- **(17)** Priority Pass Survey : [Priority Pass Survey 2023](https://www.prioritypass.com/insights/priority-pass-survey-2023)
- **(18)** BITC prioritise people: unlock the value of a thriving workforce – 2023 : <https://www.bitc.org.uk/report/prioritise-people-unlock-the-value-of-a-thriving-workforce/>
- **(19)** Wellhub - Return on Wellbeing 2024 : <https://wellhub.com/en-us/blog/wellhub-news-study-reveals-strong-return-on-investment-for-corporate-wellness-programs/>
- **(20)** The Economist Intelligence Unit US <https://www.eiu.com/en/insights/industry/healthcare/impact/eiu-humana-wellness-fin-0.pdf>
- **(21)** GALLUP – Global Meta Analysis May 2024. <https://www.gallup.com/workplace/321725/gallup-q12-meta-analysis-report.aspx?thank-you-report-form=1>

- **(22)** Symbia Meta Analysis (insert link once complete)
- **(23)** Virgin Pulse Global Survey 2023 [https://community.virginpulse.com/hubfs/051023\\_EWM\\_Global%20Survey\\_002.pdf?hsLang=en](https://community.virginpulse.com/hubfs/051023_EWM_Global%20Survey_002.pdf?hsLang=en)
- **(24)** The Wellness Imperative – the World Economic Forum : <https://www.weforum.org/>
- **(25)** McKinsey Why Business Transformations fail. <https://www.mckinsey.com/capabilities/transformation/our-insights/perspectives-on-transformation#>
- **(26)** Oxford and Harvard Universities (2023). <https://wellbeing.hmc.ox.ac.uk/news/happy-staff-often-make-for-satisfied-shareholders-study-finds/>



For questions or to learn more about what we do email [team@symbiapartners.com](mailto:team@symbiapartners.com) or visit our [website](#).

