



# **MAKE A DIFFERENCE LEADERS' WORKSHOP**

## **The future of employee health and wellbeing**



# MAKE A DIFFERENCE LEADERS' WORKSHOP



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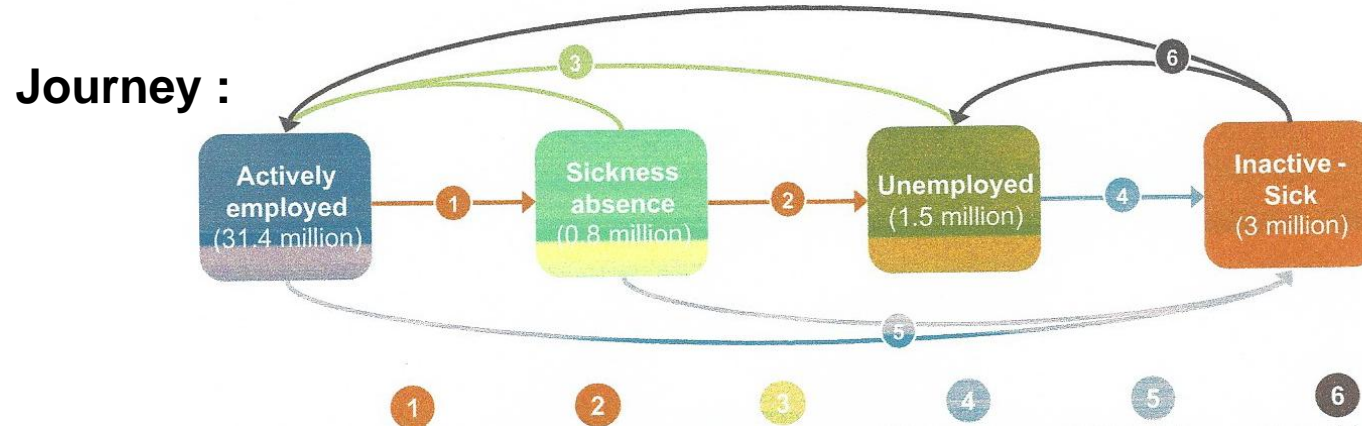


**Charlie Newton**  
Global Head of  
Occupational Health  
**Google**



**Helen Matthews**  
Former Chief People  
Officer  
**Weber Shandwick**

# Economic Inactivity due to health issues



Transition flow	1	2	3	4	5	6
	Health Issues	Depart Job	Return	Leave labour force	Direct exit	Return to labour force
Drivers at this stage	Health conditions Working conditions Lack of manager support	Disconnect Fragmented support Low motivation Perverse financial incentives Job insecurity	Early employer interventions Flexible work Reskilling	Isolation from work networks Skill-job mismatch Worse health Employer bias	Low employer support Perverse incentives Fragmented health support	Cycles of employment disruption Employers reluctant to hire long-term inactive.

C. Mayfield for DWP: *Keep Britain Working: Discovery, 2025*

**A psycho-social model is needed**

# Key barriers to action by employers

## Health Foundation Commission

- Financial constraints and limited incentives :
  - cost of providing initiatives on health and work
  - low rate of Statutory Sick Pay.
- Lack of evidence on what works and for whom.
- Poor awareness of best practice:
  - many employers feel that investment in workforce health initiatives gives poor return (ROI)
  - 31% say that apps/technology are ineffective
  - 23% say that OH is ineffective
  - 20% say that EAPs are ineffective.
- Wider systemic problems, e.g. on Fit(ness) Notes, the Access to Work scheme, or the Disability Confident scheme.

# Health Foundation Commission : New approach to keep people in work

## Current approach

Employers take an inconsistent approach to preventing ill health and supporting people with health conditions.



Inconsistency in practice means health and work outcomes differ across sectors and employer size.

Low statutory sick pay entitlements.

Many employers don't make simple adjustments, eg phased returns.



Inadequate sick pay and workplace adjustments lead some people to exit work.

## New approach

Stronger incentives for employers to take a preventative approach to ill health.

Evidence shared across different sectors and occupations on what works to keep people in work.



Wider adoption of best practice and early action by employers across sectors.

Higher statutory sick pay.

Caseworkers support workers and employers to make workplace adjustments and overcome obstacles to work.



Adequate income during sickness and tailored support keeps more people in work.

**Healthy working**



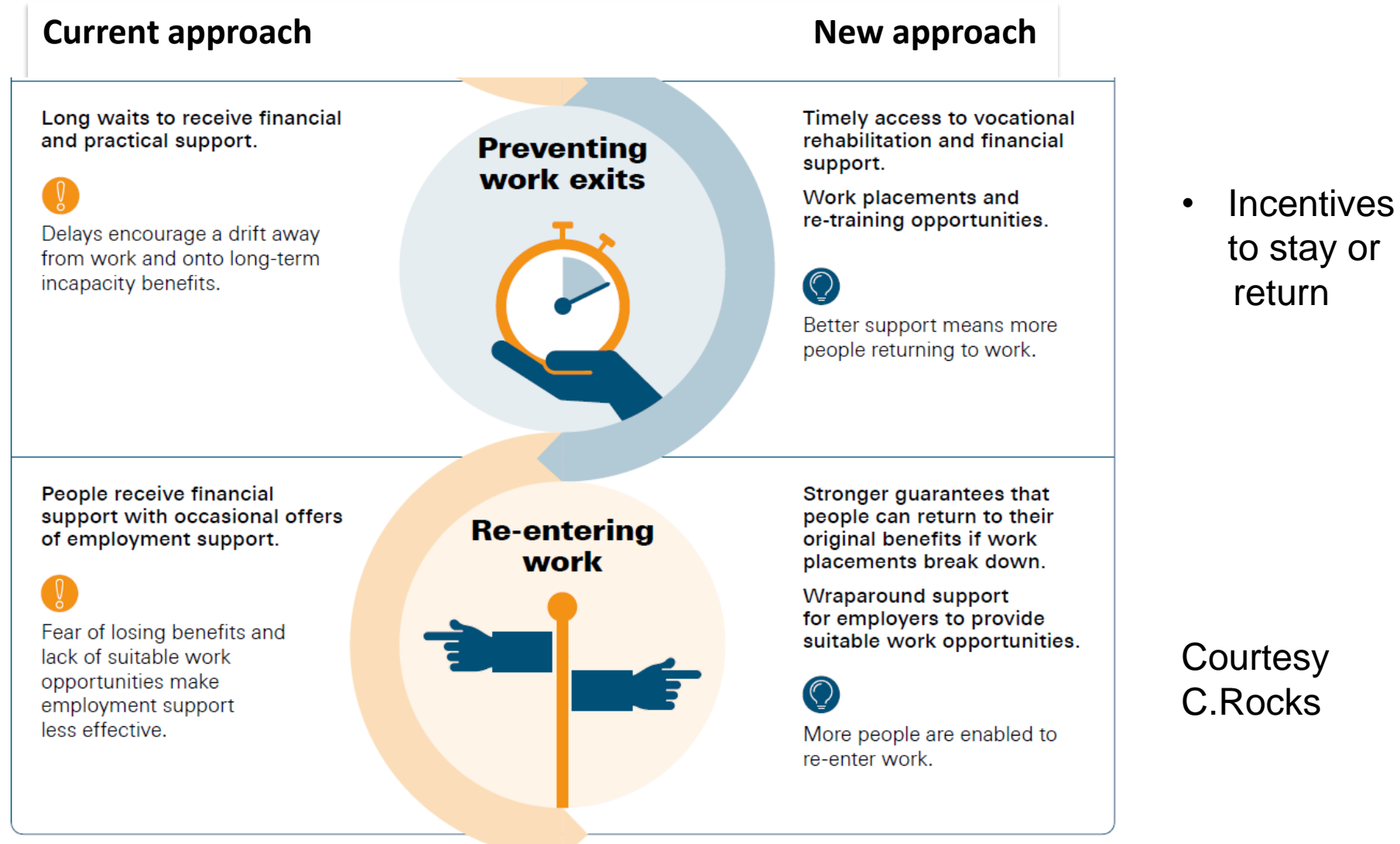
**Sickness absence**



- prevent

- early support

# New approach to keep people in work (2)



Courtesy  
C.Rocks



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## Useful references:

**Keep Britain Working Review: Discovery Report**



**Action for Healthier Working Lives Report**





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## Thank you