



Global Health Note

Autumn 2025

The global rise in severe weather events reshapes how organisations approach workforce health and operational resilience. In the first half of 2025 alone, natural hazard-related disasters caused over USD 130 billion in losses, with far-reaching consequences for infrastructure, service continuity, and employee wellbeing.

This edition of the *Global Health Note* explores how organisations can strengthen their health systems in response to these evolving environmental risks. From heatwaves and wildfires to the re-emergence of vector-borne diseases in parts of Europe, the health impacts of environmental change are becoming more immediate and complex. The spread of dengue and West Nile virus into new regions highlights the need for adaptive health strategies and early warning systems.

Our feature article explores how organisations can embed health resilience into their continuity frameworks by addressing both organisational and site-level risks. It outlines a dual-level approach: at the organisational level, strategic planning and exposure mapping guide resource allocation and policy development; at the site level, tailored interventions, such as shift adjustments, hydration protocols, and environmental monitoring, help mitigate location-specific health risks.

Together, these layers form a cohesive strategy for protecting workforce health in increasingly hazardous environments.

In the second article, Maria Gomez Mojica examines the psychological toll of environmental disruption. From anxiety and trauma to burnout and presenteeism, the mental health consequences of natural hazards are significant and often under-addressed. This piece will offer insights into how employers can support emotional resilience and wellbeing in increasingly volatile conditions.

We also spotlight the growing burden of non-communicable diseases (NCDs) in Africa's workforce, where chronic illness intersects with limited healthcare access and environmental stressors. This article highlights the importance of proactive, site-adapted occupational health programmes that address both medical and environmental realities.

Finally, we take a step back to consider the full employee journey. Our fourth article explores how occupational health and wellbeing strategies can evolve across the lifespan, from early career to retirement. In a world of shifting risks and workforce demographics, this approach is not only inclusive but essential. By aligning occupational health with the physiological and psychological needs of each career stage, organisations can build long-term resilience, improve retention, and support a healthier, more adaptable workforce.

Together, these articles underscore a critical message: health resilience is not a siloed function; it is a strategic imperative. As risks become more complex and interconnected, organisations must move from reactive compliance to proactive leadership.

By **Dr. Philippe Guibert**
Global Medical Director,
Consulting International

Trending Topic: Strategic Partnerships in Global Health

As organisations strengthen their health systems in response to increasingly complex environmental hazards, the importance of strategic collaboration is coming into sharper focus. The evolving risk landscape, marked by operational disruptions, workforce health challenges, and service continuity pressures, requires more than internal resilience. It calls for coordinated, multi-sectoral approaches.

Our recent white paper, *"The Power of Partnerships: Is there a Wider Private Sector Role in Achieving the Global Health Agenda?"*, explores how businesses can play a more active role in shaping global health outcomes. With a vast number of people in low- and middle-income countries employed by private enterprises, the sector holds significant potential to contribute beyond traditional funding roles.

The paper outlines practical strategies for building trust-based, co-created partnerships that address shared challenges such as fragmented data, short-term financing, and misaligned incentives. These insights are particularly relevant for organisations seeking to align health resilience with broader business continuity and sustainability goals.



Explore how strategic partnerships can help build more adaptive, inclusive, and resilient health systems, benefiting both communities and businesses.

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Building Health Resilience in the Face of Extreme Weather: From Strategy to Site



By **Dr. Anthony Renshaw**,
Regional Medical Director

In the first half of 2025, natural-hazard disasters, including wildfires, floods, and storms, resulted in USD 131 billion in total global losses, of which USD 80 billion was insured. Swiss Re projects that insured losses for the whole year could reach up to USD 145 billion. These figures reflect the financial toll and the growing operational and human impact of extreme weather events.

Beyond infrastructure damage and service interruptions, these events pose direct risks to workforce health. Smoke-related respiratory issues, heat exposure, and water-related infections are becoming more frequent and severe. Our own data highlights an 80% increase in medical alerts triggered by environmental threats, underscoring the mounting pressure on

health systems and workforce safety.

The International SOS Foundation's 2024 Global Survey found that 65% of organisations across multiple regions had been affected by extreme weather in the past five years, with 80% reporting operational disruptions, 54% infrastructure damage, and 40% lacking mental health support for impacted employees. Despite this, only 36% of organisations have comprehensive plans and policies for extreme weather, and 57% have not conducted any risk assessments, revealing a significant preparedness gap.

To address this, organisations must move beyond reactive measures and embed health resilience into their continuity frameworks.



Watch our two leading medical experts **Dr Olivier Lo** and **Dr Anthony Renshaw** sharing how organisations can build health resilience from strategy to site.

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This requires a **dual-level approach**: strategic planning at the organisational level and tailored interventions at the site level.



WORLDWIDE REACH. HUMAN TOUCH.

At the organisational level, resilience begins with understanding exposure. According to Marsh's 2024 report, 83% of organisations assess future severe weather risks, yet nearly half rely solely on qualitative assessments. Quantitative tools, such as exposure mapping and scenario modelling, are critical to translating environmental threats into measurable metrics such as projected absenteeism, expected downtime and health-related incidents. These insights inform resource allocation and strategic planning.

At the site level, risks vary significantly by geography and operational context. Urban locations may face air pollution and heat island effects, while remote sites are more vulnerable to flooding, extreme heat and water shortages. Effective mitigation requires tailored interventions: adjusting shift patterns during heatwaves, ensuring access to hydration and shaded rest areas, and implementing engineering controls to reduce thermal load. These measures must be supported by clear protocols and training, especially for high-risk groups such as older workers, those with chronic conditions and employees unacclimatised to local climates.

Our operational insights show that heat stress is often underestimated. Many employers consider it a seasonal inconvenience, yet heat-related disorders can escalate rapidly.

Practical measures such as work-rest schedules, acclimatisation protocols for new or returning workers, and

environmental monitoring are increasingly recognised as essential. In high-risk regions, regulatory frameworks mandate midday work bans and enforce heat stress advisories based on WBGT (Wet Bulb Globe Temperature) thresholds. These examples illustrate how site-level preparedness must be grounded in both medical science and local regulation.

Travel risk management is another critical layer. Pre-travel screening, itinerary planning, and access to cooling resources are now baseline requirements.

Organisations must extend their duty of care beyond the workplace to include mobile and remote workers, ensuring that health resilience is embedded across all operational contexts.

Operational readiness also depends on the ability to monitor and adapt. Organisations must establish performance indicators for health outcomes and response times, conduct regular audits, and maintain feedback loops to ensure plans remain current. Transparent communication, internally and externally, builds trust and reinforces commitment to workforce wellbeing.

Despite the importance of this dual approach, combining strategic organisational planning with tailored site-level health risk assessments, only 43% of organisations are currently using cost-benefit analysis to support investment decisions for resilience. This gap between awareness and structured action highlights the need for a more consistent and committed approach.

Preparedness Gap

Only **36%** of organisations have comprehensive plans and policies for extreme weather.

57% have not conducted any risk assessments.

Building resilience to severe weather risks is no longer optional; it is a strategic imperative. Organisations must implement structured, evidence-based approaches that translate recognised standards into concrete actions. Whether assessments are conducted internally or with external expertise, the goal remains the same: to protect workforce health, safeguard infrastructure and ensure operational continuity.

This proactive commitment, including mental health and wellbeing, can transform preparedness into measurable performance and long-term resilience.



Impact of Extreme Weather and Natural Hazards on Mental Health and Wellbeing



By **Maria Gomez Mojica**,
Mental Health and Wellbeing Consultant

Extreme weather events and natural hazards pose significant threats not only to physical health and safety but also to mental health and wellbeing. For organisations tasked with disaster response, healthcare delivery, agricultural operations, construction, utilities, community support, and behavioural health services, understanding the psychological

toll is essential for effective planning and intervention. This article examines the mental health impacts of environmental-related events, identifies the most vulnerable organisational sectors, and provides evidence-based strategies for addressing these challenges in the workplace.

The Psychological Impact of Extreme Weather Events

Research demonstrates that exposure to environmental-related disasters such as floods, storms, wildfires, and heatwaves can cause a broad spectrum of mental health issues. These include acute stress reactions, anxiety, depression, post-traumatic stress disorder (PTSD), prolonged grief disorder, and substance use disorders. The statistics are particularly striking. Flood victims have been found to experience PTSD at rates around 29.5% and prolonged grief disorder at nearly 39% years after the event. In the aftermath of Hurricane Katrina, the long-term incidence of mental health issues in the most affected parts of

Louisiana rose dramatically: environmental disaster is clearly not a one-off issue. It can have impacts beyond the immediacy of the event.

This psychological burden extends beyond direct physical harm. Displacement, loss of homes and livelihoods, and the trauma of witnessing devastation contribute profoundly to psychological distress. A UK study revealed that even moderate home damage from storms and flooding increased the likelihood of anxiety and depression by about 50%, with impacts that often rival or exceed mental health risks associated with social disadvantage.

Vicarious Trauma and Secondary Effects

Organisations and support workers exposed indirectly to disaster survivors or environmental crises through media or client interactions face increasingly recognized risks of vicarious trauma, a psychological toll experienced without direct exposure to the event. This secondary trauma can severely affect frontline workers' mental health, leading to emotional exhaustion and burnout.

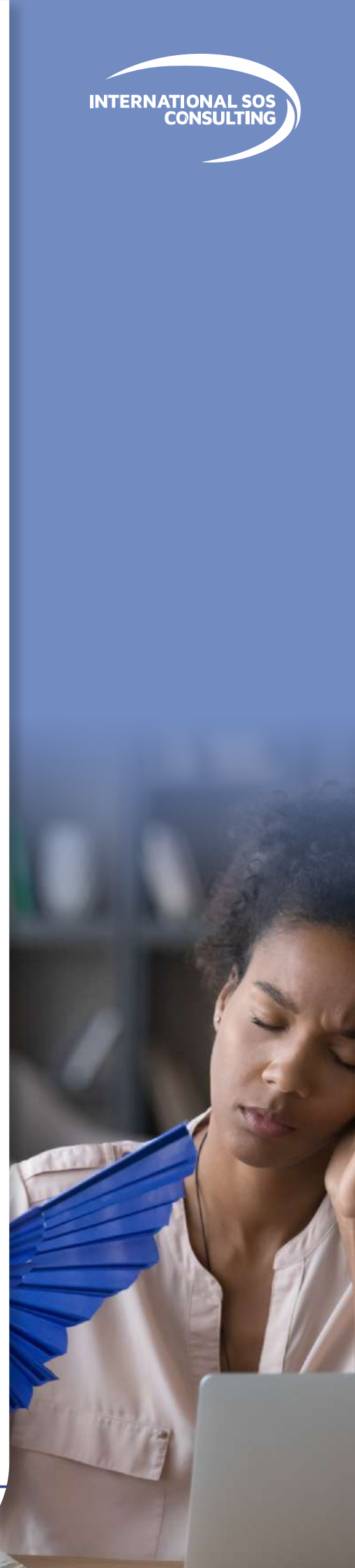
Survivor's guilt is also prevalent among those affected by natural disasters, where individuals who survive feel guilt over others' deaths or injuries. Studies show that about 90% of survivors may experience this psychological burden, which can trigger flashbacks, social isolation, depression, and anxiety, compounding the trauma survivors face.

Emerging Mental Health Concepts

Two emerging concepts have gained significant attention in environmental-related mental health research:

Solastalgia refers to the distress caused by environmental change directly impacting individuals' home environments, leading to feelings of loss, helplessness, and despair. This term has been validated through research focusing on communities affected by drought or loss of habitat, with strong associations to depression, anxiety, and PTSD.

Environmental anxiety or eco-anxiety, worry about the future of the planet and the impacts of environmental change, is a growing concern. In the US, around 7% of adults experience significant environmental-related anxiety, with younger generations (Gen Z and Millennials) reporting higher levels than older adults. Women and marginalised ethnic groups, like Hispanic/Latino adults, report higher anxiety levels linked to environmental concerns.



Demographic Differences in Mental Health Impacts

Gender Disparities

Gender and age differences significantly shape how extreme weather impacts mental health. Women tend to report higher levels of anxiety, depression, and self-harm following environmental impacts, although paradoxically, they might also report greater life satisfaction than men. Men, on the other hand, it is thought, exhibit higher rates of suicide attempts and completions linked to environmental stressors.

Organisational Sectors Most at Risk

Certain organisational sectors face disproportionately high rates of environmental-related mental health impacts due to direct exposure to environmental hazards or indirect pressures such as economic instability and community trauma:

- Behavioural and Mental Health Services:** This sector experiences increasing demand as environmental-related disasters lead to a surge in trauma, PTSD, anxiety, and depression cases among populations affected by events such as wildfires, floods, and heatwaves.
- Emergency Responders and Healthcare Workers:** Frontline workers directly dealing with disaster response and health crises frequently suffer from vicarious trauma, burnout, and PTSD due to repeated exposure to trauma and loss during extreme weather events.
- Agriculture and Food Production:** Farmers and agricultural workers face livelihood threats from droughts, floods, and shifting environmental patterns, leading to heightened anxiety, depression, and environmental-related grief.
- Construction, Utilities, and Outdoor Labor:** Workers in these sectors are vulnerable to extreme heat and hazardous weather, which impact both physical safety and mental wellbeing, including elevated stress and anxiety.
- Community and Social Services:** Employees working with displaced populations, refugees, and vulnerable groups are at higher risk of secondary trauma and emotional exhaustion.

Strategic and Operational Recommendations for Employers

But what can employers do about this? Organisations can actually play an important role in mitigating environmental-related mental health impacts through comprehensive policy development, and through supportive programs:

Creating Supportive Workplace Cultures	Training and Leadership Development	Flexible Work Arrangements
Foster open environments where discussing mental health is normalized, and employees feel safe to seek help without stigma. This cultural shift is fundamental to addressing environmental-related mental health challenges effectively.	Equip leadership with skills to recognise signs of environmental-related trauma, anxiety, and stress, and guide employees to appropriate mental health resources. Training programs should be tailored to the specific risks faced by different organizational sectors.	Implement flexible work policies such as remote work options or flexible hours to accommodate mental health needs, especially following extreme weather events. This flexibility can significantly reduce stress and support recovery.
Mental Health Service Access	Disaster Response Integration	Resilience and Wellbeing Programmes
Ensure comprehensive access to counselling, Employee Assistance Programs (EAPs), and trauma-focused interventions, particularly for workers with disaster exposure or environmental anxiety. Services should be readily available and well-publicized.	Many businesses have seen the long-term impact on employee wellbeing from having been exposed to natural hazards. The recent Los Angeles wildfires and the Turkey earthquake are just two examples in recent years where we have supported organisations with affected employees. Firms can incorporate mental health support into disaster preparedness plans, including debriefings, peer support groups, and ongoing trauma monitoring. This proactive approach can prevent more severe mental health consequences.	Many wellbeing programs are generalised in approach. However, implementing programs focused on stress reduction, mindfulness, and resilience-building can be tailored to environmental-related challenges. These programs can address both individual and collective resilience.
Measuring and Tracking Environmental-Related Mental Health	Employee Surveys and Assessment Tools	Mental Health Metrics and Indicators
Effective organisational response requires systematic monitoring and assessment of mental health impacts:	Regularly deploy anonymous surveys assessing employees' psychological safety, anxiety related to environmental change, and overall wellbeing. Use validated tools such as the Organisational Culture Inventory (OCI) for workplace environmental assessment.	Track key indicators, including absenteeism, EAP utilisation, reported stress levels, turnover rates, and mental health days, to identify trends and emerging issues. These metrics provide quantitative data for decision-making.



Dr Anthony Renshaw recently contributed to a white paper by Forecasting Healthy Futures/Accenture Development Pathways, which explores the various sectors in more detail and their interface with this topic.

[Read Here](#)

Qualitative Feedback Mechanisms

Engage employees in focus groups and anonymous feedback channels to gain qualitative insights into environmental-related stressors and organisational environment. This approach provides context for quantitative data.

Risk Assessment for High-Exposure Roles

Conduct targeted assessments for frontline sectors (emergency services, outdoor labour) to identify those at the most significant risk of trauma and provide proactive support. These assessments should be regular and comprehensive.

Integration with Occupational Health

Embed environmental-related mental health considerations into occupational health surveillance and worker protection programs. This integration ensures comprehensive employee health monitoring.

Technology and Digital Tools

Deploy digital mental health tools and apps for real-time tracking of mood, stress, and resilience concerning environmental events. Technology can provide immediate support and data collection capabilities.

Implementation Strategies for Organisations

Successfully addressing environmental-related mental health challenges requires a systematic approach:

Proactive Screening and Intervention

Organisations should implement proactive screening for PTSD, anxiety, depression, and survivor's guilt among affected populations. Early identification enables timely intervention and prevents escalation of mental health issues.

Specialised Support Services

Provide specialised psycho-spiritual counselling and timely mental health interventions. These services should be culturally appropriate and accessible to all employees, regardless of their role or level within the organisation.

Staff Training on Vicarious Trauma

Train staff to recognise and mitigate vicarious trauma, particularly in sectors with high exposure to environmental-related trauma. This training should be ongoing and include self-care strategies.

Age-Appropriate Communication

Promote open, age-appropriate conversations about environmental impacts and mental health. Different generational groups may require different communication approaches and support strategies.

Tailored Support Programmes

Develop support programs with awareness of gender and generational differences. Recognition of demographic variations enables more effective and targeted interventions.

Policy Integration

Integrate environmental and flood protection policies as health protection measures to reduce future mental health burdens. This holistic approach addresses both prevention and treatment.

The intersection of environmental change and mental health presents unprecedented challenges for organisations across all sectors. By developing holistic approaches that address not only physical safety but also emotional and psychological resilience, organisations can better safeguard wellbeing in the era of environmental extremes.

The evidence clearly demonstrates that environmental-related mental health impacts are not merely individual concerns but organisational imperatives that require systematic, evidence-based responses. Through

proactive policy development, comprehensive measurement systems, and tailored interventions, organizations can build resilience and support their workforce in facing the mental health challenges posed by our changing environment.

Success in this endeavour requires commitment from organisational leadership, adequate resource allocation, and ongoing evaluation and adaptation of strategies.

As environmental-related extreme weather events become more frequent and severe, the organisations that proactively address these mental health challenges will be better positioned to maintain operational effectiveness while supporting the wellbeing of their most valuable asset, their people.



[Learn more](#)



Silent Risks, Strategic Responses: Tackling Non-Communicable Diseases in Africa's Workforce



By **Dr. Abraham Udoudom**, Medical Director, Nigeria;
Dr. Eugenio Langa, Medical Director, Angola;
Su Chantry, Manager Occupational Health;
Dr. Anthony Renshaw, Regional Medical Director

Across Africa's diverse and demanding work environments, employers are navigating a complex landscape of health risks. Beyond the rising burden of **non-communicable diseases (NCDs)**, organisations must contend with **limited access to healthcare, underfunded public health systems, and cultural barriers to early diagnosis and treatment**. These challenges are further compounded by **environmental stressors**, including **extreme weather and natural hazards** such as heatwaves, flooding, poor air quality, and increasingly, **water shortages and droughts**, conditions that can exacerbate chronic illnesses and disrupt operations.

This evolving landscape demands a fundamental shift in occupational health priorities. Chronic conditions like hypertension, diabetes, and respiratory illness are increasingly affecting younger, working-age populations, those most vital to operational continuity. When unmanaged, these conditions reduce productivity and heighten vulnerability to environmental extremes. A worker with

diabetes, for example, faces an elevated risk of heat stroke, while someone with asthma may struggle in humid or dust-prone environments. These interactions demand a more integrated and anticipatory approach to workforce health, one that accounts for both medical and environmental realities.

Our experience delivering **occupational health programs across Africa** has shown that proactive, site-adapted interventions are essential. These include **occupational health surveillance, pre-deployment medical screening, and chronic disease management protocols** tailored to local realities. In Angola, for instance, over 40% of employees in one oil and gas client were found to have undiagnosed hypertension, highlighting the need for embedded health education and early detection. In Nigeria, we've seen how poor access to care and cultural stigma around illness can lead to underreporting and operational risk, especially in high-stakes environments like offshore platforms or tank entry operations.



Watch the recording to hear our medical and occupational health experts with an eye-opening insight into NCDs challenges at workplaces across Africa and discover how these hidden threats could affect your operations in the region

[Watch here](#)



The occupational health implications go far beyond absenteeism. **Presenteeism**, delayed recovery, and increased accident rates are all linked to unmanaged NCDs. A diabetic worker may take longer to heal from injuries, while someone with sleep-disrupting asthma may be more prone to slips and falls. These risks are magnified in extreme weather conditions, where heat, humidity, and physical strain compound underlying health vulnerabilities. When occupational health programs are reactive rather than preventive, organisations miss the opportunity to identify silent risks before they become operational disruptions.

In the context of shifting funding streams in African health systems, NCDs are being recognised as a key priority for African governments and funding agencies. There is a shift now towards looking more widely, including to private sector companies operating in country, to help in this complex challenge. Employers operating in Africa thus have a unique opportunity, and some

say a responsibility, to address these challenges.

The ideal is creating a win-win for both organisation and society. By integrating NCD prevention into occupational health frameworks, companies can reduce emergency evacuations, improve workforce reliability, and contribute to national development goals.

Regulatory frameworks across key African markets are evolving to address workplace health challenges, this includes aligning with ILO conventions (155 and 161.) Advanced data analytics can enable employers to predict health risks and implement targeted preventive measures before they impact operations investing in culturally adapted wellness programs whilst also supporting public-private partnerships and local community initiatives. In Ghana, one energy company screened over 2,300 community members around its site, identifying cases for referral and strengthening local health infrastructure.

Ultimately, the message is clear: **health resilience is operational resilience**. As extreme weather and chronic disease risks grow, organisations must evolve from reactive compliance to proactive health leadership. By embedding occupational health expertise into strategy and site-level execution, employers can protect their people, sustain productivity, and build a reputation as responsible, resilient operators in Africa's complex health landscape. By moving health beyond workplace injury and illness minimisation, towards true preventive health and enhancement of healthcare access, businesses can impact health far beyond the immediate borders of their project.



In Ghana, one energy company screened over **2,300 community members** around its site, identifying cases for referral and strengthening local health infrastructure.



[Learn more](#)



Occupational Health and Wellbeing Across the Employee Journey: A Lifespan Approach



By **Su Chantry**,
Manager Occupational Health,
Morgan MacDonald,
Wellness & Mental Health Manager

Careers unfold in stages, each shaped by evolving personal and professional pressures. Health needs reflect this progression, so a lifecycle perspective on occupational health (OH) and mental health (MH) can be a valuable lens for organisations.

These patterns are observed in occupational health surveillance and organisational wellbeing programmes worldwide. Contemporary guidance and international standards, such as ISO 45001 for occupational health and safety and ISO

45003 for psychosocial risk management, alongside recommendations from WHO, ILO, HSE, OSHA, and regional authorities across Asia-Pacific, Africa, and Latin America, support holistic, proactive approaches to OH and MH that evolve with workforce needs.

By meeting employees where they are, at each career stage and at moments of transition, organisations can leverage OH and MH as strategic tools to enhance resilience, retention, and sustained performance.

Implementation Strategies for Organisations

The early years in the workforce mix enthusiasm and learning with vulnerability. New joiners face physical risks such as poorly adapted workstations and the cumulative strain of long screen hours, which are often aggravated in hybrid roles where hot-desking and inconsistent ergonomics are the norm. Equally important are the mental pressures: performance anxiety, imposter feelings, and uncertainty about how and when to seek support. Generation Z, highly fluent with digital tools, can be particularly susceptible to the health

costs of constant connectivity, even as they adopt digital solutions for help.

Onboarding is therefore more than systems orientation; it is a formative cultural moment. Designing early support in line with international OH standards ensures these interventions are robust, consistent, and capable of being measured. Where early career programmes combine practical ergonomics with mental health literacy, they tend to lower the threshold for help-seeking and create durable health behaviours.

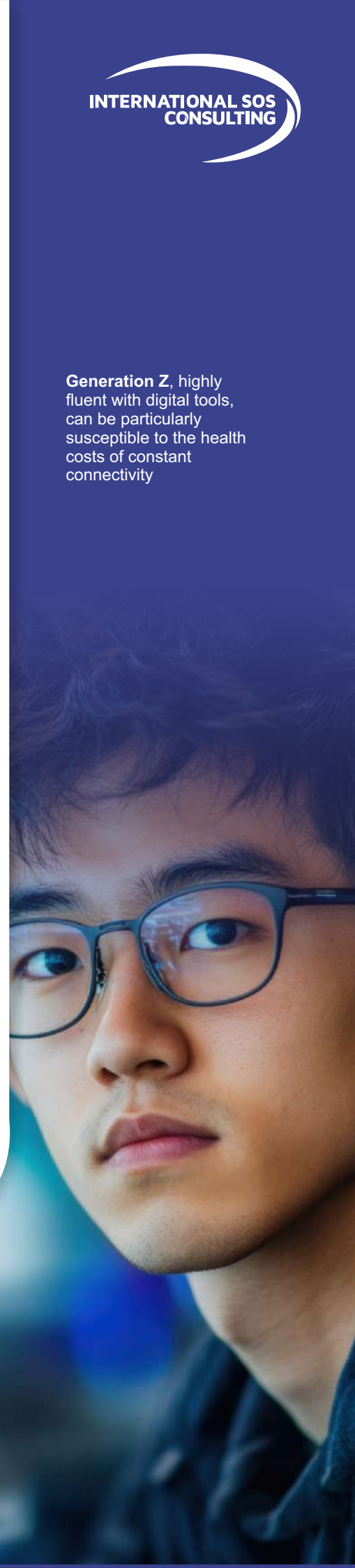
Expert insight:

Early career support is an investment, not an expense. Surveillance commonly reveals the first spikes in short-term absence and help seeking among newly hired cohorts; organisations that treat onboarding as a wellbeing milestone see better engagement later. Digital tools are powerful in this stage, both for scale and for meeting younger cohorts in familiar channels, provided clinical governance and escalation routes are clear.

Case example – Digital wellbeing at Mott MacDonald:

Our Health and Wellbeing Experts partnered with Mott MacDonald to deliver a global digital wellbeing platform for their tech-savvy professionals. The programme framed wellbeing as part of professional development rather than a separate benefit by combining personalised assessments, bite-sized learning, gamification, and manager prompts.

Generation Z, highly fluent with digital tools, can be particularly susceptible to the health costs of constant connectivity



Mid-Career: Navigating Complexity and Care Demands

Mid-career is often the period of greatest complexity. Work roles deepen, leadership expectations increase, and outside life frequently becomes busier and more demanding. For many, caregiving responsibilities, for children or ageing parents, intensify. Women in mid-career commonly experience this as a compound pressure, shouldering a disproportionate share of domestic and care duties; recognising that reality is critical to equitable OH design.

Transitions such as promotion, international relocation, or taking on leadership roles can amplify stressors. If unsupported, these moments may precipitate burnout or disengagement. Yet when treated as planned change, they present an opportunity to embed resilience, through leadership development that includes psychosocial awareness, through flexible working that acknowledges caregiving realities, and through health surveillance that flags early warning signs.

Expert insight:

Mid-career strategies succeed when they are integrated into the everyday grammar of management. The most durable programmes are not additive perks but elements of how teams are led: performance conversations that include wellbeing, promotion pathways that assess readiness beyond technical competence, and succession plans that account for health continuity.

Late Career: Sustaining Contribution and Planning Exits

Later career brings a different balance of strengths and vulnerabilities. Many employees retain deep institutional knowledge and leadership gravitas even as chronic health conditions, mobility limitations, or menopausal symptoms become more likely. Psychological concerns, identity, purpose, and retirement anxiety, gain prominence.

Practical adaptations (ergonomic adjustments, flexible hours, phased retirement) help people continue contributing while protecting health. Equally, retirement itself is a transition that benefits from planning: phased exit options, wellbeing coaching and opportunities for mentoring preserve both individual wellbeing and organisational memory.

Expert insight:

Late career wellbeing is fundamentally about maintaining dignity and capability. Data driven OH, from surveillance to targeted clinics, lets employers tailor interventions that extend productive working lives and ease transitions. Inclusive policies around menopause, chronic condition management and cognitive support are increasingly recognised as core to retention strategies.

Case example: musculoskeletal programme in Oman:

Working with a large employer in Oman, our Health experts used occupational health records to identify a cluster of musculoskeletal issues among workers. The response combined physiotherapy, workplace adaptations and proactive wellness coaching, reducing injury-related absence and enabling employees to remain active longer in their roles.

Conclusion: an Integrated, Stage-Wise Strategy

A lifespan approach to OH and MH means understanding that needs change, and that the organisational response must change too. Early career efforts focus on habit formation and accessibility; mid-career work emphasises leadership capacity, flexibility and psychosocial risk reduction; late career

priorities centre on adaptation and dignified transitions. Across all stages, technological solutions can increase reach and engagement, especially among younger cohorts, but they must sit within clear clinical governance and be complemented by human care.

Expert insight:

Integrating mental health into recruitment, onboarding, performance management and succession planning is less about adding programmes and more about shifting assumptions: that wellbeing is peripheral, reactive or optional. When OH and MH are woven through the employee journey, organisations protect their people, preserve institutional knowledge, and secure long-term competitiveness.

Women in mid-career commonly experienced a compound pressure, shouldering a disproportionate **share of domestic and care duties** with deepening work roles and leadership expectations.



Our global team of Health Consultants bring decades of experience across industries, regions and specialisms. Their advice is actionable as they draw from their deep knowledge and experience in providing health services on the ground in complex, remote or high-risk environments.

As a global consultancy we address a broad range of health challenges, trends and opportunities. These include: protecting employees, limiting risk exposure, reducing incidents, improving employee and community health and wellbeing, ensuring compliance with industry standards and meeting an organisation's Duty of Care.

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