

The science behind high-performing teams and safer work: Why addressing psychosocial and physical health matters

The Umbrella and Geneva Wellbeing Annual Report 2026

A snapshot of the numbers

The findings in the Umbrella and Geneva Wellbeing Annual Report 2026 are powered by data from more than 11,000 New Zealand employees - users of the [Umbrella Wellbeing Assessment](#), an organisational survey designed by researchers and psychologists to help organisations understand the individual, work, and organisational factors that are driving employee wellbeing and engagement.

Our 2026 report takes a deep dive into the data. The below table highlights data on the odds of experiencing poor outcomes when experiencing psychosocial and health challenges. Almost all challenges were associated with increased odds of poor outcomes ranging from slightly increased odds (>1x) to more than 3x the odds. For example, employees subjected to personal harassment (unkind words and behaviour at work) faced 3x higher/increased odds of experiencing high psychological distress. Similarly, the data shows 3x higher/increased odds of low flourishing among those who do not eat regular nutritious meals and snacks. Notably, these challenges account for 25% of the fluctuation in an employee's psychological distress and flourishing, while also explaining 12% of overall job performance. Outcomes of interest include:

- High psychological distress (symptoms of anxiety and depression)
- Poor job performance in the previous month (self-rated in relation to self top performance and worst performance)
- Low flourishing (general wellbeing such as relationships, self-esteem, purpose and optimism)
- Significant ill health stress (level of stress experienced due to ill health in past four weeks)

	High psychological distress	Poor job performance	Low flourishing	Significant ill health stress
Staff not consulted about change	↑	↑	↑	↑
High workload	↑	↑	↑	↑
Psychological wellbeing of staff not prioritised in workplace	↑ ↑	↑	↑ ↑	↑
Poor manager support	↑ ↑	↑	↑ ↑	↑
People not supported to lead a healthy lifestyle in workplace	↑ ↑	↑	↑ ↑	↑
Lack of work autonomy	↑ ↑	↑	↑ ↑	↑
Subject to personal harassment in form of unkind words and behaviour	↑ ↑ ↑	↑	↑	↑
Low role clarity	↑ ↑	↑ ↑	↑ ↑	↑
Poor peer support	↑ ↑ ↑	↑	↑ ↑ ↑	↑
Not getting enough good quality sleep	↑ ↑	↑	↑ ↑	↑
Not engaging in moderate exercise	↑	↑	↑ ↑	↑
Not getting enough leisure/relaxation time	↑ ↑	↑	↑ ↑	↑ ↑
Not limiting caffeine consumption	↑	↑	↑	↑
Not moving about regularly during work day	↑	↑	↑	↑
Not eating regular nutritious meals and snacks	↑ ↑	↑	↑ ↑ ↑	↑
Not limiting alcohol consumption	-	↑	↑	-

Note. Arrows represent odds ratios (OR). ↑: 1 > OR < 2; ↑↑: 2 > OR < 3; ↑↑↑: OR >3; (-) OR is not statistically significant

Insights: What do the numbers mean?

Whether we are examining work-related psychosocial challenges or health challenges, our estimates from more than 11,000 New Zealand employees show they regularly experience issues, with as many as one in four facing the most prevalent challenges.

Even for those challenges reported relatively less frequently – such as poor peer support or not eating regular nutritional meals and snacks – the impact of these can still be significant if one in ten workers are reporting them. Poor peer support, for example, increases the odds of experiencing high psychological distress and low flourishing by more than three times; a pattern that is very similar for

people struggling with poor nutrition. This means that organisations stand to gain a lot from investing in a workforce that is healthy and well-resourced at work, especially if these investments are tailored to the highest impact areas.

Both psychosocial and physical health factors play an important role in creating healthy work environments. Our statistical testing reveals a clear, significant association between psychosocial challenges and negative outcomes. Almost universally, these hurdles are associated with an increased likelihood of poor mental health and diminished wellbeing, while simultaneously damaging performance and increasing stress levels from ill health.

So what next?

Start with what you can control. We urge organisations to prioritise systemic work-related changes first. If your organisation wants to start small and start somewhere, begin with what's most within your control - the work environment itself. Work design, clarity, culture and support systems have a far greater influence on wellbeing than individual health behaviours alone.

If you're interested in knowing these stats (and so much more) for your organisation? We've run our [Wellbeing Assessment](#) with tens of thousands of employees across countless industries, helping organisations to pinpoint their strengths and risk areas. Our experienced researchers and psychologists have the skills and expert knowledge to turn information into action. Importantly, we remain independent and objective, reducing internal reporting bias and maximising employee trust and participation.

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Please refer to our annual wellbeing report for the full findings on psychosocial and health challenges and a deeper insight into what the numbers mean