

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

The Umbrella and Geneva Wellbeing Annual Report 2026

The wellbeing paradox: Why doing more is not the solution

The findings from the Umbrella and Geneva Wellbeing 2026 Annual Report highlight the significant impacts that work and physical health challenges can have on employee health, wellbeing, and performance. Reflecting on this data, we have seen nationwide attention on workplace wellbeing and mental health increase year-on-year, accompanied by a substantial rise in organisational investment.

So then, why the wellbeing paradox?

There are a lot of factors at play. One is that we're still not viewing the problem in the right way. Adding more initiatives and interventions under the banner of "workplace wellbeing" only makes a measurable difference to worker health if those initiatives and interventions are targeted toward what people need and are evidence-based.

Being evidence-based requires regularly reviewing policies, initiatives and interventions to understand what is – and is not - working. To overcome the wellbeing paradox, we don't always need "more". Often, we need to scale back or adjust what's already in place if it isn't having the desired effect.

Research shows that empowering workers to engage in healthy coping strategies outside of hazardous drinking, for example, may protect against secondary trauma among first responders; sleeping well can protect against fatigue-related incidents in the construction sector; and moving about regularly during the workday can protect against illness and injury among sedentary workers.

However, none of these health interventions are possible in isolation. They rely on supportive work environments that provide autonomy, psychological safety, and appropriate safety systems – such as reducing unnecessary exposure to trauma or redesigning how workers interact with machinery – to enable people to safely change their behaviour in the first place.

Interested in speaking with our team of experts to address your critical workplace risks? We'd love to hear from you. The workplace wellbeing team at Umbrella and Geneva Wellbeing provides evidence-based programmes that not only prevent injuries and reduce workplace stress but also support

recovery and foster a thriving work environment. Partnering with us means knowing you're in safe hands with experts who "get it". Our comprehensive services include psychosocial risk assessments, workplace rehabilitation, early injury intervention and leadership training.

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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