

Introduction: The Workplace Ergonomics

Crisis in Europe

Throughout Europe, millions of employees work at desks or workstations across various environments that negatively impact their productivity, health, and overall well-being.

Despite regulations in place across the continent, new research from Fellowes reveals that a staggering number of businesses are failing to provide the correct ergonomic support, while employee awareness of workstation ergonomics is at an all-time low.

The impacts are significant for both businesses and employees: increasing rates of musculoskeletal disorders (MSDs), persistent pain, reduced productivity and a disengaged workforce.

2%

have suffered from back pain, directly linked to their workstation set-up



A Silent Workplace Health Crisis

Millions of employees across Europe are suffering from preventable pain and discomfort due to poor workstation set-up, yet awareness and action remain low, as research from Fellowes showcases:

working days lost

per affected employee due to workstation-related discomfort, costing businesses across Europe billions in lost productivity.

72%

have suffered from back pain directly linked to their workstation

67%

of home workers do not regularly work at a designated workstation

77%

of employees recognise they would benefit from ergonomic solutions like cushions, monitor arms and wrist supports

Many workers endure daily discomfort without understanding the long-term risks or the solutions available to them.



"Fellowes' research clearly demonstrates that investing in ergonomic solutions benefits with 89% citing that ergonomic equipment helps them feel healthier, more motivated and productive at work.

However, a significant knowledge gap remains in the importance of risk assessments, their link with workspace ergonomics and the need to implement the right equipment, and associated training highlighting a critical requirement for workplace education, for both employers and employees."



Louise Shipley Head of European Marketing

Workspace Ergonomics: A Solution for Businesses

Businesses should prioritise ergonomics in both office and remote workspaces to enhance employee posture, comfort and well-being. By integrating this into their organisation, they can foster a healthier, more engaged, and more productive team.

Businesses should consider introducing six key steps to their employees as part of their health and wellbeing strategy:

Prioritise health & well-being

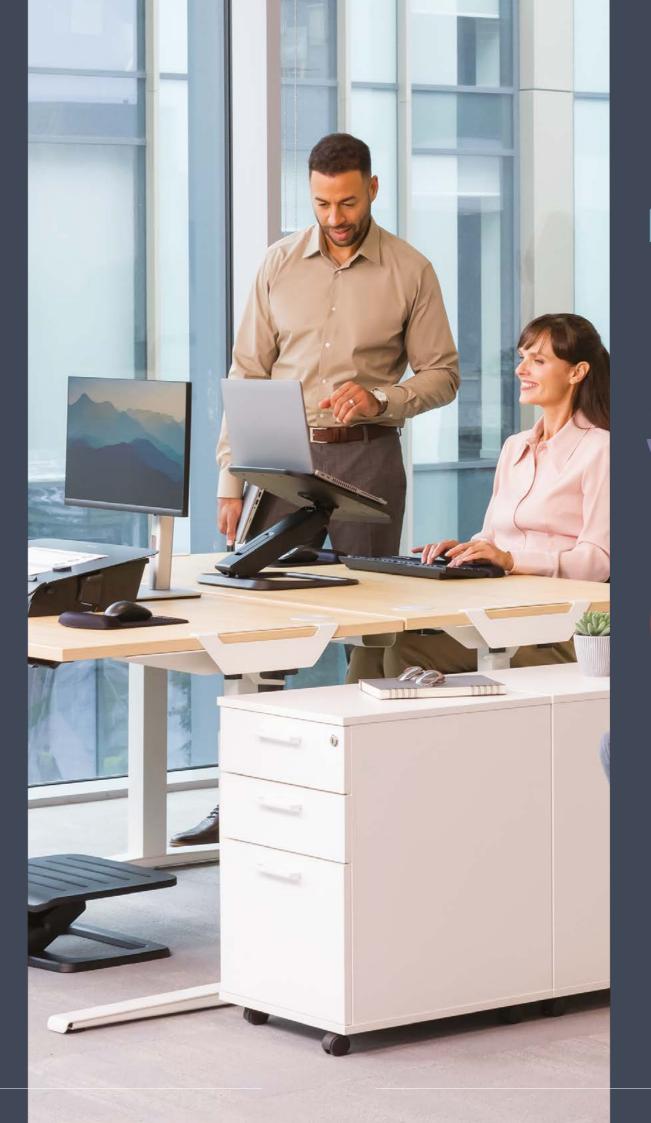
Encourage active working habits, such as regular movement breaks, to prevent long-term health implications. Promote awareness of best practice and make posture a fundamental part of workplace well-being.

Identify the risks

Conduct workstation risk assessments to identify persistent employee pain points and provide guidance to resolve these. Addressing these risks early helps prevent discomfort and long-term musculoskeletal issues.

Invest in education

Investing in ergonomic education empowers employees to take ownership of their workspace, promoting responsibility for their comfort and wellbeing while ensuring the proper use of ergonomic accessories.



Implement ergonomic solutions

Provide employees with the necessary ergonomic equipment, such as Fellowes <u>sit-stand desks</u>, <u>back supports</u>, <u>monitor risers</u> and <u>wrist rests</u>, all of which support healthy posture. Investing in the right tools helps create a more comfortable and productive work environment.

Continuous training & development

Educate employees on the correct use of ergonomic equipment, maintaining healthy working practices and the importance of reassessing their workstation after any changes. This will help to maintain a safe, comfortable, and productive work environment, avoiding pain and injury in the long term.

Re-evaluate & re-adjust

People, equipment and work environments change over time. Additionally, many employees split their time between office and home workspaces. Regularly re-assessing and adjusting workstations and equipment is essential to ensure these factors are considered.

Employers not only have a duty of care to their employees but also have a business opportunity by investing in ergonomics.

How? <u>It is proven to reduce absenteeism</u>, increase productivity, and create a workplace that attracts and retains top talent.

This whitepaper will explore the current crisis in workspace ergonomics across Europe, highlighting key research findings, and providing actionable solutions for businesses to implement with effective, posture-first strategies.

In er

€2,000 per employee

The Yearly Cost of Poor Workstation Ergonomics for European Businesses

Work-related pain and discomfort aren't just minor inconveniences - they play a part in a growing workplace crisis that significantly affects 2 out of 3 office employees, and almost a fifth of home workers, leading to decreased productivity, lower engagement, and reduced business performance.

As organisations continue to adapt to hybrid and remote work environments, ergonomic issues have become more prevalent, yet they are often overlooked until they start affecting employee health, engagement levels, and ultimately, the company's bottom line.

In fact, on average a whopping 14 working days are lost per employee due to workstation-related discomfort and injuries according to research from Fellowes. With the current average EU salary around the €37,000 per annum mark, this translates to a productivity loss of around €2,000 per affected employee*.

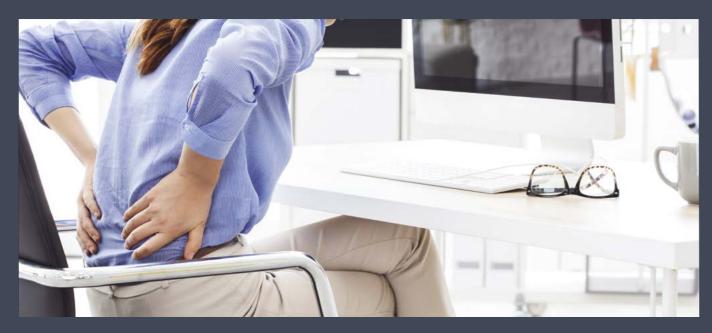


"The figures illustrate the social and economic cost of poor ergonomics.

"Disseminating these findings can promote business practices that encourage prevention, investment in ergonomic equipment and worker training, creating a healthier and more productive work environment."



Ismael Sánchez-Herrera Bautista-Cámara Doctor of Economics



The True Impact: Lost Productivity & Increased Costs

Fellowes' research reveals that across Europe:

36% of workers have taken time off work due to workstation-related pain and discomfort, resulting in a significant drain on business output.

36%

55% of employees blame poor workstation posture for their discomfort, yet many businesses fail to conduct risk assessments or provide ergonomic solutions that could alleviate these issues instantly.

55%

73% of females have suffered from a sore back or neck because of their set-up, compared with 61% of males. Insights show this may be due to a combination of social, biological and environmental factors

73%

26% of employees say discomfort negatively impacts their mood, leading to increased workplace stress, lower engagement levels, and contributing to a failing company culture.

26%

21% struggle with everyday activities such as lifting or carrying objects.

21%

While some businesses view ergonomic solutions as an optional investment, the reality is that failure to address poor workstation set-up results in significant costs in the form of lost productivity, employee absences, and higher turnover rates.



"What's compelling about this research is the wider impact of ergonomics, not just on comfort, but on energy, mood, and motivation.

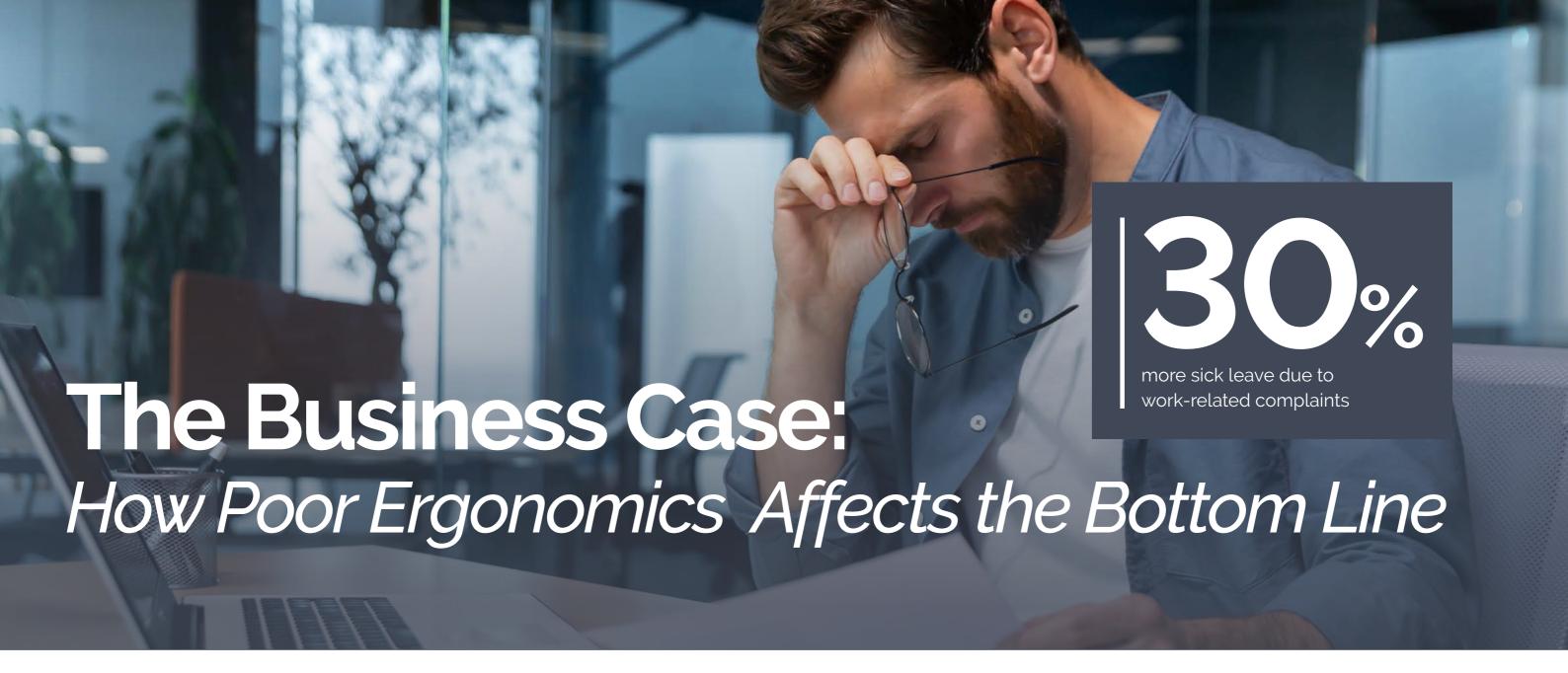
This research shows that 21% of employees felt more motivated, 20% had more energy, and 26% experienced increased productivity after using ergonomic solutions.

When employees feel physically supported in a way that enhances both mental and physical energy, they can direct their focus towards creativity, problem-solving, and collaboration."



Leanne SpencerKeynote Speaker, Wellbeing
& Burnout Expert

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Increased Absenteeism

A collaboration between Fellowes and the Dutch ergonomic consultancy firm <u>BlueSky</u> <u>Ergonomics</u>, Ergonomics in the Office:

"Towards a Healthier and More Productive Workplace highlights the connection between poor workplace ergonomics and increased absenteeism."

"Prolonged sitting without ergonomic measures can lead to 30% more sick leave due to work-related complaints."

BlueSky continued by stating that:
"A well-designed ergonomic works

"A well-designed ergonomic workspace can reduce sick leave by up to 25%, as employees experience fewer physical complaints and injuries."

"According to <u>research by TNO</u>, up to 60% of employees experience back and neck pain due to poor posture and incorrect desk settings. These complaints can become chronic and lead to long-term sickness absence."



Declining Productivity & Performance Losses

Employees experiencing discomfort at work are naturally less productive than counterparts who are not in pain.

Back pain, neck strain, and repetitive stress injuries can make even the most routine tasks an exhausting process.

Fellowes research shows that when employees work in discomfort:



They are more likely to take pain relief



They struggle with daily movements due to pain

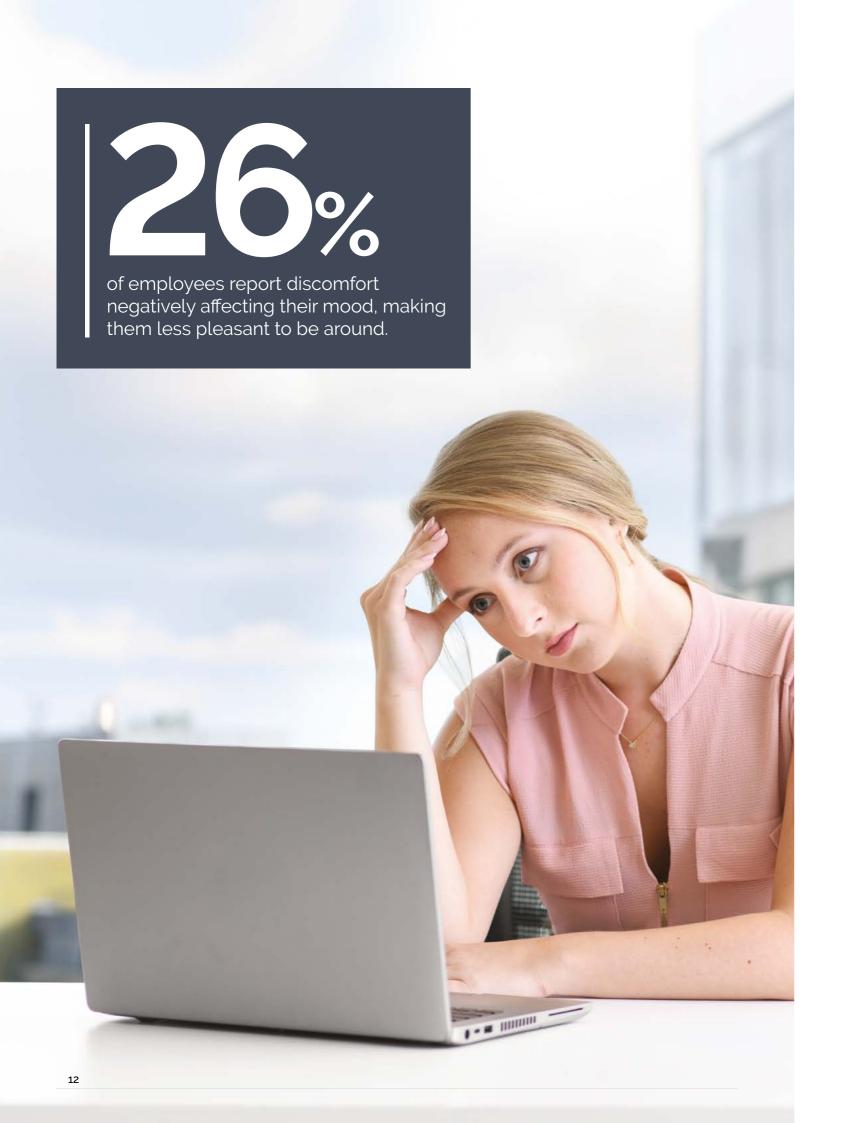


It affects their mood and overall job satisfaction



They struggle to exercise properly (or at all)

These factors contribute to an overall decrease in productivity, impacting company performance and output.



Reduced Employee Engagement & Workplace Morale

Persistent discomfort whilst working affects more than just physical well-being - it takes a toll on an employee's mental health and overall job satisfaction.

Employees dealing with daily pain are more likely to feel frustrated, disengaged, and undervalued. Fellowes' research found that

26% of employees report discomfort negatively affecting their mood, making them less pleasant to be around.

This can impact the workplace in various ways, including increased stress and tension, reduced collaboration and motivation, and heightened frustration with management and HR.

High Employee Turnover & Talent Retention Challenges

In today's competitive job market, employees are prioritising a workplace culture that <u>supports</u> their well-being and mental health.

Businesses that fail to provide ergonomic solutions risk losing talent, particularly among younger workers and professionals in high-demand sectors, where workplace comfort and flexibility are now considered essential rather than optional perks.

According to Giacomo Baldinelli, HSE Senior Specialist, Head of Sustainability & Wellbeing Department at Macoma Consulting S.r.l., the work life balance is increasingly tied to flexibility, stress management, and mental well-being factors that directly impact talent retention.

He highlights that what many employers do not take into consideration is that replacing an employee can <u>cost up to 150% of their salary</u>, factoring in recruitment, onboarding, and lost productivity during the transition.

A study by ErgoPlus reveals that by investing in ergonomics, businesses have a huge opportunity to reduce turnover and improve employee satisfaction. In fact, "employees notice when the company is putting forth their best efforts to ensure their health and safety,"

"An approach that values work-life balance not only improves employee health but also fosters engagement and productivity."

Baldinelli further emphasises
the role of ergonomics in
this equation, claiming that
"ergonomic solutions such
as adjustable desks, proper
seating, and well-arranged
work tools reduce the risk of
musculoskeletal disorders while
improving comfort, focus, and
job satisfaction."



Giacomo Baldinelli HSE Senior Specialist

The Long-Term Health Impact of Poor Posture

The immediate discomfort caused by poor ergonomics is only one part of a wider problem. Without intervention, employees may face serious long-term health risks that can affect their work, daily activities, and overall well-being.

The long-term pain symptoms aren't just uncomfortable, they can also lead to mobility issues, reduced quality of life, and even disability if not addressed.

Increased Risk of Musculoskeletal Disorders (MSDs)

Sitting for prolonged periods with poor posture places strain on the body, increasing the risk of musculoskeletal disorders (MSDs). These injuries can lead to reduced career longevity and an inability to perform daily tasks efficiently.

- A staggering 80% of Polish workers reported pain or discomfort due to their workstation set-up in the office
- 74% of Spanish employees and 68% of German workers also reported similar workstationrelated pain whilst in an office environment

To tackle these risks, ergonomic solutions such as <u>sit-stand desks</u>, <u>seating cushions</u>, and <u>back supports</u> can play a crucial role in improving posture and reducing strain.

Experts at Fellowes recommend following the "sit, stand, move" guidance, which encourages employees to alternate between sitting and standing throughout the day while incorporating regular movement. For every 30 minutes of work,

employees should aim to sit for 20 minutes, stand for 8 minutes, and move for at least 2 minutes to promote circulation and reduce the strain associated with prolonged sitting.

Without the correct <u>ergonomic solutions</u> there is the potential for these issues to increase in severity over the course of time, and lead to a variety of musculoskeletal complications.



"An improperly configured workstation with limited adjustability can lead to significant physical discomfort and long-term pain.

Providing employees with knowledge and simple principles to set-up their workstation will empower them to take charge of their own health, enabling them to vary their positions throughout the day and incorporate exercise as part of their routine - ultimately reducing discomfort and promoting better overall health."



Adam Rosenkilde Expert in Ergonomics



One of the most common consequences of poor workstation ergonomics is persistent musculoskeletal pain, as reported by the Fellowes research:

55%

of employees in Spain suffer from back pain due to their workstation set-up.

65%

In Poland, an alarming 65% of employees reported back pain, the highest among markets surveyed by Fellowes. 56%

of office workers in Germany report back pain, with 41% also suffering from a stiff neck.

56%

of Italian workers experience back pain when working from home, while 47% report neck stiffness.



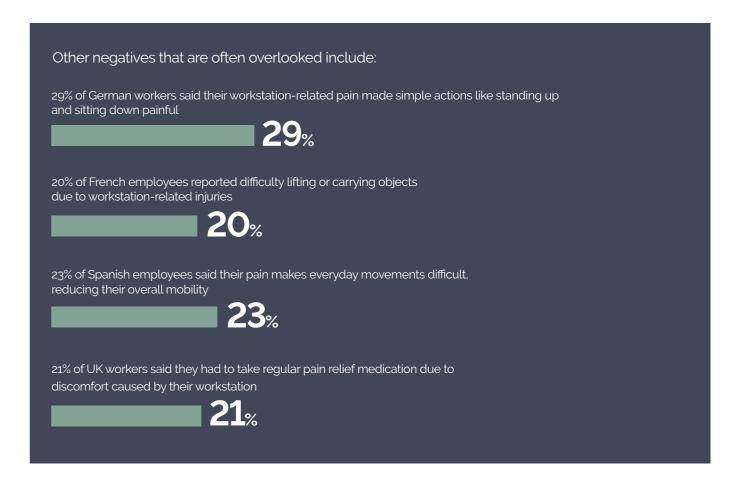
negatively impacts their mood, making

them less enjoyable to be around.

Beyond the workspace:

The Long-Term Impact on Employees' Lives

The effects of poor ergonomics don't stop when employees clock out and leave their office set-up. Many workers find that workstation-related pain interferes with their ability to enjoy personal activities. In fact, a quarter of respondents to the Fellowes survey said they sometimes struggle to attend social events or play with their children because of workstation discomfort or injury.



When employees are struggling with discomfort both at work and in their personal lives, their overall job satisfaction will ultimately decline, leading to far greater chance of burnout, stress, and higher rates of workplace dissatisfaction.

27%

of German workers experience general discomfort throughout the day, contributing to stress and irritability. 24%

of French employees feel that their workstation pain negatively affects their mood and overall engagement at work.

Bridging The Legal & Compliance Gap

Despite there being clear legal requirements across Europe, many businesses are failing to meet even some of the most basic standards of workstation ergonomics

As claimed by Louise, ergonomic solutions are not just a 'nice to have', "they are essential to meet with health and safety regulations and to create a positive healthy workplace culture."

The EU Directive 90/270/EEC was rolled out with the intention of ensuring employers adhere to safe and ergonomically correct environments

for their employees by providing EU Display Screen Directive assessments for all. However, and worryingly so, research from Fellowes suggests that many businesses are falling short of their responsibilities regarding display screen equipment, leaving their employees at a higher risk of chronic pain, MSDs, and even reduced productivity.

What is the Reality of Non-Compliance?

Fellowes research showcases massive failings across Europe in European Display Screen Directive and ergonomic compliance, but more specifically:

73% of businesses do not conduct regular workstation assessments

73%

23% of workers say their employer does not comply with desk-working regulations

58% of businesses identify problems due to an assessment, but fail to address them

The consequences for this? It is a consequence not only for the employee, but for the employers too, as a failure to conduct thorough duty of care to its employees can result in higher rates of workplace injuries, increased absenteeism, higher costs, and even legal liabilities.



1 in 4 employees

"Legislated mandatory Display Screen Equipment (DSE) assessments can often be seen as a tick-box exercise during new employee inductions; however, they should be seen as an opportunity to instil and promote a culture of respect, care, and wellbeing from the

"Good workstation ergonomics is the easy bit when it comes to creating healthy workplaces that employees want to work in, yet it is often an afterthought - only addressed after physical symptoms develop due to a poor workstation set-up".



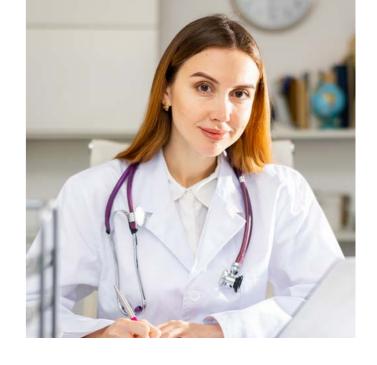
FIRA International's Head of Ergonomics



One European country that has had a step in a positive direction is France.

French Occupational Health and prevention services (SPST) have introduced occupational doctors to improve workplace ergonomics by identifying risks, recommending adjustable workstations and movement strategies, and advising on posture, workstation set-up, and employee well-being.

Their guidance helps prevent MSDs and improves productivity, ensuring a healthier, more efficient workforce. Despite the positive movements in France there are alarming traits, according to Fellowes research, that remain across Europe.



> Italy

25% of businesses admit they have never conducted a workstation risk assessment, despite clear legal requirements being in place.



S Netherlands

The worst compliance rate in the study was found in the Netherlands, as 33% of companies in the nation have never conducted a risk assessment.



United Kingdom

27% of businesses have never conducted a workstation assessment, despite clear regulations in place.



Germany

26% of businesses have never assessed their employees' workstations, leaving their workers at a greater risk of developing postural strain and/or long-term MSDs.



Spain

55% of employees said their workplace only conducted workstation risk assessments occasionally or had not done so in a long time with 15% reporting that no assessment had ever been carried out.



Poland

57% of employees said their workplace only carried out workstation risk assessments occasionally or not for a long time - and 18% revealed that no such assessment had ever been conducted.



Fellowes has been at the forefront of ergonomic innovation for decades, offering customer orientated, research based and ergonomically assessed solutions that transform workspaces.

Step 1: Promote a culture that prioritises health and wellbeing

Two-thirds of employees feel healthier, more motivated, and more productive when given the right ergonomic support. Businesses must prioritise health and wellbeing by fostering positive ergonomic work habits, where employees are encouraged to maintain good posture, use ergonomic solutions, and incorporate frequent movement and breaks into their routines.

By making ergonomics a core element of company culture there is a unique opportunity for businesses to create an environment where employees feel valued, supported and empowered to perform at their very best.

Step 2: Identify the risks

A proactive approach to ergonomics begins with understanding the risks. Many workstation-related injuries develop gradually over the course of time, meaning businesses may not notice a problem until employees begin experiencing chronic pain, discomfort, need medical attention, or even require time off work.

Regular workstation assessments help businesses identify ergonomic risks early, preventing long-term injuries and discomfort while ensuring compliance with <u>Directive 90/270/EEC</u> regulations and health and safety laws.

The Fellowes Healthy Workstation Assessment Tool is a free, easy-to-use, expert-backed resource that helps businesses and employees assess their workstation set-ups and introduce ergonomic improvements.

This tool guides employees through a structured assessment, helping them to evaluate their seating posture, screen positioning, desk height, and overall workstation layout. It identifies potential risks, highlighting areas where alterations are needed to improve comfort and posture. By providing personalised recommendations, it suggests the right ergonomic equipment and adjustments to help reduce an individual's strain and discomfort.

By integrating the <u>Healthy Workstation</u>.

<u>Assessment Tool</u>, companies can lead with a personalised approach to improving workplace health, wellbeing and compliance, ensuring that every employee has the best set-up to work safely, efficiently, and comfortably.

"Companies must integrate workspace ergonomics into their Health and Safety culture, treating it as a core part of employee wellbeing and remuneration packages."

"By conducting assessments and providing the right equipment, businesses can prevent long-term health issues, boost engagement, and demonstrate their commitment to employee wellbeing."



Louise ShipleyHead of European Marketing

Step 3: Invest in Education – The 4 Zone Approach®

Fellowes research has found that understanding of the term ergonomics grows with age. Less than half of 18–34-year-olds could recognise the term, growing to 55% in 35–44-year-olds, 65% in 45–54-year-olds and 66% in 54+.

Education and awareness of workspace ergonomics is essential, as Fellowes research clearly shows that younger workers often lack knowledge in this area. Without proper understanding, employees may overlook the importance of ergonomics, increasing the risk of long-term pain and injury due to poor workstation set-ups.

To appropriately address ergonomic challenges within a workplace, businesses should invest in awareness and education programmes, such as the <u>Fellowes 4 Zone Approach</u>®.

This structured method enhances workplace ergonomics by focusing on four key areas:



Zone 1: Prevent Back Tension

Sitting without appropriate support can lead to poor circulation and back pain. Ensuring that chairs provide adequate lumbar support and that feet are firmly planted on the floor or footrest is essential.



Zone 2: Avoid Wrist Pressure

Extended periods of typing or mousing use can cause discomfort in the wrists, hands, and arms. Keeping forearms parallel to the desk and wrists in a neutral position is crucial.



Zone 3: Relieve Neck Strain

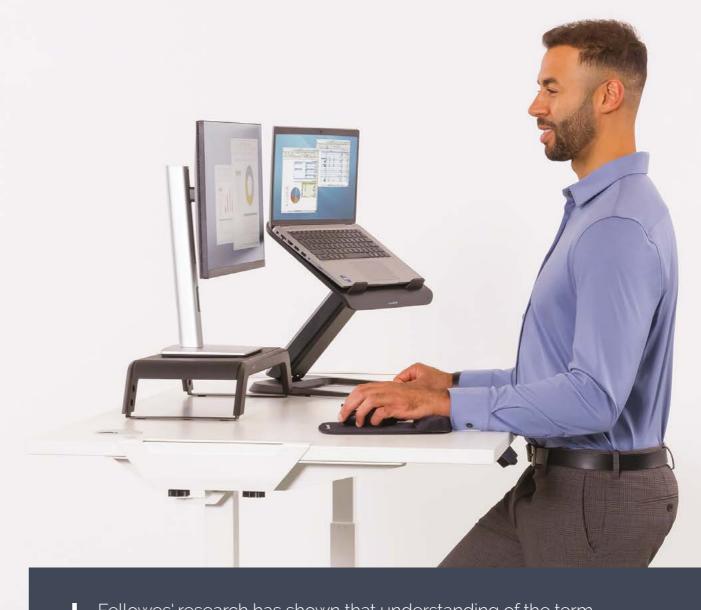
An improperly positioned monitor can result in neck and shoulder strain. The top of the screen should align with eye level and be at arms distance away to prevent hunching or awkward head positions.



Zone 4: Reduce Inactivity

Prolonged sitting contributes to various health issues, including poor circulation and increased fatigue. Regular movement should be encouraged throughout the day.

By promoting education and following **The 4 Zone Approach**®, employees are empowered to take ownership of their workspace, improving posture, comfort and motivation, and embedding workspace ergonomics within organisational culture.



Fellowes' research has shown that understanding of the term ergonomics increases with age. Below are the age groups that recognize the term:

18-34 year olds	48%
35-44 year olds	55 %
45-54 year olds	65%
54 year olds+	66%

Step 4: Implement the right ergonomic solutions

Fellowes provides industry-leading ergonomic solutions designed to create healthier, more productive work environments. Investing in the right equipment is essential to support employees' posture, reduce strain, and prevent long-term

health issues. Businesses that equip their workforce with high-quality ergonomic products can improve comfort, enhance efficiency, and minimise workplace injuries.



Back Support

Incorporating tools like <u>foot rests</u> and <u>back</u> <u>supports</u> can help maintain correct posture, reducing back tension.



Monitor and Screen Positioning

Introducing monitor arms or <u>laptop supports</u> will allow for adjustable screen positioning, enhancing comfort and reducing neck strain.



Wrist and Hand Support

Utilising <u>wrist rests</u> and <u>vertical mice</u> can promote a relaxed hand posture, alleviating pressure and minimising the risk of repetitive strain injuries.



Sit-Stand Workstations and Height Adjustable Desks

<u>Sit-stand desk converters</u> and <u>height adjustable</u> <u>desks</u> enable employees to alternate between sitting and standing positions, promoting better circulation and reducing the risks associated with stationary behaviour.



Step 5: Continuous training and development

When implementing ergonomic equipment, it is essential that training is provided on how to correctly adjust and use it.

Fellowes research shows that 26% of employees who receive ergonomic equipment do not receive any training. Without proper instruction, employees may misuse the equipment, increasing their risk of discomfort, pain, and long-term injury. Providing appropriate product training ensures correct usage, helps prevent injuries, and promotes long-term health benefits.

To maximise the effectiveness of ergonomic solutions, training should always be provided; whether through instruction leaflets, educational videos, or in-person sessions led by a professional or in-house ergonomics expert.

any training.

Fellowes also recommends providing ergonomic awareness training to all employees. This helps foster a positive workspace and supports long-

"Good posture and ergonomic awareness aren't just about comfort; it is about longevity" says Shipley. "The way you sit, stand, and move today shapes your health, productivity, and well-being for years to come."

term adjustments and adaptations as needed.

Fellowes has developed training centred around their Four Zones Approach® for businesses, supporting employers to adopt a posture first culture and encouraging employees to think and work ergonomically.



Step 6: Re-evaluate and Re-adjust

Ergonomics is not a one-time fix; it requires regular re-assessment to keep up with employees' changing needs.

As we age, our bodies change, and work circumstances evolve, making it essential to reevaluate workstation set-ups periodically.

Older workers in office settings reported a

30% reduction in musculoskeletal pain after the implementation of ergonomic chairs and sit-stand desks, according to research conducted by RSIS International.

Conducting routine ergonomic assessments ensures that employees continue to work comfortably and efficiently, reducing the risk of strain and long-term injuries.

A Smarter, Healthier, and More Productive Workspace Starts Now with Fellowes

The ergonomics crisis across Europe is not just an employee wellbeing issue - it is a business-critical challenge that not only impacts productivity, but also retention levels, and overall success.

By adopting a posture-first approach, businesses can reduce higher employee engagement, reduced absenteeism, and increas efficiency.

The research is clear: two-thirds of employees feel healthier, more motivated, and more productive when provided with the correct ergonomic support. The benefit of action massively outweighs the cost of no action.

Investing in workplace ergonomics is not an expense, it is a strategic decision that safeguards employee health while strengthening the bottom line.

With Fellowes' ergonomic expertise, solutions, and tools, businesses can create a thriving, high-performing work environment where employees feel valued and supported.



Expert bios

At Fellowes, Our team of industry-leading experts, both from Fellowes and beyond, are championing the importance of ergonomics in workspaces.

Discover our independent specialists, whose insights and expertise have helped to shape this whitepaper, influence our solutions, and empower businesses and employees to create safer, more comfortable, and more efficient work environments.



Louise Shipley Head of European Marketing, Fellowes Brands

Louise Shipley has been with Fellowes Brands for 23 years. As Head of Marketing, she has built the Workplace Health Solutions division for the vendor in Europe.

She began by focusing on ergonomic accessories, always with an eye on countering 'ergo washing' in the industry.

In line with Fellowes' emphasis on education around health and well-being in the office environment, Shipley launched 'Professor Ergo' to help communicate the benefits of using the correct equipment in the workplace.

Other achievements include the '4 Zone Approach', demystifying European display screen legislation, plus 'Emma, the Work Colleague of the Future', which so starkly demonstrates the detrimental health impacts of poor working habits.

The new product development for the Ergonomic Solutions category is managed by Louise and her team in Europe.



Giacomo Baldinelli HSE Senior Specialist

Born in Ancona in 1995, Giacomo graduated in 2020 in Prevention Techniques in the Environment and Workplaces.

In December 2022 he graduated as "Manager of Hygiene and Comfort of Indoor Environments", followed by a a Masters degree in Control Management and Maintenance of Industrial Processes in March 2023.

Since September 2023 he has been enrolled in the Master's degree course in "Management of Sustainability and Circular Economy".

Giacomo deals with the implementation of HSE management systems and corporate sustainability strategies.

Furthermore, he coordinates projects for the investigation of corporate well-being and continuous improvement, developing strategies for the optimisation of the organizational climate and corporate wellbeing.

Since 2021 he has been collaborating with Macoma Consulting S.r.l. with the role of HSE Senior Specialist, Head of Sustainability & Wellbeing.



Adam Rosenkilde (Denmark) CEO - Health Group

Adam Rosenkilde is the CEO of the Danish company Health Group, which specialises in designing in-house health solutions and implementing health strategies in businesses.

With a background as a physiotherapist and a certified workplace advisor from the Danish Working Environment Authority, Adam has been advising Danish companies and employees on ergonomic design and workplace environment since 2013.

He trains internal staff and teaches external employees in ergonomics and workplace safety, and he is a speaker at various conferences regarding ergonomics, occupational health, and work environment.

Additionally, Adam holds a diploma in management from the Copenhagen University College of Applied Sciences, earned in 2024."



Federico Terenzi

Federico graduated in Physics and Philosophy, and is a certified Ergonomist. He has been a consultant in Ergonomics and Human Factors in the occupational field for many years, working with various companies in the manufacturing, pharmaceutical, military and PA sectors.

From 2013 to 2018 I had the honour and the burden of holding the role of vice-president of the Italian Society of Ergonomics and Human Factors (SIE). In 2012, together with other professionals in the sector, he founded the AiNTS association (Italian Society of Non-Technical Skills) with the aim of spreading Non-Techincal Skills and, more generally, socio-cognitive skills and the role of the Human Factor in the occupational field, overcoming the limits of the mere technical-regulatory approach in the management of safety and performance.

Federico, also plays the double bass and enjoys prestidigitation



Leanne Spencer Keynote Speaker, Wellbeing & Burnout Expert

Bestselling author Leanne Spencer is a keynote speaker and expert in corporate wellbeing.

Under the pressures of a successful and demanding city career in sales, Leanne recognised the signs of burnout and stepped away from her city career to set-up her own business, Bodyshot Performance limited. She dedicates her work to helping others recognise the signs of burnout and learn how to recover.

Find out more at www.leannespencer.co.uk



Claire Clark (UK) FIRA International -Head of Ergonomics

Claire is the Head of the Ergonomics department at FIRA International. She is a registered member of the Chartered Institute of Ergonomics and Human Factors.

Claire has thirteen years of experience as an Ergonomist, the past eight years have been at FIRA International where she leads a small team of consultants/ergonomists to deliver commercial technical support to the furniture industry. This includes consulting on design development, workplace design and evaluation, ergonomic risk assessments, and assessment of products to dimensional and ergonomic standards.

She also conducts research on behalf of the Furniture Industry Research Association (FIRA) and contributes ergonomics expertise to BS and CEN standards committees.



Rene Mol Bluesky Ergonomics

Blue Sky Ergonomics is an ergonomic consultancy firm that focuses on employees within companies and organisations. They make your employees aware of the origin and prevention of physical complaints in the workplace.

The ultimate goal is structural behavioral change that results in more job satisfaction, less absenteeism, sustainably employable and more productive employees.



Ismael Sánchez-Herrera Bautista-Cámara Doctor of Economics

Doctor of Economics. Degree in Business
Administration and Management and
Master's Degree in Occupational Risk
Prevention (ORP), Human Resources
Management, Strategy and Business
Marketing. Currently pursuing an Executive
Master's Degree in Artificial Intelligence.

Field of research: organisational culture, business strategy, and organisational psychosociology.

Author of scientific publications and books, in 2023 Aranzadi publishing house 'Preventive Culture: an influential model for behaviour in occupational health'.

More than 20 years as a professional.

Currently Member of the Technical

Scientific Committee, Consultant in

Preventive Culture and Territorial Director of

Psychosociology at Vitaly. Legal expert for

various law firms.

He is a collaborating professor at the University of Castilla La Mancha, Nebrija University, and the European University of Madrid, in subjects related to ORP, HR, organisational culture and business strategy, and is a regular speaker at conferences and congresses.

Former President of AEPSAL, Member of the Technical Standardisation Committee '081 Health and Safety', he has received several awards and mentions thanks to his research and professional career.



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Leanne Spencer

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Bluesky Ergonomics

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