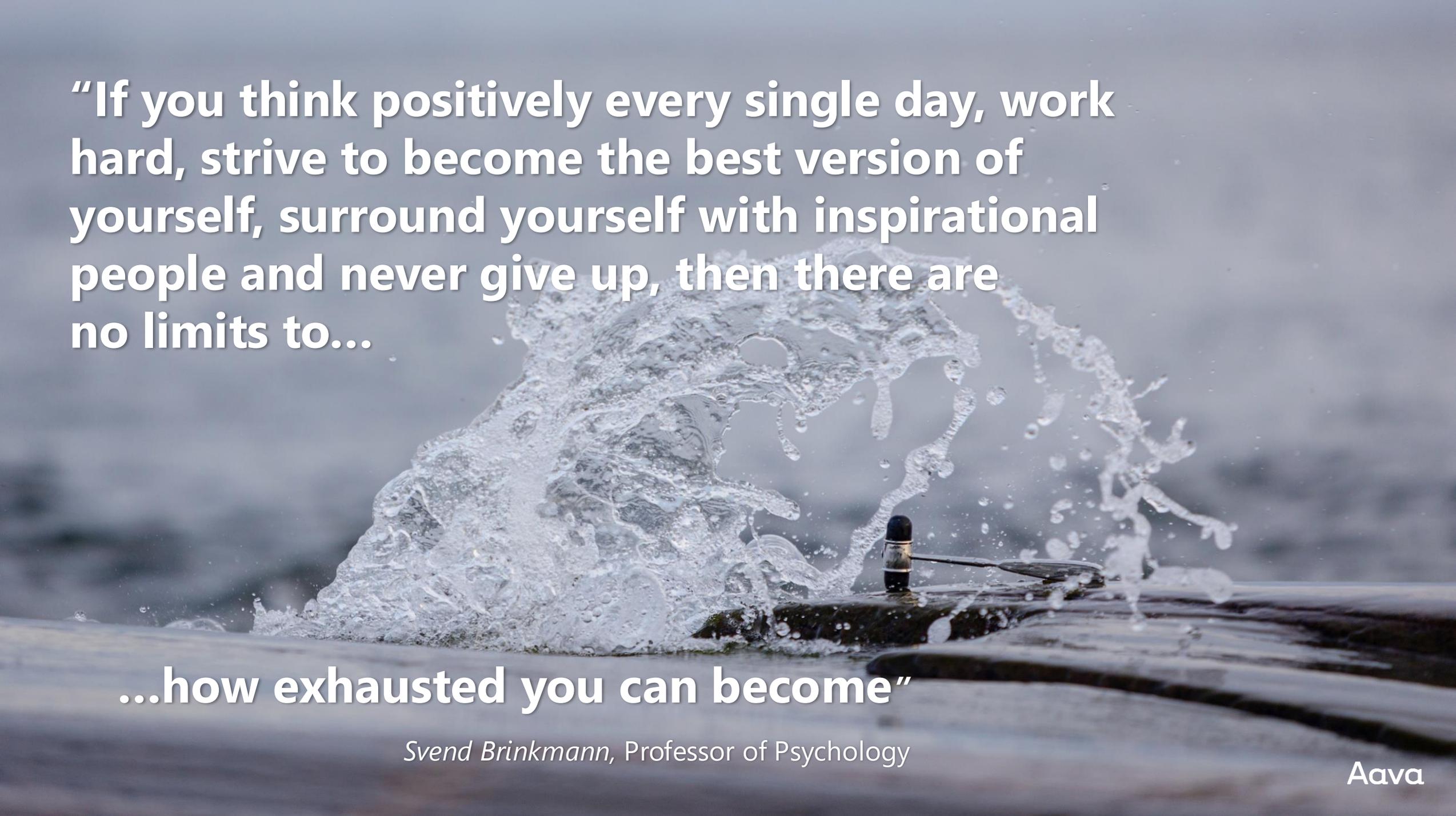


# Collective Work Ability: The New Foundation of Healthy Productivity

Eira Roos, MD PhD, Specialist in Occupational Health  
Development Chief Physician  
Medical Center Aava

A person in a kayak is shown splashing water, with the water spray forming a large, dynamic shape. The background is a blurred, overcast sky and water surface.

**“If you think positively every single day, work hard, strive to become the best version of yourself, surround yourself with inspirational people and never give up, then there are no limits to...**

**...how exhausted you can become”**

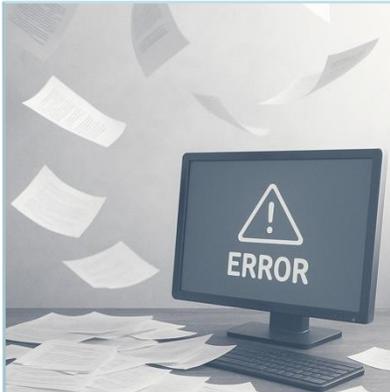
*Svend Brinkmann, Professor of Psychology*

**“I’m sitting in my car in the parking lot at work, thinking...**

**...Should I drive into the cliff, or is there still something else I could do?”**



# From friction to clinic, sometimes even to grave



recurrent  
friction



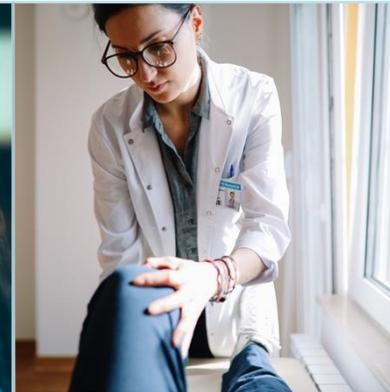
irritation



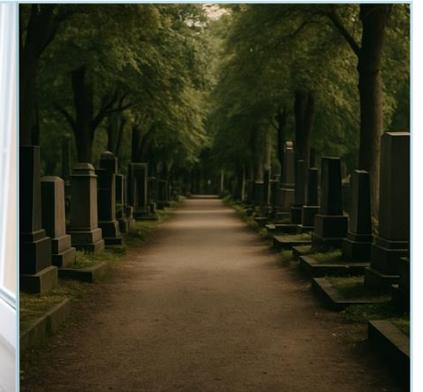
fight or  
flight  
mode



tunnel  
vision  
insomnia



pain, other  
symptoms  
and  
disease



death

A woman with dark hair, a nose ring, and a gold hoop earring is shown in profile, looking out over a body of water. The background is a soft, hazy landscape with water and distant hills.

# It is rarely the fragile who fall, it is the strongest.

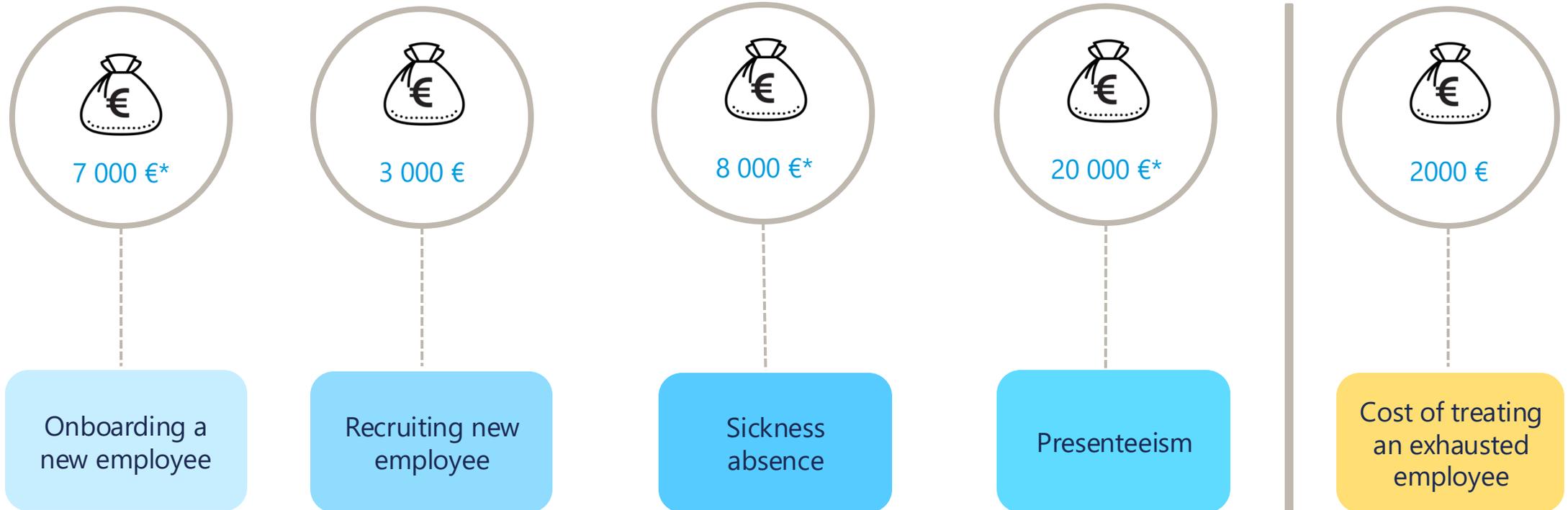
The people who have learned to override their limits.

The ones who get praised every time they stretch a little further.

That praise becomes fuel...  
...so they keep going.

Until they can't.

# Cost of Recovery Challenges ~ 40 000 eur / person



## Productivity loss

Calculation per 1 employee

Daily cost 379 eur. Typical presenteeism rate with recovery challenges 25%, working days 220/ year, sickness absence 21 days

Competence baseline for a new employee 60 percent, time to reach full productivity 3 months.

Global pandemic  
3/2020

Suez Canal blockage –  
component crisis  
3/2021

Learning hybrid work  
2022

Ongoing geopolitical  
tensions  
2023

Learning remote work  
2020

War in Ukraine  
2/2022

Energy crisis  
2022

Increased regulation  
(climate neutrality, AI)  
2024

Global economic shock  
2020

Inflation and rising  
interest rates  
2022

Large language models  
11/ 2022

Major labor market  
reforms  
2024-2025

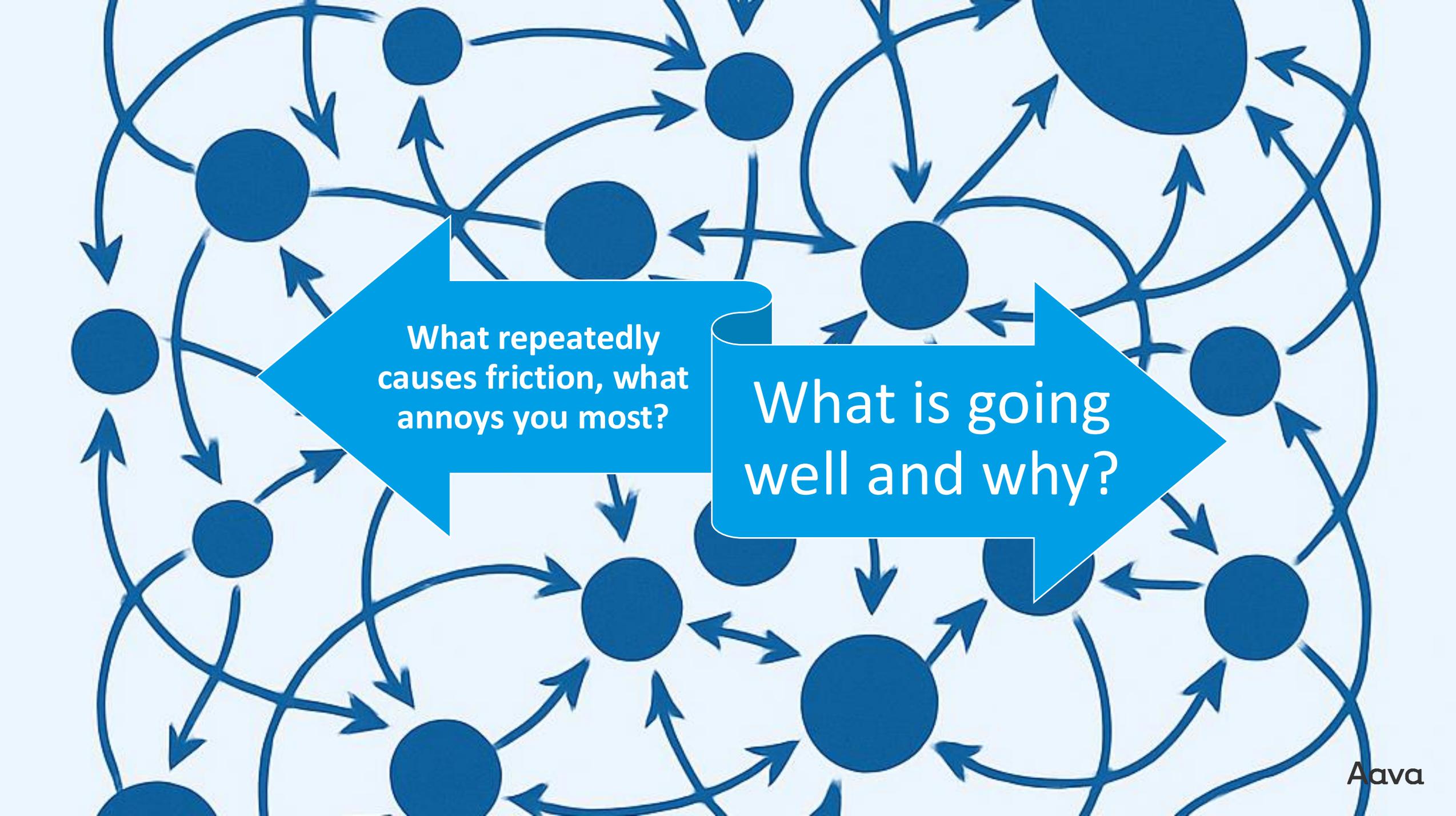


**“What makes you  
feel good at work?”**

Succeeding at work is  
the foundation of wellbeing and productivity



**If you want better wellbeing and better results,  
make it easier for people to succeed.**



What repeatedly  
causes friction, what  
annoys you most?

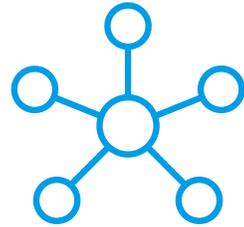
What is going  
well and why?



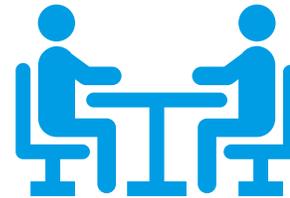
# Occupational Health as Strategic Partner



**Unique data**



**A hub in the ecosystem**



**Understanding of work  
and people**



**Trust and continuity**

Collective work ability is not a wellbeing project.

It is the most important strategic capability you can build.



*Aava's Nollatila podcast discusses working life structures and leadership, dive in and listen in Spotify or YouTube.*



**Aava**