

WHITEPAPER · CLINICAL VALIDATION · 2026

How to regain up to **36 FTE** in a 1,000-person company

A clinical validation of Mindgram's effect on regaining productive working days through better mental health. The model rests on a two-wave clinical study (DASS-21 + WPAI, N = 272) and a linear regression on N = 1,200 users.

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FOR

Boards, CEOs, CFOs and CHROs
of companies with 200+ staff

EDITION

May 2026 · Version 1.0

SCOPE

Polish market · ZUS, GUS and
WHO data, Mindgram study

EXECUTIVE SUMMARY

Employee mental health is a lever for company productivity.

Mental disorders are the second most common reason for sick leave in Poland and are forecast to take first place in 2027. In 2025 they cost employers 34 million working days. It is a structural cost, rising by 14% year on year across the market, according to ZUS data.

A second component, invisible in HR systems, adds to it: **presenteeism**, the reduced cognitive performance of employees who are physically at work. According to the WHO, it accounts for about 60–70% of the total cost of employees' poor mental health in an organisation, two to three times more than sick leave alone. For the board, this is a hidden erosion of margin that EBITDA does not pick up until it turns into staff turnover, operational errors or long-term absence.

MAIN FINDING OF MINDGRAM'S CLINICAL RESEARCH

Mindgram's two-wave clinical study (N = 272, March–September 2025) found that active platform users regain **0.8 days of productive work a month**. A linear regression on N = 1,200 users confirmed the mechanism: each point off the DASS score means 0.12 days less lost productivity. Scaled to a 1,000-person organisation, that is **9 to 36 FTE regained a year**.

0.8

days of productivity regained
a month per active user

DASS-21 + WPAI · N = 272

36

FTE regained a year
in a 1,000-person company
(maximum)

MINDGRAM MODEL ·
FULL-ADOPTION SCENARIO

+14%

year-on-year rise
in mental-health absence
in Poland (2024 → 2025)

ZUS · 2025 REPORT

RESEARCH INSTRUMENTS USED

DASS-21 · Depression, Anxiety and Stress Scale. A psychometrically validated clinical questionnaire that measures three dimensions of mental health: stress, anxiety and depression. It is a standard in intervention studies. The numerical score gives a level of risk and tracks change over time, so results can be compared across populations and periods.

WPAI · Work Productivity and Activity Impairment. An economic questionnaire that measures lost productive working days as the sum of absenteeism (sick leave) and presenteeism (reduced effectiveness while at work). The result is expressed in days and PLN, so it can be compared with the ROI of other operational initiatives.

CHAPTER 01 · THE SCALE OF THE PROBLEM IN POLAND

Mental health problems are the **second most common cause** of absence in Poland.

In 2025 ZUS recorded 1.8 million sick notes for mental disorders, 34 million lost working days in total. In a single year, mental disorders moved from fifth to second place among the causes of sick leave.

PSYCHIATRIC SICK LEAVE IN POLAND OVER TIME

YEAR	SICK NOTES (M)	DAYS OF ABSENCE (M)	% OF ALL SICK LEAVE IN PL	RANK AMONG CAUSES
2022	1.3	23.8	10.0%	—
2023	1.4	26.0	11.0%	—
2024	1.6	30.3	12.6%	5
2025	1.8	34.0	14.1%	2
Q4 2026–2027 (forecast)	—	—	—	1

Source: ZUS, “Sickness absence in 2025”

Because the problem is structural, the usual safety nets (flexible-benefits perks, the occasional webinar, an EAP helpline) cannot keep up with its growth. The average annual absence rate in Polish companies is **7.38%**; in logistics it is 7.96%, and in automotive as high as 10.17% (Conperio, >400 companies). In a 1,000-person organisation, each percentage point of absence is ~10 FTE a year.

ZUS’s largest cost category

Mental disorders are **the largest item in ZUS spending on incapacity-for-work benefits, at 17.7% of the total**, ahead of musculoskeletal disorders. In absolute terms: PLN 10.2bn a year (against PLN 8.9bn).
ZUS 2025.

21–30 days: the usual length of sick leave

The most common duration of a single psychiatric sick note. Absence peaks in October, the month when companies finalise annual sales plans. Women account for 61.8% of sick leave in this group.
Conperio, “Absence Barometer 2024”.

“Over the past two years, psychiatric sick leave has become our second-largest operational risk, right after staff turnover. These absences are long, and while they last nobody can stand in for the specialist. You won’t capture this in HR metrics. It is a board-level issue now.”

— Board member at a Mindgram client in financial services

CHAPTER 02 · HOW PRODUCTIVITY IS LOST

Absence is easy to see. But **presenteeism** costs even more.

Sick leave shows up in HR systems. Presenteeism, being at work with reduced cognitive performance, stays invisible in the management accounts, even though it accounts for a larger share of the cost of poor mental health than absence does.

That is why Mindgram pairs the WPAI research instrument with DASS-21. Together they give a single equation for the effect of mental health on productivity, covering both absence and presenteeism.

Work Productivity and Activity Impairment (WPAI) is a validated questionnaire that assesses two things at once: **time off work** (absenteeism) and **reduced effectiveness while at work** (presenteeism). The two add up to days of lost productivity, which makes it possible to compare mental health interventions across populations.

DASS → WPAI regression

The higher an employee's DASS score, the poorer their mental health.

A linear regression model on N = 1,200 Mindgram users established the relationship:

$$\text{lost_days} = 0.77 + 0.12 \times \text{DASS}$$

Each DASS point means an extra 0.12 days of lost productivity a month. The mechanism works both ways: as mental health improves, productivity recovers in proportion.

PRODUCTIVITY LOSS (WPAI) BY MENTAL HEALTH (DASS-21)

MENTAL HEALTH	EMPLOYEE PROFILE	DAYS LOST / MONTH	ANNUAL COST / EMPLOYEE
DASS 1	low stress, feeling well	0.89	~PLN 4,370
DASS 10	mild stress, minor difficulties	1.97	~PLN 9,670
DASS 15	moderate stress, clear symptoms	2.57	~PLN 12,610
DASS 20	high stress, risk of disorders	3.17	~PLN 15,560

The economic effect of better employee mental health

In a population of 1,000, lowering the average DASS score by just 5 points restores productivity worth **~7,000 working days a year**, many times the annual cost of a psychological support contract.

Calculation: daily cost of labour = PLN 9,000 / 22 days = PLN 409 (national average gross salary, excluding employer ZUS contributions). A conservative assumption.

CHAPTER 03 · PRODUCTIVITY VIBE: METHODOLOGY

Clinical evidence: the **Productivity Vibe** study.

Most psychological support programmes measure satisfaction. Mindgram designed a clinical study to measure how far the platform helps a company win back productive working days. The study follows the standards of intervention research, with a comparison group, two waves of measurement and validated psychometric instruments.

Study design

Name	Productivity Vibe
Sample	N = 272
Design	two waves, active vs inactive users
Period	March–September 2025
Significance	statistically confirmed

Measurement instruments

DASS-21 (Depression, Anxiety and Stress Scale) is a clinically validated questionnaire that measures three dimensions of mental health.

WPAI (Work Productivity and Activity Impairment) is the standard measure of how health affects work performance, used in pharmacological and behavioural intervention studies.

MAIN RESULTS (ACTIVE VS INACTIVE USERS)

–0.8

days of lost productivity
a month

WPAI

77%

reduction in stress, anxiety
and depression

DASS-21

91%

of active users report
better mental health

N = 10,850 · IMPACT SURVEY

REPLICATION IN A WIDER POPULATION

The result of 0.8 days of productivity a month was confirmed independently by a DASS / WPAI linear regression on **N = 1,200 Mindgram users**. The slope ($\beta = 0.12$ days of loss per DASS point) is in line with values reported in the epidemiological literature on depression and anxiety disorders in the working population.

“Mindgram is the only platform in Poland whose effect on productivity has been clinically confirmed and measured on the scale of lost working days.”

— Mindgram clinical team, Productivity Vibe report, 2025

The full methodology, questionnaires and statistical analysis are available on request under NDA. The Polish Productivity Study 2026 (N = 2,302) is available at mindgram.com/en/for-hr/reports/polish-productivity-study-2026.

CHAPTER 04 · FINANCIAL MODEL AND SCENARIOS

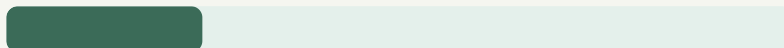
From 9 to 36 FTE. How far lost productivity can be cut.

Mindgram **cuts productivity loss** by 0.8 days a month for employees covered by the programme. The value you regain depends on adoption across the organisation.

FOUR ADOPTION SCENARIOS: A 1,000-PERSON COMPANY

25% utilisation

minimum scenario / early adoption

**9 FTE**

~PLN 982k/year

50% utilisation

observed average, most clients

**18 FTE**

~PLN 1.96m/year

75% utilisation

top clients after year 2

**27 FTE**

~PLN 2.94m/year

100% utilisation

full theoretical ceiling

**36 FTE**

~PLN 3.93m/year

Daily rate of PLN 409 = national average gross salary of PLN 9,000 / 22 working days (excluding employer ZUS contributions, a conservative calculation).

CALCULATION ASSUMPTIONS: A 1,000-PERSON COMPANY

Headcount (HC)	1,000	Average monthly gross salary	PLN 9,000
Loss reduction per employee	0.8 days / month	Annual cost of Premium package	~PLN 94k
Utilisation (Y1 / Y2 / Y3)	35% / 40% / 55%	Work-loss trend (ZUS)	+14% YoY

THREE-YEAR PROJECTION (PLN)

SCENARIO	YEAR 1	YEAR 2	YEAR 3	TOTAL
Without the programme (lost productivity)	-1.96m	-2.24m	-2.55m	-6.75m
With Mindgram (lower loss + programme cost)	-0.69m	-0.76m	-0.48m	-1.93m
Net benefit of the programme	+1.28m	+1.48m	+2.07m	+4.83m
ROI (return per PLN 1 invested)	14 : 1	16 : 1	22 : 1	17 : 1

The benefit grows over time as utilisation rises and so does the cost of doing nothing. The model leaves out retention and lower staff turnover, so the real business value is higher.

CHAPTER 05 · FIVE CLIENT DEPLOYMENTS

Five deployments in five sectors. A repeatable result.

Mindgram works with more than 150 active clients, covering nearly 1 million people including their families. Below are five deployments in which the client agreed to publish the results.

Orange Polska TELCO · 13,000 HC · 3 YEARS

90% of active users
report better mental health

A partnership of several years with one of Poland's largest employers. The scale is set to fit a dispersed organisation and the needs of very different groups of employees.

"With a wide range of specialists and development workshops, our employees have support with their everyday challenges." — Izabela Chocianowska, Wellbeing Manager.

Jeronimo Martins

RETAIL · 87,000 HC

Biedronka, Hebe

83% of active users
gained new knowledge or skills

Mindgram's largest client by scale. In an internal staff survey, 90% gave positive feedback on access to the platform. The deployment covers sales and warehouse staff.

"The Mindgram platform helps us develop our organisational culture with a focus on mental health." — Katarzyna Chlebuś, Senior Employee Programmes Manager.

Leroy Merlin DIY RETAIL · 13,500 HC · 2 YEARS

42% active registration
across the workforce

90% of employees who use the support report better mental health. The programme serves office staff as well as sales and warehouse teams.

"With Mindgram, we support employees in looking after their self-development, health and mental wellbeing." — J. Blejsz-Marlewska, Project Manager.

DB SchenkerLOGISTICS · 65,000 HC ·
50 COUNTRIES · 3 YEARS

33% of employees actively use
three different forms of support

Mindgram's widest deployment geographically: 50 countries and support in 37 languages. The workforce includes a large share of manual and operational staff.

"Mindgram makes our team more resilient by providing support in 37 languages." — Anna Dąbrowska, Head of the HR BP team.

BAT Polska

FMCG · 500 HC

49% active registration across the workforce

93% better mental health and satisfaction with
the support

Mindgram reaches high adoption in mid-sized organisations too, where conventional psychological support programmes rarely get past the threshold of significance.

CHAPTER 06 · CLINICAL ARCHITECTURE AND ETHICS

Clinical architecture that drives the result.

Productivity only improves when the clinical intervention is sound. Mindgram is built on a rigorous process for recruiting specialists and on seven components of support that together cover the full range of needs of the employee, their family and the organisation.

SEVEN COMPONENTS OF THE PLATFORM

- 1 Clinical diagnostics with specialists**
15 psychometric instruments. A diagnostic session with a specialist. A quarterly mental health diagnosis for the company. Regular wellbeing checks with Wellbeing Pulse.
- 2 Crisis intervention**
Individual interventions (bereavement, a serious medical diagnosis, divorce, etc.) and crisis consultations for managers and HR (a serious accident involving an employee, an employee's death, suicide, serious conflict).
- 3 Advisers for personal matters**
Legal adviser, financial adviser, dietitian, social welfare adviser, business coach. Asynchronous text or voice consultations that fit around the working day.
- 4 Specialist support for the family**
Access for 5 people close to the employee. Mindgram also gives full care to the employee's closest family and friends, which limits the effect of family crises on their work.
- 5 Habit and behaviour change programmes**
Training based on CBT protocols: better sleep, quitting smoking, weight loss, concentration, self-confidence, dealing with customers, difficult situations for managers. 3,000 workshops and live Q&A sessions with experts: Health, Work, Law and finance, Parenting, Leadership, Psychology and emotions.
- 6 Specialist clinical appointments**
Regular psychotherapy, with an introductory session to choose one of 11 therapeutic approaches. Regular coaching. Appointments for teenagers. Psycho-oncology appointments. Dietary and psychodietary appointments.
- 7 Support for large organisations**
Platform and support in 37 languages for multilingual teams. SSO / SAML integration. Support with ESG reporting. Regular diagnosis of the company's mental health. Manager certification.

How we recruit therapists

- Master's degree in psychology
- Certification accredited by PTP or PTPsych
- At least 5 years of clinical experience
- Ongoing psychological supervision
- Mystery-client sessions (quality audits)

Anonymity and GDPR

- Pseudonymised accounts
- The employer can't see who uses what
- Aggregated reports only
- No processing of data from the employer
- GDPR and enterprise compliance

CHAPTER 07 · ROI, PACKAGES AND IMPLEMENTATION

Three packages, one platform. The wider the scope, the greater the impact.

Mindgram comes in three packages. They share the same preventive base, and each one adds deeper therapeutic and development support. Higher packages cover a wider range of problems, so they regain more productivity.

COMPONENT	BASIC	PLUS	PREMIUM
Clinical diagnostics with specialists, quarterly company diagnosis, HR reporting	✓	✓	✓
Crisis intervention for individuals and the company	✓	✓	✓
Advisers for personal matters (lawyer, finance, dietitian, coach)	✓	✓	✓
Habit change: CBT training + 3,000 workshops and Q&A sessions	✓	✓	✓
Family support (access for 5 close ones, couples and addiction therapists, child psychologist, etc.)	✓	✓	✓
Regular psychotherapy	extra cost	✓	✓
Psycho-oncology and teenager appointments	—	✓	✓
Regular coaching	extra cost	extra cost	✓
Support for the organisation and leaders: certification, ESG reporting, SSO / SAML	—	—	✓

Impact grows with the package

The clinical result of 0.8 days a month applies to the full range of support. In Basic, the effect is limited to prevention and advice. **Plus and Premium** add deeper interventions and reach people with higher DASS scores.

40–50%

average platform utilisation across the workforces of Mindgram clients.

96%

of clients renew after the first year.

14 days

from contract to full employee access. A 90-day quality guarantee.

“Mindgram is the main source of mental health support for our teams, offering all-round care with a focus on development.”

— Kamila Folwarczny, Labor Relations Expert, ING Polska (client for 2 years)

INVITATION

Let's talk about your numbers.

In a 30-minute meeting we can show you a projection of Mindgram's impact on your company, with an offer and an implementation model. No obligation and no marketing spin.

What we prepare for the meeting

- ROI model for your size and sector
- Mapping to ESRS S1 requirements (where applicable)
- References from your sector and size
- Implementation plan with a 90-day guarantee

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Confidential. For internal use by the board / investment committee.

SOURCES AND REFERENCES

1. ZUS (Social Insurance Institution), "Sickness absence in 2024" and current 2025 data; incapacity-for-work spending by medical cause.
2. WHO / ILO 2022, "Mental health at work": an estimated 12 billion lost working days and USD 1 trillion lost globally.
3. Deloitte UK 2024, "Mental health and employers": £51 billion cost to employers, ROI of £4.20–£6.30 per £1.
4. EU-OSHA 2025, OSH Pulse: 29% of EU workers with stress, anxiety or depression.
5. ETUI 2024: work-related depression costs the EU >€100 billion a year.
6. Conperio 2024, "Sickness Absence Barometer": average of 7.38%, by sector, seasonality.
7. Mindgram Productivity Vibe (2025): two-wave clinical study, DASS-21 + WPAI, N = 272.
8. Mindgram DASS / WPAI regression (2025): linear analysis, N = 1,200 users.
9. Polish Employee Wellbeing Study: Mindgram & SW Research, September 2024.

Methodology note · All ROI calculations assume a conservative daily labour cost of PLN 409 (PLN 9,000 gross / 22 working days), excluding employer ZUS contributions. The real cost to the employer is 20–25% higher, so the actual ROI is higher than shown. "Up to 36 FTE" is the model's ceiling at 100% utilisation; the median observed among Mindgram clients after the first year is 18–27 FTE per 1,000 HC.