



International  
**Wellbeing** Insights  
People, Culture & Wellbeing

# Making The Business Case For Wellbeing

Taking you from distress to de-stress



DIAGNOSE



DEVELOP



THRIVE

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## Making the business case for wellbeing

Wellbeing can feel like an ethereal, elusive concept. It is often viewed as a pink and fluffy idea, a nice to do approach to keep a HR advisor busy. Wellbeing covers a broad variety of areas – including your people, culture, wellness and the working environment. Many believe it is difficult to measure wellbeing and can be put off by the complexity and scale of designing and delivering a well thought through wellbeing programme.

What is important to your organisation; Engagement, productivity, performance, innovation, profitability, growth, reputation? Even though most people select most, if not all of these options and accept they are indicators of success, it has taken much longer to ensure organisations recognise the importance of employee wellbeing and the role it plays in success, output and bottom line profits.

Many organisations fail to record key metrics and as a result UK companies are failing to make wellbeing business critical, relegating it to a soft measure at the bottom of the priority list. We need a top down approach to wellbeing for us to ensure maximum traction. Do you have Senior Management support? It is imperative to get the necessary buy-in to the strategic approach to wellbeing. For this you must build a robust business case. Clearly articulating the benefit of the programme and highlighting the current cultural and commercial costs to your organisation (as well as the potential risk of exposure) is crucial.



Often we come across organisations that are running wellbeing initiatives without a strategic plan to drive it, and rarely are they leveraging the true potential benefit without the big picture vision. Conduct a thorough audit/investigation to ensure you are targeting your wellbeing initiatives to drive culture change.

# Follow our 8 step plan to create a robust and persuasive business case:

## 1. Research, research, research

A comprehensive, persuasive business case for wellbeing needs to be data driven. Know your numbers. Gather as much relevant data as possible. The kind of management data that will help your case includes:

- Absence rates
- Staff turnover
- Presenteeism
- LTIF (Lost Time Injury Frequency)
- EAP utilisation
- Occupational health usage
- Staff survey findings
- Accidents/Injuries

In addition to this, utilise existing industry evidence - especially from organisations of a similar size and industry sector (if available). Provide tangible examples such as productivity, absence rates and performance.

## 2. Identify the root causes

Be clear of the issues that cause poor wellbeing to your organisation. Use this as an opportunity to engage your employees, and ensure they understand that wellbeing is not being done 'to' or 'for' them; it's a journey 'we take together'. It is the ideal opportunity to demonstrate your commitment to your people and develop a culture of performance and productivity. A robust and thorough Wellbeing Audit or Business Stress Risk Review is a key part of the diagnosis of your challenges. It is vital to present the findings to leadership and key decision makers to ensure their buy in and ownership, acknowledge the challenges and to consider the action plan to address them. Use industry relevant statistics and case studies to add more weight.

### 3. Calculate the current cost

Based on the information gathered in step one and two, you now need to articulate the direct and indirect costs. This may highlight gaps in your management data as you may not have all the information logged consistently, so investing the time in doing this properly will result in making changes to how data is collected and logged in the future. The commercial costs can be the most persuasive part of your business case as the true costs get the attention of decision makers.

You will need to consider adding costs to the various elements you considered during your initial research. Costs to include:

- Absence rates
- Staff turnover – including recruitment
- Presenteeism (1.5 times your absenteeism figure according to Sainsbury Centre for Mental Health)
- Lost Time Injury Frequency LTIF
- Accidents
  - Injuries
  - Death
  - RIDDOR's
  - Legal costs associated with tribunals etc.

You may also want to consider the costs associated with failing to meet any organisational objectives that are related to people failure.

### 4. Cost vs benefit

Once you have identified the commercial costs you can start to scrutinise the current and proposed spend on wellbeing and conduct a cost vs benefit analysis. This is a vital part of your business case. You will be able to demonstrate return on investment for specific initiatives but you will also be able to analyse which initiatives are having the most impact. What is for example the split between proactive and reactive activities? How does this compare against long-term and short-term approaches?

### 5. Fill the gaps

Throughout this process you will have identified themes around what is and isn't working and where you may have gaps in evidence or knowledge to create a robust business case. This will also highlight the areas you are failing to record key metrics. Adjust processes to ensure the relevant data is collected.

## 6. Return on Investment and recommendations

Create a clear action plan, with deliverables, time lines, measurables and ownership for each step. Be clear of how each step fits into the strategic plan and how we will measure success.

Collate time and financial cost for each step. What is the expected benefit of each step – both culturally and commercially? Now that you have a clear picture on cost versus benefit, you will be able to demonstrate return on investment for specific initiatives. For example, you will be able to show that an x% drop in short-term absence through an investment of £Y will yield a return on investment of £Z.

## 7. Compiling your case

The structure to your business case for wellbeing should include the following:

- Context – scope and background;
- Existing position – costs and activity;
- Value proposition – desired business outcomes;
- Focus – the problems to overcome and proposed solutions;
- Deliverables – outcomes, deliverables and benefits;
- Workload – approach and phased stages of delivery;
- Required resources – team and budget schedule;
- Review – evaluation; success measures and
- Timescales

## 8. Present your business case

Circulate the report in advance of the meeting, create a PowerPoint deck with the key data and summary of findings and talk through the headlines, giving plenty of time for questions and open discussion. Ensure that a link is made between findings (where we are now) and vision (where we want to be) so you get the buy-in to the strategic wellbeing route map that is being presented.

**If you would like to explore how we can support you in developing the business case or how to conduct a Wellbeing Insights Audit please contact us today to set up a free, no obligation consultation.**



**International  
Wellbeing Insights**  
People, Culture & Wellbeing

## FREE Business Stress Consultation

We provide a range of services across the UK and internationally. We are always happy to discuss how we can support you. Please get in touch today and take the first step in reducing the impact of stress in your organisation.

We look forward to supporting your wellbeing journey.

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## We have supported many organisations, including

