

# FREE TOOLKIT: BUILDING YOUR BUSINESS CASE FOR A WELLBEING PROGRAMME

This toolkit has been created to help you structure your business case for a dedicated employee wellbeing programme – whatever that may look like for you and your workforce. It is designed as a series of questions to answer and points to consider, to help you put your best case forward, demonstrate ROI and, ultimately, get buy-in from the boardroom.

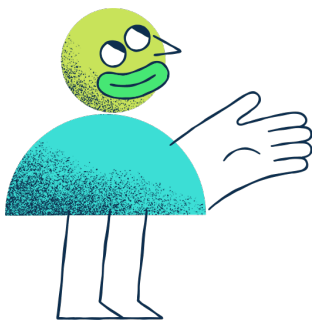
## SECTION ONE | WHY WELLBEING?

Poor mental health within the workplace is becoming increasingly common, with a hefty [526,000 reported cases](#) of work-related stress, depression or anxiety in 2016/17, growing to an even heftier [828,000 reported cases](#) in 2019/20 according to the UK government Health and Safety Executive.

Last year, this resulted in 17.9 million working days lost – with the Mental Health Foundation predicting an [average loss of £2.4 billion per year](#) to employers due to mental health problems.

These statistics are impactful in and of themselves, but they also signify human suffering on mass scale. Moreover, the pervasive misinformation and stigmatisation surrounding mental ill-health means that many suffer in silence, fearing discrimination from their employer or colleagues, waiting until crisis point before taking action.

This data alone demonstrates the need for businesses to educate their staff on mental health and to introduce support practices, policies and networks that prevent such instances and safeguard employee welfare.



828K

REPORTED CASES OF WORK-RELATED STRESS, DEPRESSION OR ANXIETY IN 2019/20.

17.9

MILLION WORKING DAYS WERE LOST LAST YEAR DUE TO POOR MENTAL HEALTH.

£2.4

BILLION IS THE AVERAGE ANNUAL LOSS TO BRITISH BUSINESS.

## COVID-19

The COVID-19 pandemic has had a profound impact on our collective mental health, with the ripple effects to be felt for years to come.

At work, these challenges presented themselves as social isolation whilst working from home, fear of job security, a disintegration of the boundaries between work-life and home-life, digital depletion and Zoom fatigue, increased workloads, anxiety about health, grief and personal loss, and so on.

**Do your employees face these challenges? Or are they likely to, if there is another change in restrictions?**

## SECTION ONE CONTINUED... | WHY WELLBEING?

### STRONGLY ADVISED BY HR BODIES

Leading HR bodies, the Chartered Institute of Personnel and Development (CIPD) and the UK Advisory, Conciliation and Arbitration Service (ACAS), heavily encourage businesses to have a comprehensive, stand-alone wellbeing strategy - with CIPD publishing [their official stance on employee wellbeing](#) as follows, alongside actions for the government and recommendations for employers.

### ISO 45003

[ISO 45003](#) is the first global standard for managing mental health in the workplace – published only this June 2021.

Best viewed as an extension of ISO 45001 (Occupational Health and Safety), this new guidance follows the same structure but focuses on managing and minimising psychological risks within the workplace. Certification in ISO 45003 will be available soon.



*Employers have a fundamental duty of care for the physical and mental health and wellbeing of their workers. However, our research shows that despite more organisations stepping up their efforts, half still don't have a standalone wellbeing strategy.*

*A focus on employee health and wellbeing should be a core element of any HR strategy and central to the way an organisation operates. It should not simply consist of one-off initiatives.*

STATEMENT FROM CIPD

### RETURN ON INVESTMENT

Businesses that invest in employee wellbeing see returns in productivity, reduced absenteeism, reduced presenteeism, and greater staff retention – all positively affecting the bottom line.

A study conducted by London School of Economics (LSE) assessed the impact of a wellbeing programme in the UK office of a large, multi-national employer. The organisation spent £40,000 on a wellbeing initiative for 500 employees across 1 year. They calculated gains of £387,722 as a direct result of the programme, arising from reduced presenteeism (a saving of £277,195) and absenteeism (a saving of £110,527).<sup>1</sup>

In a similar vein, Deloitte's 'Mental health and employers: refreshing the case for investment' report (2020), found that [for each £1 spent on mental health interventions, employers get £5 back](#).

For more examples of ROI, check out Luminat's very own [business case for employee wellbeing programmes here](#).

[1] Mills P, Kessler R, Cooper J, Sullivan S (2007) Impact of a health promotion program on employee health risks and work productivity. American Journal of Health Promotion 22:45-53.

## SECTION ONE CONTINUED... | WHY WELLBEING?

### YOUR EMPLOYEE FEEDBACK

Last but certainly not least...

- Do you conduct employee surveys from which wellbeing data can be extracted? Have any challenges or wellbeing trends been identified here?
- Look at both the **quantitative** and **qualitative** data from your sickness and absence reports, leave rates, exit interviews and employee/manager 121s.
- Are there any advocates for a wellbeing programme within your organisation? If they're happy to be quoted, can you collect testimonials from them?
- Are there any success stories of wellbeing interventions within your organisation?



## SECTION TWO | WHAT DO YOU WANT TO ACHIEVE WITH YOUR WELLBEING PROGRAMME?

- Start with basics – what would make the most impact within your organisation? Are there any specific or urgent wellbeing challenges identified through employee surveying?
- Break down your preferred actions into tertiary, secondary and primary – following the [UK public health model for disease prevention](#) as outlined in ISO 45003.

**Tertiary prevention** (illness management) – care for individuals who have a mental illness. Examples could include: provision of an EAP, a policy in place for mental health-related sick leave or training for line managers in how to deal with mental illness at work etc.

**Secondary prevention** (risk management) – identify and control risk factors to avoid escalation. Examples could include: identifying high pressure areas within the business, regular surveying to understand the challenges, or allowing and encouraging employees to take leave when feeling unwell or run-down etc.

**Primary prevention** (wellbeing promotion) – keeping people well and assisting them to flourish. Examples could include: wellbeing workshops and webinars, yoga, fitness and meditation sessions or investment in effective home-working set-ups etc.

- How will your plan reach and incorporate different functions within the business? i.e. those in offices, those off-site, those working in shifts vs full time staff.
- Can you marry up employee wellbeing with the pre-existing human-centric programmes that you already have buy-in for? Such as Diversity and Inclusion, Learning and Development or the business's core values.



## SECTION THREE | COST UP RESOURCES

Cost up the tertiary, secondary and primary actions (ref section 2) you want to include in your employee programme.

If you want [Luminate](#) to quote for any services, please get in touch at [hello@weareluminate.co](mailto:hello@weareluminate.co)

It is important to note that there are initiatives and actions that are both **FREE** and integral to a holistic wellbeing programme, such as:

- Looking at employee workloads
- More regular 121s with a partial focus on wellbeing
- Encouraging full 1-hour lunch breaks
- Asking leadership to share their mental health stories / model positive wellbeing practices
- Dissuading employees from working late
- Looking at your policies around leave and reasonable adjustments

## SECTION FOUR | HOW WILL YOU MEASURE SUCCESS?

It has been proven many times over that a dedicated strategy increases employee wellbeing, productivity, morale, motivation, engagement, as well as reducing absence and decreasing staff-turnover.

This can be measured quantitatively and qualitatively, as follows:

### QUANTITATIVELY

- Regular employee wellbeing surveys – consider some key areas you want to monitor here.
- Resignation rates
- Sickness and absence rates

### QUALITATIVELY

- Feedback collected in surveys
- Feedback collected in 121s
- Nominate 'wellbeing champions' to regularly report back to leadership
- Create focus groups
- Exit interviews

### PLEASE NOTE

Success should not be defined as the absence of mental illness but by having effective policies in place to prevent escalation and by supporting your employees on their journey back to wellness.



Now you're all set to start building your business case! If you have any questions, about this document or employee mental health and wellbeing, please don't hesitate to [get in touch](#).