
Getting Board-level buy-in for better wellbeing.

- **The business benefits**
- **What's going wrong**
- **Capitalising on data**
- **Staying one step ahead**

**An evidence-based approach for
HR professionals.**

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First things first. As an employer, looking after the wellbeing of your people is the right thing to do. But what's often overlooked are the numerous business benefits that come from fostering a healthier workforce too.

“Our investment conviction is that ESG-related data provides an increasingly important set of tools to identify unpriced risks and opportunities within portfolios.”

BlackRock, March 2022

Take environmental, social and governance (ESG) standards, for example. Increasingly, investors are analysing ESG risks to determine where to best place their investments. But while environmental and governance factors are largely unambiguous, indicators of an organisation's social performance – including how well they support their people – are harder to define.

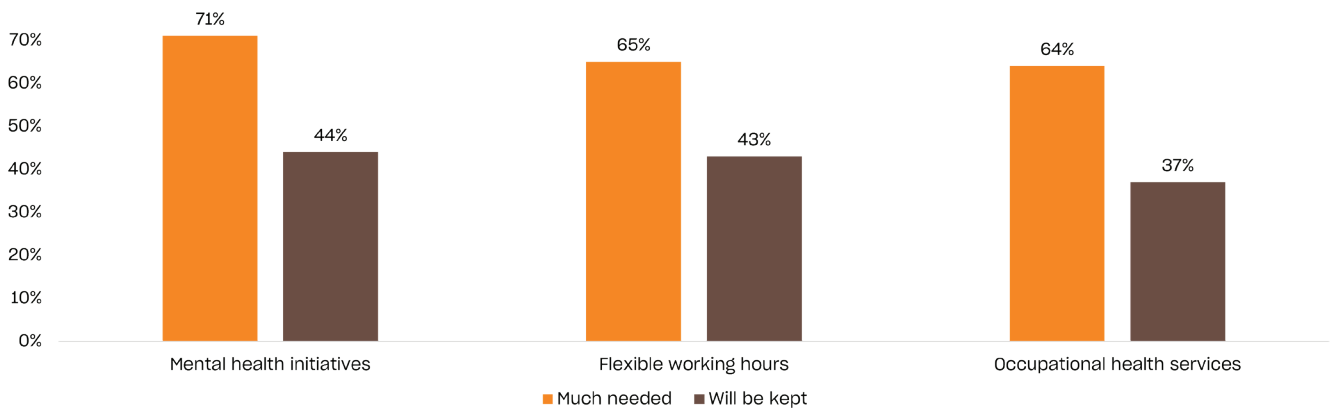
But we believe there's a way. And it all starts with data.

The conflict between health and money

When we commissioned IPSOS to survey more than 700 middle managers and HR professionals*, 80% told us that their senior staff took employee wellbeing seriously. So there's no lack of good intent at Board-level, focused sharply during the wellbeing crisis of the COVID pandemic.

When the situation was critical, the money was there, covering initiatives such as mental health support, employee assistance programmes, occupational health services, company doctors and more.

What's concerning though is the discrepancy between initiatives that managers and HR professionals described as 'much needed' and the significantly lower percentages they expected their organisations to retain post-pandemic:



* 'Why employee wellbeing isn't working. And what you need to do about it.' (GoodShape, March 2022)

So, what's going wrong? Why aren't the C-suite seeing the ongoing value in supporting the wellbeing of their people? We believe a big contributor is a lack of definition and understanding: What does wellbeing mean to your organisation? What are you trying to achieve? Is everyone aligned?

“Our HR function seems to feel that wellbeing has a definition that they work to. I doubt whether people on the ground or management see it the same way.”

Chairman*





** 'Divided Together'
(Westfield Health, July 2020)

Start with your data

It's little wonder that, in the wake of COVID, the market for 'employee wellbeing solutions' is booming. It's reckoned that 72% of businesses have a wellbeing programme in place, and employers spend an average of £150 per employee each year on wellbeing support.**

But we suspect a leading reason many such initiatives are soon abandoned by organisations is their failure to demonstrate a measurable, tangible benefit.

There is no 'silver bullet' to solve employee wellbeing issues, because no two organisations face the same challenges. That's why we advocate for – and provide a pioneering service that offers – accurate measurement. But even if you don't use GoodShape, there are many datasets that you're likely to already have at your disposal to help gauge the health of your people and business, for example:

- absence data (not only lost working days, but reasons)
- wellbeing survey responses (engagement and happiness scores)
- staff attrition rates and time-to-hire metrics
- demographic and diversity data
- KPIs and operations metrics

Analysis for impact

Gathering, cross-referencing and making sense of your data can be time consuming. But once you have an evidence-based understanding of your strengths and weaknesses as an employer, the fun begins: setting your sights on targeted, positive changes for the lives of your people.

Changes don't need to be expensive to make a big difference. But if your plans involve Board-level investment for wellbeing initiatives, give time and thought to preparing your most compelling approach.

When polled, nearly two thirds of attendees at our March 'Make A Difference' webinar*** said Finance was the most likely function on the Board to push back on approving a new wellbeing initiative. So, think about how your proposal addresses your CFO's concerns: profitability, legal risk, and financial security.

Similarly, your Operations director is likely to value predictable levels of staffing, enabling them to plan efficiently; and a healthy workforce, ready to do a good job, while minimising health and safety risks.

Kaplan and Norton's Business Balanced Scorecard breaks down such considerations into quadrants – Finance, Customer, Process, and People – and can be a great starting point for focusing your justifications.

The Board's biggest blockers to new wellbeing initiatives



- Finance (60%)
- Operations (30%)
- CEO (16%)
- HR (15%)

*** 'Building the business case for better wellbeing - the KPI-based approach.' (GoodShape MAD Webinar, March 2022)

“Emotion is always a stronger driver of decision-making than pure cognitive reasoning... If we can give [C-suite] opportunities to understand what positive wellbeing will mean for them, that will help smooth that process.”

Jamie Broadley, Group Head of Health & Wellbeing, Serco***



Measure and improve

Let's assume you've engaged with your Board and secured approval for your targeted wellbeing initiatives. The data story doesn't end there.

Wellbeing is in constant flux. Before the pandemic, mental health had become the UK's top reason for lost working time. Before then, musculoskeletal problems were the main cause of lost productivity. And among those prevailing issues, there are always shorter-term pressures (flu outbreaks, tropical diseases, financial crises, etc.).

Continually arming yourself with the most up-to-date data and insightful analyses enables you to not only measure the impact of your actions, but to be fluid and responsive to whatever's next around the corner.

“Memories are very short, and leaders are constantly focusing on the future rather than the past. The critical thing that doesn't change is the need for care – caring about your employees, whatever the context is.”

Dr Richard Heron, former VP and Chief Medical Officer, BP***

Some real-life examples



National retail and consumer services group

Data revealed localised mental health issues in specific departments, empowering the employer to investigate and identify the root cause as financial concerns.

Action: underused EAP service replaced with financial counselling and low-interest loans with repayments taken direct from salary.



FMCG delivery business

Accurate wellbeing data highlighted high levels of musculoskeletal issues in specific parts of a dynamic workforce.

Action: interventions from GoodShape's nurse team led to a 50% improvement, and cost savings equivalent to 1% of net revenues.



Engineering manufacturer

Data revealed that working time lost to 'physical injuries' was incorrectly reported, and actually masking mental health problems.

Action: new training and processes led to launch of award-winning counselling service, reduced mental health absence and drug test fails.

GoodShape data can help you make a positive difference for the health of your people and business. To speak to one of our experts, contact questions@goodshape.com

