

business case for investing in workplace wellbeing

This business case template is available to HR and business leaders to modify for the purposes of building support for workplace wellbeing programs such as the solutions offered by The Oranges Toolkit. You have our permission to copy, edit and repurpose this content for the purpose of promoting workplace wellbeing programs. Italicised notes and comments are shown in orange for your attention and editing. If you would like any support, detailed pricing or further details, please contact us via **1300 857 425** or info@theorangestoolkit.com.au

Problem statement

<Organisation> needs to build employee wellbeing and resilience, while improving its organisational culture, to address potential shortfalls in employee engagement and productivity. *(Insert relevant data or metric to demonstrate the need, ideally aligned to strategic priorities for the business, e.g. employee engagement scores, wellbeing scores, strategic pillar performance, KPI gaps, etc).*

To solve this problem, it is proposed that <Organisation> partners with an organisation with a proven track record in building resilient, mentally healthy, emotionally intelligent and change-ready workforces.

Background

(Add the relevant background that demonstrates the solution will be aligned to the business strategy, strategic pillar.)

Wellbeing and mental health in the workplace is a growing concern amongst business leaders. This is not surprising when you note that:

- 45% of Australians between the ages of 16–85 will experience a mental health condition in their lifetime.¹
- One in five Australians (21%) have taken time off work in the past 12 months because they felt stressed, anxious, depressed or mentally unhealthy.²
- Despite this, only 52% of employees believe their workplace is mentally healthy.³

<Organisation> has moral and legal obligations to provide a mentally health workplace, as WHS laws promote psychological (mental) health as well as physical safety.⁴

Furthermore, factors such as the rapid pace of change, continued uncertainty, market volatility, along with social adversity that employees experience outside of work, are compounding the emotional and psychological pressure on employees. This increases the need for our employees to have high emotional intelligence and resilience skills. Contemporary workplaces have a significant role to play in proactively building employee wellbeing to ensure sustained productivity and a competitive edge.

There are clear financial benefits of positive wellbeing and mental health in the workplace. According to former Chairman of the Australian Competition and Consumer Commission (ACCC) Professor Allan Fels, mental health is more significant for our economy than tax and micro-economic reforms⁵. A 2014 PwC⁶ report suggested that actions to create a mentally healthy workplace can expect an average positive return on investment (ROI) of **\$2.30 to every dollar**. The recent Productivity Commission Inquiry into Mental Health (2020) reviewed the PwC research alongside other data from sources such as KPMG and SafeWork NSW and estimated that returns range **up to \$4** for each \$1 invested in workplace mental health initiatives⁷. Building resilience of individual employees is key to fostering a mentally healthy and high-performing workforce.

On top of this ROI, there is a growing body of research from fields including positive psychology, neuroscience, emotional intelligence and social sciences that suggests investing in employee wellbeing delivers increased organisational performance. This academic research comes from highly credible institutions including Harvard, Stanford and the University of Pennsylvania. Employee wellbeing has been shown to result in:

Employees being:

- 6 x more likely to feel [engaged](#)⁸
- 29% more likely to be [productive](#)⁹
- 45% more likely to be [satisfied](#) in their jobs¹⁰
- 46% less likely to experience [unhealthy days](#)¹¹
- 125% less likely to [burnout](#)¹²
- 32% less likely to [quit](#)¹³

Organisations experiencing:

- 70% fewer [safety incidents](#)¹⁴
- 41% lower [absenteeism](#)¹⁵
- 24–59% lower staff [turnover](#)¹⁶
- 3.5 x more likely to be seen as [creative and innovative](#)¹⁷
- 10% higher [customer ratings](#)¹⁸
- 10% higher average [shareholder return](#)¹⁹

Proposed solution

Given the ROI and positive business outcomes highlighted in the background, it is proposed that <Organisation> invest in the rollout of an evidence-informed wellbeing literacy program. This program will provide <Organisation> employees with the knowledge and practical tools to build their psychological wellbeing and resilience so that they can perform at their best. *(Align this statement to the relevant HR, employee engagement, retention, attraction, wellbeing or organisational efficiency strategic pillar/KPI, or desire for competitive advantage, becoming an employer of choice, etc.)*

The proposed partner

It is proposed that <Organisation> partners with [The Oranges Toolkit](#) for the delivery of this capability building program. The Oranges Toolkit builds mental and emotional agility through seriously refreshing workplace wellbeing and resilience training programs that equip employees to positively adapt to the rapid pace of change, complexity, and adversity they face.

They apply the latest academic research from renowned scientific fields like positive psychology and neuroscience to provide skills and practical tools that can be used immediately to boost individual and organisational performance.

Their proven track record

The Oranges Toolkit has a proven track record in a wide range of industries and has partnered with organisations such as DHL Express, KPMG, Roche, Australia Post, Cartier, McConnell Dowell, Porter Davis, the QLD Department for the Premier and Cabinet, SafeWork SA, SA Attorney-General's Department, Australian Sports Commission, and the NSW Resource Regulator. *(Note – We've provided some of our clients here, we suggest including the most relevant organisations to your industry, about 5-6 clients).*

Since launching in 2017, The Oranges Toolkit has delivered transformational programs to more than 60 organisations and 3500 participants across private and public sector organisations. The HR Directors Magazine recently awarded The Oranges Toolkit its top performer Gold Medal In the HRD Service Provider Awards 2020 for Corporate Health and Wellbeing.

Participants of the program report:

- 95% said the program gave them tools to strengthen their wellbeing and resilience.
- 96% said they would recommend the program to a friend or colleague.

Contributing to supporting kids facing cancer

As a social enterprise and certified [Social Trader](#), profits from The Oranges Toolkit go to Australia's most trusted childhood cancer charity, Camp Quality, to support kids facing cancer. A study from [Deloitte in 2018](#) outlined that employees 'want businesses to focus more on people, products and purpose and less on profits.' In essence, not only will we be supporting our employees to be their best, we will also be supporting kids who are dealing with their own or a family member's cancer diagnosis.

Camp Quality is Australia's most reputable cancer charity for children 0-13 [as per the Australian Charity Reputation Index 2019] and runs a wide range of programs to give kids the chance to be kids again. This supplier choice supports our socially responsible principles and potentially helps attract top talent *(Note – If you have attracting top-talent in your strategy, align this statement to the strategic pillar/KPI here.)* through our social procurement. *(If you have social procurement or CSR commitments in your strategy, align this statement to the relevant strategic pillar/KPI here.)*

Recommended solution

We will partner with the Oranges Toolkit to deliver *(This section is dependent on what solution you're choosing, delete the irrelevant content and adapt accordingly):*

- Conduct a wellbeing audit to assess employee wellbeing levels, policies and practices
- Wellbeing literacy training for our <team/organisation>. Each program will be <duration> will cover <topics/themes>
- While we are rolling out this training over <time period>, we will also enrol every employee into a resilience and wellbeing literacy microlearning series to enable them to have a basic understanding of wellbeing prior to participation in the training program

- Deliver a coaching-capability training program for our leaders, so they are able to take a coaching approach with their employees and promote strengths-based performance
- Establish a wellbeing champions program with the intention to positively impact wellbeing throughout the whole organisation within 3 months of commencement.

(Remember to add the proposed investment and how long it will take to rollout the program – contact us if you need further details here)

Action plan.

(This will be dependent on what you wish to roll out and when. You may like to consider the following table for suggestions)

Action	Date	Responsible	Participants	Required resources
Are you going to run a pilot program first?				
When and how to communicate with managers?				
When and how to communicate with your employee wellbeing committee? (If you have one. If you don't this, is a perfect time to develop one!)				
When and how to communicate with employees. You may like to launch using a short video or your exec team talking about it.				
How and when you will measure success				
Rollout time frames				

Supporting your business case

Here's a few tips when developing a business case:

- First, who is your target audience? Put yourself in their shoes, what do they want to know?
- Pre-empt the hurdles/risk of the delivery and address these adequately – you may wish to consider a section on risk mitigation
- The key is to align your business case to the organisation's strategic plan or direction and highlight how inaction will cost the organisation more doing nothing (the opportunity cost)
- Does your organisation have a business case template that you need to use?
- Propose your best-practice model, but think about what your 'next best option is'

- If you need help, reach out to us at The Oranges Toolkit and we'll be very happy to assist! You'll find us via **1300 857 425** or info@theorangestoolkit.com.au

¹ The Australian Bureau of Statistics, (2007) National Mental Health and Well-Being Survey (NMHWS) Retrieved from <https://www.abs.gov.au/ausstats/abs@.nsf/mf/4326.0>

² TNS Social Research (2014), State of Mental Health in the Australia, Retrieved from: <https://www.headsup.org.au/docs/default-source/resources/bl1270-report---tns-the-state-of-mental-health-in-australian-workplaces-hr.pdf?sfvrsn=8#:~:text=It%20is%20estimated%20that%20untreated,%24146%20million%20in%20compensation%20claims2.>

³ TNS Social Research (2014), State of Mental Health in the Australia, Retrieved from: <https://www.headsup.org.au/docs/default-source/resources/bl1270-report---tns-the-state-of-mental-health-in-australian-workplaces-hr.pdf?sfvrsn=8#:~:text=It%20is%20estimated%20that%20untreated,%24146%20million%20in%20compensation%20claims2.>

⁴ Safework Australia (2020) Mental Health, Reviewed from: <https://www.safeworkaustralia.gov.au/covid-19-information-workplaces/industry-information/home-services/mental-health>

⁵ Fels, A, (2012). How do you measure a contributing life? Retrieved from: https://www.pc.gov.au/_data/assets/pdf_file/0007/240847/sub303-mental-health-attachment2.pdf

⁶ PricewaterhouseCoopers (2014), Creating a Mentally Healthy Workplace – Return on investment Analysis, Retrieved from: https://www.headsup.org.au/docs/default-source/resources/beyondblue_workplaceroi_finalreport_may-2014.pdf

⁷ Australian Government (2020), Productivity Commission Inquiry into Mental Health report, page 345. Retrieved from: <https://www.pc.gov.au/inquiries/completed/mental-health/report/mental-health.pdf>

⁸ Gallup, (2017). State of the American workplace: Employee engaging insights for U.S. business leaders. Retrieved from: <https://www.gallup.com/workplace/238085/state-american-workplace-report-2017.aspx>

⁹ Rongen, A., Robroek, S. J., van Lenthe, F. J., & Burdorf, A. (2013). Workplace health promotion: a meta-analysis of effectiveness. *American Journal of Preventive Medicine*, 44(4), 406–415.

¹⁰ Rongen, A., Robroek, S. J., van Lenthe, F. J., & Burdorf, A. (2013). Workplace health promotion: a meta-analysis of effectiveness. *American Journal of Preventive Medicine*, 44(4), 406–415.

¹¹ Gallup, (2017). State of the American workplace: Employee engaging insights for U.S. business leaders. Retrieved from: <https://www.gallup.com/workplace/238085/state-american-workplace-report-2017.aspx>

¹² Porath, G. M. Spreitzer, C. Gibson, and F. Garnett, "Thriving at work: Toward Its measurement, construct validation, and theoretical refinement," *Journal of Organisational Behaviour*, 33, no. 2 (2012): 250– 71.

¹³ Gallup, (2017). State of the American workplace: Employee engaging insights for U.S. business leaders. Retrieved from: <https://www.gallup.com/workplace/238085/state-american-workplace-report-2017.aspx>

¹⁴ Gallup, (April, 2016). The relationship between engagement at work and organisational outcomes: 2016 Q12[®] Meta-analysis, 9th Edition. Retrieved from: [https://cloc.umd.edu/library/research/EE%20-%20Q12%20Meta-Analysis%20Research%20Paper%20\(2016\).pdf](https://cloc.umd.edu/library/research/EE%20-%20Q12%20Meta-Analysis%20Research%20Paper%20(2016).pdf)

¹⁵ Gallup, (April, 2016). The relationship between engagement at work and organisational outcomes: 2016 Q12[®] Meta-analysis, 9th Edition. Retrieved from: [https://cloc.umd.edu/library/research/EE%20-%20Q12%20Meta-Analysis%20Research%20Paper%20\(2016\).pdf](https://cloc.umd.edu/library/research/EE%20-%20Q12%20Meta-Analysis%20Research%20Paper%20(2016).pdf)

¹⁶ Gallup, (April, 2016). The relationship between engagement at work and organisational outcomes: 2016 Q12[®] Meta-analysis, 9th Edition. Retrieved from: [https://cloc.umd.edu/library/research/EE%20-%20Q12%20Meta-Analysis%20Research%20Paper%20\(2016\).pdf](https://cloc.umd.edu/library/research/EE%20-%20Q12%20Meta-Analysis%20Research%20Paper%20(2016).pdf)

¹⁷ World Economic Forum (2010). The wellness imperative: Creating more effective organisations. Retrieved from <https://www.right.com/wps/wcm/connect/a2bd7426-4b2a-4af9-81ac-5211e83c72bb/the-wellnessimperative-creating-more-effective-organisations-world-economic-forum-in-partnership-with-right-management.pdf?MOD=AJPERES>

¹⁸ Gallup, (April, 2016). The relationship between engagement at work and organisational outcomes: 2016 Q12[®] Meta-analysis, 9th Edition. Retrieved from: [https://cloc.umd.edu/library/research/EE%20-%20Q12%20Meta-Analysis%20Research%20Paper%20\(2016\).pdf](https://cloc.umd.edu/library/research/EE%20-%20Q12%20Meta-Analysis%20Research%20Paper%20(2016).pdf)

¹⁹ Business In The Community, (2013). BITC Workwell FTSE 100 Public Reporting Benchmarking Research Findings. Retrieved from: <http://www.slough.gov.uk/downloads/Benchmarking-research-findings.pdf>