WellbeingROI

THE BOARDROOM REPORT · CONFIDENTIAL

The cost of poor wellbeing at Meridian Logistics (sample company), and the case for fixing it

Prepared for Meridian Logistics (sample company)

Meridian Logistics (sample company) · Other / mixed · 120 employees · £35,000 average salary
Scan completed 14 November 2026

£652,742

estimated annual cost of poor wellbeing **part-modelled, method inside**

Realistically recoverable each year	Reported return per £1	Wellbeing index
£223,238	**£4.70–£6.30** Deloitte	**43/100**

Elevated psychosocial risk

One or more HSE Management Standards areas sit below the level regulators expect. With a legal duty already in force and HSE enforcement rising, this is board-level exposure.

Structured around the HSE Management Standards and ISO 45003. Based on your own answers, not an independent assessment. Every pound figure in this report traces to a published source or is labelled as modelled.

EXECUTIVE SUMMARY

What this report tells you, in one page

Poor wellbeing is costing Meridian Logistics (sample company) an estimated **£652,742 a year**. That figure is built from your own numbers (headcount, salary, absence and turnover) priced with published UK cost constants, and adjusted by your answers across eight evidence-based drivers. It deliberately counts only the share of each cost the research attributes to wellbeing, and it excludes several costs that run in the same direction. It is, if anything, an underestimate.

estimated annual cost of poor wellbeing

£652,742

part-modelled, method inside

Realistically recoverable each year

£223,238

Wellbeing index

43/100

Around **£223,238** of that is realistically recoverable through organisational action. Deloitte (2024) reports an average return of **£4.70 for every £1 invested**, rising toward **£6.30** for organisation-wide programmes, provided investment goes into how work is designed and managed, not perks. The largest UK study of workplace wellbeing interventions (46,336 workers; Oxford, 2024) found that people who took part in individual-level fixes (apps, resilience courses, one-off wellness days) appeared no better off than colleagues who didn't. The route its author points to is organisational: workload, management practice, job design.

Your weakest drivers are **Support & Leadership**, **Recognition & Reward**, **Demands & Workload**. The 90-day roadmap on page 5 starts there, and every action on it carries its evidence. Your compliance position is summarised on page 4: a stress risk assessment is already a legal duty, and the HSE has signalled tougher enforcement on psychosocial risk from 2025–26. You are already paying this, across the four cost lines on page 3, and assessing the risk behind it is already a legal duty. The choice is whether you keep paying it quietly or start recovering it.

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THE NUMBER, TAKEN APART

Where the money is going

COST COMPONENT	HOW IT IS CALCULATED	BASE	ADJUSTED BY YOUR ANSWERS
Sickness absence	Staff × sick days × £120/day (Keep Britain Working, 2025), of which 50% counted as wellbeing-attributable (modelled; HSE)	£67,680	**£71,470**
Presenteeism	3 × attributable absence (modelled, deliberately conservative)	£203,040	**£212,918**
Staff turnover	Staff × turnover% × £30,614/leaver (Oxford Economics, £25k+ earners), of which 40% counted as wellbeing-attributable (modelled)	£235,116	**£249,516**
Disengagement	Staff × salary × (11% disruptors at 10% output gap + 32% mildly disengaged at 5%). Shares: McKinsey UK 2024; gaps modelled, conservative	£113,400	**£118,838**
Total		**£619,236**	**£652,742**

Adjustment: each of the eight drivers is weighted to the costs the evidence links it to. Your answers scale each component by up to ±35% **weightings modelled, evidence-informed**. Full method and references at the back.

Your estimated annual cost, by component

£ a year

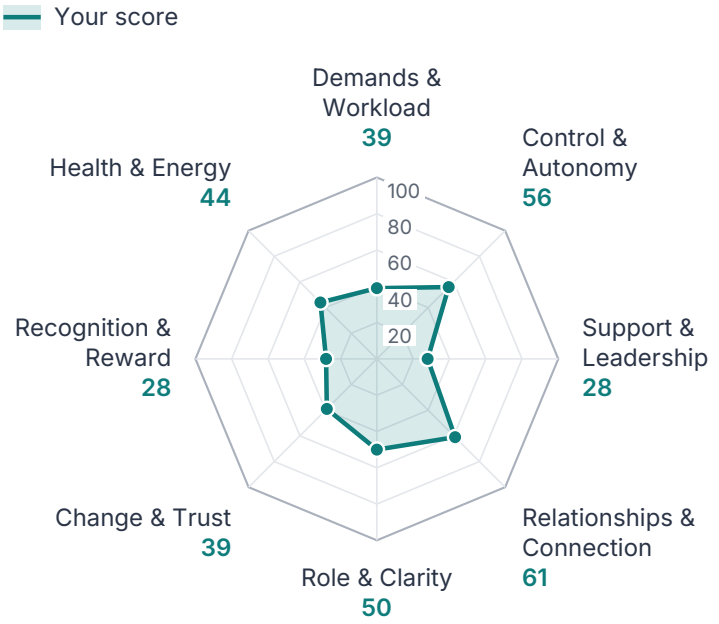


Sickness absence	**£71,470**	11%
Presenteeism	**£212,918**	33%
Staff turnover	**£249,516**	38%
Disengagement	**£118,838**	18%
Total	**£652,742**	

Source: your Scan inputs, costed by the method on page 8. Part-modelled.

Your position against the HSE Management Standards

Your eight drivers, scored 0 to 100



Source: your own ratings in the Scan. The first six drivers are the HSE Management Standards.

UK employers with five or more staff already have a legal duty to assess work-related stress risk (Management of Health and Safety at Work Regulations 1999). The HSE has confirmed increased enforcement on psychosocial risk, with around 14,000 proactive inspections planned for 2025/26 and psychosocial risk treated alongside physical risk. ISO 45003:2021 is the international standard for psychological health and safety at work. **This register supports and evidences your engagement with that duty; it is not, by itself, a completed stress risk assessment, which requires employee consultation.**

STANDARD / DRIVER	SCORE	STATUS	WHAT THIS MEANS FOR YOU
Demands & Workload HSE: Demands	39	Improvement needed	Workloads are achievable within contracted hours; risks from excessive demand are assessed and acted on.
Control & Autonomy HSE: Control	56	Meeting expectations	People have a say in how they do their work and when breaks are taken.
Support & Leadership HSE: Support	28	Action required	Managers are equipped and expected to support staff; systems respond to individual strain.
Relationships & Connection HSE: Relationships	61	Meeting expectations	Positive working relationships are promoted; conflict and unacceptable behaviour are dealt with.
Role & Clarity HSE: Role	50	Improvement needed	People understand their role and responsibilities; conflicting demands are avoided.
Change & Trust HSE: Change	39	Improvement needed	Organisational change is communicated early, with genuine consultation.
Recognition & Reward Engagement research	28	Action required	Effort is fairly and frequently recognised (not an HSE Standard, but a proven turnover driver).
Health & Energy ISO 45003 scope	44	Improvement needed	Rest, recovery and health are structurally supported, not left to individual heroics.

The first six rows are the HSE Management Standards. Recognition & Reward and Health & Energy are additional evidence-based drivers included for completeness. They are not HSE Standards and carry no regulatory weight, but they move your costs.

THE PLAN

Your 90-day roadmap, built from your three weakest drivers

Each driver below shows what it's worth per year (the modelled reduction in your cost if it reached a healthy 75/100), a week-by-week plan and the measure of progress. Give each one a named owner on day one.

Support & Leadership: 28/100 · worth ≈£34,427/yr modelled at 75/100

Weeks 1–4	Book a four-hour mental-health training for every people-manager: the format proven in a randomised trial to cut sickness absence.
Weeks 5–8	Deliver the training. Introduce a simple check-in protocol for any manager with a strained team member.
Weeks 9–12	Make wellbeing conversations a standing part of one-to-ones; leaders model it visibly from the top.
Measure	Sickness absence days · manager-confidence pulse

Evidence: Milligan-Saville, Lancet Psychiatry 2017. ~£10 returned per £1

Recognition & Reward: 28/100 · worth ≈£23,518/yr modelled at 75/100

Weeks 1–4	Ask managers to log every piece of recognition they give for a fortnight. The gap is usually the diagnosis.
Weeks 5–8	Train managers in specific, timely recognition and build it into the weekly rhythm, not the annual awards night.
Weeks 9–12	Check equity: who never gets recognised? Fix the pattern, then keep score.
Measure	Recognition frequency & equity · voluntary-leaver rate

Evidence: Gallup/Workhuman 2024. 45% lower two-year attrition

Demands & Workload: 39/100 · worth ≈£27,372/yr modelled at 75/100

Weeks 1–4	Run a workload audit with every team lead: map actual hours against contracted hours and name the three heaviest pinch points.
Weeks 5–8	Rebalance at source: redistribute or cut the lowest-value work the audit surfaced, protect focus time, agree realistic turnaround norms with clients and internal customers.
Weeks 9–12	Put a standing workload review into the monthly management rhythm; track overtime and missed breaks as early-warning data.
Measure	Overtime hours · leave actually taken · stress-related absence

Evidence: Fleming (Oxford, 2024); job-redesign reviews

Day 90: run the free Scan again and set its figure beside page 1. Your included re-scan, with a full trend report, follows at 12 months.

Your 90-day tracker came with this report as a Word file. It's already set up with these three drivers.

WHAT IF

What three movements would be worth

Three changes, each priced on your own numbers. All three are modelled, and the arithmetic sits beside each one so anybody can check it. None of them is a forecast, and nothing on this page says which to pursue.

One fewer sick day per person

£7,603
a year, modelled

120 people × 1 day × £120 a day × 50% wellbeing share × 1.056 (your driver adjustment). This counts the absence line only. Presenteeism is left where it is.

Two points off turnover

£31,190
a year, modelled

From 16% to 14%. 120 people × 2 points × £30,614 per leaver × 40% wellbeing share × 1.06125 (your driver adjustment).

Your three weakest drivers at 75 out of 100

£85,317
a year, modelled

Support & Leadership (28), Recognition & Reward (28) and Demands & Workload (39) re-scored at 75, everything else left as you entered it, and the four cost lines recalculated.

The first two workings multiply out to the figures beside them, to the nearest pound.

The three figures use the same method as the rest of this report (page 8). They overlap, so they can't be added together.

THE INVESTMENT CASE

What acting is worth, and what waiting costs

Every month this stays unaddressed costs an estimated **£54,395** modelled. Against that, the evidence base (Deloitte, 2024) prices returns on well-targeted, organisation-level wellbeing investment at **£4.70–£6.30 per £1**, with the higher figure reported for organisation-wide programmes.

modelled: Deloitte's reported averages applied to your figure

IF YOU INVEST (YEAR 1)	INDICATIVE @ £4.70	@ £6.30	AS % OF YOUR LEAK
£3,500	£16,450	£22,050	0.5%
£6,500	£30,550	£40,950	1.0%
£13,000	£61,100	£81,900	2.0%

Projections apply the Deloitte evidence-base average to your leak; they are estimates, not guarantees, and depend on organisational (not perk-level) delivery. Investment levels shown are 0.5%, 1% and 2% of your estimated leak.

A paragraph for your next board pack

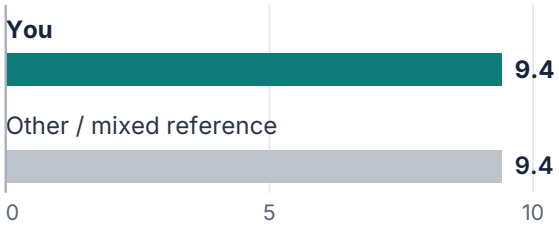
> "An evidence-based review structured around the HSE Management Standards estimates poor workplace wellbeing is costing Meridian Logistics (sample company) £652,742 a year in absence, presenteeism, disengagement and attributable turnover, of which ≈£223,238 is recoverable through organisational action. Published evidence reports returns on such action averaging £4.70 per £1 (Deloitte, 2024). A stress risk assessment is a legal duty and HSE enforcement on psychosocial risk is increasing; our weakest areas are support & leadership, recognition & reward, demands & workload. A costed 90-day plan with named measures is attached. Recommendation: approve the plan and a re-assessment in 12 months."

Copy it as written or adapt it. The numbers are yours, the sources are cited in this report.

How you compare, and what your number does not include

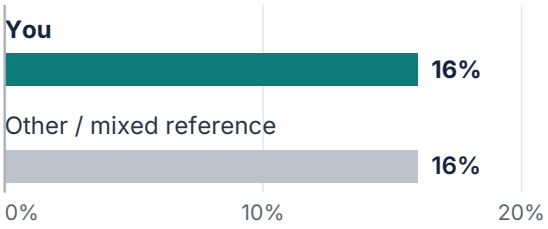
MEASURE	YOU	SECTOR REFERENCE	SOURCING
Sick days / employee / year	**9.4**	9.4	sourced (CIPD 2025 UK average)
Annual staff turnover	**16%**	16%	modelled
Wellbeing index (this Scan)	**43/100**	none published	no published source scores organisations on this index

Absence: you against the sector reference



Sector reference for absence: sourced (CIPD 2025 UK average). For turnover: modelled.

Turnover: you against the sector reference



Sector reference for absence: sourced (CIPD 2025 UK average). For turnover: modelled.

Deliberately not counted

This report prices only absence, presenteeism, disengagement and wellbeing-attributable turnover. It does **not** count: safety incidents and their investigation costs; agency and overtime cover for absence; recruitment drag and employer-brand damage; grievance and tribunal exposure; or the documented link from workforce wellbeing to customer satisfaction, revenue and firm performance (De Neve & Ward, 2025). Every one of these runs in the same direction. **The true figure is likely higher than the one on the cover.**

Every number, sourced or labelled

Inputs: 120 staff · £35,000 average salary · 9.4 sick days/employee · 16% turnover · Other / mixed.

Each driver is scored 1–10 across two statements and mapped to 0–100. Driver scores adjust the four cost components through evidence-informed weightings (workload and energy → absence and presenteeism; support, recognition, connection and trust → turnover and engagement), capped at ±35% per component. The midpoint (5.5) is cost-neutral; every answer above pulls the linked costs down and every answer below pushes them up. Weightings are modelled and documented. Wellbeing index for this assessment: 43/100. Component adjustments applied: absence ×1.06, presenteeism ×1.05, turnover ×1.06, disengagement ×1.05.

The evidence base

1 Keep Britain Working review (Mayfield, gov-commissioned, November 2025). £120 lost profit per sick day; sickness absence at a 15-year high, costing employers ~£85bn/yr.

2 Oxford Economics. £30,614 average cost to replace an employee earning £25k+ (conservative, older figure).

3 Deloitte (2024), *Mental health and employers*. £51bn annual cost to UK employers; average return £4.70 per £1 invested, up to £6.30 for organisation-wide programmes.

4 HSE (2024/25). 964,000 work-related stress, depression or anxiety cases; 22.1m working days lost; HSE Management Standards.

5 ISO 45003:2021. Psychological health and safety at work.

6 CIPD / Simplyhealth (2025), *Health and Wellbeing at Work*. 9.4 days average absence; sector figures.

7 Fleming, W. (2024), *Industrial Relations Journal*, University of Oxford Wellbeing Research Centre. 46,336 UK workers: participants in individual-level interventions appeared no better off than colleagues who didn't take part. Reported as an association, not a cause.

8 De Neve, J-E. & Ward, G. (2025), *Why Workplace Wellbeing Matters*, HBR Press. Wellbeing drives productivity, retention and firm performance.

9 Milligan-Saville et al. (2017), *Lancet Psychiatry*. Manager mental-health training RCT; ~£10 returned per £1 spent.

10 Gallup / Workhuman (2024). Recognition and retention. McKinsey UK (2024). Disengagement segmentation.

11 World Wellbeing Movement / Oxford (2026), *Work Wellbeing Playbook 2.0*. Evidence review of 4,000+ intervention studies.

Disclaimer: figures are evidence-based estimates for decision support, not audited accounts or legal, financial or health-and-safety advice. Modelled elements are labelled throughout. This report supports your engagement with the HSE Management Standards; it does not constitute a completed stress risk assessment or guarantee regulatory compliance. HSE and ISO 45003 references are for identification only and imply no affiliation or endorsement. To the fullest extent permitted by law, WellbeingROI accepts no liability for loss arising from reliance on this report; nothing excludes liability that can't be excluded under the law of England and Wales.

About this assessment

The WellbeingROI methodology was developed by Barry Taylor, a qualified health and wellbeing practitioner and coach working with executives and senior leaders, and a Cambridge-trained educator. His work spans NHS Trusts, CAMHS, suicide-prevention and cancer-support charities, and Comedy on Prescription, the social-prescribing programme advocated for at parliamentary level. He is the author of *The Teacher's Guide to Managing Workload* and *The Teacher's Guide to Managing Wellbeing*. The methodology is built measurement-first: on the HSE Management Standards, ISO 45003, and the published evidence base cited in this report, including the Oxford research that points to organisational change over perks. WellbeingROI exists to put a defensible number on workplace wellbeing and a credible plan behind it.

Next steps

Your 12-month re-scan. A year from now we'll email you a link to run the Scan again. You'll receive a trend report setting the two readings side by side, driver by driver, in pounds. It's included in what you've paid.

The Wellbeing Leader's Toolkit. The working set for whoever runs the plan: a 48-metric dashboard, a 12-month calendar, listening-session scripts and the Turnover Decoder. £395 + tax: wellbeingroi.com/toolkit

The Wellbeing Business Case Kit. A fillable PDF and three editable Word templates for building the case section by section. £79 + tax: wellbeingroi.com/kit