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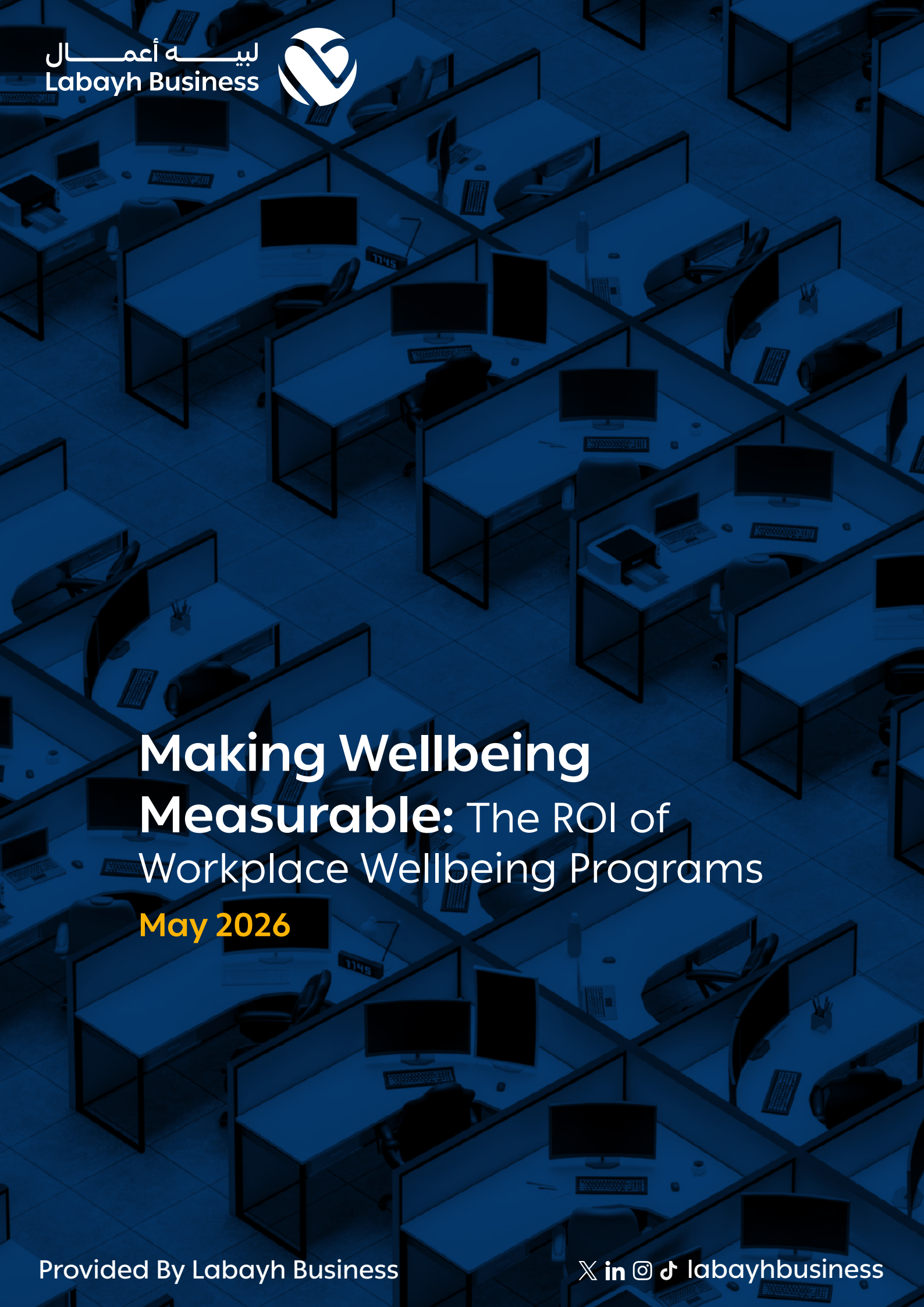
Labayh Business



Making Wellbeing Measurable: The ROI of Workplace Wellbeing Programs

May 2026

Provided By Labayh Business

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Labayh Business

Labayh Medical Care Company
Why Labayh?

+1,000
Professionals

+3 Million
Active users

2017
Since

+89.7 Million
Minutes of appointments

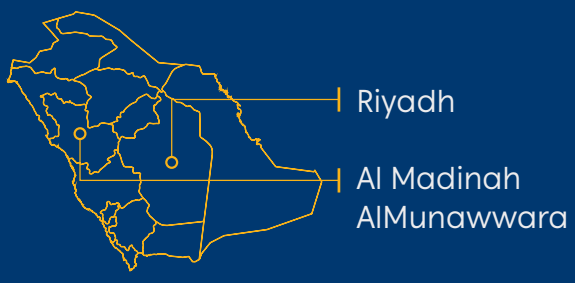
+100
Employees

+2.69 Million
Minutes of social responsibility

+120
Countries

+498 Thousand
Rating Count in app

98%
Satisfaction rate



Labayh has two main branches in the Kingdom one in Al Madinah AlMunawwara and the other one in Riyadh.

Worldwide toolset
Based in Madinah & Riyadh with delivery capability throughout the Kingdom and across the globe.

Qualified and experienced
Saudi MOH approved platform. Management and delivery team with a wealth of experience in the region and beyond.

Bilingual Capability
- Design, delivery and support in Arabic and English and in some cases other languages.
- Tools for assessment, design and delivery from some of the best in the world used by accredited practitioners.

A Saudi Company
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Executive Summary

Workplace wellbeing has become a strategic priority for organizations that want to support healthier employees, stronger performance, and more sustainable work environments. As organizations invest in counseling, coaching, employee assistance programs, stress management, leadership training, financial wellbeing, and broader workplace initiatives, they face an increasingly important question: how do we know whether these investments are actually working?

This report argues that wellbeing measurement should move beyond activity reporting. Participation numbers, satisfaction ratings, and session counts are useful, but they do not fully show whether employees are experiencing lower stress, better engagement, improved support, reduced burnout risk, or stronger ability to perform at work. A credible measurement approach should connect program data, employee outcomes, HR indicators, financial inputs, and employee feedback into one clear picture.

Measuring wellbeing ROI is challenging because the outcomes of wellbeing programs are often gradual, human, and shaped by many workplace factors. Changes in absenteeism, retention, productivity, or engagement may take time to appear, and they cannot always be attributed to one program alone. For this reason, Labayh Business approaches ROI with care, using clear assumptions, aggregated data, and realistic interpretation rather than exaggerated claims.

The evidence shows that wellbeing is closely linked to productivity, absence, burnout, retention, and organizational value. Global research from organizations such as the World Health Organization, Gallup, RAND, and others shows that poor mental health and low engagement carry major economic costs, while structured and targeted wellbeing programs can create measurable value when they are supported by clear goals, relevant data, and consistent implementation.

For Labayh Business, the goal is not to reduce wellbeing to a financial number. Financial ROI matters, but it should be assessed alongside human and social value, including improved emotional wellbeing, stronger perceived support, better coping, higher trust in the employer, and improved access to professional help. This broader approach helps organizations see whether their wellbeing investment is reaching employees, creating meaningful change, and guiding better decisions for the future.

01

Introduction: Why Wellbeing Measurement Matters



Introduction

Workplace wellbeing has become a strategic priority for organizations seeking to support healthier employees, stronger performance, and more sustainable work environments. These investments can take many forms. Some organizations provide counseling, coaching, and employee assistance programs. Others invest in stress management workshops, leadership training, financial wellbeing sessions, physical health initiatives, or broader culture and workplace improvement programs. In many cases, these services are introduced with a clear intention: to help employees feel better, perform better, and remain more engaged at work.

Yet one question often remains unanswered:
How do we know whether these wellbeing investments are actually working?
Many organizations track participation, satisfaction ratings, or the number of sessions delivered. These figures are useful, but they do not fully show whether a program has improved employee wellbeing, reduced stress, supported retention, lowered absenteeism, or created measurable value for the business. A high satisfaction score may show that employees liked a service, but it does not necessarily show whether the service changed outcomes.
This is where wellbeing measurement becomes necessary. Measurement helps organizations move beyond activity reporting and begin assessing impact. It allows leaders to understand what changed, for whom, and to what extent. It can show whether employees who used wellbeing services experienced better outcomes over time, whether certain groups need more support, and whether the organization's investment is producing financial, human, and operational value.

Strong measurement can answer questions such as:

Are employees reporting lower stress or burnout after using wellbeing services?

What human and social value has been created beyond financial return?

What are the estimated financial returns from reduced turnover, absenteeism, or productivity loss?

Has absenteeism decreased after the program was introduced?

Which services are being used most, and by whom?

Are employees more satisfied, engaged, or likely to stay?

For decision-makers, this evidence is highly valuable. It helps HR, wellbeing, and leadership teams make more informed choices about where to invest, which services to expand, which groups need targeted support, and how to improve program design. It also helps organizations communicate the value of wellbeing investments in a clearer and more credible way.

At the same time, measuring wellbeing requires balance. Workplace wellbeing cannot be reduced to financial return alone. Some of the most meaningful outcomes, such as feeling supported, improving emotional wellbeing, restoring trust, or helping employees cope with pressure, may not always appear directly in financial data. For this reason, organizations need a broader measurement approach that combines ROI with human impact, employee voice, and social value.

A strong wellbeing measurement model should connect three levels of evidence: program data, employee outcomes, and business indicators. Program data shows what was delivered and how employees used it. Employee outcomes show whether wellbeing, stress, engagement, or satisfaction changed. Business indicators show whether these changes were reflected in absenteeism, retention, productivity, or other organizational results.

For Labayh Business, this approach reflects a simple principle: wellbeing programs should be both supportive and measurable. Organizations should be able to care for their people and, at the same time, assess the value of that care through clear data, thoughtful analysis, and practical recommendations.

02

The Challenge: Why Wellbeing ROI Is Difficult to Measure

Measuring the return on workplace wellbeing investments is rarely a simple calculation. In many business areas, ROI can be measured through direct financial inputs and outputs. Workplace wellbeing is different. The investment may begin as a budget line, but its outcomes often appear through people's energy, stress levels, coping ability, engagement, attendance, retention, and overall experience at work.

This is why we approach wellbeing ROI with care. At Labayh Business, we see measurement as a way to help organizations make better decisions, not as a way to reduce employee wellbeing to one financial figure. A strong ROI model should show financial value where the data allows, but it should also capture the wider human and organizational impact of wellbeing programs.

One of the main challenges is that wellbeing outcomes take time to appear. An employee may benefit from counseling or coaching within a few sessions, but changes in absenteeism, productivity, or retention may take longer to show in the data. A workshop on stress management may improve awareness immediately, but the deeper impact may appear later through better coping, improved communication, or lower burnout risk. A manager training program may influence the team climate gradually, through daily behaviors and better support.

Another challenge is attribution. Workplace outcomes are shaped by many factors at the same time. If absenteeism decreases after a wellbeing program is introduced, the program may have contributed to that improvement, but other factors may have played a role too, such as workload changes, leadership practices, policies, team dynamics, or external conditions. The same applies to engagement, retention, stress, and productivity. For this reason, ROI measurement should avoid exaggerated claims and rely on clear assumptions.



Data quality can be another limitation. Some organizations have detailed records on absenteeism, sick leave, turnover, engagement, and performance trends. Others may have incomplete data, scattered systems, or no baseline from before the program started. Without baseline data, it becomes harder to show what changed. Without clear cost data, it becomes harder to calculate return. Without employee outcome data, the analysis may rely too heavily on participation numbers.



Participation data is useful, but it is not enough on its own. Knowing how many employees attended a workshop, booked a session, or used a service tells us about reach and demand. It does not fully tell us whether the program improved wellbeing, reduced distress, supported performance, or helped employees remain engaged at work. A wellbeing report should connect usage data with outcome data, HR indicators, and employee feedback.

Confidentiality is another key challenge. Wellbeing programs often involve sensitive topics such as mental health, stress, family pressures, financial concerns, career uncertainty, and personal challenges. Employees need to trust that using a service will not expose their private information. For measurement to be credible, data should be reported in aggregated and anonymized form. This protects employee trust, which is central to the success of any wellbeing program.

There is also a risk in focusing only on financial ROI. Financial return is useful for decision-makers, budgeting, and long-term planning. Yet some of the most meaningful outcomes of wellbeing programs are human outcomes: feeling supported, coping better with pressure, having access to professional help, improving emotional balance, or rebuilding trust in the workplace. These outcomes may not always translate neatly into a monetary value, but they are still part of the value created.

For this reason, we recommend a balanced measurement approach. Organizations should measure financial value where possible, such as reduced absenteeism, reduced turnover, lower productivity loss, or cost avoidance. At the same time, they should measure human and organizational value, such as improved wellbeing, stronger engagement, better manager support, and higher perceived care from the employer.

A useful wellbeing ROI model should bring together several types of evidence:

Evidence Type	What It Helps Show
Program usage data	Reach, demand, service use, and participation patterns
Employee outcome data	Changes in stress, burnout risk, engagement, satisfaction, or perceived support
HR data	Trends in absenteeism, sick leave, turnover, retention, and related indicators
Financial data	Program cost, estimated savings, cost avoidance, and return
Employee feedback	Perceived usefulness, barriers to access, and real examples of change

The main challenge, then, is not whether wellbeing ROI can be measured. It can be measured, but it must be done with the right level of honesty and care. The goal is not to prove that every wellbeing program produces immediate financial return. The goal is to build a clear picture of what changed, which outcomes improved, where value was created, and where the program can be improved.

For Labayh Business, this means helping organizations move beyond simple activity reporting. A strong measurement approach should answer deeper questions: Did employees benefit? Which services created the most value? What needs remain unmet? What financial and human outcomes can be observed? What should the organization do next?

When measured well, wellbeing ROI becomes more than a number. It becomes a practical decision-making tool that helps organizations invest more wisely, support employees more effectively, and build healthier workplaces over time.

03

Common Mistakes in Measuring Wellbeing Programs

Common Mistakes in Measuring Wellbeing Programs

Even when organizations invest in strong wellbeing programs, measurement can become weak if the wrong indicators, assumptions, or reporting methods are used. At Labayh Business, we believe that measuring wellbeing should help organizations learn, improve, and make better decisions. To do this well, organizations should avoid the following common mistakes:

Measuring participation only

Attendance, registrations, booked sessions, and workshop numbers show reach, but they do not show whether employees experienced meaningful change. Participation data should be connected to outcomes such as stress, burnout risk, engagement, satisfaction, absenteeism, or perceived support.

Using satisfaction as the main success indicator

Satisfaction scores are useful, but they are not enough. An employee may rate a session highly, but this does not automatically mean the program improved wellbeing, reduced pressure, or supported work performance. Satisfaction should be treated as one part of the evidence, not the full measure of success.

Starting without baseline data

Without baseline data, it becomes difficult to compare what changed after the program. Organizations should try to measure key indicators before the program begins, such as wellbeing, stress, burnout risk, engagement, absenteeism, turnover, or productivity-related measures.

Common Mistakes in Measuring Wellbeing Programs

Claiming ROI without clear assumptions

ROI calculations can become misleading if the assumptions behind them are not clear. Any estimate of savings, cost avoidance, or financial return should explain which data was used, what was assumed, and what limitations exist.

Expecting immediate financial returns

Wellbeing outcomes often take time to appear. Some benefits may be visible quickly, such as improved satisfaction or perceived support, while others, such as reduced turnover, lower absenteeism, or improved performance, may take months or longer.

Ignoring human and social value

A wellbeing program may create value that is not fully captured in financial terms. Feeling supported, coping better with stress, accessing care earlier, improving trust, and reducing distress are meaningful outcomes that should be included in the evaluation.

Using too many indicators

Measuring everything can make the report confusing and difficult to use. A stronger approach is to select a focused set of indicators that match the program's goals and the organization's priorities.

Common Mistakes in Measuring Wellbeing Programs

Overlooking confidentiality and trust

Employees need to feel safe using wellbeing services. Reports should use aggregated and anonymized data, especially when dealing with mental health, coaching, financial wellbeing, or personal support services.

Treating all employees as one group

Overall averages can hide important differences. Where data allows, organizations should look at patterns by department, role level, location, service type, or employee group, while protecting confidentiality.

Ignoring the workplace context

Wellbeing outcomes are shaped by workload, management practices, team climate, policies, and organizational culture. A program may be valuable, but its impact may be limited if the broader work environment continues to create pressure.

Reporting numbers without interpretation

Data alone is not enough. A good wellbeing report should explain what the numbers mean, why they matter, and what actions the organization should take next.

Using measurement only for proof, not improvement

The goal of measurement should not be to prove that a program worked at any cost. The goal is to learn what worked, what did not, who benefited, where gaps remain, and how the next phase can be improved.

04

What the Data Shows About Well-being Programs and Wellbeing Outcomes

What the Data Shows About Wellbeing Programs and Wellbeing Outcomes

Global data shows that poor mental health has a major economic cost. The World Health Organization estimates that 15% of working-age adults had a mental disorder in 2019, and that depression and anxiety lead to around 12 billion lost working days every year, costing the global economy around US$1 trillion in lost productivity. This makes workplace wellbeing a business issue, not a peripheral HR activity.

Employee engagement data points in the same direction. Gallup's 2026 State of the Global Workplace report found that global employee engagement fell to 20% in 2025, with low engagement costing the global economy an estimated US$10 trillion, or 9% of global GDP. Gallup also reported that only 34% of employees globally were thriving in 2025, showing that wellbeing and engagement need to be tracked together rather than treated as separate topics.

A huge amount of data shows that workplace wellbeing is closely linked to burnout, productivity, absence, retention, and employee expectations. Studies from McKinsey, NAMI, Deloitte, CIPD, EBRI, and Business Group on Health show a consistent pattern: employees are experiencing high levels of stress and burnout, wellbeing affects performance and turnover, and employers are under growing pressure to measure whether wellbeing programs create real value. For Labayh Business, this reinforces the need for an evidence-based approach that looks at program usage, employee outcomes, organizational indicators, and wider human value together.

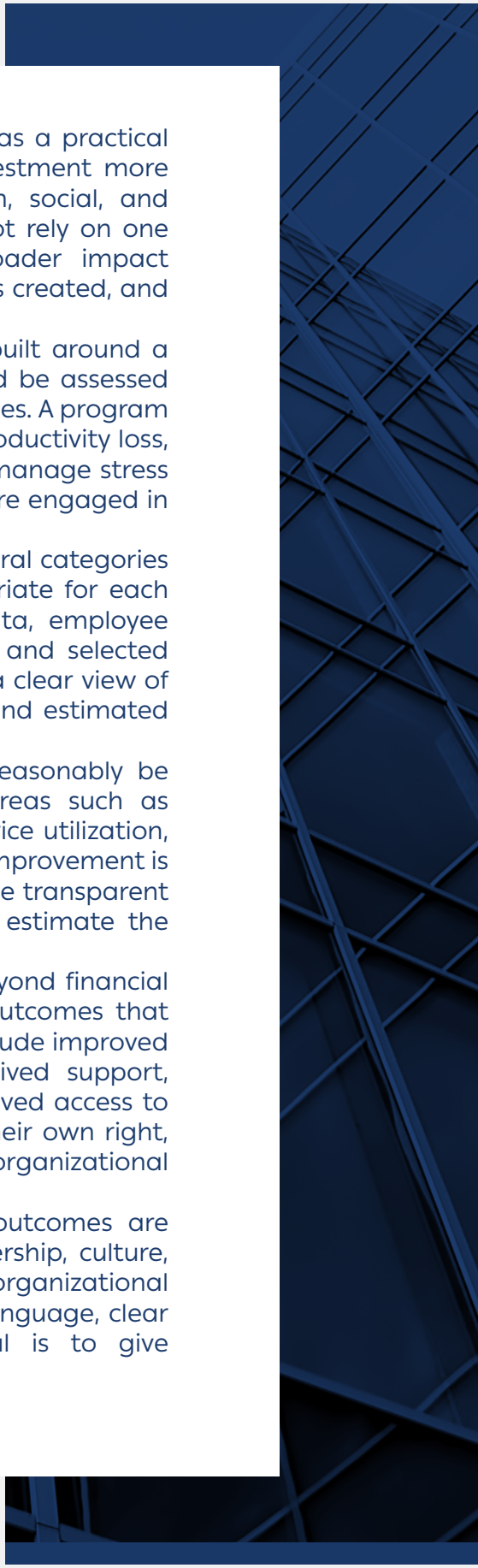
Evidence on ROI is mixed, which is exactly why careful measurement is needed. RAND's Workplace Wellness Programs Study found that many employers believed wellbeing programs reduce medical costs, absenteeism, and health-related productivity loss, yet only about half had formally evaluated program impact

Evidence also shows that wellbeing investments can generate financial value, especially when programs are well-targeted, sustained, and connected to clear employee needs. RAND's analysis of PepsiCo's program found that disease management efforts saved US$3.78 in health care costs for every US$1 invested, suggesting that programs focused on higher-risk or clearly defined health needs may produce stronger measurable returns. Older case evidence from Johnson & Johnson points in a similar direction: Harvard Business Review reported that the company estimated US$250 million in cumulative health care cost savings over a decade, with a return of US$2.71 for every US$1 spent between 2002 and 2008. These examples do not mean that every wellbeing program will produce the same financial return, but they show that structured, long-term programs can create measurable value when they are supported by clear goals, relevant data, and consistent implementation.

05

How Labayh Business Measures ROI, Social Value, and Human Impact

How Labayh Business Measures ROI, Social Value, and Human Impact



At Labayh Business, we view wellbeing measurement as a practical way to help organizations see the value of their investment more clearly. This value is financial, but it is also human, social, and organizational. For this reason, our approach does not rely on one number alone. We combine ROI analysis with broader impact measurement to show what changed, where value was created, and how future wellbeing investments can be improved.

Our measurement approach is evidence-based and built around a simple principle: workplace wellbeing programs should be assessed through both business outcomes and employee outcomes. A program may reduce absenteeism, support retention, or limit productivity loss, but it may also help employees feel more supported, manage stress better, access professional care earlier, and remain more engaged in their work. Both types of outcomes matter.

Labayh Business approach usually brings together several categories of data, depending on what is available and appropriate for each organization. These may include program usage data, employee wellbeing measures, HR indicators, satisfaction data, and selected financial inputs. We then use this information to build a clear view of program reach, employee needs, outcome changes, and estimated value.

For ROI, we focus on practical indicators that can reasonably be connected to business value. These may include areas such as absenteeism, turnover, retention, productivity loss, service utilization, and cost avoidance. The aim is not to claim that every improvement is caused by the wellbeing program alone. Instead, we use transparent assumptions, available data, and careful analysis to estimate the possible financial value linked to wellbeing support.

At the same time, Labayh Business measures value beyond financial return. Workplace wellbeing programs often create outcomes that cannot be fully expressed in monetary terms. These include improved emotional wellbeing, reduced stress, stronger perceived support, better coping, higher trust in the employer, and improved access to professional help. These outcomes are important in their own right, and they often create the conditions for stronger organizational performance over time.

We are careful not to overstate results. Wellbeing outcomes are influenced by many factors, including workload, leadership, culture, compensation, personal circumstances, and wider organizational conditions. For that reason, our analysis uses careful language, clear assumptions, and realistic interpretation. The goal is to give decision-makers credible insight, not inflated claims.

In practice, Labayh Business measurement model can help answer questions such as:

- **What level of engagement did the program achieve?**
- **Which services were most used?**
- **What employee needs appeared most frequently?**
- **Did wellbeing, stress, satisfaction, or engagement indicators change?**
- **What financial value may be linked to reduced absenteeism, turnover, or productivity loss?**
- **What human and social value did the program create?**
- **What should be improved in the next phase?**

The final result is an integrated view of wellbeing impact. It helps organizations see whether their investment is reaching employees, whether it is creating measurable change, and how it can become more effective over time.

For Labayh Business, measuring wellbeing investments is not about turning people into numbers. It is about using data to protect the human value of wellbeing, improve program quality, and help organizations make stronger decisions about the support they provide to their people.

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