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COURSE BROCHURE

Financial Statement Acumen and HR Business Cases Training Course

8 – 19 March 2027
Milan

Financial Statement Acumen and HR Business Cases Training Course

Ref: 1676_61439 **Date:** 8 – 19 March 2027 **Location:** Milan **Fees:** 11100 GBP

Financial Statement Acumen and HR Business Cases is a 2-week advanced training course for HR business partners and HR directors, and each participant builds an HR finance briefing pack that reads the company's accounts, interprets its ratios and turns one people proposal into a finance-grade business case. Executive teams now judge HR proposals by their effect on profit and cash. Jupiter Prime Training designed it around the conversations HR leaders hold with finance.

Why Financial Statement Acumen and HR Business Cases Matters Now

Three audiences raise the bar for HR today: chief financial officers who test every people proposal against margin and cash, boards and investors who read annual reports and expect workforce choices to support the numbers, and operating heads who compete with HR for the same capital. HR leaders who can read the accounts influence strategy; those who cannot are handed decisions already made. The course rests on the structure of financial statements under International Financial Reporting Standards IFRS, standard ratio analysis and investment appraisal methods such as net present value NPV and payback.

Who Gains Most from Financial Statement Acumen and HR Business Cases

- HR business partners who advise business-unit heads on decisions with financial consequences
- HR directors who sit on executive committees and discuss results with finance
- Talent and learning leads who must justify spending on development and retention
- Organisation development leads who propose structure changes to senior management
- HR analytics leads who connect people metrics to financial performance

An HR leadership group that attends together gains most, because a shared reading of the accounts lets HR speak to the executive committee with one financial voice.

Financial Statement Acumen and HR Business Cases Capabilities

Participants learn to read a set of accounts as finance colleagues do and to argue for people investments in the language of returns, risk and cash.

- Assess an annual report's income statement, balance sheet and cash flow statement — executive discussions
- Calculate profitability, liquidity and efficiency ratios and link them to workforce choices — business-unit heads
- Weigh the effect of people decisions on margin, cash conversion and return on capital — the chief financial officer
- Build a business case for an HR initiative with options, costs, benefits, NPV and payback — investment committees
- Test business case assumptions with sensitivity ranges and risk registers — finance reviewers
- Communicate financial findings in short briefings and board papers — the executive committee

Key Financial Statement Acumen and HR Business Cases Terms

- Annual Report — the document in which a company publishes its audited financial statements, notes and management commentary for the year.
- Gross Margin — revenue minus direct costs, shown as a percentage of revenue, indicating how much each sale contributes to overheads.
- Working Capital — current assets minus current liabilities, the short-term funds a business needs to run its daily operations.
- Return on Capital Employed — operating profit divided by capital employed, showing how efficiently a business uses its long-term funds.
- Net Present Value — the value today of future cash flows from a proposal, minus its investment, at a chosen discount rate.
- Business Case — a structured document setting out options, costs, benefits and risks so decision makers can approve or reject a proposal.

Financial Statement Acumen and HR Business Cases Day by Day

Day 1: Why HR Leaders Read the Accounts

- Annual Report Anatomy and Reading Order — Where to Start
- Finance Function Roles and Planning Cycles — Who Decides Spending
- Investor and Board Expectations of Results — Strategic Pressure
- HR Credibility in Executive Committees — Influence Through Numbers
- Cases From Telecoms and Hospitality Groups — Results Driving People Choices

Day 2: The Income Statement

- Revenue Recognition Basics Under IFRS — Quality of Earnings
- Cost of Sales and Operating Expense Lines — Cost Structure Insight
- Gross Margin and Operating Profit — Business Unit Performance
- One-Off Items and Underlying Profit — Honest Comparison
- Segment Results in the Notes — Unit-Level Discussions

Day 3: The Balance Sheet

- Assets, Liabilities and Equity Structure — Financial Position
- Receivables, Inventory and Payables — Working Capital Signals
- Employee-Related Provisions and Accruals — Hidden People Liabilities
- Debt, Leases and Covenants — Spending Constraints
- Equity Movements and Dividends — Owner Priorities

Day 4: The Cash Flow Statement

- Operating, Investing and Financing Cash Flows — Where Cash Goes
- Profit Versus Cash Reconciliation — Earnings Quality Check
- Capital Expenditure Patterns — Investment Appetite
- Free Cash Flow Concept — Room for New Initiatives
- Cash Cycle and Payroll Timing — Liquidity Pressure Points

Day 5: Ratio Analysis for HR Decisions

- Profitability Ratios and Trends — Growth or Restraint Signals
- Liquidity and Gearing Ratios — Financial Resilience
- Efficiency Ratios and Revenue per Employee — Workforce Productivity
- Peer Benchmarking From Published Accounts — Competitive Position
- Ratio Dashboard for HR Leaders — Monitoring Business Health

Day 6: People Decisions and Financial Outcomes

- Margin Effects of Pay and Staffing Choices — Profit Sensitivity
- Training and Retention Effects on Productivity — Revenue Contribution
- Outsourcing and Automation Effects on Cost Structure — Fixed Versus Variable
- Restructuring Charges in the Accounts — Reported Results Impact
- Linking HR Metrics to Financial Statement Lines — Integrated Reporting

Day 7: Investment Appraisal Methods

- Time Value of Money and Discount Rates — Comparing Future Benefits
- Net Present Value Calculation — Approve or Reject
- Payback Period and Internal Rate of Return — Speed and Yield
- Tangible and Intangible Benefit Quantification — Credible Value Claims
- Cost of Doing Nothing — Baseline Comparison

Day 8: Writing Finance-Grade HR Business Cases

- Business Case Structure and Executive Summary — Decision Readiness
- Option Appraisal With Do-Minimum Baseline — Balanced Choice
- Cost and Benefit Schedules by Year — Transparent Phasing
- Sensitivity Ranges and Risk Registers — Assumption Robustness
- Benefit Realisation Plans and Owners — Post-Approval Accountability

Day 9: Presenting to Finance and the Board

- Financial Briefing Notes for Executives — Concise Insight
- Board Paper Format and Recommendations — Clear Decisions Requested
- Charts for Financial Trends — Honest Visual Messages
- Handling Challenge From Finance Reviewers — Defensible Answers
- Negotiating Investment Priorities — Shared Agreement

Day 10: Practising the HR Finance Briefing Pack

- Annual Report Reading of a Sample Company — Applying Statement Analysis
- Ratio Dashboard With Workforce Links — Applying Ratio Methods
- NPV and Payback for a Retention Initiative — Applying Appraisal Methods
- Business Case Draft With Sensitivity Table — Applying Case Structure
- HR Finance Briefing Pack Completion — Executive Panel Walkthrough

Applying Financial Statement Acumen and HR Business Cases After the Course

- Read the latest annual report of the organisation, prepare a one-page ratio dashboard with workforce links and discuss it with the finance business partner.
- Rewrite one pending HR proposal as a business case with options, NPV, payback and sensitivity ranges, then submit it through the investment approval route.

Financial Statement Acumen and HR Business Cases Questions FAQ

What is financial statement acumen and HR business cases and why does it matter now?

Financial statement acumen and HR business cases is the ability to read company accounts and turn people proposals into finance-grade business cases. It matters now because executive teams judge HR proposals by their effect on profit and cash.

Which roles gain most from financial statement acumen and HR business cases?

HR business partners, HR directors, talent and learning leads, organisation development leads and HR analytics leads gain most. You benefit most if you present people proposals to finance or sit in executive discussions about results.

How does financial statement acumen and HR business cases differ from a workforce cost modelling course?

It reads the whole business rather than the payroll. Workforce cost modelling builds headcount and pay budgets; this course interprets annual reports and ratios and writes investment-grade business cases for HR initiatives.

What will I bring back from financial statement acumen and HR business cases?

You bring back an HR finance briefing pack: an annual report reading, a ratio dashboard with workforce links, an NPV and payback calculation and a business case draft adapted to your organisation.

Financial Statement Acumen and HR Business Cases: The Way Forward

The HR finance briefing pack first informs the next executive discussion of results, where the HR director decides which people proposal to bring forward with a full business case. HR business partners use it with unit heads, and finance receives proposals it can test. After the first annual report cycle, revisit the ratio dashboard, because strategy and market conditions change which numbers matter most.