

IJ Submission

by Isabelle Jones

Submission date: 23-Mar-2026 09:41PM (UTC+0000)

Submission ID: 278172749

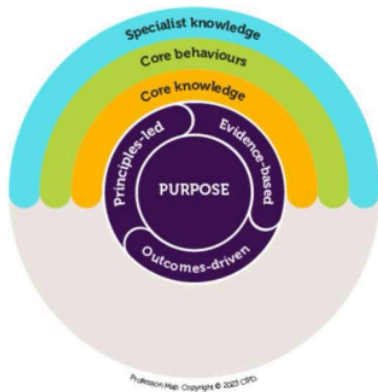
File name: 52220_Isabelle_Jones_IJ_Submission_679742_742089715.docx (253.59K)

Word count: 4483

Character count: 27615

AC 1.1

My role as HR/ Advisor is to ensure that Nexxobyte is guided by Chartered Institute of Personnel Development (CIPD). I will contribute to Nexxobyte as a people professional by utilising the CIPD profession map:



(CIPD, 2023)

The CIPD states that the profession map highlights the standards a people professional must retain in order to improve individuals work life balance, performance, wellbeing and ethical practice.

Nexxobyte is an evolving software company which is currently having inconsistent management resulting in capability gaps.

It is crucial as a people professional to illustrate ethical practice day to day. People professionals should encourage their workforce to uphold their organisation's values to:

- Ensure a positive organisational culture
- Encourage ethical behaviour
- Improve employee engagement
- Enhance trust

(Webber, 2021)

As a HR/ Advisor I will enforce clear policies and procedures to ensure fairness and consistency throughout the organisation. Currently, there are inconsistent manage styles throughout Nexxobyte this poses a risk of unfairness which may result in legal action being taken against Nexxobyte.

The three team leaders were employed without prior management training, therefore, company values may not be embedded in their management skills. Implementing change may therefore require constructive challenge. It is within my remit as a HR/ L&D Advisor to influence senior leaders and identify the need for structured systems and management development, using evidence such as employee complaints and staff turnover data that highlight organisational risk.

Currently, decision-making at Nexxobyte is predominantly informal. To help implement a more strategic people management, I would utilise evidence-based practices (EBP) and focus reporting on turnover rates, absence data, exit interview, etc. Reviewing this data would help identify trends negatively affecting Nexxobyte and can implement sound decision-making on current, accurate data. EBP is crucial because it allows people professionals to make informed, strategic decisions by using a range of evidence, information and expertise that is “reliable, trustworthy solutions and being less reliant on outdated received wisdom, fads or superficial quick fixes” (CIPD, 2025).

AC 1.2

I understand that taking on the role of HR/L&D Adviser at Nexxobyte, that my effectiveness will not only depend on technical HR knowledge, but will also depend on personal and ethical values. The standards set by the CIPD emphasise that people professionals must act with integrity, fairness and professional courage (CIPD, 2025). Two core values that will help me in this role are, integrity and fairness. Consistently applying these values will effect how I approach systems development, management capability building and employee relations at Nexxobyte.

The Oxford Dictionary defines integrity as “the quality of being honest and having strong morale principles” (Oxford Learner Dictionary, 2026a)

The organisation currently experiences inconsistent working arrangements, unequal access to learning and development, and differing management approaches across the organisation. As I introduce clearer policies and procedures, I may face resistance from team leaders accustomed to the current ways of working therefore, will act with confidence therefore, will be clear about the change and reasons why.

I will also utilise my integrity when handling sensitive issues including employee complaints, and organisational concerns. My integrity will be highlighted when reviewing turnover data. If exit interview data reveals concerns with management, I must present findings honestly to the directors while maintaining confidentiality and professionalism.

Also to this, integrity ensures that policies fair, ethically correct and consistently applied throughout the organisation. If I advocate for structured performance reviews, I must ensure these processes operate consistently across all teams, including those led by senior managers. Remaining consistent throughout the organisation with stated values and policies leads to employee trust. (CIPD, 2012).

The Oxford Dictionary defines fairness as “the quality of treating people equally or in a way that is reasonable” (Oxford Learner Dictionary, 2026b)

Fairness is similar to integrity but focuses more on equity, impartiality and inclusion. Given the inconsistencies throughout Nexxobyte, fairness will be at the core of my people practice approach.

The case study highlights indifferences in access to L&D between teams. This can suggest favouritism and can negatively affect engagement, morale and retention. Applying fairness means developing clear, objective criteria for decision-making and opportunities should be linked to role requirements, performance objectives and business needs, opposed to the discretion of individual managers.

Fairness must be taken into consideration during the recruitment and onboarding process. As stated, team leaders previously recruited independently, which created a risk of unconscious bias or inconsistent selection standards. Introducing structured recruitment policies and procedures and selection guidelines will help ensure all candidates are assessed fairly and consistently.

Also, fairness requires giving employees a voice. Taking into consideration feedback by introducing structured one-to-one meetings or employee surveys, will provide opportunities for concerns to be raised and addressed. By ensuring concerns are handled impartially and confidentially, I can reinforce a culture of safety, confidentiality and respect.

Consistently applying integrity and fairness at Nexxobyte will support the development of the organisation, improve management capability and employee engagement.

AC 1.3

Aisha has emphasised the necessity for me to act as a “firm voice for people practice” at Nexxobyte. This requires communicating with confidence to advise and influence the management team and implement improved policies and procedures. The management team will be my “strategic partners” (Price, 2025) during the implemented change therefore, I will ensure that a firm voice is utilised to ensure sustainability. In an evolving organisation where informal management have resulted in inconsistency, complaints and staff turnover, effective communication is essential to achieve sustainable change. Being a firm voice for Nexxobyte is not about being confrontational but involves making evidence-based recommendations, challenging existing organisational practices and influencing leaders.

Clear and confident communication

Strong communication is a necessity when building credibility. As shown above, the guidelines set out by the CIPD highlight professional courage and influence as core behaviours. Failing to communicate confidently and clearly may result in my recommendations being perceived as administrative suggestions rather than strategic.

Nexxobyte is changing from an informal start-up organisation to a more hierarchical organisational structure. Change in structure can often have some resistance, especially when managers have previously operated independently. My firm, clear communication ensures that the rationale for change will improve fairness, reduce risk against legal action and increase retention rates. Linking people practice improvements to business outcomes can help the management team view HR as a strategic partner rather than a compliance function (Hart, 2025).

If I am unable to communicate in an informed, clear and confident way my contributions may lack clarity. As a result, the directors and team leaders may not seek my advice on strategic decisions. This would reduce my ability to fulfil the role effectively and limit my impact on challenging problems in organisational practice. I could flag that Nexxobyte's inconsistent managing is a contributing factor to employee dissatisfaction however, my concerns could fail to be addressed if I do not assertively communicate this. Failure to act on employee dissatisfaction could result in lack of engagement which in turn may lead to poor performance.

Inconsistent access to L&D could also lead to increased turnover at Nexxobyte. Losing skilled employees would not only increase recruitment costs but could also disrupt client delivery and place added stress on current employees. Inconsistencies may expose Nexxobyte to legal action brought against them in relation to equality, discrimination or unfair treatment. An example of this would be Herbert V Main Group Services Ltd. The case highlighted inconsistent behaviours between managers (MILS, Unknown).

Failure to implement a firm voice may result in inconsistencies continuing at Nexxobyte which would disrupt organisational growth and development.

AC 1.4

As HR/L&D Adviser at Nexxobyte, looking into unethical and illegal behaviour would form a part of my responsibility. The code of conduct laid out by the CIPD highlights ethical practice and acting with integrity (CIPD, 2023).

A concern that has been raised is a manager approving costly external training and for preferred team members while declining similar requests from others. This behaviour is deemed to be unethical and inconsistent with principles of fairness, equality and transparency. This can negatively affect morale, highlight bias and potentially exposes the organisation to legal risk of discrimination claims.

My role of HR/L&D Adviser means that I have a duty to be a role-model in ethical decision-making in my own practice (CIPD, 2019) and tackle unethical behaviours by deciphering if the issue is due to:

Rotten apples- is the unethical concerns due to specific individuals?

Bad barrels- is the unethical concern due to organisational, systematic issues?

Sticky situations- is the unethical concern due to the challenging nature that individuals are forced to face?

If aware of this at the time, my first step would be to gather any relevant evidence. This would involve gathering training approval records, any documented criteria used to approve or refuse requests and previous requests that have been made on record.

Once I have gathered all of the relevant evidence, I would approach the manager with my concerns in a non- confrontational manner. This stage is fact finding and highlighting the need for equal access to L&D, the potential reputations risk that could occur and the effect their potential inconsistencies may have on engagement and retention.

If it is highlighted that the decision was made due to a lack of structured guidance rather than deliberate bias, I would implement a formal L&D approval framework that would include a clear eligibility criteria, budget allocations and the necessity to gain approval from HR or senior management.

Under the Equality Act 2010 and with guidance from ACAS Code of Practice, “employers must take steps to prevent discriminatory practice” (ACAS, 2023). Escalating the unethical behaviour to disciplinary procedures ensures that the unacceptable behaviour is addressed and is less likely to reoccur meaning Nexxobyte continues fair practice.

It has been highlighted to myself that a former employee was using Nexxobyte’s time and equipment to help operate a separate business. This is gross misconduct due to breach of contract, could constitute to fraud and is a cost to Nexxobyte.

Once I have completed the initial evidence gathering, I would escalate the matter to the appropriate manager with the findings and explain the potential risks created and misconduct that the individual is alleged to have created. It is my duty to ensure the situation is dealt with in line with company policy and employment law. If it is found that there is a case to answer for, the individual would be invited into a formal meeting with a senior manager and be given the opportunity to respond to the allegations made against them.

If the allegations of gross misconduct against the individual were found to be substantiated without reasonable mitigating circumstances, disciplinary action could be taken during the disciplinary process including dismissal.

I would be able to identify gaps in policies and procedures and amend them to prevent reoccurrences.

AC 2.1

Following my presentation, I received the following feedback- “people work much harder when they are not protected by a load of feel-good policies and procedures,” Nexxobyte currently have substantial economic growth however, the negative employee engagement, low retention and the overall reputation of Nexxobyte may affect this in the long term.

Research highlights that retaining an inclusive and fair workplace environment greatly enhances employee engagement with fairness and involvement also making a positive contribution to employee growth (Jo and Shin, 2025)

A theory which relates to this is the Equity Theory which was developed by J. Stacey Adams in 1963. This theory “examines motivation through the lens of fairness in the workplace” (Hoffman- Miller, 2024). This theory suggests that individuals are motivated by reward and recognition therefore, if they identify inconsistencies, employee engagement will be lost. If Nexxobyte continue to allow inconsistencies in L&D employees may become disengaged resulting in performance issues.

As a whole, wellbeing in the workplace, inclusion and fairness creates psychological safety however, Nexxobyte seems to be lacking in this department. “Psychological safety forms the foundation for genuine inclusion” (Battye, 2024). Psychological safety creates a safe environment for individuals to voice their opinions, contribute ideas and raise concerns without fear of negative consequences.

Implemented policies and procedures are not in place as a “feel- good” approach instead, they create fairness which results in trust and engagement.

Employee engagement strengthens performance which in turn, results in:

- higher productivity and profitability
- lower absenteeism and turnover
- fewer safety incidents and quality defects
- stronger customer loyalty

(Gallup, unknown)

High turnover creates recruitment costs and time focusing on onboarding. If employees are of the impression that they are not being treated fairly and consistently, they are likely to leave creating unnecessary costs to Nexxobyte.

Taking into consideration ethical and legal factors and raising concerns, I can prevent the risk of legal action (CIPD, 2025c). Inconsistencies in the workplace such as, access to L&D and pay can create a risk of discriminatory claims being taken against Nexxobyte. Although claims are not always substantiated, it can effect the reputation of Nexxobyte.

Set policies and procedures provide a framework which ensures consistency and fairness whilst also allowing discretionary decisions from management with boundaries.

Policies and procedures highlight standards expected from individuals consistently throughout Nexxobyte and provides guidance for managers when decision- making. They help “identify the interventions that increase fairness, inclusion and diversity” (UK Government, 2024). As highlighted throughout my response, employees are likely to work

at a harder level when they are if the understanding that their efforts will be recognised and rewarded and opportunities are available fairly.

AC 2.2

Steps to ensure a fair and inclusive policy

- Gather evidence to understand current issues

I would look at and understand complaints, review exit reviews and review informal practices that are being conducted by the three team leaders to identify inequalities during employment.

- Engage and consult with employees

I would conduct one to one discussion to understand “any concerns or challenges” (People HR, 2024). This allows me to create employee- based policies.

- Ensure consistent access to L&D

Within the policy would stipulate the criteria for access to L&D including, a clear training budget, paid/ unpaid L&D days and the requirements for approval.

- Consider equality, diversity and inclusion of opportunity for individuals

Equality, diversity and inclusion (EDI) create a positive working environment and culture. This fosters a safe environment where employees experience a sense of belonging and are empowered to perform to their full potential (CIPD, 2026)

I would include EDI in the policy by stressing flexibility for employees with:

- Personal responsibilities such as, caring for a dependant.
- Allowing accessibility such as, online learning.
- Flexibility in L&D timetables to prevent individuals from undertaking learning out of their working hours which can lead to indirect discrimination.

- Conduct training with managers to ensure consistent use of the policy

Conducting training with the managers would allow the following:

- Applying the policy fairly and consistently.
- Avoiding unconscious bias.
- Supporting employee development conversations.

Analysing the effectiveness of L&D policy

- Gathering the relevant evidence.

Firstly, I would need to analyse the individuals who have been utilising L&D opportunities and identify if there are any patterns suggesting inconsistencies. To do this I would gather employee feedback and identify whether issues relating to unfair L&D has reduced. If they have not, I would investigate causes as to why some individuals are being refused L&D opportunities and update the policy or its implementation.

- Review manager decision-making

Evaluate how managers are approving or declining L&D requests to ensure consistency across teams.

- Report findings to Aisha and refine the policy

Provide Aisha with an evaluation report and make my recommendations on where improvements need to be made and reinforcing that L&D policy should be utilised.

By combining data-driven evaluation and feedback, I was able to create an L&D policy that not only ensures consistent practice throughout Nexxobite but also rebuilds trust and supports employee development in a fair way.

2.3

Inclusivity

It is to my understanding that I demonstrate this behaviour well by treating everyone including colleagues with respect and recognising their individuality. I ensure I actively listen and make people feel heard. My manager vouched that I am an approachable and respectful individual, which creates a positive and inclusive environment in the workplace.

Valuing Diversity

I am open to different viewpoints however I understand following self reflection and feedback that I do not always take the initiative to purposefully seek input. I now understand that development needs to be taken in this area and I need to be more intentional in inviting input from a wider range of people.

Building relationships and collaborative working

I find it easy to build and maintain relationships with colleagues. As a HR Assistant in a company consisting of 4500 employees throughout the whole of the UK I must advise various individuals face- to- face and over the phone. It can be harder to complete collaborative working when limited to phone calls. My manager has explained that my confidence is a contributing factor as to why I maintain purposeful relationships with my immediate and wider colleagues.

Sharing knowledge

As HR Assistant, it is my duty to advise managers in an efficient, professional manner. I show my commitment to sharing my knowledge daily in work. My manager agrees and has highlighted that this is an essential part of my role.

Conflict resolution

I am committed to fairness and strive to ensure that everyone is equal. As part of my role as a HR Assistant, I must advise during grievances and utilise critical thinking. I am able to resolve workplace conflict. My manager supports me and ensures that the advice I provide is sustainable. Therefore, she is of the understanding that I should be more confident in my decision-making.

Psychological safety

I review evidence-based data often in work. Therefore, I have a full understanding of how failing to report mistakes and concerns can lead to a negative impact on an organisation. My manager highlighted that I have utilised psychological safety throughout the entirety of my employment.

3.1

From my research, including insights from the CIPD, it is clear that digital enhancements are constantly developing the people profession. Many traditional administrative tasks are now automated, resulting in an expectation for people practitioners to use data to inform decision-making. For example, analysing patterns in employee engagement and performance has a positive impact on retention (Shapiro, 2022).

I understand that I need to further develop my knowledge in using digital tools. Currently, I am comfortable with basic systems but I would benefit from improving my analytical skills so that I can contribute to evidence-based decisions rather than relying on intuition. Evidence-based practice “ensures that decision-making is based on fact” (CIPD, 2025). Utilising technology would allow informed decision-making within an organisation.

Another development is the removal of some administrative tasks towards strategic roles. This has given me an understanding of the importance of developing my knowledge rather than specifically on HR knowledge. In order to perform at the best of my ability I need to build my understanding of how organisations operate and how people practices align with business objectives.

3.2

I have identified that I am able to build positive and respectful working relationships. After reflecting on the working inclusively behaviours stipulated in CIPD Profession Map, I realise I

consistently treat individuals fairly, actively listen, and create a environment whereby people are able to contribute.

I also demonstrate a strong commitment to fairness and inclusion, ensuring that I actively listen. This ensures clear communication and builds trust and respect.

My willingness to expand my knowledge in order to perform at the best of my ability supports the development of the organisation as the people profession continues to evolve and new employment law legislation is introduced.

One of my weaknesses is that I do not always seek out diverse perspectives from a wider range of individuals, particularly when under time pressure. This may limit how inclusive my decision-making is in practice.

I identified a gap in my digital skills. As the profession becomes more data-driven, I need to improve my current level of confidence in using people analytics to utilise evidence- based data.

In order to perform at the best of my ability I will begin seeking perspectives and opinions by involving a wider range of colleagues in discussions during decision-making which will help me strengthen my inclusive practice and will strengthen my digital skills knowledge by undertaking L&D courses to enable me to utilise HR systems effectively.

3.3

I will undertake activities to ensure organisational development. An activity to undertake would be a course on inclusive leadership and unconscious bias. Undertaking this activity will further my confidence in my decision- making and ensure to better inclusive behaviour and seek opinions from wider individuals. Feedback from my manager highlighted that I could be more independent when implementing changes. Becoming less reliant on approval would ensure decisions and conflicts are dealt with in a timely manner.

My second activity would be a course which would significantly improve my digital skills so I can utilise HR systems fully to benefit organisational success. This will also include online tutorials, practical exercises in analysing organisational data, and whether training is effective. This activity is essential because research highlights how the people practitioner role is evolving and I identified the importance of data- driven decision-making.

Following the activities, I hope to achieve a development in areas of EDI which will improve my contribution to the organisation.

3.4

Last year I requested to complete a Mental Health First Aider Course through Gower College, a recognised program. I completed this course over two days in February 2026 and received my certification on Monday 16th February 2026.

During this course I learnt how to recognise when an individual may be struggling and how to approach the subject. Further to this, I have now developed my knowledge to support individuals during crisis.

As part of my role, I undertake welfare calls with individuals on long term sickness absence (LTS). Individuals can be absent due to depression and anxiety or alternative illnesses which has resulted in them having low moods or in more serious cases, depression. In order to handle the meetings with care and support I took the initiative to complete a mental health first aider course. I am also able to evaluate whether the individual will need regular check-ups whereby I can contact them more frequently.

Upon reflection, I believe the course went well and passed the two exams first time. I was fully engaged throughout the two- day course and would recommend the course to others. Some individuals on the course obtained further knowledge on mental health therefore, I had low levels of confidence when asking direct questions. Upon reflection, everyone is present at the course to learn therefore, in future I will be open to questioning topics. I believe my confidence was also less because topics such as wellbeing can be sensitive. Completing the course successfully allowed me to be a supportive member of the HR department and is a recognised course so I have evidence of my drive to further my knowledge.

I am currently in the process of completing my CIPD Level 5 and have researched and developed my knowledge of evidence- based practice in the workplace. This was an essay-based assignment whereby, I had to highlight my understanding of the topic.

Completing this essay- based assignment highlighted the importance of utilising evidence-based practice in the workplace and the positive and negative effects of it.

As a HR Assistant, I must identify patterns throughout the organisation and the assignment provided ideas on alternative ways I can gather evidence, the reasonings as to why I must complete tasks related to evidence- based decision_ making.

The assignment went well, I remained engaged and I thoroughly enjoyed learning about the topic because it is something I regularly utilise. On the other hand, time management is not my strongest skill however, time management allows proper planning, improves quality of work, reduces levels of stress and panic and allows time for feedback. Going forward, this is a skill I will develop on.

Following the assignment, I have been able to utilise my knowledge on evidence- based practice effectively in the workplace. This strengthens my ability was able to voice any concerns I have with evidence- based decision- making in my organisation.

During open discussions in lectures I was able to learn how others utilise evidence- based practice and was able to discuss this with my organisation to implement other strategies.

Completing my CIPD Level 5 is a recognised course and therefore, widens my options when applying for jobs and would help my career growth.

ACAS (2023) *Preventing Discrimination*. Available at: <https://www.acas.org.uk/what-an-employer-can-do-to-prevent-discrimination> (Accessed 18th March 2026)

- Battye, G (2024) *Your Inclusion Efforts are Failing- This is Why*. Available at: <https://www.peoplemanagement.co.uk/article/1886928/inclusion-efforts-failing-%E2%80%93-why> (Accessed 19th March 2026)
- CIPD (2012) *Leading Culture Change*. Available at: https://www.cipd.org/globalassets/media/knowledge/knowledge-hub/reports/leading-culture-change-employee-engagement-and-public-service-transformation_2012_tcm18-14116.pdf (Accessed 12th March 2026)
- CIPD (2019) *Rotten Apples, Bad Barrels and Sticky Situations*. Available at: https://www.cipd.org/globalassets/media/knowledge/knowledge-hub/reports/unethical-behaviour-in-the-workplace_report-2_tcm18-57022.pdf (Accessed 15th March 2026)
- CIPD (2023a) *Explore the Profession Map*. Available at: <https://www.cipd.org/uk/the-people-profession/the-profession-map/explore-the-profession-map/> (Accessed 11th March 2026)
- CIPD (2023b) *Code of Conduct and Ethics*. Available at: <https://www.cipd.org/globalassets/media/comms/code-of-conduct/2023-cipd-code-of-conduct-and-ethics.pdf> (Accessed 15th March 2026)
- CIPD (2025a) *Evidence- based practice for effective decision- making*. Available at: <https://www.cipd.org/uk/knowledge/factsheets/evidence-based-practice-factsheet/> (Accessed 11th March 2026)
- CIPD (2025b) *Ethical Practice and the Role of People Professionals*. Available at: <https://www.cipd.org/uk/knowledge/factsheets/ethics-role-hr-factsheet/> (Accessed 12th March 2026)
- CIPD (2025c) *Essential HR Skills: Compliance*. Available at: <https://www.peoplemanagement.co.uk/article/1931680/essential-hr-skills-compliance> (Accessed 18th March 2026)
- CIPD (2025d) *Evidence- based practice for decision- making*. Available at: <https://www.cipd.org/uk/knowledge/factsheets/evidence-based-practice-factsheet/> (Accessed 22nd March 2026)
- CIPD (2026) *Equality, Diversity and Inclusion (EDI) in the Workplace*. Available at: <https://www.cipd.org/uk/knowledge/factsheets/diversity-factsheet/> (Accessed 21st March 2026)
- Gallup (unknown) *What is Employee Engagement, and How Do You Improve It?* Available at: <https://www.gallup.com/workplace/285674/improve-employee-engagement-workplace.aspx> (Accessed 18th March 2026)
- Hart, T (2025) *HR's Role a Strategic Partner: Driving Business Success Through People Strategy*. Available at: <https://www.kudos.com/blog/hrs-role-as-a-strategic-partner-driving-business-success-through-people-strategy> (Accessed 14th March 2026)
- Hoffman- Miller, P (2024) *Equity Theory*. Available at: <https://www.ebsco.com/research-starters/politics-and-government/equity-theory> (Accessed 18th March 2026)
- Jo, H and Shin, D (2025) *The Impact of Recognition, Fairness, and Leadership on Employee Outcomes: A Large- Scale Multi- Group Analysis*. Available at: <https://pmc.ncbi.nlm.nih.gov/articles/PMC11717283/> (Accessed 18th March 2026)

- MILS (unknown) *Expensive Managerial Mistakes: Two Recent Tribunal Judgements Against Employers*. Available at: <https://www.mils.co.uk/legal-articles/expensive-managerial-mistakes-two-recent-tribunal-judgments-against-employers/> (Accessed 15th March 2026)
- Murphy, M (2018) *Please Don't Correct Your Boss By Saying These Words*. Available at: <https://www.forbes.com/sites/markmurphy/2018/03/25/please-dont-correct-your-boss-by-saying-these-words/> (Accessed 18th March 2026)
- Oxford Learner Dictionary (2026a) *Integrity*. Available at: <https://www.oxfordlearnersdictionaries.com/definition/english/integrity> (Accessed 12th March 2026)
- Oxford Learner Dictionary (2026b) *Fairness*. Available at: <https://www.oxfordlearnersdictionaries.com/definition/english/integrity> (Accessed 12th March 2026)
- People HR (2024) *One to one meetings: a guide to managing employee meetings*. Available at: <https://www.peoplehr.com/en-gb/resources/blog/a-guide-to-one-to-one-meetings/> (Accessed 21st March 2026)
- Price, J (2025) *How HR Leaders Can Drive Strategic Change*. Available at: <https://www.koganpage.com/hr-learning-development/how-hr-leaders-can-drive-strategic-change> (Accessed 12th March 2026)
- Shapiro, Y (2022) *Technology is Key to Employee Retention*. Available at: <https://www.forbes.com/councils/forbestechcouncil/2022/03/24/technology-is-key-to-employee-retention/> (Accessed 22nd March 2026)
- UK Government (2024) *Report on the Inclusion at Work Panel's recommendations for improving diversity and inclusion (D&I) practice in the workplace*. Available at: <https://www.gov.uk/government/publications/inclusion-at-work-panel-report-on-improving-workplace-diversity-and-inclusion/report-on-the-inclusion-at-work-panels-recommendations-for-improving-diversity-and-inclusion-di-practice-in-the-workplace> (Accessed 20th March 2026)
- Webber (2021) *Staff who view managers as 'ethical' likely to challenge wrongdoing*. Available at: <https://www.personneltoday.com/hr/staff-who-view-managers-as-ethical-likely-to-challenge-wrongdoing/> (Accessed 11th March 2026)