



Assignment Title – Dissertation

Research Title – Exploring the Benefits of Work-Life Balance Policies for Employees.

A Case Study of Travis Perkins Plc

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Abstract

The upcoming research project has directed an investigation on Travis Perkins Plc which is a leading construction materials retailer in the UK business environment. The researcher has especially emphasised on studying the different benefits that the organisation will get by designing workplace policies to improve the work-life balance of employees. In that instance the researcher has framed a set of objectives that this investigation has met through the results of this project. Apart from that, the researcher has conducted a literature review for supporting the findings of this work through secondary qualitative evidence. The methodology of this research showed that the researcher has used the exploratory design along with an interpretivism philosophy and inductive approach to process this research. Also, the researcher collected secondary qualitative data in this investigation that helped in generating the results of this project. The researcher has also followed a thematic analysis technique for interpreting the answers from the collected secondary data within the findings and analysis section. Moreover, the findings have suggested that the management of Travis Perkins Plc should offer flexible and remote working opportunities along with reviewing the task alignments in the organisational structure.

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Chapter One: Introduction

Introduction

Work-life balance is a critical factor in the life of an employee as it directly contributes to their efficiency and commitment at work by stabilising their mental and physical health. Having a healthy job life brings work satisfaction and reduces stress and burnout caused due to work pressures. Thus, it positively impacts the productivity levels of the workers by maintaining their motivation at work. Thus, organisations need to develop effective people management programs and policies that promote the well-being of the employees along with improving their work-life balance. Therefore, focusing on the importance of having a healthy work-life this research project will conduct an investigation on the benefits of designing work-life balance for employees within an organisational setting. The researcher will especially direct the study on the organisational environment of Travis Perkins Plc. Thereby, the researcher will first set some appropriate objectives and questions that will be met through this investigation. The researcher will then perform a literature review using information from different secondary sources. Alongside this, a methodology will also be conducted that will explain all the initiated choices of research that have been used for this investigation. The findings of this investigation will be portrayed in the findings and analysis section. Finally, based on the findings gathered some feasible recommendations will be delivered that can help Travis Perkins Plc to improve their employee management policies and promote employee well-being.

Research Background

Work-life balance refers to the harmonious relationship that exists between professional and personal life. On the contrary, healthy work-life balance refers to the practice of consciously managing time to meet both professional goals and personal commitments through the prioritisation of self-care and well-being. Maintaining a healthy work-life balance brings satisfaction at work and drives the motivation of employees to stay engaged in professional

commitments and deliver high-quality work. Research shows that a poll has been held among 9000 workers in the UK out of which 65% of respondents prioritised work-life balance over pay and benefits (Morgan, 2023). Thus, it can be considered that work-life balance holds much significance in the professional life of an employee for which organisations must exercise people management policies to improve employee work-life balance. Therefore, the researcher in this investigation will tend to explore the several benefits that employers of Travis Perkins Plc will get by designing policies to improve employee work-life balance.

Organisational Background

Travis Perkins Plc belongs to the British retail industry whose main business domain is building merchant and home improvement products along with renting construction plant and tools. The company was founded in the late 1900s and has since been listed on the London Stock Exchange. Besides, data shows that currently the organisation is headquartered in Northampton England (Travisperkinsplc, 2024). The company has over 550 branches located all across the United Kingdom. Data shows that the company works with 20000 employees all of whom are situated within the UK, France, Belgium and Netherlands. Furthermore, information also reveals that the HRM of the company exercises an inclusive culture where employee dignity and growth are supported.

Research Aim & Objectives

Aim

This research aims to explore the policies related to work-life balance within the organisation named Travis Perkins Plc.

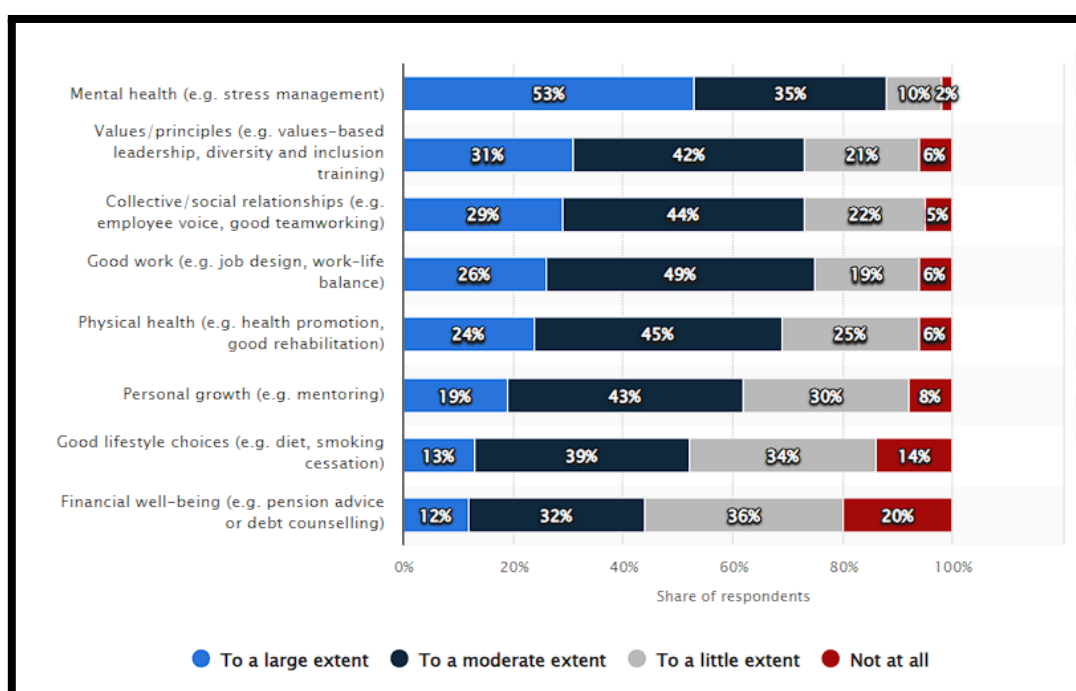
Objectives

1. To examine the impact of work-life balance policies on employees of Travis Perkins Plc.
2. To analyse the challenges faced by the organisation while implementing such policies.
3. To offer mitigating strategies which can help in resolving the issues.

Research Questions

1. How can work-life balance policies influence employees?
2. What are the advantages and disadvantages of implementing work-life balance policies within an organisation?

Research Rationale

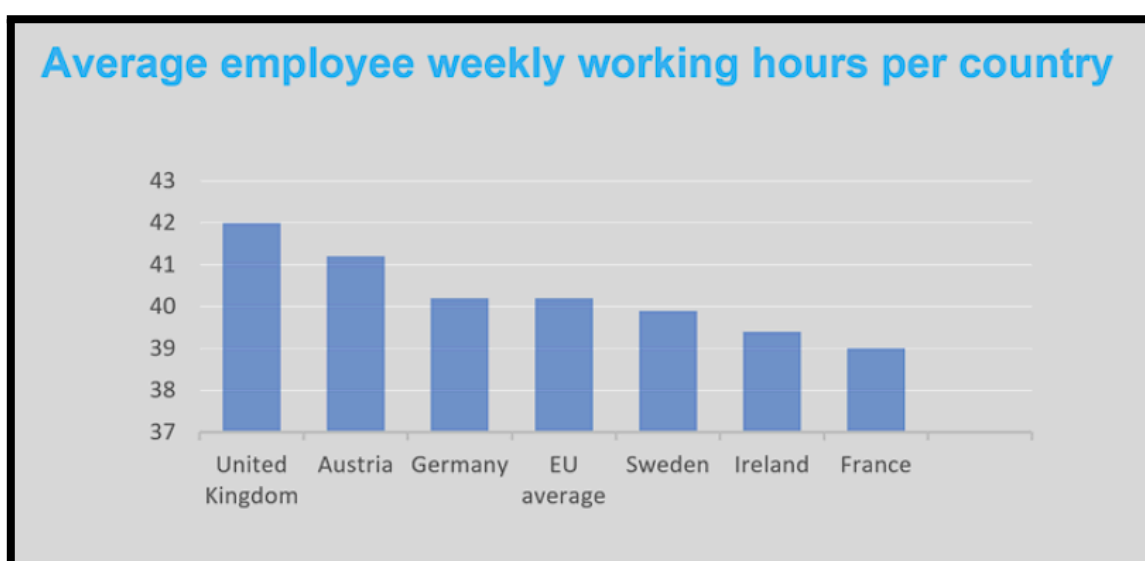


Source - (Statista, 2021)

This investigation has been initiated by the researcher to examine the different benefits that Travis Perkins Plc will gain by designing policies that will promote the work-life balance of the employees. Job satisfaction is an integral factor that is triggered by work-life balance. Research shows that 31% of the employees in the UK feel that they lack a healthy work-life balance (Fennel, 2023). Also, data indicates that 88% of the employees in the nation have

experienced work burnout in the last two years (Fennel, 2023). Reports from Statista also indicate that 53% of organisations in the UK have taken active steps to improve the health and well-being of the workers (Statista, 2021). Along with that, information also reveals that 35% of employers have focused on promoting the mental well-being of the people. Furthermore, 26% of companies took steps to develop programs to promote healthy work-life balance (Statista, 2021). Thus, this research will seek to understand the ways through which organisations like Travis Perkins Plc benefit from developing people management policies to improve the work-life balance of the employees.

Problem Statement



Source - (Fennel, 2023)

Data from research shows that employees in the UK experience the longest working hours in Europe which can amount to even 42 hours a week (Fennel, 2023). Information also reveals that almost two-thirds of the employees in the United Kingdom feel work-life balance is a crucial factor that must be considered when a candidate looks for a job. Sources also indicate that almost 66% of the workers in the country intend to make changes in their professional lives. Reports further suggest that 60% of the employees in the UK claim that poor work-life balance has affected relationships at their home. Therefore, focusing on this significant

problem that persists within the UK employment industry the following research will explore the different benefits that will be derived from designing management policies to improve the work-life balance of the employees in Travis Perkins Plc.

Research Scope

This particular piece of research aims to find out the impact that Travis Perkins Plc will experience through developing and implementing management policies that will promote employee work-life balance. Thus, the reader will get to know about the several benefits that an organisation can gain by supporting employees' personal well-being and mental health. Along with that, the research also aims to find out the potential challenges that can hinder the implementation of people management policies within the organisational environment of Travis Perkins Plc. The researcher will also seek to explore some of the most effective strategies that can be applied to overcome the probable challenges of people management policy development. Henceforth, the findings that will be derived will be highly useful for employers to explore the different challenges and the consequent strategies that can be used to promote employee well-being.

Conclusion

This section of the research project has been used by the researcher to illustrate a conceptual understanding of the chosen research topic and its related facts. Apart from that, the researcher has also plotted the aim, objectives and questions of this investigation that will be met through this research. Moreover, the scope of this investigation has also been addressed by the researcher as well in this section.

Chapter Two: Literature Review

Introduction

This section of the research project will focus on demonstrating a comprehensive literature review that will showcase an understanding of the arguments and discussions on work-life balance found in past research studies. In that instance, a literature review refers to a piece of academic writing that illustrates critical academic knowledge of a certain topic. Thus, the researcher within this segment will make use of different scholarly books, journals, and articles to gain qualitative insights. Moreover, the use of this literature review will increase the authenticity and credibility of this piece of research.

The Impact of Work-Life Balance Policies on Employees

According to Oyewobi *et al.*, (2022), work-life balance is an integral factor that is primarily considered to instil work satisfaction among employees. Maintaining a work-life balance aids employees in delivering high-standard work along with delivering all commitments in their personal lives. Organisations to sustain job satisfaction must develop management policies that can promote the well-being of the staff along with improving their work-life balance. Effective policies directed towards the upliftment of the well-being of the employees help staff gain control over their professional lives. This makes the staff more productive while at work. This is due to the fact that having job satisfaction and gaining control over work-life drives inner motivation that leads to enhanced work engagement. As said by Moscato *et al.*, (2023), work policies that provide remote working facilities to the employees have a significant impact on increasing the motivation of the staff. Employees being able to work remotely gets the chance to work from their homes which contributes to the development of physical and mental health. Along with that, being able to maintain the balance between work life and personal life an employee also improves their time management skills. As suggested

by Evans and Wyatt, (2024), employees when able to maintain a healthy balance between personal and professional life are very less likely to face issues due to work stress and burnout. Furthermore, it is also considered that employees taking time for personal activities helps in increasing their cognitive abilities. This helps to instil innovative or creative skills that directly impact the efficiency of the employees. Also, employees who experience a healthy balance between their personal and work lives are able to concentrate more on work which leads to better decision-making and problem-solving within the workplace.

Challenges Faced by Organisations while Implementing Employee Management Policies

According to Bertolotti *et al.*, (2024), the management of organisations during the implementation of workplace policies comes face to face with a range of issues that impede the process of policy development along with its implementation. Development and regulation of employee policies is the most significant challenge that firms face while implementing policies to improve employee well-being. HR policies of an organisation shape the company culture within which different types of employee compensation and benefits are provided to the staff. These include working hours, sick and paid leaves along with other mental support programs. However, the problem arises when the management fails to review these policies which becomes outdated and ineffective without regular updates and modifications. As said by Benedict, (2024), unclear work priorities are also another challenge that firms face while developing policies to improve employee work-life balance. This is due to the fact that ongoing digitalisation across the modern business sector has led some employees to work in certain job roles that have multiple responsibilities. With different responsibilities employees often experience stress in work due to which balancing their work life with their personal lives gets hampered. Failing to review the work responsibilities of the employees leads employees to struggle with different responsibilities in a single role. According to Perreault and Power, (2023), the management of companies also fails to maintain the culture of the company and often pushes employees to meet tight deadlines or

targets. Doing this happens to put mental pressure on the employees due to which many workers have faced burnout from work.

Mitigating Strategies to Overcome the Issues of Policy Development

According to Lamane-Harim *et al.*, (2023), organisations should divert focus in designing policies that can improve the mental and physical well-being of the employees. One of the best strategies that can improve the work-life balance of employees is the implementation of a flexible working culture that allows employees to work at their own convenient time. This is one of the most effective strategies that can contribute towards the improvement in the mental and physical well-being of the employees and staff. Flexible working policies help in highly raising the self-esteem of the employees leading to better productivity at work. Along with that, it is also recommended that the management of organisations should reevaluate the company policies and restructure working hours in which breaks at regular intervals are encouraged. Doing this will provide employees with room to grow and develop a creative mindset along with instilling work satisfaction. As suggested by Park *et al.*, (2023), managers should make an attempt to regulate a culture of inclusiveness and diversity which will indirectly contribute towards the upliftment of work morale and employee self-esteem. This will improve the mental well-being of the employees giving them satisfaction at work while enabling them to meet personal commitments as well.

Literature Gap

While performing this literature review the researcher has experienced certain gaps in data collection which might have impacted the accuracy of the results produced by this review. Therefore, in that instance, initially, due to economic limitations, the researcher failed to access paid journals and books for which updated information might have been missed. Thus, it might have marginally hampered the quality of the results produced. Moreover, due to the less prior experience of the researcher in this topic, there are unintentional biases in the data collection process for which the results might have been impacted somehow.

Conclusion

This section has illustrated complete knowledge and academic understanding of work-life balance and its role in the life of an employee through evidencing facts and discussions found in secondary books and journals. In that instance, this literature review has shown that management policies that will improve the work-life balance of the employees will help in increasing the productivity and efficiency of the workforce. Apart from that, this literature review has also shown that reviewing corporate policies and maintaining organisational culture have been some common challenges that organisations face during workplace policy development. Furthermore, the above section also suggested that offering flexible working schedules, maintaining an inclusive work environment and restructuring company policies can help organisations to improve the work-life balance of the workforce.

Chapter Three: Research Methodology

Introduction

This section of the research project will demonstrate acute knowledge of the strategies and tactics that have been employed by the researcher while engaged in this investigation. Therefore, the methodological process refers to the systematic approach used by the researcher that defines the different choices of research that have been implemented giving way to a seamless investigation process. For deriving accurate and high-quality findings the methodology of the research must be properly executed. Hence, the following will explain and justify each step and method that has been considered by the researcher to derive the findings of this project. Moreover, the Saunders onion model will be used for designing a robust methodological process.

Research Design

The design refers to the methodology approach of the research and contains the entire plan of scheme that decides the ways through which the researcher has conducted the project. It is one of the most significant stages of the methodological process that impacts the quality of the results derived from the project (Carter *et al.*, 2023). Implementing the most feasible research design ensures a smooth flow of the research tasks which makes the entire investigation as efficient as possible. Thus, out of all the research designs that have been recommended by the Saunders onion model this research has been performed through the use of the exploratory research design. This design is often qualitative in nature and studies topics that have not been studied in depth. The use of this design has facilitated flexibility in this investigation making the researcher adaptable while forming the results (Flick, 2022).

Research Philosophy

The philosophy of the research defines the philosophical stance of the author while conducting the investigation. It indicates the viewpoints of the researcher while data is being

collected during the investigation (Williamson, 2021). Therefore, the chosen philosophy often has a maximum impact on the quality of the results that are generated from the project. In that instance, the researcher here has adopted the interpretivism philosophy that requires the researcher to consider the viewpoints of other researchers on the pertinent topic. It has required the author to rely on qualitative observations which has increased the scope of this investigation process along with making it flexible (Madden, 2022).

Research Approach

The approach generally defines the collection procedures that the author has followed for collecting, analysing and interpreting data used in this research. It is considered that the approach of the investigation highly depends on the philosophy that has been chosen for the study (Clark *et al.*, 2021). Therefore, the fact that the researcher has used the interpretivism philosophy in this research has needed the author to make use of the inductive approach in this investigation. The application of the inductive approach has required the researcher to rely on the observations made through the interpretivism philosophy and accordingly form new theories that have given way to the findings of this project. One of the main benefits that the researcher has gained while collecting data with the inductive approach has been flexibility (Fellows and Liu, 2021).

Research Strategy

The ways and combination of methods through which the researcher has successfully carried out this investigation and achieved the results is known as the strategy of the research. It is one of the significant stages that decide the accuracy of the results that have been formed from the investigation (Walliman, 2021). In that instance, there are different areas of research strategies including experimental, case study, action research, survey and many others. However, the fact that the researcher has chosen the exploratory research design which is qualitative in nature has called for the use of the case study strategy in this investigation. Using this research strategy requires the researcher to make use of different qualitative secondary sources including research insights, interview guide. Therefore, this has uplifted the scope of this investigation process significantly (Adams and McGuire, 2022).

Data Collection

The data collection is regarded as the most significant stage of the methodological process. The researcher created the interview guide with questions based on the objective questions of research . I have contacted 10 people from different sectors within the organisation via the internal work communication system. I have chosen this method because it is easier to communicate with people from different locations . I had 6 people responding which will help going forwards with my research.

Data Analysis

Having received the 6 responses the data was reviewed to identify similarities and differences between their responses. All the data that have been collected by the researcher needs to be properly analysed with the most appropriate methods that assist in the generation of research results. The researcher has collected secondary qualitative data in this investigation and has required the author to make use of Graphs .

Data Limitations

Gaps in data collection are one of the most significant issues that a researcher faces while engaged in a typical investigation process. Similarly, the researcher of this study has also met certain limitations in data collection that have happened to degrade the quality of the results generated from this research. In that instance, due to certain financial constraints, the researcher was unable to access paid content including articles and journals. Therefore, this has increased the chances that the author has missed out on several updated critical data that could have upgraded the quality of the results even more. Furthermore, the fact that the researcher has entirely relied on the collection of secondary qualitative data through the adherence to the case study strategy has increased the chances that there might have been several unintentional biases in the gathered data.

Data Interpretation and Analysis

All responders understand Work Life balance is the even distribution of your workload and responsibilities in the working environment alongside your personal external time. Failing to manage this balance could lead to and not be limited to stress, lack of energy, decrease in productivity amongst other deficits in regular performance.

They all think it is important to have a work-life balance policy as their hours of operation, fast paced environment and challenging roles require them to utilise a high amount of energy and brain power. They rely on a multitude of people in their business to ensure they deliver a sales number as well as operate their business in a safe and efficient manner. Without the work life balance in this business this could lead to burnout and infringe on their ability to deliver high standards in service safety and other key metrics.

Work life balance is extremely important for all of them and certainly impresses upon their teams. Being strict with their hours of working and managing their diary effectively has allowed them personally to be consistent and clinical in role approach to their role, passing their knowledge and advice the rest of the team ensures that they understand that Travis Perkins as a Plc care about their wellbeing and we understand that the balance is important to maintain high levels of performance .

Work life balance can influence employees and Travis Perkins offer flexible working in a variety of different roles in our business, this is something that was previously unthinkable in the merchandising industry around part time hours to fill a role and separately to manage home life in terms of young families to ensure we keep good people employed without the need for them to seek employment elsewhere. Not only does this feed the narrative of us being an inclusive employer but it also demonstrates our willingness to move with the times. This is a great selling point for employees old and new and in my experience encourages people to want to work for our business as well as going over and above for an employer who cares about the importance of this balance.

With a positive attitude they all think that Travis Perkins as a great place to work for is always evolving its ways of working to cater to its workforce, this makes it a desirable place to work as employees tend to feel a sense of belonging as set out by our core and 'family' values.

They were asked if they would add anything into the work-life balance policies/benefits they said Travis Perkins are very accommodating and will try their best to assist in offering a good work life balance by way of a more flexible working day.

Responders think By having these policies in place they attract more people to their business, in their industry word of mouth is normally how we tend to employ people. It also helps with the retention of quality people, when people feel as though they are part of a bigger plan they tend to feel included and in turn are more likely to build longevity with their business

The benefits Travis Perkins is already offering to its employees, interviewers are saying TP offer a multitude of benefits from wage support to discounts on holidays amongst other fantastic support. there are sharesave schemes designed to help in building a savings pot with preferential buy in rates as well as staff discount on the materials we sell so in my opinion i think there are great benefits to the TP employee.

Travis Perkins is prioritising employees' needs - in most cases yes, Travis have contributed to growth and sustainability of its people in recent times as well as supporting financially in challenging market conditions in the form of an industry leading annual salary increase for all colleagues in 2023.

Ethical Considerations

During performing research, the researcher needs to adhere to certain ethical duties and protocols that contribute to the genuineness of an investigation process. Therefore, to make this investigation an authentic one the researcher of this project has also adhered to certain ethical standards and made some considerations that guaranteed this investigation has been performed in a genuine manner (Fisher *et al.*, 2021). I have asked my responders to be as honest as they can possibly be with their answers. I also explained that I will not share their

names and this information is used only for my Dissertation work. The Ethic form attached in the appendix 3 .

Conclusion

This section of the research project has been extensively used by the researcher to portray all the methods, strategies and tactics that have been interplayed by the researcher for successfully accomplishing the results of the research. In that instance, this methodology indicated that the researcher has employed the exploratory research design along with an interpretivism philosophy in this project. Along with that, the researcher also made use of the inductive approach and relied on the implementation of the case study strategy for collecting data and conducting the investigation on Travis Perkins Plc. This methodology has also shown that the researcher made use of the thematic analysis method to successfully analyse all the gathered qualitative data. Moreover, some of the most notable ethical duties that have been followed during the investigation have also been illustrated in the above section.

Chapter 4. Presentation, analysis, and data discussion

Introduction

This chapter provides an analysis of data that has been gathered from primary and secondary sources for a better understanding of work- life balance policies/benefits in Travis Perkins Plc.. This study aims to gather preliminary data on the importance of work - life balance challenges faced by employees and the effectiveness of policies applied or not. The study's objectives were to analyse and explore the policies related to work-life balance within the organisation .

Summary/Presentation of the Results

The interview was sent to a total of 10 respondents, of whom 6 responded. The interview was mainly focused on gathering the data from different target groups: Branch colleagues, External Sales and different ages , where the following parameters were used;

The interview was conducted through Google forms as it allowed for effective and accessible collection of responses and valuable analysis, and data presentation features that have been used for this research. The results show that 16.7% of respondents are 33 of age , 50% are 34 of age, 16.7% are 52 of age and 16.7% are 54 of age. From a total of 10 respondents, 50% are male, and 40% are female . See Figure 1 and Figure 2 and Figure 3 below:

Participants 6	Roles	Age range	Gender
1	Account Manager	34	F
2	Assistant Branch Manager	34	F
3	Head of Sales	33	M
4	Area Sales Representative	34	F
5	Branch Supervisor	52	M
6	Branch Manager	54	M

Table- Description of the participants and their roles based on questions asked by the interview guide.

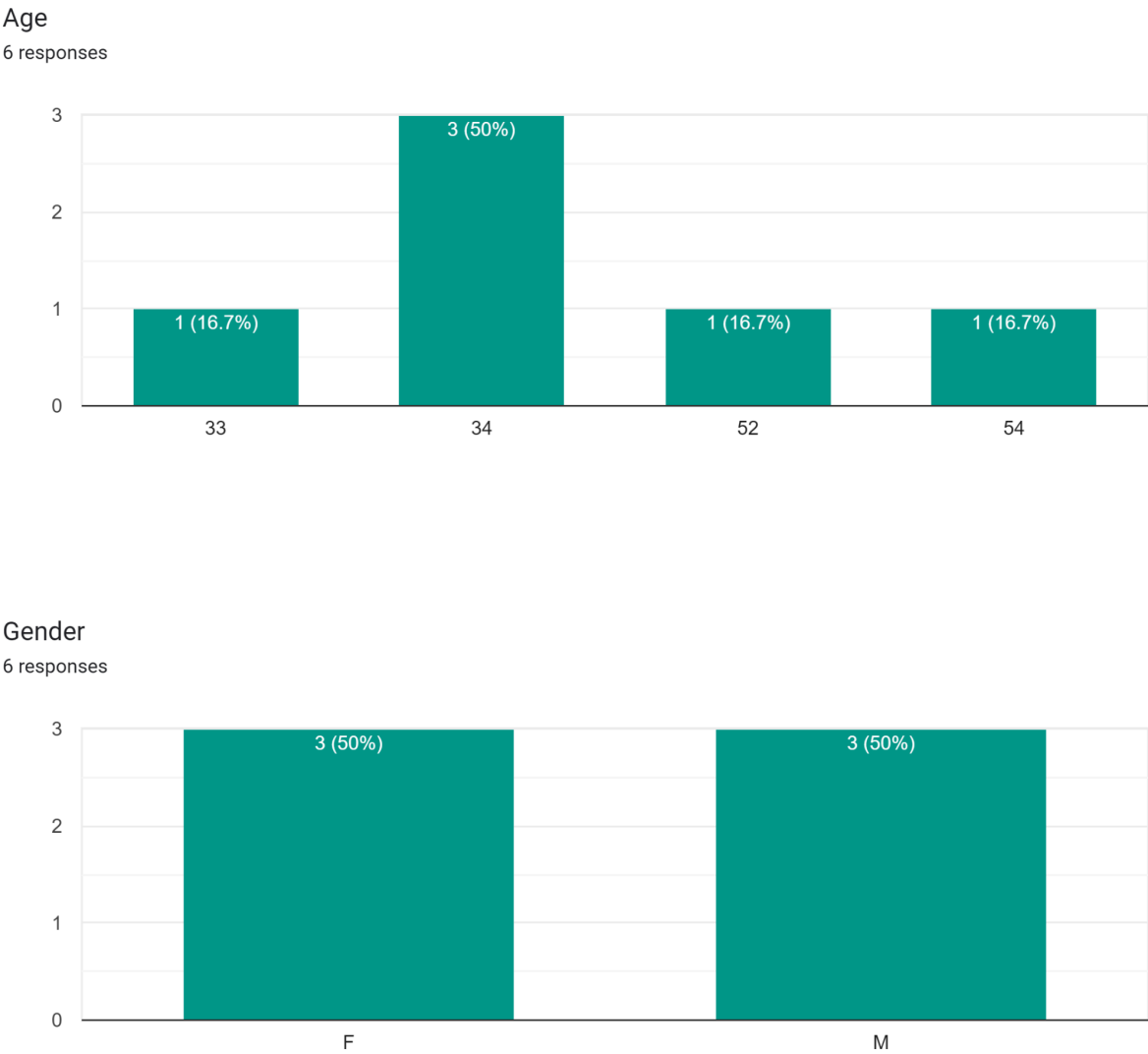


Figure 2,3 : Graph Interview guide

Results Analysis

Objective 1: Impact of Work-Life Balance Policies on Travis Perkins PLC Employees

Enhanced Well-Being: Due to having extra control over their work schedules and duties, personnel report feeling less careworn and having higher usual well-being. People may additionally control their expert and private responsibilities with the assistance of policies like mixed operating hours and remote work alternatives, which will increase job satisfaction and reduce burnout fees.

Enhanced Job Satisfaction: Policies promoting work-lifestyle stability have helped Travis Perkins PLC workers sense greater happiness with their jobs. The agency has shown that it is dedicated to meeting the necessities and goals of humans with distinct lifestyles via imparting picks like task-sharing agreements and reduced workweeks. Workers are extra prompted and devoted to the corporation as a consequence of feeling preferred and supported (Mattarelli et al., 2024).

Enhanced Productivity: Employing work-lifestyle balance regulations has no longer, opposite to popular belief, resulted in lower productivity at Travis Perkins PLC. Conversely, whilst given the liberty to set up their work schedules to meet their unique needs, employees say they experience more drive and concentration. Higher tiers of efficiency and production have been attained with the aid of the enterprise's departments.

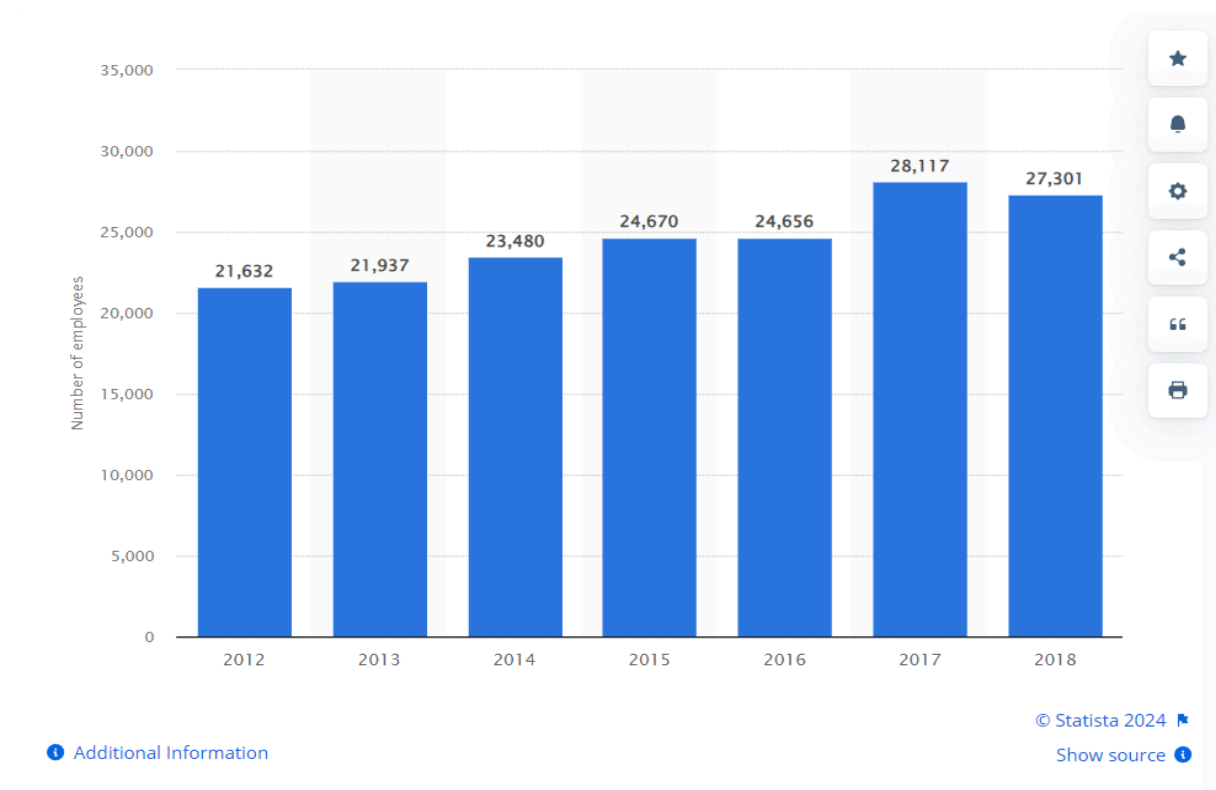
Improved Work-Life Integration: Policies selling work-lifestyles stability have made it viable for personnel contributors to mix their non-public and professional lives effortlessly. People may contend with their families and pursuits without sacrificing their expert duties such as telecommuting or mixing start and end timings. Employees who adopt this all-encompassing approach to work-existence integration feel more fulfilled and happier typically (Sani and Adisa, 2024).

Increased Retention Rates: One of the primary factors contributing to Travis Perkins PLC expanded body of workers' retention rates is the supply of work-existence stability guidelines. When workers are encouraged to strive for excellent stability among their domestic and work

lives, they are much more likely to live with the employer. This ensures stability and continuity in the employer even as also decreasing turnover costs.

Positive Organisational Culture: The adoption of work-life balance suggestions has aided in the improvement of a mix of respectful, and trusting work surroundings. Workers have the freedom to address their assignments in whichever excellent meets their needs, which promotes worker autonomy and admiration for control. Consequently, this fosters an atmosphere at work that is inclusive and encouraging of private and professional development (Evans and Wyatt, 2024).

However, it needs to be mentioned that observing enhanced work-life balance can reduce the production rate of individuals. Sometimes, they are unable to manage their personal and professional lives so productivity can suffer. Additionally, policies favouring certain employee groups over other employees can create resentment within the organisational context. A lack of commitment to employee well-being can harm the overall organisational culture within the competitive business environment.

Graph

Source: (Statista, 2024)

Figure: Number of people employed by Travis Perkins from 2012 to 2018

Analysis

The employment numbers at Travis Perkins are proven in these statistics between 2012 and 2018. During this time, Travis Perkins hired more people each year in common, apart from small reductions in 2016 and 2018. Compared to the peak employment year of 2017, the enterprise hired 27,301 people in 2018, a reduction of 816.

Objective 2: Challenges Encountered in Implementing Work-Life Balance Policies

Resistance from Traditional Work Culture: Employee competition from traditional work cultures is one of the most important problems Travis Perkins PLC is coping with. These

people are used to conventional work arrangements. Some people should see flexible work preparations as an exception to the rule of thumb or with suspicion, concerned approximately how they could affect assignment allocation fairness or productivity.

Managerial Resistance and Lack of Support: Managerial resistance or scepticism about work-existence balance programmes is another predominant obstacle. Adjusting to new management philosophies that favour autonomy and versatility may be tough for managers, which might result in uneven utility of the law or a lack of help for staff participants who want to apply those rules (Puspitasari et al., 2024).

Resource Constraints: Setting apart a budget for infrastructure, aid structures, and training is vital for the implementation of successful work-life balance regulations. The effective execution and lengthy-term viability of those techniques, however, can be hampered by means of Travis Perkins PLC failure to spend sufficient in positive areas due to monetary limitations or conflicting objectives.

Cultural Barriers: Adopting work-life balance rules can be difficult because of Travis Perkins PLC organisational tradition. Employees can also experience strain to satisfy expectancies in work cultures that place a high emphasis on lengthy work hours or presenteeism. This might also make it challenging to simply accept opportunity work arrangements without fear of stigma or career effects.

Problems with Communication and Transparency: Employees accept as true and engagement may be weakened by insufficient or opaque motives of the cause, reach, and accessibility of labour-existence balance rules. The efficacy of the programmes is probably endangered if employees are ignorant of their rights or do not know the way to use those benefits (Astuti et al., 2024).

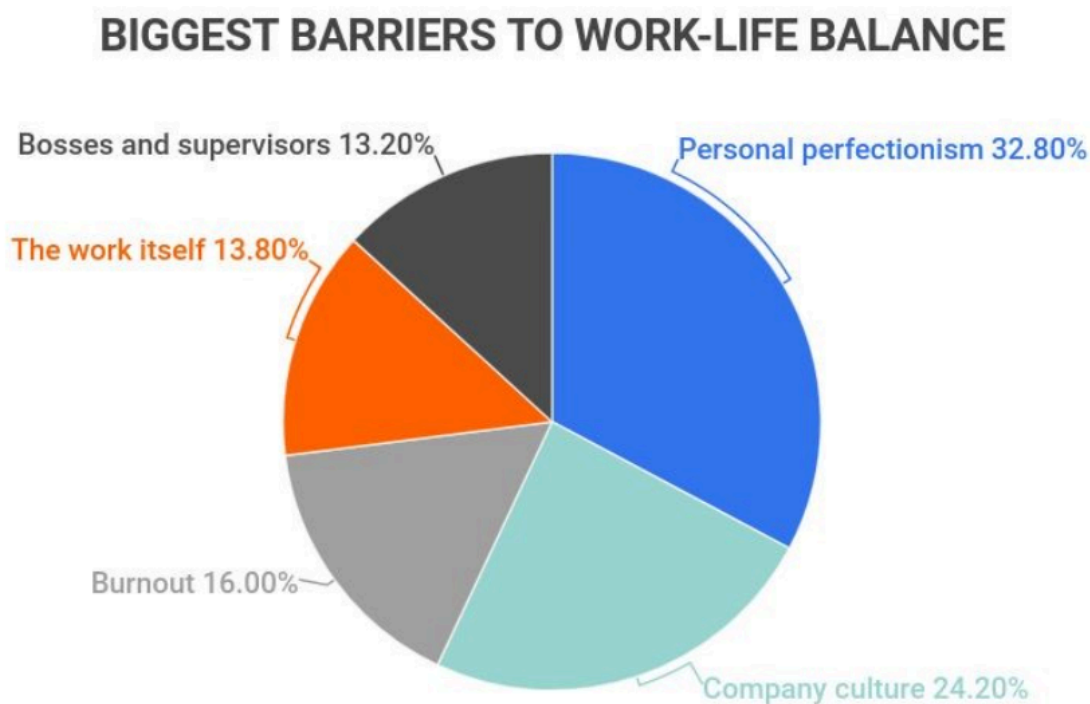
Technology Barriers: The powerful adoption of far-off work or flexible scheduling rules may be hampered by inadequate technology infrastructure or low digital literacy among people. When running out of doors of usual office environments, employees ought to find it hard to

perform their responsibilities without getting entry to reliable generation and sufficient training.

Legal and Regulatory Compliance: Another issue facing Travis Perkins PLC is adhering to prison and regulatory guidelines around additional time, work hours, and employee rights. Careful navigation and ongoing oversight are essential to ensure that work-existence stability guidelines fulfil employee requirements whilst adhering to labour legal guidelines and enterprise standards (Syal et al., 2024).

Traditional Stakeholder Resistance: The implementation of work-life stability regulations may also face competition from external stakeholders, like investors, customers, or commercial enterprise partners, mainly if they agree that it will negatively affect profitability or provide pleasure. Effective conversation and the alignment of organisational beliefs with the interests of large stakeholders are essential to achievement over those outside impediments.

Chart



Source: (McCain, 2024)

Figure: Balance their work and personal commitments

Analysis

A great 60% of the body of workers deems their work-life stability to be suited. This shows that most Travis Perkins personnel agree that they are able to stabilise the demands of their job responsibilities with their non-public lives quite nicely. Burnout is still a common problem, however, with 77% of employees pronouncing they had skilled it at least once in their present function. This indicates that even though many people may also agree that they have a healthy work-life stability, fatigue and overload may nevertheless arise from workload and stress ranges. A substantial majority of workers rank work-existence balance as their top precedence when comparing variables that influence their preference of profession. When assessing professional options, a startling 72% of people say that retaining stability between work and domestic lifestyles is vital. Furthermore, the majority of process searchers (57%) claim that a deficiency in work-life stability might be a finding factor in turning down a process. This emphasises how crucial work-lifestyles balance policies and practices are to drawing and preserving expertise in the cutthroat labour marketplace of nowadays. Although they offer flexibility, faraway work preparations could make it difficult to set up work-lifestyles limitations. Compared to onsite people, information displays that 43% of extra faraway workers spent more time at work than the everyday 40-hour workweek. This shows that while running remotely can be greater bendy in terms of region and time, it is able to additionally make it more difficult to differentiate between work and private existence, which might result in longer workdays and even burnout.

Objective 3: Strategies to Overcome Implementation Challenges and Enhance Policy Effectiveness

Cultural Transformation: Encourage an alternate in Travis Perkins PLC subculture that places better precedence on worker well-being and work-life balance. This entails cultivating a climate of adaptability, self-assurance, and deference to non-public picks and needs. It is

vital for leaders to actively support work-life balance programmes and set an instance for others to observe, showcasing their dedication to allowing quite a few work schedules.

Managerial Support and Training: Give managers all the assistance and schooling they need to control and execute work-lifestyles stability guidelines. Give managers the gear and assets they need to assist their humans strike piece-existence stability at the same time as upholding performance and productiveness necessities. In order to resolve troubles and guarantee responsibility, managers and the workforce must sell open communiques and common remarks.

Resource Allocation: Provide enough funding and technology infrastructure, among other sources, to enable the effective execution of labour-lifestyles stability programmes. Make certain that personnel participants have access to the tools, resources, and structures that they want to enable mixed scheduling, effective work, and other sorts of alternate work preparations. Make worker development and well-being investments a top precedence as important elements of the enterprise's strategic targets (Kahpi et al., 2024).

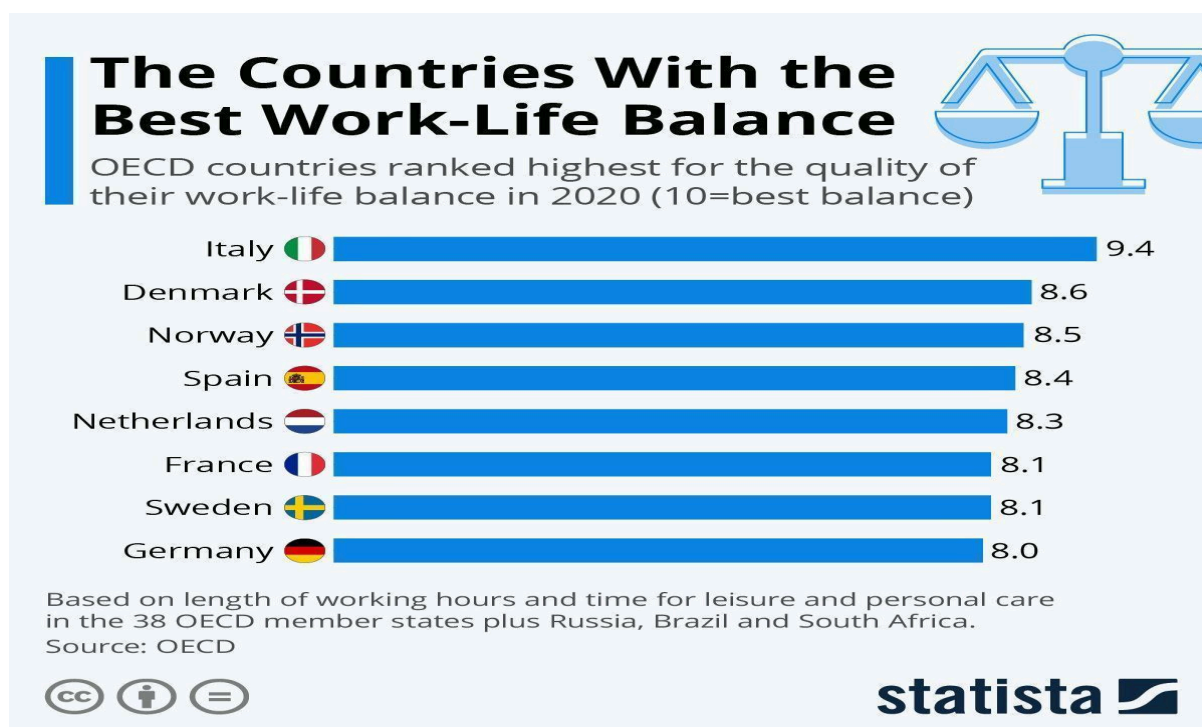
Communication and Transparency: Enhance communication and openness approximately work-existence stability policies, inclusive of their availability, intention, and use requirements. Disseminate data on work-existence balance efforts on a normal basis the usage of a whole lot of media, along with intranet structures, newsletters, conferences with the complete company, and conversations among managers and personnel. Ask for input from workforce individuals to become aware of hassle regions and take proactive measures to resolve them.

Technological Enablement: Make investments in technological solutions that offer flexible scheduling, clean work, and teamwork among dispersed groups. Employees must get help and schooling to hold records protection and privacy compliance at the same time as making the most appropriate use of technology. Investigate current sources and systems that support healthy work environments even enhancing productiveness, work-lifestyles integration, and communication (Anastasopoulou et al., 2024).

Legal Compliance and Risk Management: Ensure that each applicable labour legal guideline, rules, and enterprise standards on extra time, work schedules, and employee rights are accompanied. Regularly become aware of and examine any possible prison or compliance problems associated with work-life balance rules. Seek advice from prison specialists and enterprise professionals to remain up to date on new trends and legislation which can affect place of job tactics.

Engagement and Alignment with Stakeholders: In order to get assistance and alignment for work-existence stability initiatives, interact with external stakeholders which include investors, customers, and industry companions. Emphasise the commercial blessings of fostering personnel productivity and well being, together with multiplied consumer delight, much less attrition, and higher morale. In order to obtain common goals touching on work-existence stability and environmentally pleasant company practices, look for possibilities for cooperation and partnership with like-minded organisations (Pitcher et al., 2024).

Continuous Assessment and Improvement: Provide methods for persevering with assessment and persistent improvement of labour-lifestyles balance practices and guidelines. Utilise consciousness corporations, questionnaires, and overall performance critiques to get input from managers, teams of workers participants, and different stakeholders. In order to maximise the achievement of work-existence balance programmes through the years, degree development, pinpoint regions of power and weak points, and make records-pushed picks the use of statistics analytics and KPIs.

Chart

Source: (Buchholz, 2024)

Figure: The Countries With the Best Work-Life Balance

Analysis

According to recent facts from the Organisation for Economic Co-operation and Development (OECD), Italy is the country with exceptional work-lifestyle stability, with its residents experiencing the least traumatic work-existence stability. The amount of time humans spend at work and on enjoyable activities, together with the frequency of prolonged workdays, are essential elements that determine an amazing work-lifestyle stability. Prolonged work hours can also have negative consequences on personal fitness, protection, and strain degrees, in keeping with the Better Life Index writers. According to the file, operating Italians have greater loose time for personal pastimes and pursuits than those in other nations. Just 3% of workers in Italy say they installed 50 hours or extra every week or more of extremely lengthy hours. On the other hand, 10.4% of American employees are

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categorised as working very lengthy hours. Analysing work-life balance across different countries can indeed provide valuable insights for companies like Travis Perkins Plc to improve their culture. Factors such flexible working hours, parental leave policies, and overall societal attitudes toward work play crucial roles.

Conclusion

To summarise, this chapter presented, analysed, and discussed data gathered on Work - Life Balance from the employee's perspective, challenges faced by the organisation and the effectiveness of strategies applied. Overall, the findings suggest that Travis Perkins could benefit from reviewing the policies/benefits in black and white across all sectors within the organisation and make work flexibility for everybody not necessary depending only on the line managers and only in some roles. Overall Travis Perkins is a good company to work for but it is definitely noticeable that they are prioritising their profits and market gains before everything else.

Chapter Five: Conclusion & Recommendations

Introduction

This section of the research project will focus on summarising the results that have been acquired through this investigation process. In that instance, the key findings of this research will be discussed along with the future scope of this research. Furthermore, the researcher will also highlight some viable recommendations that can provide Travis Perkins Plc with effective strategies to improve employee work-life balance within the organisational environment.

Key Findings

Key findings that have been derived from this project indicate that work-life balance is a critical factor that contributes to the professional growth of the employees at Travis Perkins Plc. As per the first objective of this research, the researcher found out that developing management policies to improve the work-life balance of the employees can have a significant impact on the organisation. Key findings show that improving the well-being of the employees can highly increase the productivity of the staff. It facilitates time management skills within the employees which aids them to deliver high-quality work as per company standards along with meeting personal commitments. Along with that, this research also showed that upgrading the work-life balance of the employees can drive their motivation level and make them more engaged with their respective work which will lead to reduced rate of absenteeism. The research also indicated that improving the work-life balance can reduce work stress and make them feel more valued within the workplace which is highly needed to achieve loyalty from the workforce. Besides, this research also answered the second objective of this investigation which indicated that company culture, lack of autonomy and control at work and overutilization of long work hours are some of the challenges that the management of the company faces while developing employee management policies. Moreover, the findings of the third objective of this research indicated that developing a flexible working

culture along with maintaining a diverse and inclusive work culture can help the company overcome the issues of employee management policy development.

Future Scope

The successful completion of this research will help the management of companies to understand the different benefits that companies can gain by focusing on policies to improve employee well-being. Apart from that, the management of modern businesses will also be aware of common challenges that hinder the process of employee policy development. Moreover, this research will also inform managing bodies of organisations to use different techniques that can substantially improve employee work-life balance through effective policies.

Recommendations

Upon successful evaluation of the findings of this project, the researcher has come up with some effective strategies that can help the management to improve people management policies and promote employee well-being.

Offering Flexible and Remote Working: It is highly recommended to the management of Travis Perkins Plc that they should develop policies to support employees flexible and remote working schedules. Research shows that 81% of employees value flexible working. Doing this will help the employees to self-manage their time and stay motivated while working (Anderson and Kelliher, 2020). It will also enable the employees of the organisation to work remotely without the need to visit the workplace physically (Leyshon, 2023). Along with that, remote and flexible working culture will also make the staff feel valued at work which is highly needed to gain loyalty from the workforce.

Regular Review of Workloads: It is highly advised to the management of Travis Perkins Plc to review the allocation of duties that is bestowed on each employee of the organisation. It is also recommended that the managers should conduct weekly meetings with the staff and collect their feedback regarding workloads or work-related stress. Regularly reviewing the workloads and even the distribution of tasks among the employees will help in averting

internal conflicts within the workplace (Leyshon, 2023). Moreover, it will also maintain the work-life balance of the employees associated with Travis Perkins Plc.

Summary

This research project has been initiated by the researcher to study the various benefits that Travis Perkins Plc can gain by designing and applying effective people management policies to improve employee work-life balance. In that instance, the researcher initially set the objectives and questions of this investigation. This has been followed by a short literature review that has critically reviewed arguments and discussions regarding work-life balance in past studies. Along with that, the researcher also constructed a methodology in which implementation of the exploratory design along with an interpretivism philosophy has been indicated. Moreover, the researcher has followed a thematic analysis method and has showcased the findings of this project within the findings and analysis section.

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Appendix 1

Participant information

Participant Information Sheet



PRIFYSGOL CYMRU
Y Drindod Dewi Sant
UNIVERSITY OF WALES
Trinity Saint David

	Rhif Adnabod Cyfranogwr: Participant Identification Number:	1
FFURFLEN GANIATÂD CYFRANOGIAD SAMPLE PARTICIPANT INFORMATION SHEET		
A Case Study of Travis Perkins Plc Exploring the Benefits of Work-Life Balance Policies for Employees		

Dear Sir/Madam,

My name is Luiza Lisac and I am a university student in the School of Business, Finance and Management (London Campus), Faculty of Business and Management in University of Wales Trinity Saint David, United Kingdom. At present, I am conducting research on... A Case Study of Travis Perkins Plc . The purpose of this research is Exploring the Benefits of Work-Life Balance Policies for Employees .

I would like to invite you to participate in my research project by answering the attached short questions developed by the researchers. Those questions will assess your opinions, experiences, knowledge, suggestions and views. Through your participation in the interviews, I hope to ascertain my research purpose to get the best opinion from you. I believe your opinion will be extremely helpful to me to carry out this research.

All questions will be kept strictly confidential to the researchers involved and at **NO** time individual questions will be released to the general public. This gives you a chance to express your views on your programme in a confidential and anonymous forum and still be able to make a difference. Your participation in this study is completely voluntary so you can withdraw from the questionnaire at any stage.

Please note, the questionnaire should take no more than 30 minutes to complete but however, there is no time constraint. There are also no right or wrong answers. Attached to this letter along with the questionnaire there is a consent form where you will better understand researchers intention As this is a new project, your feedback is also important to me and I would be much obliged if you could also complete the feedback sheet along with the questionnaire. I understand that your time is at a premium, but your opinions are very valuable to me.

After careful and precise analysis of the data obtained from these questionnaires/interviews, I will be happy to provide you with a copy of the findings at your request. The results of this questionnaire will hopefully enhance my understanding of current level of knowledge and future findings. The results of the research will be given to the Director of Studies, Supervisor, University and British Library.

I thank you in advance for your time and participation. If any questions do arise, feel free to contact me at your convenience.

NAME & ADDRESS OF RESEARCHER

University of Wales Trinity Saint David (London Campus)

Winchester House

11 Cranmer Road

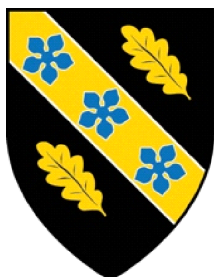
London – SW9 6EJ

Tel: +442075667600

Email: info.london@tsd.ac.uk

londonstudentservice@tsd.ac.uk

Participant Information Sheet



PRIFYSGOL CYMRU
Y Drindod Dewi Sant
UNIVERSITY OF WALES
Trinity Saint David

	Rhif Adnabod Cyfranogwr: Participant Identification Number:	2
FFURFLEN GANIATÂD CYFRANOGIAD SAMPLE PARTICIPANT INFORMATION SHEET		
A Case Study of Travis Perkins Plc Exploring the Benefits of Work-Life Balance Policies for Employees		

Dear Sir/Madam,

My name is Luiza Lisac and I am a university student in the School of Business, Finance and Management (London Campus), Faculty of Business and Management in University of Wales Trinity Saint David, United Kingdom. At present, I am conducting research on... A Case Study of Travis Perkins Plc . The purpose of this research is Exploring the Benefits of Work-Life Balance Policies for Employees .

I would like to invite you to participate in my research project by answering the attached short questions developed by the researchers. Those questions will assess your opinions, experiences, knowledge, suggestions and views. Through your participation in the interviews, I hope to ascertain my research purpose to get the best opinion from you. I believe your opinion will be extremely helpful to me to carry out this research.

All questions will be kept strictly confidential to the researchers involved and at **NO** time individual questions will be released to the general public. This gives you a chance to express your views on your programme in a confidential and anonymous forum and still be able to make a difference. Your

Page 43 of 67

participation in this study is completely voluntary so you can withdraw from the questionnaire at any stage.

Please note, the questionnaire should take no more than 30 minutes to complete but however, there is no time constraint. There are also no right or wrong answers. Attached to this letter along with the questionnaire there is a consent form where you will better understand researchers intention As this is a new project, your feedback is also important to me and I would be much obliged if you could also complete the feedback sheet along with the questionnaire. I understand that your time is at a premium, but your opinions are very valuable to me.

After careful and precise analysis of the data obtained from these questionnaires/interviews, I will be happy to provide you with a copy of the findings at your request. The results of this questionnaire will hopefully enhance my understanding of current level of knowledge and future findings. The results of the research will be given to the Director of Studies, Supervisor, University and British Library.

I thank you in advance for your time and participation. If any questions do arise, feel free to contact me at your convenience.

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Appendix 2

Participation Consent Form

Participation Consent Form



PRIFYSGOL CYMRU
Y Drindod Dewi Sant
 UNIVERSITY OF WALES
Trinity Saint David

	Rhif Adnabod Cyfranogwr: Participant Identification Number:	1
FFURFLEN GANIATÂD CYFRANOIAD PARTICIPATION CONSENT FORM		
Teitl Y Prosiect: / Project Title: A Case Study of Travis Perkins Plc Exploring the Benefits of Work-Life Balance Policies for Employees		
Enw'r Ymchwilydd / Name of Researcher: Luiza Lisac		

1	I confirm that I have read and understand the information sheet dated ____28/02/2024____ for the above study. I have had the opportunity to consider the information, ask questions and have had these answered satisfactorily.	yes
2	I understand that my participation is voluntary and that I am free to withdraw at any time, without giving any reason.	yes
3	I understand that any information given by me may be used in future reports, articles or presentations by the research team.	yes

4	I understand that my name will not appear in any reports, articles or presentations.	yes
5	I agree to take part in the above study.	yes
Name of Participant	George Brandon	Signature GB
Researcher	Luiza Lisac	Signature LL

You may decline to participate in this study. You may end your participation in this study at any time. If you decide to remain anonymous, maintaining your anonymity will be a priority and every practical precaution will be taken to disguise your identity. If you prefer anonymity, there will not be any identifying information on audiotapes or transcripts of this or any interview. No one will hear any audiotapes or see any transcripts without your prior consent. All materials generated from this or any interview will remain confidential.

When completed please return in the envelope provided. One copy will be given to you and the original to be kept on the file of the research team at:

NAME & ADDRESS OF RESEARCHER

University of Wales Trinity Saint David (London Campus)

Winchester House

11 Cranmer Road

London – SW9 6EJ

Tel: +442075667600

Email: info.london@uwtsd.ac.uk

— londonstudentservice@uwtsd.ac.uk

A Case Study of Travis Perkins Plc
Assignment Title – Dissertation

Work-Life Balance Interview

Participant : George, Gender M, Age 52
Position : Branch Supervisor
Location : via Email
Date : 28/02/2024

1. To examine the impact of work-life balance policies on employees of Travis

Perkins Plc

a) How do you understand Work-Life Balance

Answer : You don't live to work. You work to live. And you should make and spend your spare time making the most of life.

b) Do you think it is important to have a work-life balance policy at Travis Perkins Plc?

Answer : I don't believe Travis Perkins has a policy. I believe this is something that you have to do for yourself.

c) Does it work, is it beneficial for you ?

Answer : Making time for myself is extremely important and yes very beneficial.

2. Work-life balance policies can influence employees.

a) How can work-life balance policies influence employees?

Answer :A good work life balance stops you from getting stressed and believing you are just there to earn a wage and not have a home life.

- b) Is Travis Perkins a good place to work because of the work-life balance policies/benefits ?

Answer :

- c) Would you change or add anything into the work-life balance policies/benefits ?

Answer : Travis Perkins are very accommodating and will try their best to assist in offering a good work life balance by way of a more flexible working day.

3. To analyse the challenges faced by the organisation while implementing such policies

- a) What is the benefit for Travis Perkins implementing these policies/benefits?

Answer A more diversified and healthy workforce.

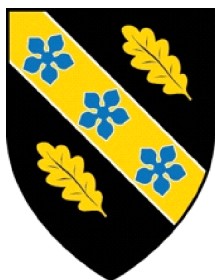
- b) What are the benefits Travis Perkins is offering for its employees ?

Answer :A more flexible working week that fits more around the family.

- c) Do you feel that Travis Perkins is prioritising employees' needs ?

Answer : More and More each year.

Participation Consent Form



PRIFYSGOL CYMRU
Y Drindod Dewi Sant
 UNIVERSITY OF WALES
Trinity Saint David

	Rhif Adnabod Cyfranogwr: Participant Identification Number:	2
FFURFLEN GANIATÂD CYFRANOIAD PARTICIPATION CONSENT FORM		
Teitl Y Prosiect: / Project Title: A Case Study of Travis Perkins Plc Exploring the Benefits of Work-Life Balance Policies for Employees		
Enw'r Ymchwilydd / Name of Researcher: Luiza Lisac		

1	I confirm that I have read and understand the information sheet dated ___06/03/2024___ for the above study. I have had the opportunity to consider the information, ask questions and have had these answered satisfactorily.	yes
2	I understand that my participation is voluntary and that I am free to withdraw at any time, without giving any reason.	yes
3	I understand that any information given by me may be used in future reports, articles or presentations by the research team.	yes

4	I understand that my name will not appear in any reports, articles or presentations.	yes
5	I agree to take part in the above study.	yes
Name of Participant	Corrine Coazel	Signature CC
Researcher	Luiza Lisac	Signature LL

You may decline to participate in this study. You may end your participation in this study at any time. If you decide to remain anonymous, maintaining your anonymity will be a priority and every practical precaution will be taken to disguise your identity. If you prefer anonymity, there will not be any identifying information on audiotapes or transcripts of this or any interview. No one will hear any audiotapes or see any transcripts without your prior consent. All materials generated from this or any interview will remain confidential.

When completed please return in the envelope provided. One copy will be given to you and the original to be kept on the file of the research team at:

NAME & ADDRESS OF RESEARCHER

University of Wales Trinity Saint David (London Campus)

Winchester House

11 Cranmer Road

London – SW9 6EJ

Tel: +442075667600

Email: info.london@uwtsd.ac.uk

—: londonstudentservice@uwtsd.ac.uk

A Case Study of Travis Perkins Plc
Assignment Title – Dissertation

Work-Life Balance Interview Guide

Participant : Corrine, Gender F Age 34
Position : Assistant Branch Manager
Location : via Email
Date : 06/03/2024

1. To examine the impact of work-life balance policies on employees of Travis Perkins Plc

a) How do you understand Work-Life Balance

Answer : Work-life balance is typically defined as the amount of time you spend doing your job versus the amount of time you spend doing what's important to you outside of work, whether that is with loved ones or pursuing personal interests and hobbies

b) Do you think it is important to have a work-life balance policy at Travis Perkins Plc?

Answer : Yes

c) Does it work, is it beneficial for you ?

Answer : Yes

2. Work-life balance policies can influence employees.

a) How can work-life balance policies influence employees?

Answer : It's how an employee manages their professional and personal responsibilities so

that they do a good job, and have enough rest and leisure time to recharge. A healthy employee work life balance also drives engagement, productivity, and retention

b) Is Travis Perkins a good place to work because of the work-life balance policies/benefits ?

Answer :Not in regards to work-life balance. 5 days a week 07:30-17:00 and every other Saturday 08:00-1200.

c) Would you change or add anything into the work-life balance policies/benefits ?

Answer : Yes, more time at home

3. To analyse the challenges faced by the organisation while implementing such policies

a) What is the benefit for Travis Perkins implementing these policies/benefits? Answer

Happier staff, staff will be more driven.

b) What are the benefits Travis Perkins is offering for its employees ?

Answer : My perks, discounts and vouchers on various things. Colleague discounts and schemes

c) Do you feel that Travis Perkins is prioritising employees' needs ?

Answer : No

Appendix 3

Ethics Form

APPLICATION FOR ETHICAL APPROVAL

In order for research to result in benefit and minimise risk of harm, it must be conducted ethically. A researcher may not be covered by the University's insurance if ethical approval has not been obtained prior to commencement.

The University follows the OECD Frascati manual definition of **research activity**: “creative work undertaken on a systematic basis in order to increase the stock of knowledge, including knowledge of man, culture and society, and the use of this stock of knowledge to devise new applications”. As such this covers activities undertaken by members of staff, postgraduate research students, and both taught postgraduate and undergraduate students working on dissertations/projects.

The individual undertaking the research activity is known as the “principal researcher”.

Ethical approval is not required for routine audits, performance reviews, quality assurance studies, testing within normal educational requirements, and literary or artistic criticism.

Please read the notes for guidance before completing ALL sections of the form.

This form must be completed and approved prior to undertaking any research activity. Please see Checklist for details of process for different categories of application.

SECTION A: About You (Principal Researcher)

1	Full Name:	Luiza Lisac			
2	Tick all boxes that apply:	Member of staff:	☐	Honorary research fellow:	☒
	Undergraduate Student ✓	Taught Postgraduate Student	Postgraduate Research Student		
3	Institute/Academic Discipline/Centre:	University of Wales Trinity Saint David (London Campus) Bachelor of Arts, Business Management (BABMGSH-LI) London Campus			
4	Campus:	London Campus			
5	E-mail address:	2030081@student.uwtsd.ac.uk			
6	Contact Telephone Number:	07568 317257			

For students:		
7	Student Number:	2030081
8	Programme of Study:	Bachelor of Arts, Business Management FULL TIME
9	Director of Studies/Supervisor:	Dr Anupam Mazumda / Dr Dudley Ofori

SECTION B: Approval for Research Activity

1	Has the research activity received approval in principle? (please check the Guidance Notes as to the appropriate approval process for different levels of research by different categories of individual)	YES ✓	NO	
				Date
2	If Yes, please indicate source of approval (and date where known): Approval in principle must be obtained from the relevant source prior to seeking ethical approval	Research Degrees Committee	✓	
		Institute Research Committee	✓	
		Other (write in)		

SECTION C: Internal and External Ethical Guidance Materials

	Please list the core ethical guidance documents that have been referred to during the completion of this form (including any discipline-specific codes of research ethics, location-specific codes of research ethics, and also any specific ethical guidance relating to the proposed methodology). Please tick to confirm that your research proposal adheres to these codes and guidelines. You may add rows to this table if needed.		
1	UWTSD Research Ethi HYPERLINK "file:///C:/Users/c.lohmann-hancock/AppData/Local/Microsoft/Windows/INetCache/REICoP-17-20-v3-Final.pdf"cs HYPERLINK "file:///C:/Users/c.lohmann-hancock/AppData/Local/Microsoft/Windows/INetCache/REICoP-17-20-v3-Final.pdf"& HYPERLINK "file:///C:/Users/c.lohmann-hancock/AppData/Local/Microsoft/Windows/INetCache/REICoP-17-20-v3-Final.pdf" Integrity Code of Practice		
2	UWTSD Research Data Management Policy		✓
3	<i>[List any other relevant documents here]</i>		

SECTION D: External Collaborative Research Activity N/A

If there are external collaborators then you should gain consent from the contact persons to share their personal data with the university. If there are no external collaborators then leave this section blank and continue to section E.

1	Institution				
2	Contact person name				
3	Contact person e-mail address				
4	Is your research externally funded?	YES		NO	
5	Are you in receipt of a KESS scholarship?	YES		NO	
6	Are you specifically employed to undertake this research in either a paid or voluntary capacity?	Voluntary	YES		NO
7		Employed	YES		NO
8	Is the research being undertaken within an existing UWTSD Athrofa Professional Learning Partnership (APLP)?	If YES then the permission question below does not need to be answered.	YES		NO
9	Has permission to undertake the research has been provided by the partner organisation?	(If YES attach copy) If NO the application cannot continue	YES		NO

Where research activity is carried out in collaboration with an external organisation

10	Does this organisation have its own ethics approval system?	YES		NO	
	If Yes, please attach a copy of any final approval (or interim approval) from the organisation (this may be a copy of an email if appropriate).				

SECTION E: Details of Research Activity

1	Indicative title:	Exploring the Benefits of Work-Life Balance Policies for Employees		
2	Proposed start date:	01/11/2023	Proposed end date:	22/04/24

	Introduction to the Research (maximum 300 words per section) Ensure that you write for a <u>Non-Specialist Audience</u> when outlining your response to the points below: <i>Purpose of Research Activity</i> <i>Proposed Research Question</i> <i>Aims of Research Activity</i> <i>Objectives of Research Activity</i> Demonstrate, briefly, how Existing Research has informed the proposed activity and explain <i>What the research activity will add to the body of knowledge</i> <i>How it addresses an area of importance.</i>
3	Purpose of Research Activity Exploring the Benefits of Work-Life Balance Policies for Employees (this box should expand as you type)
4	Research Question 1. How can work-life balance policies influence employees? 2. What are the advantages and disadvantages of implementing work-life balance policies within an organisation? (this box should expand as you type)
5	Aims of Research Activity This research aims to explore the policies related to work-life balance within the organisation named Travis Perkins Plc. (this box should expand as you type)
6	Objectives of Research Activity 1. To examine the impact of work-life balance policies on employees of Travis Perkins Plc. 2. To analyse the challenges faced by the organisation while implementing such policies. 3. To offer mitigating strategies which can help in resolving the issues. (this box should expand as you type)
	Proposed methods (maximum 600 words) Provide a brief summary of all the methods that may be used in the research activity, making it clear what specific techniques may be used. If methods other than those listed in this section are deemed appropriate later, additional ethical approval for those methods will be needed. You do not need to justify the methods here, but should instead describe how you intend to collect the data necessary for you to complete your project.
7	



	The research project will demonstrate acute knowledge of the strategies and tactics that have been employed by the researcher while engaged in this investigation. Therefore, the methodological process refers to the systematic approach used by the researcher that defines the different choices of research that have been implemented giving way to a seamless investigation process. For deriving accurate and high-quality findings the methodology of the research must be properly executed. Hence, the following will explain and justify each step and method that has been considered by the researcher to derive the findings of this project. The researcher has collected secondary qualitative data in this investigation and has required the author to make use of Graphs . <i>(this box should expand as you type)</i>
	Location of research activity Identify all locations where research activity will take place.
8	Online via the internal work communication system. <i>(this box should expand as you type)</i>
	Research activity outside of the UK If research activity will take place overseas, you are responsible for ensuring that local ethical considerations are complied with and that the relevant permissions are sought. Specify any local guidelines (e.g. from local professional associations/learned societies/universities) that exist and whether these involve any ethical stipulations beyond those usual in the UK (provide details of any licenses or permissions required). Also specify whether there are any specific ethical issues raised by the local context in which the research activity is taking place, for example, particular cultural and/or legal sensitivities or vulnerabilities of participants. If you live in the country where you will do the research then please state this.
9	N/A <i>(this box should expand as you type)</i>

10	Use of documentation not in the public domain: Are any documents NOT publicly available?	NO	✓
		YES	
11	If Yes, please provide details here of how you will gain access to specific documentation that is not in the public domain and that this is in accordance with the current data protection law of the country in question and that of England and Wales. <i>(this box should expand as you type)</i>		

	Does your research relate to one or more of the seven aims of the Well-being of Future Generations (Wales) Act 2015?	YES	NO
12	A prosperous Wales		✓

13	A resilient Wales		✓
14	A healthier Wales		✓
15	A more equal Wales		✓
16	A Wales of cohesive communities		✓
17	A Wales of vibrant culture and thriving Welsh language		✓
18	A globally responsible Wales		✓
19	If YES to any of the above, please give details:		
	(this box should expand as you type)		

SECTION F: Scope of Research Activity

	Will the research activity include:	YES	NO
1	Use of a questionnaire or similar research instrument?		✓
2	Use of interviews?	✓	
3	Use of focus groups?		✓
4	Use of participant diaries?		✓
5	Use of video or audio recording?		✓
6	Use of computer-generated log files?	✓	
7	Participant observation with their knowledge?	✓	
8	Participant observation without their knowledge?		✓
9	Access to personal or confidential information without the participants' specific consent?		✓
10	Administration of any questions, test stimuli, presentation that may be experienced as physically, mentally or emotionally harmful / offensive?		✓
11	Performance of any acts which may cause embarrassment or affect self-esteem?		✓

12	Investigation of participants involved in illegal activities?		✓
13	Use of procedures that involve deception?		✓
14	Administration of any substance, agent or placebo?		✓
15	Working with live vertebrate animals?		✓
16	Procedures that may have a negative impact on the environment?		✓
17	Other primary data collection methods. Please indicate the type of data collection method(s) below.		✓
	Details of any other primary data collection method: (this box should expand as you type)		

If NO to every question, then the research activity is (ethically) low risk and **may** be exempt from **some** of the following sections (please refer to Guidance Notes).

If YES to any question, then no research activity should be undertaken until full ethical approval has been obtained.

SECTION G: Intended Participants

If there are no participants then do not complete this section, but go directly to section H.

	Who are the intended participants:	YES	NO
1	Students or staff at the University?		✓
2	Adults (over the age of 18 and competent to give consent)?	✓	
3	Vulnerable adults?		✓
4	Children and Young People under the age of 18? (Consent from Parent, Carer or Guardian will be required)		✓
5	Prisoners?		✓
6	Young offenders?		✓
7	Those who could be considered to have a particularly dependent relationship with the investigator or a gatekeeper?		✓
8	People engaged in illegal activities?		✓
9	Others. Please indicate the participants below, and specifically any group who may be unable to give consent.		✓

	Details of any other participant groups:		
	(this box should expand as you type)		

	Participant numbers and source Provide an estimate of the expected number of participants. How will you identify participants and how will they be recruited?		
10	How many participants are expected?	6	(this box should expand as you type)
11	Who will the participants be?	Work colleagues	(this box should expand as you type)
12	How will you identify the participants?	By Participant numbers	(this box should expand as you type)

	Information for participants:	YES	NO	N/A
13	Will you describe the main research procedures to participants in advance, so that they are informed about what to expect?	✓		
14	Will you tell participants that their participation is voluntary?	✓		
15	Will you obtain written consent for participation?	✓		
16	Will you explain to participants that refusal to participate in the research will not affect their treatment or education (if relevant)?	✓		
17	If the research is observational, will you ask participants for their consent to being observed?			✓
18	Will you tell participants that they may withdraw from the research at any time and for any reason?			✓
19	With questionnaires, will you give participants the option of omitting questions they do not want to answer?			✓
20	Will you tell participants that their data will be treated with full confidentiality and that, if published, it will not be identifiable as theirs?	✓		
21	Will you debrief participants at the end of their participation, in a way appropriate to the type of research undertaken?			✓
22	If NO to any of above questions, please give an explanation			

	(this box should expand as you type)
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	Information for participants:	YES	NO	N/A
24	Will participants be paid?		✓	
25	Is specialist electrical or other equipment to be used with participants?		✓	
26	Are there any financial or other interests to the investigator or University arising from this study?		✓	
27	Will the research activity involve deliberately misleading participants in any way, or the partial or full concealment of the specific study aims?		✓	
28	If YES to any question, please provide full details			
	(this box should expand as you type)			

SECTION H: Anticipated Risks

	Outline any anticipated risks that may adversely affect any of the participants, the researchers and/or the University, and the steps that will be taken to address them. If you have completed a full risk assessment (for example as required by a laboratory, or external research collaborator) you may append that to this form.		
1	Full risk assessment completed and appended?	Yes	
		No	✓
2	Risks to participants For example: sector-specific health & safety, emotional distress, financial disclosure, physical harm, transfer of personal data, sensitive organisational information		
	Risk to participants: Not risk intended (this box should expand as you type)	How you will mitigate the risk to participants: (this box should expand as you type)	
3	If research activity may include sensitive, embarrassing or upsetting topics (e.g. sexual activity, drug use) or issues likely to disclose information requiring further action (e.g. criminal activity), give details of the procedures to deal with these issues, including any support/advice (e.g. helpline numbers) to be offered to participants. Note that where applicable, consent procedures should make it clear that if something potentially or actually illegal is discovered in the course of a project, it may need to be disclosed to the proper authorities		

	Not risk intended <i>(this box should expand as you type)</i>		
4	Risks to the investigator For example: personal health & safety, physical harm, emotional distress, risk of accusation of harm/impropriety, conflict of interest		
	Risk to the investigator: Not risk intended <i>(this box should expand as you type)</i>	How you will mitigate the risk to the investigator: <i>(this box should expand as you type)</i>	
5	University/institutional risks For example: adverse publicity, financial loss, data protection		
	Risk to the University: Not risk intended <i>(this box should expand as you type)</i>	How you will mitigate the risk to the University: <i>(this box should expand as you type)</i>	
6	Environmental risks For example: accidental spillage of pollutants, damage to local ecosystems		
	Risk to the environment: N/A <i>(this box should expand as you type)</i>	How you will mitigate the risk to environment: <i>(this box should expand as you type)</i>	

	Disclosure and Barring Service			
	If the research activity involves children or vulnerable adults, a Disclosure and Barring Service (DBS) certificate must be obtained before any contact with such participants.	YES	NO	N/A
7	Does your research require you to hold a current DBS Certificate?		✓	
8	If YES, please give the certificate number. If the certificate number is not available please write "Pending"; in this case any ethical approval will be subject to providing the appropriate certificate number.			

SECTION I: Feedback, Consent and Confidentiality

1	Feedback What de-briefing and feedback will be provided to participants, how will this be done and when?
	via the internal work communication system. <i>(this box should expand as you type)</i>
2	Informed consent

	Describe the arrangements to inform potential participants, before providing consent, of what is involved in participating. Describe the arrangements for participants to provide full consent before data collection begins. If gaining consent in this way is inappropriate, explain how consent will be obtained and recorded in accordance with prevailing data protection legislation.
	As per the participation consent form <i>(this box should expand as you type)</i>
3	Confidentiality / Anonymity Set out how anonymity of participants and confidentiality will be ensured in any outputs. If anonymity is not being offered, explain why this is the case.
	Their name is anonymous. <i>(this box should expand as you type)</i>

SECTION J: Data Protection and Storage

	Does the research activity involve personal data (as defined by the General Data Protection Regulation 2016 “GDPR” and the Data Protection Act 2018 “DPA”)?	YES	NO
1	“Personal data” means any information relating to an identified or identifiable natural person (‘data subject’). An identifiable natural person is one who can be identified, directly or indirectly, in particular by reference to an identifier such as a name, an identification number, location data, an online identifier or to one or more factors specific to the physical, physiological, genetic, mental, economic, cultural or social identity of that natural person. Any video or audio recordings of participants is considered to be personal data.	☐	☒
	If YES, provide a description of the data and explain why this data needs to be collected:		
2	<i>(this box should expand as you type)</i>		
	Does it involve special category data (as defined by the GDPR)?	YES	NO
3	“Special category data” means sensitive personal data consisting of information as to the data subjects’ – (a) racial or ethnic origin, (b) political opinions, (c) religious beliefs or other beliefs of a similar nature, (d) membership of a trade union (within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992), (e) physical or mental health or condition, (f) sexual life, (g) genetics, (h) biometric data (as used for ID purposes),	☐	☒

	If YES, provide a description of the special category data and explain why this data needs to be collected:
4	<i>(this box should expand as you type)</i>

	Will data from the research activity (collected data, drafts of the thesis, or materials for publication) be stored in any of the following ways?	YES	NO
5	Manual files (i.e. in paper form)?		✓
6	University computers?		✓
7	Private company computers?		✓
8	Home or other personal computers?	✓	
9	Laptop computers/ CDs/ Portable disk-drives/ memory sticks?		✓
10	"Cloud" storage or websites?		✓
11	Other – specify:		
12	For all stored data, explain the measures in place to ensure the security of the data collected, data confidentiality, including details of backup procedures, password protection, encryption, anonymisation and pseudonymisation:		
	<i>(this box should expand as you type)</i>		

Data Protection			
	Will the research activity involve any of the following activities:	YES	NO
13	Electronic transfer of data in any form?		✓
14	Sharing of data with others at the University outside of the immediate research team?		✓
15	Sharing of data with other organisations?		✓
16	Export of data outside the UK or importing of data from outside the UK?		✓
17	Use of personal addresses, postcodes, faxes, emails or telephone numbers?		✓

18	Publication of data that might allow identification of individuals?		✓
19	Use of data management system?		✓
20	Data archiving?		✓
21	If YES to any question, please provide full details, explaining how this will be conducted in accordance with the GDPR and Data Protection Act (2018) (and any international equivalents, where appropriate):		
	<i>(this box should expand as you type)</i>		
22	List all who will have access to the data generated by the research activity:		
	Myself and the University. <i>(this box should expand as you type)</i>		
23	List who will have control of, and act as custodian(s) for, data generated by the research activity:		
	Myself <i>(this box should expand as you type)</i>		
24	Give details of data storage arrangements, including security measures in place to protect the data, where data will be stored, how long for, and in what form. Will data be archived – if so how and if not why not.		
	My personal drive for as long as needed. <i>(this box should expand as you type)</i>		
25	Please indicate if your data will be stored in the UWTSD Research Data Repository (see https://researchdata.uwtsd.ac.uk/). If so please explain. <i>(Most relevant to academic staff)</i>		
	No <i>(this box should expand as you type)</i>		
26	Confirm that you have read the UWTSD guidance on data management (see https://www.uwtsd.ac.uk/library/research-data-management/)	YES	✓
27	Confirm that you are aware that you need to keep all data until after your research has completed or the end of your funding	YES	✓

SECTION K: Declaration

	The information which I have provided is correct and complete to the best of my knowledge. I have attempted to identify any risks and issues related to the research activity and acknowledge my obligations and the rights of the participants. In submitting this application I hereby confirm that I undertake to ensure that the above named research activity will meet the University's Research Ethics and Integrity Code of Practice which is published on the website: https://www.uwtsd.ac.uk/research/research-ethics/		
1	Signature of applicant:	LL	Date: 22/04/24

For STUDENT Submissions:

2	Director of Studies/Supervisor:	Dr Anupam Mazumda / Dr Dudley Ofori	Date:
3	Signature:		

For STAFF Submissions:

4	Academic Director/ Assistant Dean:		Date:
5	Signature:		

Checklist: Please complete the checklist below to ensure that you have completed the form according to the guidelines and attached any required documentation:

✓	I have read the guidance notes supplied before completing the form.
✓	I have completed ALL RELEVANT sections of the form in full.
✓	I confirm that the research activity has received approval in principle
	I have attached a copy of final/interim approval from external organisation (where appropriate)
	I have attached a full risk assessment (where appropriate) ONLY TICK IF YOU HAVE ATTACHED A FULL RISK ASSESSMENT
✓	I understand that it is my responsibility to ensure that the above named research activity will meet the University's Research Ethics and Integrity Code of Practice.
✓	I understand that before commencing data collection all documents aimed at respondents (including information sheets, consent forms, questionnaires, interview schedules etc.) must be confirmed by the DoS/Supervisor, module tutor or Academic Director.

RESEARCH STUDENTS AND STAFF ONLY

All communications relating to this application during its processing must be in writing and emailed to pgresearch@uwtsd.ac.uk , with the title 'Ethical Approval' followed by your name. You will be informed of the outcome of your claim by email; therefore it is important that you check your University and personal email accounts regularly.

STUDENTS ON UNDERGRADUATE OR TAUGHT MASTERS PROGRAMMES should submit this form (and receive the outcome) via systems explained to you by the supervisor/module leader.

This form is available electronically from the Academic Office web pages:

<https://www.uwtsd.ac.uk/academic-office/appendices-and-forms/>